



Public Meeting
Thursday, May 30, 2019

Auditorium – Police Headquarters
1:30 PM

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



PUBLIC MEETING

Minutes

Thursday, May 30, 2019 at 1:30 PM

**Auditorium, 40 College Street, 2nd Floor
Toronto, Ontario**

www.tpsb.ca

The following *draft* Minutes of the meeting of the Toronto Police Services Board that was held on May 30, 2019 are subject to adoption at its next regularly scheduled meeting.

Attendance:

The following members were present:

Andrew Pringle, Chair
Uppala Chandrasekera, Member
Frances Nunziata, Councillor & Member
Michael Ford, Councillor & Member
Ken Jeffers, Member

The following individuals were also present:

Acting Chief of Police Barbara McLean, Toronto Police Service
Ryan Teschner, Executive Director, Toronto Police Services Board
Diana Achim, Board Administrator, Toronto Police Services Board
Scott Nowoselski, Solicitor, City of Toronto - Legal Services Division

Declarations:

There were no declarations of interest under the *Municipal Conflict of Interest Act*.

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on May 30, 2019

Previous Minutes:

P97. The Board approved the Minutes from the meeting that was held on [April 25, 2019](#).

Moved by: U. Chandrasekera
Seconded by: F. Nunziata

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on May 30, 2019

P98. Toronto Beyond the Blue

The Board received an update and presentation by Ms. Dilnaz Garda and Ms. Cyndi Pelech with regard to this matter.

The Chair was given a plaque commemorating the Mental Health Awareness Month in recognition of the Board's support.

The Chair thanked all of the participants and the Members of the Service who worked on this project.

The Board received the foregoing presentation and update.

*A copy of the [presentation](#) is attached to this Minute

Moved by: U. Chandrasekera
Seconded by: M. Ford

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on May 30, 2019

P99. [Community Survey to Assess the Impact of Rule Changes under Regulation 58/16 – Findings of Phase 1](#)

The Board was in receipt of a report dated May 2019 from Dr. Gervan Fearon and Dr. Carlyle Farrell, with regard to this matter.

The Chair read a statement introducing the speakers and the report.

Dr. Gervan Fearon and Dr. Carlyle Farrell presented the report and answered Board Members' questions. *A copy of the [presentation](#) is attached to this Minute. They advised the Board that, based on the survey results, the community has indicated its interest in working in partnership with the Service towards resolving

some of the very issues identified in the report. They further advised that one aspect of their recommendations is to create an independent body that will provide oversight and will engage the community. The Chair said that there are currently no resources available to create such a body.

Acting Chief McLean advised that the Service welcomes this report and it will inform their relationship with the community. She also informed the Board that the Service is currently working on an educational 'know your rights' video that will include input from the community before being finalized.

Motion:

THAT the Board:

1. **Receive the report from Dr. Gervan Fearon and Dr. Carlyle Farrell entitled "Perceptions Of The Toronto Police And Impact Of Rule Changes Under Regulation 58/16: A Community Survey";**
2. **Refer the report to the Board's Anti-Racism Advisory Panel (ARAP) for its consideration in its work related to overseeing and monitoring response to and implementation of the recommendations directed both to the Toronto Police Service and to the Toronto Police Services Board, by the jury in the Inquest into the Death of Andrew Loku. Specifically, the Board requests ARAP to use the report's findings to assist in the development of a framework, benchmarks, and other measurement tools in its monitoring and analysis;**
3. **Direct the Chief to report back to the Board on best practices from Divisions across the Service that have been identified as having positive results in the survey, for example the positive results that were highlighted with respect to 12 Division and outline a plan as to how those practices can be implemented across all Divisions in the Service; and,**
4. **Direct the Chief to report back to the Board as to how the Service will: A) develop and roll out a robust "Know Your Rights/Public Education campaign, including the associated timelines required for implementation and B) work with the Board to measure the effectiveness of the Know Your Rights/Public Education campaign within one year after it is implemented publicly.**

Deputation: John Sewell* (*written submission only*)
Vilko Zbogar* (*written submission only*)

The Board received the presentation, the written submissions, the motion and the foregoing report.

Moved by: U. Chandrasekera
Seconded by: K. Jeffers

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on May 30, 2019

P100. [Mental Health and Addictions Advisory Panel \(MHAAP\) – Membership Recommendations](#)

The Board was in receipt of a report dated May 22, 2019 from Andy Pringle, Chair and MHAAP Board Co-Chair, Uppala Chandrasekera, Board Member and MHAAP Board Designate, Jennifer Chambers, MHAAP Community Co-Chair and Steve Lurie, MHAAP Community Co-Chair, with regard to this matter.

Recommendations:

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

- 1) Re-open Board Minute Number P36/19 and amend it to name both Andy Pringle and Uppala Chandrasekera as Co-Chairs of the Board's Mental Health and Addictions Advisory Panel (MHAAP); and
- 2) Approve the selection of the individuals listed in this report as the members to comprise the MHAAP.

Ms. Jennifer Chambers provided the Board with an update on this matter.

The Board approved the foregoing report.

Moved by: U. Chandrasekera
Seconded by: M. Ford

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on May 30, 2019

P101. [The Way Forward \(T.W.F.\) First Quarterly Implementation Update for 2019](#)

The Board was in receipt of a report dated May 14, 2019 from Mark Saunders, Chief of Police, with regard to this matter.

Recommendation:

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

Inspector Gregory Watts, Strategy Management, made a presentation to the Board with respect to this report. A copy of the [power point presentation](#) is attached to this Minute.

Motion:

THAT the Board:

- Replace wording on pages 5 and 6 in relation to People Plan Initiatives under the 'Culture Change, Human Resources' subsection of the report with:
- "People Plan initiatives are in the final phases of completion and implementation. Work to develop, evolve and evaluate programs is ongoing. Planning for People Plan 2.0 has begun.
- **My Service Culture Program:** In response to the OCA, Service-wide participation and engagement from over 400 members in focus groups designed to build member-driven change programs. Trained 75 leaders in change management.
- **Performance Management:** 91% of employees in the pilot project participated in the performance management process. 2019 performance management planning underway.
- **Mentorship:** The second mentoring pilot has launched, focused on civilian members.
- **Competency Framework & Core Values:** Training, communication, integration and ongoing monitoring of the Competency Framework, Core Values. New signage in the process of being installed in all units across the Service.
- **Promotional Process:** Vendor secured. Stakeholder sessions and focus groups completed. Over 250 members of all ranks across the Service participated. A straw framework has been completed. Phase 2 funding secured and planning underway.
- **Uniform TPA Job descriptions:** Vendor secured. Development of framework for PC to Staff Sergeant ranks.
- **P&C Dashboard:** Uniform dashboard launched with 3 reports.
- **P&C Service Delivery Transformation:** Goal setting and project costing reviewed and funding allocated. Unit organization charts and unit transitions plans completed. Wellness, Talent Acquisition, and Diversity Strategy initiatives "launched" - frameworks developed and applied to unit organization design planning.
- **Talent Acquisition:** Vendor secured. Sourcing & Marketing strategy developed. "
- Replace wording on Page 4, under the subsection 'Alternate Service Delivery' with:

“The Service has prepared a response to the Ernst & Young report which will be provided to the City for their review and comment on the findings.”

The Board received the presentation, the motion and the foregoing report.

Moved by: K. Jeffers
Seconded by: M. Ford

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on May 30, 2019

P102. [Annual Report: Corporate Risk Management – 2018](#)

The Board was in receipt of a report dated April 23, 2019, from Mark Saunders, Chief of Police, with regard to this matter.

Recommendation:

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

*A copy of the [presentation](#) is attached to this Minute

Deputations: Kris Langenfeld* ([written submissions included](#))
Miguel Avila-Velarde

The Board received the presentation, the deputations and the foregoing report.

Moved by: F. Nunziata
Seconded by: K. Jeffers

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on May 30, 2019

P103. [Facial Recognition System](#)

The Board was in receipt of a report dated May 17, 2019, from Mark Saunders, Chief of Police, with regard to this matter.

Recommendation:

It is recommended that the Board review the following overview of the Facial Recognition System (F.R.S.) purchased by the Service in March 2018.

Deputations: Michael Bryant, *Canadian Civil Liberties Association*
Kris Langenfeld

Deputy Chief James Ramer and Staff Inspector Steve Harris from the Forensic Identification Unit provided the Board with an update on this item.

Inspector Harris informed the Board that the Service consulted with the Ministry of the Attorney General and the Service's Legal Unit with respect to the privacy aspect of this tool. The report was concluded in October 2017 and a copy was provided to the Ontario Information Privacy Commissioner ("IPC"), and there were no further questions or issues raised by the IPC. Staff Inspector Harris confirmed that this tool does not scan crowds and is only used lawfully, in accordance with the Criminal Code, for the purposes of assisting victims of crime to more efficiently identify the accused.

The Board received the update, the deputation and the foregoing report.

Moved by: M. Ford
Seconded by: K. Jeffers

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on May 30, 2019

P104. [Special Constable Re-Appointments – May 2019](#)

The Board was in receipt of a report dated May 30, 2019 from Mark Saunders, Chief of Police, with regard to this matter.

Recommendation:

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

The Board approved the foregoing report.

Moved by: F. Nunziata
Seconded by: M. Ford

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on May 30, 2019

P105. [Adoption of a new Financial Management and Control By-Law and New Purchasing By-Law](#)

The Board was in receipt of a report dated May 14, 2019 from Mark Saunders, Chief of Police, with regard to this matter.

Recommendation(s):

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

- 1) Adopt the Financial Management and Control By-Law attached to this report as Appendix A, with such by-law to come into effect upon adoption by the Board;
- 2) Adopt the Purchasing By-Law attached to this report as Appendix B, with such by-law to come into effect upon adoption by the Board; and
- 3) Repeal Board By-law No. 147, a by-law “To confer certain authorities and responsibilities with respect to the commitment of funds by and the payment of accounts of the Toronto Police Services Board, and other related matters,” in accordance with section 20 of the Financial Management and Control By-Law attached to this report as Appendix A upon the Financial Management and Control By-law coming into effect upon adoption by the Board.

Deputation: Kris Langenfeld

Mr. Tony Veneziano, Chief Administrative Officer, advised the Board that the Service has conducted some research and looked at other services and municipalities to see what their amount limits are (see Appendix B of the report). He further advised that the limit for the Toronto Police Service has not been changed for the past 15 years and modernization of the By-laws is necessary to maintain best practice standards in the relevant areas.

The Board received the deputation and approved the foregoing report.

Moved by: M. Ford
Seconded by: F. Nunziata

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on May 30, 2019

P106. [Equity, Inclusion & Human Rights Unit Structure](#)

The Board was in receipt of a report dated March 27, 2019, from Mark Saunders, Chief of Police, with regard to this matter.

Recommendations:

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

- 1) Approve the organizational structure of the Equity, Inclusion & Human Rights (E.I. & H.R.) unit, formerly Diversity & Inclusion; and
- 2) Approve the attached new civilian job descriptions, classifications and pay classes for positions within the Equity, Inclusion & Human Rights unit, which include:
 - Special Projects Consultant, Equity & Inclusion (Z26022);
 - Human Rights and Accessibility Consultant, (Z26021);
 - Investigator (A11032);
 - Senior Researcher (A11030);
 - Inclusion Lead (A11031); and
 - Equity Coordinator (A07096).

Deputations: Michael Kerr, * ([written submissions included](#))
Colour of Poverty, Colour of Change
Farley Flex, *Urban Rez Solutions*
Kris Langenfeld
Deputy Mayor Thompson* ([written submission only](#))

Motion

THAT the Board:

- **Approve the renaming of the current Diversity & Inclusion Unit as the Equity, Inclusion & Human Rights Unit (EI & HR)**
- **Approve the staffing of the EI & HR Unit in principle, subject to consultations with Board Office staff regarding job descriptions, with the hiring to take place in the following phases:**
 - **Phase 1 as outlined in the report [*Special Projects Consultant, Equity & Inclusion (Z26), Human Rights & Accessibility Consultant (Z26), Sr. Researcher (A11)*]**
 - **Phase 2 following the submission of a report from the Chief to the Board within one year's time, outlining the Unit's progress and any updates to the staffing request that has been proposed for Phase 2 [*Equity Coordinator (A07), Inclusion Lead (A11), and Analyst (A08)*];**
 - **Phase 3 following the submission of a report from the Chief to the Board within one year's time from the execution of Phase 2, outlining the Unit's progress and any changes to the staffing request for 2 Investigators (A11);**

- **Direct the Chief to seek Board approval for the job descriptions within the EI & HR Unit prior to the commencement of the recruitment process; and**
- **Refer the information included in this report regarding the mandate, function and other relevant information about the new EI & HR Unit to the Board’s Anti-Racism Advisory Panel (ARAP) to provide input and recommendations with respect to what would strengthen the work of the EI & HR Unit.**

Acting Chief Barbara McLean advised the Board that this report represents the Service’s vision and action plan of “who we want to be”. She further advised that the Service is building up its communication technology and needs the capacity to tell its story; the creation of these new jobs is part of this. The Service looked at how other Services operate and noted that cities like Ottawa have a unit dedicated to Equity, Inclusion & Human Rights work and the population of that municipality is less than that of Toronto.

The Board received the deputations, the motion and approved the foregoing report.

Moved by: U. Chandrasekera
 Seconded by: K. Jeffers

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on May 30, 2019

P107. [Increase to the Approved Strength 19 to 25 Special Constables: University of Toronto](#)

The Board was in receipt of a report dated May 30, 2019, from Mark Saunders, Chief of Police, with regard to this matter.

Recommendation:

It is recommended that the Board approve the request from the University of Toronto, Scarborough Campus to increase their approved authorized strength of special constables from 19 to 25.

The Board approved the foregoing report.

Moved by: U. Chandrasekera
 Seconded by: M. Ford

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on May 30, 2019

P108. [Asset Management and Furniture Installation Services for Large and Small Moves Vendor of Record – City of Toronto Contract Award to](#)

Guardian Van Lines

The Board was in receipt of a report dated May 3, 2019 from Mark Saunders, Chief of Police, with regard to this matter.

Recommendation:

It is recommended that the Toronto Police Services Board:

- 1) Approve utilizing the existing piggy-back clause in the City of Toronto's (City) contract with Guardian Van Lines for the provision of asset management and furniture installation services for large and small moves in various Toronto Police Service (Service) facilities effective June 1, 2019 to December 31, 2021; and
- 2) Authorize the Chief of Police to exercise the two optional one-year extensions, commencing on January 1, 2022, subject to satisfactory vendor performance.

The Board approved the foregoing report.

Moved by: U. Chandrasekera
Seconded by: M. Ford

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on May 30, 2019

P109. [2019 Operating Budget Variance for the Toronto Police Service, Period Ending March 31, 2019](#)

The Board was in receipt of a report dated May 3, 2019 from Mark Saunders, Chief of Police, with regard to this matter.

Recommendations:

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

- 1) Request the City of Toronto's (City's) Budget Committee to approve a budget transfer of \$24.3 Million (M) to the Service's 2019 Council approved operating budget from the City's non-program operating budget, to fund the cost of the 2019 portion of the 2019-2023 negotiated collective agreement for Toronto Police Association (T.P.A.) members;
- 2) Approve a gross and net increase of \$750,000 to the Service's 2019 Council approved operating budget from the City's non program operating budget, to fund the cost of the gun buyback program; assuming City Council approval on May 14, 2019;

- 3) Approve a revised 2019 Toronto Police Service (Service) net operating budget of \$1,051.9M; and
- 4) Forward a copy of this report to the City's Chief Financial Officer for information and for inclusion in the variance reporting to the City's Budget Committee.

The Board approved the foregoing report.

Moved by: U. Chandrasekera
Seconded by: M. Ford

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on May 30, 2019

P110. [Capital Budget Variance Report for the Toronto Police Service, Period Ending March 31, 2019](#)

The Board was in receipt of a report dated May 8, 2019 from Mark Saunders, Chief of Police, with regard to this matter.

Recommendations:

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

- 1) Approve a 2019 cash flow transfer of \$1.3 Million (M) debt funding from the 12 Division Renovation project to the Radio Lifecycle Replacement project in 2019, with a return of these funds to the 12 Division Renovation project in 2020;
- 2) Approve the advancement of 2020 cash flow to 2019 in the amount of \$200,000 debt funding for the 43 Division Renovation project funded by the deferral of the 2019 cash flow for the same amount from the 12 Division Renovation project. Funding will be returned to the 12 Division Renovation project in 2020; and
- 3) Forward a copy of this report to the City of Toronto's (City) Chief Financial Officer for information and inclusion in the variance reporting to the City's Budget Committee.

Deputation: Kris Langenfeld

The Board received the deputation and approved the foregoing report.

Moved by: M. Ford
Seconded by: U. Chandrasekera

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on May 30, 2019

P111. [Operating Budget Variance Report for the Toronto Police Service Parking Enforcement Unit, Period Ending March 31, 2019](#)

The Board was in receipt of a report dated May 3, 2019 from Mark Saunders, Chief of Police, with regard to this matter.

Recommendations:

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

- 1) Request the City of Toronto's (City's) Budget Committee to approve a budget transfer of \$915,600 to the Toronto Police Service Parking Enforcement Unit's 2019 Council approved operating budget from the City's non program operating budget, to fund the cost of the 2019 portion of the 2019-2023 negotiated collective agreement for Toronto Police Association members;
- 2) Approve a revised 2019 Toronto Police Service (Service) net operating budget of \$47.6 Million (M); and
- 3) Forward a copy of this report to the City's Chief Financial Officer for information and for inclusion in the variance reporting to the City's Budget Committee.

The Board approved the foregoing report.

Moved by: U. Chandrasekera
Seconded by: M. Ford

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on May 30, 2019

P112. [Operating Budget Variance Report for the Toronto Police Services Board, Period Ending March 31, 2019](#)

The Board was in receipt of a report dated May 15, 2019 from Councillor Frances Nunziata, Acting Chair, with regard to this matter.

Recommendation:

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

- 1) Receive this report; and
- 2) Forward a copy of this report to the City of Toronto's (City) Chief Financial Officer for information and for inclusion in the variance reporting to the City's Budget Committee.

The Board approved the foregoing report.

Moved by: U. Chandrasekera
Seconded by: M. Ford

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on May 30, 2019

P113. [Receipt of Donation for Purchase of Police Service Dogs and Police Horse](#)

The Board was in receipt of a report dated May 6, 2019 from Mark Saunders, Chief of Police, with regard to this matter.

Recommendation:

It is recommended that the Board approve a cash donation in the amount of \$31,132,00, raised through donations collected at the passing of Police Constable Sam Sun, for the purchase of Police Service Dogs and a Police Horse.

The Board approved the foregoing report.

Moved by: U. Chandrasekera
Seconded by: M. Ford

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on May 30, 2019

P114. [Single Source Contract for Professional Services - Leo-Pisces Services Group Incorporated](#)

The Board was in receipt of a report dated May 3, 2019 from Mark Saunders, Chief of Police, with regard to this matter.

Recommendation:

It is recommended that the Toronto Police Services Board (Board) approve a one year single source professional service contract extension with Leo-Pisces Services Group Incorporated for Public Safety Data Portal (P.S.D.P) maintenance and development in the amount of \$160,000 (excluding taxes) from June 18, 2019 to June 17, 2020.

The Board approved the foregoing report.

Moved by: U. Chandrasekera
Seconded by: M. Ford

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on May 30, 2019

P115. [Supply and Delivery of Miscellaneous Automotive Parts and Supplies](#)

The Board was in receipt of a report dated May 3, 2019 from Mark Saunders, Chief of Police, with regard to this matter.

Recommendation:

It is recommended that the Toronto Police Services Board (Board) award the contract for supply and delivery of miscellaneous automotive parts and supplies to General Auto Parts for a two-year term commencing July 1, 2019 to June 30, 2021, with the option to extend for an additional one-year term at the discretion of the Chief of Police.

The Board approved the foregoing report.

Moved by: F. Nunziata
Seconded by: K. Jeffers

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on May 30, 2019

P116. [Vendor of Record for the Purchase of Conducted Energy Weapon \(C.E.W.\) Devices, Accessories, Maintenance and Lifecycle Replacement](#)

The Board was in receipt of a report dated May 3, 2019 from Mark Saunders, Chief of Police with regard to this matter.

Recommendation:

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

- 1) Approve M.D. Charlton Co. Ltd., as the vendor of record for all Axon products for a five-year term commencing June 1, 2019 to May 31, 2024 for purchase of C.E.W. devices, accessories, maintenance and lifecycle replacements when required; and
- 2) Authorize the Chair to execute all required agreements and related documents on behalf of the Board, subject to approval by the City Solicitor as to form.

Deputation: Kris Langenfeld

The Board received the deputation and approved the foregoing report.

Moved by: M. Ford
Seconded by: K. Jeffers

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on May 30, 2019

P117. [Independent Civilian Review into Missing Persons Investigations – Account for Professional Service](#)

The Board was in receipt of a report dated May 2, 2019 from Andy Pringle, Chair, with regard to this matter.

Recommendations:

It is recommended that the Toronto Police Services Board approve payment of an invoice dated April 25, 2019, in the amount of \$227,256.58 and that such payment be drawn from the Board's on-going operating budget for professional services rendered by Honourable Gloria Epstein and Cooper, Sandler, Shime and Bergman LLP.

The Board approved the foregoing report.

Moved by: U. Chandrasekera
Seconded by: M. Ford

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on May 30, 2019

P118. [City of Toronto Council Decision – 2017 Annual Statistical Report](#)

The Board was in receipt of a report dated April 12, 2019 from Andy Pringle, Chair, with regard to this matter.

Recommendations:

It is recommended that the Toronto Police Services Board:

- 1) Request that the Chief of Police report to the Board on the matters requested by City Council; and,
- 2) Forward a copy of this report to the Executive Committee.

The Board received the foregoing report.

Moved by: U. Chandrasekera
Seconded by: M. Ford

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on May 30, 2019

- P119. [Toronto Police Service Audit and Quality Assurance Annual Report \(“Appendix D” is confidential\)](#)

The Board was in receipt of a report dated May 9, 2019 from Mark Saunders, Chief of Police, with regard to this matter.

Recommendations:

It is recommended that the Toronto Police Service’s Board receive this report.

Note: “Appendix D” to this report was only presented in the confidential Board Meeting.

Mr. Tony Veneziano, Chief Administrative Officer, Corporate Support Command, answered questions from the Board and advised that the Service is currently considering capturing savings in the yearly audit report.

The Board received the foregoing report.

Moved by: M. Ford
Seconded by: U. Chandrasekera

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on May 30, 2019

- P120. [Annual Report: April 1, 2018 to March 31, 2019 – Grant Applications and Contracts](#)

The Board was in receipt of a report dated May 2, 2019 from Mark Saunders, Chief of Police, with regard to this matter.

Recommendations:

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

The Board received the foregoing report.

Moved by: U. Chandrasekera
Seconded by: M. Ford

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on May 30, 2019

- P121. [Quarterly Report: Occupational Health and Safety Update for January 1, 2019 to March 31, 2019](#)

The Board was in receipt of a report dated April 23, 2019 from Mark Saunders, Chief of Police, with regard to this matter.

Recommendations:

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

The Board received the foregoing report.

Moved by: U. Chandrasekera
Seconded by: M. Ford

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on May 30, 2019

P122. [Semi-Annual Report: Publication of Expenses – July to December 2018](#)

The Board was in receipt of a report dated May 3, 2019 from Mark Saunders, Chief of Police, with regard to this matter.

Recommendations:

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

The Board received the foregoing report.

Moved by: U. Chandrasekera
Seconded by: M. Ford

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on May 30, 2019

P123. [Paid Duty Rates – June 1, 2019](#)

The Board was in receipt of a report dated May 14, 2019 from Councillor Frances Nunziata, Acting Chair, with regard to this matter.

Recommendations:

It is recommended that the Toronto Police Services Board receive the attached notification from the Toronto Police Association dated May 13, 2019, with respect to paid duty rates to take effect June 1, 2019 and provide this information to the Chief of Police so that these new rates can be operationalized.

Deputation: Miguel Avila-Velarde

Mr. Tony Veneziano, Chief Administrative Officer, Corporate Support Command, answered questions from the Board and advised that this report is governed by the collective agreement with the Toronto Police Association (TPA) and it is for receipt and not approval, as it is only advising the Board of the TPA's new paid duty rates.

The Board received the deputation and the foregoing report.

Moved by: M. Ford
Seconded by: U. Chandrasekera

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on May 30, 2019

P124. [Vendor Award – Facial Recognition System](#)

The Board was in receipt of a report dated May 8, 2019 from Mark Saunders, Chief of Police, with regard to this matter.

Recommendations:

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

The Board received the foregoing report.

Moved by: U. Chandrasekera
Seconded by: M. Ford

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on May 30, 2019

P125. [Chief's Administrative Investigation into the Custody Injury to Mr. Ihor Bondarenko](#)

The Board was in receipt of a report dated March 12, 2019 from Mark Saunders, Chief of Police, with regard to this matter.

Recommendations:

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

The Board received the foregoing report.

Moved by: U. Chandrasekera
Seconded by: M. Ford

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on May 30, 2019

P126. [Chief's Administrative Investigation into the Custody Death of E. Y.](#)

The Board was in receipt of a report dated November 6, 2018 from Mark Saunders, Chief of Police, with regard to this matter.

Recommendations:

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

The Board received the foregoing report.

Moved by: U. Chandrasekera
Seconded by: M. Ford

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on May 30, 2019

P127. [Chief's Administrative Investigation into the Custody Injury to Mr. Zachary Hamilton](#)

The Board was in receipt of a report dated February 11, 2019 from Mark Saunders, Chief of Police, with regard to this matter.

Recommendations:

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

The Board received the foregoing report.

Moved by: U. Chandrasekera
Seconded by: M. Ford

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on May 30, 2019

P128. [Chief's Administrative Investigation into the Custody Injury to Mr. Jeffrey McRae](#)

The Board was in receipt of a report dated February 11, 2019 from Mark Saunders, Chief of Police, with regard to this matter.

Recommendations:

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

The Board received the foregoing report.

Moved by: U. Chandrasekera
Seconded by: M. Ford

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on May 30, 2019

P129. [Chief's Administrative Investigation into the Custody Injury to Mr. Mohamed Rahman Nazir](#)

The Board was in receipt of a report dated February 11, 2019 from Mark Saunders, Chief of Police, with regard to this matter.

Recommendations:

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

The Board received the foregoing report.

Moved by: U. Chandrasekera
Seconded by: M. Ford

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on May 30, 2019

P130. [Chief's Administrative Investigation into the Custody Injury to Mr. Michael Pruden](#)

The Board was in receipt of a report dated January 8, 2019 from Mark Saunders, Chief of Police, with regard to this matter.

Recommendations:

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

The Board received the foregoing report.

Moved by: U. Chandrasekera
Seconded by: M. Ford

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on May 30, 2019

P131. [Chief's Administrative Investigation into the Vehicle Injuries to Mr. Ramon Ramirez-Li](#)

The Board was in receipt of a report dated October 29, 2018 from Mark Saunders, Chief of Police, with regard to this matter.

Recommendations:

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

Deputation: Kris Langenfeld

The Board received the deputation and the foregoing report.

Moved by: M. Ford
Seconded by: K. Jeffers

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on May 30, 2019

P132. [Response to the Jury Recommendations from the Coroner's Inquest into the Death of Mr. Bradley John Chapman](#)

The Board was in receipt of a report dated April 26, 2019 from Mark Saunders, Chief of Police, with regard to this matter.

Recommendations:

It is recommended that the Toronto Police Services Board:

- 1) Forward a copy of the following report to the Chief Coroner for the Province of Ontario; and
- 2) Forward a copy of the following report to the Board's Mental Health and Addictions Advisory Panel (M.H.A.A.P.).

The Board received the foregoing report.

Moved by: U. Chandrasekera
Seconded by: M. Ford

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on May 30, 2019

P133. Confidential

In addition to the public meeting conducted by the Board today, a confidential meeting was held to consider a number of matters which were exempt from the

public agenda in accordance with the criteria for considering confidential matters set out in section 35(4) of the *Police Services Act*.

The following members attended the confidential meeting:

Mr. Andrew Pringle, Chair
Ms. Uppala Chandrasekera, Member
Ms. Frances Nunziata, Councillor & Member
Mr. Michael Ford, Councillor & Member
Mr. Ken Jeffers, Member

Next Regular Meeting

Date: Thursday, June 27, 2019
Time: 1:30 PM
Location: City Hall in Committee Room #2

Minutes Approved by:

-original signed-

Andy Pringle
Chair

Members of the Toronto Police Services Board

Andy Pringle, Chair	Marie Moliner, Vice-Chair
Uppala Chandrasekera, Member	Frances Nunziata, Councillor & Member
Michael Ford, Councillor & Member	John Tory, Mayor & Member
Ken Jeffers, Member	



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Mommy, Do bad guys have guns?

Why is Daddy always mad?

Why do people hate my
Dad?

**WHEN TBTB KIDS TALK,
WE LISTEN.**

I am scared my Dad won't come home

Mommy? Why can't I say you are
a Police Officer?





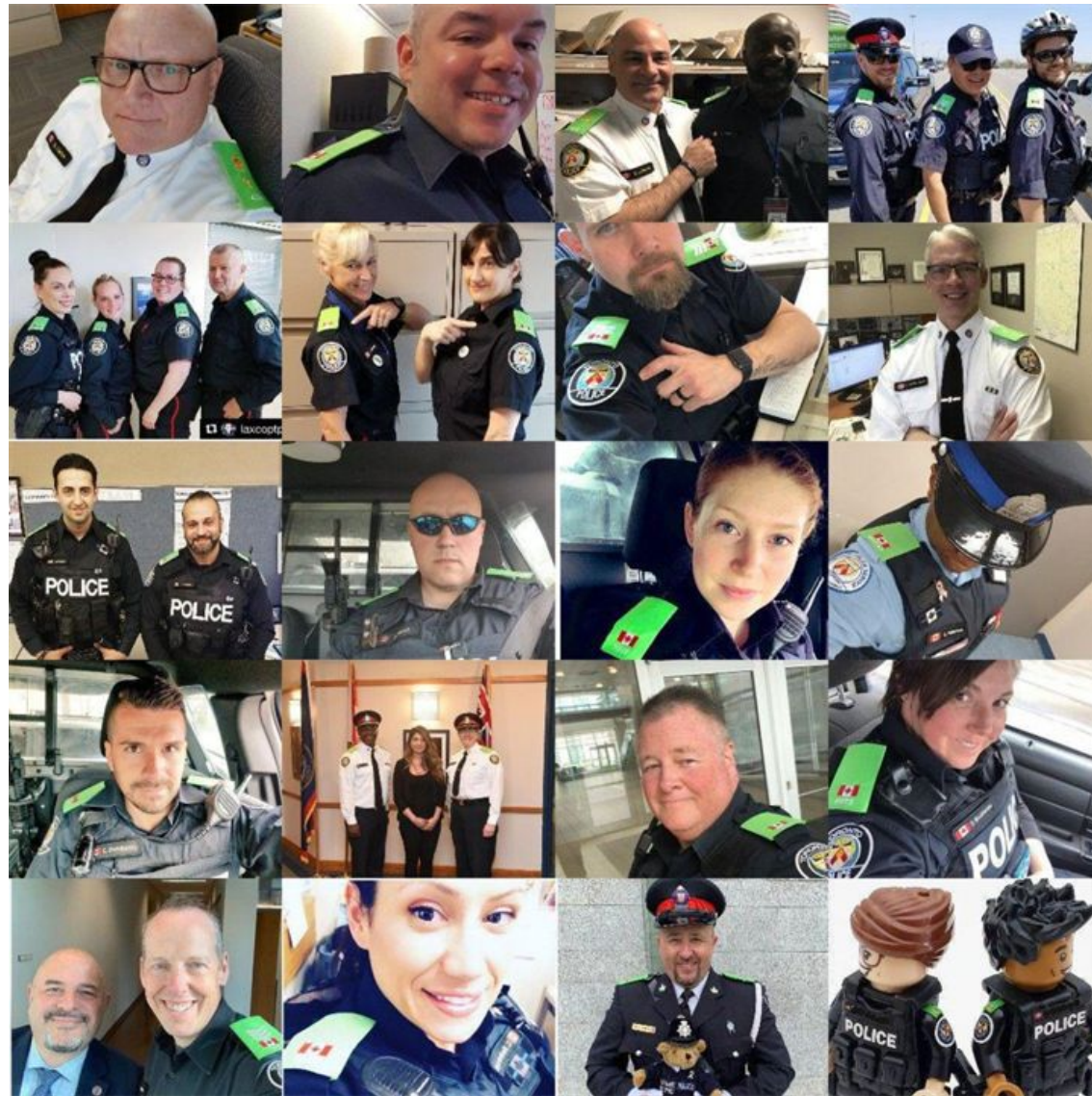
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**Perceptions of the Toronto Police and Impact of
Rule Changes under Regulation 58/16: A
Community Survey**

Final Report

Dr. Gervan Fearon & Dr. Carlyle Farrell

1

Organization of the report

1. Introduction
2. Methodology
3. Demographic Profile of Respondents
4. Community Perceptions of Toronto Police
5. Community Views on Carding
6. Analysis by TPS Division
7. The New Rule Changes
8. Recommendations

Appendix A: Survey Instrument

Appendix B: Sample Re-weighting

Research Objectives

Page 3-4:

- Conduct baseline survey to assess community attitudes towards the Toronto police with respect to issues such as racial profiling, bias, trust, legitimacy and customer service.
- Evaluate community awareness of Ontario Regulation 58/16.
- Evaluate change in attitude towards the police as a result of Ontario Regulation 58/16.

Methodology

Pages 5-6

- Structured questionnaire designed and pretested in the field.
- Questionnaire and research design approved by Brock University Ethics Review Board.
- Sixteen enumerators hired and trained (Ryerson masters and undergraduate students)
- Fieldwork conducted over a 2 month period across the City.
- 1,517 individuals participated in the exercise.
- Data entry and validation conducted by Ryerson Ph.D. students.
- Analysis using SPSS (frequency analysis, crosstabs, binary logistic regression)

Demographic Profile of Respondents

Pages 7-14

- Data Collected:
 - Gender
 - Age
 - Race
 - Employment status
 - Income
 - Education
 - First language
 - Place of residence.

- Snapshot of respondent profile on P. 13-14.

- Need to re-weight sample to ensure it adequately represents the population of Toronto (Appendix B)

Perceptions of Toronto Police

Pages 15-52

- Key perception variables considered:
 - Honesty
 - Integrity
 - Trust
 - Bias (ethnic background and neighbourhood)
 - Impartiality/Favoritism
 - Engagement
 - Legitimacy
 - Quality of service delivered

Perceptions of Toronto Police

- Perception variables analyzed by seven demographic variables: Gender; Age; Race; Employment status; Income; Education and First language.
- Results summarized on P. 52. Note that these results have been re-weighted to reflect the entire population of Toronto (not just the sample). All results reported are statistically significant.
- Note that demographic differences are extremely important in understanding the overall perception metrics presented in the report. Statistically significant differences found with several variables e.g. age, income and education but differences based on race are the most striking.

Perceptions of Toronto Police

Honesty, Trust & Integrity:

- **Sixty-eight percent** of Torontonians believe that the city's police officers are honest.
 - Highest among Whites (72%) and Asians (65-76%) and lowest among Blacks (41%) and Indigenous people (53%). See **Table 8 (P.16)** for details.
- **Seventy-two percent** of Torontonians believe that the city's police officers live up to their motto to serve and protect, i.e. they act with integrity.
 - Whites (76%) and South Asians (79%) most supportive of this notion; Blacks (50%) much less so. See **Table 13 (P. 20)** for details.
- **Sixty-five percent** of Torontonians believe that the city's police officers can be trusted to treat individuals of their ethnic group fairly.
 - Highest among Whites and Asians (74-78%); lowest among Blacks at 26%. See **Table 19 (P. 25)** for details.

Perceptions of Toronto Police

Bias and Favoritism:

- **Nineteen percent** of Torontonians believe that the city's police officers have discriminated against them in the past because of their ethnic background.
 - 50% of Blacks held that view – some 30% above the population estimate. **See Table 23 (P.29).**
- **Sixteen percent** of Torontonians believe that the city's police officers have discriminated against them in the past because of where they live.
 - 41% of Blacks vs. 10% of Whites perceived discrimination based on where they live. **See Table 30 (P.35).**
- **Fifty percent** of Torontonians believe that the city's police officers favor members of particular ethnic groups. Significantly higher percentages of Blacks and Latin Americans agree. **See Table 38 (P.40).**

Perceptions of Toronto Police

Engagement & Communication:

- **Fifty-eight percent** of Torontonians believe that the city's police officers are responsive to their needs.
 - Most supported by Whites and Asians and least by Blacks (Figures 2 & 3 – P. 41& 42)
- **Forty-three percent** of Torontonians believe that the city's police officers engage effectively with the community.
 - Blacks and Indigenous individuals least impressed (Figures 6 & 7 – P.45)
- **Forty-five percent** of Torontonians believe that the city's police officers communicate effectively with members of the community.
 - Scores uniformly low irrespective of ethnic background (Figures 4 & 5 – P.42 & 44)

Perceptions of Toronto Police

Engagement & Communication:

- **Eighty-seven percent** of respondents believe that the TPS could do more to improve engagement with the community.
- **Seventy-two percent** of respondents believe that the community could do more to improve its engagement with the police (**Figure 8 – P.46**)

Perceptions of Toronto Police

Police Legitimacy:

- **Forty-two percent** of Torontonians agree with the use of physical force by the city's police officers against members of their community.
 - Support is highest among Whites and lowest among Blacks, Arabs and Indigenous individuals. See **Table 39 (P.49)**.

Perceptions of Toronto Police

Overall Satisfaction:

- **Sixty percent** of Torontonians are satisfied with the service provided by the city's police officers.
 - Whites and Asians are the most satisfied with the police service they receive while Blacks and Latin Americans are the least (**Figures 9 & 10 – P.47**).

Community Views on Carding

Pages 53-71:

- Significant space in the report devoted to understanding community views on carding.
- Carding was defined for respondents before asking specific questions (see Appendix A). Ensure everyone on same page.
- Roughly 11% of the sample (or 170 individuals) indicated that they had been carded.

Community Views on Carding

- Demographic profile of those who had been carded is presented looking at variables such as gender, age, income and education. **Tables 42-46 (P.54-56)**.
 - 75% are male
 - 78% under age 35
 - 42% are Black
 - 34% earn less than \$20,000/year
 - 40% have only a high school level of education
- Data collected on the frequency of regulated interaction (**Tables 47 and 48 – P.57**)
 - 43% carded only once
 - 21% carded in 2017

Note: Table 48 indicates that a number of individuals reported being carded in 2015 and 2016 even though the practice was officially suspended in those years. It may well be that during those years Toronto police officers continued to stop and question community members for intelligence gathering purposes but their personal data were not entered into the database. While these individuals were stopped and questioned it would be difficult for them to verify whether their personal information was in fact entered into the TPS database in accordance with the strict definition.

Community Views on Carding

- Data also collected on respondents' personal experience during regulated interactions:
 - 54% don't believe they were treated professionally and with respect by the officer involved (**Figure 13 – P.58**). Officer's tone of voice was main reason (small sample) **Figure 14 – P.59**
 - 59% believe that they were singled out because of their race (**Table 50 – P.59**). Note that over 60% of respondents who had never been carded argue that in conducting street checks Toronto police single individuals out because of their race (**Figure 15 – P.60**).
 - 65% of respondents who had been carded noted that the officer involved did explain the reason for them being stopped (**Table 49 – P.59**).

Community Views on Carding

- Also examined how regulated interaction influences individuals' perceptions of the Toronto police, i.e. in terms of honesty, integrity, trust etc.
 - 63% of respondents who had been carded held a negative perception of the honesty of Toronto police while 65% of those who had not been carded held a favorable view (**Table 51 – P.61**).
 - 66% of respondents who had been carded do not trust officers to treat members of their ethnic group fairly compared to 57% of respondents who had not been carded and do trust the police to deliver fair treatment (**Table 53 – P.61**).
 - 92% of respondents who claimed to not have been treated with respect during a stop had a negative view of the honesty of Toronto police while 68% of respondents who claim to have been treated with respect still perceived the police to be honest (**Table 54 – P.62**).

Community Views on Carding

- 87% of respondents who believe that they had been singled out by police because of their race went on to express the view that Toronto police officers are not honest (**Table 56 – P. 63**).
- 77% percent of those who did not receive an explanation for being carded went on to express the view that Toronto police officers are dishonest (**Table 55 – P.62**).

Carding negatively impacts how community members view Toronto police officers but how individuals are treated during such encounters may be just as important.

Community Views on Carding

- Report also examines community's perception of the effectiveness of regulated interactions and the extent to which it contributes to individuals' perceived safety. The views of Torontonians who do not favor carding also examined in terms of why they believe the TPS favors the practice:
 - 52% percent of all Torontonians believe that the police should have the legal right to card individuals. Majority who had been carded were against and those with no personal experience were split (**Table 57 – P. 64**).
 - 64% percent of Torontonians believe that carding does indeed make for safer communities (even though this study finds that the practice is associated with negative perceptions of the police). Even some who had been carded were supportive (**Table 58 – P.65**). Despite the documented problems with carding a majority of the population of Toronto are prepared to give up some individual liberties for perceived community safety. Supportive of the TPS position.

Community Views on Carding

- Among those who do not support the TPS narrative the reasons they believe officers card individuals is reflected in the word cloud (Figure 16). Racial, profiling, black and racist figure prominently. Like, feel, can also frequently mentioned. When answers are read these clearly point to an arbitrariness and abuse of power associated with regulated interaction.
- Crime was mentioned but not often so these respondents don't see carding as a way to suppress crime in the city.

Likelihood of being Carding

- The report also assessed the factors that increase the odds of someone being carded in the city of Toronto. The objective of this exercise is to add some quantitative rigor to the debate on regulated interaction.
- Used a logistic regression model as specified on P.66 with whether or not the individual was carded as the dependent variable. Demographic variable e.g. race, gender and income used as explanatory variables along with the level of criminal activity (both past and current) in the divisions where individuals were carded.

Likelihood of being Carding

Results are presented in **Table 59 – P.67**:

- Being Black increases your odds of being carded by **124%**
- Being South Asian increases your odds of being carded by **99%**
- Being male increases your odds of being carded by **134%**
- Having a low income also increases your odds of being carded. For every \$20,000 decrease in your income your odds of being carded increase by **7%**
- Your presence in a TPS division with a history of criminal activity has a marginal (**<0.5%**) impact on your odds of being carded.

Analysis by TPS Division

- Analyzed the data using the TPS Division as the unit of analysis. Do perceptions of the police vary dependent on where in the city individuals live? Considered honesty, trust, bias and favoritism.
- If perceptions in some divisions are significantly better than the baseline this may suggest best practices with respect to community policing from which others could learn.
- No attempt made in this study to uncover the reasons for any differences found.

Analysis by TPS Division

- Division 12 is the clear standout:
 - 87% of individuals who live in Division 12 believe police officers are honest. Overall TPS reading is 60%. See **Table 60 (P.74)**.
 - 77% of individuals who live in Division 12 believe police officers can be trusted. Overall TPS reading is 53%. See **Table 61 (P.75)**.
 - 10% of individuals who live in Division 12 believe police officers are biased. Overall TPS reading 28%. See **Table 62 (P.76)**.
 - 13% of individuals who live in Division 12 believe police officers favor certain ethnic groups. Overall TPS reading is 51%. See **Table 63 (P.77)**.
 - Individuals who live in Division 12 also see officers are engaged in the community and effective communicators. See **Figures 17 and 18 – P. 78 & 79**.

New Rules

- Report also examines respondents' awareness and understanding of Ontario Regulation 58/16 and whether these new rules change in any way the community's views on regulated interaction and their perceptions of Toronto police officers.

New Rules

- 49% percent of respondents knew of their right under the new legislation to disengage from any officer who stopped and solicited their personal information. 71% of those respondents were also aware of the conditions under which they could do so. See **Tables 64 and 65 (P. 81)**.
- 74% of respondents knew that under the new rules Toronto police officers had an obligation to inform those stopped of their right to refuse their efforts to solicit personal information. See **Table 66 (P. 82)**.
- 78% of respondents were aware that during a street check individuals must now be informed of the reason for the collection of their personal information. See **Table 67 (P. 82)**.

New Rules

- 67% of respondents were aware that during a street check a receipt must now be offered to those being carded. **Table 68 (P.83)**.
- Despite demonstrating a good awareness of the provisions of the new rules 78% of respondents claimed to not have been aware of the specifics of the new legislation. See Figure 19. Rules may be intuitive but respondents just not aware that provisions enshrined in new legislation.

New Rules

Respondents asked about their attitudes towards the new legislation:

- 70% believe that the new rules would promote better engagement between the police and the community.
- 67% believe the new rules will enhance public trust in the police.
- 64% believe the new rules will reduce racial profiling.
- 58% believe the new rules will reduce bias in policing. See **Table 69 (P.85)**.
- Over 50% of respondents indicated that their attitude towards the Toronto Police Service was either much better or somewhat better given that these new rules are now in effect. See **Figure 21 (P. 85)**.

Recommendations

Page 90:

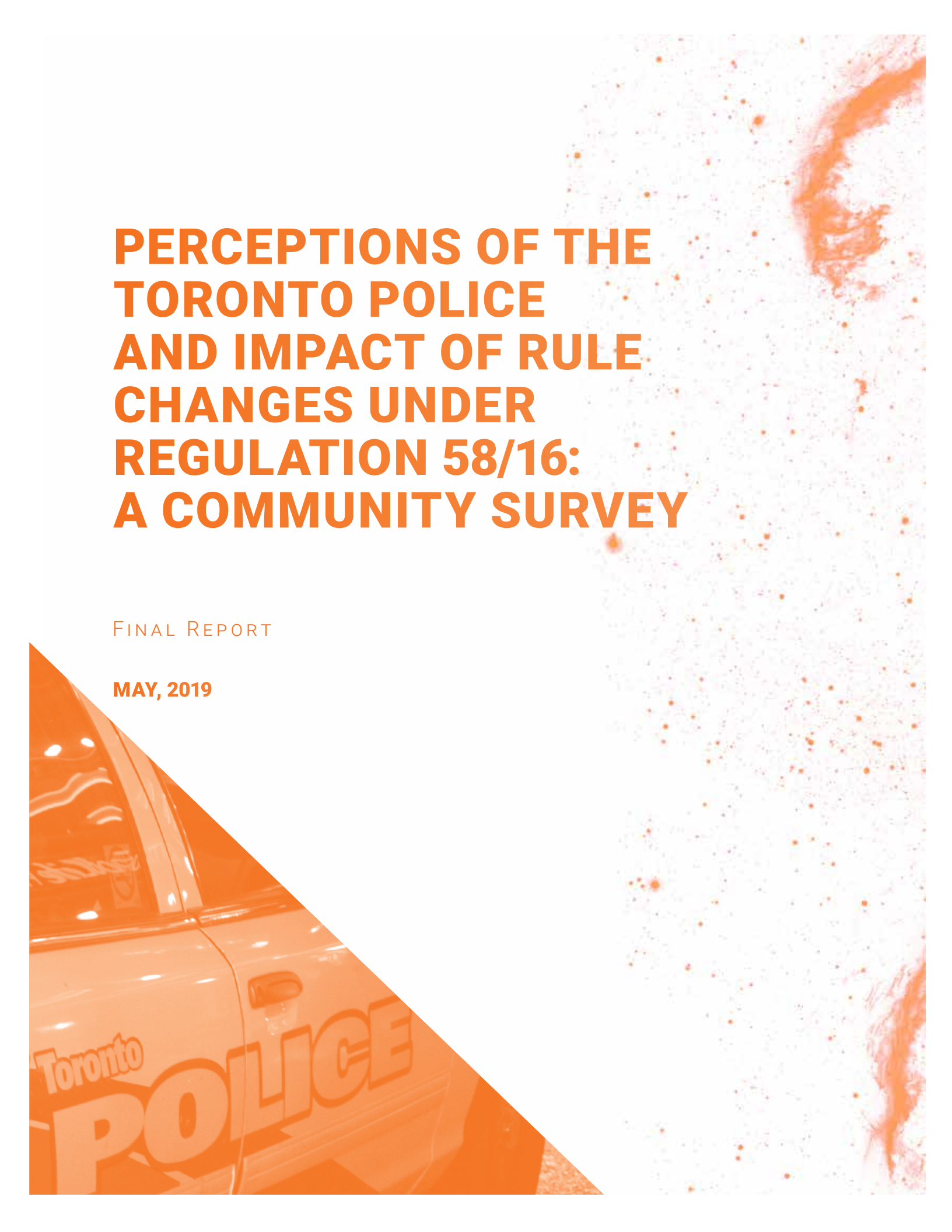
- With respect to carding the community appears to be hopeful that the new legislation will bring about meaningful change. There is clearly a foundation in place on which to build a true partnership between the police and the community. It is essential that this goodwill not be squandered. The establishment of a permanent standing committee of the TPSB with a mandate to provide advice on police-community relations on an ongoing basis may well pay dividends for the City.
- With a baseline established, the TPSB is encouraged to continuously monitor and work towards incremental improvements in the community perception metrics developed in this study. An overall satisfaction rating of 60% with the service delivered by officers, for example, clearly suggests that more needs to be done. To accomplish this the TPSB may wish to encourage the TPS to re-visit its training methodologies to ensure that front line officers clearly understand their obligations and have the support they need to engage effectively with the community.

Recommendations

- Differences in perception of the police between the various demographic groups in the city need to be narrowed. For example Blacks and some other minority groups clearly do not view the city's law enforcement officers in the same light as their White/Caucasian peers. Bridging these differences whether through more effective engagement in marginalized communities, better public messaging or other approaches, will be of tremendous societal benefit.
- The TPSB is encouraged to examine the divisional differences in community perceptions surfaced in this report. While the reasons for these differences remain unclear empirical analysis may uncover novel solutions to some of the problems of effective community policing.

Recommendations

- The TPSB should consider the establishment of a separate office to adjudicate complaints from citizens that stem from the implementation of Ontario Regulation 58/16. There is skepticism that bias on the part of police officers can be effectively eliminated with the implementation of new legislation. The establishment of an office, which is independent of the TPS, to adjudicate complaints may allay the fears of some community members that their rights may still be violated despite the new rules.



PERCEPTIONS OF THE TORONTO POLICE AND IMPACT OF RULE CHANGES UNDER REGULATION 58/16: A COMMUNITY SURVEY

FINAL REPORT

MAY, 2019



Executive Summary



This report presents the results of a baseline community survey undertaken in the City of Toronto on behalf of the Police and Community Engagement Review (PACER) Committee of the Toronto Police Service Board (TPSB). The purpose of the survey was to examine public perceptions of the Toronto Police Service (TPS) and to better understand the community's views on issues such as racial profiling, bias in policing and public trust in the city's law enforcement officers. The survey also attempted to assess the extent to which residents of Toronto are satisfied with the service delivered by their police officers. In addition, this research focused on the practice of regulated interactions, i.e. carding or street checks, and sought to better understand the perspective of Toronto residents on this often contentious issue. The extent to which Torontonians are supportive of street checks is examined, as well as the impact that the practice has on the community's perception of its law enforcement officers. The study also evaluates the public's awareness of the basic tenets of Ontario Regulation 58/16 which came into force on January 1, 2017 and now governs the practice of regulated interaction. As noted above these research objectives were accomplished by the execution of a survey of Torontonians. The survey involved in-depth personal interviews using a structured questionnaire and was undertaken over a two month period (November-December, 2017) in various locations across the city. The findings reported below are based on the responses of 1,517 individuals who agreed to the researchers' request for an interview.



In terms of perceptions of the Toronto police the key findings of the study are as follows:

- 🕒 **Sixty-eight percent** of Torontonians believe that the city's police officers are honest.
- 🕒 **Seventy-two percent** of Torontonians believe that the city's police officers live up to their motto to serve and protect, i.e. they act with integrity.
- 🕒 **Sixty-five percent** of Torontonians believe that the city's police officers can be trusted to treat individuals of their ethnic group fairly.
- 🕒 **Nineteen percent** of Torontonians believe that the city's police officers have discriminated against them in the past because of their ethnic background.
- 🕒 **Sixteen percent** of Torontonians believe that the city's police officers have discriminated against them in the past because of where they live.
- 🕒 **Fifty percent** of Torontonians believe that the city's police officers are impartial, i.e. do not favor members of any particular ethnic group.
- 🕒 **Fifty-eight percent** of Torontonians believe that the city's police officers are responsive to their needs.
- 🕒 **Forty-three percent** of Torontonians believe that the city's police officers engage effectively with the community.
- 🕒 **Forty-five percent** of Torontonians believe that the city's police officers communicate effectively with members of the community.
- 🕒 **Sixty percent** of Torontonians are satisfied with the service provided by the city's police officers.
- 🕒 **Forty-two percent** of Torontonians agree with the use of physical force by the city's police officers against members of their community.



It needs to be strongly emphasized at the onset that while many of these overall metrics may be positive they mask important underlying demographic differences that must be highlighted. For example, while 65% of the city's population believe that Toronto police officers can be trusted to treat members of their ethnic group fairly the result for blacks is only 26%. While 72% of the population believe that Toronto police act with integrity only 50% of blacks were in agreement. Similarly while 68% of Torontonians believe that officers are honest only 41% of blacks and 53% of Indigenous respondents were able to support that position. Lower approval ratings for Toronto police from non-Asian minority groups is unfortunately a consistent theme throughout this report and points to the need for a considered policy response.

With respect to bias, and as noted above, some 19% of the city's population who have had contact with Toronto police believe that they were discriminated against by officers because of their ethnic background. Some 16% perceive they were negatively stereotyped because of where they live. Here too demographic differences are salient. While 16% of the population of Toronto believe they have experienced neighborhood-based discrimination some 41% of blacks and 28% of Indigenous and Latin American respondents were found to hold that view. These are indeed difficult statistics to reconcile with the Toronto Police Service's stated zero tolerance policy towards bias. The metric that a full 50% of the city's population believe that officers are not impartial but instead favor members of particular ethnic groups also points to an area that needs to be monitored for improvement in subsequent community surveys. In this case the viewpoint seems to be widely held with 59% of Blacks supporting the notion but also 50% of White/Caucasian respondents.

The overall statistics for community engagement, responsiveness and communication are all in the 43-58% range while police legitimacy as measured by community support for the use of physical force by officers also seems quite muted. Similarly, a 60% overall satisfaction with the delivery of police services in the city should also be of concern to the Toronto Police Service. Given that this is a baseline study it will be interesting to observe if these metrics improve in subsequent years.

On the issue of carding the study yielded some interesting results. These may be summarized as follows:

- 📍 **Fifty-four percent** of respondents who had been carded do not believe that they were treated professionally and with respect by the Toronto police officer involved. In these circumstances it was the officer's tone of voice (not the words used or physical force) that led respondents to believe that they were not being treated professionally.
- 📍 **Fifty-nine percent** of respondents who had been carded believe that they were singled out because of their race.
- 📍 **Sixty-three percent** of respondents who had **never** been carded argue that in conducting street checks Toronto police single individuals out because of their race.



- 📌 **Sixty-five percent** of respondents who had been carded noted that the officer involved did explain the reason for them being stopped.
- 📌 **Sixty-three percent** of respondents who had been carded held a negative perception of the honesty of Toronto police while **sixty-five percent** of those who had **not** been carded held a favorable view.
- 📌 **Sixty-six percent** of respondents who had been carded do not trust officers to treat members of their ethnic group fairly compared to **fifty-seven percent** of respondents who had **not** been carded and do trust the police to deliver fair treatment.
- 📌 **Ninety-two percent** of respondents who claimed to not have been treated with respect during a stop had a negative view of the honesty of Toronto police while **sixty-eight percent** of respondents who claim to have been treated with respect still perceived the police to be honest.
- 📌 **Eighty-seven percent** of respondents who believe that they had been singled out by police because of their race went on to express the view that Toronto police officers are not honest.
- 📌 **Seventy-seven percent** of those who did not receive an explanation for being carded went on to express the view that Toronto police officers are dishonest.
- 📌 **Fifty-two percent** of all Torontonians believe that the police should have the legal right to card individuals.
- 📌 **Sixty-four percent** of Torontonians believe that carding does indeed make for safer communities.
- 📌 Being Black increases an individual's odds of being carded in the City of Toronto by **one hundred and twenty-four percent** while being South Asian increases an individual's odds of being stopped by **roughly ninety-nine percent**.
- 📌 Being male increases an individual's odds of being carded by **one hundred and thirty-four percent**.
- 📌 Every \$20,000 decrease in an individual's income increases the odds of the person being carded by **seven percent**.
- 📌 Physical presence in a division with a high level of crime in one period marginally (**less than half of one percent**) increases an individual's odds of being carded in subsequent periods.



It would appear that of those respondents who had been carded the majority do not believe that they were treated professionally and with respect by the officer involved. Rather disturbing is the finding that a majority of those who had been carded believe that their race was a factor in them being stopped. Interestingly, the perception that carding is motivated by race also seems to be shared by individuals with no personal experience with the practice. Over 60% of non-carded respondents believe that street checks are motivated by race. This study is also very clear that there is an association between carding and the public's perception of Toronto police officers. A high percentage of respondents who had been carded expressed the view that officers were less honest and could not be trusted to treat with the public fairly. The analysis, however, goes further and reveals that how an individual is treated during a stop also has a bearing on his/her perception of the police. For example, and as noted above, 92% of respondents who do not believe they were treated with respect had a negative view of the honesty of the city's law enforcement officers. In contrast 68% of individuals who believe they were treated professionally during a stop still had a favorable view of the police.

This study also sought to understand the key factors that would increase an individual's odds of being carded in the City of Toronto. Being Black or South Asian significantly increases one's odds of being stopped and questioned by police. As noted above being male also increases one's odds of being carded by 134%, while having a low level of personal income further increases an individual's odds of this type of police intervention. Indeed for every \$20,000 decrease in an individual's income the odds of being carded increase by 7%. The analysis in this report also contends that an individual's presence in an area with a history of criminal activity may also prompt the solicitation of personal information by Toronto police officers. Gender and race are the major factors which determine who is subject to this type of police intervention in the City of Toronto. The level of criminal activity and one's income, while statistically significant, have a marginal impact on the odds of being carded.

The study results suggest that a slight majority of Torontonians believe that the Toronto police should have the legal right to card individuals. Roughly 52% of the city's residents support officers having that right. Interestingly, however, when the practice of street checks is couched in terms of community safety support increases markedly. Despite the problems with regulated interactions, as highlighted by respondents to this survey, a majority of Torontonians (64%) do believe that carding makes for safer communities – a result which is supportive of the Toronto Police Service's position. It would appear that how this police intervention is framed has implications for the level of community support it will receive.

Given that the results presented above do point to deficiencies in the manner in which carding is carried out, further investigation was undertaken to better understand community views. Data on Torontonians' perception of their law enforcement officers were examined using the police division as the unit of analysis. The purpose of this approach was to determine whether there are police divisions where public perceptions are significantly better than the baseline. If significant variations are found, this may point to commands that have implemented best practices from which other divisions could learn. Using this approach Division 12 is the clear standout as illustrated by the results summarized below:



- **Seventy-seven percent** of respondents who reside in Division 12 believe that Toronto police officers can be trusted to treat individuals of their ethnic background fairly – a result which is well above the 53% reading for all TPS divisions.
- **Less than ten percent** of respondents who reside in Division 12 were of the view that officers are biased against individuals of their ethnic background – a result well below the 28% reading for all TPS divisions.
- **Thirteen percent** of residents in Division 12 held the view that officers favored members of particular ethnic groups. The overall reading for all divisions on this measure is 51%.
- **Sixty-one percent** of respondents who reside in Division 12 held the view that Toronto police officers are effective in their engagement with the community – the highest of any of the other divisions.
- **Fifty-nine percent** of respondents who reside in Division 12 expressed the view that officers communicated effectively with members of the community – the highest of all TPS divisions.

The above metrics stand in sharp contrast to other TPS commands e.g., Division 43, where perceptions of honesty, trust, bias and favoritism all lag the overall readings for the agency. Engagement and communication with members of the community follow a similar pattern. It may be useful for the Toronto Police Service to undertake an examination of the reasons for these differences. This would allow the TPS to determine whether there are indeed best practices which could be used to assist under-performing divisions, or whether the variations in public perception observed are due to demographic, economic or other factors. Such an analysis, while interesting, is beyond the scope of the current assignment.

This study did focus on respondents' awareness of Ontario Regulation 58/16 and their attitudes towards the new regulations. The main results of this exercise may be summarized as follows:

- **Forty-nine percent** of respondents knew of their right under the new legislation to disengage from any officer who stopped and solicited their personal information. **Seventy-seven percent** of those respondents were also aware of the conditions under which they could do so.
- **Seventy-four percent** of respondents knew that under the new rules Toronto police officers have an obligation to inform those stopped of their right to refuse their efforts to solicit personal information.



- 📍 **Seventy-eight percent** of respondents were aware that during a street check individuals must now be informed of the reason for the collection of their personal information.
- 📍 **Sixty-seven percent** of respondents were aware that during a street check a receipt must now be offered to those being carded.
- 📍 Despite demonstrating a good awareness of the provisions of the new rules **seventy-eight percent** of respondents claimed to not have been aware of the specifics of the new legislation.
- 📍 When provided with details, respondents seemed to be optimistic that the new rules would result in some positive changes in areas such as better engagement between the police and the community (**Seventy percent**), enhanced public trust in the police (**Sixty-seven percent**) and reduced incidents of racial profiling (**Sixty-four percent**). **Fifty-eight percent** of respondents believe the new legislation would reduce bias in policing.
- 📍 **Over Fifty percent** of respondents indicated that their attitude towards the Toronto Police Service was either much better or somewhat better given that these new rules are now in effect.

Respondents demonstrated a good grasp of the basic precepts of the new legislation even before they were formally made aware of its specific provisions during the interview. When respondents were informed of the details, however, 78% indicated that they were really not aware of the specific provisions. The study also found that respondents were generally optimistic that the new legislation would bring about meaningful changes in terms of trust, community engagement and racial profiling. Respondents were, however, more skeptical about the ability of the new legislation to reduce bias in policing. Overall, however, a slight majority of respondents indicated that the new rules improved their perception of the Toronto Police Service.

Based on the findings in this report the following recommendations are offered:

- (1) Differences in perception of the police between the various demographic groups in the city need to be narrowed. For example Blacks and some other minority groups clearly do not view the city's law enforcement officers in the same light as their White/Caucasian peers. Bridging these differences whether through more effective engagement in marginalized communities, better public messaging or other approaches, will be of tremendous societal benefit.
- (2) The TPSB is encouraged to examine the divisional differences in community perceptions surfaced in this report. While the reasons for these differences remain unclear empirical analysis may uncover novel solutions to some of the problems of effective community policing.





- (3) With a baseline established, the TPSB is encouraged to continuously monitor and work towards incremental improvements in the community perception metrics developed in this study. An overall satisfaction rating of 60% with the service delivered by officers, for example, clearly suggests that more needs to be done. To accomplish this the TPSB may wish to encourage the TPS to re-visit its training methodologies to ensure that front line officers clearly understand their obligations and have the support they need to engage effectively with the community.
- (4) With respect to carding the community appears to be hopeful that the new legislation will bring about meaningful change. There is clearly a foundation in place on which to build a true partnership between the police and the community. It is essential that this goodwill not be squandered. The establishment of a permanent standing committee of the TPSB with a mandate to provide advice on police-community relations on an ongoing basis may well pay dividends for the city.
- (5) The TPSB should consider the establishment of a separate office to adjudicate complaints from citizens that stem from the implementation of Ontario Regulation 58/16. There is skepticism that bias on the part of police officers can be effectively eliminated with the implementation of new legislation. The establishment of an office, which is independent of the TPS, to adjudicate complaints may allay the fears of some community members that their rights may still be violated despite the new rules.



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1 Introduction

The following report is submitted to the Police and Community Engagement Review (PACER) Committee of the Toronto Police Service Board (TPSB) by Dr. Gervan Fearon and Dr. Carlyle Farrell. It documents the results of a community survey undertaken in the City of Toronto over the period November-December, 2017. The survey sought to assess prevailing attitudes towards the police service among community members, and examine their views on regulated interactions, i.e. carding or street checks. The study also sought to evaluate the extent to which community members understood their rights during such encounters and their awareness of the new legislation, Ontario Regulation 58/16, which now governs the practice. The survey also attempts to assess the impact of the new rules on the community's perceptions of carding and Toronto law enforcement officers.

Street checks or "carding" is a long standing practice of the TPS¹. The practice, which has generated considerable public debate, involves police stops and the solicitation of personal information from individuals subject

to the intervention. Information collected may include name, age, sex, estimated height and weight as well as skin color and the names of an individual's associates. Police officers would record the information provided by those stopped on contact cards which would subsequently be entered into a database for possible use in future criminal investigations. Concerns have been raised about the practice in the wake of revelations that, relative to their share of the Toronto population, young black males had been stopped disproportionately more frequently². Further, few arrests or charges resulted from these interventions and there is little by way of hard evidence that the practice has actually made Toronto communities any safer or fostered a sense of trust between the public and the police³. As a result of these concerns, there have been repeated calls over the years for the practice to be banned and the data already collected destroyed. The TPS, on the other hand, has maintained that street checks are useful in its fight against crime and has resisted calls to discontinue the practice or delete the data already collected.

1 Toronto Police Service. The Police and Community Engagement Review (The PACER Report). Phase II – Internal Report & Recommendations, P. 11. Available at: <http://www.torontopolice.on.ca/publications/files/reports/2013pacerreport.pdf>

2 *Ibid* P. 30.

3 See for example Doob A and Gartner R. Understanding the Impact of Police Stops. A report prepared for the Toronto Police Services Board. Center for Criminology and Sociolegal Studies, University of Toronto. 17 January 2017.



In response to public concerns, attempts have been made by the TPSB and provincial government to make the practice of street checks less contentious and more palatable to members of the community. The TPSB has approved new rules that ban officers from stopping citizens who are not suspected of being involved in criminal activity. It also bans street checks motivated by race and seeks to define a new set of rules that “will enhance public trust concerning the collection of identifying information, promote police-community engagement and improve community relations”.⁴ Officers would, however, continue to have access to the historical data but only when authorized by the Chief of Police. The Toronto Police Chief is required, under the new rules, to rationalize access to the historical data to an independent committee - the Regulated Interactions Review Panel, comprised of a TPSB member, a retired judge and a member of the community. Officers are also required to undergo training in conducting street checks. Additionally, under the new rules, police officers are now required to inform citizens that they have the right to disengage from regulated interactions, i.e. walk away without answering the questions posed by law enforcement.

These rules are consistent with Ontario Regulation 58/16 which now governs the circumstances under which identifying information about an individual may be collected by the police from the individual in question. This new legislation took effect on January 1, 2017 and applies in circumstances in which the officer is:

- (a) inquiring into offences that have been or might be committed.
- (b) Inquiring into suspicious activities to detect offences.
- (c) Gathering information for intelligence purposes⁵.

However, the legislation does not apply in circumstances in which:

- (a) the individual is legally required to provide the information to a police officer.
- (b) The individual is under arrest or is being detained.
- (c) The officer is engaged in a covert operation.
- (d) The officer is executing a warrant, acting pursuant to a court order or performing related duties.
- (e) The individual from whom the officer attempts to collect information is employed in the administration of justice or is carrying out duties or providing services that are otherwise relevant to the carrying out of the officer’s duties⁶.

4 Toronto Policy Service Board. Regulated Interaction with the Community and the Collection of Identifying Information. Available at: <http://www.tpsb.ca/policies-by-laws/board-policies/send/5-board-policies/543-regulated-interaction-with-the-community-and-the-collection-of-identifying-information>

5 Police Services Act. Ontario Regulation 58/16. Collection of Identifying Information in Certain Circumstances – Prohibition and Duties. P. 1. Available at: <https://www.ontario.ca/laws/regulation/160058>

6 *Ibid* P. 2.

Interest in conducting a study to better understand Torontonians' reaction to the new regulations reflects the findings of a recent PACER report which led the Committee to recommend *inter alia*: "That the Service conduct community surveys to proactively evaluate and address issues relating to public trust, police legitimacy, customer service, racial profiling and bias in police services⁷".

The PACER report argues that it is important for the broader community to have a mechanism to provide ongoing feedback on the new regulations as a way of improving trust and the delivery of police services. Community based surveys are seen as a way to give Torontonians a voice and would also, the report argues, have a positive impact on members of the TPS.

1.1 Research Objectives

The primary objectives of this study may be stated as follows:

- (a) to complete a baseline survey to assess prevailing attitudes towards the police service among community members in neighbourhoods that have and have not historically expressed concerns about their treatment by, and engagement with, the Toronto Police Service and the criminal justice system. Data will be collected as these relate to racial profiling, bias, trust, police legitimacy and customer service.
- (b) To capture in the baseline survey the level of awareness of the new rules on regulated interaction among community members in target neighbourhoods.
- (c) To capture in the baseline survey any change in attitudes towards the police service among community members in the target neighbourhoods as a direct result of the new rules on regulated interaction.

1.2 Organization of the Report

This report is organized into eight major sections. Following this brief introduction details of the study's research methodology are presented. Issues of questionnaire design and survey execution are discussed in this section. In the third section of the report is presented a demographic profile of survey respondents. This includes a discussion of key variables such as age, income, race and education which, of course, may well have implications for respondents' perceptions of the Toronto police and their views on carding. The fourth section of the report specifically addresses respondents' perceptions of Toronto police including issues of trust, bias, legitimacy, community engagement and overall satisfaction with the service provided by

⁷ Toronto Police Service. The Police and Community Engagement Review (The PACER Report). Phase II – Internal Report & Recommendations, P. 11. Available at: <http://www.torontopolice.on.ca/publications/files/reports/2013pacereport.pdf>

officers. In the fifth section the issue of carding is addressed more directly with an examination of community members' personal experience with regulated interactions, and their perceptions of how they were treated during such encounters. Also considered in this section are the views of Torontonians who have never been carded but who, nonetheless, have an opinion with respect to the practice. Demographic variables such as race, gender and education are used to facilitate a deeper understanding of the views of community members. Also presented in this section is an analysis of the factors that determine the likelihood of being carded in the City of Toronto. In the sixth section of this report an analysis of community perceptions disaggregated by the seventeen police divisions across Toronto is presented. This evaluation was undertaken to allow the TPS to perhaps identify divisions with best practices and those where officers may need additional support and training. An assessment of respondent awareness of the rule changes that now govern regulated interactions is presented in the seventh section of this report. The discussion in this section also addresses how (if at all) attitudes towards Toronto police officers change once respondents are informed of their rights under the new legislation. The eighth and final section of this report summarizes the analysis and provides a set of recommendations to the TPSB. Appendices, acknowledgements and a profile of the authors follow the eighth section at the end of the report.



2 Methodology

This survey utilized a structured questionnaire which was administered at random to members of the Toronto community. The questionnaire (see Appendix A) is divided into five sections and was administered in person after informing prospective respondents of the purpose of the study and securing their cooperation. The interviews were undertaken across the City of Toronto and in a range of locations including outside shopping malls; coffee shops; community centers; subway stations; barber shops/hair dressing salons; public libraries; university campuses and at major street intersections. Information was solicited on the general perceptions of the Toronto police among members of the community including their views on community engagement, trust, police legitimacy, and issues of bias and racial profiling (Section A). Views on regulated interactions were also solicited from community members who had personally been subjected to the practice (Section B) as well as community members who had not (Section C). Section D of the questionnaire sought to test respondents' understanding of their rights under the new rules on regulated interaction, and solicit their views on whether the new guidelines changed in any way (positively or negatively) their perceptions of the practice and the TPS. Demographic information, e.g., age, education, income, place of residence,

employment status and gender, was recorded in Section E of the questionnaire.

A draft version of the questionnaire was reviewed by members of the PACER Committee in the summer of 2017. The draft survey instrument, recruiting script and detailed description of the research design were then submitted to the Brock University Ethics Review Board for approval after the questionnaire was pretested in the field. For the pretest, the questionnaire was administered at random to 30 individuals in the Scarborough and Bathurst & Lawrence areas of the city. During the pretest particular attention was paid to the length of time required to complete the exercise and whether the wording of any questions was unclear, ambiguous or in any other way problematic for respondents. The questionnaire was refined based on this feedback from the field. A total of sixteen enumerators were then recruited and trained for this study. Enumerators selected for this assignment are primarily current graduate and undergraduate students of Ryerson University in degree programs such as criminology and public policy. In a half-day session, enumerators were introduced to the questionnaire, provided with instruction on proper interviewing techniques and given guidance on minimizing selection bias. Enumerators were also given the opportunity to role play using the survey



instrument and provided with tips on personal safety when conducting interviews in the field.

Field work was completed over a 2 month period (November-December, 2017). A total of 1,517 Torontonians participated in the survey providing the researchers with a large and robust sample. In order to mitigate any potential negative impacts of participating in the survey (e.g., triggering of latent negative memories of an encounter with police) all respondents were offered a Canada 211 card at the conclusion of their interviews. This card provides one phone number that allows respondents to access a range of relevant support services, should they be needed. Data from the 1,517 useable questionnaires were entered and validated during the period January-February, 2018 by Ph.D. students specialised in information technology and data sciences, but who were not involved in conducting the field work. Diagnostic tests were subsequently run to ensure the internal consistency of the dataset prior to its use in the analysis. The data collected were analyzed using a range of statistical procedures in SPSS, including frequency analysis, cross tabulation, ANOVA and binary logistic regression. A draft report was submitted to the PACER Committee in June 2018.



3 Demographic Profile

In this section of the report the demographic profile of the respondents to the survey is presented. Data were collected on a range of characteristics such as gender, age, race, education and income. Data were also collected on respondents' employment status, place of residence and whether their first language is English or French. These factors may well prove to be important drivers of how individuals perceive the Toronto police and how they view the practice of carding. The demographic profile of respondents to this survey fits reasonably well the profile of the City of Toronto on a number of dimensions e.g. gender and income. On other variables, e.g. ethnic background, there is evidence of over/under-sampling of certain groups. It was, therefore, necessary to reweight the sample as discussed in Appendix B in order to ensure that the results reported below accurately represent the views of Torontonians.

3.1 Gender Distribution

As shown in Table 1, the sample of respondents was evenly split between males and females with roughly 49% self-identifying as belonging to one of these two categories⁸. Only one percent of respondents described themselves as "gender non-conforming". This

is an important result and suggests that the findings of the study are unlikely to be unduly influenced by a predominance of individuals in either major gender category, whatever their perspective. The analysis below will demonstrate whether men and women differ in their views on the issues to be discussed.

Table 1: Distribution of Sample by Gender

Category	Frequency	Percentage
Male	743	49.3
Female	745	49.4
Gender non-conforming	20	1.3
TOTAL	1,508	100

3.2 Age Distribution

Individuals 24 years and younger were the largest age cohort in the sample. Of the total number of Torontonians who responded positively to the request for an interview 46%

⁸ Note that frequencies in the tables in this section may not sum to 1,517 as some respondents may have opted to not answer certain questions.

were 24 years old or younger⁹. As shown in Table 2 some 25% of respondents were between the ages of 25 and 34 years and 23% were between the ages of 35 and 54 years. At just 6%, individuals 55 and older do not constitute a significantly large category in the sample of respondents.

Table 2: Distribution of Sample by Age on last Birthday

Category (Years)	Frequency	Percentage
0-24	689	46.0
25-34	377	25.2
35-54	345	23.0
+55	88	5.8
TOTAL	1,499	100

3.3 Distribution by Race

The race profile of the sample is instructive (Table 3). The sample consists of an almost equal percentage of respondents who self-identified as “Black” and who self-identified as “White/Caucasian”. Blacks represent 24% of the sample and White/Caucasian, 23%. Given the nature of this particular study, this is an interesting result as one would expect *a priori* that race would be an important variable in an individual’s perception of the police and the practice of carding. Other major cohorts were Arabs (7%), East Asians (8%), South Asians (12%) and South-East Asians (6%). Note as well that Asians as a group represent some 31% of the overall sample. As indicated above this sample distribution is not reflective of the population of Toronto and would require adjustment in the analysis below. Whites, for example are under-represented and Blacks and Arabs are over-represented in the sample distribution relative to the population of Toronto. It is argued here, however, that the oversampling of minority groups is a positive given the nature of this study, as it ensures an adequate number of respondents in these categories to undertake meaningful statistical analysis (see Appendix B).

⁹ Note that enumerators were instructed not to interview any individuals under the age of 18.



Table 3: Distribution of Sample by Race

Category	Frequency	Percentage
Arab	106	7.2
Black	362	24.4
East Asian	123	8.3
Indigenous	32	2.2
Latin American	60	4.0
South Asian	174	11.7
South-East Asian	93	6.3
West Asian	62	4.2
White/Caucasian	346	23.3
Other	124	8.4
TOTAL	1,482	100

3.4 Distribution by Employment & Income

The vast majority of respondents (75%) are employed outside the home (Table 4) although almost thirty percent earn less than \$20,000 and 45% earn less than \$40,000 (Table 5). As may be expected only a small percentage of respondents reported incomes in excess of \$100,000. Also with respect to income, it should be pointed out that a significant percentage of the sample (23%) opted not to provide enumerators with an estimate of how much they earn. Respondents either could not remember, or perhaps more likely, preferred not to answer this question. This is not particularly surprising given that some individuals may well view this information as confidential and may be skeptical about how their data would be used. Despite this the sample contains well over 1,000 observations on this variable and the high refusal rate is, therefore, unlikely to hamper the analysis below.



Table 4: Distribution of Sample by Employment Status

Category	Frequency	Percentage
Employed outside the home	1,120	75.1
Not employed outside the home	371	24.9
TOTAL	1,491	100

Table 5: Distribution of Sample by Income

Category	Frequency	Percentage
\$0 - \$19,999	434	29.5
\$20,000 - \$39,999	223	15.2
\$40,000 - \$59,999	208	14.2
\$60,000 - \$79,999	147	10.0
\$80,000 - \$99,999	67	4.8
\$100,000 - \$119,999	30	2.0
\$120,000 - \$139,999	13	0.9
+\$140,000	6	0.4
Don't remember/Prefer not to answer	341	23.2
TOTAL	1,469	100



3.5 Distribution by Highest Level of Education

In terms of education, over 60% of respondents have completed up to and including a college diploma, while an additional 28% have an undergraduate university degree (Table 6). Only 2% of the sample indicated that elementary school was their highest level of education achieved while 9% have a masters or some other graduate degree. Overall the educational attainment of respondents is seen to be quite high, which again may be important when the analysis turns to a consideration of public perceptions of the Toronto police, views on regulated interactions and an understanding of the rights of Canadian citizens.

Table 6: Distribution of Sample by Highest level of Education

Category	Frequency	Percentage
Elementary School	28	1.9
High School	511	34.2
College	400	26.8
University undergraduate	417	27.9
University Graduate	138	9.2
Other	1	0.1
TOTAL	1,495	100

3.6 Distribution by First Language

Quite apart from educational achievement it should also be noted that the majority (68%) of the respondents to this survey reported that either English or French is their first language (Table 7). This would imply that the majority of respondents are well integrated into Canadian society and have the language tools necessary to access media reports and other forms of communication that may be relevant to an understanding of the issue of regulated integrations. This is not to suggest, however, that individuals whose first language is not English or French do not have this capacity¹⁰. Facility in multiple languages may well be possible. Additional analysis will determine whether this demographic variable is germane to perceptions of the Toronto police and the practice under study.

¹⁰ It should be noted that this question relates to the individual's first language and not whether the respondent speaks English or French.



Table 7: Distribution of Sample by English or French as First Language

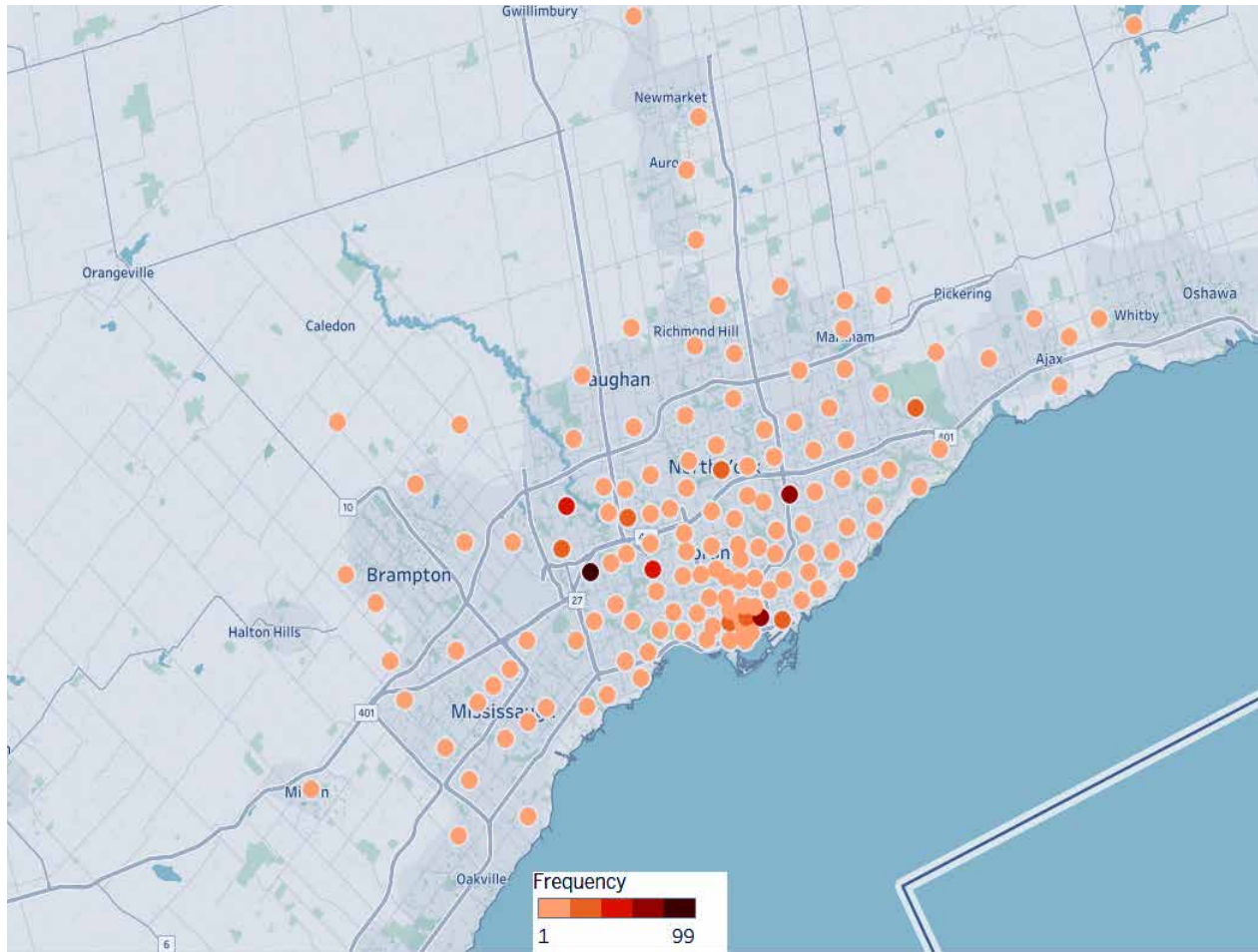
Category	Frequency	Percentage
English or French is respondent’s first language	1,007	67.7
English or French is not respondent’s first language	481	32.3
TOTAL	1,488	100

3.7 Distribution by Place of Residence

It would perhaps be instructive to examine the distribution of the sample by respondents’ place of residence. Using the major street intersections nearest to respondents’ place of residence as locators, it is possible to graphically illustrate the distribution across the City of Toronto (Figure 1). Several points need to be made. First, the distribution presented shows graphically that respondents reside across the length and breadth of the city although higher concentrations are observed in a few areas. Coverage, however, is considered to be adequate in terms of reflecting the geographic diversity of the city. It should also be noted that roughly 150 respondents to this survey indicated that they live outside of Toronto. This is clearly seen in Figure 1 with a few respondents residing in jurisdictions such as Mississauga and Milton to the west, Whitby to the east and New Market to the north. While technically not “Torontonians” these individuals clearly have an opinion about the city’s police and a willingness to share their views. These respondents are, therefore, not excluded from the analysis below except when place of residence is a key variable. It should be noted as well that several respondents did not provide their place of residence. Despite this, the dataset does contain over 1,200 observations on this variable.



Figure 1: Geographic Distribution of Respondents



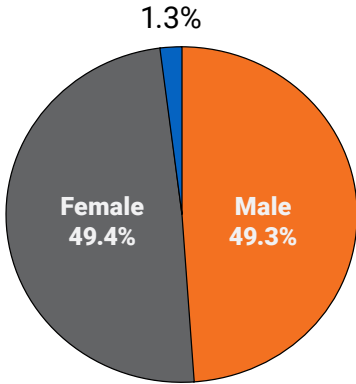
3.8 Summary

Exhibit 1 presents a snapshot of the respondents to this survey based on their demographic characteristics. As noted above comparisons to City of Toronto census statistics are contained in Appendix B.

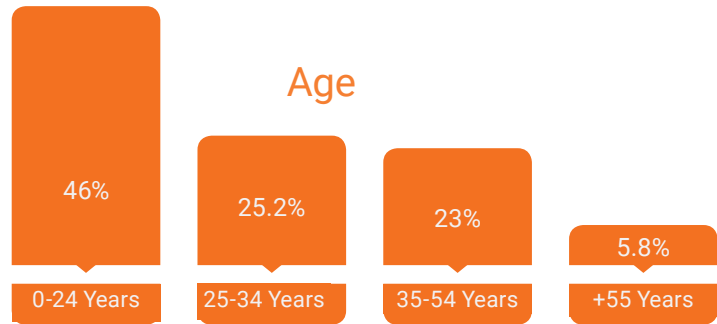
Exhibit 1: Demographic Snapshot of Survey Respondents



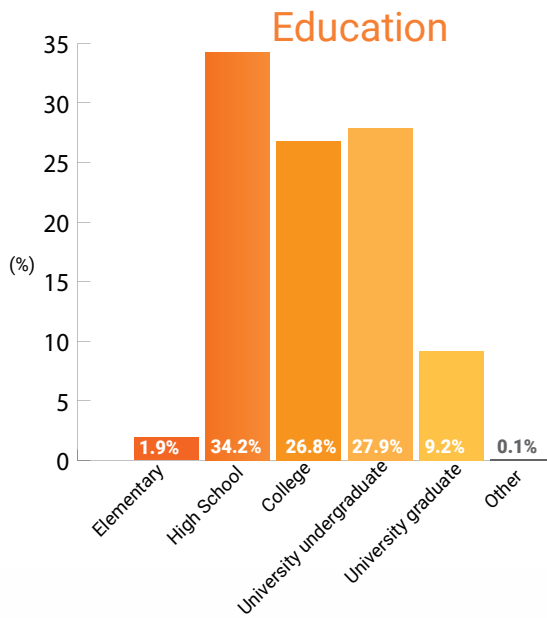
Gender non-comforming



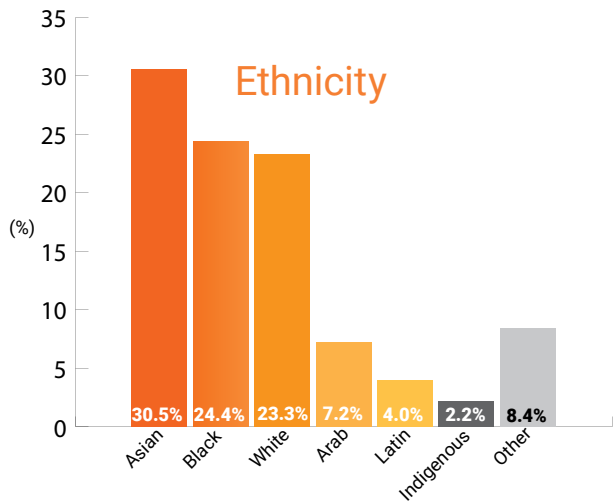
Gender



Age



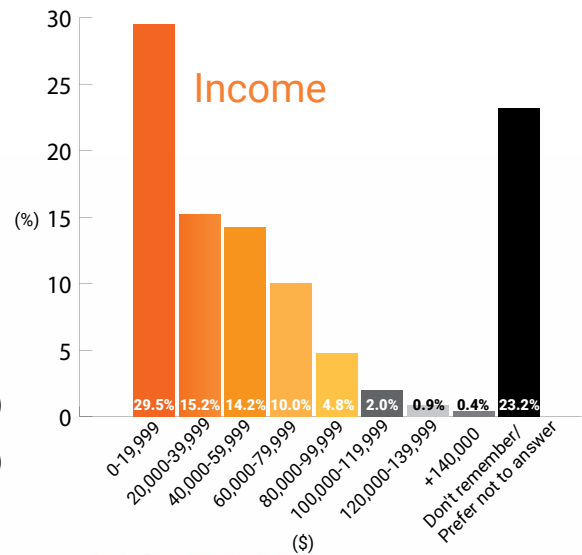
Education



Ethnicity



Language



Income



4 Community Perceptions

The survey instrument contained a number of questions designed to better understand the Toronto community's perceptions of its police officers. Issues such as trust, impartiality, engagement and quality of service were addressed. The question of police legitimacy was also touched on in the analysis. These results are presented in this section¹¹.

4.1 Honesty, Trust & Integrity

Survey participants were asked a number of questions related to the personal qualities of Toronto police officers and their relationship with members of the community. These questions touched on perceptions of honesty, fair treatment by the police and officers living up to their motto to serve and protect. When the issue of honesty was raised it was found that overall a majority (68%) of the population of the City of Toronto view their police officers as inherently honest. While this is an encouraging statistic for the TPS, and the community at large, a deeper analysis reveals some sharp differences based on the demographic characteristics of respondents. As may be expected differences in perceptions of honesty based on race are quite glaring (Table

8). The highest percentage of respondents who believe Toronto police to be honest are either White or Asian. Some 72% of whites and 65-76% of Asians answered this question in the affirmative compared to only 41% of blacks and 53% of Indigenous people. This is an important finding that is perhaps deserving of a policy response from the TPS and the relevant community groups. Trust between parties is certainly a *sine qua non* of effective community policing and these demographic differences should, therefore, be of concern.

Slightly more women than men were found to have a favorable perception of the honesty of Toronto police officers. Some 63% of women (compared to only 60% of men) were found to believe that police officers in the City of Toronto are honest (Table 9). The survey also found that a higher percentage of more educated Torontonians perceived the city's police officers to be honest when compared with other respondents with less formal education (Table 10). Essentially the more educated the respondent the more likely they were to believe that Toronto police officers are honest. Only 54% of respondents with elementary and high school education believe the city's police are honest. This rises to 61% for those with a college education, 67%

¹¹ Note again that frequencies in the tables below may not sum to 1,517 as some respondents may have opted to not answer certain questions.



for those with an undergraduate degree and 70% for those with a graduate university degree. The relationship between years of formal education and perceptions of honesty is statistically quite strong. One may argue that a focus on the city’s elementary and high schools, in terms of building police-community relationships, may well pay dividends over the long term.

Table 8: Perception that Toronto Police Officers are Honest by Race of Respondent

Ethnic Group	Do you believe that Toronto police officers are honest?		Sample Frequency	Reweighted Frequency ¹²
	Yes (%)	No (%)		
Arab	56.2	43.8	105	19
Black	41.3	58.7	356	128
East Asian	76.2	23.8	122	190
Indigenous	53.1	46.9	32	12
Latin American	60.0	40.0	60	42
South Asian	65.3	34.7	173	184
South-East Asian	72.0	28	93	22
West Asian	69.4	30.6	62	33
White/Caucasian	71.5	28.5	340	698
Other	67.2	32.8	122	135
Sample Totals	61.4	38.6	1465	
Reweighted Totals	67.6	32.4		1463

Sample: χ^2 (9, N = 1465) = 97.770, p<.01

Reweighted: χ^2 (9, N = 1463) = 56.085, p < .01

12 Sample distribution re-weighted to more accurately reflect the population of Toronto. Note that sample and re-weighted frequency totals may differ due to rounding.



Table 9: Perception that Toronto Police Officers are Honest by Gender of Respondent

Do you believe that Toronto police officers are honest?	Female	Male	Gender Non-Conforming	TOTAL
Yes (%)	63.1	59.8	36.8	61.1
No (%)	36.9	40.2	63.2	38.9
Frequency	735	738	19	1492

$$\chi^2 (2, N = 1492) = 6.539, p < .05$$

Table 10: Perception that Toronto Police Officers are Honest by Highest Education Achievement of Respondent

Highest Education	Do you believe that Toronto police officers are honest?		Frequency
	Yes (%)	No (%)	
Elementary School	53.6	46.4	28
High School	54.0	46.0	507
College	61.1	38.9	398
University Undergraduate	67.3	32.7	410
University Graduate	70.4	29.6	135
Other	0.0	100.0	1
TOTAL	61.1	38.9	1479

$$\chi^2 (5, N = 1479) = 24.398, p < .01$$

Given the strong relationship between highest educational achievement and the percentage of respondents who believe that officers are honest it is unsurprising that a similar pattern was found to exist with respect to income (Table 11). Results indicate that as respondents' incomes rise their perception of police officer honesty also tends to increase. For example, at an income level of \$0 - \$19,999 only, 57% of respondents believe police are honest but this rises to roughly 79% for individuals earning \$80,000 - \$99,999. Support drops to 58% for those in the \$120,000 - \$139,999 category but rises to over 83% for the small number of respondents earning more than \$140,000. Again the data suggest that it is at the lower end of the income scale that most effort should be directed in terms of building the relationship between Toronto police officers and the community they serve.

Table 11: Perception that Toronto Police Officers are Honest by Income level of Respondent

Income Range	Do you believe that Toronto police officers are honest?		Frequency
	Yes (%)	No (%)	
\$0 - \$19,999	56.9	43.1	429
\$20,000 - \$39,999	54.1	45.9	222
\$40,000 - \$59,999	65.7	34.3	204
\$60,000 - \$79,999	67.3	32.7	147
\$80,000 - \$99,999	79.1	20.9	67
\$100,000 - \$119,999	56.7	43.3	30
\$120,000 - \$139,999	58.3	41.7	12
+\$140,000	83.3	16.7	6
Don't remember /Prefer not to answer	63.2	36.8	337
TOTAL	61.3	38.7	1454

$\chi^2 (8, N = 1454) = 23.393, p < .05$

The results of this survey indicate that perceptions of Toronto police honesty are independent of age and employment status. No statistically significant differences were found among respondents based on these variables. It is, however, interesting to note that language, i.e. whether English or French is the respondent's first language is associated with perceptions of honesty. It was found that 59% of respondents whose first language is either English or French viewed Toronto police as honest compared to 65% whose first language is neither English nor French (Table 12). The precise reason for this result is unclear but may be related to individuals' previous experience in their home countries with perhaps weaker judicial systems, i.e. their bar in terms of law enforcement honesty may be lower than individuals born in Canada. While this is an interesting avenue of research the issue is not investigated further in this study.



Table 12: Perception that Toronto Police Officers are Honest by First Language of Respondent

Do you believe that Toronto police officers are honest?	First Language is English or French	First Language is <u>not</u> English or French	TOTAL
Yes (%)	59.1	64.9	61.0
No (%)	40.9	35.1	39.0
Frequency	897	574	1471

$\chi^2 (1, N = 1471) = 4.468, p < .05$

Respondents were also asked to give their opinions on whether they believe that Toronto police live up to their motto to serve and protect, i.e. can officers be trusted to discharge their duties with integrity. As with honesty of police officers the overwhelming view of Torontonians is positive with some 72% of respondents answering in the affirmative. Again, however, this overall positive perception masks important demographic differences. As with honesty sharp differences in perception are seen when the data are analyzed by race with the appropriate population weights applied (Table 13). 76% of respondents who self-identified as “white” and 79% of south-east Asians believe this notion of police integrity to be true while only 50% of blacks were able to answer this question positively. Interestingly, 66% of Indigenous respondents were supportive of the notion – similar to the percentage of Arabs. Both of these groups were largely supportive of the idea that integrity is a hallmark of the city’s police force. Overall, and as noted above, 72% of Torontonians are of the view that the city’s police force lives up to its motto to serve and protect.



Table 13: Perception that Toronto Police Officers live up to their Motto to Serve and Protect by Race of Respondent

Ethnic Group	Do you believe that Toronto police officers live up to their motto to serve and protect?		Sample Frequency	Reweighted Frequency ¹³
	Yes (%)	No (%)		
Arab	66.0	34.0	106	20
Black	50.3	49.7	358	129
East Asian	75.6	24.4	123	192
Indigenous	65.6	34.4	32	12
Latin American	58.3	41.7	60	43
South Asian	69.4	30.6	173	183
South-East Asian	78.5	21.5	93	23
West Asian	72.1	27.9	61	32
White/Caucasian	75.8	24.2	339	695
Other	72.6	27.4	124	138
Sample Totals	66.9	33.1	1469	
Reweighted Totals	71.6	28.4		1467

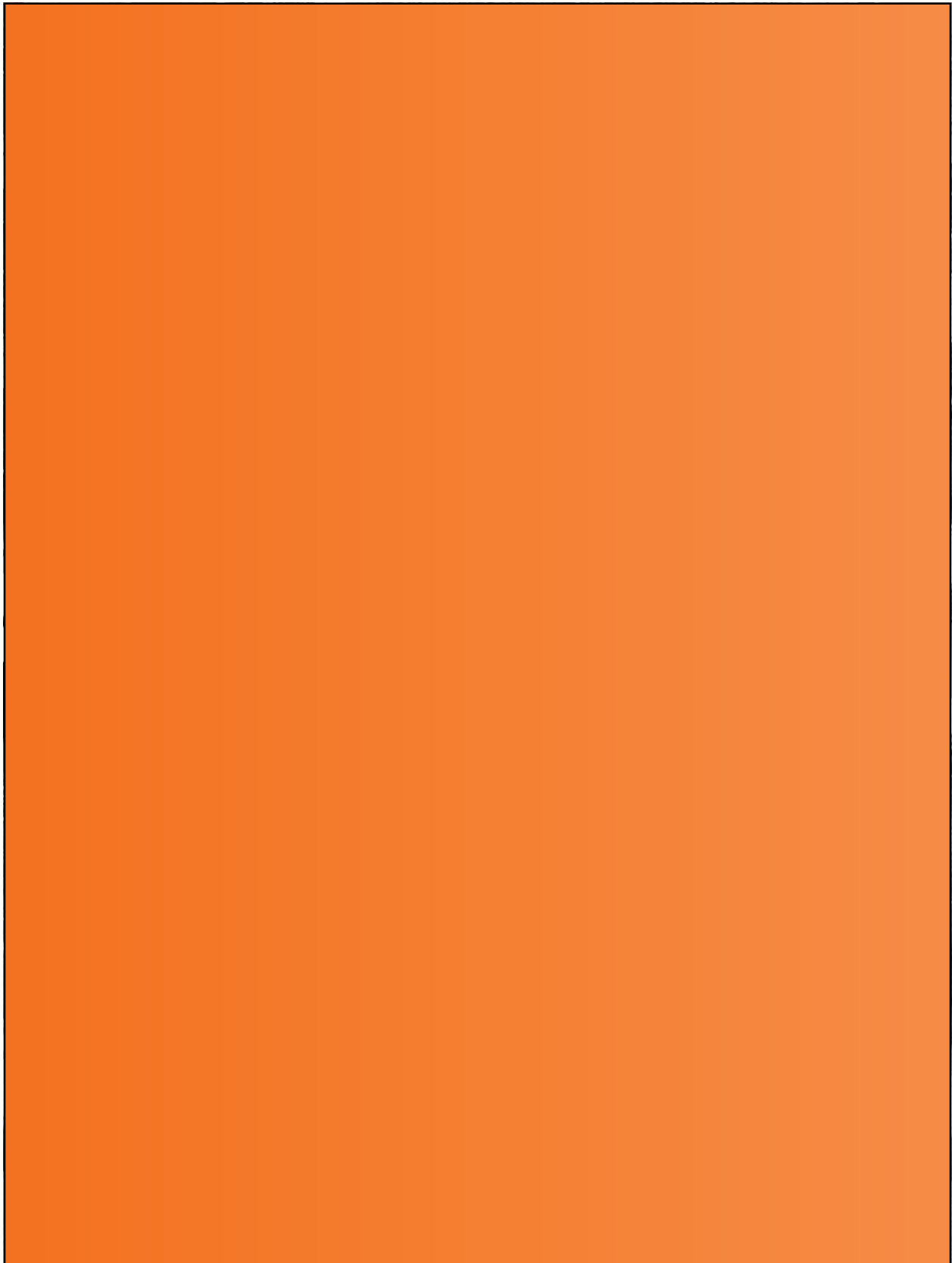
Sample: $\chi^2 (9, N = 1469) = 71.778, p < .01$

Reweighted: $\chi^2 (9, N = 1467) = 41.535, p < .01$

In terms of age most (73%) respondents in the 35-54 age group were of the view that Toronto police live up to their motto to serve and protect but support for this notion was lowest (64%) among those in the 0-24 age grouping (Table 14). The 25-34 and 55+ age groups were similar in their perception that officers operated with integrity and were indeed focussed on serving and protecting members of their community. Note that in this baseline survey age was not found to be associated with honesty so it is clear that respondents seem to make a distinction between officers being honest and living up to their motto to serve and protect. In the minds of

13 Sample distribution re-weighted to more accurately reflect the population of Toronto. Note that sample and re-weighted frequency totals may differ due to rounding.





respondents the latter may have more to do with responding to emergency calls for assistance as mandated by the institution, while the former may be viewed as more of a personality trait. This survey does not shed any further light on this distinction as it falls outside the scope of the present research. The analysis also revealed slight differences in the perception of men and women with respect to whether police officers in the city were living up to their motto. As shown in Table 15 slightly more women (69%) subscribed to this belief compared to their male counterparts (65%). This result is similar to that obtained when respondents were polled on the issue of honesty among TPS officers.

Table 14: Perception that Toronto Police Officers live up to their Motto to Serve and Protect by Age of Respondent

Age (Years)	Do you believe that Toronto police officers live up to their motto to serve and protect?		Frequency
	Yes (%)	No (%)	
0 - 24	64.2	35.8	685
25 - 34	65.4	34.6	373
35 - 54	73.1	26.9	342
+55	65.5	34.5	87
TOTAL	66.6	33.4	1487

$\chi^2 (3, N = 1487) = 8.505, p < .05$

Table 15: Perception that Toronto Police Officers live up to their Motto to Serve and Protect by Gender of Respondent

Do you believe that Toronto police officers live up to their motto to serve and protect?	Female	Male	Gender Non-Conforming	TOTAL
Yes (%)	69.3	64.7	45.0	66.7
No (%)	30.7	35.3	55.0	33.3
Frequency	739	737	20	1496

$\chi^2 (2, N = 1496) = 7.759, p < .05$



While the analysis suggests that a respondent's first language being English or French was not germane to their views on whether Toronto police officers live up to their motto, demographic variables other than age, gender and race (above) were found to be important. For example, over 70% of respondents with a college diploma were of the view that officers upheld their motto, while support for the notion was less robust among respondents with only a high school or elementary school education (Table 16). Only 54% of respondents in this latter category answered the question in the affirmative. This is, of course, similar to the pattern observed above on the question of police honesty. It is also noted that support for the notion that officers can be trusted to act with integrity was strongest among respondents earning between \$60-79,900 relative to all other income groups at 80% but support was also strong among those in the \$80,000 - \$99,999 income category (Table 17). In terms of employment status it was found that support was stronger among respondents who do not work outside the home (72%) and slightly lower at 65% for those who do (Table 18).

Table 16: Perception that Toronto Police Officers live up to their Motto to Serve and Protect by highest Education Achievement of Respondent

Highest Education	Do you believe that Toronto police officers live up to their motto to serve and protect?		Frequency
	Yes (%)	No (%)	
Elementary School	53.6	46.4	28
High School	59.9	40.1	509
College	70.3	29.7	397
University Undergraduate	71.7	28.3	413
University Graduate	70.4	29.6	135
Other	0.0	100.0	1
TOTAL	66.8	33.2	1483

$\chi^2 (5, N = 1483) = 22.423, p < .01$

Table 17: Perception that Toronto Police Officers live up to their Motto to Serve and Protect by Income of Respondent

Income Range	Do you believe that Toronto police officers live up to their motto to serve and protect?		Frequency
	Yes (%)	No (%)	
\$0 - \$19,999	62.9	37.1	431
\$20,000 - \$39,999	60.6	39.4	221
\$40,000 - \$59,999	74.1	25.9	205
\$60,000 - \$79,999	80.3	19.7	147
\$80,000 - \$99,999	77.6	22.4	67
\$100,000 - \$119,999	60.0	40.0	30
\$120,000 - \$139,999	58.3	41.7	12
+\$140,000	66.7	33.3	6
Don't remember /Prefer not to answer	65.9	34.1	337
TOTAL	67.2	32.8	1456

$\chi^2 (8, N = 1456) = 28.546, p < .01$

Table 18: Perception that Toronto Police Officers live up to their Motto to Serve and Protect by Employment Status of Respondent

Do you believe that Toronto police officers live up to their motto to serve and protect?	Employed outside the home	Not Employed outside the home	Frequency
Yes (%)	65.1	71.6	66.7
No (%)	34.9	28.4	33.3
TOTAL	1109	370	1479

$\chi^2 (1, N = 1479) = 5.309, p < .05$

Respondents were also asked to respond to a question on whether Toronto police can be trusted to treat members of their ethnic group fairly. The overall results are slightly less positive than previous metrics with some 65% of Torontonians answering in the affirmative. On this issue of trust and fair treatment once again we see race as a major driver. The results show a strong

statistically significant relationship between race and the view that Toronto police can be trusted to treat individuals of the respondent's ethnic group fairly. Trust is highest among whites (76%), East Asians (78%) and South-East Asians (74%) and lowest among blacks at just 26% (Table 19). While consistent with earlier results this is a disturbingly sharp divide and does not augur well for an effective police-community partnership in the fight against crime. As before a slight majority of women (57%) believe that individuals of their ethnic group would be treated fairly by Toronto police compared to male respondents (53%). It is also noted that the expectation of fair treat was quite low among the small sample of respondents who self-identified as gender non-conforming (Table 20).

Table 19: Perception that Toronto Police Officers can be trusted to treat Individuals fairly by Ethnic Group of Respondent

Ethnic Group	Overall do you believe that people of your ethnic background can trust Toronto police officers to treat them fairly?		Sample Frequency	Reweighted Frequency ¹⁴
	Yes (%)	No (%)		
Arab	49.1	50.9	106	20
Black	25.8	74.2	360	129
East Asian	78.0	22.0	123	192
Indigenous	56.3	43.8	32	12
Latin American	51.7	48.3	60	42
South Asian	56.9	43.1	174	185
South-East Asian	74.2	25.8	93	23
West Asian	54.8	45.2	62	33
White/Caucasian	75.6	24.4	344	705
Other	44.4	55.6	124	137
Sample Totals	54.6	45.4	1478	
Reweighted Totals	64.7	35.3		1478

Sample: $\chi^2(9, N = 1478) = 230.138, p < .01$

Reweighted: $\chi^2(9, N = 1478) = 175.003, p < .01$

¹⁴ Sample distribution re-weighted to more accurately reflect the population of Toronto. Note that sample and re-weighted frequency totals may differ due to rounding.

Table 20: Perception that Toronto Police Officers can be trusted to treat Individuals fairly by Gender of Respondent

Overall do you believe that people of your ethnic background can trust Toronto police officers to treat them fairly?	Female	Male	Gender Non-Conforming	TOTAL
Yes (%)	56.8	52.5	30.0	54.3
No (%)	43.2	47.5	70.0	45.7
Frequency	743	741	20	1504

$\chi^2 (2, N = 1504) = 7.597, p < .05$

Rather surprisingly there was no statistically significant difference in responses based on the age group to which the respondent belonged. One may have assumed that trust would have been lower among younger respondents but this is not borne out by the analysis. Also interesting is the finding that income had no significant influence on respondents' perception that Toronto police can be trusted to treat individuals of their ethnic group fairly. The analysis shows that education as well is not a significant driver of perceptions on this issue while employment status and whether English or French is one's first language are significant. Table 21 illustrates that trust in the police to treat members of their ethnic group fairly is higher among respondents who do not work outside the home at 64% and lower among individuals who do work outside the home at 51%. Again with respect to first language we observe a similar pattern in which more respondents whose first language is neither English nor French trust the police to treat members of their ethnic group fairly (Table 22).

Table 21: Perception that Toronto Police Officers can be trusted to treat Individuals fairly by Employment Status of Respondent

Overall do you believe that people of your ethnic background can trust Toronto police officers to treat them fairly?	Employed outside the home	Not Employed outside the home	TOTAL
Yes (%)	51.2	63.6	54.3
No (%)	48.8	36.4	45.7
Frequency	1117	371	1488

$\chi^2 (1, N = 1488) = 17.266, p < .01$

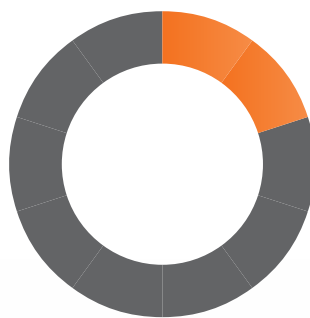
Table 22: Perception that Toronto Police Officers can be trusted to treat Individuals fairly by First Language of Respondent

Overall do you believe that people of your ethnic background can trust Toronto police officers to treat them fairly?	First Language is English or French	First Language is <u>not</u> English or French	TOTAL
Yes (%)	51.5	59.7	54.2
No (%)	48.5	40.3	45.8
Frequency	1003	481	1484

$\chi^2 (1, N = 1484) = 8.639, p < .05$

4.2 Negative Stereotyping and Favoritism

Survey participants were asked to respond to two questions that dealt directly with the issue of bias, i.e. harbouring negative stereotypes or prejudices against certain individuals. Bias was couched only in terms of the respondent's ethnic background and where the respondent lives, although it is recognized that other drivers of prejudice e.g. religion may be salient. Given the rather personal and sensitive nature of these questions individuals were given the option of indicating that they had no previous interaction with Toronto police and, therefore, no basis on which to judge. Overall, with re-weighting to reflect the population of the city, it is found that some 19% of Torontonians believe that police officers are biased against individuals of their ethnic background. At almost one in five residents this metric should be of some concern particularly given the TPS's stated zero tolerance policy towards prejudice of any type¹⁵. However, as this is the first baseline survey to address this issue no comparator data are available from which to establish a trend.



19%

of Torontonians believe that police officers are biased against individuals of their ethnic background

As may be expected from the analysis above it is found that perception of bias based on ethnic background was felt strongest among members of the black community (Table 23). Some 50% of black respondents argued that Toronto police officers are biased against individuals of their ethnic background – more than 30% above the overall population estimate. It is also interesting to note that this group reported the second highest incidence of interactions with Toronto police. Based on this analysis those respondents who self-identified as White/Caucasian were the

15 Toronto Police Service (nd). *Op. cit.* P. 4

least likely to perceive bias in their interactions with the police followed by East and Southeast Asian individuals. Although the sample is small at just 32 respondents only 25% of Indigenous individuals perceived bias in their dealings with the police with most members of this group reporting some previous interaction with Toronto law enforcement.

As illustrated in Table 24 more men than women held the view that Toronto police officers are biased, but the perception was particularly prevalent among the small sample of individuals who self-identified as gender non-conforming. Some 55% of this small group perceived bias in their interactions with the police. In terms of age it was individuals in the 25 – 34 year cohort who most perceived bias in their interactions with police where negative stereotyping was motivated by their ethnic background. At roughly 29% this is slightly higher than recorded for the 35 – 54 age group at 28% (Table 25). Interestingly both of these age groups reported having similar levels of interactions with Toronto law enforcement officers but well above that for the 0-24 and +55 cohorts.



Table 23: Perception of Race-Based Bias by Toronto Police Officers by Ethnic Background of Respondent

Ethnic Group	Do you believe that the Toronto police officers you have interacted with in the past are biased against individuals of your ethnic background?		No previous interaction with Toronto police (%)	Sample Frequency	Reweighted Frequency ¹⁶
	Yes (%)	No (%)			
Arab	34.9	33.0	32.1	106	19
Black	49.9	23.7	26.5	359	129
East Asian	12.2	34.1	53.7	123	192
Indigenous	25.0	53.1	21.9	32	12
Latin American	28.3	26.7	45.0	60	42
South Asian	25.9	27.6	46.6	174	185
South-East Asian	12.9	35.5	51.6	93	23
West Asian	21.0	30.6	48.4	62	33
White/Caucasian	9.6	56.8	33.6	345	708
Other	29.8	28.2	41.9	124	138
Sample Totals	26.8	35.6	37.6	1478	
Reweighted Totals	18.6	42.5	38.8		1481

Sample: $\chi^2(18, N = 1478) = 234.415, p < .01$

Reweighted: $\chi^2(18, N = 1481) = 218.337, p < .01$

16 Sample distribution re-weighted to more accurately reflect the population of Toronto. Note that sample and re-weighted frequency totals may differ due to rounding.

Table 24: Perception of Race-Based Bias by Toronto Police Officers by Gender of Respondent

Do you believe that the Toronto police officers you have interacted with in the past are biased against individuals of your ethnic background?	Female	Male	Gender Non-Conforming	TOTAL
Yes (%)	21.5	32.0	55.0	27.1
No (%)	35.9	35.0	20.0	35.2
No previous interaction with Toronto police (%)	42.5	33.1	25.0	37.6
Frequency	743	741	20	1504

$\chi^2 (4, N = 1504) = 31.870, p < .01$

Table 25: Perception of Race-Based Bias by Toronto Police Officers by Age of Respondent

Age (Years)	Do you believe that the Toronto police officers you have interacted with in the past are biased against individuals of your ethnic background?		No previous interaction with Toronto police	Frequency
	Yes (%)	No (%)		
0 - 24	27.0	28.6	44.3	688
25 - 34	28.5	42.3	29.3	376
35 - 54	27.8	40.3	31.9	345
+55	21.8	40.2	37.9	87
TOTAL	27.3	35.4	37.3	1496

$\chi^2 (6, N = 1496) = 36.380, p < .01$

Employment status and education were also found to be associated with perceived bias based on ethnic background. Individuals employed outside the home were more likely to perceive bias in their interactions with the police than respondents who do not work outside the home (Table 26). It should also be noted that among groups which are well represented in the sample respondents with a high school education reported the highest level of perceived bias against individuals of their ethnic background (Table 27). Some 30% of those respondents argued in favor of race-based bias by Toronto police while individuals with a college or university education perceived less such bias based on their interactions with the city's law enforcement officers.



Table 26: Perception of Race-Based Bias by Toronto Police Officers by Employment Status of Respondent

Do you believe that the Toronto police officers you have interacted with in the past are biased against individuals of your ethnic background?	Employed outside the home	Not Employed outside the home	TOTAL
Yes (%)	28.6	22.4	27.1
No (%)	36.2	32.3	35.2
No previous interaction with Toronto police (%)	35.2	45.3	37.7
Frequency	1117	371	1488

χ^2 (2, N = 1488) = 12.741, $p < .01$

The analysis also reveals some differences in the perception of bias when language and income are examined. Respondents whose first language is one of the official in Canada were more likely to perceive bias based on their ethnic background compared to respondents whose first language is neither English nor French. Some 30% of the former group argued that there was negative stereotyping compared to only 23% of the latter. Also of interest is the finding that roughly 43% of respondents whose first language is neither English or French had no previous interaction with the police while 36% of those reporting English or French as their first language suggested that they had no previous interaction with law enforcement in Toronto (Table 28). With respect to income the relationship with perceived bias is less clear cut with all income groups with the exception of the \$100,000 - \$119,999 and \$40,000 - \$59,999 categories responding similarly (Table 29).

Table 27: Perception of Race-Based Bias by Toronto Police Officers by Highest Education of Respondent

Highest Education	Do you believe that the Toronto police officers you have interacted with in the past are biased against individuals of your ethnic background?		No previous interaction with Toronto police (%)	Frequency
	Yes (%)	No (%)		
Elementary School	32.1	32.1	35.7	28
High School	30.0	29.4	40.6	510
College	21.3	37.6	41.1	399
University Undergraduate	28.4	38.1	33.5	415
University Graduate	26.1	42.0	31.9	138
Other	100.0	0.0	0.0	1
TOTAL	27.0	35.2	37.8	1491

$\chi^2 (10, N = 1491) = 23.762, p < .01$

Table 28: Perception of Race-Based Bias by Toronto Police Officers by First Language of Respondent

Do you believe that the Toronto police officers you have interacted with in the past are biased against individuals of your ethnic background?	First Language is English or French	First Language is <u>not</u> English or French	TOTAL
Yes (%)	29.0	22.7	27.0
No ((%)	35.5	34.7	35.2
No previous interaction with Toronto police (%)	35.5	42.6	37.8
Frequency	1003	481	1484

$\chi^2 (2, N = 1484) = 9.288, p < .05$

Table 29: Perception of Race-Based Bias by Toronto Police Officers by Income of Respondent

Income Range	Do you believe that the Toronto police officers you have interacted with in the past are biased against individuals of your ethnic background?		No previous interaction with Toronto police (%)	Frequency
	Yes (%)	No (%)		
\$0 - \$19,999	29.6	27.0	43.4	433
\$20,000 - \$39,999	31.4	37.2	31.4	223
\$40,000 - \$59,999	23.3	52.9	23.8	206
\$60,000 - \$79,999	26.5	46.3	27.2	147
\$80,000 - \$99,999	32.8	32.8	34.3	67
\$100,000 - \$119,999	20.0	53.3	26.7	30
\$120,000 - \$139,999	30.8	23.1	46.2	13
+\$140,000	33.3	33.3	33.3	6
Don't remember / Prefer not to answer	21.8	28.2	50.0	340
TOTAL	26.8	35.2	38.0	1465

$\chi^2 (16, N = 1465) = 84.617, p < .01$

Respondents to this survey were also queried about their perception of bias as it relates to where they live. Overall 16% of the population of Toronto is of the view that they had experienced bias from police based on where they live. The analysis reveals that it is again in the arena of race that the sharpest contrasts are to be found. Table 30 presents the results based on the ethnic background of the respondent. Blacks were again the group that reported the highest incidence of bias from Toronto police based on where the individual lives. Some 41% of black respondents held this view compared to only 10% of White/Caucasian and Southeast Asian respondents. Arabs, Latin Americans and Indigenous people are also seen to have experienced some sort of bias from Toronto police but it is in the black community that this perception seems to be most pervasive.



16% of the population of Toronto is of the view that they had experienced bias from police based on where they live.

In terms of gender more than a quarter of male respondents who had some previous interaction with the police were of the view that they had been discriminated against because of where they live. As illustrated in Table 31 a much smaller percentage of female respondents came



away with that perception following their interactions with the police. This table also makes clear the result that males had experienced more incidents (whether positive or negative) in which they were required to interact with the police than their female counterparts. Perception of bias based on respondents' neighbourhood is also high among those who self-identified as gender non-conforming but the number of individuals in this category is quite small.

In terms of age the 25-34 year cohort is again seen as the group where individuals most believe that they had been discriminated against because of where they live. A full 25% of respondents in this group came away from their interaction with the police with this perception (Table 32). Interestingly an almost equal percentage of more senior Torontonians (+55) believe they had experienced bias from police officers based on where they live. The number of respondents in this age group is relatively small but it the first time that the results from this cohort has figured so significantly in the analysis. Respondents who work outside the home and had reason to interact with Toronto police also perceived that they were being discriminated against based on where they live. Roughly 24% of respondents who work outside the home perceived that they were subject to some sort of negative stereotyping by the police based on where they live. This compares to only 18% of respondents who do not work outside the home. Note as well that individuals working outside the home came in contact with Toronto police at a slightly higher rate than their work at home counterparts (Table 33).



Table 30: Perception of Neighbourhood-Based Bias by Toronto Police Officers by Race of Respondent

Ethnic Group	Do you believe that the Toronto police officers you have interacted with in the past are biased against you because of where you live?		No previous interaction with Toronto police (%)	Sample Frequency	Reweighted Frequency ¹⁷
	Yes (%)	No (%)			
Arab	27.4	38.7	34.0	106	20
Black	41.1	35.2	23.7	358	129
East Asian	14.6	37.4	48.0	123	192
Indigenous	28.1	50.0	21.9	32	12
Latin American	28.3	31.7	40.0	60	42
South Asian	15.5	39.7	44.8	174	185
South-East Asian	9.7	44.1	46.2	93	22
West Asian	12.9	35.5	51.6	62	33
White/Caucasian	10.1	54.3	35.5	346	710
Other	18.9	30.3	50.8	122	135
Sample Totals	21.8	41.0	37.2	1476	
Reweighted Totals	15.7	45.0	39.3		1480

Sample: $\chi^2(18, N = 1476) = 163.647, p < .01$

Reweighted: $\chi^2(18, N = 1480) = 126.425, p < .01$

17 Sample distribution re-weighted to more accurately reflect the population of Toronto. Note that sample and re-weighted frequency totals may differ due to rounding.



Table 31: Perception of Neighbourhood-Based Bias by Toronto Police Officers by Gender

Do you believe that the Toronto police officers you have interacted with in the past are biased against you because of where you live?	Female	Male	Gender Non-Conforming	TOTAL
Yes (%)	17.5	26.5	26.3	22.0
No (%)	40.0	41.3	52.6	40.8
No previous interaction with Toronto police	42.5	32.3	21.1	37.2
Frequency	742	741	19	1502

$\chi^2 (4, N = 1502) = 26.106, p < .01$

Table 32: Perception of Neighbourhood-Based Bias by Toronto Police Officers by Age of Respondent

Age (Years)	Do you believe that the Toronto police officers you have interacted with in the past are biased against you because of where you live?		No previous interaction with Toronto police	Frequency
	Yes (%)	No (%)		
0 - 24	21.1	36.3	42.6	688
25 - 34	25.0	46.0	29.0	376
35 - 54	21.0	45.5	33.5	343
+55	23.0	39.1	37.9	87
TOTAL	22.2	41.0	36.8	1494

$\chi^2 (6, N = 1494) = 23.193, p < .01$

As with issues of trust, education also seems to be associated with perceived bias based on where the individual lives (Table 34). A greater percentage of respondents who reported that their highest level of education was either elementary or high school also reported perceptions of bias when compared to the more formally educated sub-groups. This again is consistent with earlier findings about respondents with less formal education. For example 27% of respondents with a high school diploma as their highest educational achievement reported that they had been discriminated against based on where they live. This contrasts with 19% of respondents with an undergraduate degree or college diploma and who also reported negative stereotyping based on the neighbourhood in which they live. Based on the preceding analysis would not be surprising that individuals with the lowest incomes would report higher rates of negative stereotyping by the police based on where in the city they reside. This is in fact the result observed (Table 35).

Table 33: Perception of Neighbourhood-Based Bias by Toronto Police Officers by Employment Status of Respondent

Do you believe that the Toronto police officers you have interacted with in the past are biased against you because of where you live?	Employed outside the home	Not Employed outside the home	TOTAL
Yes (%)	23.5	17.8	22.1
No (%)	41.3	39.1	40.7
No previous interaction with Toronto police (%)	35.2	43.1	37.2
Frequency	1115	371	1486

$\chi^2 (2, N = 1486) = 9.077, p < .05$

Table 34: Perception of Neighbourhood-Based Bias by Toronto Police Officers by Highest Education of Respondent

Highest Education	Do you believe that the Toronto police officers you have interacted with in the past are biased against you because of where you live?		No previous interaction with Toronto police (%)	Frequency
	Yes (%)	No (%)		
Elementary School	32.1	32.1	35.7	28
High School	27.3	35.4	37.3	509
College	18.6	41.2	40.2	398
University Undergraduate	18.8	44.8	36.4	415
University Graduate	20.3	47.1	32.6	138
Other	0.0	100.0	0.0	1
TOTAL	22.0	40.6	37.3	1489

$\chi^2 (10, N = 1489) = 22.534, p < .05$

Table 35: Perception of Neighbourhood-Based Bias by Toronto Police Officers by Income of Respondent

Income Range	Do you believe that the Toronto police officers you have interacted with in the past are biased against you because of where you live?		No previous interaction with Toronto police (%)	Frequency
	Yes (%)	No (%)		
\$0 - \$19,999	24.4	33.4	42.2	434
\$20,000 - \$39,999	30.3	38.9	30.8	221
\$40,000 - \$59,999	20.8	54.6	24.6	207
\$60,000 - \$79,999	17.0	53.1	29.9	147
\$80,000 - \$99,999	20.9	40.3	38.8	67
\$100,000 - \$119,999	10.0	56.7	33.3	30
\$120,000 - \$139,999	23.1	30.8	46.2	13
+\$140,000	0.0	66.7	33.3	6
Don't remember / Prefer not to answer	17.4	36.2	46.5	340
TOTAL	21.8	40.8	37.4	1465

$$\chi^2 (16, N = 1465) = 67.097, p < .01$$

Survey participants were also asked to respond to questions that sought to address the issue of impartiality in the delivery of police services. These questions focussed on whether Toronto police officers discharge their duties without fear or favor or whether in fact they tended to favor members of particular ethnic groups. Tables 36 and 37 present the aggregate results. The findings are in essence mirror images of each other and provide a useful check on the consistency of the responses received from survey participants. Roughly 52% of respondents suggested that Toronto police favor members of particular ethnic groups (Table 36) which is roughly the same percentage who argued that they do not discharge their duties without fear or favor (Table 37).

Table 36: Perception of Favoritism by Toronto Police Officers

Do you believe that Toronto Police officers favor members of particular ethnic groups in your community?	Frequency	Percentage
Yes	775	51.5
No	730	48.5
TOTAL	1505	100

Table 37: Perception of Impartiality among Toronto Police Officers

Overall to you believe that Toronto police officers are impartial and discharge their duties without fear or favor?	Frequency	Percentage
Yes	726	48.3
No	778	51.7
TOTAL	1504	100

Given the importance of race in the preceding analysis it may be instructive to delve more deeply into the issue of favoritism based on this demographic variable. As shown in Table 38 some 59% of blacks and 58% of Latin Americans support the notion of favoritism on the part of Toronto police but interestingly the belief also seems to be widely held in white and Asian communities across the city. No attempt was made in this study to identify the group that is perceived as benefitting from special treatment by Toronto police officers as this was outside the scope of the present study. Overall, however, with re-weighting of the sample, some 50% of Torontonians held the view that there was favoritism in the delivery of law enforcement services.



Table 38: Perception of Favoritism by Toronto Police Officers by Race of Respondent

Ethnic Group	Do you believe that Toronto Police officers favor members of particular ethnic groups in your community?		Sample Frequency	Reweighted Frequency ¹⁸
	Yes (%)	No (%)		
Arab	46.2	53.8	106	19
Black	58.6	41.4	360	130
East Asian	38.2	61.8	123	193
Indigenous	51.6	48.4	31	12
Latin American	57.6	42.4	59	42
South Asian	50.0	50.0	174	184
South-East Asian	39.8	60.2	93	23
West Asian	54.1	45.9	61	32
White/Caucasian	50.4	49.6	345	708
Other	53.2	46.8	124	137
Sample Totals	51.1	48.9	1476	
Reweighted Totals	49.8	50.2		1480

Sample: $\chi^2 (9, N = 1476) = 23.675, p < .01$

Reweighted: $\chi^2 (9, N = 1480) = 16.955 p < .01$

4.3 Engagement and Quality of Police Service

Using a five-point Likert scale respondents were asked to weigh in on a number of issues directly related to the quality of police services they receive. More specifically participants were asked to indicate the extent of their agreement with each of the following statements:

“Toronto police officers are responsive to the needs of my community”.

“Toronto police officers communicate effectively with members of my community in order to discharge their duties to serve and protect.”

¹⁸ Sample distribution re-weighted to more accurately reflect the population of Toronto. Note that sample and re-weighted totals may differ due to rounding.

"Toronto police officers are effective in their engagement with members of my community."

Respondents were also asked to indicate their overall level of satisfaction with the police service provided to members of their community. Results are summarized below.

Figure 2 presents respondents' views on whether or not Toronto police are responsive to the needs of members of their community. A slight majority (52%) of respondents either agreed or strongly agreed with this statement. When adjusted for over/under-sampling of particular ethnic groups, however, this figure rises to 58% for the population of Toronto. As one would perhaps infer from the results presented earlier respondents who most strongly supported this statement (i.e. agree or strongly agree) self-identified as either White/Caucasian, South Asian or West Asian with the least support coming from Blacks (Figure 3).

Figure 2: Toronto Police Officers are Responsive to the Needs of my Community (N= 1510)

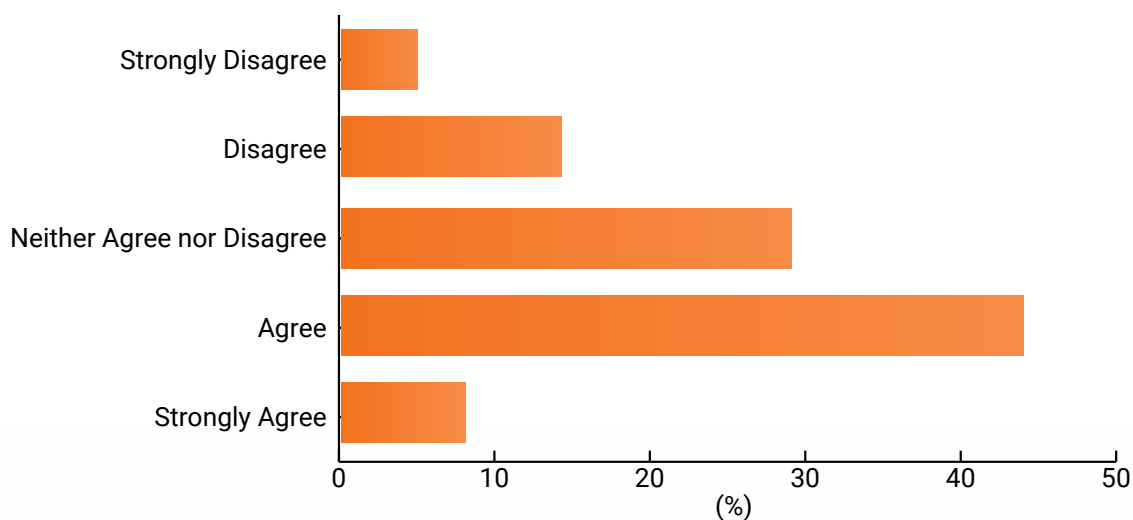
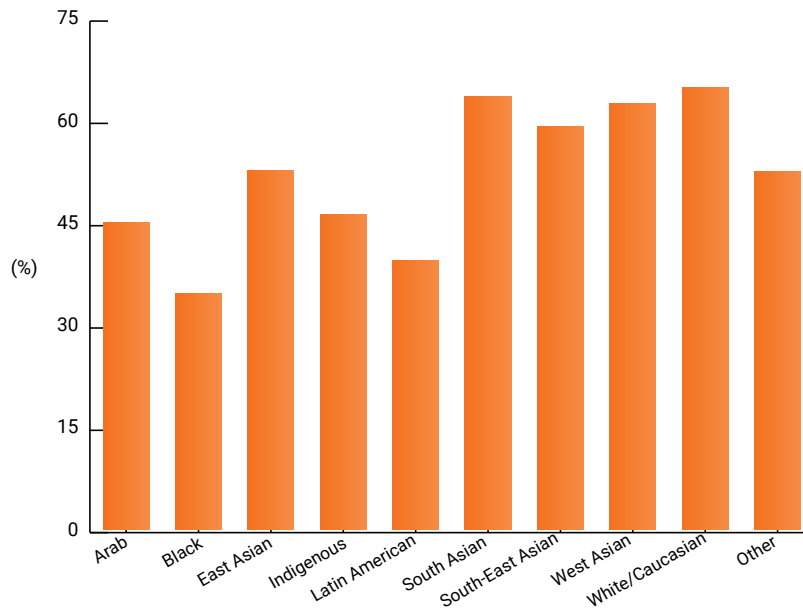
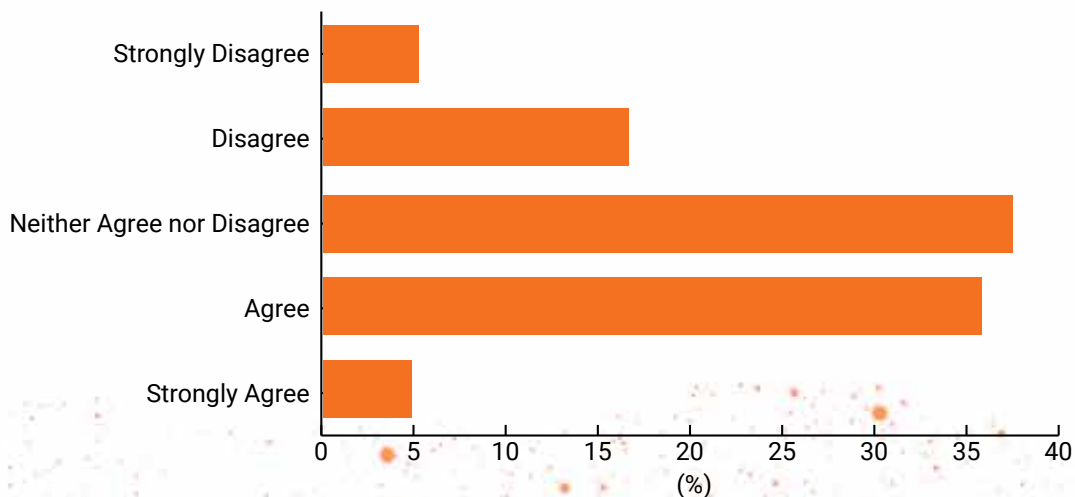


Figure 3: Toronto Police Officers are Responsive to the needs of my Community: Respondents Agreeing or Strongly Agreeing by Ethnic Group (N=861)



In terms of communication effectiveness it would appear that community members are less impressed with their police officers. Only 41% of respondents agreed or strongly agreed with the statement that Toronto police communicate effectively with the community, with an almost equal number (37%) remaining non-committal (Figure 4). Again with adjustments to more closely reflect the population distribution of Toronto this estimate of those in agreement rises slightly to 45%. Scores for the TPS on this metric are uniformly low even among white and Asian respondents. Black and Indigenous respondents were the least impressed with the communication effectiveness of Toronto law enforcement professionals (Figure 5).

Figure 4: Toronto Police Officers Communicate Effectively with Members of my Community (N= 1510)



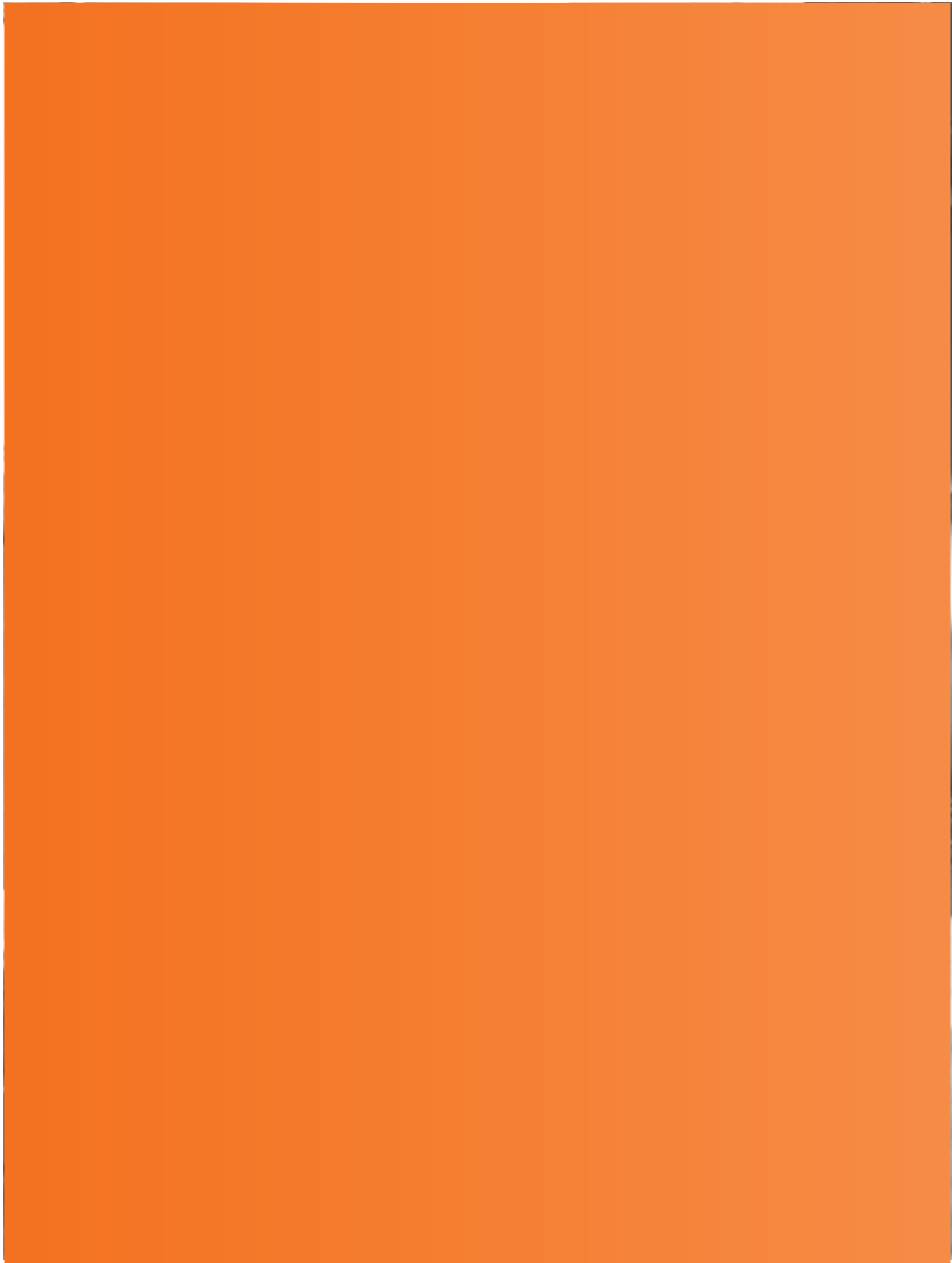
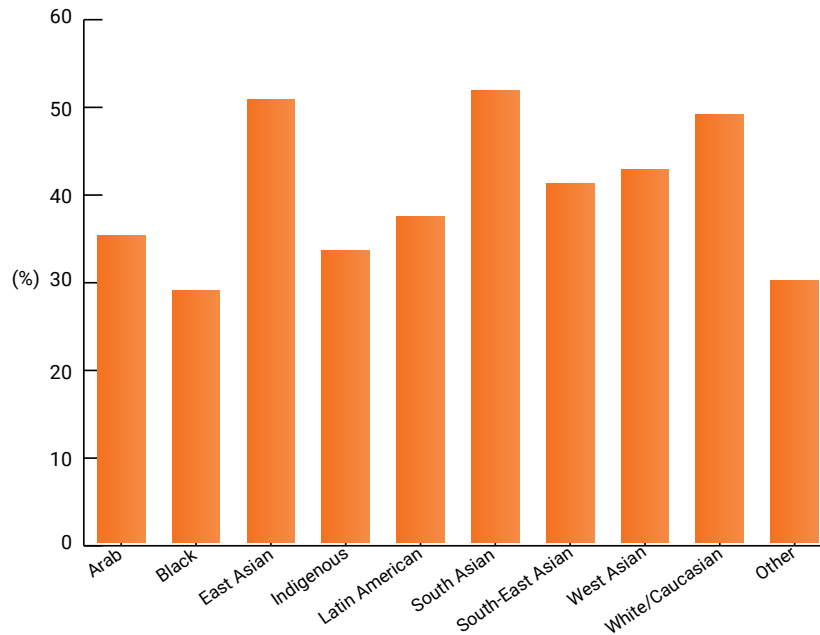


Figure 5: Toronto Police Officers Communicate Effectively with Members of my Community: Respondents Agreeing or strongly Agreeing by Ethnic Group (N=666)



The PACER report defines community engagement as “in-person communications between a police officer and a member of the community”¹⁹. These in-person communications include community inquiries where the officer questions a member of the public in order to preserve the peace or deter criminal activity, or informal interactions, i.e. a simple exchange of pleasantries. When asked about the effectiveness of police engagement with the community, support was tepid at best. Only 38% of respondents agreed or strongly agreed that Toronto police are effective in the area of community engagement with a sizeable 36% expressing indifference (Figure 6). The estimate of those agreeing with the statement rises slightly to 43% with appropriate re-weighting of the sample to reflect the population of Toronto. This result mirrors that presented above for the effectiveness of communication and provides another useful internal check on the consistency of the responses received to this survey. As illustrated in Figure 7 support for the notion of community engagement is weak across the board, irrespective of the ethnic background of the respondent.



43% of Torontonians agreed or strongly agreed that Toronto police are effective in the area of community engagement.

19 Toronto Police Service (nd). *Op. Cit.* P.3



Figure 6: Toronto Police Officers are Effective in their Engagement with Members of my Community (N= 1509)

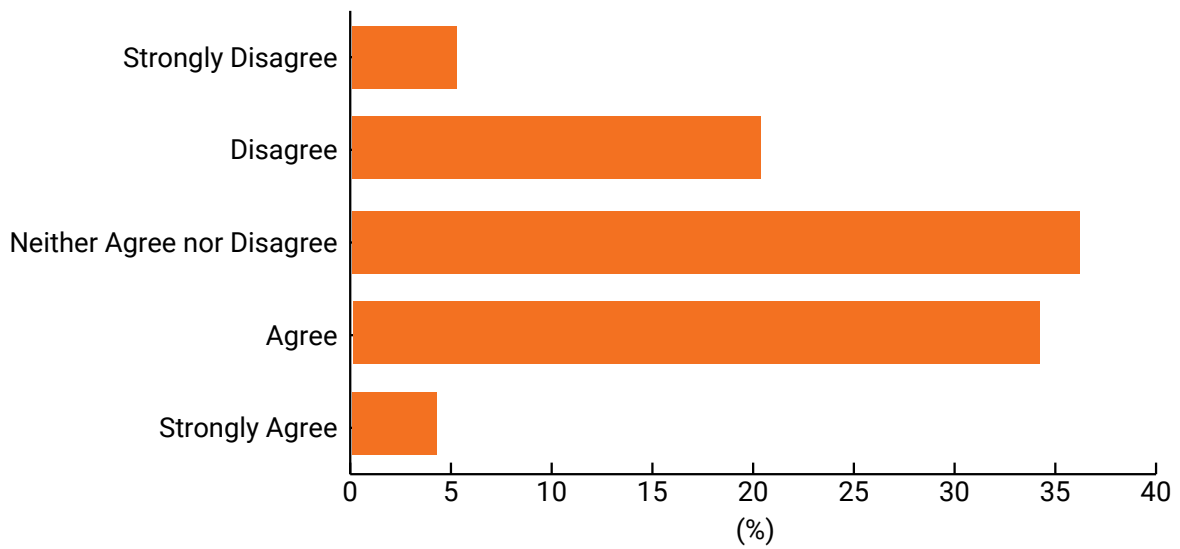
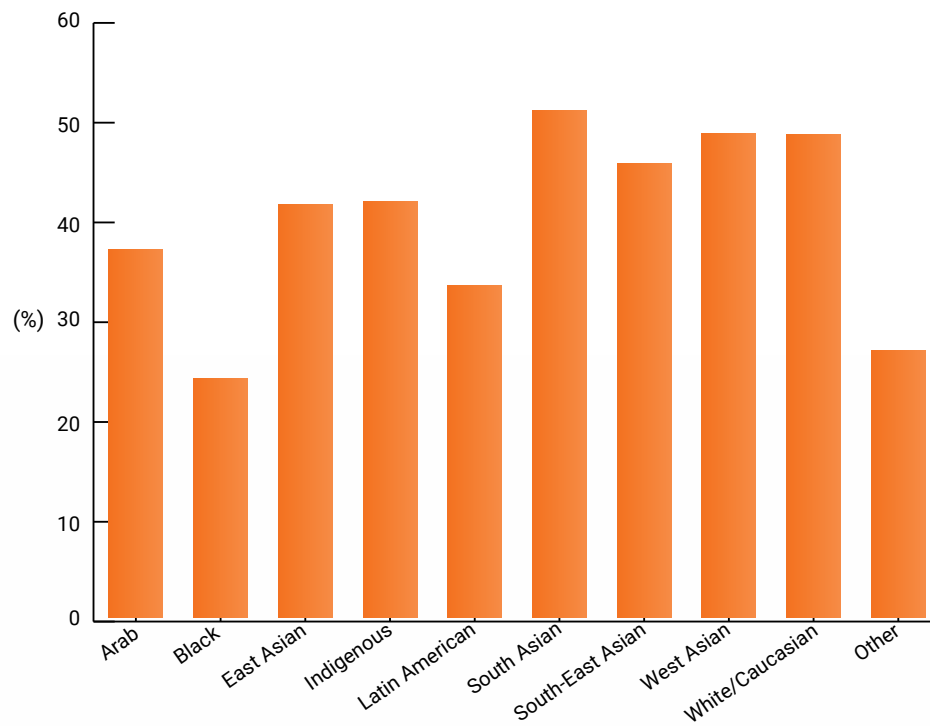
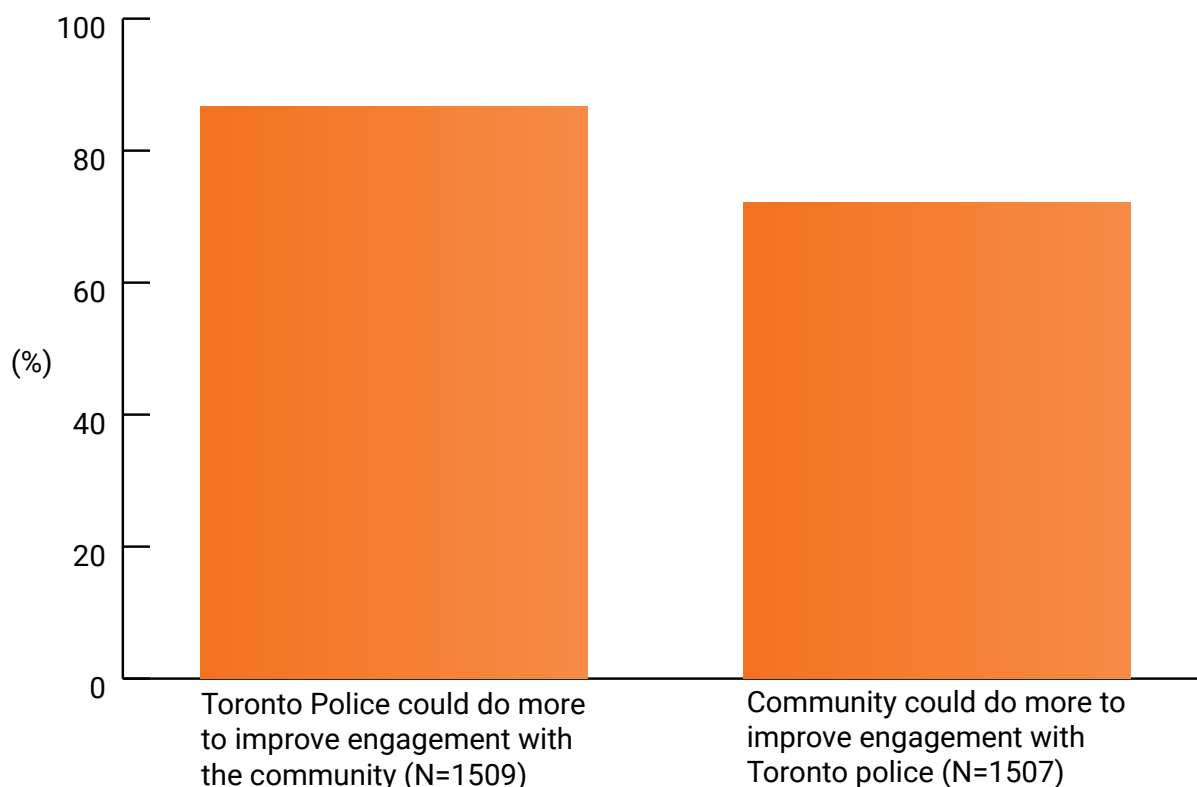


Figure 7: Toronto Police Officers are Effective in their Engagement with Members of my Community: Respondents Agreeing or strongly Agreeing by Ethnic Group (N=637)

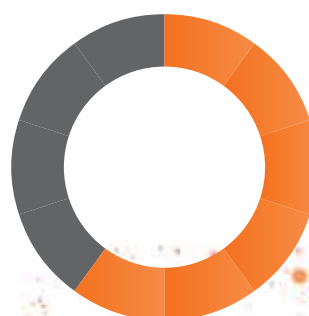


Continuing on this theme, survey participants were of the view that both the Toronto police and the community at large could do more to improve the level of engagement between the groups. For example 87% of respondents argued that the Toronto police could do more to improve engagement with the community while 72% were of the view that the community could do more to improve engagement with the police (see Figure 8).

Figure 8: Engagement between Police and the Community



In terms of overall satisfaction with the delivery of police services the survey results also point to a need for improvement. Only 52% of respondents indicated that they were very satisfied or somewhat satisfied with the level of service the Toronto police provides to members of their community (Figure 9). While 25% of respondents were neither satisfied nor dissatisfied and an almost equal number (23%) was somewhat dissatisfied or very dissatisfied. When the sample is re-weighted to conform more closely to the population distribution just over 60% of Torontonians are either very satisfied or somewhat satisfied with the level of service the city’s police provides. As may be expected from results presented earlier the highest level of satisfaction is among White/Caucasian respondents with Blacks and Latin Americans being the least impressed with the delivery of police services in their communities (Figure 10).



60% of Torontonians are either very satisfied or somewhat satisfied with the level of service the city’s police provides.



Figure 9: Overall satisfaction with the Level of Service Provided by Toronto Police (N= 1506)

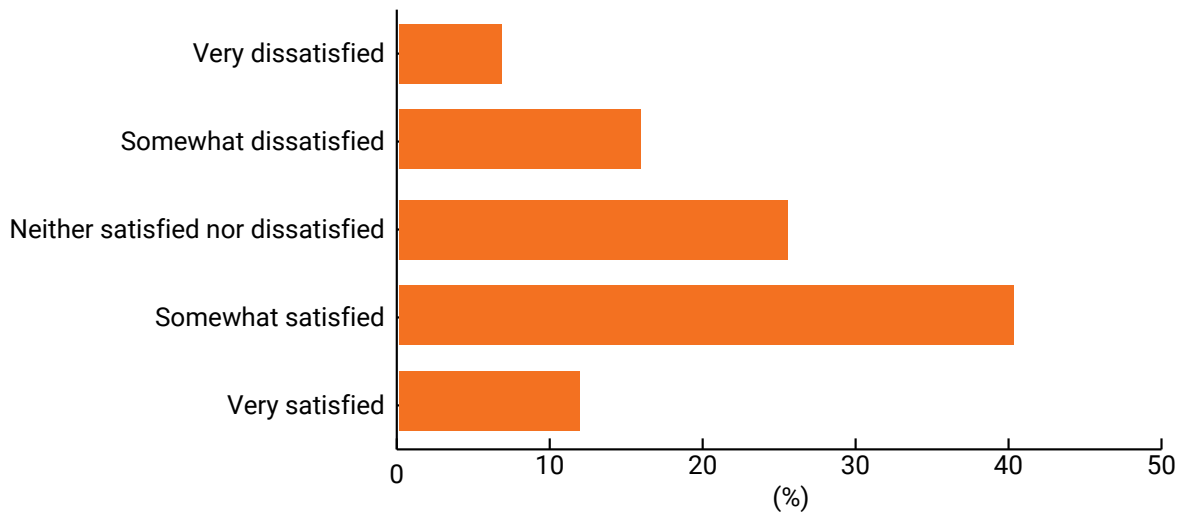
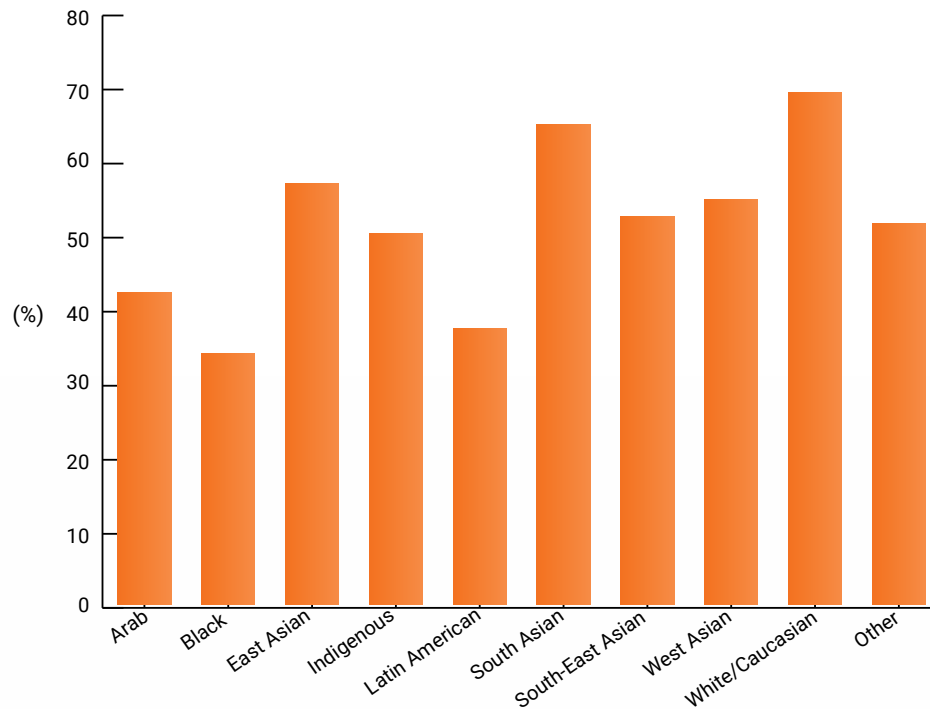


Figure 10: Overall Satisfaction with the Level of Service Provided by Toronto Police: Respondents Satisfied or very Satisfied by Ethnic Group (N=889)



4.4 Police Legitimacy

This baseline community survey also briefly touched on the issue of police legitimacy. Respondents were asked to indicate the extent of their agreement with the following statement:

“Toronto police officers may at times have to use physical force against a member of my community”

The results are summarized in Figure 11 below. Only 38% of those interviewed agreed or strongly agreed with the statement with an equal percentage opposed. Overall, however, with re-weighting to reflect the population of the city some 42% of Torontonians support the statement with 34% opposed. Analysis by demographic grouping does shed some additional light. Roughly 47% of white respondents tended to agree or strongly agree with the statement on the use of physical force while only 22% of Indigenous people, 29% of Arabs and 35% of Blacks indicated agreement (Table 39). The age of respondents also seems to be relevant with the least support for the use of physical force coming from those in the 25-34 age group. This is the age group, as was seen above, that most perceived that they were being discriminated against because of their ethnic background and place of residence. Only 29% of respondents in this age category agreed or strongly agreed with the statement while the most support for the use of physical force came from respondents 55 years and older (Table 40). In terms of highest educational achievement the least support for the use of physical force came from respondents whose highest level of education was elementary school (18%) or college (29%) while the greatest support came from respondents with a high school or university education (Table 41). The analysis revealed that gender does not inform one’s opinion on the use of physical force by Toronto police.

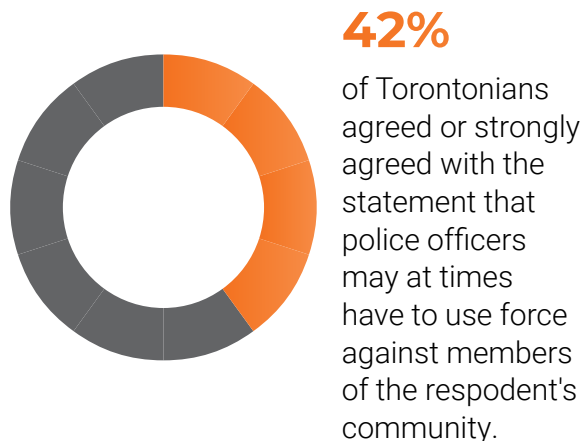


Figure 11: Toronto Police Officers may at times have to use Physical Force against a Member of my Community (N= 1508)

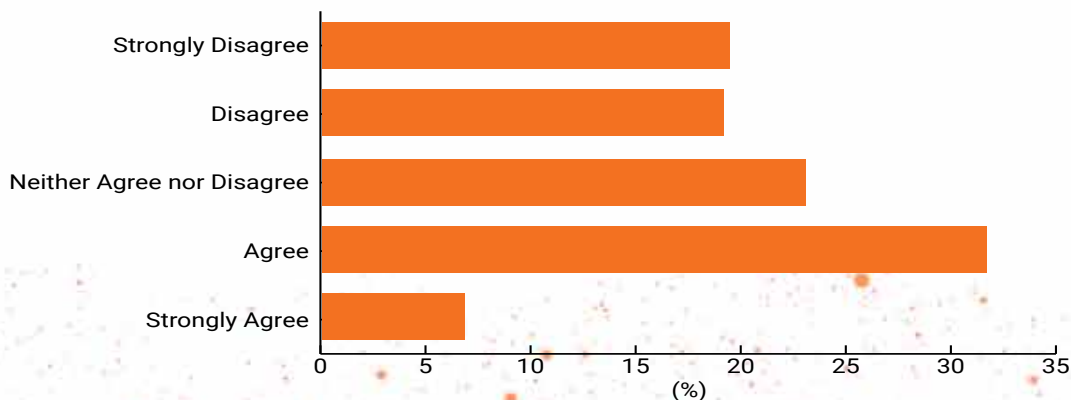


Table 39: Agreement with the use of Physical Force by Toronto Police Officers by Race of Respondent

Ethnic Group	Toronto police officers may at times have to use physical force against a member of my community (%)					Sample Frequency	Reweighted Frequency ²⁰
	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree		
Arab	3.8	25.5	17.9	24.5	28.3	106	19
Black	5.0	30.2	16.9	23.0	24.9	361	129
East Asian	8.1	30.9	22.0	13.8	25.2	123	192
Indigenous	3.1	18.8	28.1	25.0	25.0	32	11
Latin American	1.7	31.7	31.7	25.0	10.0	60	42
South Asian	8.6	32.8	31.0	11.5	16.1	174	184
South-East Asian	6.5	29.0	24.7	15.1	24.7	93	23
West Asian	6.5	30.6	25.8	24.2	12.9	62	32
White/Caucasian	10.5	36.0	24.7	18.3	10.5	344	705
Other	4.1	32.5	22.0	17.1	24.4	123	136
Sample Total	6.8	31.5	23.0	19.1	19.6	1478	
Reweight-ed Total	8.4	33.5	24.3	17.7	16.2		1473

Sample: χ^2 (36, N = 1478) = 86.015, p < .01

Reweight-ed: χ^2 (36, N = 1473) = 75.822, p < .01

²⁰ Sample distribution re-weighted to more accurately reflect the population of Toronto. Note that sample and re-weighted frequency totals may differ due to rounding.

Table 40: Agreement with the use of Physical Force by Toronto Police Officers by Age of Respondent

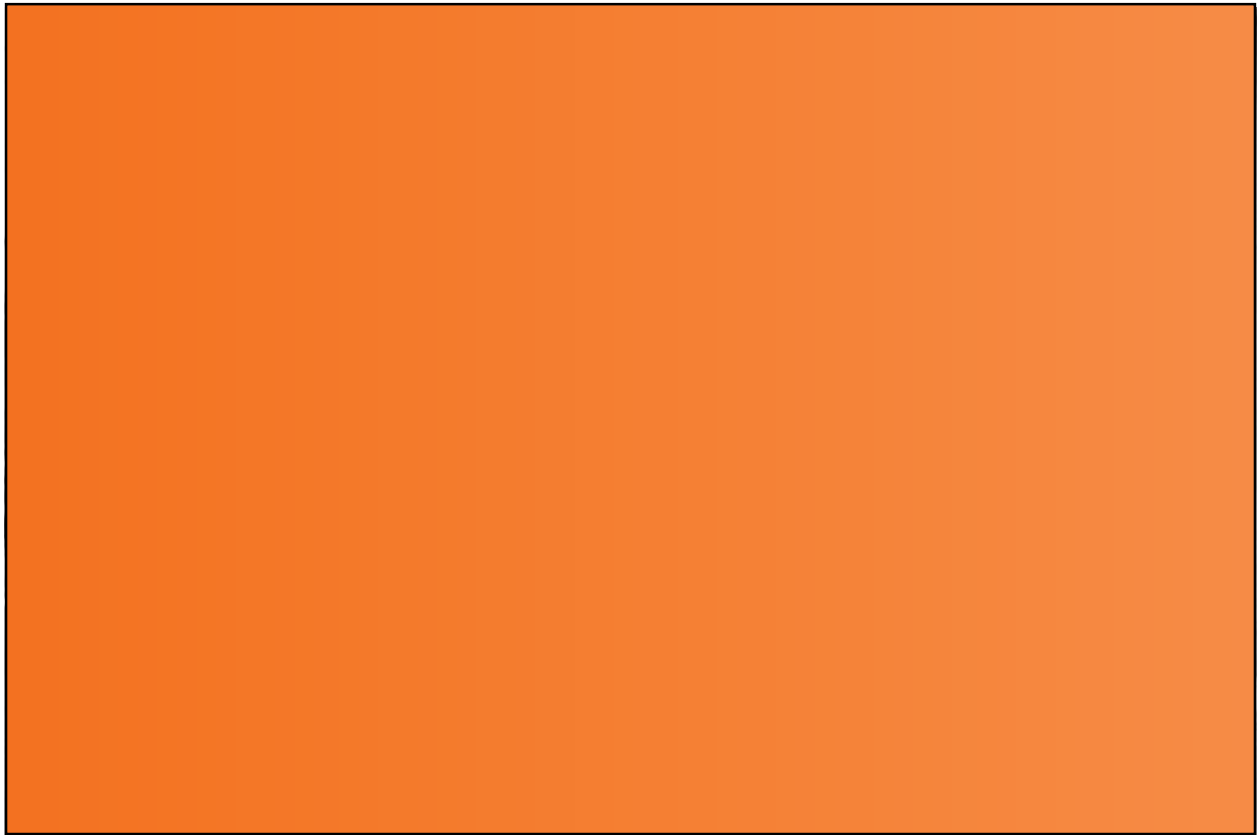
Age (Years)	Toronto police officers may at times have to use physical force against a member of my community (%)					Frequency
	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	
0 - 24	8.7	33.0	26.7	17.3	14.2	688
25 - 34	5.0	23.9	19.9	22.5	28.6	377
35 - 54	5.3	35.7	20.2	18.7	20.2	342
+55	5.7	40.9	17.0	21.6	14.8	88
TOTAL	6.8	31.8	22.9	19.2	19.3	1495

χ^2 (12, N = 1495) = 57.891, p < .01

Table 41: Agreement with the use of Physical Force by Toronto Police Officers by Highest Education of Respondent

Highest Education	Toronto police officers may at times have to use physical force against a member of my community (%)					Frequency
	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	
Elementary School	7.1	10.7	28.6	25.0	28.6	28
High School	9.4	35.0	25.7	15.7	14.1	509
College	3.5	25.5	18.8	16.8	35.5	400
University Undergraduate	5.5	34.8	24.5	22.8	12.5	417
University Graduate	11.0	33.8	19.1	26.5	9.6	136
Other	0.0	100.0	0.0	0.0	0.0	1
TOTAL	6.8	31.9	22.9	19.1	19.2	1491

χ^2 (20, N = 1491) = 127.673, p < .01



4.5 Summary

Exhibit 2 below provides a summary of the community's perception of Toronto police with respect to the metrics discussed in this section. It provides a benchmark as it were against which the TPS may wish to evaluate its performance in subsequent years. Data provided in this exhibit reflect, *mutatis mutandis*, the views of residents of the City of Toronto. As noted elsewhere these summary statistics mask sensitive issues that are salient to specific demographic groups.



Exhibit 2: 2017 Community Perception Benchmark (CPB)

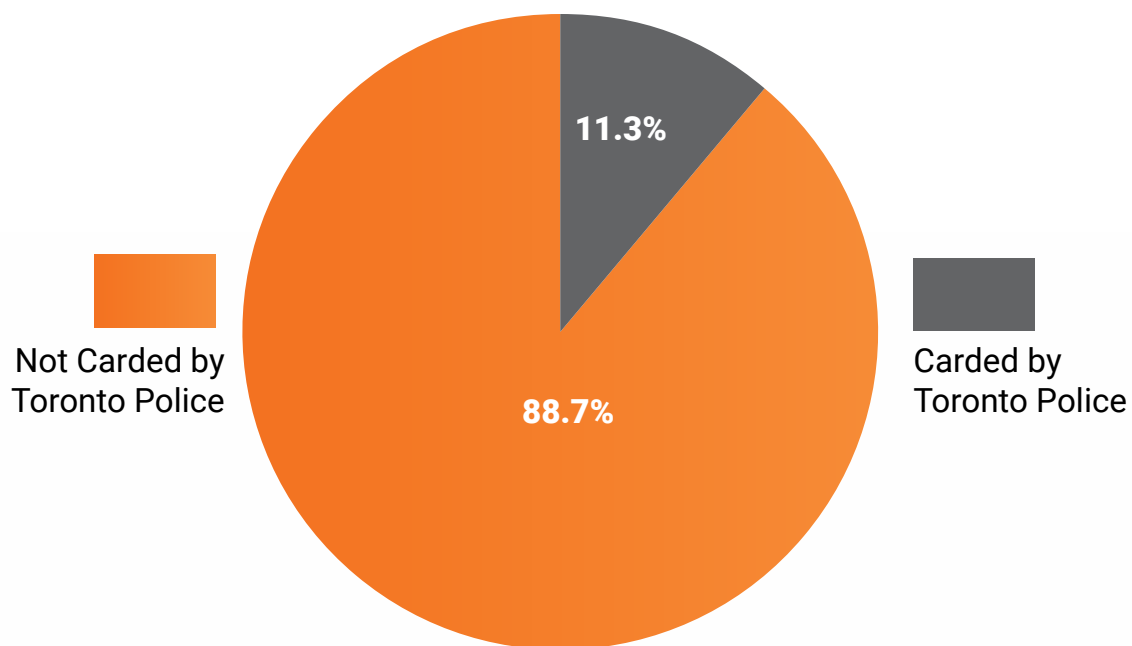
- 📍 **Sixty-eight percent** of Torontonians believe that the city's police officers are honest.
- 📍 **Seventy-two percent** of Torontonians believe that the city's police officers live up to their motto to serve and protect, i.e. they act with integrity.
- 📍 **Sixty-five percent** of Torontonians believe that the city's police officers can be trusted to treat individuals of their ethnic group fairly.
- 📍 **Nineteen percent** of Torontonians believe that the city's police officers have discriminated against them in the past because of their ethnic background.
- 📍 **Sixteen percent** of Torontonians believe that the city's police officers have discriminated against them in the past because of where they live.
- 📍 **Fifty percent** of Torontonians believe that the city's police officers are impartial, i.e. do not favor members of any particular ethnic group.
- 📍 **Fifty-eight percent** of Torontonians believe that the city's police officers are responsive to their needs.
- 📍 **Forty-three percent** of Torontonians believe that the city's police officers engage effectively with the community.
- 📍 **Forty-five percent** of Torontonians believe that the city's officers communicate effectively with members of the community.
- 📍 **Sixty percent** of Torontonians are satisfied with the service provided by the city's police officers.
- 📍 **Forty-two percent** of Torontonians agree with the use of physical force by the city's police officers against members of their community.



5 Views on Carding

In this section of the report we move on to consider the community's views on regulated interactions. As defined for respondents "carding or street checks refers to a police officer stopping and asking you a series of questions e.g. your name, age, height, weight, names of your friends etc. and recording this information on a contact card. The information is subsequently entered into a database for possible use in future criminal investigations". Based on this definition 11% of respondents to this survey indicated that they had been carded by Toronto police (Figure 12). This equates to 170 respondents of a total of 1,503 individuals who provided an answer to the question ²¹.

Figure 12: Percentage of Respondents who have been Carded by Toronto Police (N=1,503)



²¹ Note that in the tables and figures below frequencies may not sum to 170 as some individuals who had been carded may have opted to not answer certain questions.

5.1 Demographic profile of Respondents who had been carded

As shown in Table 42 of the 170 respondents who had been carded some 75% are male with women representing roughly 22%. The data also show that a higher percentage of younger individuals (under the age of 35) seemed to have been carded relative to older survey participants. As shown in Table 43 of the respondents who had been carded roughly 48% are below the age of 24 with an additional 30% between the ages of 25-34. Very few older respondents had been stopped and questioned by Toronto police.

Table 42: Gender Distribution of Respondents who had been Carded

Gender	Frequency	Percentage
Female	37	21.8
Male	128	75.3
Gender Non-Conforming	5	2.9
TOTAL	170	100

Table 43: Age Distribution of Respondents who had been Carded

Age (Years)	Frequency	Percentage
0-24	81	47.6
25-34	51	30.0
35-54	33	19.4
+55	5	2.9
TOTAL	170	100

Also interesting is the data presented in Table 44 which show that of those respondents who had been carded some 42% are black – the highest of any of the other ethnic groups under study. Approximately 12% of carded individuals are white with Arabs and South Asians at roughly 11%. The percentage of Latin Americans and Indigenous people in the sample who had been carded is relatively low at ≤ 3%. It is also instructive to note that fully one-third of respondents who had been carded by Toronto police earn less than \$20,000 annually. This contrasts with roughly 2% of carded respondents who earn \$80,000 - \$99,999 per year (Table 45). It would also appear from the data that the majority of respondents subjected to the practice of regulated interaction have just high school as their highest educational achievement (Table 46) although substantial numbers of respondents with college and university diplomas have also been stopped and questioned.

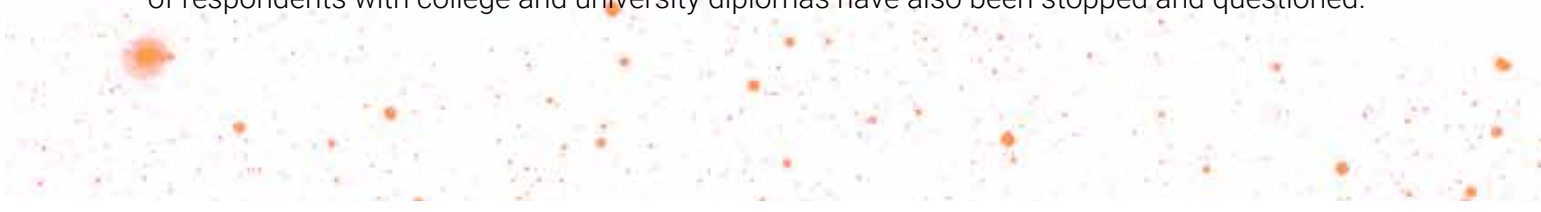


Table 44: Distribution of Respondents who had been Carded by Ethnic Background of Respondent

Ethnic Group	Frequency	Percentage
Arab	18	10.9
Black	69	41.8
East Asian	5	3.0
Indigenous	4	2.4
Latin American	5	3.0
South Asian	18	10.9
South-East Asian	9	5.5
West Asian	9	5.5
White/Caucasian	19	11.5
Other	9	5.5
TOTAL	165	100



Table 45: Distribution of Respondents who had been Carded by Income of Respondent

Income Range	Frequency	Percentage
\$0 - \$19,999	55	33.5
\$20,000 - \$39,999	43	26.2
\$40,000 - \$59,999	26	15.9
\$60,000 - \$79,999	7	4.3
\$80,000 - \$99,999	4	2.4
Don't remember / Prefer not to answer	29	17.7
TOTAL	164	100

5.2 The Frequency of Regulated Interactions

The majority (43%) of respondents who had been carded reported that they only had one such encounter with Toronto police (Table 47). A further 31% reported a second encounter with only a small number of respondents (6%) reporting being involved in more than four such incidents in the City of Toronto. Of those who had been carded it is interesting to note that the majority (63%) reported that their encounter with the Toronto police took place within the last three years (i.e. 2015-2017). Also interesting is the result that 21% of respondents reported being carded in calendar year 2017 (the year the new rules took effect) which compares to the 19% of respondents who reported being carded the previous year when the new rules were not yet in force (Table 48). One may, therefore, conclude that the imposition of these new rules has not diminished the rate at which individuals are being carded in the City of Toronto. Note as well that the highest incidence took place in 2015 when roughly 24% of respondents were stopped.

Table 46: Distribution of Respondents who had been Carded by Highest Education of Respondent

Highest Education	Frequency	Percentage
Elementary School	6	3.6
High School	66	39.5
College	42	25.1
University Undergraduate	45	26.9
University Graduate	8	4.8
TOTAL	167	100

Table 47: Number of times Respondents had been Carded by Toronto Police

Number of Incidents	Number of Respondents	Percentage
Once	70	42.9
Twice	51	31.3
Three times	23	14.1
Four times	3	1.8
More than four times	9	5.5
Don't remember	7	4.3
TOTAL	167	100

Table 48: Last Occasion Respondents were Carded by Toronto Police²²

Year	Number of Respondents	Percentage
This year (2017)	34	20.5
Last year (2016)	32	19.3
Two years ago (2015)	39	23.5
Three years ago (2014)	18	10.8
More than 3 years ago	27	16.3
Don't remember	16	9.6
TOTAL	166	100

5.3 Respondent Experience with Regulated Interactions

Of those respondents who reported being carded it would appear that the majority do not believe that the situation was handled professionally. Some 54% of respondents to this survey indicated that they were not treated professionally and with respect by the Toronto police officer involved (Figure 13). While this is a troubling result, also of concern are the reasons that respondents formed their opinion of the treatment received by the officer in question. As illustrated in Figure 14, it was the officer's tone of voice (not the words used or physical force) that led most

²² Table 48 indicates that a number of individuals reported being carded in 2015 and 2016 even though the practice was officially suspended in those years. It may well be that during those years Toronto police officers continued to stop and question community members for intelligence gathering purposes but their personal data were not entered into the database. While these individuals were stopped and questioned it would be difficult for them to verify whether their personal information was in fact entered into the TPS database in accordance with the strict definition.

to believe that they were not being treated professionally. While only 42 individuals responded to this question some 38% perceived the officer’s tone of voice to be less than professional with only approximately 19% taking exception to the words used by the officer or his/her body language. Again the number of observations is small but these results may point to the need for additional training of front line officers or perhaps some modification of training methodologies.

More encouraging perhaps is the finding that among those respondents who had been carded a majority (65%) noted that the officer involved did explain the reason for them being stopped (Table 49). On the other hand, however, a majority (59%) of those carded believe that they were singled out because of their race (Table 50). It should be noted that the perception that carding is motivated by race is also held by respondents who have **never** been stopped and questioned by the police. As shown in Figure 15 over 60% of these respondents argue that Toronto police single individuals out because of their race in conducting street checks. Given that it is pervasive, this may well be a perception that the TPS may wish to counter in some form of public outreach campaign. It should be noted that of the respondents who have never been carded only 39% know of a friend or family member who has been stopped and questioned by Toronto police. It is, therefore, reasonable to assume that this perception of race-based carding is likely being formed primarily by social and mainstream media outlets rather than personal contacts. If true, one could argue that carding has a broader social impact due to this network effect.

Figure 13: Was the Respondent treated Professionally and with Respect by the Toronto Police Officer (N=166)

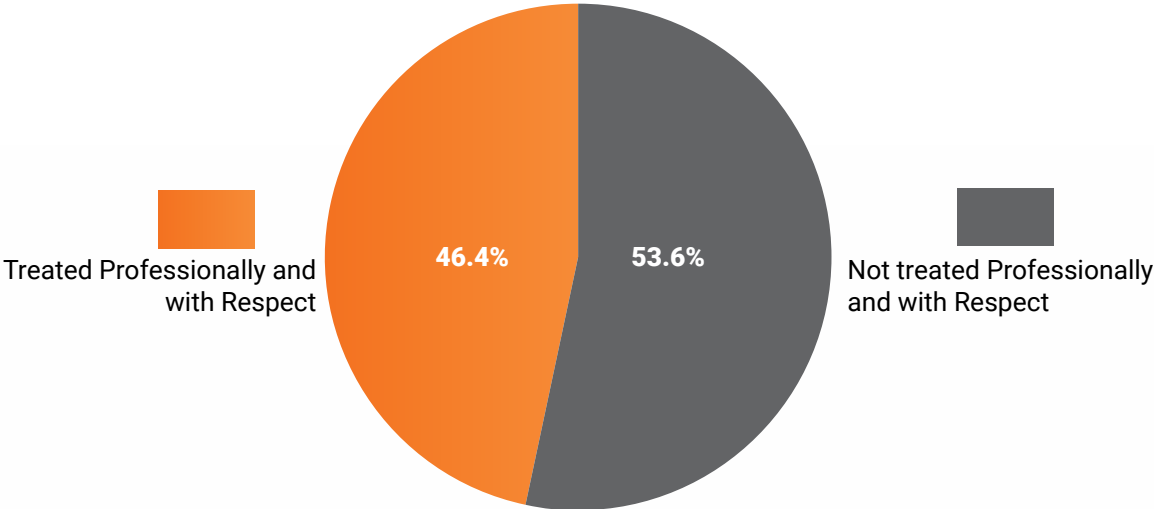


Figure 14: Reason Respondent believes he/she was not Treated Professionally and with Respect by Toronto Police (N=42)

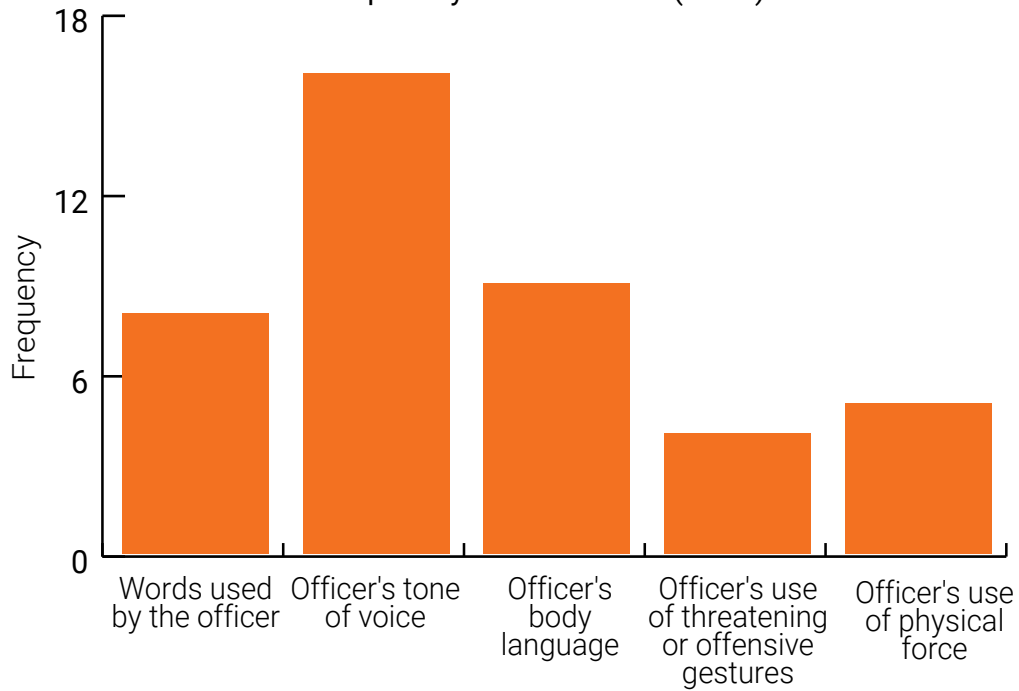


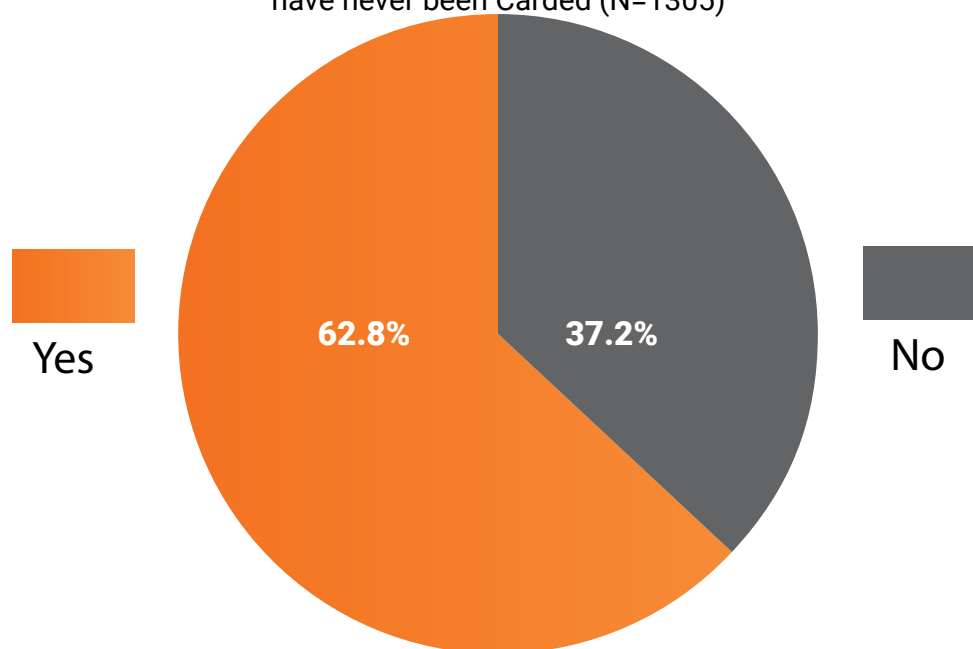
Table 49: Toronto Police Officer Explained the Reason for the Stop

Category	Frequency	Percentage
Yes	108	65.1
No	58	34.9
TOTAL	166	100

Table 50: Belief that Race was a Factor in being Carded

Category	Frequency	Percentage
Yes	97	58.8
No	68	41.2
TOTAL	166	100

Figure 15: Toronto Police Single out Individuals because of their Race: Respondents who have never been Carded (N=1305)



5.4 Regulated Interactions and Perceptions of Toronto Police

Examining data from the full sample of respondents it is clear that whether or not an individual had been carded is associated with their perception of Toronto police officers. As shown in Table 51 some 63% of respondents who had been carded held a negative perception of the honesty of Toronto police while 65% of those who had not been carded held a favorable view. A similar pattern is observed with respect to integrity. Those who had been carded were subsequently found to have a more negative perception of the integrity of the city's police force relative to other respondents (Table 52). The analysis also suggests that the practice of carding is associated with an erosion in the community's trust to receive fair treatment by Toronto police (Table 53). Of those who had been carded some 66% do not trust officers to treat members of their ethnic group fairly compared to 43% of respondents who had not been carded.



Table 51: Respondent carded by Perception of Police Honesty

Respondent carded or not	Toronto police are honest		Frequency
	Yes (%)	No (%)	
Individual carded	37.0	63.0	165
Individual not carded	64.5	35.5	1292
TOTAL	61.4	38.6	1457

$\chi^2 (1, N = 1457) = 46.682, p < .01$

Table 52: Respondent Carded by Perception that Police Live up to their Motto

Respondent carded or not	Toronto police live up to their motto to serve and protect		Frequency
	Yes (%)	No (%)	
Individual carded	37.6	62.4	165
Individual not carded	70.7	29.3	1296
TOTAL	66.9	33.1	1461

$\chi^2 (1, N = 1461) = 72.476, p < .01$

Table 53: Respondent Carded by Perception that Police can be Trusted

Respondent carded or not	Toronto police can be trusted to treat members of my ethnic group fairly		Frequency
	Yes (%)	No (%)	
Individual carded	33.9	66.1	165
Individual not carded	57.0	43.0	1304
TOTAL	54.4	45.6	1469

$\chi^2 (1, N = 1469) = 31.340, p < .01$

As demonstrated above carding is associated with negative perceptions of the police. It is also important to note that among those who had been carded their personal experience during the interaction is also important in shaping their perceptions. For example, of the respondents who claimed to not have been treated with respect during a stop, some 92% had a negative view of the honesty of Toronto police. In contrast of those respondents who claim to have been treated professionally and with respect 68% still perceived the police to be honest, despite the fact that they had been carded (Table 54). Similarly explaining the reason for the stop is associated with more favorable perceptions of officer honesty. Indeed 77% of those who did not receive an explanation went on to express the view that Toronto police officers are dishonest (Table 55). The percentage of respondents holding this view drops to 58% in situations where the reason for the stop was explained. Respondents who believe that they had been singled out by police because of their race also held a negative view of officer honesty with some 87% of them holding to the opinion that honesty was lacking among Toronto's law enforcement officers (Table 56).

Table 54: Treatment during Street Check by Perception of Police Honesty

Treatment	Toronto police are honest		Frequency
	Yes (%)	No (%)	
Treated Professionally and with Respect	67.6	32.4	74
Not Treated Professionally and with Respect	8.0	92.0	87
TOTAL	35.4	64.6	161

$$\chi^2 (1, N = 161) = 67.317, p < .01$$

Table 55: Reason for the Stop explained by Perception of Police Honesty

Explanation	Toronto police are honest		Frequency
	Yes (%)	No (%)	
Reason for the stop explained	41.9	58.1	105
Reason for the stop not explained	23.2	76.8	56
TOTAL	35.4	64.6	161

$$\chi^2 (1, N = 161) = 5.579, p < .05$$



Table 56: Singled out because of Race by Perception of Police Honesty

Singled out	Toronto police are honest		Frequency
	Yes (%)	No (%)	
Respondent felt singled out because of race	13.5	86.5	96
Respondent did not feel singled out because of race	68.8	31.3	64
TOTAL	35.6	64.4	160

$\chi^2 (1, N = 160) = 51.035, p < .01$

5.5 Perceptions of Carding Effectiveness

In order to probe more deeply into the community’s perception of carding as a police tool, respondents were asked to give their opinions on the legality of carding and whether or not regulated interactions indeed make for safer neighbourhoods. These questions were asked both of those who had been carded and those with no personal experience with the practice. As shown in Tables 57 and 58 there are marked differences in responses between the two groups. On the issue of whether Toronto police should have the legal right to card members of the community an overwhelming percentage of respondents who had been carded were opposed. On the other hand among those with no personal experience with the practice the sample was more or less evenly split between those who are for and those who are against. Overall 48% of all respondents believed that the Toronto police should have the legal right to card individuals. With appropriate re-weighting to reflect the ethnic composition of the city this estimate increases slightly to 52%.



52%
of all Torontonians believe that the Toronto police should have the legal right to card individuals.

A similar pattern is observed when respondents were asked to weigh in on the issue of whether or not carding makes communities safer (Table 58). The majority of those who had been carded in the past do not believe that the practice makes communities any safer while those with no personal experience are overwhelmingly supportive of the practice as an effective police tool which enhances community safety. Based on the above results it is perhaps a reasonable

assumption that the process of being carding alters one’s perception of its legality and effectiveness. The data also suggest, however, that when carding is couched as an instrument of community safety a majority of respondents are encouraged to support the practice. Interestingly, even some individuals who had been carded seem to be more supportive. Evidently a majority of Torontonians are prepared to sacrifice some individual liberties in the interest of perceived community safety. Overall, 59% of respondents believe that carding does indeed make for safer communities. Again with appropriate re-weighting of the sample this estimate increases to 64%.



64%
of Torontonians believe that carding does indeed make for safer communities.

"Evidently a majority of Torontonians are prepared to sacrifice some individual liberties in the interest of perceived community safety."

Table 57: Toronto Police should have the Legal Right to card Individuals

	Personal Experience with Carding		No Personal Experience with Carding	
	Yes	No	Yes	No
Police should have the legal right to card individuals (%)	33.7	66.3	49.9	50.1
Frequency	56	110	652	655

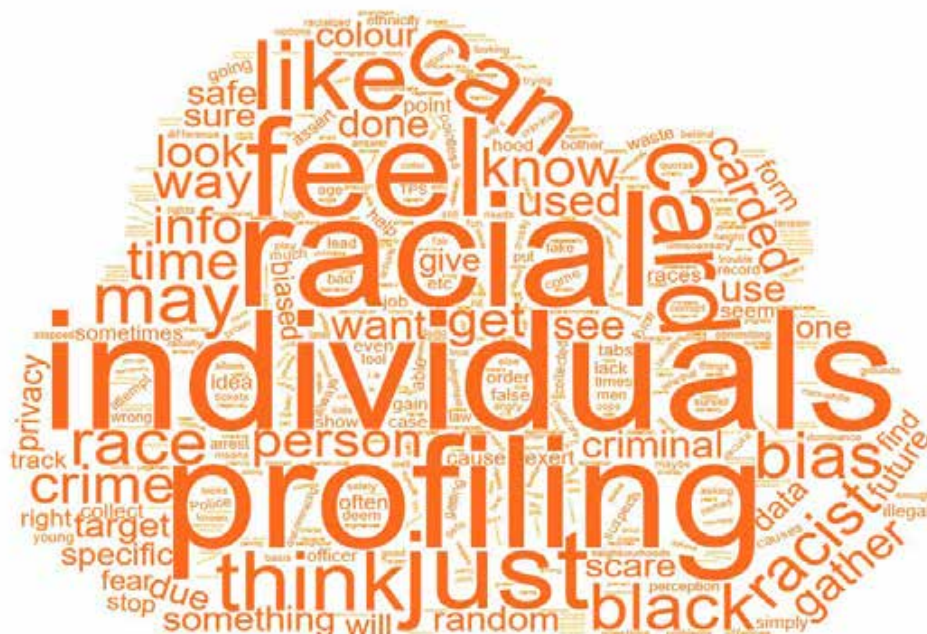


Table 58: Perception that Carding makes Communities Safer

	Personal Experience with Carding		No Personal Experience with Carding	
	Yes	No	Yes	No
Carding makes communities safer (%)	44.2	55.8	61.1	38.9
Frequency	72	91	796	506

In the case of those respondents who do not believe that carding makes communities safer an attempt was made to better understand why they believe carding was practiced by the Toronto police force. Figure 16 presents a word cloud representing the responses of those individuals who have, and who have not, been carded but do not buy into the police narrative that carding makes communities safer. Words used most frequently by respondents were “individuals”, “racial”, “profiling”, “racist” and “black”. The words “feel”, “like” and “can” are also mentioned repeatedly which, based on a review of the responses, implies a perceived arbitrariness and abuse of power associated with this particular police action. While the word “crime” is mentioned it is not overly prominent. This would suggest that most of these respondents do not see the link between regulated interaction and crime suppression.

Figure 16: Reasons Toronto Police card Individuals if not to Ensure Community Safety



5.6 Likelihood of Being Carded in the City of Toronto

Given the above analysis it is perhaps appropriate to ask what factors would increase an individual's chances of being carded in the City of Toronto. To answer this question a binary logistic model was specified and estimated. Binary logistic regression seeks to determine the probabilities of two outcomes of a categorical dependent variable using a set of independent variables. The general functional form of the binary logistic model may be written as:

$$P = \frac{1}{1 + e^{-(a+bX)}} .$$

In this study, P is categorical and represents the natural log of the odds of an individual being carded or not being carded. This variable is coded "0" for respondents who have not been carded and "1" for those who have. The independent variables, X, represent the vector of demographic variables such as gender, age, income and ethnic background. The set of independent variables also include data on crime in the TPS divisions where individuals were carded both for the year of the survey (2017) as well as for 2012. The year 2012 was used as a proxy for the crime history of the division. Crime statistics were collected in all major categories i.e. assault, break and enter, murder, robbery, auto theft and sexual violence as well as totals for the period. Data from the survey on where respondents live were categorized by the seventeen TPS divisions and also used as explanatory variables. In essence it is hypothesised that an individual's chances of being carded/not being carded will be determined by personal demographic factors, the crime history of the area, current criminal activity and one's presence in a particular geographic location. The construction of a correlation matrix allowed for the identification and exclusion of highly correlated variables. Model parameters were estimated using maximum likelihood in SPSS.

Table 59 presents the results of the final model specified. The overall fit of the model is good. The model Chi-square is 426.202 and is significant at the 1% level resulting in rejection of the null hypothesis that the explanatory variables are not useful in predicting values of the dependent variable. For the model as a whole the Nagelkerke R² is .502. It should be noted that this is a pseudo R² and for logistic regression does not have the same goodness of fit interpretation as for ordinary least squares, and is usually lower. For a regression model using cross-sectional data this R² can be viewed positively. Overall the model correctly classifies 92.6% of cases, a result that exceeds what would be expected from the toss of a fair coin. The model correctly classifies 97.1% of cases when an individual is not carded and 57.3% of cases when the individual is carded. The lower percentage in the case of individuals who are carded is perhaps to be expected as there are a myriad of situational and behavioral factors, e.g. loitering in dark alleyways, use of obscene language in public etc., that may attract the attention of police officers, and which cannot be adequately captured in this or any modelling exercise.



Table 59: Results Logistic Regression

Variable	β	Wald	Sig.	Exp(β)
Total Crime (2012)	.004	256.433	.000	1.004
Black	.805	11.022	.001	2.237
Gender	.849	14.940	.000	2.338
Income	-.073	3.772	.052	.930
South Asian	.685	4.019	.045	1.983
Constant	-4.864	118.958	.000	.008

Model Statistics:

Nagelkerke R² = .502

χ^2 (5, N = 1458) = 426.202, p < .01

- 2 log likelihood = 599.283

Overall cases correctly classified = 92.6%

Not carded cases correctly classified = 97.1%

Carded cases correctly classified = 57.3%

The results of the analysis show that individuals are more likely to be carded in the City of Toronto if they are Black or South Asian. These two explanatory variables were found to be highly significant (Table 59). In fact the odds ratios (Exp β) for these two variables indicate that being Black increases one’s odds of being carded in the City of Toronto by roughly 124% while being South Asian increases the odds of being stopped by almost 99%. The results also suggest that males are far more likely to be carded than females – a result which is consistent with the frequency analysis presented in an earlier section. From this model being male increases an individual’s odds of being carded by almost 134%. Clearly the combination of being Black/ South Asian and male will further increase one’s chances of being stopped and questioned by the police.

The logistic regression model also demonstrates a statistically significant and inverse relationship between being carded and one’s income ²³. The higher the individual’s income the lower is the probability of being carded in the City of Toronto. Quantitatively the model suggests that every \$20,000 decrease in an individual’s income increases the odds of the person being carded by 7%. According to this model street checks are, therefore, more likely to be instigated

23 It should be noted that when the income variable was restricted to individuals earning less than \$100,000/year and gender to males and females only statistical significance improved to .001 but this came at the expense of the model’s predictive power.





"Being Black increases one's odds of being carded in the City of Toronto by 124% while being South Asian increases the odds of being stopped by roughly 99%"

"Being male increases an individual's odds of being carded by almost 134%"

"Street checks are, therefore, more likely to be instigated against lower income earners in the city"

"Presence in a division with a history of high crime statistics increases an individual's chances of being carded in the current period"

against lower income earners in the city. This too is an important result with much broader social implications but which are clearly outside the scope of this report.

The model also suggests that the odds of being carded increase marginally (<0.5%) with the history of crime in the TPS division. As noted earlier total crime in 2012 was used as a proxy for this variable and encompasses robberies, sexual assault, murder and auto theft. It would appear that there is a lagged response to crime with Toronto police becoming more vigilant when there is a spike in criminal activity in earlier periods. In essence, presence in a division with a history of high crime statistics increases an individual's chances of being carded in the current period. It should be noted that crime in the current period was not found to be statistically significant so officers are in essence responding to past events. It is important to note that the analysis did not find statistically significant relationships between being carded and one's age, level of education or place of residence. Contrary to what may have been expected these are not factors that are likely to increase one's chances of being carded in the City of Toronto. The explanatory power of variables such as age, education and place of residence may have been adequately captured in the model by other factors such as race and income which are statistically significant. From the above, one may conclude that gender and race are the major factors which determine who is subject to regulated interaction in the City of Toronto. The level of criminal activity and one's income, while statistically significant, have a marginal impact on the odds of being carded.

5.7 Summary

The results of the analysis of community perceptions of regulated interactions and the primary determinants of an individual's chances of being street checked are summarized in Exhibits 3 and 4 below.

Exhibit 3: Summary of Community Views on Carding

Community views on Carding...

- 📌 **Fifty-four percent** of respondents who had been carded do not believe that they were treated professionally and with respect by the Toronto police officer involved. In these circumstances it was the officer's tone of voice (not the words used or physical force) that led respondents to believe that they were not being treated professionally.
- 📌 **Fifty-nine percent** of respondents who had been carded believe that they were singled out because of their race.
- 📌 **Sixty-three percent** of respondents who had **never** been carded argue that in conducting street checks Toronto police single individuals out because of their race.
- 📌 **Sixty-five percent** of respondents who had been carded noted that the officer involved did explain the reason for them being stopped.
- 📌 **Sixty-three percent** of respondents who had been carded held a negative perception of the honesty of Toronto police while 65% of those who had **not** been carded held a favorable view.
- 📌 **Sixty-six percent** of respondents who had been carded do not trust officers to treat members of their ethnic group fairly compared to 57% of respondents who had **not** been carded and do trust the police to deliver fair treatment.
- 📌 **Ninety-two percent** of respondents who claimed to not have been treated with respect during a stop had a negative view of the honesty of Toronto police while 68% of respondents who claim to have been treated with respect still perceived the police to be honest.



- 📍 **Eighty-seven percent** of respondents who believe that they had been singled out by police because of their race went on to express the view that Toronto police officers are not honest.
- 📍 **Seventy-seven percent** of those who did not receive an explanation for being carded went on to express the view that Toronto police officers are dishonest.
- 📍 **Fifty-two percent** of all Torontonians believe that the police should have the legal right to card individuals.
- 📍 **Sixty-four percent** of Torontonians believe that carding does indeed make for safer communities.

Exhibit 4: Factors which Increase the Odds of Being Carding

Increasing the odds.....

- 📍 Odds of being carded if an individual is Black: **one hundred and twenty-four percent**
- 📍 Odds of being carded if an individual is South Asian: **roughly ninety-nine percent**
- 📍 Odds of being carded if an individual is male: **one hundred and thirty-four percent**
- 📍 Increase in the odds of being carded for every \$20,000 decrease in an individual's income: **seven percent**
- 📍 Increase in the odds of being carded in the current period if an individual is physically present in a division with a history of high levels of crime: **less than half of one percent**



6 Analysis by TPS Division

As noted earlier in this report an attempt was made to understand issues of trust, bias, impartiality and satisfaction at the level of the TPS division. The purpose of this analysis is to identify divisions where perceptions were significantly better (or worse) than the baseline²⁴. This level of analysis would allow the TPS to undertake its own internal assessment to better understand the reasons for any differences in community perception benchmark (CPB) performance and take necessary corrective actions. Table 60 illustrates the results for respondents' perceptions of the honesty of Toronto police officers by the TPS division in which the respondent lives, while Exhibit 5 shows the boundaries of the various TPS divisions. As shown in Table 60 Division 12 stands out with roughly 87% of respondents who live within its boundaries answering in the affirmative, i.e. that police officers are honest²⁵. Divisions 52 and 54 are also well above the TPS reading of 60%.

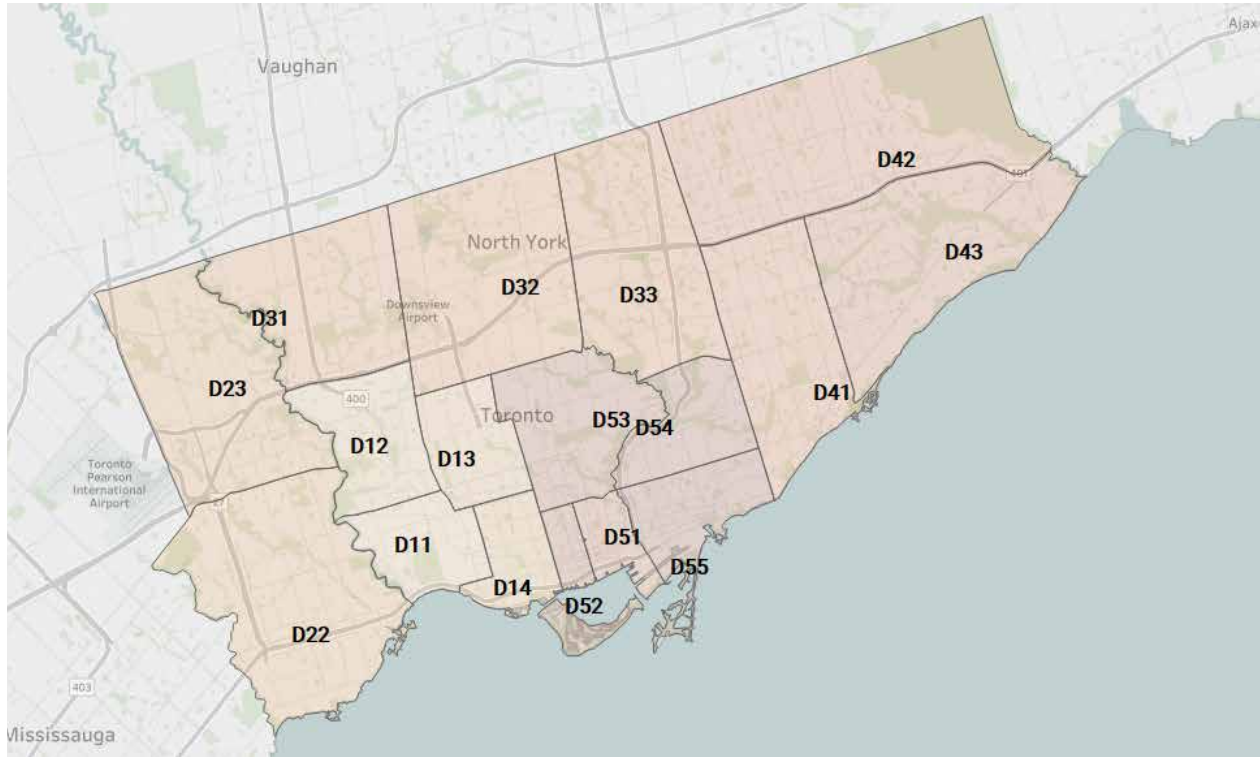
In terms of trust in Toronto police to treat individuals fairly it is noted that Division 12 again stands out with 77% of respondents indicating that trust in police officers is warranted (Table 61). With respect to perceptions of bias based on ethnic background Division 12 again figures prominently with the lowest percentage of respondents who believe they were stereotyped because of their race. Less than 10% of respondents who reside in that division were of the view that officers are biased against individuals of their ethnic background – a result well below the 28% reading for all TPS divisions (Table 62). When the data on perceptions of favoritism are analyzed by division it is also found that Division 12 posts the best performance (Table 63). Only 13% of residents in that division held the view that officers favored members of particular ethnic groups. The overall reading for TPS divisions on this measure is 51%.

24 Frequencies in the tables below may not sum to 1517 as some respondents may have opted to not answer certain questions.

25 Note that the question referred to Toronto police officers in general and not specifically to officers assigned to the respondent's division. Perceptions, however, are more likely to be formed by officers assigned to the respondent's neighbourhood than those working in divisions further afield.



Exhibit 5: Map of Toronto Police Service Divisions



Source: Toronto Police Service. <http://www.torontopolice.on.ca/divisions/map.php>



Table 60: Perception that Toronto Police Officers are Honest by TPS Division in which the Respondent lives

TPS Division	Do you believe that Toronto police officers are honest?		Frequency
	Yes (%)	No (%)	
D11	62.5	37.5	32
D12	86.6	13.4	82
D13	56.3	43.8	16
D14	59.3	40.7	54
D22	48.5	51.5	33
D23	56.1	43.9	198
D31	54.9	45.1	71
D32	61.2	38.8	67
D33	65.6	34.4	157
D41	66.0	34.0	53
D42	50.9	49.1	53
D43	51.2	48.8	41
D51	52.1	47.9	165
D52	74.6	25.4	59
D53	56.4	43.6	55
D54	71.4	28.6	21
D55	56.4	43.6	55
TOTAL	60.4	39.6	1212

$\chi^2 (16, N = 1212) = 45.544, p < .01$



Table 61: Perception that Toronto Police Officers can be trusted by TPS Division in which the Respondent lives

TPS Division	Overall do you believe that people of your ethnic background can trust Toronto police officers to treat them fairly?		Frequency
	Yes (%)	No (%)	
D11	62.5	37.5	32
D12	76.8	23.2	82
D13	47.1	52.9	17
D14	49.1	50.9	55
D22	51.5	48.5	33
D23	56.6	43.4	198
D31	54.2	45.8	72
D32	56.7	43.3	67
D33	43.8	56.3	160
D41	52.8	47.2	53
D42	46.3	53.7	54
D43	34.1	65.9	41
D51	44.6	55.4	168
D52	68.3	31.7	60
D53	64.3	35.7	56
D54	42.9	57.1	21
D55	54.5	45.5	55
TOTAL	53.3	46.7	1224

$\chi^2 (16, N = 1224) = 48.356, p < .01$

Table 62: Perception of Race-based Bias by Division in which the Respondent lives

TPS Division	Do you believe that the Toronto police officers you have interacted with in the past are biased against individuals of your ethnic background?		No Previous Interaction with Toronto Police (%)	Frequency
	Yes (%)	No (%)		
D11	18.8	56.3	25.0	32
D12	9.8	62.2	28.0	82
D13	35.3	29.4	35.3	17
D14	33.9	32.1	33.9	56
D22	33.3	27.3	39.4	33
D23	24.2	43.9	31.8	198
D31	30.6	31.9	37.5	72
D32	22.4	31.3	46.3	67
D33	31.9	49.4	18.8	160
D41	37.7	30.2	32.1	53
D42	27.8	38.9	33.3	54
D43	46.3	19.5	34.1	41
D51	33.9	26.2	39.9	168
D52	21.7	26.7	51.7	60
D53	26.8	42.9	30.4	56
D54	28.6	33.3	38.1	21
D55	25.5	38.2	36.4	55
TOTAL	28.2	38.2	33.6	1225

χ^2 (32, N = 1225) = 87.844, $p < .01$



Table 63: Perception of Favoritism by Division in which the Respondent lives

TPS Division	Do you believe that Toronto Police officers favor members of particular ethnic groups in your community?		Frequency
	Yes (%)	No (%)	
D11	59.4	40.6	32
D12	13.4	86.6	82
D13	43.8	56.3	16
D14	58.2	41.8	55
D22	63.6	36.4	33
D23	43.9	56.1	198
D31	40.3	59.7	72
D32	55.4	44.6	65
D33	48.1	51.9	160
D41	62.3	37.7	53
D42	57.4	42.6	54
D43	73.8	26.2	42
D51	58.9	41.1	168
D52	51.7	48.3	60
D53	69.6	30.4	56
D54	66.7	33.3	21
D55	48.1	51.9	54
TOTAL	51.0	49.0	1221

$\chi^2 (16, N = 1221) = 85.711, p < .01$

A majority (61%) of respondents who reside in Division 12 also held the view that Toronto police officers are effective in their engagement with the community – the highest of any of the other divisions (Figure 17). Further, some 59% of these residents also expressed the view that officers communicated effectively with members of the community – again the highest of all TPS divisions (Figure 18). While an in-depth analysis of the relatively superior performance of this division is outside the scope of this study it may be instructive for the TPS to undertake such an evaluation. It is also clear from the data presented that some divisions have not been

particularly successful in crafting a positive image among residents in their jurisdictions. Metrics for Division 43, for example, clearly indicate that additional support, training or alternative models of engagement may be needed. Perceptions of honesty, trust, bias and favoritism all lag overall readings for the agency as do engagement and communication with members of the community. It may be instructive for the TPS to target any public outreach efforts to those divisions seen to be underperforming the CPB.

Figure 17: Toronto Police Officers are Effective in their Engagement with Members of my Community by TPS Division: Respondents Agreeing or strongly Agreeing (N= 1225)

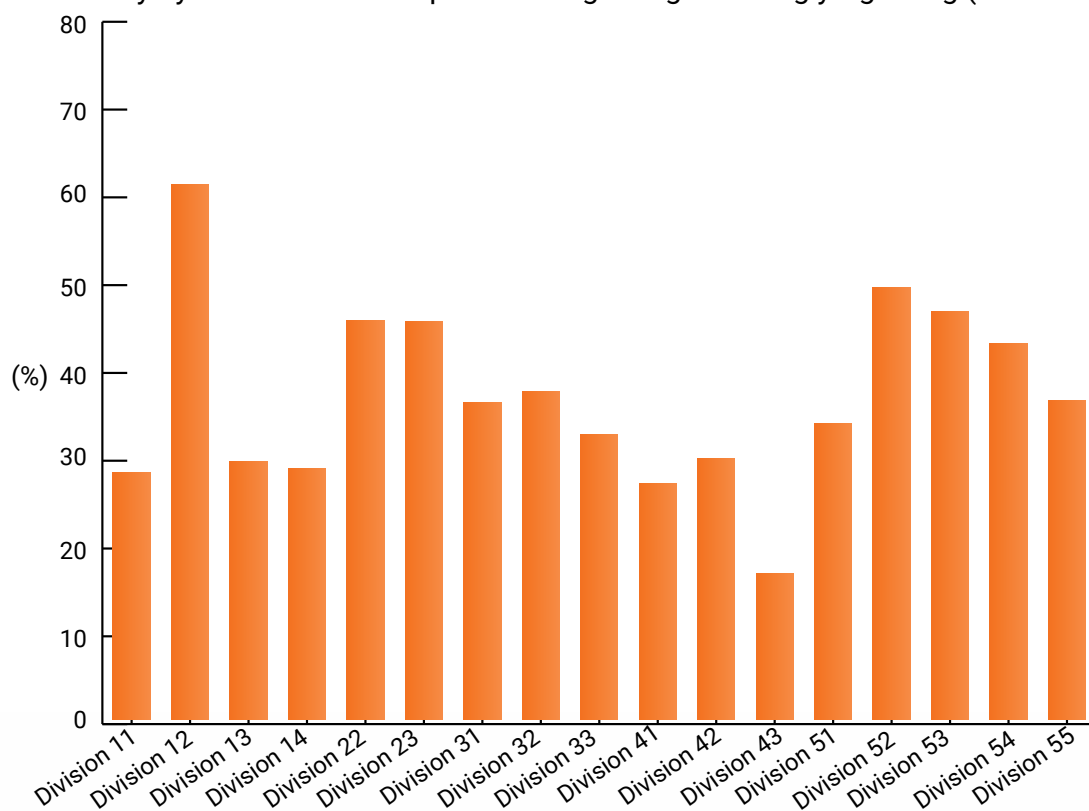
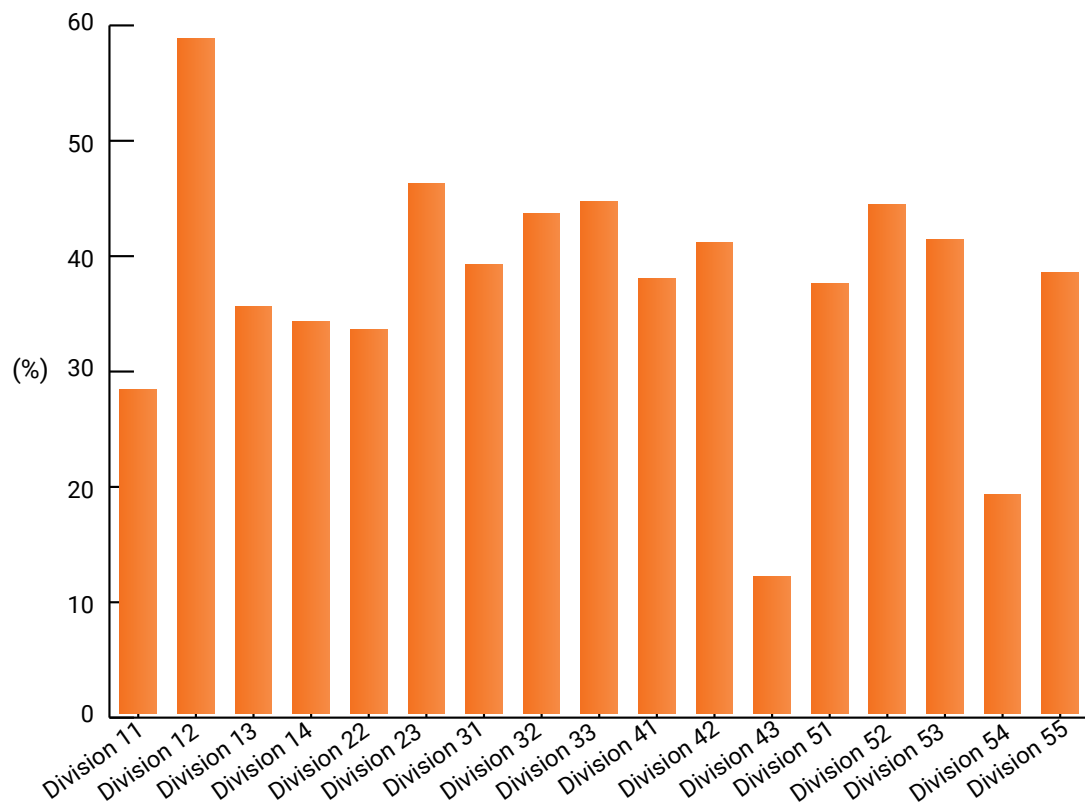


Figure 18: Toronto Police Officers Communicate Effectively with Members of my Community by TPS Division: Respondents Agreeing or strongly Agreeing (N= 1226)



6.1 Summary

The analysis above clearly demonstrates that certain divisions have performed better than others with respect to community perceptions of honesty, trust, fairness as well as engagement and communication effectiveness. In fact Division 12 is seen to be the standout on all metrics analysed while other divisions e.g. 43 have clearly lagged. The TPS may wish to assess the reasons for the variations observed to determine whether these have more to do with the demographic composition of the divisions or other factors related to training and supervision in the field.

7 New Rule Changes

As noted above effective January 1, 2017 new rules were introduced to guide officers during regulated interactions with members of the Toronto community. These rule changes are designed to protect the rights of citizens while also allowing the Toronto police to continue using a tool which they believe to be useful. An attempt was made to assess respondents' awareness of these rule changes and better understand their views once they were made aware of the specifics of the new legislation.

7.1 Awareness

Respondents were asked a series of questions to test their current understanding of the new legislation on carding. These questions related to a citizen's right to refuse to answer questions posed by a Toronto police officer and the circumstances under which that would be an acceptable course of action. Questions were also asked about the officer's obligations

to provide a rationale for the stop and to offer a receipt after the desired information had been documented. Results are summarized below.

In terms of right of refusal roughly 49% of respondents knew that under the new legislation they could simply disengage from any officer who stopped and solicited their personal information (Table 64). Roughly 50% of those interviewed answered this question incorrectly or admitted that they simply did not know. Given that this right of refusal is not universal, respondents were also asked under what specific conditions it could be exercised. Of those respondents who knew of their right to disengage, some 71% were also aware of the conditions under which they could do so (Table 65). Respondents were also tested on their awareness of the obligation of Toronto police officers under the new legislation to inform individuals that they have the right to refuse their efforts to solicit personal information. A majority (74%) of those polled seemed to understand their rights in this regard (Table 66). A significant percentage of the sample



also seemed to grasp that under the new legislation Toronto police officers are required to inform individuals why their information is being collected and that they must now be offered a receipt which documents the details of the stop. These results are summarised in Tables 67 and 68 below. 78% of respondents were aware that individuals must now be informed of the reason for the collection of their personal information while 67% were aware that a receipt must now be offered to those carded.

Table 64: Right to Refuse to Answer Questions Posed by Toronto Police Officers

If you are being carded today by Toronto police officers do you believe you have the right to refuse to answer their questions?	Frequency	Percentage
Yes	738	49.2
No	373	24.9
Don't know	389	25.9
TOTAL	1500	100

Note: Frequency does not sum to 1,517 due to missing values.

Table 65: Circumstances under which Individuals have the Right to Refuse to Answer the Questions of a Toronto Police Officer

When do you believe you have that right?	Frequency	Percentage
If I'm not under arrest	118	16.4
If the officer is not executing a warrant	35	4.9
If the officer is not involved in an undercover operation	16	2.2
All of the above	506	70.5
None of the above	43	6.0
TOTAL	718	100

Note: Frequency does not sum to 738 due to missing values.



Table 66: Obligations of Toronto Police Officers to advise Individuals of their Right to Refuse to Answer Questions

If you were being carded today do you believe the Toronto police officer must inform you that you can refuse to answer the questions?	Frequency	Percentage
Yes	1112	74
No	161	10.7
Don't know	230	15.3
TOTAL	1503	100

Note: Frequency does not sum to 1,517 due to missing values.

Table 67: Obligations of Toronto Police Officers to advise Individuals why their Information is being Collected

If you are being carded today do you believe the Toronto police officer must tell you why the information is being collected?	Frequency	Percentage
Yes	1174	78
No	120	8
Don't know	211	14
TOTAL	1505	100

Note: Frequency does not sum to 1,517 due to missing values.



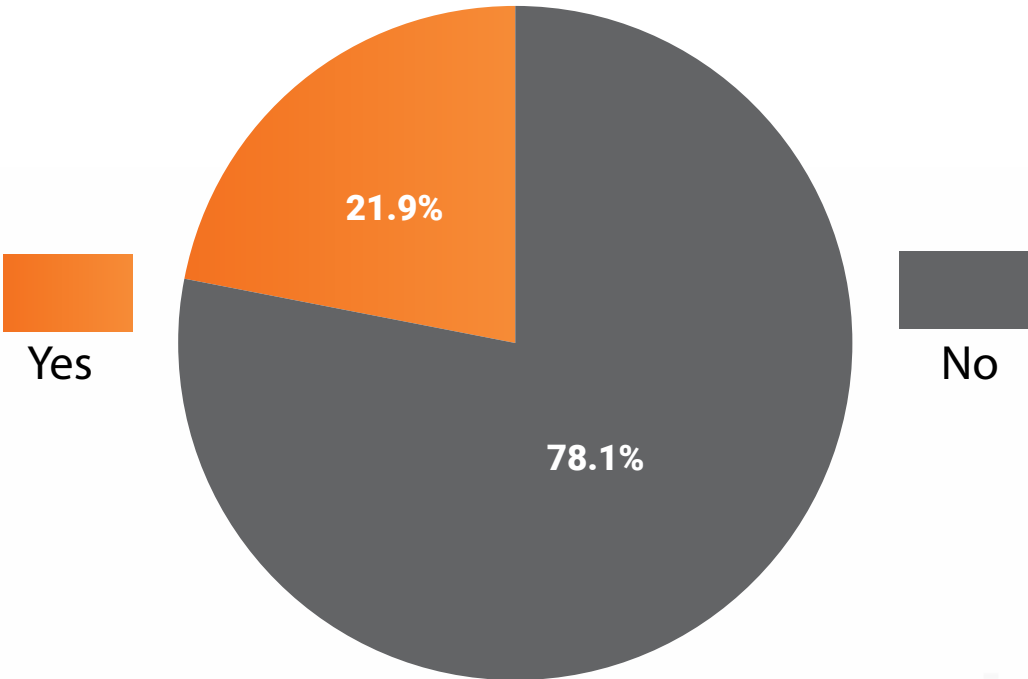
Table 68: Obligations of Toronto Police Officers to offer you a Receipt

If you are being carded today do you believe the Toronto police officer must offer you a document with details of the stop e.g. name of the officer, location, date and time?	Frequency	Percentage
Yes	1006	66.8
No	156	10.4
Don't know	343	22.8
TOTAL	1505	100

Note: Frequency does not sum to 1,517 due to missing values.

Despite the fact that respondents provided correct answers to the four awareness questions posed, when the specific rule changes were made available to them in the interview roughly 78% claimed to not have been aware of the specifics of the new legislation (Figure 19). This would suggest that many of the rule changes recently implemented are intuitive and simply make logical sense to the average Torontonian although relatively few knew that the changes had been formulated as new legislation. Of those who were aware of the rule changes the primary sources of this information were friends and family, television, as well as newspapers. The Internet was also an important source of information on this topic (Figure 20).

Figure 19: Awareness of these New Rules with Respect to Carding (N=1505)



7.2 Attitudes towards the new rules

Respondents were also asked a series of questions to better understand their attitudes towards the new rule changes. They would have been made aware of the rule changes earlier in the interview. With this understanding respondents seemed to be fairly optimistic that the new rules would result in some positive changes in areas such as better engagement between the police and the community, enhanced public trust in the police and reduced incidents of racial profiling (Table 69). However, a cursory review of the results in this table indicates that slightly fewer of the respondents to this survey were optimistic that new rules would reduce negative stereotyping of particular groups. In this latter case respondents seem to be suggesting that it would require more than new legislation to alter perceived prejudice on the part of some TPS officers. It would appear, however, that awareness of the new rules on regulated interactions has improved the attitudes of respondents towards the Toronto police. Indeed a little over 50% of respondents indicated that their attitudes towards the TPS was either much better or somewhat better given that these new rules are now in effect. Only 5% of those surveyed suggested that their attitudes towards the TPS was somewhat worse or much worse (Figure 21).

Figure 20: Source of Information about the Rule Changes (N=330)

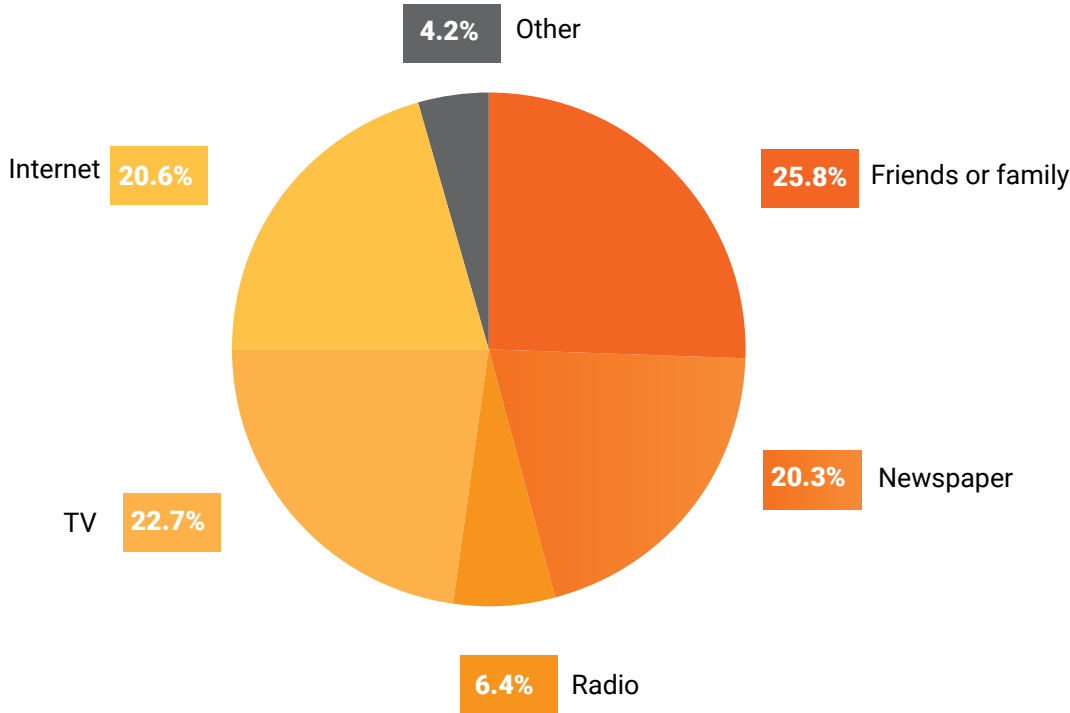
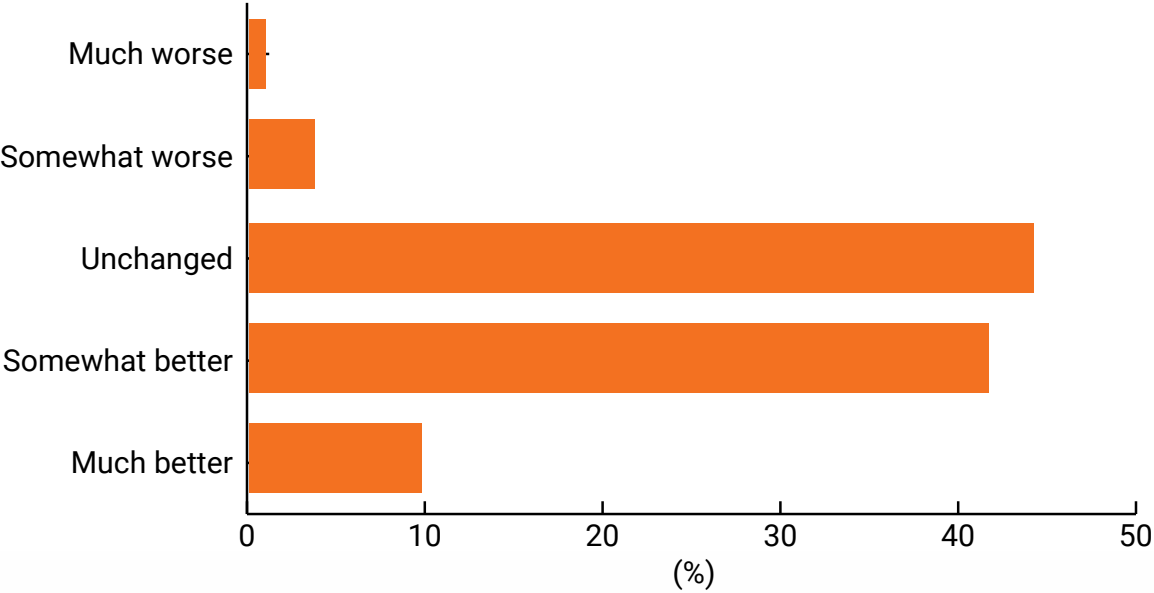


Table 69: Anticipated Impact of the New Rules on Regulated Interactions

Response	The new rule changes will....			
	Promote better engagement	Enhance public trust	Reduce racial profiling	Reduce Bias
Yes (%)	70.1	66.8	64.4	57.7
No (%)	29.9	33.2	35.6	42.3
N	1504	1505	1504	1501

Note: Frequency does not sum to 1,517 due to missing values.

Figure 21: Change in Attitudes towards the Toronto Police Service as a result of New Rules on Carding (N=1501)



7.3 Summary

Respondent attitudes towards the new legislation and the change in attitude towards the Toronto police as a result are summarized in Exhibit 6 below.



Exhibit 6: Summary of Awareness and Attitudes

Awareness of the new rules and attitudes towards the police.....

- 📌 **Forty-nine percent** of respondents knew of their right under the new legislation to disengage from any officer who stopped and solicited their personal information. **Seventy-one percent** of those respondents were also aware of the conditions under which they could do so.
- 📌 **Seventy-four percent** of respondents knew that under the new rules Toronto police officers had an obligation to inform those stopped of their right to refuse their efforts to solicit personal information.
- 📌 **Seventy-eight percent** of respondents were aware that during a street check individuals must now be informed of the reason for the collection of their personal information.
- 📌 **Sixty-seven percent** of respondents were aware that during a street check a receipt must now be offered to those being carded.
- 📌 Despite demonstrating a good awareness of the provisions of the new rules **Seventy-eight percent** of respondents claimed to not have been aware of the specifics of the new legislation.
- 📌 When provided with details, respondents seemed to be optimistic that the new rules would result in some positive changes in areas such as better engagement between the police and the community (**Seventy percent**), enhanced public trust in the police (**Sixty-seven percent**) and reduced incidents of racial profiling (**Sixty-four percent**). **Fifty-eight percent** of respondents believe the new legislation would reduce bias in policing.
- 📌 **Over Fifty percent** of respondents indicated that their attitude towards the Toronto Police Service was either much better or somewhat better given that these new rules are now in effect.



8 Recommendations

In this final section of the report is provided a summary of the research findings and a set of recommendations. The findings of this study are based on a large scale survey of Torontonians undertaken towards the end of calendar year 2017. In-depth personal interviews were completed with some 1,500 individuals to assess their views of the city's police officers in areas such as honesty, integrity, impartiality and bias. Using a structured survey instrument respondents were also polled on their views on carding including perceived efficacy and fairness of the practice. Survey participants were also queried with respect to their awareness of Ontario Regulation 58/16 which came into effect on January 1, 2017 and now governs the behavior of police officers as they use regulated interactions for the stated purpose of fighting crime in the City of Toronto. An attempt was also made in the study to assess how respondents' attitudes towards street checks change once they are made aware of the specifics of the new legislation.

In terms of perceptions of Toronto police the majority of Torontonians do believe that officers are honest and discharge their duties with integrity. Some 68% of Torontonians were of the view that the city's police officers are honest, but differences of opinion are evident with respect to demographic variables such as race, income and level of formal education. For

example considerably more Whites and Asians held the view that officers are honest compared to Blacks and Indigenous people. Similarly, more highly educated respondents and those earning the most in terms of personal income tended to view Toronto police officers as honest compared to their less educated and lower earning counterparts. With respect to integrity a majority (72%) of the population of Toronto supports the notion that the city's officers live up to their motto to serve and protect but as was found with honesty the overall positive result masks underlying differences with respect to the demographic profile of the respondent. For example white and black respondents see the situation somewhat differently. Over 70% of white respondents believe that officers operate with integrity compared to only 50% of blacks. Differences were also found with respect to age, education and language. Support for police officer integrity was highest among respondents in the 35-54 age group, those with higher levels of formal education and those whose first language is neither English nor French.

Some 19% of city residents believe Toronto police to be biased against them because of their ethnic background and 16% believe that they had been negatively stereotyped by officers based on where they live. These are not flattering statistics. This

research also found that overall trust in Toronto police to treat individuals of the respondent's ethnic group fairly was quite low at 65% as was the view that officers are impartial (50%). The perception that law enforcement officers in the city favor particular ethnic groups also seems to be pervasive with 52% of respondents holding this view. A roughly similar percentage of those polled argued that officers do not discharge their duties without fear or favor, i.e. they are not impartial. These data are not particularly encouraging and do suggest that more needs to be done to improve citizens' perception of the city's police.

In terms of responsiveness to the needs of the community some 58% of the city's residents were in agreement that Toronto police officers are responsive. A much smaller percentage of the population (45%) held the view that their law enforcement officers are effective communicators while fewer still (43%) believe that Toronto police engage effectively with the community. In fact 87% of those interviewed expressed the view that the police could do more to engage with the community while a lower percentage (72%) believe that the community could do more to engage with Toronto police. The message seems to be that the TPS has not done enough to engage with the public and Torontonians are expecting much greater effort in this regard on a go forward basis. The survey results suggest, however, that residents of the city do recognize that they have a role to play in improving the level of engagement. Overall only 60% of Torontonians are very satisfied or somewhat satisfied with the service provided by their police officers.

On the thorny issue of carding the survey found that most of the respondents who had been street checked are black. Most of the survey participants who had been carded also have relatively low incomes and a low (high school) level of educational achievement. Of the individuals who had been carded and who responded to this survey, some 54% believe that they were not treated professionally and with respect by the Toronto police officer involved and the majority of those individuals arrived at that conclusion because of the tone of voice used by the officer during the interaction. Interestingly, the perception of poor treatment during a stop or a feeling of being targeted was associated with a negative view of police honesty and integrity, but when treatment was perceived as professional the majority of carded individuals still had a positive view of officers.

A disturbing finding of this baseline community survey is that the majority of respondents believe that carding is racially motivated. This view was held both by respondents who had been carded and those who had not. When pressed further it was found that overall 48% of respondents believe that the police should have the legal right to card individuals. With re-weighting to reflect the ethnic composition of the city this estimate increases to 52%. This viewpoint, however, depended on whether or not the individual had been carded. A majority of respondents who had been carded in the past were opposed while respondents with no personal experience with the practice were more or less evenly split. On the issue of whether carding makes communities safer it is found that a strong majority (64%) of Torontonians were onside with this perspective which is essentially the viewpoint of the TPS. Of the respondents who were opposed most argued that regulated interactions could be equated with racial profiling of blacks.



An attempt was also made in this study to develop a deeper understanding of the factors that determine the likelihood of an individual being carded in the City of Toronto. In order to accomplish this a binary logistic model was estimated. It was found that the odds of being carded in the city were indeed driven by one's race (e.g. black) but also influenced by other factors such as gender and income. Being Black increases one's chances of being carded by roughly 124% while being South Asian increases one's odds of being carded by roughly 99%. Men generally have a greater probability of being carded than women. In fact being male increases the odds of a person being carded by approximately 134%. In terms of income it was found that the lower the individual's income the higher is the probability that the person will be stopped and questioned by police. For every \$20,000 decrease in individual income the odds of being carded increase by 7%. The history of crime in the city also seems to influence the odds of a street check. A spike in criminal activity in one period was found to lead to an increase in the odds of being carded in subsequent periods. As noted above age was not found to be a significant driver of this particular police action nor was one's education or place of residence.

This research also examined the perceptions of Torontonians by the TPS division in which they live. On the metrics covered by the 2017 CPB, divisional differences were observed in terms of honesty, trust, bias and impartiality. Divisional differences were also uncovered when the analysis turned to consider respondents' perceptions of Toronto police engagement and communication effectiveness. Some commands such as Division 12 turned in consistently better performance than the overall readings for the agency while others lagged, suggesting that better support and training or perhaps better messaging was required to assuage residents of those divisions. An analysis of the underlying reasons for these divisional differences is, however, beyond the scope of this study.

In terms of Ontario Regulation 58/16 a majority of respondents claimed to not be aware of its provisions although participants seem to intuitively understand its major precepts. For example 49% were aware of their legal right to refuse to answer questions posed by an officer and the majority of those knew the conditions under which that right could be exercised. Again a majority of those polled knew that the officer needed to inform them why their information was being collected and had to offer them a receipt at the conclusion of the interaction. Further, there was general optimism among respondents that these new rules would reduce racial profiling, reduce bias and promote better engagement and enhanced trust between Toronto police and the community served. As a result of the rule changes roughly 50% of respondents suggested that they now have a much better or somewhat better attitude towards the TPS.



Several recommendations flow naturally from the analysis in this report:

(1) Differences in perception of the police between the various demographic groups in the city need to be narrowed. For example Blacks and some other minority groups clearly do not view the city's law enforcement officers in the same light as their White/Caucasian peers. Bridging these differences whether through more effective engagement in marginalized communities, better public messaging or other approaches, will be of tremendous societal benefit.

(2) The TPSB is encouraged to examine the divisional differences in community perceptions surfaced in this report. While the reasons for these differences remain unclear empirical analysis may uncover novel solutions to some of the problems of effective community policing.

(3) With a baseline established, the TPSB is encouraged to continuously monitor and work towards incremental improvements in the community perception metrics developed in this study. An overall satisfaction rating of 60% with the service delivered by officers, for example, clearly suggests that more needs to be done. To accomplish this the TPSB may wish to encourage the TPS to re-visit its training methodologies to ensure that front line officers clearly understand their obligations and have the support they need to engage effectively with the community.

(4) With respect to carding the community appears to be hopeful that the new legislation will bring about meaningful change. There is clearly a foundation in place on which to build a true partnership between the police and the community. It is essential that this goodwill not be squandered. The establishment of a permanent standing committee of the TPSB with a mandate to provide advice on police-community relations on an ongoing basis may well pay dividends for the city.

(5) The TPSB should consider the establishment of a separate office to adjudicate complaints from citizens that stem from the implementation of Ontario Regulation 58/16. There is skepticism that bias on the part of police officers can be effectively eliminated with the implementation of new legislation. The establishment of an office, which is independent of the TPS, to adjudicate complaints may allay the fears of some community members that their rights may still be violated despite the new rules.



Appendices

Appendix A (Survey Instrument)



Community Survey to Assess the Impact of Rule Changes under Regulation 58/16**Baseline Questionnaire****Questionnaire No.****Date of interview (DD/MM/YYYY):** ___/___/_____**Interviewer name/signature:** _____/_____**Supervisor name/signature:** _____/_____

This survey is being conducted by FRF Analytics, an independent Canadian research firm, on behalf of the Police and Community Engagement Review Committee (PACER) of the Toronto Police Service Board. In a recent report PACER recommended that community surveys be undertaken “to proactively evaluate and address issues relating to public trust, police legitimacy, customer service, racial profiling and bias in police services.” The Committee wants to hear from community members about their experience interacting with Toronto police officers and in particular their views on carding. All data will be kept strictly private and confidential and destroyed two years after the completion of the study. Only summary statistics will be included in the report to the Committee. The information you provide will be very helpful to the Committee and will assist in improving the delivery of police services in the city. The survey will take approximately 10-15 minutes to complete. Participation in this survey is voluntary and you may refuse to answer any or all questions posed. You may stop participating at any time in which case your data will not be used.

Section A: General Perceptions of the Toronto Police Service

We'll start the interview with some general questions about your perceptions of the Toronto Police Service.



1. Do you believe that Toronto police officers are honest? (Please ✓ one)

Yes

No

2. Do you believe that Toronto police officers live up to their motto to **serve and protect**? (Please ✓ one)

Yes

No

3. Overall do you believe that people of your ethnic background can **trust** Toronto police officers to treat them fairly? (Please ✓ one)

Yes

No

4. Do you believe that the Toronto police officers you have interacted with in the past are biased (i.e. harbour negative stereotypes or prejudices) against individuals of your **ethnic background**? (Please ✓one)

Yes

No

No previous interaction with Toronto police

5. Do you believe that the Toronto police officers you have interacted with in the past are biased (i.e. harbour negative stereotypes or prejudices) against you because of **where you live**? (Please ✓one)

Yes

No

No previous interaction with Toronto police



6. Do you believe that Toronto police officers favor members of particular ethnic groups in your community? (Please ✓ one)

Yes

No

7. Overall do you believe that Toronto police officers are impartial and discharge their duties without fear or favour? (Please ✓ one)

Yes

No

8. To what extent do you agree or disagree with the statement: Toronto police officers are responsive to the needs of my community? (Please ✓ one)

Strongly agree

Agree

Neither agree not disagree

Disagree

Strongly disagree

9. To what extent do you agree or disagree with the statement: Toronto police officers communicate effectively with members of my community in order to discharge their duties to serve and protect? (Please ✓ one)

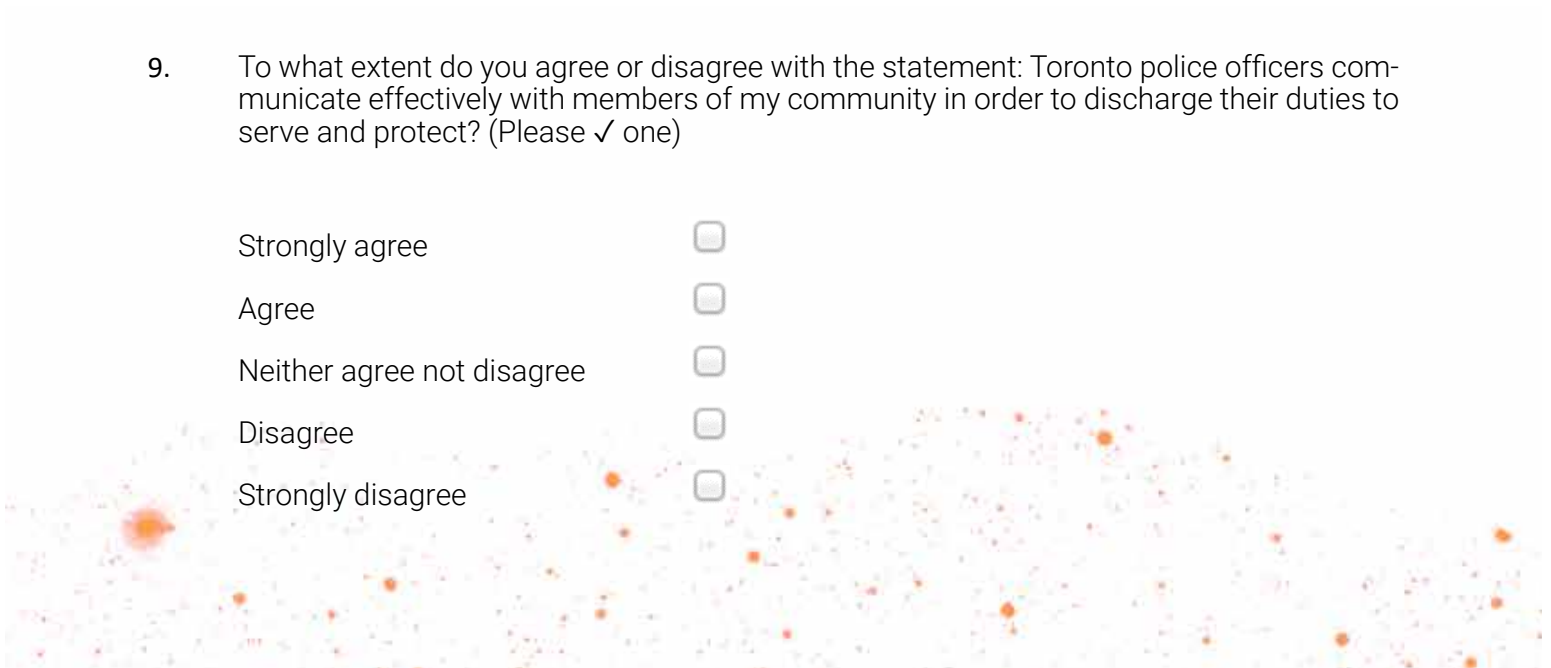
Strongly agree

Agree

Neither agree not disagree

Disagree

Strongly disagree



10. To what extent do you agree or disagree with the statement: Toronto police officers are effective in their engagement with members of my community? (Please ✓ one)

Strongly agree

Agree

Neither agree nor disagree

Disagree

Strongly disagree

11. Overall how satisfied are you with the level of service Toronto police officers provide to members of your community? (Please ✓ one)

Very satisfied

Somewhat satisfied

Neither satisfied nor dissatisfied

Somewhat dissatisfied

Very dissatisfied

12. To what extent do you agree or disagree with the statement: Toronto police officers may at times have to use physical force against a member of my community? (Please ✓ one)

Strongly agree

Agree

Neither agree nor disagree

Disagree

Strongly disagree



13. Do you believe the **Toronto Police Service** could do more to improve its level of engagement with members of your community? (Please ✓ one)

Yes

No

14. Do you believe **your community** could do more to improve its level of engagement with members of the Toronto Police Service? (Please ✓ one)

Yes

No

Section B: Personal Experience with Carding

We'll now ask a few questions that are specific to carding. We'll first define what we mean by carding or street checks.

Carding or street checks refers to a police officer stopping and asking you a series of questions e.g. your name, age, height, weight, names of your friends etc. and recording this information on a contact card. The information is subsequently entered into a database for possible use in future criminal investigations.

15. Have you ever been carded by Toronto police officers? (Please ✓ one)

Yes

No

(If "No" please go to Section C on P. 9)



16. Approximately how many times have you been carded by Toronto police officers?
(Please ✓ one)

Once

Twice

Three times

Four times

More than four times

Don't remember

17. When was the **last** time you were carded by Toronto police officers? (Please ✓ one)

This year (2017)

Last year (2016)

Two years ago (2015)

Three years ago (2014)

More than 3 years ago

Don't remember



18. Where were you the **last** time you were carded by Toronto police officers? (Please specify street or major intersection)

19. On the **last occasion** you were carded were you treated professionally and with respect by the Toronto police officer involved? (Please ✓one)

Yes

No

20. (If "No"). On the **last occasion** you were carded why do you believe that you were not treated professionally and with respect by the Toronto police officer involved? (Please ✓ all that apply)

Words used by the officer

Officer's tone of voice

Officer's body language

Officer's use of threatening or offensive gestures

Officer's use of physical force

Other (Please specify)



21. On the **last occasion** you were carded did the Toronto police officer explain the reason for stopping you? (Please ✓ one)

Yes

No

22. On the **last occasion** you were carded do you believe that you were singled out by the Toronto police officer because of your race? (Please ✓ one)

Yes

No

23. Do you believe Toronto police officers should have the **legal** right to card individuals? (Please ✓ one)

Yes

No

24. The Toronto Police Service argues that carding makes communities safer. Do **you** believe that carding makes communities safer? (Please ✓ one)

Yes

No

25. (If "No") Why then do you believe Toronto police officers card individuals?

(Please go to Section D on P. 10)



Section C: No Personal Experience with Carding

Despite the fact that you have no personal experience with carding we are still interested in hearing your views based on what you may have read, observed or heard from others.

26. During street checks do you believe Toronto police officers single out individuals because of their race? (Please ✓ one)

Yes

No

27. Do you believe Toronto police officers should have the **legal** right to card individuals? (Please ✓ one)

Yes

No

28. The Toronto Police Service argues that carding makes communities safer. Do **you** believe that carding makes communities safer? (Please ✓ one)

Yes

No

29. (If "No") Why then do you believe Toronto police officers card individuals?



30. While you have never been carded are you aware of any friends or family members who have been carded by Toronto police? (Please ✓ one)

Yes

No

Section D: Awareness of and Attitude towards Rule Changes

We'll now ask a few questions about your rights with respect to carding.

31. If you are being carded **today** by Toronto police officers do you believe you have the right to refuse to answer their questions?

Yes

No

Don't Know

32. (If "yes") When do you believe you have that right? (Please ✓ all that apply)

If I'm not under arrest

If the officer is not executing a warrant

If the officer is not involved in an undercover operation

All of the above

None of the above

33. If you were being carded **today** do you believe the Toronto police officer must inform you that you can refuse to answer the questions?

Yes

No

Don't Know

34. If you are being carded **today** do you believe the Toronto police officer must tell you why the information is being collected?

Yes

No

Don't know

35. If you are being carded **today** do you believe the Toronto police officer must offer you a document with details of the stop e.g. name of the officer, location, date and time?

Yes

No

Don't know

Thanks for your answers to those questions. We'll now describe the main points of the new legislation on carding.

Effective January 1, 2017 new rules came into effect with respect to carding or street checks. The new rules:

- Ban carding/street checks that are motivated by race
- Require police officers to undergo training on how to conduct street checks
- Require the officer involved inform you that you have the right to refuse to answer any questions and walk away. **This only applies if you are not under arrest; the officer is not involved in a covert operation or is not executing a warrant.**
- Requires the police officer to ask if you wish to have a document with details of the stop.

36. Were you aware of these new rules with respect to carding? (Please ✓ one)

Yes

No

37. (If `Yes`) Where did you first hear about these new rule changes with respect to carding?
(Please ✓ one)

Friends or family

Newspaper

Radio

TV

Internet

Other (Please specify)

38. Do you believe these new rule changes with respect to carding will promote better engagement between the Toronto Police Service and your Community? (Please ✓ one)

Yes

No



39. Do you believe these new rule changes with respect to carding will enhance public trust in the Toronto Police Service? (Please ✓ one)

Yes

No

40. We may define racial profiling as an officer's use of a person's race as a proxy for the propensity to commit a crime. In other words you assume someone is likely to commit a crime simply because of their race. Based on this definition do you believe these new rule changes with respect to carding will **reduce incidents of racial profiling** by the Toronto Police Service? (Please ✓one)

Yes

No

41. Do you believe these new rule changes with respect to carding will **reduce bias** (i.e. harbouring negative stereotypes or prejudices about a particular group of people) on the part of Toronto police officers in the execution of their duties? (Please ✓ one)

Yes

No

42. Given these new rule changes with respect to carding that have come into effect is your overall attitude towards the Toronto Police Service now: (Please ✓ one)

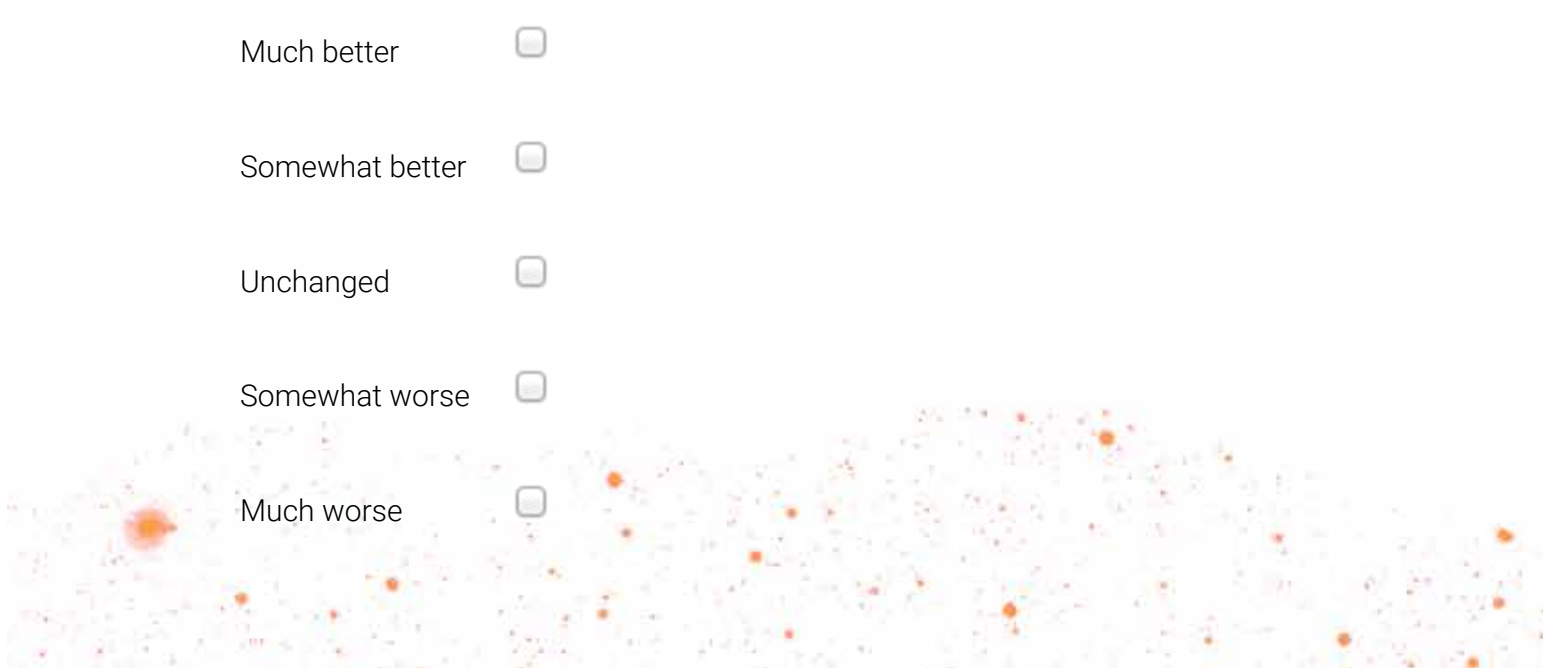
Much better

Somewhat better

Unchanged

Somewhat worse

Much worse



Section E: Demographics

We'll now ask a few personal questions to get to know you a little better.

43. In terms of gender are you? (Please ✓ one)

Female

Male

Gender non-conforming

44. In which age group did you fall on your last birthday? (Please ✓ one)

0-24

25-34

35-54

+55



45. Racial groups are defined by race or colour only – not by country of birth, citizenship or religious affiliation. Do you consider yourself to be: (Please ✓ all that apply)

Arab

Black

East Asian

Indigenous

Latin American

South Asian

South-East Asian

West Asian

White/Caucasian

Other (Please Specify): _____

46. What is the nearest major intersection to where you currently live?

47. What are the first three digits of your postal code (e.g. M3N)? _____

48. Are you currently employed outside the home? (Please ✓ one)

Yes

No



49. In which income range did you fall last year? (Please ✓ one)

- \$0 - \$19,999
- \$20,000 - \$39,999
- \$40,000 - \$59,999
- \$60,000 - \$79,999
- \$80,000 - \$99,999
- \$100,000 - \$119,999
- \$120,000 - \$139,999
- +\$140,000
- Don't remember/Prefer not to answer

50. What is the **highest** level of education you have achieved? (Please ✓ one)

- Elementary school
- High school
- College
- University undergraduate
- University graduate
- Other (Please specify) _____

51. Is English or French your first language? (Please ✓ one)

- Yes
- No

Thank Respondent



Appendix B (Re-Weighting Procedure)

Comparison to Census:

Below is presented a comparison of demographic characteristics of the sample of respondents with Statistics Canada 2016 census data for the City of Toronto. It is observed that in terms of gender the sample matches reasonably closely the profile of the city with a roughly equal distribution of males and females (Table B.1). In terms of age as shown in Table B.2 there is a significantly higher percentage of individuals in the 0-24 age category in the sample relative to the 2016 census. Individuals in the 25-34 age group are also over-represented relative to census while the sample under-represents both the 35-54 and the +55 age groups. In terms of ethnic background it is also found that the sample does not adequately mirror the Statistics Canada census data. Blacks, for example, constitute some 24% of the sample of respondents but only 9% of population while White/Caucasians are 24% of the sample but 48% of the city's population (Table B.3). Other groups e.g. Arabs and Latin Americans are also over-represented in the sample. Given the nature of this research the oversampling of these minority groups is viewed as a positive as it ensures sufficiently large numbers to generate meaningful results on these groups. The significant divergence between sample and census does, however, necessitate that the potential for bias be corrected by re-weighting the sample as explained below.

In terms of personal income (Table B.4) it is noted that the sample approximates the census distribution very well with the sole exception of individuals earning over \$100,000 annually. Again the difference between sample and census is not deemed to be great enough to warrant the re-weighting of this variable. Education as well is fairly representative of the population with relatively minor deviations in the high school and college categories and generally consistent estimates for both undergraduate and graduate university degrees (Table B.5). Again there is little evidence that the sample distribution on this variable has the potential to significantly bias the overall results. In terms of language Statistics Canada's census does not align closely with the way in which the language question was posed to respondents in this survey. Statistics Canada couched its question in terms of the language respondents most speak at home whereas this survey queried respondents on whether their first language is English or French. Despite the fact that the questions were not similarly worded we note that 74% of Torontonians reported that they mostly speak English or French at home which accords well with the survey data, i.e. that the first language of 67% of respondents is either English or French (Table B.6). Given this consistency it is unlikely that the sample distribution on this variable will introduce any meaningful bias into the overall results.

Given the importance of ethnic background of respondents to this particular study the sample distribution on this variable was re-weighted to correct for any potential bias. With this re-weighting research findings may be stated in terms of the population of the City of Toronto. The approach used is described below.

Table B.1
Comparison of 2016 Census with Sample:
Gender Distribution

Category	Sample (%)	Census City of Toronto (%)
Male	49.3	48.1
Female	49.4	51.9
Gender non-conforming	1.3	-
TOTAL	100	100

Source: Statistics Canada Census Profile, 2016. Available at:

<http://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/details/page.cfm?Lang=E&Geo1=CS-D&Code1=3520005&Geo2=PR&Code2=35&Data=Count&SearchText=Toronto&SearchType=Begin&Search-PR=01&B1=All&GeoLevel=PR&GeoCode=3520005&TABID=1>

Table B.2
Comparison of 2016 Census with Sample:
Age Distribution

Category (Years)	Sample (%)	Census City of Toronto (%)
0-24	46.0	27.0
25-34	25.2	16.7
35-54	23.0	28.3
+55	5.8	28.0
TOTAL	100	100

Source: Statistics Canada Census Profile, 2016. Available at:

<http://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/details/page.cfm?Lang=E&Geo1=CS-D&Code1=3520005&Geo2=PR&Code2=35&Data=Count&SearchText=Toronto&SearchType=Begin&Search-PR=01&B1=All&GeoLevel=PR&GeoCode=3520005&TABID=1>



Table B.3
Comparison of 2016 Census with Sample:
Ethnic Group Distribution

Category	Sample (%)	Census City of Toronto (%)
Arab	7.2	1.32
Black	24.4	8.78
East Asian	8.3	12.98
Indigenous	2.2	0.84
Latin America	4.0	2.82
South Asian	11.7	12.41
South-East Asian	6.3	1.52
West Asian	4.2	2.21
White/Caucasian	23.3	47.8
Other	8.4	9.31
TOTAL	100	100

Source: Statistics Canada Census Profile, 2016. Available at:

<http://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/details/page.cfm?Lang=E&Geo1=CS-D&Code1=3520005&Geo2=PR&Code2=35&Data=Count&SearchText=Toronto&SearchType=Begins&Search-PR=01&B1=All&GeoLevel=PR&GeoCode=3520005&TABID=1>



Table B.4
Comparison of 2016 Census with Sample:
Income Distribution

Category	Sample (%) ¹	Census City of Toronto (%) ²
\$0 - \$19,999	38.48	35.1
\$20,000 - \$39,999	19.77	21.2
\$40,000 - \$59,999	18.44	16.2
\$60,000 - \$79,999	13.03	10.3
\$80,000 - \$99,999	5.94	6.9
+\$100,000	4.34	10.5
TOTAL	100	100

Source: Statistics Canada Census Profile, 2016. Available at:

<http://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/details/page.cfm?Lang=E&Geo1=CS-D&Code1=3520005&Geo2=PR&Code2=35&Data=Count&SearchText=Toronto&SearchType=Begins&Search-PR=01&B1=All&GeoLevel=PR&GeoCode=3520005&TABID=1>

Note:

¹Effective percentage omitting “Don’t remember/prefer not to answer” responses and combining higher income categories to match census groupings.

²Based on 2015 income.



Table B.5
Comparison of 2016 Census with Sample:
Distribution by Highest Education

Category	Sample (%)	Census City of Toronto (%)
Elementary School	1.9	-
High School	34.2	24.5
College	26.8	19.9
University undergraduate	27.9	26.7
University Graduate	9.2	9.7
Other	0.1	19.3
TOTAL	100	100

Source: Statistics Canada Census Profile, 2016. Available at:

<http://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/details/page.cfm?Lang=E&Geo1=CS-D&Code1=3520005&Geo2=PR&Code2=35&Data=Count&SearchText=Toronto&SearchType=Begin&Search-PR=01&B1=All&GeoLevel=PR&GeoCode=3520005&TABID=1>

Table B.6
Comparison of 2016 Census with Sample:
Distribution by First Language/Language spoken most often at Home

Category	Sample (%)	Census City of Toronto (%) ¹
Yes	67.7	74.1
No	32.3	25.9
TOTAL	100	100

Source: Statistics Canada Census Profile, 2016. Available at:

<http://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/details/page.cfm?Lang=E&Geo1=CS-D&Code1=3520005&Geo2=PR&Code2=35&Data=Count&SearchText=Toronto&SearchType=Begin&Search-PR=01&B1=All&GeoLevel=PR&GeoCode=3520005&TABID=1>

Note:

¹English or French as the language spoken most often at home.

Re-Weighting to Census:

A procedure in SPSS was used to re-weight the sample distribution to more closely reflect the population. Weights were computed as the ratio of the population distribution to the sample distribution (Table B.7). New weighted variables were then created for use in the analysis. Using this approach the sample distribution is made to conform to the population eliminating the potential for bias as a result of over/under-sampling. This procedure was used only for the ethnic background of respondents given the importance of this variable to the nature of this study.

Table B.7
Ethnic Group Weights

Category	Weights
Arab	0.183333333
Black	0.359836066
East Asian	1.563855422
Indigenous	0.381818182
Latin America	0.705000000
South Asian	1.060683761
South-East Asian	0.241269841
West Asian	0.526190476
White/Caucasian	2.051502146
Other	1.108333333
TOTAL	1.000000000



Acknowledgements

The authors of this report, Dr. Gervan Fearon and Dr. Carlyle Farrell, wish to thank the Toronto Police Service Board and the PACER Committee for the opportunity to work on this important project. We are hopeful that the research undertaken would add value to the deliberations of the Board and will aid in policy decisions that improve the operational effectiveness of Toronto police officers and the lives of all citizens in the City of Toronto. A study of this magnitude would not be possible without the assistance of a number of individuals. Several Ryerson University graduate and undergraduate students served as enumerators and made a significant contribution to the assignment generating the raw data and providing invaluable feedback from the field. We wish to publicly thank them for their dedication and hard work on this project. The following individuals wished to be acknowledged in the report:


Data Collection

 Steve Beckford

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 Yodit Adonai

 Kaleb Zewdineh

 Minas Adonai

 Amelia Roach

 Leona Appiah

 Chante Rouleau

 Ren Niles

Data Entry & Validation

The following Ryerson Ph.D. students associated with the Ted Rogers School of Management Institute for Innovation and Technology Management assisted with data entry and validation. We are sincerely grateful for their contribution to this project.

 Hanna Woldeyohannes

 Mohamed Elmi

Mohamed Elmi also provided able support in the area of graphic design² of the final report.

Study Participants


We are, of course, also grateful to the over 1,500 individuals who responded positively to our request for an interview and who gave so generously of their time and insights. This report would not have been possible without their enthusiastic support and cooperation. We trust that we have reflected your views clearly and objectively.

² All images used under license from Shutterstock.com

About the Authors

Dr. Gervan Fearon is the President and Vice-Chancellor at Brock University. He has held similar positions at Brandon University and also served as that institution's Vice-President (Academic and Provost). Dr. Fearon has also served as Dean of The G. Raymond Chang School of Continuing Education at Ryerson University and as Associate Dean at York University. Gervan has previously served as the President of Tropicana Community Services and is a member of several boards. Dr. Fearon holds a Ph.D. in Economics from the University of Western Ontario, B.Sc. and M.Sc. degrees from the University of Guelph as well as a Chartered Professional Accountant designation. Along with Dr. Farrell, Dr. Gervan Fearon served as a co-investigator on a major project to assess the economic impact of the Scotiabank Caribbean Carnival – an assignment that involved the conduct of over 1,000 personal interviews at various events in the downtown Toronto area. This study was the first to quantify the economic impact of the festival on the Toronto and provincial economies and was extensively quoted in the media and used as a basis for policy discussions.

Dr. Carlyle Farrell is an associate professor in the Ted Rogers School of Management (TRSM) at Ryerson University where he teaches courses in international marketing and the Latin American and Caribbean business environments. He served as the Chair of the Global Management Studies Department in TRSM for eight years. He holds a B.Sc. degree from the University of the West Indies, an M.Sc. degree from the University of Guelph and a Ph.D. from the University of Manitoba. Dr. Farrell has over 15 years of private sector experience as a management consultant. He has undertaken consulting assignments in over 20 countries around the world for a range of clients in the public and private sector including the World Bank, United Nations, Inter-American Development Bank and the African Development Bank. Along with Dr. Fearon, he served as co-investigator on a major project to assess the economic impact of the Scotiabank Caribbean Carnival (see above).



**PERCEPTIONS OF THE
TORONTO POLICE
AND IMPACT OF RULE
CHANGES UNDER
REGULATION 58/16:
A COMMUNITY SURVEY**



Toronto Police Services Board Report

May 22, 2019

To: Chair and Members
Toronto Police Services Board

From: Andy Pringle
Board Chair and MHAAP Board Co-Chair

Uppala Chandrasekera
Board Member and MHAAP Board Designate

Jennifer Chambers
MHAAP Community Co-Chair

Steve Lurie
MHAAP Community Co-Chair

**Subject: Mental Health and Addictions Advisory Panel (MHAAP) –
Membership Recommendations**

Recommendation(s):

It is recommended that the Board:

- (a) Re-open Board Minute Number P36/19 and amend it to name both Andy Pringle and Uppala Chandrasekera as Co-Chairs of the Board's Mental Health and Addictions Advisory Panel (MHAAP); and
- (b) Approve the selection of the individuals listed in this report as the members to comprise the MHAAP.

Financial Implications:

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

Background / Purpose:

The Board, at its meeting of February 21, 2019, considered a report on the establishment of the Board's Mental Health and Addictions Advisory Panel (MHAAP) (Min. No. P36/19 refers). At that time, the Board approved the establishment of MHAAP, which superseded its current Mental Health Sub-Committee, named the Co-Chairs and second Board representative, and approved the application process as described in the report.

As the Terms of Reference for the MHAAP, which were approved, note:

The MHAAP will be comprised of members of the Board, members of the Service and members of the community, ensuring that this includes representatives from organizations run by and for people with lived experiences. It is important that the membership reflect the diversity of Toronto with representatives from major as well as more locally-based groups or organizations serving youth and marginalized and racialized groups. An emphasis will also be placed on including individuals with both client-focused and direct lived experience of mental health and addictions issues (includes lived experience in addictions or substance use, including harm reduction and service delivery) as well as those with expertise in the areas of law and human rights, accountability and data. In particular, there must be at least two members with direct lived experience of mental health and addictions issues or who are connected to an organization representing people with lived experience of mental health and addictions issues as part of the membership of the MHAAP.

MHAAP will also have a number of representatives from the Toronto Police Service. This will include, at a minimum, the Deputy Chief who is charged with overseeing mental health and addictions issues for the Service, the Mental Health Liaison Officer, a representative from the Service's Wellness Unit and a representative from the Furthering Our Community by Uniting Services (FOCUS) table program.

The Chair of the Board will act as Co-Chair of the MHAAP, and an additional Board member will participate as the Board's designate. In addition, there will be two Community Co-Chairs, one of whom must be a person with lived experience of mental health and addictions issues. The Co-Chairs will be appointed by the Board.

As a result, as part of this report, the MHAAP Co-Chairs were named as: **Andy Pringle (Board Co-Chair), Jennifer Chambers (Community Co-Chair), and Steve Lurie (Community Co-Chair)** and the second Board representative was named as: **Uppala Chandrasekera.**

The first recommendation outlined in this report is to re-open Board Minute No. P36/19 to amend it to name both Andy Pringle and Uppala Chandrasekera as Co-Chairs of the Board's Mental Health and Addictions Advisory Panel (MHAAP).

Discussion:

A call for applications for membership on MHAAP was put out on April 25, 2018, and again on May 4, 2018. We also encouraged members of the former Mental Health Sub-Committee and members of the community to share the call for applications broadly.

Individuals wishing to apply for membership on the MHAAP were required to provide a resume/expression of interest and to complete an application form, comprised of a series of questions about the applicant's experience and background, including the level and nature of expertise the applicant has, the applicant's background and the community with which the applicant is associated. An emphasis was placed on applicants with a background in mental health and addictions, as well as those with lived experience.

We received a total of 27 submissions. We were very pleased with the calibre of the candidates who applied and the breadth of their knowledge, expertise and experience, and, in particular, as it relates mental health and addictions, including direct lived experience.

We reviewed the submissions along with Ms. Sandy Murray, Senior Advisor in the Board office, and those applicants who were chosen to proceed through the process were asked to attend an interview, either by telephone, on April 16, 2019, or in-person, on April 23, 2019. During the interviews, we discussed the mandate and objectives for MHAAP, and spoke to candidates about their relevant experience and expertise. We were impressed by the range of perspectives the candidates brought forward, and the enthusiasm they so clearly had for this work.

After considerable deliberation, we are recommending that the following individuals be named as the members of the MHAAP:

- Mr. Andy Pringle, Chair (MHAAP Co-Chair)
 - *previously approved; Min. No. P26/19 refers*
- Ms. Uppala Chandrasekera (second Board designate; recommendation in this report to change this to MHAAP Co-Chair)
 - *previously approved; Min. No. P26/19 refers*
- Ms. Jennifer Chambers (MHAAP Community Co-Chair)
 - *previously approved; Min. No. P26/19 refers*
- Mr. Steve Lurie (MHAAP Community Co-Chair)
 - *previously approved; Min. No. P26/19 refers*
- Michael Callaghan
- Susan Davis
- Dr. Eileen de Villa (*previously approved; Min. No. P38/19 refers*)

- Lana Frado
- Susan Gapka
- Dawnmarie Harriott
- Kevin Haynes
- Trevor Howard
- Dr. Paul Kurdyak
- Patrick Moeller
- Dr. Tanya Sharpe
- Priyanka Sheth
- Jennefer Simo

We have also corresponded with Chief Mark Saunders who named the following Toronto Police Service representatives to serve on MHAAP:

- Inspector Chris Boddy, 11 Division
- Deputy Chief Shawna Coxon
- Ivy Nanayakkara, Manager, Occupational Health and Safety
- Inspector Kim O'Toole, Toronto Police College
- Superintendent Dave Rydzik (representing FOCUS and MCIT programs)
- Deputy Chief Peter Yuen

Biographies for each of these individuals are included in **Appendix A**.

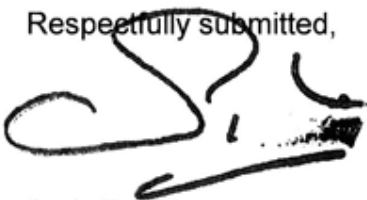
The mandate of MHAAP is critical and timely and we look forward to moving forward with the MHAAP as we begin our important work. The first meeting of MHAAP is anticipated to take place in **September 2019**.

Conclusion:

Therefore, it is recommended that the Board:

- Re-open Board Minute Number P36/19 and amend it to name both Andy Pringle and Uppala Chandrasekera as Co-Chairs of the Board's Mental Health and Addictions Advisory Panel (MHAAP); and
- Approve the selection of the individuals listed in this report as the members to comprise the MHAAP.

Respectfully submitted,



Andy Pringle
Board Chair, MHAAP Board Co-Chair



Uppala Chandrasekera
Board Member, MHAAP Board Designate



Jennifer Chambers
MHAAP Community Co-Chair



Steve Lurie
MHAAP Community Co-Chair

Att.

Appendix A: Recommended Slate of Candidates for the Toronto Police Services Board's Mental Health and Addictions Advisory Panel (MHAAP)

Chair Andy Pringle (Co-Chair)

**previously approved at Board meeting of February 21, 2019 (Min. No. P26/19 refers)*

Andy Pringle has been the Chair of the Toronto Police Services Board since August 2015, and a Board member since 2011. He is currently the Chair of RPIA, an alternative asset manager focused on fixed income. He was the Co-Chair of the Board's Mental Health Sub-Committee and is also a member of the Board's Anti-Racism Advisory Panel (ARAP).

Ms. Uppala Chandrasekera (Board Designate; recommended to be named as Co-Chair)

**previously approved at Board meeting of February 21, 2019 (Min. No. P26/19 refers)*

Uppala Chandrasekera is the Director of Public Policy at the Canadian Mental Health Association Ontario. She has been a member of the Toronto Police Services Board since September 2017 and participated on the Board's former Mental Health Sub-Committee since its inception. Through her research, published writings and work in the community, she examines the impact of the lived experience of discrimination and racism on the health, mental health and wellbeing of marginalized populations. Uppala is a Co-Chair of the Board's Anti-Racism Advisory Panel (ARAP).

Ms. Jennifer Chambers (MHAAP Community Co-Chair)

**previously approved at Board meeting of February 21, 2019 (Min. No. P26/19 refers)*

Jennifer Chambers is the Executive Director of the Empowerment Council, an organization that serves as a voice for clients/survivors and ex-clients of mental health and addiction services, primarily of the Centre for Addiction and Mental Health. The Empowerment Council had standing at the Andrew Loku Inquest and informed the resulting recommendations. She was a Co-Chair of the Board's former Mental Health Sub-Committee and is also a member of the Board's Anti-Racism Advisory Panel (ARAP).

Mr. Steve Lurie (MHAAP Community Co-Chair)

**previously approved at Board meeting of February 21, 2019 (Min. No. P26/19 refers)*

Steve Lurie is the Executive Director of Canadian Mental Health Association (CMHA) Toronto Branch, a nation-wide charitable organization that promotes the mental health of all and supports the resilience and recovery of people experiencing a mental illness. CMHA had standing at the Andrew Loku Inquest and informed the resulting recommendations. He was the Vice Chair of the Toronto Police Services Board's former Mental Health Sub-Committee and is also a member of the Board's Anti-Racism Advisory Panel (ARAP).

Inspector Chris Boddy

Inspector Boddy has served 28 years with the Toronto Police Service and is currently the Unit Commander of one of Toronto's front line police stations. Included in his portfolio is the responsibility to lead the Toronto Police Service's response to the needs of those with mental health concerns, and to establish and maintain liaison with the agencies that support and serve them including the Toronto Police Service Board's Mental Health Panel. In each of these forums the police, service providers, and consumers discuss matters of mutual concern including police training, equipment, tactics and relationships. He is also a member of the Board's Anti-Racism Advisory Panel (ARAP).

Michael Callaghan

Michael Callaghan is a lawyer whose home job assignment is as an Assistant Crown Attorney in the Downtown Toronto Crown Attorney's Office. He has completed secondments as counsel to the Assistant Deputy Attorney General, as Deputy Crown attorney at College Park, and as Crown Counsel in the Crown Law Office - Criminal. In 2017, he worked as an Embedded Crown with the Toronto Police Service at 51 Division where his position included working with the police and appropriate community partners to find meaningful alternatives to criminal charges in appropriate cases and providing advice to police on issues related to pre-charge and early post-charge diversion. He is currently on secondment from Old City Hall, working at 720 Bay Street on the Justice Centres project. Mike has a particular interest in how the criminal justice system intersects with individuals with mental illness and concurrent disorders.

Deputy Chief Shawna Coxon

Deputy Shawna Coxon is in charge of the Priority Response Command, which includes all front-line policing and general investigation functions at Toronto's 16 police divisions, the Service's Operations Centre, 911 Communications and Court Services. She was a proud member of the Transformational Task Force where she helped to design the current modernization of the Service. Her diverse policing career has included working in front-line, community, and corporate functions; however she has spent most of her career working in high-level investigative units.

Susan Davis

Susan Davis is the Executive Director at Gerstein Crisis Centre, a 24-hour Mental Health and Addiction Crisis Centre in Toronto. She has over 30 years of experience in the community mental health and addiction field with many years in direct service as well as leadership roles. Susan has been a leader in the development of innovative services, partnerships and systems that improve access to the supports people need and that recognize the impact of the social determinants of health on people's overall well-being. She has worked collaboratively across sectors, including with police services, to better serve people dealing with mental health and addiction difficulties.

She has trained police officers around community-based crisis intervention and mental health and has served on police committees related to mental health and addiction responses. Susan has been instrumental in the development of the Mental Health and Justice Network and the Downtown and Toronto Region Human Service and Justice Coordinating Committees. She has served on a number of Boards and is currently on the board of Working for Change, a social enterprise organization that provides employment opportunities for individuals living with mental health and addiction issues.

Dr. Eileen de Villa

**previously approved at Board meeting of February 21, 2019, (Min. No. P38/19 refers)*

Dr. Eileen de Villa is the Medical Officer of Health for the City of Toronto. Dr. de Villa leads Toronto Public Health, Canada's largest local public health agency, which provides public health programs and services to 2.8 million residents. Prior to joining Toronto Public Health, Dr. de Villa served as the Medical Officer of Health for the Region of Peel serving 1.4 million residents. Dr. de Villa has authored, published and presented research on issues including public health considerations for city planning and emergency preparedness, communicable and infectious disease control, and public health policy development. Dr. de Villa has been a strong voice in raising the issue of the current opioid overdose epidemic, endorsing a public health approach to drug policy.

Lana Frado

Lana Frado is the Executive Director of Sound Times Support Services. Sound Times provides services to individuals with serious mental health and/or addiction issues and is entirely staffed by people with lived experience. They are the largest organization of their kind in Canada and work specifically at the intersections of the mental health, addiction and criminal justice system. Currently, Sound Times is funded to provide Mental Health and Justice Prevention, Release Planning, Diversion and Court Support, provides staff to the 51 Division FOCUS program, and staffing to the Embedded Crown Project in 51 Division. Lana has three decades of experience working in mental health and addictions, has held many appointments to advisories, Boards and committees, and is a committed advocate for her community.

Susan Gapka

Susan Gapka is a dedicated campaigner for social justice highlighting her record on affordable housing, homelessness, mental health, harm reduction & lesbian, gay, bisexual & trans issues since coming out as a community leader 20 years ago. Susan helped establish the Toronto Police Service's LGBTQ Community Advisory Committee and has served as a Toronto Community Housing tenant representative on the 51 Division CPLC for the last decade. Susan has served on the Toronto Local Advisory Committee & as Toronto representative on the National Consumer Panel of the At Home/Chez Soi Research Demonstration Project, the Housing Component for the Mental Health Commission of Canada. She has also served as a Board Member on the

Empowerment Council funded by the Centre for Addiction and Mental (CAMH) for several terms as co-chair. Susan has a degree in Political Science from York University & a diploma in Community Work from George Brown College. Susan is a proud recipient of the City of Toronto Pride Award (2004), CAMH Courage to Come Back Award (1999) and Canada 150 Difference Maker in Mental Health (2017) and holds a Key to the City of Toronto (2018).

Dawnmarie Harriott

Dawnmarie Harriott is the Coordinator of Voices from the Street, a speakers bureau composed of people who have experienced various forms of marginalization and who provide public education to a range of audiences from students to policy makers. She also coordinates a Relief Worker training program and offers training on Peer Work to a variety of non-profit organizations. As a former graduate (2007) of the speakers bureau, Dawnmarie shares her lived experience of the many systemic barriers she had to overcome and she advocates for policy change on issues related to domestic violence and poverty. Dawnmarie firmly believes that people with lived experience of all forms of marginalization should be included in research and service provision.

Kevin Haynes

Kevin Haynes is a Registered Social Worker with the Ontario College of Social Workers and Social Service Workers (OCSWSSW) and an Adjunct Lecturer in the Factor-Inwentash Faculty of Social Work, University of Toronto. Kevin provides mental health and addictions treatment for youth who identify as having African and/or Caribbean descent at the Centre for Addiction and Mental Health (CAMH). Kevin has supported members of the Community Partnerships and Engagement Unit (CPEU) of Toronto Police Service on projects aimed to initiate a mutual healing in the relationship between members of the Service and Black youth, and he has also collaborated with various community partners on projects relating to youth mental health, youth violence prevention, community safety and capacity building. Kevin holds a Master's degree in Social Work with a specialization in Mental Health and Health, and a Collaborative Graduate Specialization in Palliative and Supportive Care Across the Life Course from the University of Toronto.

Trevor Howard

Trevor Howard is the Manager of Complaint Services at Patient Ombudsman, where he leads a talented team of complaint resolution specialists and investigators who work diligently to resolve complaints and promote fairness in Ontario's healthcare system. In his role, Trevor hears regularly from patients and caregivers about their experiences with mental health and addiction services. Prior to his work in the health sector, Trevor was a police officer with the Toronto Police Service for almost nine years, where he worked as both a front-line uniformed officer and an investigator. During this time, Trevor experienced first-hand the challenges and successes associated with police interactions with people in crisis and with officer mental health. Trevor holds a master's

degree in public policy, administration and law, as well as a graduate diploma in justice system administration, both from York University. Trevor's work in policing, and now in health care oversight, have led to a passion to improve the experiences of people living with mental illness and addictions, particularly as they relate to policing in the City of Toronto.

Dr. Paul Kurdyak

Dr. Paul Kurdyak is Medical Director of Performance Improvement at the Centre for Addiction and Mental Health (CAMH) and Core Senior Scientist and Lead of the Mental Health and Addiction Program at the Institute for Clinical Evaluative Sciences. He is an Associate Professor in the Department of Psychiatry and Institute for Health Policy, Management and Evaluation at the University of Toronto. He is an Advisor to the Ministry of Health and Long-term Care and Health Quality Ontario on mental health system performance evaluation. His clinical work is in the Emergency Department at CAMH where he regularly interacts with members of Toronto's police department.

Patrick Moeller

Patrick Moeller received his law degree from the University of Saskatchewan in 2003 and has been practicing criminal law ever since. He started his career with the Ministry of the Attorney General as an Assistant Crown Attorney, and later moved to defending low income Ontarians with Legal Aid Ontario. For the past 12 years, Patrick has focused on defending and advocating for clients with mental health issues in the dedicated Mental Health Court at Old City Hall in Toronto. In his position as duty counsel, he has worked alongside psychiatrists, social workers, police, and the courts.

Ivy Nanayakkara

Ivy Nanayakkara is the Manager of Wellness at the Toronto Police Service. Ivy has over 18 years of experience in the field of occupational health and safety and wellness. She has worked with many public and private organizations across Canada in the design, implementation and evaluation of employee health programs aimed at creating and sustaining healthy and productive work forces. Ivy has a strong interest and passion in including psychological health and safety into workplace health strategies. She holds a Bachelor of Arts degree from the University of Western Ontario and a Psychological Health & Safety Certificate from York University.

Inspector Kim O'Toole

In her 23rd year of policing with the Toronto Police Service, Inspector Kim O'Toole is currently working as the second in command at the Toronto Police College. She has had a diverse career, working in both uniform and in various investigative capacities. Some areas of highlight include her work in child abuse, sex and gender-based crimes, youth crime, human rights, the Homicide Squad and her expert status in delivering

training on the treatment of transgendered prisoners. Inspector O'Toole has been an adjunct professor at the University of Guelph-Humber, teaching courses in, among other subjects, police and society, crime and criminal justice, criminological theory, investigative techniques, gender issues and advanced community policing. In 2013, Inspector O'Toole was seconded to the European Union Police Mission in Afghanistan as a Rule of Law expert, assigned the portfolio of mentor/advisor for Gender and Human Rights.

Superintendent Dave Rydzik

Superintendent David Rydzik has been an officer with the Toronto Police Service for the past 30 years. In June of 2016 he was appointed as the Unit Commander of Divisional Policing Support Unit, now known as the Community Partnerships and Engagement Unit, where he is responsible for developing and overseeing numerous multi-agency collaborative partnerships and programs such as Furthering Our Communities and Uniting Services (F.O.C.U.S.), Mobile Crisis Intervention Teams (M.C.I.T.), School Engagement Programs, Neighbourhood Officer Program, Youth Diversion, Community Consultative Committees, Victim Support, Youth Engagement, Prevention/Countering Extremism and many others. Superintendent Rydzik has been at the forefront of Community Policing and Community Mobilization, working side by side, in partnership with Toronto's diverse communities for the past 15 years.

Dr. Tanya Sharpe

Dr. Tanya Sharpe is an Associate Professor and Endowed Chair in Social Work in the Global Community at the Factor-Inwentash Faculty of Social Work at the University of Toronto. Her research focuses on examining sociocultural factors that influence the coping strategies of Black surviving family members and friends of homicide victims for the purpose of developing culturally appropriate interventions that can best assist them in their management of grief and bereavement. She has developed, implemented and evaluated community-based programs for children and families coping with: interpersonal violence (e.g., homicide, suicide, intimate partner violence, human made and natural disasters). Her comprehensive Model of Coping for African American Survivors of Homicide Victims (MCAASHV) (Sharpe, 2015) has informed; culturally appropriate interventions (Sharpe, Iwamoto, Massey & Michalopoulos, 2018), a tool of measurement for African American's coping with homicide violence and best practices that support African American survivors of homicide victims throughout their process of grief and bereavement.

Priyanka Sheth

Priyanka Sheth is the Unit Director at Sistering, a low barrier 24/7 drop in center for homeless/ marginalized women struggling with mental health and addictions. She oversees the relevant portfolio of Harm Reduction; Case Support & Housing. This work stems from Priyanka's personal journey of interaction with a woman who struggled with mental health and homelessness and was killed on the streets; this experience has very

much impacted her world and shaped her work. Priyanka has 17 years of progressively significant roles within the Violence Against Women (VAW) sector, and brings extensive strategic, supervisory and front line service delivery experience within leading organizations successfully supporting racialized, special needs, recent immigrants and other marginalized community members across the GTA (including women's shelters/social housing, employment, VAW/trauma counseling).

Jennefer Simo

Jennefer Simo is a Community Support Worker at St. Michael's Hospital. As a frontline worker in the Emergency Department, she is familiar with police-hospital protocols, the Mobile Crisis Intervention Team (MCIT) program, police-community partnerships as well as the role of court services. Jennefer identifies as indigenous and is a member of the Indigenous Community Advisory Panel for the United Health Toronto Network. Jennefer is an individual with lived experience both directly and indirectly, and she has family members who have experienced both addictions as well as mental health issues. She brings to MHAAP a familiarity with many key issues our community is facing as well as programs designed to assist with harm reduction and service delivery.

Deputy Chief Peter Yuen

Deputy Chief Peter Yuen is presently in charge of the Communities and Neighborhoods Command where he oversees the 17 front line divisions, Traffic Services, Parking Enforcement Unit and Community Partnerships and Engagement Unit. Prior to this assignment, Peter oversaw the Corporate Risk Management including Professional Standards and the Toronto Police College. Peter is the Ontario Regional Chair of the National Justice Committee, the Co-Chair of the Toronto Police Service Mobile Crisis Intervention Teams, Advisor on the Toronto Police Services Board Anti-Racism Advisory Panel, and also serves as the Senior Advisor to both the East and South Asian Internal Support Networks.

THE WAY
Forward
STRATEGY MANAGEMENT

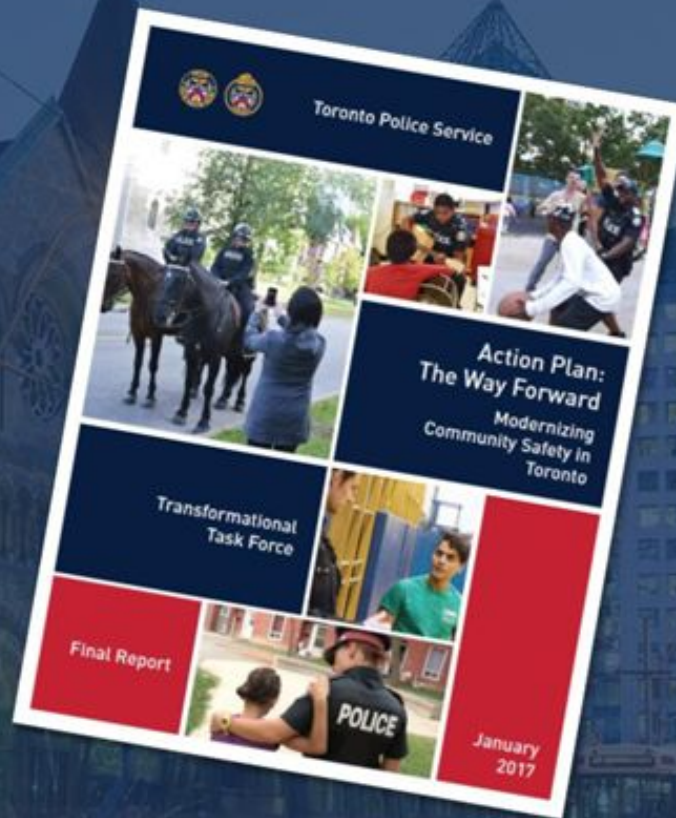
Update on Modernization Initiatives

1st Quarterly Update, 2019

Presented by:
Inspector Greg Watts



OVERVIEW



- Background
- Modernization update
- Next Steps





NEW POLICING MODEL

District Policing Program

Work is underway to determine impacts on identified processes, applications and facilities.

Shift Schedules

New shift schedules have been deployed in 55 Division, 41 Division and elsewhere within the Service

Alternate Service Delivery

The Service continues to re-invent the method of Service delivery by focussing on function and placing an emphasis on process redesign

PARTNERSHIPS & RE-ALLOCATION

Lifeguards

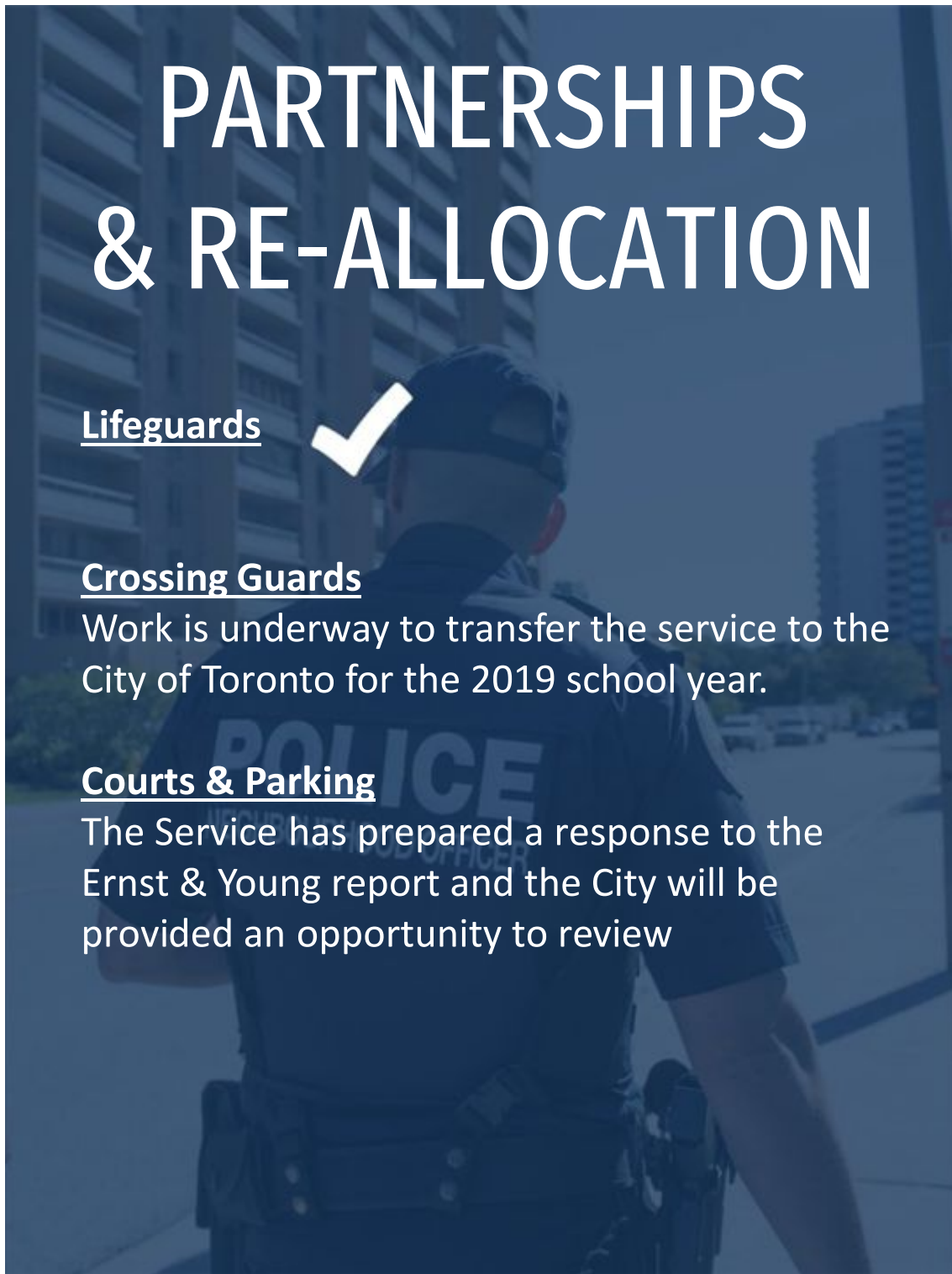


Crossing Guards

Work is underway to transfer the service to the City of Toronto for the 2019 school year.

Courts & Parking

The Service has prepared a response to the Ernst & Young report and the City will be provided an opportunity to review





TECHNOLOGICAL IMPROVEMENTS

Connected Officer:

- Officers utilizing their mobile devices has resulted in improved customer service and resource allocation efficiency

Business Intelligence:

- Progress made with key initiatives including Identity Insight, Global Search, Pushpin, Situational Awareness apps, Big Data and the Public Safety Data Portal

Communications Services:

- undertaking the early assessment of the Next Generation (N.G.) 9-1-1 process. This assessment will assist in forming the recommendations for a 9-1-1 Cost Recovery Framework.



ACCOUNTABILITY & ENGAGEMENT

- Development of robust engagement strategy relating to the District Policing Program
- Update sessions from STM on modernization efforts held at TPC as part of the curriculum on the Advance Leadership Course
- Engagement with the T.P.A. and Senior Officer's Organization (S.O.O.) is ongoing and the communication and collaboration between all areas of the Service has been very successful

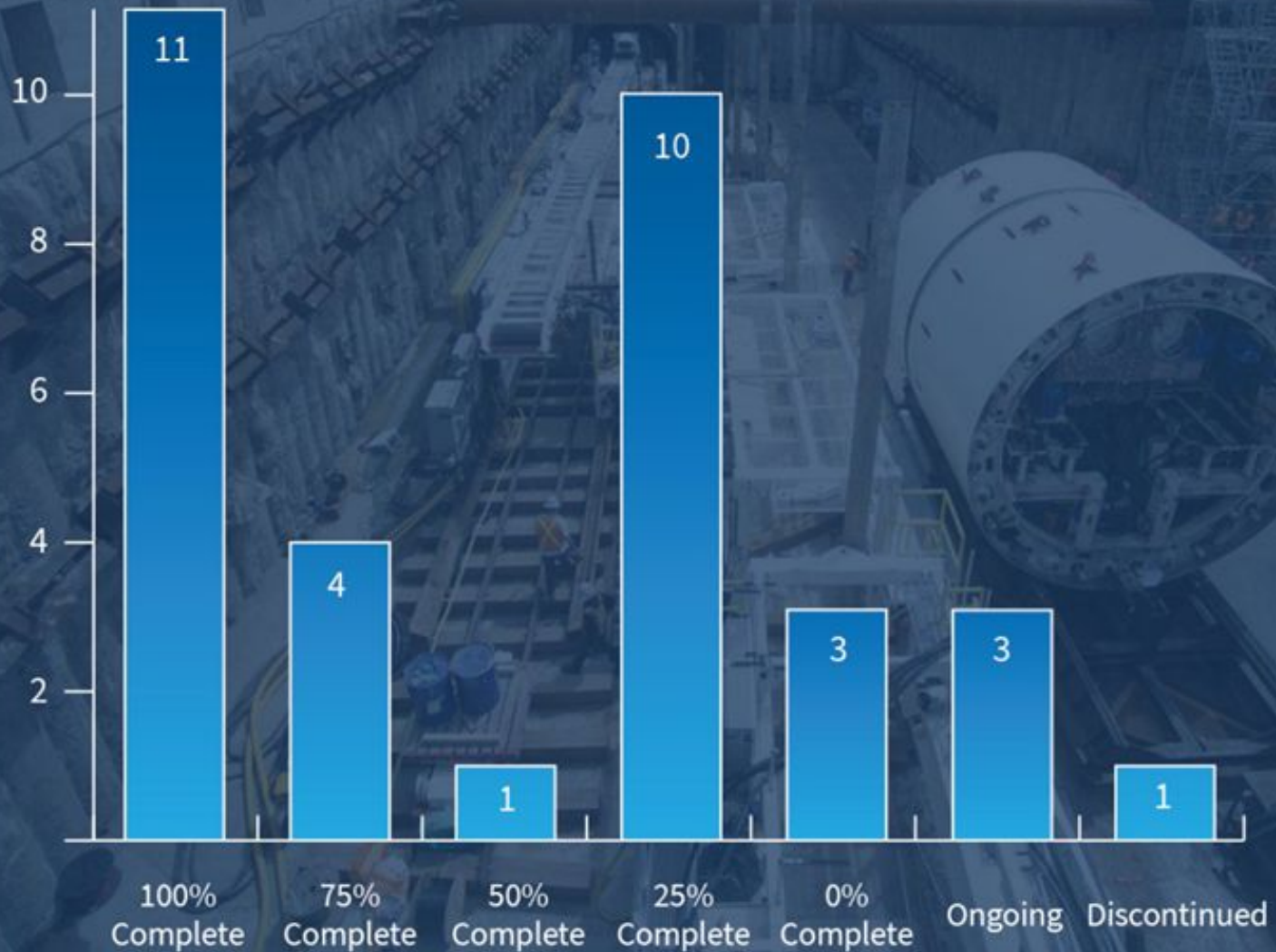


HR & Culture Change

People Plan initiatives are in the final phases of completion and implementation. Work to develop, evolve and evaluate programs is ongoing. Planning for People Plan 2.0 has begun.

- **My Service Culture Program**
- **Performance Management**
- **Mentorship**
- **Competency Framework & Core Values**
- **Promotional Process**
- **Uniform TPA Job descriptions**
- **P&C Dashboard**
- **P&C Service Delivery Transformation**
- **Talent Acquisition**

Estimated Completion Rate



RECOMMENDATIONS

(Completion status is estimated and rounded to the nearest 25%)

COMPLETION STATUS

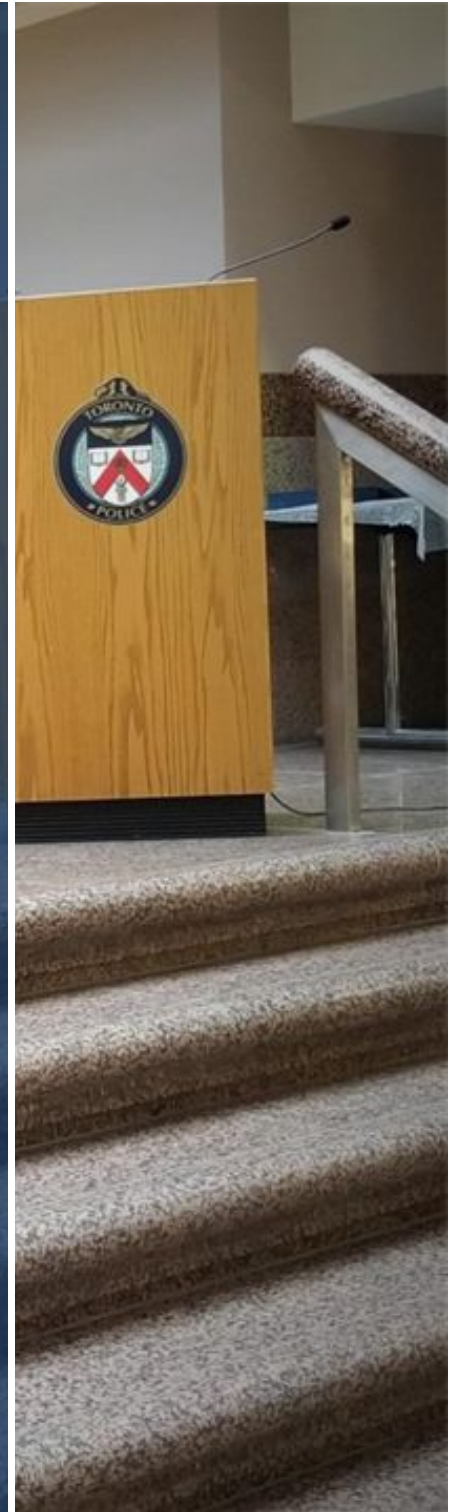
25%	50%	75%	100%
(8)	(1)	(4)	(11)

1	Connected Officers	
2	Improved Capabilities related to data, information, & analysis, including "big data"	
3	Disbanding TAVIS	COMPLETE
4	Risk Assessment for priority response	
5	Alternative reporting and follow-up for non-emergencies	
6	Improved public safety response	COMPLETE
7	More efficient scheduling	
8	More effective deployment in vehicles	
9	A risk-based response to special events	
10	A more efficient retail response	DISCONTINUED
11	Disband the Transit Patrol Unit	COMPLETE
12	Alternate delivery of the Lifeguard Program	COMPLETE
13	Alternate delivery of the School Crossing Guard Program	
14	Using traffic technology enforcement to improve community safety	COMPLETE
15	Overhauling Paid Duty	
16	City-wide divisional boundary and facilities realignment	
17	More accessible and transparent information and services	
18	Moratorium on hiring and promotions	COMPLETE
19	Assessing Information Technology Requirements	
20	Alternative or shared delivery of Court Services	
21	Alternate or shared delivery of Parking Enforcement	
22	Alternate or shared delivery of background screenings	COMPLETE
23	Investment in 9-1-1	
24	Comprehensive culture change and human resources strategy	
25	Public Engagement Strategy	ONGOING
26	Service Engagement Strategy	ONGOING
27	Association (TPA and SOO) Engagement Strategy	ONGOING
28	Peer to Peer Accountability	
29	Change Management Advisor Appointment	COMPLETE
30	People Management Strategy	COMPLETE
31	Quarterly Reporting	COMPLETE
32	Modernization Scorecard	COMPLETE
33	The Neighbourhood Officer Program	

NEXT STEPS

Strategy Management will continue to work with stakeholders to achieve the successful implementation of The Way Forward recommendations.

Within the next 3 months, emphasis will be placed on external engagement as part of the District Policing Program (D.P.P.), as well as internal engagement and further implementation of new shift schedules.



Thank You

Andrew Johnstone, S.Sgt

DPP:

- Lianti Muller; Program Manager
- Gordana Prekic
- Gloria Olumola
- Khalid Muzzammil
- Dawn Sams
- Suren Sivadasan
- Ajay Sidhu
- Brian Holder

PHIX:

- Miri Shapiro: PHIX
- Kristy Smith: PHIX

CONNECTED OFFICER

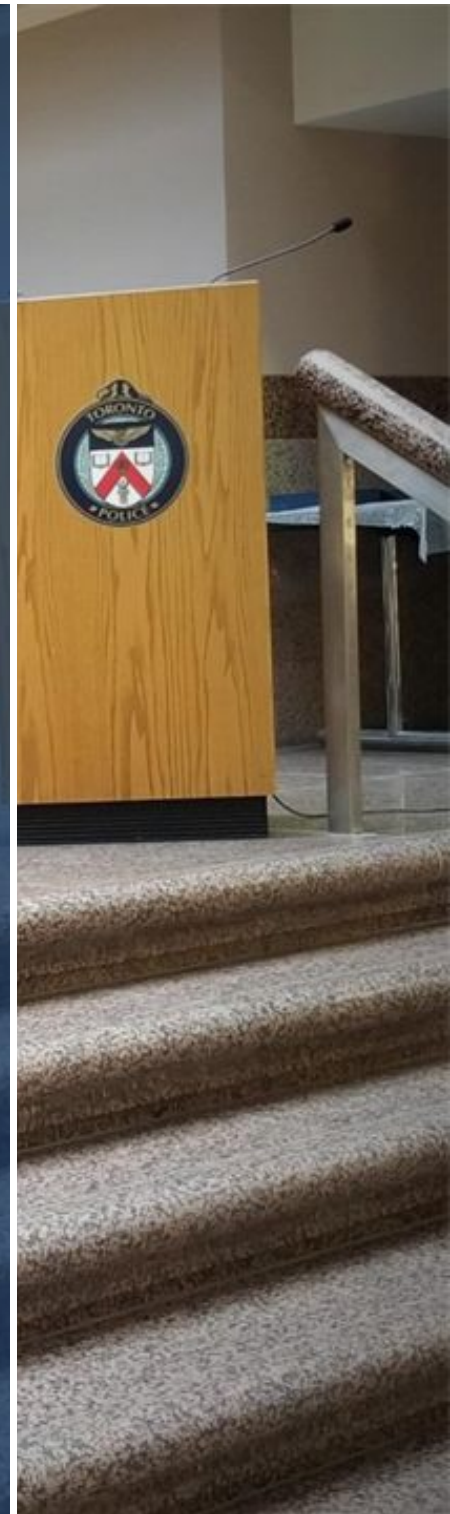
- John Apostilidis
- Matthew Vincent

BCM:

- Paul Jones; ASD, VPR,
- Alex Andrus
- Gordon Olarewaju
- Nick Bilimoria

STM Projects:

- Sharon Cairns; Shift Schedules, ASD
- David Gracey; Shift Schedules, ASD
- David Cox; Engagement
- Jay McCall; Project Coordination
- Ales Stiri; Co-Op Student





Greg Watts
Inspector (7626)
Toronto Police Service
Strategy Management Unit
(416) 808-7781



Toronto Police Services Board Report

May 14, 2019

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: The Way Forward (T.W.F.) First Quarterly Implementation Update for 2019

Recommendation(s):

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

Financial Implications:

2019 represents year three of implementing of the Transformational Task Force's (T.T.F.) recommendations outlined in The Way Forward Report. The Toronto Police Service (Service) continues to benefit from savings and efficiencies gained since 2015. The 2019 Operating Budget reflected a number of actions taken in previous years to improve the affordability of services delivered, including a hiring moratorium that resulted in savings of \$72.7M (\$5.0M in 2016, \$28.3M in 2017 and estimated \$39.4M in 2018) and various management actions which resulted in further savings of \$30M. In addition, the Service has returned two facilities used by the Community Partnerships and Engagement Unit and the Public Safety Unit to the City of Toronto, with a value of \$4.5M. Overall, these actions saved over 300 positions and over \$100M since 2015.

Of the 33 recommendations, nine are completed, and the remaining are in various stages of planning, design and implementation. The 2019 Operating Budget, the 2019-2028 Capital Plan and projects that are a part of the 2019/2019 Policing Effectiveness and Modernization Grant up March 2019, fund T.W.F. priorities. Some of the initiatives currently underway and funded by the above sources include:

- Continuing the move to a district model of policing and civilianization of uniform positions
- Increasing the use and transparency of data and analytics
- Completing the transfer of the School Crossing Guard Program to the City
- Modernized Police Training Model
- Implementing the HR transformation and culture change recommendations
- Improving officers' mobility by maturing the Connected Officer program

- Enhancing the Strategy Management Office resources to ensure The Way Forward plan is executed effectively
- Enhancement to the Toronto Police Service website
- Scalable Storage for the Toronto Police Service and Cloud Strategy

Funds are identified to progress through the T.W.F. priorities, however, full funding may not have been provisioned to complete all projects. In some cases, full costing and requirements are unknown at this time and, in cases where project costs are known, the cost is not fully included in the budget due to funding limitations (capital targets, ability of the City to fund further increases). As requirements become known, funding will need to be provided for in-future budgets to complete projects based on affordability. In addition to funding constraints, other factors such as low staffing levels and competing priorities influence the implementation pace of the projects.

Background / Purpose:

The Strategy Management Unit (S.T.M.) is responsible for guiding the successful delivery of the modernization initiatives outlined in the business plan. The purpose of this report is to provide stakeholders with status updates on the implementation of the recommendations. This includes details regarding achievements, progress, and risks or issues that require mitigation or further escalation.

Discussion:

Over two years have passed since the Board approved the T.W.F Action Plan. We have made significant progress on a number of initiatives and have completed several recommendations.

As can be expected with any complex transformation, we have also experienced some unanticipated challenges along the way, and have had to revisit our approaches with some initiatives.

The T.W.F. Action Plan keeps us anchored throughout this journey, and notwithstanding challenges, we are well on our way to achieving the outcomes articulated in the business plan. Most importantly, we have learned many important lessons that have resulted in a strengthened team and vision. In order to become a more responsive, adaptable and agile Service, we must apply that same agility and adaptability to changing circumstances as we continue to move forward with implementation.

The following report focuses on developments over this last quarter and we plan to present these updates together with a year in review update to the Board in May 2019.

New Policing Model

Members of the *District Policing Program* conducted a current state analysis of external stakeholders and a review is currently underway for divisional staffing levels, impacts on

identified processes, applications, and facilities. We have also initiated the sourcing of external resources for this project (Senior Business Analysts, Organizational Design Expert) and have completed a current state analysis for Communications Services. Issues regarding the post-implementation of 54/55 Consolidation are being addressed, and future state plans for facilities and the subsequent implementations are being developed.

This program has obtained City of Toronto (City) and Board approval for their Capital Plan. Additional business analyst resources have been procured to assist in the creation of a 'current state' view of Divisional operations, as well as the development of a detailed plan for the 'future state' District Model for the Service.

The Online Parking Awareness Campaign has been underway since December. Utilizing messaging on the TPS website, social media, and changes to the automated messages on the non-emergency line we will keep this new option front of mind for community members. Call takers at 311 have been trained to advise callers of the online parking option. Since November 5th 2018, the Service has received 8,742 online parking complaints, which has significantly decreased the number of calls to our dispatch center.

The launch of the Vulnerable Persons Registry is deferred to May 2019, as the governance and training component of the program needs to be completed before releasing the registry to the public.

The in-car 'Supervisor Occurrence Review' process will be adopted citywide in April and the remaining GO Review Unit personnel will be reassigned to meet operational needs. This will include bolstering CISU's in several divisions.

A final meeting of the 311/Toronto Police Service Shared Response group was held, and it was agreed that this portion of the work was concluded. Discussions of future changes will be discussed at the 311/Toronto Police Service Change Management group meetings.

S.T.M. continues to work collaboratively with the Toronto Police Association (T.P.A.) to advance the deployment of new shift schedules for our front line Divisions. In January 2019, 41 Division became the first division to employ the use of a net new shift schedule when they voted to adopt a four platoon, 12hr schedule. Early indications show that this schedule allows for better deployment to meet demand and feedback from officers has been largely positive. A robust evaluation framework has been developed and all parties continue to meet bi-weekly to address any issues. The joint working group (S.T.M. and T.P.A.) continue to work with other units to assess the feasibility of utilizing this same 12hr schedule.

The Enhanced Neighbourhood Officer Program is underway and the 90-Day check-in meeting with the Chief, Senior Command and Divisional Neighbourhood Officer staff occurred in January. Work is underway with S.T.M. and the Business Intelligence

Analytics Unit (B.I.A.U.) to create a virtual Neighbourhood Officer Team Report that will be mobile compatible on the SharePoint site. Deloitte is developing a branding and marketing strategy to assist in citywide adoption and community awareness of the Enhanced Neighbourhood Officer Program. Continued training is being developed and held for these officers internally and through Humber College.

Service Reallocation

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

Lifeguard Program

The Service and the City are working together to procure equipment and vessels for the 2019 season. Meetings with stakeholders will be held to debrief on the hand-off and to ensure a smooth transfer of the remaining portions of the program to the City following the 2019 season.

Crossing Guard Program

The Service continues to collaborate with the City as it works to transfer the program. S.T.M. will continue to review weekly status reports provided by City Transportation Services. Meetings have been held to update the School Crossing Guard Association, and the Service will continue to assist the City with their RFP process for the 2019/2020 program.

Alternative Service Delivery

The Service has prepared a response to the Ernst & Young report and the City has been provided with an opportunity to review the EY report and comment on the findings. A cost benefit analysis will be conducted and a response by the Service, including next steps, will be presented to the Toronto Police Services Board when completed.

Technological Improvements

Smart phone devices were deployed to members 55 Division and the Enhanced Neighbourhood Officer Program. Officers have been utilizing their mobile devices to capture digital evidence, resulting in improved customer service and improved resource allocation efficiency. Next steps include continuing to prioritize technical issues for resolution and seeking approval for future deployment, beginning an evaluation process and looking for broader opportunities to engage and collaborate with external stakeholders in law enforcement communities.

Various Business Intelligence initiatives are underway including:

- ESRI Portal 10.6 production environment upgrading and deployment
- Commencing *Pushpin Upgrade* testing
- Situational Awareness applications development
- Continued development and enhancements of Identity Insight

The Toronto Police Traffic Services continues to collaborate with the City Transportation Services regarding recommendation #14: Using Traffic Technology Enforcement to Improve Community Safety. Best practices are continuing to be developed and research continues on available technology to support automated, efficient enforcement and the enhancement of traffic data sharing.

The Service continues to work with the City regarding the access and provision of traffic related data to the public. Valuable feedback on the Public Safety Data Portal has been received through several internal and external information sessions. This is an ongoing project and S.T.M. will continue to monitor and report on the status of this recommendation.

Information Technology Services (I.T.S.) Management has received & reviewed the final report from Gartner and the report and its recommendations were presented to the Chief Administrative Officer (C.A.O.). The presentation will now proceed to Command for feedback and decisions to move forward with the next steps of the I.T.S. Investment Prioritization initiative (I.T.S. Strategic Plan) and confirmation of funding for the execution of the Organization & Supply/Demand Remediation Plan. I.T.S. governance, processes and evaluation scorecards will develop as the project progresses.

Communications Services has been undertaking the early assessment of the Next Generation (N.G.) 9-1-1 process. This assessment will assist in forming the recommendations for a 9-1-1 Cost Recovery Framework. This is an ongoing project and S.T.M. will continue to monitor and report on the status of this recommendation.

Culture Change, Human Resources

Human Resources is continuing the training, communication, integration and ongoing monitoring of the 'Competency Framework'. The civilian pilot launch of the 'Mentorship Program' is ongoing and recorded stats includes, 91% of employees in the pilot group have entered goals; manager has approved 68% of performance goals; employee has submitted 62% of developmental goals; manager has approved 47% of the developmental goals.

People Plan initiatives are underway and are continually being developed and evaluated including:

- Performance Management training,
- Release of Promotional Process RFP.
- Development of Uniform Job Descriptions framework

- P&C Dashboard: recruitment and focus on strategic hiring and process optimization.
- Competency Framework & Core Values member training and website updates.
- Performance Management: Probationary Plan & Performance Improvement Plan for Uniform Recruits.
- P&C Service Delivery: process reviews and unit transition plan implementation.
- Implementation of change management strategy.
- HR Communications: website updates.

Work on the 'Establishing New Pathways of Accountability' recommendation will commence once appropriate resources are secured.

Accountability and Engagement

The Service continues with public and media engagement revolving around our continued modernization, including social media activity and developing an extensive engagement strategy relating to the District Policing Program. The Command will continue to conduct various public engagements to keep stakeholders up to date on modernization updates, with a focus on the district policing model.

S.T.M. has held update sessions at the Toronto Police College as part of the curriculum on the Advanced Leadership Course designed for newly promoted Staff Sergeants. Members have developed various presentations for steering committees, advisory groups and working groups, that expand on the implementation and project management approach to the District Boundaries Program. Civilian Supervisors have been engaged during sessions that provide updates on modernization initiatives, and we continue to disseminate information on the ongoing modernization initiatives to our members.

Engagement with the T.P.A. and Senior Officer's Organization (S.O.O.) is ongoing and the communication and collaboration between all areas of the Service has been very successful.

Next Steps

Strategy Management will continue to work with stakeholders to achieve the successful implementation of The Way Forward recommendations. Within the next 3 months, emphasis will be placed on external engagement as part of the District Policing Program (D.P.P.), as well as internal engagement surrounding shift schedules.

Conclusion:

As we enter the third year of implementation, the Service will continue incorporating lessons learned and best practices as the implementation of initiatives not yet completed gains momentum.

Respectfully submitted,

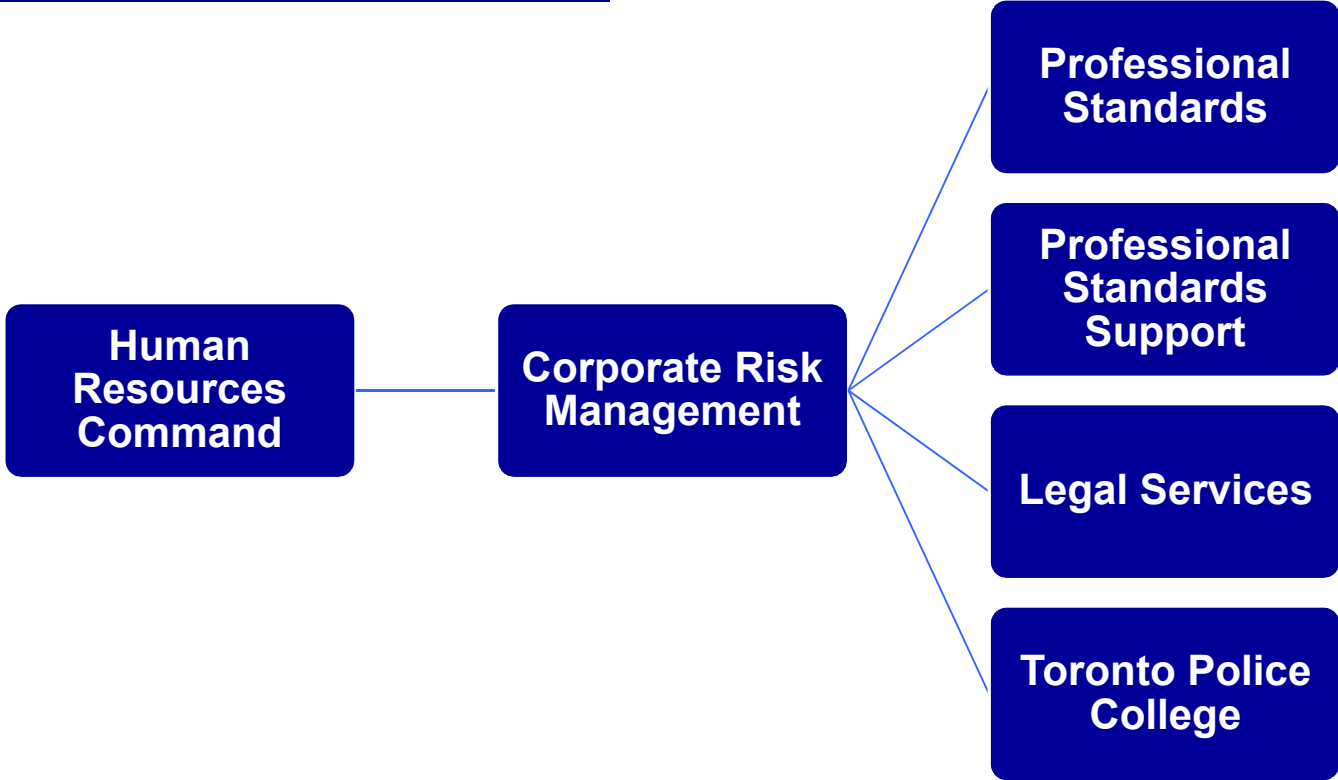
Mark Saunders, O.O.M.
Chief of Police

Corporate Risk Management

Annual Report
2018

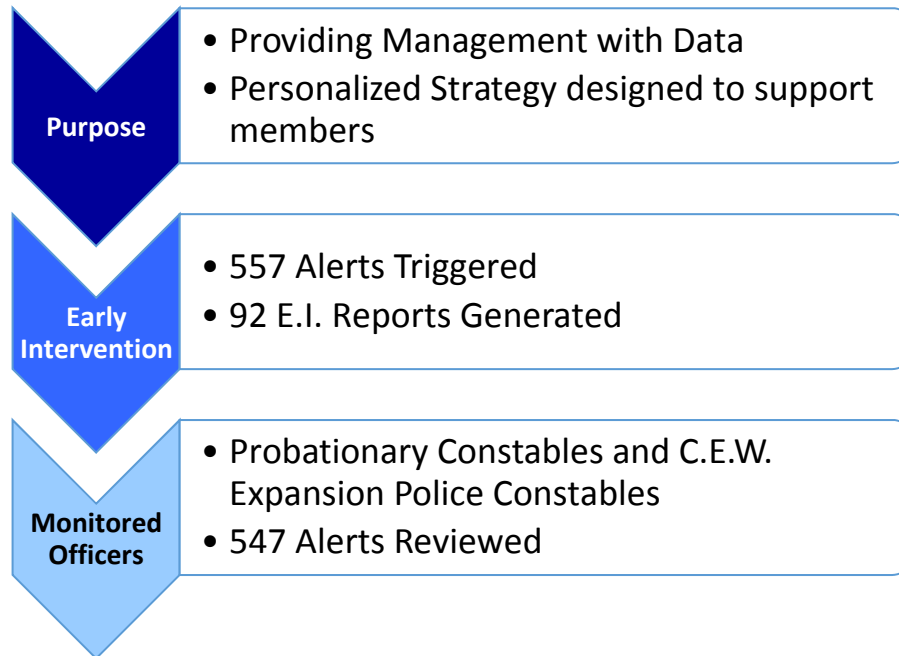


Organizational Chart



Early Intervention

- Uses data analytics to proactively identify members
- An alert is generated when a member meets or exceeds a pre-determined threshold.
- A non-disciplinary and wellness approach to guide and support members



Awards

Recipients are recognized individually or in groups for acts of excellence, bravery, altruism, innovative contributions to community policing, public safety, and professional excellence. In addition to recognizing T.P.S. members, we also recognize members of the community for their contributions.



6 Award
Ceremonies



363 Internal
Awards



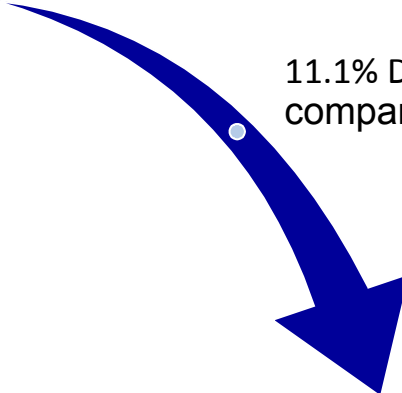
305 External
Awards



Civil Litigation

2018

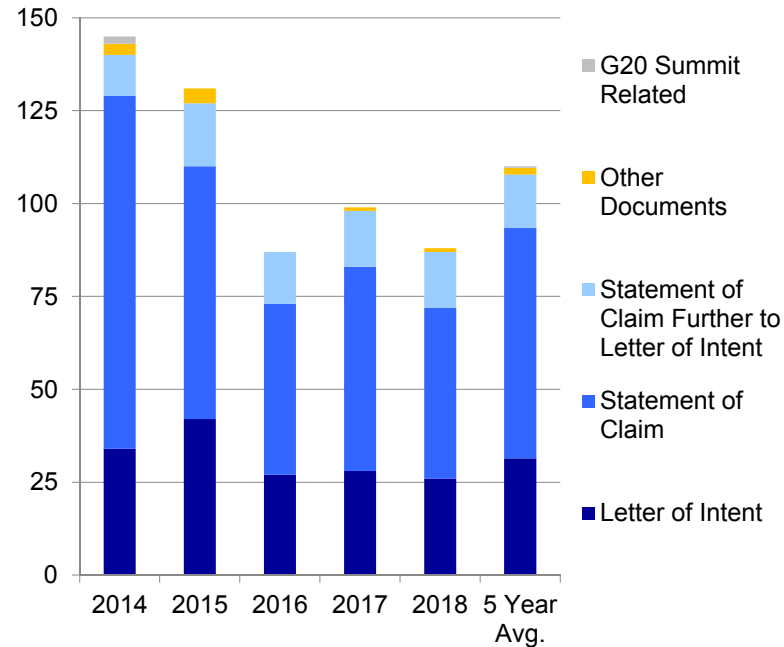
88 Civil Actions and Potential Claims Received



11.1% Decrease compared to 2017

20.0% Decrease compared to the 5 year average

Civil Actions Received



Human Rights

Alleged Discrimination in Applications

Prohibited Grounds Alleged	2014	2015	2016	2017	2018	5 Year Avg.
Race	15	17	11	22	12	15.4
Colour	14	16	11	17	11	13.8
Ancestry	9	10	6	13	4	8.4
Place of Origin	7	11	6	11	8	8.6
Citizenship	6	4	1	7	2	4.0
Ethnic Origin	9	11	6	18	4	9.6
Disability	6	17	12	21	11	13.4
Creed	6	3	3	5	0	3.4
Sex	2	6	4	11	7	6.0
Sexual Solicitation	0	0	1	3	0	0.8
Sexual Orientation	0	0	0	2	0	0.4
Gender Identity	1	2	1	1	2	1.4
Gender Expression	1	2	0	4	0	1.4
Family Status	1	0	2	2	1	1.2
Marital Status	0	1	1	4	1	1.4
Age	3	7	3	13	4	6.0
Associated with a Person Identified by a Prohibited Ground *	1	1	3	2	2	1.8
Reprisal*	3	7	8	9	3	6.0
Total applications filed	32	35	21	43	23	30.8

NOTE: Applicants can select multiple grounds in each application.

*Not ground of discrimination, but also prohibited by the Code.

2018

Received Application

- 23 Human Rights Applications received
- A decrease of 25.3% compared to the 5 year average
- 3 Most Common Grounds:
 - Race, Colour, Disability

Resolution of Applications

- 30 Human Rights Applications were Resolved
 - 2 withdrawn, 18 dismissed, and 10 settled
 - To date the H.R.T.O. has not ordered any public interest remedies

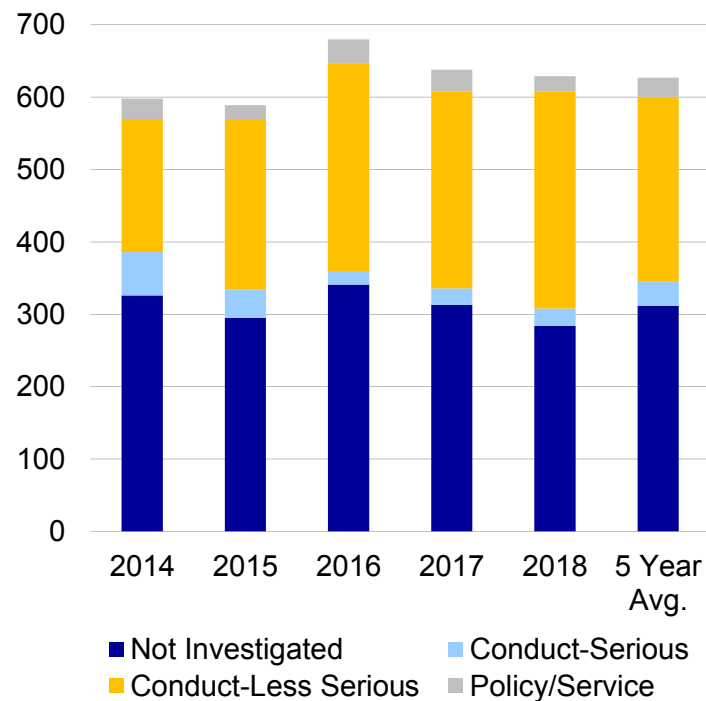


Public Complaints

2018

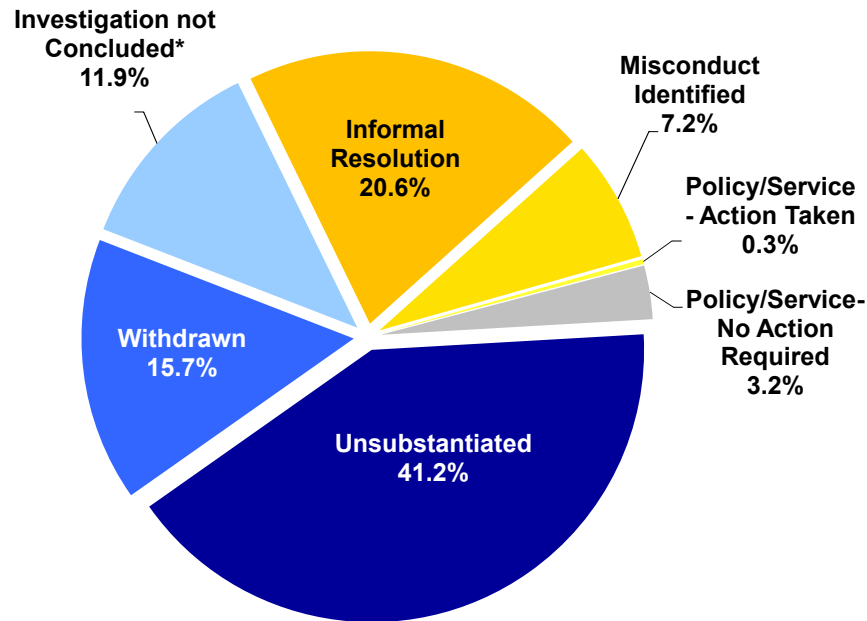
- 629 Public Complaints received
 - 284 screened out by O.I.P.R.D.
 - 345 investigated
 - Comparable to 5 year average of 626.8 complaints
- Less than 0.1% of the 2018 documented contacts resulted in a complaint being filed.
- Top 3 Most Common Sub-Classifications
 - Discreditable Conduct – 49.0%
 - Unlawful/Unnecessary Exercise of Authority – 26.4%
 - Neglect of Duty 26.4 %

Number of Complaints Received



Public Complaints

Disposition of Investigated Complaints



2018 Year to Date:

- 88.1% concluded
 - 142 cases were Unsubstantiated (41.2%)
 - Misconduct Identified in 25 cases (only 7.2%)
- 12 cases (Y.T.D.) the complainant has requested that the O.I.P.R.D. review the files
 - 3 cases the O.I.P.R.D. upheld the decisions
 - 9 reviews are ongoing

Police Services Act Charges

Officers Charged

	2014	2015	2016	2017	2018	5 Year Avg.
Number of Officers	36	33	37	35	48	37.8
Total Charges	69	65	76	73	85	73.6
Charge/officer ratio	1.9	2.0	2.1	2.1	1.8	1.9

Disposition of Cases

Disposition	2017		2018	
	#	%	#	%
Acquitted	4	12.5	1	2.4
Found Guilty	0	0.0	2	4.8
Guilty Plea	7	21.9	19	45.2
Stayed	2	6.3	5	11.9
Withdrawn	19	59.4	15	35.7
Total Number of Cases	32	100	42	100

Top 3 Charges of 2018

- 45.9% Discreditable Conduct
- 27.1% Insubordination
- 12.9% Neglect of Duty

Duty Status

- 70.6% On-Duty
- 29.4% Off-Duty

Penalties

- 21 cases
- 17 officers found or pled guilty to a total of 25 charges
- 23 penalties imposed

Use of Force

2018

Trend Analysis

- Increase of 13.3 % compared to 2017
- Less than 3.7% of Arrests and *M.H.A.* apprehensions
- Top 3 Types of Force Used
 - Firearm Pointed at Person (50% of reports)
 - Physical Control Soft (19.3% of reports)
 - C.E.W. Demonstrated Force Presence (16.8% of reports)

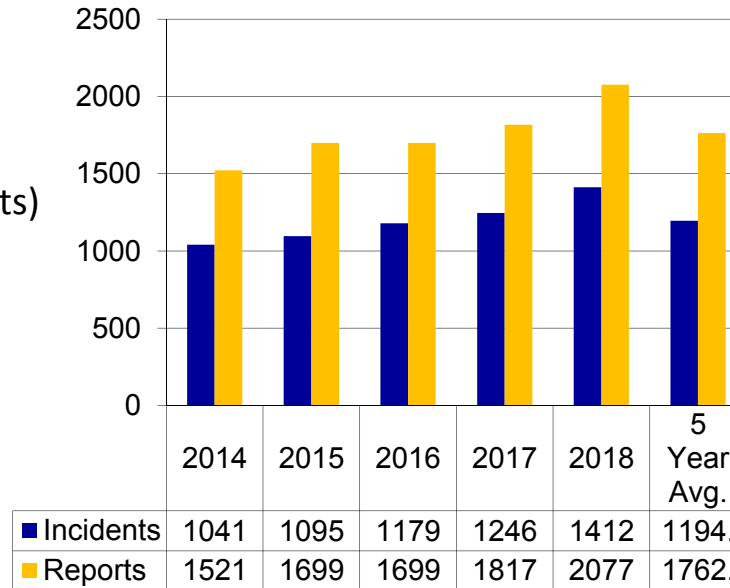
Citizen Injuries:

- 17.8% of incidents (251 of 1412 incidents)

Officer Injuries

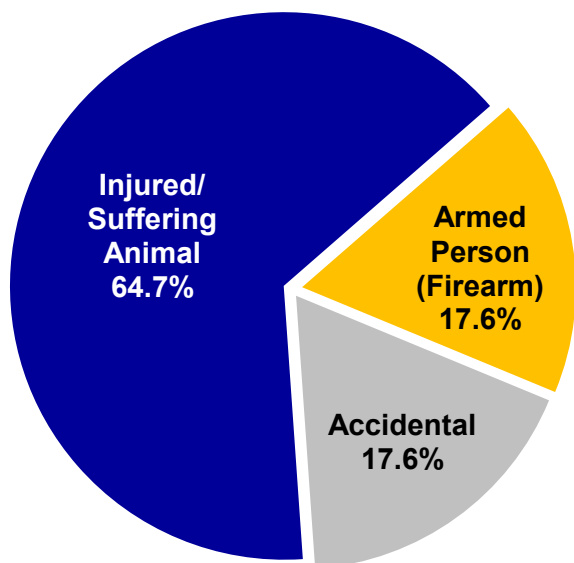
- 5.7% of incidents (81 of 1412 incidents)

Use of Force Incidents and Reports



Use of Force

Incidents of Firearm Discharge



Firearm Discharge Analysis

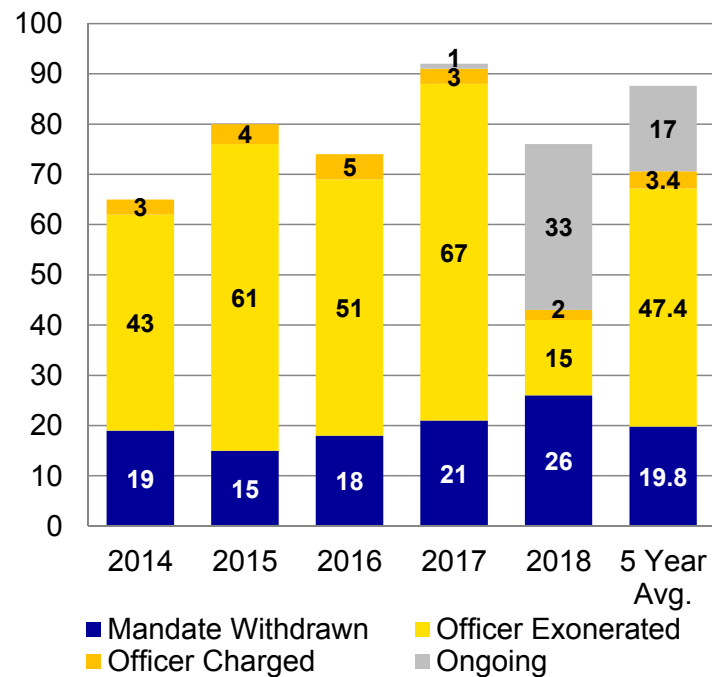
- 64.7% Injured/Suffering Animals (11 incidents)
 - Only 0.9% of Use of Force incidents relate to animals.
- 17.6% Armed Person (3 incidents)
 - 2 incidents resulted in S.I.U. cases
- 17.6% Accidental (3 incidents)
 - No related injuries

Special Investigations Unit

2018

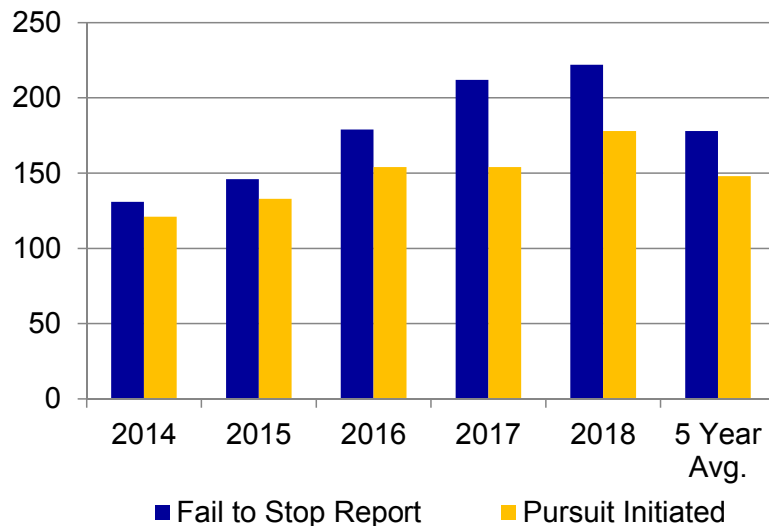
- 76 incidents, a decrease of 17.4% compared to 2017
- Less than 0.1% of the 2018 documented contacts resulted in a S.I.U. incident
- Decrease of 19.0% in custody injuries (compared to 2017)
- 2 Firearm related incidents
 - 1 injury, 1 death

Number of S.I.U. Investigations



Suspect Apprehension Pursuits

Fail to Stop Reports and Pursuits Initiated



2018

- 222 Fail To Stop reports
 - Increase of 4.7% compared to 2017
- 178 Pursuits initiated
 - Increase of 15.6% compared to 2017
- 57 Pursuits resulted in 365 charges being laid
 - 39.8% increase in total charges compared to 2017

Moving Forward

- C.R.M. will continue to place an emphasis on training, education, and wellness
- Members of C.R.M. will maintain their active participation on committees such as:
 - Human Rights Case Review Committee
 - Civil Litigation Review Committee
 - Incident Response Committee, and
 - Service Vehicle Collision and Pursuit Reduction Committee.
- C.R.M. will continue to proactively identify strategic issues, goals, and initiatives, promoting professional and ethical conduct.
- Researching and testing new technologies striving towards modernization.





Toronto Police Services Board Report

April 23, 2019

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Annual Report: Corporate Risk Management - 2018

Recommendation(s):

It is recommended that the Board receive this report.

Financial Implications:

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

Background / Purpose:

The Corporate Risk Management (C.R.M.) Annual Report fulfils Toronto Police Service's (T.P.S.'s) compliance with reporting requirements regarding public complaints, civil litigation, charges under the *Police Services Act (P.S.A.)*, use of force, Special Investigations Unit (S.I.U.), and suspect apprehension pursuits. It also reports on the achievements of members of the Service as recognized through Service awards. Attached is the C.R.M. Annual Report for 2018.

C.R.M. is responsible for promoting a competent and well-disciplined professional police service. It does so by providing training and awareness on critical issues, investigating allegations of misconduct, collecting and analysing data related to various aspects of a member's duties, and recognizing member's achievements with formal awards. To fulfil these functions, in 2018 C.R.M. was comprised of four units: Professional Standards (P.R.S.), Professional Standards Support (P.S.S.), Legal Services (L.S.V.), and the Toronto Police College (T.P.C.).

Discussion:

The C.R.M. Annual Report provides statistical comparisons and trend analysis on the following topics: early intervention, awards, civil litigation, external applications to the

Human Rights Tribunal of Ontario, public complaints, *P.S.A.* charges, use of force reporting, S.I.U. investigations, and suspect apprehension pursuits. The data contained in this report is taken from the Professional Standards Information System (P.S.I.S.).

The 2018 C.R.M. Annual Report will show a decrease in the number of incidents in which the S.I.U. invoked its mandate. Other trends within the report are as follows:

- an increase in the number of officers charged under the *P.S.A.*;
- a decrease in the number of public complaints;
- a decrease in the notifications of civil actions against the Toronto Police Services Board (T.P.S.B.), the T.P.S. and its members;
- an increase in the number of Use of Force incidents; and
- an increase in the number of Suspect Apprehension Pursuits initiated.

Conclusion:

In summary, this report provides the Toronto Police Services Board (T.P.S.B.) with an overview of the statistics gathered between January 1 and December 31, 2018.

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

*original copy with signature on file in Board office

CORPORATE RISK MANAGEMENT Annual Report

2018



Toronto Police Service
To Serve and Protect

Professional Standards
Semper Vigilis



Statistical information included in the Corporate Risk Management Annual Report has been compiled from data contained in the Professional Standards Information System (PSIS), with additional data from the following units:

- Awards
- Governance
- Human Resources
- Professional Standards
- Legal Services
- Prosecution Services
- Special Investigations Unit Liaison
- Toronto Police College

The data contained in this report includes records entered into PSIS between January 1 and December 31, 2018.

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Corporate Risk Management

Corporate Risk Management (C.R.M.) provides support to the Toronto Police Service (T.P.S.), ensuring that prescribed T.P.S. standards concerning the administration, promotion, and support of professionalism are advanced to strengthen public trust. C.R.M. also provides a liaison function to other T.P.S. units and committees such as the Disciplinary Hearings Office, Analytics and Innovation, the Incident Response Committee, the Service Vehicle Collision and Pursuit Reduction Committee, as well as to external agencies such as the Office of the Independent Police Review Director (O.I.P.R.D.) and the Special Investigations Unit (S.I.U.).

Reporting to the Deputy Chief of Human Resources Command, under the direction of a Staff Superintendent, C.R.M. is comprised of Professional Standards (P.R.S.), Professional Standards Support (P.S.S.), and the Toronto Police College (T.P.C.).

EXECUTIVE SUMMARY

The C.R.M. Annual Report provides statistical comparisons and trend analysis on the following topics: early intervention, awards, civil litigation, external applications to the Human Rights Tribunal of Ontario, public complaints, *Police Services Act* (P.S.A.) charges, use of force reporting, S.I.U. investigations, and suspect apprehension pursuits.

The data contained in this report is taken from the Professional Standards Information System (P.S.I.S.). P.S.I.S. was implemented in 2003 to collect salient data to proactively identify and analyze trends surrounding the practices, conduct, ethics, and integrity of T.P.S. members. P.S.I.S. utilizes database software designed specifically for the law enforcement industry and contains data pertaining to complaints, civil litigation, human rights applications, use of force reports, suspect apprehension pursuits, Service vehicle collisions, S.I.U. investigations, and additional investigative files. Analysis and Assessment (A. & A.), within P.S.S., is responsible for maintaining the data integrity of P.S.I.S. and producing statistical and trend analysis reports for T.P.S. units and management. The information is then used for a variety of purposes, including the development of targeted training programs, to ensure compliance with T.P.S. procedures, and to provide information on the performance of members and the T.P.S. as a whole.

Early Intervention

In 2018, there were 557 alerts triggered in relation to members and 92 Early Intervention (E.I.) reports generated, compared to 583 alerts triggered and 73 E.I. reports generated in 2017.

Awards

In 2018, the Awards section organized six (6) award ceremonies in which 363 awards were presented to members of the T.P.S., the community, and other police services. In addition, T.P.S. members received 305 awards from external agencies.

Civil Litigation

In 2018, there were 88 civil actions and potential claims against the Toronto Police Services Board (T.P.S.B.) and T.P.S. members. This was an 11.1% decrease from 2017.

Human Rights

In 2018, there were 23 Human Rights applications in relation to 23 incidents filed against the T.P.S.B., the Chief of Police, the T.P.S., or T.P.S. members by members of the public. This is a decrease from the 43 applications filed in 2017, however, is comparable to 2016.

Public Complaints

In 2018, a total of 629 public complaints were received concerning the conduct of uniform members, or the policies/services provided by the T.P.S., which is a decrease of 1.4% compared to 2017. A total of 67 complaint files were referred by the O.I.P.R.D. to the Customer Service Resolution (C.S.R.) program and, of those referrals, 39 were resolved. There were also 25 successful local resolutions in 2018.

In 2018, complainants requested a complaint file be reviewed by the O.I.P.R.D. in relation to 12 cases, a decrease compared to 32 requests for review in 2017. The O.I.P.R.D. upheld three (3) decisions and nine (9) of the 12 review requests are ongoing.

Police Services Act Charges

In 2018, there was an increase in the number of new P.S.A. charges from 73 charges in 2017 to 85 charges; there was also an increase in the number of officers charged from 35 in 2017 to 48 officers in 2018.

Use of Force

Officers are required to submit the Ministry of the Solicitor General's Use of Force Form 1 Report (U.F.R.) when they use force in the performance of their duties. In 2018, there was an increase in the number of incidents during which officers reported force used from 1246 incidents in 2017 to 1412 incidents.

Special Investigative Unit Investigations

In 2018, there was a decrease in the total number of incidents where the S.I.U. invoked their mandate, 76 compared to 92 in 2017.

Suspect Apprehension Pursuits

There was an increase in the number of pursuits initiated in 2018, from 154 in 2017 to 178 pursuits. The Police Vehicle Operations (P.V.O.) section continues to educate T.P.S. members about the risks involved in pursuing vehicles and to offer alternative strategies to engaging in pursuits. Officers and pursuit supervisors continue to call off the majority of pursuits (59.6%) in the interest of public safety.

2018 Year in Review

In 2018, C.R.M. placed an even greater emphasis on training and education. The focus on member development is a key part of the T.P.S.'s proactive approach to ensure the professional, bias-free and ethical conduct of its members and to reduce risk and liability to the T.P.S..

Expanded Deployment of Conducted Energy Weapon (C.E.W.) Program

As part of the T.P.S.'s commitment to strive for zero deaths in its interactions with the public, the T.P.S. launched a C.E.W. expanded pilot program in May of 2018. Throughout 2018, the Toronto Police College (T.P.C.) delivered C.E.W. training to over 600 front line officers. The training is still ongoing and has also been incorporated into the In-Service Training Program (I.S.T.P.). The program is actively monitored by Professional Standards Support and the T.P.C. to measure the effectiveness of the less-lethal incident response option and ensure the overall goals of the program are being achieved.

In-Service Training Program (I.S.T.P.)

In 2018, In-Service Training Section underwent a name change to better capture and align with its goals. The training section is now called the Incident Response Training Team (I.R.T.T.).

The I.R.T.T. continued to administer the I.S.T.P. focusing on reducing risk and injury through crisis resolution and the utilization of de-escalation techniques. Members participate in classroom lectures, practical exercises to ensure they have the requisite skills to safely and effectively respond to incidents.

When courses are developed, including those provided on I.S.T.P., the training standard as set out by the T.P.C., specifically identifies a human rights element. This element is continuously being woven to all courses as part of the T.P.S.'s commitment to ensure members deliver service that is fair, impartial and free from bias and discrimination.

Member Wellness – Road to Mental Readiness (R.2.M.R.)

The T.P.S. is committed to the psychological wellbeing of all members of the Service. In 2017, the T.P.C. rolled out the R.2.M.R. training. This training is an important component of the T.P.S.'s cultural change. The aim of the program is to reduce stigma and increase resiliency surrounding the

issue of mental health and our members. It was originally developed by the Department of National Defence and has been adapted by the Mental Health Commission of Canada (M.H.C.C.) for a policing environment. The training continued through 2018, there are now over 4600 T.P.S. members who have completed the program.

Fitness for Duty Working Group and Cannabis Legalization

A working group convened in response to the proposed changes to the cannabis legislation in October 2018. The group consisted of representatives from every pillar in the T.P.S. led by C.R.M. and the Wellness Unit. The group met and carefully deliberated on the potential impact on corporate risk, public and officer safety and member wellness. Information provided by subject matter experts, along with the group's recommendations were provided to the T.P.S. Command and the appropriate procedural amendments were decided upon.

The C.R.M. Service Governance team worked on the changes to the T.P.S. Fitness for Duty procedure and other relevant procedures to reflect the new legislation and to ensure T.P.S. members were unquestionably fit for duty.

The group has re-convened to analyze the impacts of the new legislation, lived experiences, and the effectiveness of the T.P.S. procedure and will present their findings to the Chief in 2019.

Ontario Independent Review Director Enhanced Mediation Project

The T.P.S. P.R.S. and several other police services participated in the Enhanced Mediation (Pilot) Project (E.M.P.) over the last two years. The program focuses on resolution and positive outcomes in the public complaint process and is a means to strengthen public trust and mutual understanding.

When the Ontario Independent Review Director (O.I.P.R.D.) receives a public complaint about an officer or police service (and the circumstance meets the merits), an E.M.P. is an option to resolve the complaint. All parties must agree upon meeting face to face with a 3rd party mediator to discuss matter that gave rise to the complaint. The program has been such a success that the program it is set to be formally adopted by the O.I.P.R.D. allowing all Ontario police services to opt-in to the program.

Investigative Training

The Professional Standards (P.R.S.) provided a number of training courses and workshops in 2018. P.R.S. investigators share their subject matter expertise which not only creates proficiency but a standardized approach to complaint investigations.

Along with their annual Complaints Investigator and Police Services Act courses, P.R.S. hosted a Human Rights and Workplace Harassment Investigations workshop. The course was aimed at increasing the capacity for T.P.S. investigators to handle these serious and often complex investigations.

Ryerson University Continuing Education Courses

In January 2018, many civilian and uniform members took advantage of a learning opportunity made possible by a partnership between the T.P.S. and Ryerson University's G. Raymond Chang School of Continuing Education. Members attended (optional) university-credited courses offered in areas including human resources management, organizational behaviour, finance and accounting, project management, writing and research, bias avoidance, and community engagement.

Online Training

The T.P.S. partnered with Skillsoft, an online training provider as part of the T.P.S.'s commitment to lifelong learning and development. A variety of optional eLearning courses, books and videos focused on the Service's core competencies were made available to all members.

T.P.S. members continue to have ongoing access to a variety of courses through the Canadian Police Knowledge Network (C.P.K.N.) The interactive online training portal allows the T.P.S. to upload tailor-made courses for its members. In 2018, the T.P.C. in partnership with other police services developed mandatory online cannabis legislative training for officers that was delivered on C.P.K.N. The T.P.C. also utilized the training portal to deliver the online portion of the Conducted Energy Weapon (C.E.W.) training.

Additionally, C.P.K.N. offers a variety of optional courses that provide specialized training related to legislative authorities and policing skills. Not only does only this training tool create efficiencies and reduce costs, it is convenient and flexible for a membership that has time challenges and a varied work schedules.

Judicial Comments

In 2013, as a result of a T.P.S.B. minute (Min. No. P74/13), C.R.M. began tracking and reporting comments from the judiciary regarding officer conduct and testimony. In 2018, two (2) complaints, in relation to three (3) officers were investigated in relation to judicial comments compared to five (5) complaints in relation to eight (8) officers in 2017. Of the two (2) complaints misconduct was substantiated against all three (3) officers, two (2) were resolved at the unit level, and one (1) is currently before the Tribunal.

In 2018, members of C.R.M. continued to educate T.P.S. members on the following topics: note taking, articulation, evidence collection, and professional court testimony. These topics were incorporated into the following courses: Evidence Skills - Notes and Testimony, In-Service Training Program, Advanced Leadership, Coach Officer, and recruit training. Over the coming year C.R.M. will continue to educate members on these important topics in order to ensure our members' continued professionalism.

Public Contact

Community-based policing is a priority for the T.P.S. The residential population of Toronto is estimated at 2.93 million. Service members have extensive contact with members of the community in order to ensure public safety. In 2018, there were just over 660,000 calls for service for events attended by the T.P.S., approximately 255,800 provincial offence tickets issued, just over 11,000 *Mental Health Act* (*M.H.A.*) apprehensions (including voluntary), and just under 27,000 arrests. In total, T.P.S. officers had approximately under 1 million documented contacts with members of the public last year (this figure includes repeat contacts).

It is important to consider the amount of interaction T.P.S. members have with members of the public when evaluating the statistics presented in this report. For example, the total number of public complaints filed represents only a small fraction (less than 0.1%) of documented contacts. Further, when considering the total number of use of force incidents relative to arrests and *M.H.A.* apprehensions made, force was required in 3.7% of the time. When comparing the number of S.I.U. investigations to the documented contacts, there was one incident investigated for every 12,604 contacts with members of the public.

Early Intervention

The mandate of Professional Standards Support (P.S.S.) is to act as a support unit which assists in achieving the Toronto Police Service's (T.P.S.) overall risk management goals. One of the ways in which P.S.S. provides support to all T.P.S. units is through the Early Intervention (E.I.) program. The E.I. program uses data analytics to proactively identify T.P.S. members with potential performance or conduct issues. A comprehensive report is then provided to managers to assist them with developing a personalized strategy designed to support the member and improve their performance. The program is administered by the Analysis and Assessment (A. & A.) section of P.S.S.

Early Intervention Program

The E.I. program is a proactive process that seeks to identify members exhibiting atypical performance characteristics. An alert is generated when a member meets or exceeds a pre-determined threshold. This process is intended as a non-disciplinary approach to guide and support members that may be at risk for entering the disciplinary process.

Threshold Analysis

Performance indicators are measurable activities or functions relating to the member that are collected and monitored for the E.I. program. Some of the performance indicators currently used are complaints, use of force incidents, firearm pointed at a person incidents, firearm discharge incidents, vehicle pursuits, vehicle collisions, and Special Investigations Unit investigations. These performance indicators are used to raise alerts regarding members showing atypical performance characteristics.

There is no consensus in E.I. literature about the ideal number or type of performance indicators that should be used in an E.I. program. A. & A. regularly conducts data analysis to set performance indicator thresholds, which identify the number of incidents required to trigger an alert when exceeded.

Once an alert is triggered, the incidents contained in the alert, and the identified member's conduct history, are manually reviewed by A. & A.. The purpose of the review is to identify if there are any emerging trends or atypical behaviour. If there are no concerns with the incidents in the alert or it is determined that the E.I. program would not be beneficial, the alert is closed. If concerns are identified, the member's unit is provided with a comprehensive E.I. report to assist the management team in developing strategies. These strategies may include heightened monitoring, training, work restrictions or re-assignment, or referral of the member to the Employee and Family Assistance Program or the Wellness Unit.

The E.I. program is dynamic and is continually evaluated and adjusted to reflect current trends and T.P.S. risk management concerns. A. & A. conducts a review of set thresholds regularly to ensure accuracy.

Trend Analysis and Initiatives

In 2018, there were 557 alerts triggered in relation to members, which resulted in 92 E.I. reports being generated, compared to 583 alerts triggered and 73 E.I. reports generated in 2017.

In addition to E.I. related alerts, in 2018, A. & A. initiated a new alert process that monitors Probationary Constables and Police Constables part of the Conducted Energy Weapons Expansion Program. As part of this process an alert is triggered when the monitored officer is linked as the subject officer to an incident entered on the Professional Standards Information System. As a result, this new process triggered an additional 547 alerts. Similarly to E.I. alerts, the alerts are manually reviewed by A. & A., for any emerging trends, or atypical behavior. If concerns are identified, the matter is escalated to ensure appropriate strategies are employed.

The proactive identification of members with potential performance or conduct issues is critical, however, it is also important to note that E.I. is a human process, and that the actions taken after the E.I. report is generated are equally as critical. As such, A. & A. promotes the awareness of the E.I. program through presentations at the Toronto Police College (T.P.C.) to managers and supervisors, thereby strengthening the risk reduction capacity.

Awards

The Awards Program is coordinated by Corporate Risk Management (C.R.M.) to recognize outstanding contributions and achievements by Toronto Police Service (T.P.S.) members and members of the public. Recipients are recognized individually or in groups for acts of excellence, bravery, altruism, innovative contributions to community policing, public safety, and professional excellence. T.P.S. members are also recognized for their dedicated long service with milestone awards such as the 25 year watch, and 20, 30, 40, and 50 year medals, bars, and commemorative pins. A Standing Awards Committee, comprised of uniform and civilian members of various ranks and positions from across the T.P.S. and representation from the T.P.S.B., reviews eligibility for awards to ensure fairness and consistency.

Internal Awards

In 2018, there were six (6) award ceremonies hosted by the T.P.S.B in which 363 internal awards were presented to members of the T.P.S., the community, and other police services by the T.P.S. and the T.P.S.B.. In addition to these awards for outstanding performance, the T.P.S.B. presented 213 members with their retirement plaques. The internal awards presented in 2018 are listed below.

Chief of Police Excellence Award

Granted by the Chief of Police to any person for acknowledgement of achievement through dedication, persistence, or assistance to the T.P.S.. 7 awards presented.

Chief of Police Letter of Recognition (For external police agencies)

Granted by the Chief of Police to a police officer or a civilian member for excellence in the performance of duty, community policing initiatives, innovations, or initiatives that enhance the image or operation of the T.P.S.. 20 awards presented.

Merit Mark

Granted by the T.P.S.B. to a police officer or a civilian member for exemplary acts of bravery, performance of duty, community policing initiatives, innovations, or initiatives that enhance the image or operation of the T.P.S.. 2 awards presented.

Commendation

Granted by the T.P.S.B. to a police officer or a civilian member for exceptional performance of duty, community policing initiatives, innovations, or initiatives that enhance the image or operation of the T.P.S.. 27 awards presented.

Teamwork Commendation

Granted by the T.P.S.B. to a group of police officers and/or civilian members for exceptional performance of duty, community policing initiatives, innovations, or initiatives that enhance the image or operation of the T.P.S.. 158 awards presented.

Community Member Award

Granted by the T.P.S.B. to citizens for grateful acknowledgement of unselfish assistance rendered to the T.P.S. or for an initiative, or innovation that had a positive effect on the image or operation of the T.P.S.. 65 awards presented.

Mental Health Excellence Award

Granted by the T.P.S.B. to a police officer or civilian who has demonstrated excellence, compassion and respect in their interaction with members of the community who are experiencing mental illness. 1 award presented to 1 recipient.

St. Michael's Award

Granted by the T.P.S. Communion Breakfast Committee to a police officer or civilian member for their contributions to the community through humanitarian acts of kindness, both on and off duty. 1 award presented.

Robert Qualtrough Award

Granted by the T.P.S.B. to community and Service members who have demonstrated excellence and leadership through their participation in an innovative and effective police-community partnership initiative. 1 award presented to 1 recipient.

Civilian Long Service Recognition Pin (20, 30 & 40 years)

Granted by the T.P.S.B. and presented to civilian members upon the completion of 20, 30, and 40 years of employment with the T.P.S.. 47 pins presented.

25 Year Commemorative Watch

Granted by the T.P.S.B. and presented to police officers, civilian members, and auxiliary officers upon completion of 25 years of full-time employment. 34 watches presented.

External Awards

There were 305 awards presented to T.P.S. members by external agencies or organizations in 2018. The external awards presented in 2018 are listed below.

Black History Month Awards

Presented for heroism where an officer has gone beyond the call of duty or for a job well done where an officer worked with team effort to resolve significant matters in the community. 3 awards presented

Intercultural Dialogue Institute – Public Heroes Award

Presented for recognition of dedication and excellence of individual members of T.P.S., Toronto Fire Services, and Toronto Paramedic Services in delivering their services in an ethnically and culturally diverse environment. Three criteria have been identified – altruism, diversity, and community service. 1 award presented.

Ontario Auxiliary Police Medal

Presented by the Chief of Police on behalf of the Ontario Government to auxiliary officers for dedicated service upon the completion of 20, 25, 30, and 40 years of service. 3 medals and 8 bars presented.

Ontario Women in Law Enforcement Award

Presented in recognition of outstanding achievements made by women, uniform and civilian, in Ontario law enforcement. Categories include: valour, community, mentoring, and leadership. 58 awards presented.

Peace Officer Exemplary Service Medals

Granted by the Governor General of Canada to recognize long and meritorious service of peace officers. The medal is presented to eligible peace officers who have attained 20 years of service, a silver bar is presented upon completion of every additional 10-year period. 12 medals and 12 bars presented.

Police Exemplary Service Medals

Granted by the Governor General of Canada to recognize long and meritorious service of police officers. The medal is presented to eligible police officers who have attained 20 years of service; a silver bar is presented upon completion of every additional 10-year period. 29 medals and 112 bars presented.

Police Officer of the Month 2017

Presented since 1967 by the Toronto Region Board of Trade in partnership with the T.P.S. to recognize officers who make significant contributions to the safety of the citizens of Toronto. 12 awards presented to 33 recipients.

Police Officer of the Year 2017

Presented annually since 1967 by the Toronto Region Board of Trade in partnership with T.P.S. to recognize the efforts of outstanding police officers on behalf of the Toronto community. Recipients are selected from the list of Police Officer of the Month Awards. 1 award presented to 1 recipient.

St. John Ambulance Award Lifesaving Award/ Certificate of Commendation/Automated External Defibrillator Award

Presented to an individual(s) who saves or attempts to save a life by means of their knowledge of first aid and where the application of first aid was involved. Recipients also receive a gold or silver lapel pin. 33 awards presented.

Civil Litigation

Legal Services (L.S.V.) is responsible for overseeing all civil actions commenced against the Toronto Police Services Board (T.P.S.B.), the Chief of Police, and Toronto Police Service (T.P.S.) members. For the most part, claims are made on the basis of allegations of false arrest, negligent investigation, malicious prosecution, excessive use of force, Service vehicle collisions, and violations contrary to the *Canadian Charter of Rights and Freedoms*.

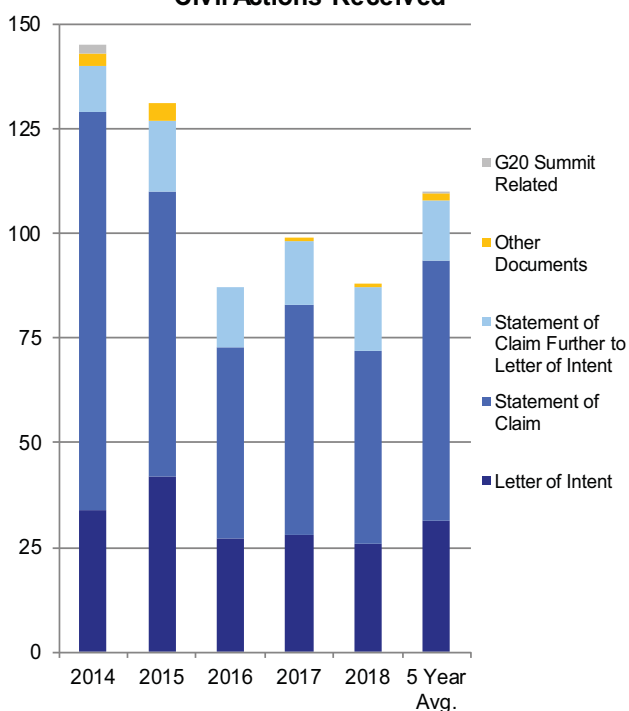
Trend Analysis

In 2018, L.S.V. received 88 civil actions and potential claims against the T.P.S.B. and T.P.S. members. This represents an 11.1% decrease when compared to 2017, where a total of 99 civil actions and potential claims were received, and a 20.0% decrease compared to the 5 year average (Figure 1.1). Of the 88 civil actions received in 2018, a total of 61 Statements of Claim were served, which is a decrease from the number of claims served in 2017 (70), however is comparable to 2016 where 60 Statements of Claim were served (Figure 1.2).

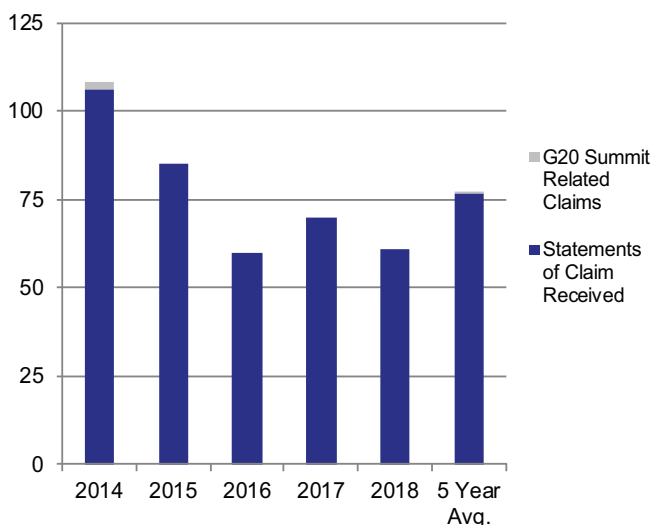
In November 2010, the Civil Case Review Committee (C.C.R.C.) was formed to review civil actions and identify common trends for the purpose of creating proactive action plans to reduce potential liability in future actions. The C.C.R.C. meets monthly to review new claims received to manage risk and reduce exposure to liability. In addition, counsel from Legal Services attend monthly Claims Review Group (C.R.G.) meetings, chaired by the City of Toronto's Insurance and Risk Management section, to discuss issues arising out of claims.

As part of their duties in identifying common trends and initiating proactive action, the C.C.R.C. identified Service vehicle collisions, particularly at-fault collisions, as an area of concern. The C.C.R.C. worked with various stakeholders and in March 2018 initiated a new procedure to ensure consistency, transparency, and impartial investigations. The new procedure requires all collisions involving T.P.S. members be investigated by Traffic Services, as opposed to an officer from the division where the collision occurred. If the member is found to be at-fault, an internal investigation is commenced. Based on the outcome of the investigation, and the member's conduct history, actions taken can vary, and can include remedial driver training, unit level discipline, and charges under the *Highway Traffic Act* or *Police Services Act*. The C.C.R.C.'s goal is to hold any at-fault drivers accountable for their actions, regardless of if they are a member of the T.P.S., or the public.

**Figure 1.1
Civil Actions Received**



**Figure 1.2
Statements of Claim**



Human Rights

Human Rights applications filed at the Human Rights Tribunal of Ontario (H.R.T.O.) by a member of the public against the Toronto Police Services Board (T.P.S.B.), the Chief of Police, the Toronto Police Service (T.P.S.), or one of its members, are managed by Legal Services. These applications relate to the provision of services and an alleged breach of the Ontario *Human Rights Code* (O.H.R.C.).

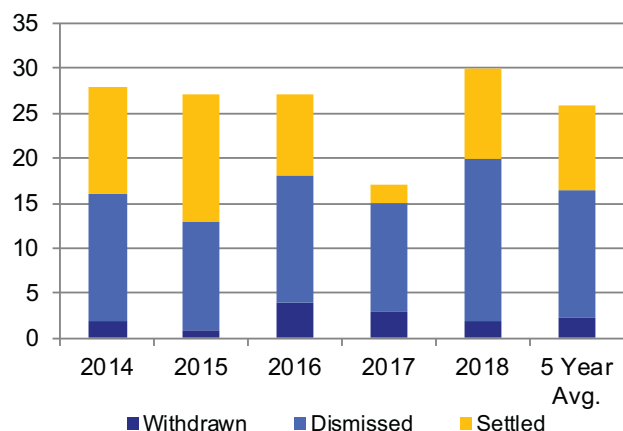
Figure 2.1
Alleged Discrimination in Applications

Prohibited Grounds Alleged	2014	2015	2016	2017	2018	5 Year Avg.
Race	15	17	11	22	12	15.4
Colour	14	16	11	17	11	13.8
Ancestry	9	10	6	13	4	8.4
Place of Origin	7	11	6	11	8	8.6
Citizenship	6	4	1	7	2	4.0
Ethnic Origin	9	11	6	18	4	9.6
Disability	6	17	12	21	11	13.4
Creed	6	3	3	5	0	3.4
Sex	2	6	4	11	7	6.0
Sexual Solicitation	0	0	1	3	0	0.8
Sexual Orientation	0	0	0	2	0	0.4
Gender Identity	1	2	1	1	2	1.4
Gender Expression	1	2	0	4	0	1.4
Family Status	1	0	2	2	1	1.2
Marital Status	0	1	1	4	1	1.4
Age	3	7	3	13	4	6.0
Associated with a Person Identified by a Prohibited Ground *	1	1	3	2	2	1.8
Reprisal*	3	7	8	9	3	6.0
Total applications filed	32	35	21	43	23	30.8

NOTE: Applicants can select multiple grounds in each application.

*Not ground of discrimination, but also prohibited by the *Code*.

Figure 2.2
Resolution of Human Rights Applications



Trend Analysis

Human Rights Applications Received

In 2018, there were 23 Human Rights applications, in relation to 23 separate incidents, filed against the T.P.S.B., the Chief of Police, the T.P.S., or T.P.S. members. When compared to the 43 applications received 2017, this represents a 46.5% decrease. However, 2017 experienced a stark increase in applications, which was an anomaly compared to previous years. The number of applications received in 2018 is comparable to 2016, and is below the five-year average of 30.8 applications (a 25.3% decrease).

Applications are reviewed and assessed by the Human Rights Case Review Committee (H.R.C.R.C.) to identify common trends and create proactive action plans to mitigate future risk and to better serve our communities. Such examples include; procedural changes, the initiation of internal investigations, additional training for respondent officers, and training for all T.P.S. members.

Classification of Applications

An applicant can allege discrimination on multiple grounds in a single Human Rights application. Figure 2.1 compares the grounds of discrimination alleged in Human Rights applications for 2014 through 2018.

In 2018, the grounds of race, colour, and disability remained the most common categories of alleged discrimination. However, in 2018 there was a decrease in applicants alleging discrimination based on the grounds of ancestry and ethnic origin, both categories representing 17.4% of applicants in 2018. Comparatively, in 2017, ancestry allegations represented 30.2% of applicants and 27.3% over a five-year average, and ethnic origin allegations represented 41.9% of 2017 applicants and 31.2% over a five-year average.

Resolution of Applications

There were 30 Human Rights applications resolved in 2018. Of those 30, two (2) were withdrawn by the applicant, 18 were dismissed by the H.R.T.O., and 10 were settled. Over the last five years, the T.P.S.B. and T.P.S. were not found liable in breach of the O.H.R.C., and to date, the H.R.T.O. has not ordered any public interest remedies. Figure 2.2 compares the resolutions of the applications for 2014 through 2018.

Public Complaints

The Ontario *Police Services Act (P.S.A.)* governs all police services across the province. Section 80 of the *P.S.A.* defines police misconduct, which includes any violation of the Code of Conduct described in Ontario Regulation 268/10. The Code of Conduct categorizes misconduct as discreditable conduct, insubordination, neglect of duty, deceit, breach of confidence, corrupt practices, unlawful or unnecessary exercise of authority, damage to clothing or equipment, and consuming drugs or alcohol in a manner prejudicial to duty.

Ontario Regulation 3/99 requires every Chief of Police to prepare an annual report for their Police Services Board reflecting information on public (external) complaints from the previous fiscal year. This section of the report is intended to address the annual reporting requirement.

The Office of the Independent Police Review Director (O.I.P.R.D.)

The Office of the Independent Police Review Director (O.I.P.R.D.) is a civilian-staffed, independent agency that acts as an objective, impartial office responsible for receiving, managing, and overseeing all public complaints against police officers in Ontario. It ensures complaints are dealt with in a transparent, effective, and fair manner for both the public and the police. In addition to managing public complaints, the O.I.P.R.D. is responsible for setting up and administering the public complaints system, including oversight, systemic reviews, audits, education, and outreach.

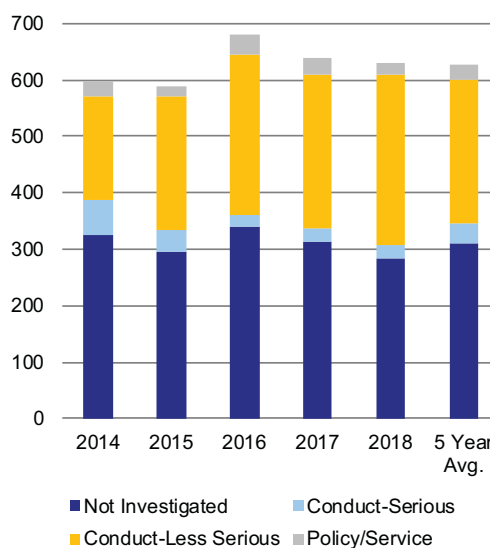
Investigation of complaints received by the O.I.P.R.D. may be conducted by O.I.P.R.D. investigators, an outside police service, or the police service in question. The O.I.P.R.D. reviews all complaints to determine their classification as either a conduct, policy, or service complaint. Section 60 of the *P.S.A.* grants the O.I.P.R.D. the discretion to screen out complaints, for example, if the complaint is found to be frivolous, vexatious, or made in bad faith. The complaints that are screened out by the O.I.P.R.D. are captured as 'not investigated' in this report.

The O.I.P.R.D. was established under the *Independent Police Review Act*, establishing new guidelines for public complaints. The O.I.P.R.D. began operation on October 19, 2009. The legislative amendments to the *P.S.A.*, and corresponding changes to the public complaint process, have impacted the T.P.S. public complaint process and the criteria by which complaints are investigated. For example, prior to the inception of the O.I.P.R.D., complaints could be concluded without investigation in instances where the complainant was not directly affected or the complaint was over six months old. Presently, the O.I.P.R.D. permits the investigation of complaints made by third party complainants and those received beyond the six month limitation period.

Trend Analysis

In 2018, a total of 629 public complaints were received concerning the conduct of uniform members, the policies, or the services of the T.P.S.. Of the 629 complaints, 345 were investigated and 284 were screened out by the O.I.P.R.D.. The total number of complaints (both investigated and screened out) represents a decrease of 1.4% from 2017 and a decrease of 7.5% from 2016 and is comparable to the five-year average of 626.8 complaints (Figure 3.1).

Figure 3.1
Number of Complaints Received



When reviewing the total number of complaints received and comparing this data to the total number of documented contacts that officers had with the community less than 0.1% of the 2018 contacts resulted in a complaint being filed.

Sub-Classification of Complaints based on Alleged Misconduct

The *P.S.A.* Code of Conduct is used by the T.P.S. as a means of sub-classifying conduct complaints received by the O.I.P.R.D.. A single complaint may involve one or more subject officers who, in turn, may be accused of multiple categories of misconduct. The most serious allegation in a single complaint is used to sub-classify the complaint as a whole. It should be noted that a public complaint is classified on the initial allegations provided by the complainant and information gathered during the intake process. Complaint classifications and sub-classifications may be revised based on subsequent investigative findings.

In 2018, discreditable conduct represented 49.0% of complaints investigated, comparable to the five-year trend of 50.7%. This broad sub-classification captures conduct that may bring discredit to the T.P.S. but does not fall within one of the more specific classifications.

Allegations of unlawful or unnecessary exercise of authority accounted for 26.4% of investigated complaints in 2018, similar to the five-year average of 25.3% of investigated complaints. Allegations in relation to policy and service complaints have decreased from 9.2% in 2017 to 6.1% in 2018. Figure 3.2 details the sub-classifications of investigated complaints received in 2018.

Figure 3.3 shows investigated complaints received in 2018 that have been sub-classified as discreditable conduct, further categorized by specific charges under the *P.S.A.* Code of Conduct. A description of these charges is included in the Glossary of Terms section of this report.

In 2018, allegations of incivility accounted for 24.3% of discreditable conduct allegations, reflecting an increase from 16.9% in 2017. Allegations of disorderly conduct have remained the most common allegation under the category of discreditable conduct at 66.9% in 2018, however this does reflect a decrease when compared to 79.1% in 2017, and 74.6% compared to the five-year average.

Years of Service and Rank of Subject Officer

In 2018, T.P.S. officers with 15 to 19 years of service represented the highest category in this section at 27.6% of subject officers named in public complaints. Officers with 10 to 14 years of service represented the second highest category at 24.0%. This can, in part, be attributed to the fact that officers with 10 to 19 years of service account for 52.4% of the officers within the T.P.S., which is comparable to their representation of 51.6% of subject officers in public complaints (Figure 3.4).

Police constables continue to account for the majority (80.0%) of subject officers named in public complaints. This can be explained by the fact that the majority of the T.P.S. uniform strength (75.7%) are police constables and that, by the nature of their roles and responsibilities, they are usually the first line of police interaction with the public. Figure 3.5

Figure 3.2
Sub-classification of Alleged Misconduct

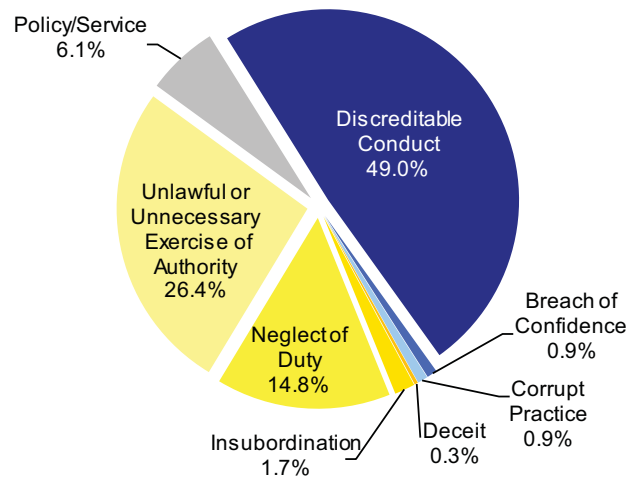


Figure 3.3
Discreditable Conduct Allegations

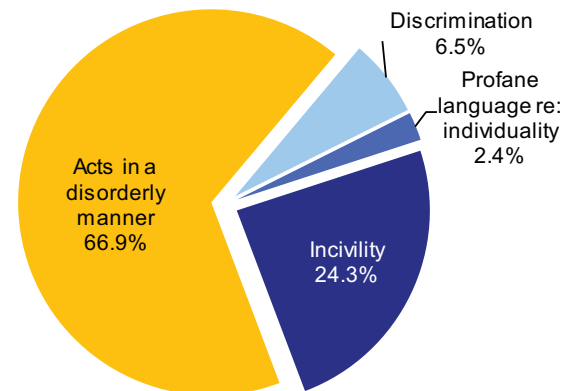


Figure 3.4
Years of Service of Subject Officer

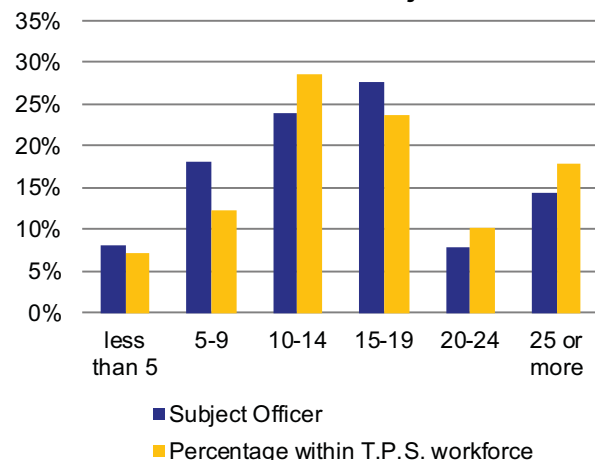


Figure 3.5
Rank of Subject Officer

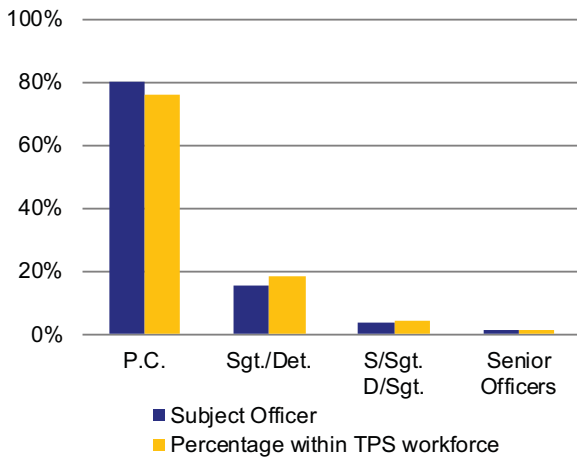


Figure 3.6
Investigated Complaints by Command

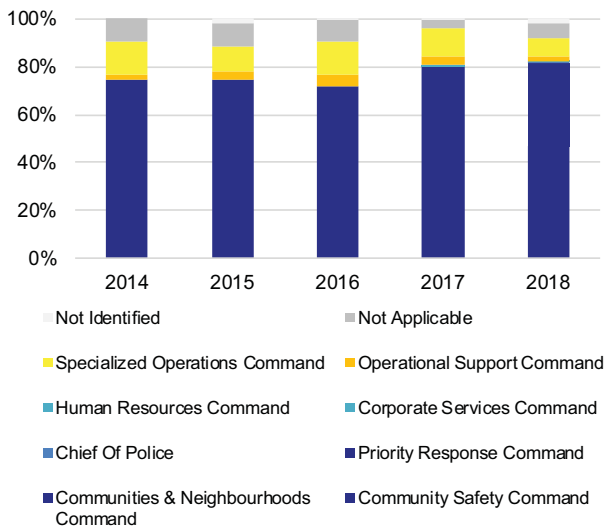
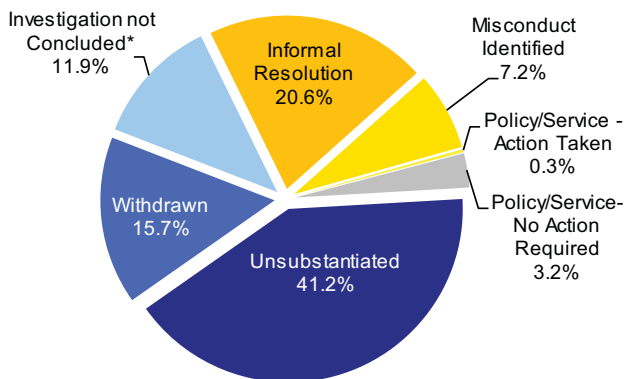


Figure 3.7
Disposition of Investigated Complaints



shows a comparison of the percentage of officers named in public complaints to the percentage of officers by rank Service-wide.

Investigated Complaints by Command

In 2018, changes to the Organizational Chart were implemented as part of the Chief’s Transformation Task Force. The new Organizational Chart resulted in changes to command titles and a restructuring of the units within the commands. For example, the Community Safety Command has been divided into two commands, the Communities and Neighbourhoods Command and the Priority Response Command.

Investigated complaints in relation to officers attached to Communities and Neighbourhoods Command and the Priority Response Command accounted for 81.7% of public complaints received in 2018. Divisional primary response officers fall under these Commands and these officers are responsible for responding to calls for service and general patrols that afford them frequent daily interactions with the public.

Subject officers and/or commands that have not yet been identified, or are not applicable (i.e. policy/service, or withdrawn complaints), account for 7.8% of complaints received in 2018. This number is expected to decrease as more investigations are concluded. Figure 3.6 displays the breakdown of complaints received by command in 2018.

An expanded chart comparing the number and percentage of complaints for all divisions and units is contained in the Supplementary Data section of the report.

Disposition of Investigated Complaints

To date, 41.2 % of the investigated complaints received in 2018 have been concluded with the disposition that the allegations were found to be unsubstantiated, a decrease from 47.4% in 2017. It should be noted that 11.9% of investigated 2018 complaint files remain open and that as these files are concluded the disposition numbers will be affected.

Complaint withdrawals represent 15.7% of concluded 2018 complaints, compared to 16.3% in 2017. Informal resolutions made up 20.6% of complaints concluded last year, a decrease from 2017 where 21.5% were resolved in this manner.

The number of complaints where misconduct is identified continues to represent a small proportion of all investigated complaints. Misconduct has been identified in just 7.2% of concluded 2018 complaints thus far, comparable to 7.1% in 2017 (Figure 3.7).

Civilian Oversight Complaint Reviews

Public complaints against police officers can be reviewed by an independent civilian agency on the basis of the complaint classification and/or disposition.

In cases where the complaint was investigated by police and found to be unsubstantiated, or designated as less serious, the complainant(s) can request that the O.I.P.R.D. conduct a review of the investigation. When a complaint is investigated by the O.I.P.R.D. the decision is final and no review will be conducted. Following their review, the O.I.P.R.D. Review Panel may confirm the findings or determine that the investigation requires further action.

If the complainant is dissatisfied with the results of a disciplinary hearing, he or she can appeal to the Ontario Civilian Police Commission (O.C.P.C.), an independent agency under the Ministry of the Solicitor General.

Of the complaints received in 2018, there have been 12 cases to date where the complainant has requested that the file be reviewed by the O.I.P.R.D., a decrease of 62.5% compared to 32 cases from 2017. With respect to the 12 reviews conducted, the O.I.P.R.D. has upheld 3 decisions and 9 reviews are ongoing.

If a complainant requests a review of a policy or service complaint he or she can appeal to the police services board.

Comparison to Other Police Services

The O.I.P.R.D. releases an annual report on the number of external complaints they receive in relation to all Ontario police services. The O.I.P.R.D. reporting period is April 1 to March 31. Figure 3.9, depicts the information contained in the 2017-2018 O.I.P.R.D. annual report comparing the T.P.S. to other police services.

Time Taken to Conclude Investigated Complaints

T.P.S. procedures stipulate that complaint investigations shall be completed within 90 days. However, there are provisions for investigations that require additional time. For all investigated complaints received in 2018, 88.1% have been concluded to date. Of the concluded investigations, 37.2% were completed within 90 days, a decrease from 39.5% in 2017 and the five-year average of 39.6%. Figure 3.8 compares the time taken to conclude complaints that were received between 2014 and 2018.

Figure 3.8
Days to Conclude Investigated Complaints

	2014	2015	2016	2017	2018	5 Year Avg.
0 to 30 days	39	37	41	39	26	36.4
31 to 60 days	38	38	48	48	35	41.4
61 to 90 days	36	46	43	41	52	43.6
91 to 120 days	41	60	66	77	47	58.2
121 to 150 days	38	40	47	41	69	47
151 to 180 days	20	29	22	30	39	28
Over 180 days	60	44	70	48	36	51.6

Figure 3.9

OIPRD Statistics* - Comparison to other Police Services

Police Service	Number of Officers	Type of Complaint			Total Complaints	Screened Out	Investigated	Total Complaints per 100 Officers	Investigated Complaints per 100 Officers
		Conduct	Policy	Service					
Durham Regional	854	95	3	0	98	45	53	11.5	6.2
Hamilton	835	111	2	3	116	34	82	13.9	9.8
Kingston	203	23	0	5	28	8	20	13.8	9.9
London	605	104	5	14	123	58	65	20.3	10.7
Niagara Regional	706	94	0	5	99	28	71	14.0	10.1
Ottawa	1,242	224	1	22	247	82	165	19.9	13.3
Peel Regional	1,973	222	2	9	233	88	145	11.8	7.3
Toronto	5,190	770	8	34	812	296	516	15.6	9.9
Waterloo Regional	776	102	1	4	107	44	63	13.8	8.1
York Regional	1,586	135	1	7	143	65	78	9.0	4.9
Total Complaints**	23,830	3,210	33	177	3420	1,329	2091	14.4	8.8

*Statistics from OIPRD Annual Report, reflecting the total number of complaints managed between April 1, 2017, to March 31, 2018

**This number includes all Police Services in Ontario, not just the ones detailed above.

Police Services Act Charges

Part V of the *Police Services Act (P.S.A.)* outlines the complaints process and defines misconduct. Part V also defines the responsibilities of the Chief of Police, or designate, with respect to alleged officer misconduct and outlines the penalties and resolution options in the event that serious misconduct is proven in a police tribunal. The Toronto Police Service (T.P.S.) discipline tribunal is an administrative tribunal that is governed by the *Statutory Powers Procedures Act* of Ontario.

The objectives of police discipline are to correct unacceptable behaviour, deter others from similar behaviour and, most importantly, maintain public trust. In keeping with the legislation, those matters deemed most serious by Prosecution Services are made the subject of a public disciplinary hearing in the T.P.S.'s tribunal. Conduct issues deemed to be of a less-serious nature may be managed at the unit level. The following information relates to matters that were handled at the Tribunal.

Trend Analysis

Officers Charged in 2018

In 2018, 48 officers were charged with 85 charges by Prosecution Services, this represents an increase in both the number of officers and charges compared to 2017, where 35 officers were charged with 73 charges. However, in 2018, the average number of charges per officer decreased to 1.8 charges per officer, compared to 2.1 in 2017 and 1.9 over the five-year average. Figure 4.1 shows both the number of officers charged and the number of charges per officer.

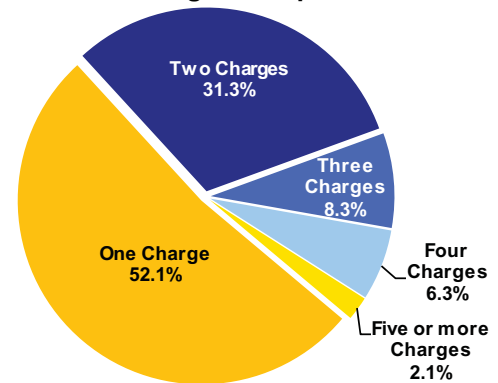
Figure 4.1
Officers Charged

	2014	2015	2016	2017	2018	5 Year Avg.
Number of Officers	36	33	37	35	48	37.8
Total Charges	69	65	76	73	85	73.6
Charge/officer ratio	1.9	2.0	2.1	2.1	1.8	1.9

Number of Charges Laid per Officer

Of the officers charged in 2018, 25 (52.1%) faced a single charge, 15 officers (31.3%) had two (2) charges laid against them, four (4) officers (8.3%) had three (3) charges laid against them, three (3) officers (6.3%) faced four (4) charges, and one (1) officer (2.1%) had five (5) or more charges (Figure 4.2).

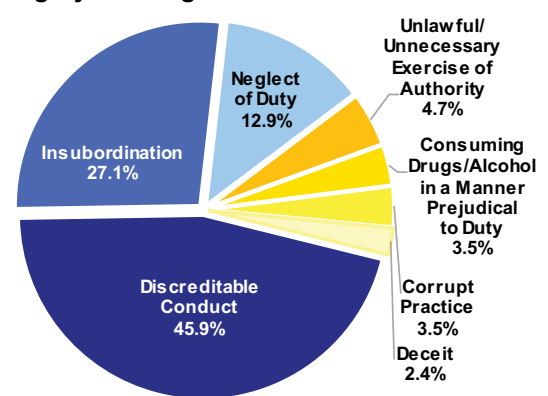
Figure 4.2
Number of Charges Laid per Officer



Category of Charges Laid in New Cases

In 2018, a total of 85 *P.S.A.* charges were laid. Of the charges laid, Discreditable Conduct, Insubordination, and Neglect of Duty have remained the top 3 most common charge (Figure 4.3). In 2018, Discreditable Conduct charges remained the most common charge, representing 45.9% of the 2018 charges. However, this represents a decrease when compared to the five-year average of 49.2% of all charges. The second most common charge was for Insubordination at 27.1%, which is comparable to 2017, where it was 28.8% of all charges. Charges in relation to unlawful or unnecessary exercise of authority increased from 2.7% in 2017 to 4.7% in 2018, which is comparable to the five-year average at 4.3% of charges.

Figure 4.3
Category of Charges Laid in New Cases



Duty Status in New Cases and Precipitating Factors

The 48 officers charged in 2018, resulted in 51 new cases; 36 (70.6%) cases were a result of on-duty incidents, while 15 (29.4%) cases were a result of off-duty incidents. The duty status and precipitating factors of cases initiated in 2018 are detailed in Figure 4.4.

Figure 4.4

Duty Status and Precipitating Factors 2018

Other Factors Affecting Charges	On-duty		Off-duty	
	#	%	#	%
Alcohol/Drugs	3	5.9	3	5.9
Assault	6	11.8	5	9.8
CPIC Abuse	3	5.9	0	0.0
Domestic Assault	0	0.0	2	3.9
OIPRD Ordered	1	2.0	0	0.0
Other PSA Violation	23	45.1	5	9.8
Total	36	70.6	15	29.4

Cases Concluded

There were 42 cases concluded in the Tribunal in 2018. Below is a listing representing when each closed case commenced:

- 2018 – 2 cases
- 2017 – 23 cases
- 2016 – 9 cases
- 2015 – 3 cases
- 2014 – 3 cases
- 2013 – 2 cases

Disposition

In 2018, 42 cases, involving 31 officers, concluded in the Tribunal. Of those 42 cases, 19 involved officers who submitted guilty pleas (45.2%), two (2) was found guilty (4.8%), five (5) had the charges stayed (11.9%), 15 had their charges withdrawn (35.7%), and one (1) was acquitted (2.4%).

Charges may be withdrawn or stayed by the Prosecution Services as part of a plea agreement, after mediation, if there is no reasonable prospect of conviction, or the matter was resolved at unit level. They also may be stayed if the P.S.A. charge is related to a criminal matter, pending the outcome of that matter. Lastly, there may be an outcome of 'no further action' due to the loss of jurisdiction if the officer retires or resigns. Figure 4.5 depicts the disposition of the cases concluded in 2017 and 2018.

Figure 4.5
Disposition of Cases

Disposition	2017		2018	
	#	%	#	%
Acquitted	4	12.5	1	2.4
Found Guilty	0	0.0	2	4.8
Guilty Plea	7	21.9	19	45.2
Stayed	2	6.3	5	11.9
Withdrawn	19	59.4	15	35.7
Total Number of Cases	32	100	42	100

Penalties Imposed for P.S.A. Convictions

Of the 21 cases, where 17 officers were found guilty or pled guilty in 2018, there was a total of 25 charges that resulted in 23 penalties imposed. One officer retired before the penalty in relation to two (2) charges could be imposed. In 2018, there were 17 penalties for discreditable conduct, five (5) for insubordination, two (2) for neglect of duty, and one (1) for Corrupt Practice (Figure 4.5).

Figure 4.6

Penalties Imposed for P.S.A. Convictions

Discreditable Conduct

- 1 Officer: Forfeiture of 3 days or 24 hours
- 1 Officer: Forfeiture of 3 days or 24 hours, concurrent with Insubordination penalty
- 1 Officer: Forfeiture of 5 days or 40 hours
- 1 Officer: Forfeiture of 5 days or 40 hours, attend training, and 20 hours of volunteer services
- 1 Officer: Forfeiture of 13 days or 104 hours, concurrent with Insubordination penalty
- 1 Officer: Forfeiture of 15 days or 120 hours
- 1 Officer: Gradation from 1st to 2nd class P.C. for 3 months, concurrent with Discreditable Conduct penalty
- 1 Officer: Gradation 1st to 2nd class P.C. for 12 months
- 1 Officer: Gradation 1st to 2nd class P.C. for 12 months for concurrent Discreditable Conduct penalties
- 1 Officer: Gradation 1st to 2nd class P.C. for 14 months
- 1 Officer: Gradation 1st to 2nd class P.C. for 18 months
- 1 Officer: Gradation from 1st to 3rd class P.C. for 3 months, then 2nd class for 12 months
- 1 Officer: Gradation from 1st to 3rd class P.C. for 9 months, then 2nd class for 12 months, concurrent with Discreditable Conduct penalty
- 1 Officer: Gradation Sgt. to 1st class P.C. for 24 months concurrent with Discreditable Conduct penalty
- 1 Officer: Officer retired before sentencing, associated to Insubordination charge

Insubordination

- 1 Officer: Forfeiture of 3 days or 24 hours, concurrent with Discreditable Conduct penalty
- 1 Officer: Forfeiture of 3 days or 24 hours, concurrent with Insubordination penalty
- 1 Officer: Forfeiture of 5 days or 40 hours, concurrent with Insubordination penalty
- 1 Officer: Forfeiture of 5 days or 40 hours, concurrent with Discreditable Conduct penalty
- 1 Officer: Officer retired before sentencing, associated to Discreditable Conduct charge

Neglect of Duty

- 1 Officer: Forfeiture of 2 days or 16 hours, attend training, and 20 hours of volunteer services
- 1 Officer: Forfeiture of 3 days or 24 hours

Corrupt Practice

- 1 Officer: Dismissal

Use of Force

Police officers may be required to use force to protect the public and themselves and, as such, are granted authority by the *Criminal Code* to use as much force as is necessary to carry out their duties. Regulations issued by the Ministry of the Solicitor General specifically address the use of force in the performance of policing duties with a focus on ensuring sufficient and appropriate training for all officers. Reporting requirements are aimed at identifying and evaluating training requirements in general or specific to an individual.

The Ontario Use of Force Model

The Ontario Use of Force Model depicts the process by which an officer assesses, plans, and responds to situations that threaten officer and public safety. A copy of this model is appended to Toronto Police Service (T.P.S.) Procedure 15-01 Use of Force. The provincial model was developed to assist in the training of officers and acts as a reference when making decisions about the use of force. It outlines the incident assessment process and notes the situation, subject behaviours, tactical considerations, and officers' perception to be dynamic factors that contribute to the determination of use of force. Assessment of these factors assists in understanding why, for example, two officers may respond differently in similar situations.

Situational factors for consideration may include the environment, the number of subjects involved, the perceived abilities of the subject, knowledge of the subject, time and distance, and potential attack signs. Subject behaviour may be characterized as cooperative, passively resistant, actively resistant, assaultive, and/or exhibiting actions that may cause serious bodily harm or death. Tactical considerations may include the availability of equipment, additional officers, cover, communications, and special units, as well as officer presence, geographic considerations, practicality of containment, and agency policies and guidelines.

Officers' perceptions interact with situational, behavioural, and tactical factors and impact their beliefs regarding the ability to respond to the situation. Factors including, but not limited to size, strength, overall fitness, personal experience, skill level, fears, fatigue or injury, work or personal stressors, positioning, vision, and training are unique to individual officers and may impact perceptions of the situation.

These impact factors are integral to situations where force may be required as they shape officers' determinations on force necessity and type. As officer safety is an essential factor in the overall goal of public safety, it is intertwined as a significant component of the assessment process described in the Ontario Use of Force Model. As a result of the close relationship between officer and public safety, when reporting uses of force it is common for officers to note 'protect self' as the primary reason for using force. It should be noted that members have the responsibility to use only that force which is necessary to bring an incident under control effectively and safely.

Training Requirements

The Equipment and Use of Force Regulation (Ontario Regulation 926/90) prohibits a member of a police service from using force on another person unless the member has successfully completed the prescribed training course on the use of force. Use of force re-qualification is mandatory for every member who uses, or may be required to use, force or carries a weapon. Each member must pass the requalification course every 12 months.

Reporting

Ontario Regulation 926/90 and T.P.S. Procedure 15-01 Use of Force compels each member involved in an incident to submit a Use of Force Report (U.F.R.) to the Chief of Police whenever the member:

- Uses physical force on another person that results in an injury that requires medical attention
- Draws a handgun in the presence of a member of the public, excluding a member of the police force while on duty
- Discharges a firearm
- Points a firearm regardless if the firearm is a handgun or a long gun
- Uses a weapon other than a firearm on another person

Note: For the purpose of reporting a use of force incident, the definition of a weapon includes a police dog or police horse that comes into direct physical contact with a person.

Additionally, members are required to submit a U.F.R. and a Conducted Energy Weapon Use report (T.P.S. Form 584) to the Chief of Police when a Conducted Energy Weapon (C.E.W.) is used by the member:

- As a demonstrated force presence
- In drive stun mode or full deployment, whether intentionally or otherwise

A Team U.F.R. is restricted to members of the Emergency Task Force (E.T.F.) and the Public Safety Unit (P.S.U.). An incident in which force was actually used, including the demonstrated force presence of a C.E.W., requires a separate U.F.R. from each individual member involved.

Reports are forwarded to the Toronto Police College and reviewed by a use of force analyst to assist in identifying

possible equipment or training issues and to further develop the training program. The reports are then sent to Professional Standards Support and the information is captured in the Professional Standards Information System for further statistical analysis.

Trend Analysis

The use of force incidents detailed in this report pertain to T.P.S. members only and includes only those incidents that require the submission of a U.F.R.. This group includes both officers and certain civilian members who have received training in the use of force (such as court officers). Additional statistical data is located in the Supplementary Data section of this report.

Use of Force Incidents and Reports

In 2018, 2077 U.F.R.s were submitted, representing 1412 use of force incidents. The number of incidents has increased 13.3% compared to 2017. Figure 5.1 compares the number of reports submitted and the number of incidents annually from 2014-2018. Further, when considering the total number of use of force incidents relative to arrests and *Mental Health Act* apprehensions made, force was required in less than 3.7% of arrests and apprehensions.

Use of Force Options

The most frequent use of force option indicated on U.F.R.s in 2018 was pointing a firearm, similar to 2017. Physical control tactics remain the second most frequent option, used in 27.1% of incidents compared to 27.4% in 2017. Officers are not required to complete a U.F.R. when physical control options (including handcuffing a subject) are the only use of force option used and there are no injuries requiring medical attention. Use of force options employed by officers in 2018 are outlined in Figure 5.2, unintentional uses have been removed from this figure, but are reported in the Firearm Discharge and C.E.W. sections of this chapter. Further comparative data is in the Supplementary Data section of this report.

Firearm Discharges

In 2018, there were 17 incidents where 20 officers discharged their firearms, a decrease in incidents compared to 2017, where there were 19 incidents involving 19 officers.

Incidents of firearm discharges in 2018 (Figure 5.3):

- 11 incidents of injured/suffering animals
- 3 incidents involving armed persons (all 3 in relation to a firearm)
- 3 accidental discharges

Conducted Energy Weapons

Uniform frontline supervisors, members of the E.T.F., and supervisors in high-risk units such as the Hold-Up Squad, Intelligence, and the Organized Crime Enforcement Unit carry C.E.W.s.

In May of 2018, the T.P.S. launched the Expanded De-

Figure 5.1
Use of Force Incidents and Reports

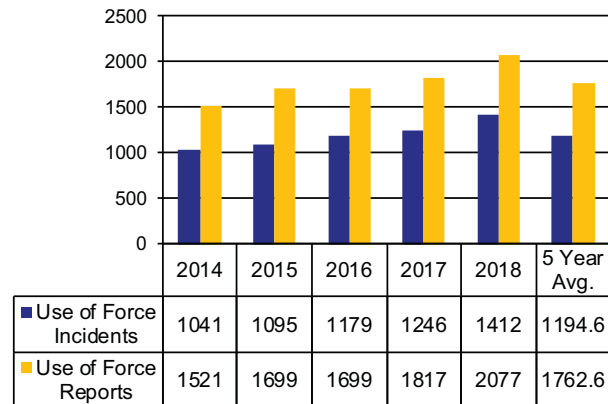


Figure 5.2
Type of Force Used

Type of Force Used	2017	2018
Conducted Energy Weapons		
Demonstrated Presence	202	348
Drive Stun	13	32
Full Deployment	101	109
Full Deployment + Drive Stun	36	39
Physical Control		
Hard only	83	71
Soft only	347	400
Both Hard & Soft	68	92
Firearm		
Discharge - Intentional	19	17
Pointed at Person	1008	1038
Handgun Drawn (Not Pointed)	187	225
Impact Weapons Used		
Hard only	32	35
Soft only	26	12
Both Hard & Soft	0	0
Less Lethal Shotgun		
Less Lethal Discharge	11	8
Less Lethal Point at Person	49	42
Oleoresin Capsicum Spray	53	55
Other Type of Force	3	2
Police Dog	7	14

Figure 5.3
Incidents of Firearm Discharge

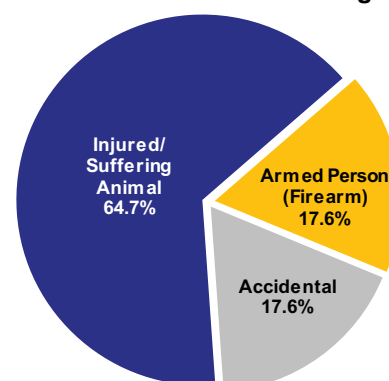


Figure 5.4
Reason for Use of Force

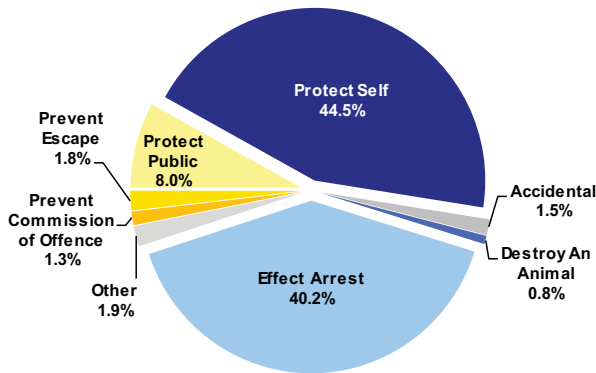


Figure 5.5
Use of Force by Sub-Command

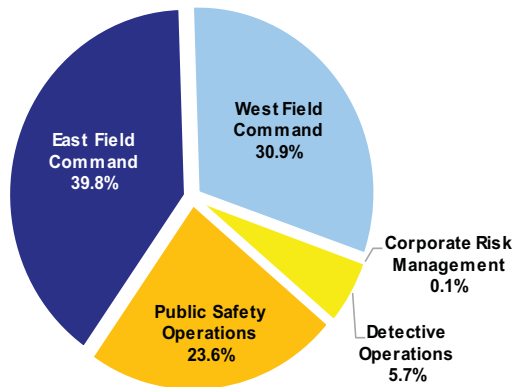


Figure 5.6
Officer Assignment at Time of Incident

2018	#	%
Directed Patrol	10	0.5
Foot Patrol	51	2.5
Crowd Control	0	0.0
General Patrol	1215	58.5
Investigation - Drugs	14	0.7
Investigation - Other	193	9.3
Off-Duty	0	0.0
Other Type Of Assignment	114	5.5
Paid Duty	7	0.3
PDS/Mounted	14	0.7
Special OPS (eg. G&G,ROPE)	16	0.8
Tactical	436	21.0
Traffic Patrol	7	0.3
Total # of Reports	2077	100.0

ployment of C.E.W. pilot program. This program delivered C.E.W. training to over 600 frontline police constables as part of the T.P.S.'s commitment to strive for zero deaths in its interactions with the public.

C.E.W. training is delivered by certified instructors. Initial training for approved members involves instruction including theory, practical scenarios, and a practical and written examination. All training is conducted in accordance with the guidelines established by the Ministry of the Solicitor General. Recertification training takes place at least once every 12 months, in accordance with Ministry guidelines and Ontario Regulation 926 of the *Police Services Act*.

C.E.W.s were used in 500 use of force incidents in 2018, an increase from 309 incidents in 2017. This increase was an expected result of the expansion program. In 2018, more than half (63.6%) of the C.E.W. reports involved a 'demonstrated force presence' only, an increase when compared to 2017 (56.4%). In 2018, there were 19 accidental deployments during mandatory spark (function) testing, representing 3.5% of reports involving C.E.W.s.

Reason Force was Used

The U.F.R. issued by the Ministry of the Solicitor General permits the selection of multiple reasons for the use of force. The Ontario Use of Force Model indicates that officer safety is essential to ensuring the primary objective of using force: public safety. However, the Professional Standards Information System in which the U.F.R. statistics are entered, permits the selection of only one reason for the use of force. The data entry process is to enter the first reason selected on the U.F.R.. The order for reasons on the report is as follows: protect self, protect public, effect arrest, prevent commission of offence, prevent escape, accidental, destroy animal, and other. For this reason, 'protect self' was selected as the reason for using force in 44.5% and 'effect arrest' was selected in a further 40.2% of U.F.R.s submitted in 2018. Figure 5.4 illustrates the reasons for using force in incidents occurring in 2018.

Use of Force by Sub-Command

Members of East Field Command submitted 39.8% of U.F.R.s in 2018, and include divisional officers and court officers. Members of West Field Command submitted 30.9% of U.F.R.s in 2018, and include divisional officers and officers from Traffic Services. Members of Public Safety Operations (primarily members of the E.T.F.) submitted 23.6% of U.F.R.s in 2018 (Figure 5.4).

Officer Assignments

In 2018, general patrol was the most common assignment of an officer at the time of a use of force incident (58.5%), comparable to the previous year (51.1%). The second most common duty of an officer was classified as tactical (21.0%), the majority of which involve the E.T.F.. Investigations, drug related and other, represented 10.0% of officer assignments. Figure 5.6 further illustrates the type of assignments at the time of incident.

Category of Incidents

Weapon calls accounted for the largest proportion of use of force incidents in 2018 (25.0%). Warrant related calls accounted for the second largest category at 17.1%, compared to the previous year (21.2%). Use of force incidents categorized as 'other' accounted for 14.4% of those that occurred in 2018. This category includes homicide calls, address checks, and other types of calls for service.

Number of Subjects Involved per Incident

Of the 1412 incidents that occurred in 2018, 70.0% involved a single subject, while 29.0% involved two or more subjects. Animals are noted as being involved in 0.9% of use of force incidents in 2018 (Figure 5.7).

Perceived Weapons Carried by Subject

Officers are trained to complete U.F.R.s identifying what weapons (if any) they perceived at the time force was used. In 2018, weapons were perceived to be carried by subjects in 87.0% of incidents, comparable to 88.2% in 2017. In 2018, 22.5% of subjects were perceived to be carrying edged weapons, a decrease from 24.4% in 2017. Subjects perceived to be armed with firearms represented 56.1% of subjects in 2018, a decrease compared to 63.6% of subjects in 2017. Subjects may be perceived to be carrying multiple weapons in a single incident. Statistical data concerning categories of incidents and weapons carried by subjects is further detailed in the Supplementary Data section of this report.

Summary of Injuries

Officers are required to record any injuries sustained by any party in a use of force incident and whether medical attention was required as a result. Reports submitted for 2018 indicate that citizens were injured in 17.8% of incidents (251 of 1412). Of the 251 incidents where citizens were injured, 88.8% led to medical attention being required.

In 2018, two (2) deaths occurred in relation to incidents that involved force being used, compared to one (1) incidents in 2017. It should be noted that in one (1) of the 2018 cases, it was determined that the force used by officers did not contribute the to death. The other incident is currently under investigation by the S.I.U..

Officers were injured in 5.7% of use of force incidents in 2018 (81 of 1412), compared to 6.5% of incidents (81 of 1246) in 2017. Officers required medical attention in 56 incidents in 2018, compared with 55 incidents in 2017. Figure 5.8 further illustrates injuries in relation to use of force.

Figure 5.7
Number of Subjects per Incident

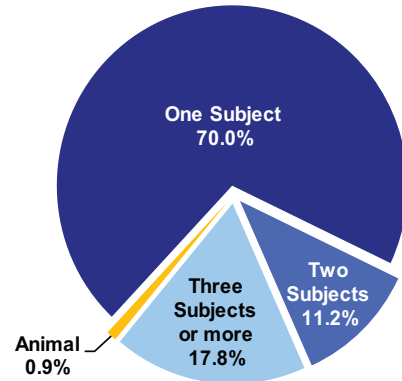


Figure 5.8
Use of Force Injuries

Incidents with Subject Injuries		
	2017	2018
No Injuries	1034	1161
Injuries	212	251
Total Incidents	1246	1412
Medical Attention Required		
	2017	2018
No	20	28
Yes	192	223
Total Incidents	212	251

Incident with Officer Injuries		
	2017	2018
No Injuries	1165	1331
Injuries	81	81
Total Incidents	1246	1412
Medical Attention Required		
	2017	2018
No	26	25
Yes	55	56
Total Incidents	81	81

Special Investigations Unit

The Ontario Special Investigations Unit (S.I.U.) is a civilian law enforcement agency, independent of the police, with a mandate to maintain confidence in Ontario's police services by assuring the public that police actions resulting in serious injury, death, or allegations of sexual assault are subjected to rigorous, independent investigations. Any incident which may reasonably fall within the mandate of the S.I.U. must be reported to the S.I.U. by the police service involved.

Trend Analysis

In 2018, the S.I.U. invoked its mandate to investigate 76 incidents, compared with 92 incidents in 2017, representing a 17.4% decrease in the number of incidents. Of the incidents occurring in 2018, 15 cases were concluded with the subject officer(s) being exonerated, the S.I.U. withdrew its mandate in 26 cases, two (2) cases resulted in officers being charged criminally, and investigations are ongoing in 33 cases (Figure 6.1). The S.I.U. withdraws its mandate in cases that do not meet the threshold for S.I.U. intervention, such as where the injury was not serious or the actions of the officer did not contribute to the injury.

It should be noted that a low proportion of encounters police have with the public result in the S.I.U. mandate being invoked. When comparing the number of S.I.U. investigations to the documented number of community contacts officers had in 2018, there was one incident investigated for every 12,604 contacts (less than 0.1%).

The number of custody-related injuries decreased 19.0% from 63 in 2017 to 51 in 2018. The number of firearm related incidents has remained the same at two (2) incidents in 2018, compared to 2017, however, is below the five-year average of 3.8 incidents. Figure 6.2 below provides a five-year perspective on S.I.U. investigations of T.P.S. officers.

The S.I.U. invoked its mandate to investigate six (6) deaths in 2018, comparable to six (6) deaths in 2017, and below the five-year average of 7.6 deaths. Officers were exonerated in relation one (1) of these incidents, and the other five (5) investigations are still ongoing at the time this report was drafted.

In 2018, at the time this report was drafted, only 2.6% of incidents investigated by the S.I.U. resulted in officers being charged criminally, below the five-year average of 4.5%.

Figure 6.1
Number of S.I.U. Investigations

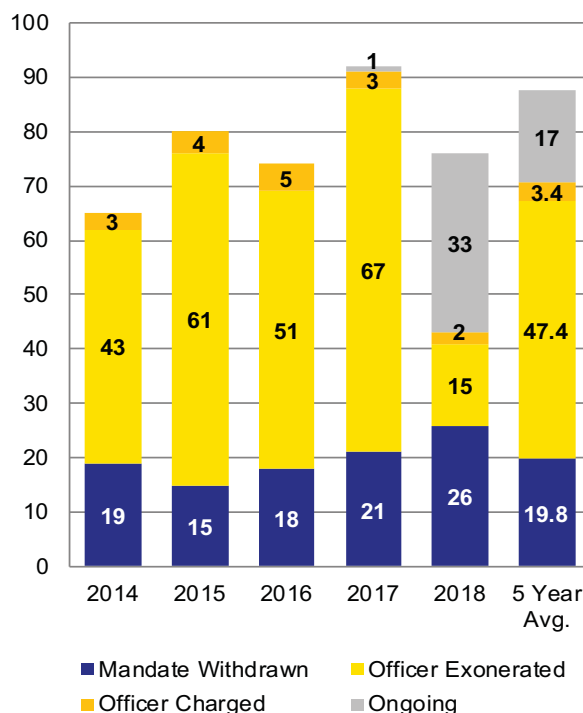


Figure 6.2

Reasons for SIU Investigations

Occurrence Type	2014		2015		2016		2017		2018		5 Year Avg.	
	Death	Injury	Death	Injury	Death	Injury	Death	Injury	Death	Injury	Death	Injury
Firearm incident	1	1	3	4	3	3	0	2	1	1	1.6	2.2
Vehicle incident	1	8	0	6	1	7	0	10	1	8	0.6	7.8
Custody incident	4	34	6	50	5	40	6	57	4	47	5	45.6
Allegation of Sexual Assault	N/A	16	N/A	11	N/A	13	N/A	17	N/A	14	N/A	14.2
Other Death or Injury	0	0	0	0	2	0	0	0	0	0	0.4	0
Total	6	59	9	71	11	63	6	86	6	70	7.6	69.8

Section 11 Investigations

Pursuant to Section 11 of Ontario Regulation 267/10, the Chief of Police conducts an administrative investigation into any incident in which the S.I.U. is involved. The administrative investigation is intended to examine the policies of, and/or services provided, by the police service along with the conduct of its police officers. These reviews are commonly referred to as Section 11 investigations. To carry out these investigations subject matter experts are drawn from various units within the Toronto Police Service (T.P.S.), including Homicide, Sex Crimes, Traffic Services, and Professional Standards.

Comparison to Other Police Services

The S.I.U. releases an annual report on the number of investigations where they invoked their mandate in relation to all Ontario police services. The S.I.U. reporting period is January 1 to December 31. Figure 6.3 depicts the information contained in the 2017 S.I.U. Annual Report comparing the T.P.S. to other police services.

Figure 6.3
S.I.U. Statistics - Comparison to other Police Services

Police Service	Number of Officers*	Firearm		Custody		Vehicle		Sexual Assault Complaint	Other	Total Investigated	Cases per 100 Officers
		Injury	Death	Injury	Death	Injury	Death				
Durham Regional	854	1	0	4	0	3	1	3	0	12	1.4
Hamilton	835	0	0	11	0	0	0	1	1	13	1.6
Kingston	203	0	0	2	1	0	0	5	0	8	3.9
London	605	0	0	9	0	3	0	0	0	12	2.0
Niagara Regional	706	0	0	11	0	1	0	2	1	15	2.1
Ottawa	1,242	1	1	3	0	1	0	2	1	9	0.7
Peel Regional	1,973	0	2	19	1	2	0	8	0	32	1.6
Toronto	5,190	2	0	57	6	10	0	17	0	92	1.8
Waterloo Regional	776	1	0	8	2	3	1	9	0	24	3.1
York Regional	1,586	0	1	9	0	2	0	0	0	12	0.8
Investigated by S.I.U.**	23,830	5	6	229	19	42	3	68	8	380	1.6

Statistics from S.I.U. Annual Report 2017 is reported from January 1, 2017 to December 31, 2017.

*Police Service "Number of Officers" Statistics from O.I.P.R.D. 2017-2018 Annual Report

** This number includes all Police Services in Ontario, not just the ones detailed above

Suspect Apprehension Pursuits

The Ontario Ministry of the Solicitor General has established detailed guidelines regarding police pursuits, including when and how pursuits are to be commenced or continued, supervisory obligations during the pursuit process, and reporting requirements.

Recognizing the inherent risk to both officers and members of the public when pursuits are initiated, the Toronto Police Service (T.P.S.) has undertaken a number of strategies to both reduce the number of pursuits initiated and develop targeted training to enhance safe driving practices.

Ontario Regulation 266/10

Legislation governing police pursuits in Ontario is found in Ontario Regulation 266/10, entitled Suspect Apprehension Pursuits. According to the Regulation a suspect apprehension pursuit occurs when a police officer attempts to direct the driver of a motor vehicle to stop, the driver refuses to obey the officer, and the officer pursues in a motor vehicle for the purpose of stopping the fleeing motor vehicle, or identifying the fleeing motor vehicle, or an individual in the fleeing motor vehicle.

The Regulation allows an officer to pursue, or continue to pursue, a fleeing vehicle that fails to stop if the officer has reason to believe that a criminal offence has been committed, or is about to be committed, or for the purposes of motor vehicle identification, or the identification of an individual in the vehicle.

The Regulation further requires that each police service establish written procedures on the management and control of suspect apprehension pursuits. T.P.S. Procedure 15-10 (Suspect Apprehension Pursuits) was specifically amended to address this requirement. The Regulation also directs every officer who initiates a pursuit to complete a provincial Fail to Stop Report. The report provides a comprehensive description of the pursuit, including the reasons for and the results of the pursuit, charge information, and the environmental conditions prevailing at the time of the pursuit.

Pursuit Reduction Initiatives

Driving Simulator Training

The T.P.S. has been using it to enhance the delivery of training to frontline officers since 2014. Training scenarios are customized and are developed from issues identified through various sources and analysis, such as, Service vehicle collisions, S.A.P. statistics, and in-car camera video. During the training, officers are able to drive in, and observe, a variety of common emergency response and S.A.P. scenarios reinforcing classroom lectures and discussions. By combining S.A.P. with a cooperative driving system, customized simulation exercises and practical in-vehicle training the result is a safe driving program designed to reinforce appropriate driving behaviours consistent with legislative requirements and T.P.S. procedures.

In 2018, driving courses (that included S.A.P.) were delivered to 273 officers and to all new recruits prior to their deployment. These course included front line refresher, remedial and advanced training. The T.P.S. uses a driving simulator to enhance the delivery of driving and S.A.P. training to front-line officers, making the T.P.S. a leader within Ontario in this type of training.

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

S.A.P. training is a mandatory requirement for any officer who may engage in a pursuit. Police Vehicle Operations (P.V.O.) provides training accredited by the Ministry of the Solicitor General for front line officers, supervisors, and civilian communications personnel. The training ensures members are knowledgeable with provincial legislation and T.P.S. procedure, identifying risks associated with pursuits, and instruction on alternative strategies. S.A.P. training is incorporated into all emergency vehicle driving instructions.

Figure 7.1
Fail to Stop Reports and Pursuits Initiated

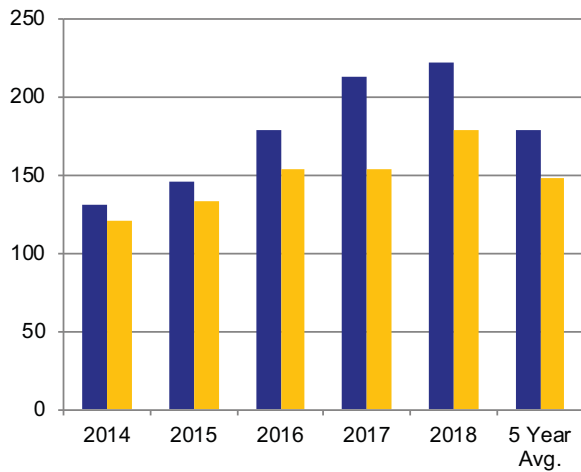


Figure 7.2
Pursuit Initiation Reasons

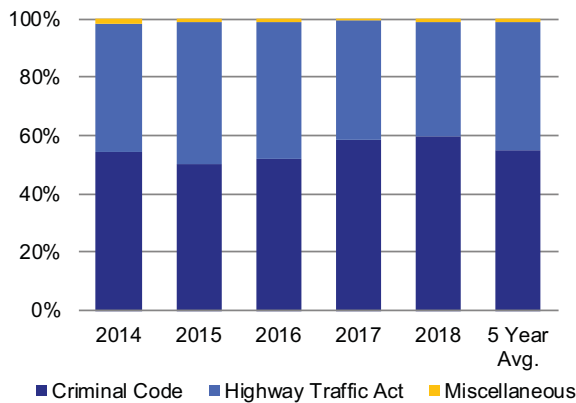
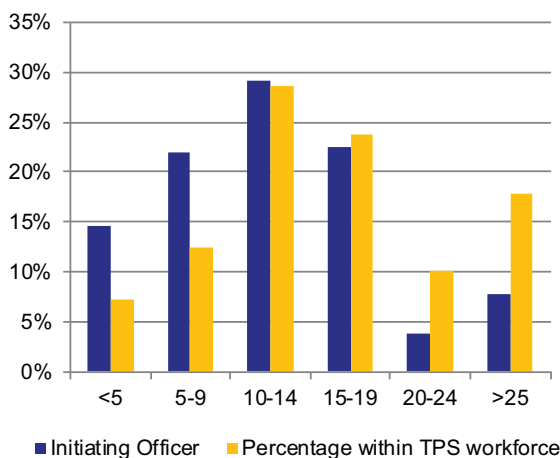


Figure 7.3
Years of Service of Initiating Officer



Trend Analysis

Number of Pursuits

In 2018, 222 Fail to Stop Reports were submitted, representing a 4.7% increase from 2017. Of the reports submitted in 2018, 80.2% (178) resulted in the initiation of a pursuit, which is comparable to the five-year average of 83.1% (Figure 7.1).

Reasons for Initiating Pursuits

Of the 178 pursuits initiated in 2018, 59.6% resulted from the commission of *Criminal Code* offences. Within the *Criminal Code* category, the majority of pursuits were initiated as a result of the dangerous operation of a motor vehicle or stolen vehicles. Pursuing a stolen vehicle has remained a top reason for initiating a pursuit under the *Criminal Code*. In 2018, there were 36 pursuits for stolen vehicles, an increase compared to the five-year average of 25.0 pursuits. This highlights why the T.P.S. continues to deliver S.A.P. training on an ongoing basis to reinforce, at every opportunity, the potential risks and unique challenges associated with engaging in pursuits of stolen vehicles.

Of the pursuits initiated in 2018, 39.3% resulted from the commission of offences under the *Highway Traffic Act* (*H.T.A.*). This represents a decrease from 2017 (40.9%) and is below the five-year average (43.6%). Within the *H.T.A.* category, the most common reason for initiating a pursuit was in relation to moving violations, representing 25.8% of all pursuits initiated in 2018. Moving violations have consistently been the most common reason for initiating a non-criminal pursuit over the last five years, representing 27.8% of all pursuits.

Miscellaneous circumstances, including reports from the public and suspicious vehicles, accounted for 1.1% of pursuits initiated, as indicated in Figure 7.2.

Years of Service

In 2018, T.P.S. officers with 10 to 14 years of service initiated the majority of pursuits (29.2%). Officers with 15 to 19 years of service represented the second highest category for pursuits initiated (22.5%). This is in part due to the fact that officers with 10 to 19 years of service represent 52.4% of the officers within the T.P.S. Officers with five (5) to nine (9) years of service represented the third highest category for pursuits at 21.9%, despite representing only 12.4% of officers within the T.P.S.. This discrepancy can be explained by the fact that officers with five (5) to nine (9) years of service are primarily deployed to uniform policing duties. Figure 7.3 illustrates the years of service of subject officers involved in pursuits.

Results of Initiated Pursuits

There was a decrease in the percentage of pursuits discontinued by the initiating officer in 2018, from 49.4% of pursuits initiated in 2017 to 42.1% in 2018. The designated pursuit supervisor terminated 17.4% of pursuits initiated in

2018, compared to 18.2% of pursuits initiated in 2017 and 14.2% of pursuits over a five-year average.

In 3.9% of pursuits in 2018, officers were able to stop suspect vehicles using specific techniques (e.g. rolling block, intentional contact, etc.), which is below the five-year average of 4.5%. In 10.7% of pursuits initiated in 2017, the vehicle was stopped by the driver, which is a decrease when compared to the five-year average of 15.4% of pursuits. Pursuit results are indicated in Figure 7.4.

Collisions and Pursuit Related Injuries

In 2018, 46 pursuits resulted in collisions (either during or subsequent to the pursuit), representing 25.8% of all pursuits initiated. Of the 178 pursuits last year, 19 (10.7%) resulted in injuries with a total of 30 individuals injured: 13 individuals in the pursued vehicle, nine (9) individuals in police vehicles, seven (7) individuals in a third party vehicle, and one (1) fatality (Figure 7.5).

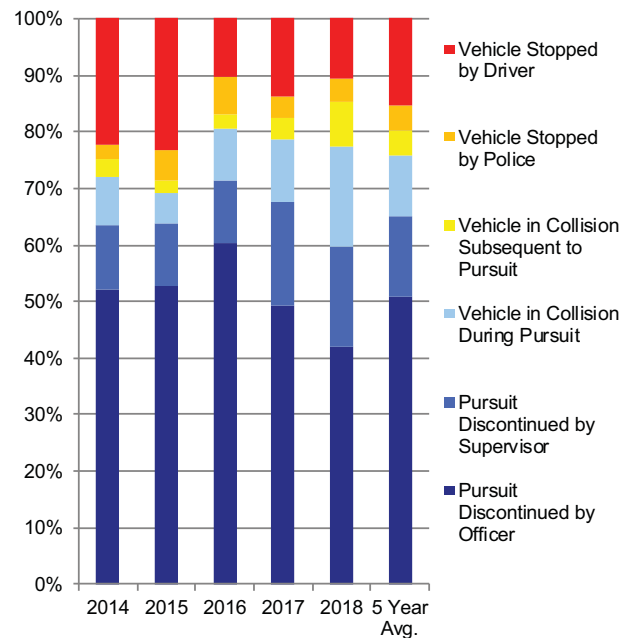
Charges Laid in Initiated Pursuits

In 2018, 57 pursuits resulted in charges being laid in relation to offences under the *Criminal Code*, the *H.T.A.*, and/or other statutes compared to 50 pursuits in 2017.

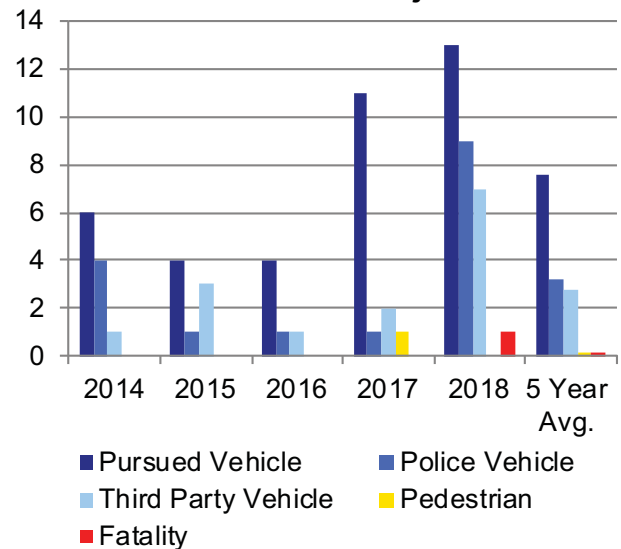
The 57 pursuits in 2018 resulted in 74 people being charged with *Criminal Code* offences and 29 people with *H.T.A.* offences, compared to 62 and 25 respectively in 2017.

In total, 365 combined *Criminal Code*, *H.T.A.*, and other statutes charges were laid in 2018, representing a 39.8% increase from 261 charges in 2017. *Criminal Code* charges constituted the majority of those laid in 2018 (80.3%).

**Figure 7.4
Pursuit Results**



**Figure 7.5
Pursuit Related Injuries**



Supplementary Data

Public Complaints

Classification of Complaints						
Complaints - Investigated	2014	2015	2016	2017	2018	5 Year Avg.
Conduct-Less Serious	184	236	286	272	300	255.6
Conduct-Serious	60	39	19	23	24	33.0
Policy	3	1	3	6	3	3.2
Service	25	18	31	24	18	23.2
Number and Percentage of Complaints (Investigated)	272	294	339	325	345	315.0
	45.5%	49.9%	49.9%	50.9%	54.8%	50.3%
Complaints - Not Investigated	2014	2015	2016	2017	2018	5 Year Avg.
Better Dealt with in Other Law	1	6	41	34	33	23
Complaint Over Six Months	19	7	3	1	2	6.4
Frivolous	42	75	96	95	51	71.8
Made In Bad Faith	0	0	2	0	2	0.8
No Jurisdiction	54	48	46	37	46	46.2
Not Directly Affected	2	4	4	12	7	5.8
Not in the Public Interest	197	149	145	133	142	153.2
Vexatious	2	0	0	1	1	0.8
Withdrawn	9	6	4	0	0	3.8
Number and Percentage of Complaints (Not Investigated)	326	295	341	313	284	311.8
	54.5%	50.1%	50.1%	49.1%	45.2%	49.7%
Total Number of Public Complaints	598	589	680	638	629	626.8

Alleged Misconduct - Investigated Complaints												
	2014		2015		2016		2017		2018		5 Year Avg.	
	#	%	#	%	#	%	#	%	#	%	#	%
Breach of Confidence	1	0.4	1	0.3	1	0.3	1	0.3	3	0.9	1.4	0.4
Corrupt Practice	0	0.0	1	0.3	1	0.3	4	1.2	3	0.9	1.8	0.6
Deceit	0	0.0	2	0.7	2	0.6	0	0.0	1	0.3	1	0.3
Discreditable Conduct	147	54.0	144	49.0	161	47.5	177	54.5	169	49.0	160	50.7
Insubordination	1	0.4	2	0.7	5	1.5	5	1.5	6	1.7	3.8	1.2
Neglect of Duty	25	9.2	35	11.9	49	14.5	46	14.2	51	14.8	41.2	13.1
Unlawful or Unnecessary Exercise of Authority	70	25.7	90	30.6	86	25.4	62	19.1	91	26.4	79.8	25.3
Policy/Service	28	10.3	19	6.5	34	10.0	30	9.2	21	6.1	26.4	8.4
Total	272	100.0	294	100.0	339	100.0	325	100.0	345	100.0	315.0	100.0

Number of Days to Conclude Investigated Complaint Investigations												
	2014		2015		2016		2017		2018		5 Year Avg.	
	#	%	#	%	#	%	#	%	#	%	#	%
0 to 30 days	39	14.3	37	12.6	41	12.2	39	12.0	26	8.6	36.4	11.9
31 to 60 days	38	14.0	38	12.9	48	14.2	48	14.8	35	11.5	41.4	13.5
61 to 90 days	36	13.2	46	15.6	43	12.8	41	12.7	52	17.1	43.6	14.2
91 to 120 days	41	15.1	60	20.4	66	19.6	77	23.8	47	15.5	58.2	19.0
121 to 150 days	38	14.0	40	13.6	47	13.9	41	12.7	69	22.7	47.0	15.3
151 to 180 days	20	7.4	29	9.9	22	6.5	30	9.3	39	12.8	28.0	9.1
Over 180 days	60	22.1	44	15.0	70	20.8	48	14.8	36	11.8	51.6	16.9
Total	272	100.0	294	100.0	337	100.0	324	100.0	304	100.0	306.2	100.0

Public Complaints Continued

Top Three Sub-Classifications of Alleged Misconduct												
	2014		2015		2016		2017		2018		5 Year Avg.	
	#	%	#	%	#	%	#	%	#	%	#	%
Discreditable Conduct												
Discrimination	6	4.1	6	4.2	10	6.2	6	3.4	11	6.5	7.8	4.9
Profane language re: individuality	0	0.0	0	0.0	1	0.6	1	0.6	4	2.4	1.2	0.8
Incivility	22	15.0	32	22.2	32	19.9	30	16.9	41	24.3	31.4	19.7
Contravene PSA	0	0.0	1	0.7	0	0.0	0	0.0	0	0.0	0.2	0.1
Acts in a disorderly manner	119	81.0	105	72.9	118	73.3	140	79.1	113	66.9	119.0	74.6
Total	147	100.0	144	100.0	161	100.0	177	100.0	169	100.0	159.6	100.0
Neglect of Duty												
Neglects to perform a duty	23	92.0	35	100.0	49	100.0	45	97.8	49	96.1	40.2	97.6
Leaves place of duty without permission	1	4.0	0	0.0	0	0.0	0	0.0	0	0.0	0.2	0.5
Fails to report matter	1	4.0	0	0.0	0	0.0	0	0.0	1	2.0	0.4	1.0
Omits to make entry in a record	0	0.0	0	0.0	0	0.0	1	2.2	1	2.0	0.4	1.0
Total	25	100.0	35	100.0	49	100.0	46	100.0	51	100.0	41.2	100.0
Unlawful/Unnecessary Exercise of Authority												
Unlawful/unnecessary arrest	17	24.3	25	27.8	21	24.4	3	4.8	17	18.7	16.6	20.8
Unnecessary force	53	75.7	65	72.2	65	75.6	59	95.2	74	81.3	63.2	79.2
Total	70	100.0	90	100.0	86	100.0	62	100.0	91	100.0	79.8	100.0

Disposition - Investigated Complaints												
	2014		2015		2016		2017		2018		5 Year Avg.	
	#	%	#	%	#	%	#	%	#	%	#	%
Discontinued	0	0.0	0	0.0	0	0.0	1	0.3	0	0.0	0.2	0.1
Informal Resolution	67	24.6	74	25.2	65	19.2	70	21.5	71	20.6	69.4	22.0
Misconduct Identified	14	5.1	13	4.4	17	5.0	23	7.1	25	7.2	18.4	5.8
No Jurisdiction	0	0.0	0	0.0	1	0.3	2	0.6	0	0.0	0.6	0.2
Policy/service - Action Taken	0	0.0	3	1.0	4	1.2	3	0.9	1	0.3	2.2	0.7
Policy/service-No Action Required	12	4.4	5	1.7	17	5.0	18	5.5	11	3.2	12.6	4.0
Unsubstantiated	132	48.5	148	50.3	170	50.1	154	47.4	142	41.2	149.2	47.4
Withdrawn	47	17.3	51	17.3	63	18.6	53	16.3	54	15.7	53.6	17.0
Investigation not Concluded*	0	0.0	0	0.0	2	0.6	1	0.3	41	11.9	8.8	2.8
Total	272	100.0	294	100.0	339	100.0	325	100.0	345	100.0	315	100.0

*Number is anticipated to decrease as complaints are concluded, this will effect the final dispositions.

Public Complaints Continued

Investigated Complaints by Unit										
	2014		2015		2016		2017		2018	
	#	%	#	%	#	%	#	%	#	%
11 Division	14	5.1	13	4.4	11	3.2	6	1.8	6	1.7
12 Division	11	4.0	8	2.7	11	3.2	5	1.5	9	2.6
13 Division	9	3.3	7	2.4	15	4.4	13	4.0	17	4.9
14 Division	12	4.4	18	6.1	24	7.1	19	5.8	23	6.7
22 Division	13	4.8	15	5.1	14	4.1	15	4.6	19	5.5
23 Division	16	5.9	10	3.4	9	2.7	12	3.7	16	4.6
31 Division	7	2.6	16	5.4	7	2.1	7	2.2	18	5.2
32 Division	10	3.7	8	2.7	6	1.8	17	5.2	16	4.6
33 Division	4	1.5	7	2.4	17	5.0	7	2.2	14	4.1
41 Division	9	3.3	12	4.1	13	3.8	13	4.0	10	2.9
42 Division	6	2.2	15	5.1	9	2.7	9	2.8	9	2.6
43 Division	9	3.3	8	2.7	16	4.7	19	5.8	25	7.2
51 Division	21	7.7	23	7.8	32	9.4	37	11.4	21	6.1
52 Division	19	7.0	21	7.1	16	4.7	32	9.8	25	7.2
53 Division	15	5.5	15	5.1	11	3.2	16	4.9	10	2.9
54 Division	8	2.9	8	2.7	15	4.4	13	4.0	10	2.9
55 Division	8	2.9	9	3.1	8	2.4	15	4.6	17	4.9
Communication Services	3	1.1	6	2.0	9	2.7	5	1.5	6	1.7
Court Services	0	0.0	1	0.3	1	0.3	0	0.0	0	0.0
Divisional Policing Support Unit	11	4.0	6	2.0	9	2.7	0	0.0	0	0.0
Drug Squad	2	0.7	1	0.3	6	1.8	4	1.2	2	0.6
Emergency Task Force	5	1.8	3	1.0	3	0.9	5	1.5	8	2.3
Financial Crimes Unit	0	0.0	1	0.3	2	0.6	0	0.0	4	1.2
Forensic Identification Svcs	0	0.0	0	0.0	1	0.3	0	0.0	0	0.0
Hold Up Squad	3	1.1	1	0.3	2	0.6	3	0.9	3	0.9
Homicide	1	0.4	1	0.3	2	0.6	2	0.6	0	0.0
Integrated G&G Task Force	5	1.8	2	0.7	7	2.1	1	0.3	1	0.3
Intelligence Services	0	0.0	0	0.0	1	0.3	1	0.3	0	0.0
Marine	0	0.0	0	0.0	1	0.3	1	0.3	0	0.0
Mounted	2	0.7	1	0.3	0	0.0	0	0.0	1	0.3
Not Applicable	26	9.6	29	9.9	31	9.1	11	3.4	20	5.8
Not Identified	0	0.0	6	2.0	1	0.3	2	0.6	7	2.0
Parking Enforcement	1	0.4	1	0.3	0	0.0	1	0.3	0	0.0
Police Dog Services	2	0.7	0	0.0	0	0.0	1	0.3	0	0.0
Pro ROPE, Fug Sq & Bail Comp	1	0.4	1	0.3	0	0.0	0	0.0	1	0.3
Professional Standards	0	0.0	0	0.0	1	0.3	4	1.2	0	0.0
Property & Evidence Management	0	0.0	0	0.0	1	0.3	0	0.0	0	0.0
Public Safety Response	N/A	N/A	N/A	N/A	N/A	N/A	0	0.0	4	1.2
Records Management Services	2	0.7	1	0.3	4	1.2	2	0.6	1	0.3
Sex Crimes Unit	1	0.4	2	0.7	0	0.0	1	0.3	3	0.9
Strategy Management	0	0.0	0	0.0	0	0.0	1	0.3	1	0.3
Talent Acquisition	0	0.0	0	0.0	0	0.0	1	0.3	1	0.3
Toronto Police Operations Centre	1	0.4	1	0.3	1	0.3	4	1.2	3	0.9
Traffic Services	15	5.5	17	5.8	22	6.5	20	6.2	14	4.1
Total	272	100.0	294	100.0	339	100.0	325	100.0	345	100.0

Use of Force

Use of Force Options Employed				
Type of Force Used	2017		2018	
	#	%	#	%
Conducted Energy Weapons				
<i>Demonstrated Presence</i>	202	11.1	348	16.8
<i>Drive Stun</i>	13	0.7	32	1.5
<i>Full Deployment</i>	101	5.6	109	5.2
<i>Full Deployment + Drive Stun</i>	36	2.0	39	1.9
Physical Control				
<i>Hard</i>	83	4.6	71	3.4
<i>Soft</i>	347	19.1	400	19.3
<i>Both Hard and Soft</i>	68	3.7	92	4.4
Firearm				
<i>Discharge - Intentional</i>	19	1.0	17	0.8
<i>Pointed at Person</i>	1008	55.5	1038	50.0
<i>Drawn (Not Pointed)</i>	187	10.3	225	10.8
Impact Weapons Used				
<i>Hard</i>	32	1.8	35	1.7
<i>Soft</i>	26	1.4	12	0.6
<i>Both Hard and Soft</i>	0	0.0	0	0.0
Less Lethal Shotgun				
<i>Less Lethal Discharge</i>	11	0.6	8	0.4
<i>Less Lethal Point at Person</i>	49	2.7	42	2.0
Oleoresin Capsicum Spray	53	2.9	55	2.6
Other Type of Force	3	0.2	2	0.1
Police Dog	7	0.4	14	0.7
Total Use of Force Reports	2017		2018	
	1817		2077	

Note: An officer may employ multiple force options in a single use of force incident. As such, the total number of force options used may exceed the total number of use of force incidents in a year. This chart reflects the percentage of time a force option is used in total annual use of force reports. For example, in 2018, Conducted Energy Weapons were used 348 times as a demonstrated presence within the 2077 use of force reports (16.8% of reports). Accidental/Unintentional uses of force have been removed from the total.

Initial Reason for Use of Force				
Initial Reason for Use of Force	2017		2018	
	#	%	#	%
Accidental	6	0.5%	21	1.5%
Destroy An Animal	11	0.9%	11	0.8%
Effect Arrest	516	41.4%	568	40.2%
Other	29	2.3%	27	1.9%
Prevent Commission Of Offence	14	1.1%	18	1.3%
Prevent Escape	19	1.5%	26	1.8%
Protect Public	99	7.9%	113	8.0%
Protect Self	552	44.3%	628	44.5%
Total # of Incidents	1246	100.0%	1412	100.0%

Use of Force Continued

Officer Duties at Time of Incident				
	2017		2018	
	#	%	#	%
Directed Patrol	13	0.7%	10	0.5%
Foot Patrol	34	1.9%	51	2.5%
Crowd Control	1	0.1%	0	0.0%
General Patrol	929	51.1%	1215	58.5%
Investigation - Drugs	15	0.8%	14	0.7%
Investigation - Other	153	8.4%	193	9.3%
Off-Duty	0	0.0%	0	0.0%
Other Type Of Assignment	127	7.0%	114	5.5%
Paid Duty	8	0.4%	7	0.3%
PDS/Mounted	7	0.4%	14	0.7%
Special OPS	3	0.2%	16	0.8%
Tactical	513	28.2%	436	21.0%
Traffic Patrol	14	0.8%	7	0.3%
Total # of Reports	1817	100.0%	2077	100.0%

Category of Incidents Where Force Used				
Type of Incident	2017		2018	
	#	%	#	%
Animal Related	13	1.0%	11	0.8
Arrest/Prisoner Related	36	2.9%	53	3.8
Assault/Serious Injury	42	3.4%	51	3.6
Break And Enter	43	3.5%	39	2.8
Domestic Disturbance	50	4.0%	38	2.7
Drug Related	26	2.1%	15	1.1
EDP	120	9.6%	155	11.0
Pursuit	6	0.5%	8	0.6
Robbery Call	65	5.2%	67	4.7
Search Warrant/Warrant Related	264	21.2%	242	17.1
Stolen Vehicle	39	3.1%	44	3.1
Suspicious Person Call	8	0.6%	15	1.1
Traffic Stop	34	2.7%	39	2.8
Unknown Trouble Call	27	2.2%	32	2.3
Wanted Person	51	4.1%	46	3.3
Weapons Call	301	24.2%	353	25.0
Other	121	9.7%	204	14.4
Total # of Incidents	1246	100.0	1412	100.0

Use of Force Continued

Perceived Weapons Carried by Subject				
Type of Weapon	2017		2018	
	#	%	#	%
Animal - No Weapon	4	0.3	5	0.4
Baseball Bat/Club	30	2.4	44	3.1
Bottle	7	0.6	5	0.4
Knife/Edged Weapon	304	24.4	318	22.5
Firearms				
Handgun	93	7.5	78	5.5
Rifle	32	2.6	30	2.1
Semi-Automatic	568	45.6	613	43.4
Shotgun	43	3.5	21	1.5
Other-Firearm	56	4.5	50	3.5
None	147	11.8	183	13.0
Other	74	5.9	98	6.9
Unknown	590	47.4	680	48.2

Total Use of Force Incidents	2017	2018
	1246	1412

Note: A single use of force incident may involve multiple subjects with multiple weapons. As such, the total number of perceived weapons carried by subjects may exceed the total number of use of force incidents in a year. This chart reflects the percentage of time a perceived weapon is involved in total annual use of force incidents. For example, in 2018, a bottle was involved five (5) times in the 1412 incidents (0.4% of incidents).

Suspect Apprehension Pursuits

Pursuit Initiation Reason												
	2014		2015		2016		2017		2018		5 Year Avg.	
	#	%	#	%	#	%	#	%	#	%	#	%
Criminal Code												
Break and Enter	2	1.7	1	0.8	2	1.3	2	1.3	2	1.1	1.8	1.2
Dangerous Operation	21	17.4	21	15.8	14	9.1	23	14.9	26	14.6	21	14.2
Impaired Operation	7	5.8	13	9.8	10	6.5	5	3.2	12	6.7	9.4	6.4
Other	13	10.7	15	11.3	28	18.2	25	16.2	24	13.5	21	14.2
Prohibited Operation	0	0.0	0	0.0	0	0.0	0	0.0	2	1.1	0.4	0.3
Robbery	1	0.8	2	1.5	5	3.2	4	2.6	4	2.2	3.2	2.2
Stolen Vehicle	22	18.2	15	11.3	21	13.6	31	20.1	36	20.2	25	16.9
Sub-total	66	54.5	67	50.4	80	51.9	90	58.4	106	59.6	81.8	55.3
Highway Traffic Act												
Equipment Violation	6	5.0	10	7.5	14	9.1	9	5.8	6	3.4	9	6.1
Moving Violation	37	30.6	40	30.1	42	27.3	41	26.6	46	25.8	41.2	27.8
Other	6	5.0	13	9.8	14	9.1	11	7.1	18	10.1	12.4	8.4
R.I.D.E.	0	0.0	1	0.8	0	0.0	0	0.0	0	0.0	0.2	0.1
Suspended Driver	4	3.3	1	0.8	2	1.3	2	1.3	0	0.0	1.8	1.2
Sub-total	53	43.8	65	48.9	72	46.8	63	40.9	70	39.3	64.6	43.6
Miscellaneous												
Other	0	0.0	1	0.8	1	0.6	1	0.6	1	0.6	0.8	0.5
Report from Public	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Suspicious Vehicle	2	1.7	0	0.0	1	0.6	0	0.0	1	0.6	0.8	0.5
Sub-total	2	1.7	1	0.8	2	1.3	1	0.6	2	1.1	1.6	1.1
Total	121	100.0	133	100.0	154	100.0	154	100.0	178	100.0	148.0	100.0

Glossary of Terms

Civil Litigation Definitions

Charter of Rights Violations:

The breach of a right that is afforded under the *Charter of Rights and Freedoms*.

False arrest:

An arrest made without proper legal authority.

Malicious Prosecution:

To succeed in a claim for malicious prosecution, a plaintiff must establish: 1) That the defendant initiated the proceedings 2) That the proceedings terminated in favor of the plaintiff 3) The absence of reasonable and probable cause, and 4) Malice, or a primary purpose other than that of carrying the law into effect.

Misfeasance in Public Office:

The elements that must be established include: 1) Deliberate and unlawful conduct in the exercise of public functions, and 2) Awareness that the conduct is unlawful and likely to injure the plaintiff. A plaintiff must also prove that the conduct was the legal cause of his or her injuries, and that the injuries suffered are compensable in tort law.

Negligent Investigations:

To succeed in a claim for negligent investigation, a plaintiff must establish that: 1) The investigating officers owed the plaintiff a duty of care 2) The investigating officers failed to meet the standard of care 3) the plaintiff suffered compensable damage, and 4) The damage was caused by the investigating officers' negligent act or omission.

Excessive Use of Force:

A police officer has the right to use as much force as reasonably necessary to carry out his or her law enforcement duties. Excessive use of force would be any use of force that is more than reasonably necessary in the circumstances.

Police Services Act Definitions

Discreditable Conduct

- 2(1)(a)(i) Fails to treat or protect a person equally without discrimination.
- 2(1)(a)(ii) Uses profane, abusive or insulting language that relates to a person's individuality.
- 2(1)(a)(iii) Is guilty of oppressive or tyrannical conduct towards an inferior in rank.
- 2(1)(a)(iv) Uses profane, abusive or insulting language to any other member of the Service.
- 2(1)(a)(v) Uses profane, abusive or insulting language or is otherwise uncivil to a member of the public.
- 2(1)(a)(vi) Wilfully or negligently makes any false complaint or statement against any member of the Service.
- 2(1)(a)(vii) Assaults any other member of the Service.
- 2(1)(a)(viii) Withholds or suppresses a complaint or report against a member of the Service or about the policies of, or services provided by, the Service.
- 2(1)(a)(ix) Accused, charged or found guilty of an indictable criminal offence or criminal offence punishable upon summary conviction.
- 2(1)(a)(x) Contravenes any provision of the *Act* or the regulations.
- 2(1)(a)(xi) Acts in a disorderly manner or in a manner prejudicial to discipline or likely to bring discredit upon the reputation of the Service.

Neglect of Duty

- 2(1)(c)(i) Without lawful excuse, neglects or omits promptly and diligently to perform a duty as a member of the Police Service.
- 2(1)(c)(ii) Fails to comply with any provision of Ontario Regulation 267/10 (Conduct and Duties of Police Officers Investigations by the Special Investigations Unit).
- 2(1)(c)(iii) Fails to work in accordance with orders, or leaves an area, detachment, detail or other place of duty, without due permission or sufficient cause.
- 2(1)(c)(iv) By carelessness or neglect permits a prisoner to escape.
- 2(1)(c)(v) Fails, when knowing where an offender is to be found, to report him or her or to make due exertions for bringing the offender to justice.

- 2(1)(c)(vi) Fails to report a matter that is his or her duty to report.
- 2(1)(c)(vii) Fails to report anything that he or she knows concerning a criminal or other charge, or fails to disclose any evidence that he or she, or any person within his or her knowledge, can give for or against any prisoner or defendant.
- 2(1)(c)(viii) Omits to make any necessary entry in a record.
- 2(1)(c)(ix) Feigns or exaggerates sickness or injury to evade duty.
- 2(1)(c)(x) Is absent without leave from or late for any duty, without reasonable excuse.
- 2(1)(c)(xi) Is improperly dressed, dirty or untidy in person, clothing or equipment while on duty.

Unlawful or Unnecessary Exercise of Authority

- 2(1)(g)(i) Without good and sufficient cause makes an unlawful or unnecessary arrest.
- 2(1)(g)(ii) Uses any unnecessary force against a prisoner or other person contacted in the execution of duty.

Use of Force Definitions

Demonstrated Force Presence (Conducted Energy Weapon [C.E.W.]):

The C.E.W. is utilized as a demonstration only and does not make contact with the subject. The C.E.W. may be un-holstered, pointed in the presence of the subject, sparked as a demonstration, and/or have its laser sighting system activated.

Drive Stun Mode (C.E.W.):

The C.E.W. is utilized by direct contact with the subject and the current applied; the probes are not fired.

Full Deployment (C.E.W.):

The C.E.W. is utilized by discharging the probes at a subject and the electrical pulse applied.

Less Lethal Shotgun:

The Less Lethal Shotgun is an intermediate extended range impact weapon which may provide the opportunity for police officers to resolve potentially violent situations at a greater distance with less potential for causing serious bodily harm or death than other use of force options.



Toronto Police Services Board Report

May 17, 2019

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Facial Recognition System

Recommendation(s):

It is recommended that the Board review the following overview of the Facial Recognition System (F.R.S.) purchased by the Service in March 2018.

Financial Implications:

In 2016, after conducting a Pilot Project, a Business Case was submitted by Forensic Identification Services (F.I.S.) for the purchase of a Facial Recognition System (F.R.S.). An application for funds was made through the provincial Policing Effectiveness and Modernization (P.E.M.) Grant for the purchase and implementation of the F.R.S., and a Request for Proposal (R.F.P.) was issued by Purchasing Services in 2017. After the evaluation and benchmark testing of 2 successful Facial Recognition System applicants, NEC Corporation of America was awarded the contract.

At its meeting of September 21, 2017, the Toronto Police Services Board approved the 'Vendor of Record for a Facial Recognition System' Report (Minute No. P217/2017 refers). Upon approval of the report, Chair Andy Pringle signed the Statement of Work contract for NEC on January 26, 2018. The P.E.M. Grant application was approved, and the F.R.S. was purchased for \$451,718.00, including taxes. The F.R.S. was purchased and installed in March 2018. After the 12-month warranty period expired, the Maintenance and Support contract with NEC commenced in March 2019 at an annual cost of \$43,040.00 (excluding tax). This contract is in place for 5 years, until 2023, at an increase of 2.9% per annum.

Background / Purpose:

The need for a modern, efficient and technically advanced way to identify suspect images was met through the purchase of the F.R.S. Utilizing the dramatic increase in

the number and quality of digital images and videos being captured of suspects at crime scenes, F.R.S. searches can provide valuable information to investigators in a timely manner, greatly reducing the delay in suspect identification that could negatively impact upon public safety and the Service's risk management responsibility.

Investigators submit photographic and video images obtained pursuant to criminal investigations to F.I.S. for search against our Service's database of approximately 1.5 million mugshot images. The F.R.S. returns a gallery of candidate photos which are manually reviewed by a trained analyst who determines whether or not the person in the search photo strongly resembles the same person as in the candidate photo. While not a means of undisputable positive identification like fingerprint identifications, this technology provides 'potential candidates' as investigative leads.

Between September 15, 2014 and September 15, 2015, a Pilot Project was conducted to research the feasibility of purchasing an F.R.S. The Pilot Project was staffed by four F.I.S. members; a Detective Sergeant, a Detective Constable, a civilian D.N.A. Co-ordinator and a civilian Forensic Artist. Prior to the commencement of the Pilot Project, the F.R.S. team received Face Comparison and Identification training at the F.B.I.'s Criminal Justice Information Services (C.J.I.S.) Division in Clarksburg, West Virginia. This training is consistent with the guidelines and recommendations outlined by the Facial Identification Scientific Working Group (F.I.S.W.G.).

To address privacy concerns regarding the Pilot Project, meetings were first held with, and approval received from the Service's Lead Counsel Marianne Wright, from the Director of Crown Operations Andrew Locke, and from Deputy Director Ann Morgan. Our legal justification for utilizing mugshots in a police line-up/facial recognition system search is contained in the *Canada Evidence Act*, the *Constitution Act* (Part 1, Canadian Charter of Rights and Freedoms), and the *Identification of Criminals Act*.

During the course of the Pilot Project, approximately 500 search requests were received by F.I.S., resulting in the processing of over 1,000 suspect images. Approximately 400 of these images were of insufficient quality to be searched, and of the remaining 600 images, 281 potential candidates from major crime investigations were supplied to investigating officers. A high percentage of these selected potential candidates led to the identification, arrest and prosecution of the criminals responsible. This included major and violent criminal offences, including homicide, robbery and sexual assault.

Privacy Impact Assessment:

The importance of complying with all Canadian laws and privacy concerns in relation to the Service's utilization of F.R.S. technology was addressed from the beginning of the Pilot Project. That is why early consultations were conducted with the Director of Crown Operations and the Service's Lead Counsel. Additionally, all F.R.S. searches are strictly limited to criminal investigations, by our 6 currently trained F.I.S. members, 3 sworn members and 3 civilian members, at our secure F.I.S. police facility.

While the Service's investigators do not require search warrants to request a F.R.S. search, it is only our 6 F.B.I. trained personnel that have secure access to our system. We observe strict compliance with all applicable Canadian laws and Service procedures. In addition, unlike some American jurisdictions, the only database that is utilized for searches is our lawfully obtained mugshot database. No other databases are utilized, and the R.C.M.P. does not have a national mugshot database.

The total number of arrests that have derived from F.R.S. comparisons are undetermined because, unlike fingerprint comparisons, searches only provide 'potential candidates' and not conclusive identifications. Arrests are only made after further investigations are conducted and additional evidence has been obtained. However, as previously indicated, follow up investigations of 'potential candidates' has led to the arrest and prosecution of many criminal offenders, including violent offenders responsible for violent and multiple robberies, sexual assaults, shootings, and homicide.

In addition, the only photo and video images from public and private sector cameras that are used for comparison with our F.R.S., are those that have lawfully been obtained of criminal offence suspects. We do not, and are not lawfully authorized to conduct, real-time facial recognition comparisons at major events, such as concerts or sporting events.

Privacy concerns have also been addressed by the Service's Information Security Unit. They conducted a Privacy Impact Assessment in 2017, prior to the Purchase of our Facial Recognition System. Their report has been provided to the office of the Ontario Privacy Commissioner at their request.

Discussion:

The objective in purchasing the F.R.S. was to enhance our Service's ability to more efficiently and effectively identify suspects at the earliest possible opportunity. Further, to conclude lengthy and large-scale investigations with fewer resources, and to conclude previously unsolved crimes.

After a lengthy R.F.P. and evaluation process, and, with funds provided by the P.E.M. grant, the purchase and installation of the F.R.S. was finalised and became fully operational on March 22, 2018. The F.R.S. became an immediate success, leading to the identification of previously unknown criminal suspects. Between March 22, 2018, and December 31, 2018, 1,516 F.R.S. searches, representing approximately 5,000 still and video images, were conducted by F.I.S. F.R.S. comparisons resulted in potential candidates being selected for approximately 60% of all the images being searched, and of these, approximately 80% led to the identification of the criminals responsible for these criminal offences (or approximately 48% of all images submitted for comparison). Many investigations were successfully concluded due to the information provided to investigators, including four homicides, multiple sexual assaults, a large number of

armed robberies and numerous shooting and gang related crimes. In 2 separate homicides where suspect images were obtained, 1 shooting and 1 stabbing, 2 of the three suspects in each of the homicides were selected through the Service's F.R.S., and follow up investigations led to their arrests and prosecutions. Similar successes have been achieved in 2019, and to date 1,075 F.R.S. searches have been conducted.

Conclusion:

The F.R.S. has proven to be a valuable and highly successful investigative tool for the Service. The system is efficient, effective, and has assisted us with our modernization. It has also enhanced our ability to lead to the identification of criminals, including violent criminals, at the earliest opportunity, it has enabled us to conclude lengthy and large-scale investigations with fewer resources, and to solve previously unsolved crimes. We have been able to achieve these goals while strictly obeying and complying with all Canadian laws and privacy concerns.

Respectfully submitted,

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

*original copy with signature on file in Board office



Toronto Police Services Board Report

April 25, 2019

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Special Constable Re Appointments – May 2019

Recommendation:

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

Financial Implications:

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

Background / Purpose:

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

[The Service has received requests from T.C.H.C. to appoint the following individuals as special constables:](#)

Table 1 Name of Agency and Special Constable Applicant

Agency	Name	Status Request
T.C.H.C.	Dave Bahn BABOOLAL	Re- Appointment
T.C.H.C.	Stephen NEWBERRY	Re- Appointment

Discussion:

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

The agreements between the Board and each agency require that background investigations be conducted on all individuals who are being recommended for appointment or re-appointment as special constables. 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.

The T.C.H.C. has advised the Service that the above individuals satisfies all of the appointment criteria as set out in their agreement with the Board. The agencies' approved strength and current complements are indicated below:

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

Agency	Approved Strength	Current Complement
T.C.H.C.	300	117

Conclusion:

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

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

Respectfully submitted,

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

MS:ao

Special Constable Appointments and Re Appointments – May 2019.docx



Toronto Police Services Board Report

May 14, 2019

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Adoption of a new Financial Management and Control By-Law and New Purchasing By-Law

Recommendation(s):

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

- (1) adopt the Financial Management and Control By-Law attached to this report as Appendix A, with such by-law to come into effect upon adoption by the Board;
- (2) adopt the Purchasing By-Law attached to this report as Appendix B, with such by-law to come into effect upon adoption by the Board; and
- (3) repeal Board By-law No. 147, a by-law "To confer certain authorities and responsibilities with respect to the commitment of funds by and the payment of accounts of the Toronto Police Services Board, and other related matters," in accordance with section 20 of the Financial Management and Control By-Law attached to this report as Appendix A upon the Financial Management and Control By-law coming into effect upon adoption by the Board.

Financial Implications:

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

Background / Purpose:

The Board's current Financial Management and Control By-Law No. 147 was enacted in May 2003 with the last amendment to the By-Law occurring in July, 24, 2008 (Min No. P202/08 refers).

This report recommends the enactment of a new Financial Management and Control By-Law (the Financial Control By-Law) and a new Purchasing By-Law to replace the current By-Law No. 147, which contains provisions on both financial control and purchasing matters. The new by-laws are being recommended in order for the Toronto Police Service (Service) to:

- Align with current and upcoming trade agreements and leading practices including:
 - the Canadian Free Trade Agreement (C.F.T.A.); and Comprehensive Economic Trade Agreement (C.E.T.A.);
 - province of Ontario's Broader Public Sector Procurement Directive as a leading practice;
 - City of Toronto (City) Council adopted recommendations to revise the City's Purchasing By-Law and Procurement Processes Policy from July 2016.
- improve processes and directives to better balance between operational flexibility, administrative burden and compliance; and
- improve oversight and compliance of purchasing activities and improve the clarity of the By-Law

Appendix A is the proposed new Financial Control By-Law.

Appendix B is the proposed new Purchasing By-Law.

Appendix C contains a detailed section by section summary of changes between the current Financial Control By-Law No. 147 and the proposed new Financial Control By-Law.

Appendix D contains a detailed section by section summary of changes between the current Financial Control By-Law No. 147 and all content that was moved into the new Purchasing By-Law.

Appendix E contains comparative analysis that was conducted with other Services and municipalities to inform updated spending delegations.

Discussion:

The Finance and Business Management pillar has undertaken its first comprehensive review of the Board's current Financial Control By-Law No. 147, since it was enacted 16 years ago. In keeping with how the City has separated its purchasing by-law (into Municipal Code Chapter 195, Purchasing) and financial control by-law (into Municipal Code Chapter 71, Financial Control), this review has resulted in separating By-Law No. 147 into two by-laws as follows:

- all purchasing aspects have been drafted into the new Purchasing By-Law with new content added as well; and
- minor revisions were made to the remaining existing financial controls which will remain in the new Financial Control By-Law for consistency purposes.

The City is currently reviewing its financial control provisions in Municipal Code Chapter 71, Financial Control. The Service, in parallel, will also undertake a comprehensive review of the new Financial Control By-Law and processes, with a view to providing the Board with an amended Financial Control By-law in future.

As a result, the majority of the changes reflected in this report relate to the new Purchasing By-Law.

Governance Overview

(1) Financial Control By-Law

The current Financial Control By-Law No.147 provides the Service the overall framework for proper and effective financial processes that meet its operational needs, while ensuring effective financial controls and accountability. Specifically, By-Law No. 147 outlines the following:

- legislative obligations that govern accounting standards, financial management and reporting processes;
- Chief's budget development, approval and management obligations including spending authority;
- contract, payment, petty cash and write off authorities; and
- guidelines on how to administer the By-Law such as processes, controls and delegations.

The new Financial Control By-law will continue to regulate these items in much the same way as By-law No. 147.

(2) Purchasing By-Law

The new Purchasing By-Law will provide the Service with the overall framework for proper and effective purchasing activities that meet its operational needs, while ensuring effective, transparent, open and fair practices and accountabilities. Specifically, the new Purchasing By-Law sets out:

- legislative obligations that govern purchasing activities such as trade treaties and laws;

- authorities and duties of the Purchasing Manager and other members of the Service that can carry out purchasing activities;
- award and contract authorities for the Service and the Board;
- approaches on how to procure goods and services for the Service and Board;
- conditions under which goods and services can be procured without a competitive process; and
- bid management and dispute resolution processes.

(3) Service Governance

There will be a series of operational procedures and processes created to support both new by-laws, and these will be amended and updated by the Service on an ongoing basis to support the application of the new by-laws.

Work to Date

The core team involved in the proposed by-law changes include the Director of Finance and Business Management, the Manager of the Purchasing Services Unit (P.S.U.), the Manager of Accounting Services and City Legal representatives. Work conducted to inform the changes included:

- a review of the Service's operating environment including feedback from its members and the Board, issues that may have been raised with past procurements and audit findings;
- a review and education of new and upcoming trade treaties, Ontario's Broader Public Sector Procurement Directive, changes to the City's financial and purchasing by-laws and processes and industry best practices;
- a comparative analysis with other Services and municipalities; and
- consultations with Command members and Board staff.

Summary of Changes

Appendix C contains a detailed section by section summary of changes between the current Financial Control By-Law No. 147 and the proposed Financial Control By-Law.

Appendix D contains a detailed section by section summary of changes between the current Financial Control By-Law No. 147 and all content that was moved into the new Purchasing By-Law.

Below is a summary of important changes:

Delegation of Authority

Spending authorities have been increased to allow the Service to take a risk-based approach towards purchasing activities, favouring compliance and oversight over administrative activities for lower-value purchases. The delegations were informed by reviewing spending authorities for other Services and municipalities. The following table summarizes the changes.

Role	Current	Proposed
Board Chair	\$100,000	\$100,000
Chief of Police	\$500,000	\$1 Million (M)
Chief Administrative Officer (C.A.O.)	\$250,000	\$500,000
Command/Staff Superintendents/Directors	\$3,000 (part of Unit Commander authority)	\$25,000
Board Executive Director	\$0	\$25,000
Finance & Business Management Director	\$100,000	\$250,000
Purchasing Services Unit Manager	\$50,000	\$100,000
Unit Commanders	\$3,000	\$5,000

The table above assumes competitive purchasing practices were followed where applicable. In circumstances where a non-competitive procurement is undertaken, all such purchases over \$500,000 will require approval by the Board.

In addition, any material change to a contract, quantitative and/or qualitative, requires authorization from the original approvers. In cases where a contract value needs to be increased, the By-Law allows for an increase of 15% of the total value of the award instead of 10% in the current By-Law No. 147.

Roles and Responsibilities

The new Purchasing By-Law

- clarifies the roles and responsibilities for all members undertaking purchasing activities;

- emphasizes the requirement for the development of annual purchasing plans;
- includes oversight and contract management requirements; and
- allows for the Chief and C.A.O. to pull back spending authority should there be cases where this is warranted.

The goal of these changes is to clarify and emphasize fiscal accountability and the oversight role of the P.S.U. and Finance and Business Management pillar overall.

Alignment to trade treaties and legal obligations

The new Purchasing By-Law expands upon and clarifies situations when non-competitive procurements might be used based on current trade treaty rules and public sector practices. In addition, purchasing methods have been more clearly defined to include Request for Information, Request for Proposal, co-operative purchasing and piggy-backing. Lastly, the new Purchasing By-Law complies with legal requirements to include administration processes such as pre-award and post-award bid disputes.

Other Changes

For clarity and simplification, all values referenced in both new by-laws exclude taxes. Both by-laws also require a comprehensive review every five years to keep them current.

Board Approval

The new by-laws require Board approval to be obtained for procurements in the following circumstances:

- All competitive purchases greater than \$1M
- Non-competitive purchases where the total value exceeds \$500,000
- Contracts that are awarded for a term greater than five years
- A competitive award where the lowest compliant bidder or highest score proponent was not selected

The majority of the requirements for the Service to submit quarterly, annual and semi-annual financial reports to the Board remain unchanged with the following three exceptions:

- (1) Single/Sole Source report – Currently this report includes all single and sole source purchases greater than \$10,000. The new Purchasing By-Law proposes this change to \$25,000 to align the threshold with procurements that will be administered by the P.S.U.. Purchases that are less than \$25,000 will be subject to future audits by the Audit and Quality Assurance Unit and increased compliance oversight by the P.S.U..

- (2) Semi-Annual Write Off Report – Proposes changing the frequency of the write-offs report to the Board to annually, as this would provide a full year report on write-offs and is consistent with the City's annual write-off report.
- (3) An annual report will be submitted to the Board that reflects any joint and piggy back procurements including Police Cooperative Purchasing Group (P.C.P.G.) greater than \$1M. Currently the Service reports only the P.C.P.G. purchases greater than \$500,000 annually to the Board.

Implementation

The new Purchasing By-Law and new Financial Control By-law are proposed to come into effect upon adoption by the Board.

Upon adoption of the new by-laws, the P.S.U. Manager will complete a new procedures manual that will be incorporated into the Service's governance procedures.

Critical processes to operationalize the main changes to the new by-laws are already under revision and near their final stages of completion.

The P.S.U. will then conduct the necessary training for Service members to ensure the changes are understood. A number of information and training sessions are being scheduled and will continue for the balance of the year.

Increases in the delegation for Unit Commanders, Command, Staff Superintendents and Directors (\$5,000 and \$25,000 respectively) will be granted after system updates and training are conducted and is expected to be completed by September 2019. The interim delegation until these activities are completed will remain at \$3,000 and the P.S.U. will continue to conduct procurement activities greater than \$3,000 during this transitional period.

Refresher/ongoing education will be developed in collaboration with the Toronto Police College in 2020. The application of the new by-laws will be evaluated in practice and amendments will be submitted to the Board as required.

Conclusion:

The Finance and Business Management pillar has undertaken its first comprehensive review of the current Financial Control By-Law No. 147, since it was first enacted 16 years ago. Following an extensive review by Service and City Legal staff, it is recommended that the Board adopt a new Financial Control By-Law and a new Purchasing By-Law. The changes proposed in these new by-laws align with trade agreements and leading practices. They also improve clarity, business flexibility, oversight and compliance of financial activities carried on by the Service.

The City is currently reviewing its Financial Control By-Law, City of Toronto Municipal Code Chapter 71, Financial Control. The Service in parallel will also undertake a comprehensive review of the new Financial Control By-Law and processes, and request approval for further changes once this review is completed.

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

*original copy with signature on file in Board office

Appendix A – New Proposed Financial Management and Control By-Law

TORONTO POLICE SERVICES BOARD

BY-LAW No.

Financial Management and Control By-Law

Part I

PURPOSE AND INTERPRETATION

1. Purpose

This by-law sets out the parameters of financial management and control for the Service and the Board including the establishment of governing principles, procedures, and authorities.

2. Applicability

The provisions of this by-law shall apply to all members and employees of the Service and the Board.

3. Policies and Procedures

The Chief is authorized to establish the policies and procedures as part of the service governance framework to supplement this by-law.

4. By-law Review

This by-law shall be reviewed and evaluated for effectiveness at least every five (5) years from the date of its enactment.

5. Legislative Obligations

5.1 This by-law sets out the accounting standards used for managing and reporting on the budget. The Board's financial processes are managed in accordance with Canadian Generally Accepted Accounting Principles established by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada ("P.S.A.B."), on a full accrual basis for all assets and liabilities.

5.2 A full accrual basis means that revenues are recognized in the accounting period the events giving rise to the revenues occurred and are earned; while expenditures are recognized in the accounting period in which the events giving rise to the expenses occur and there is a legal or constructive obligation to pay.

5.3 T.P.S. management is responsible for the integrity, objectivity, accuracy and completeness of financial information.

6. Definitions

6.1. The following terms shall have the meanings indicated:

- (a) “ACCOUNT” - A financial liability of the Board arising from a Contract as shown by any invoice, pay sheet, receipt or other document indicating payment is due for the Goods or Services specified in the account.
- (b) “ACT” - The Police Services Act, or its successor legislation, as it may be amended from time to time.
- (c) “APPROPRIATION” - The Board and the Service annual net operating budgets.
- (d) “BOARD” - The Toronto Police Services Board.
- (e) “BUDGET” - The annual operating and capital budgets established by Council after consideration of the Estimates.
- (f) “C.A.O.” - The person holding the position of Chief Administrative Officer of the Service or a similar successor position.
- (g) “CAPITAL ACCOUNT” - The fund allocated by the Board for a particular Capital Project in the Capital Program.
- (h) “CAPITAL PROJECT” - An undertaking in respect of which an expenditure is incurred to acquire, improve and maintain land, buildings, engineering structures, machinery or equipment, including installation of computer hardware, development and/or installation of software and other technology and is the level at which the Board approves funding in the Capital Program.
- (i) “CAPITAL PROGRAM” - The multi-year plan adopted by the Board and Council respecting intended expenditures for Capital Projects.
- (j) “CHAIR” - The person holding the position of Chair of the Board or a similar successor position.
- (k) “CHIEF” - The person holding the position of Chief of Police of the Service or a similar successor position.
- (l) “CITY” - The City of Toronto.

- (m) "CITY SOLICITOR" - The person responsible for the operation of the Legal Services Division of the City.
- (n) "CONTRACT" – An Agreement between the Board and a vendor for the procurement of Goods or Services
- (o) "COUNCIL" – City of Toronto Council.
- (p) "DIRECTOR" - The person holding that position in the Service Finance and Business Management Pillar, or a similar successor position.
- (q) "ESTIMATES" - The estimates the Board submits to Council for adoption pursuant to section 39 of the Act or a similar provision under its successor legislation.
- (r) "GOODS" - All forms of personal property, both tangible and intangible.
- (s) "MANAGER" – The person holding the position of Manager, Accounting Services within the TPS Finance and Business Management Unit or designate.
- (t) "NET EXPENDITURE" - Total actual costs less total revenues earned.
- (u) "OVER-EXPENDITURE" - Net Expenditure that exceeds the approved Budget.
- (v) "PETTY CASH" – An amount of cash fund kept by the Service for expenditures on small items.
- (w) "PROCEDURES" – The procedures developed within the Service's governance framework consistent with the requirements of this by-law and approved by the Chief or their delegate.
- (x) "SERVICE" – The Toronto Police Service. "TPS" shall have the same meaning as the Service.
- (y) "SERVICES" - Any matter in respect of which the Board may incur a financial obligation other than Goods, excluding real property.
- (z) "UNIT" – A section of the Service headed by a Unit Commander.
- (aa) "UNIT COMMANDER" – The member assigned to head a unit, either temporarily or permanently, according to the organizational chart approved by the Board.

6.2 Monetary references

All references to this by-law to dollar amounts are to Canadian dollars and are exclusive of taxes unless otherwise provided.

- 6.3 In this by-law, any reference to a person includes another person who has been designated in writing by that person in a manner acceptable to the C.A.O. and any reference to a position includes a person acting in that position.

Part II BUDGETS

7. Interim Operating Budget

Prior to Council's adoption of an annual operating Budget for the Service and the Board, the Service and the Board will expend funds in accordance with the annual interim operating budget adopted by Council in accordance with Chapter 71, Financial Control, of the City of Toronto Municipal Code, for the period from the first day of January in each year until the adoption of the Budget for such year.

8. Operating and Capital Budgets

- 8.1 The Chief shall prepare the annual operating Estimates and the annual capital Estimates for submission to the Board, that show the amounts required to maintain the Service and provide it with equipment and facilities in order to provide adequate and effective policing, in such format and at such time as determined by Council and the Board.
- 8.2 The Chair shall prepare the annual operating Estimates for submission to the Board that show the amounts required to pay the expenses of the operation of the Board, in such format and at such time as determined by Council and the Board.
- 8.3 As part of the preparation and submission of the annual capital Estimates, the Chief shall prepare and submit the Capital Program identifying the Capital Projects intended to be undertaken for that year and the following nine years or such other multi-year period as requested by the Board or Council.
- 8.4 Each Capital Project and its funding must be individually approved by the Board as part of the Capital Program.

9. Submission of Estimates to Council

After adopting the operating and capital Estimates, the Board shall submit the Estimates to Council in accordance with the requirements of section 39 of the Act or a similar provision under its successor legislation.

10. Operating Budget Spending Authority

- 10.1 (a) The operating Budget adopted by Council and the Board establishes the spending authority for the Service and the Board. The Chief shall operate within the approved Budget and ensure that the Service's Net Expenditures do not exceed the approved Budget.
- (b) The Chief shall report any anticipated over-expenditure to the Board as soon as such potential over-expenditure is known, but not less than quarterly, and, where possible, shall advise on how best to address the over-expenditure.
- 10.2 Any expenditure that would result in the net operating Budget being exceeded requires the Board's approval prior to incurring such expenditure.
- 10.3 The obligations of the Chief identified in this section also apply to the Chair in respect to the Budget required to pay the expenses of the operation of the Board.

11. Capital Budget Spending Authority

- 11.1 (a) The capital Budget adopted by Council and the Board establishes the spending authority for the Capital Program in the Budget year. The Chief shall ensure that the Service's Net Expenditures do not exceed the approved Budget.
- (b) The Chief shall report any anticipated over-expenditure to the Board as soon as such potential over-expenditure is known.
- (c) No expenditure shall be made for a Capital Project in excess of the funding approved for such project in the Capital Budget without the approval of the Board.
- (d) The Board must approve any reallocation of funds between Capital Projects for which funds have been allocated within the Capital Program and advise the City Budget Committee of such reallocation.
- (e) The Board and the City Budget Committee must approve any reallocation of funds between Capital Projects within the Capital Program for which funds have not yet been allocated.
- 11.2 In preparing the annual capital Estimates, the Chief shall include a cash flow forecast which indicates the entire capital expenditure for each Capital Project, including those Capital Projects approved in previous years.
- 11.3 Any Capital Project approved in a previous year for which a cash flow forecast is not included in subsequent capital Estimates shall be considered to be completed and may be closed by the C.A.O. after consultation with the Chief.
- 11.4 The C.A.O. shall close any Capital Project that is considered to be complete and shall report on such closure to the Board for subsequent submission by the Board to the City's Chief Financial Officer.

**Part III
PETTY CASH**

12. Petty Cash

- 12.1 The Director may establish petty cash funds in an amount he or she considers appropriate having regard to the operational requirements of the Service and the Board.
- 12.2 Unit Commanders are authorized to dispense money from the petty cash fund for their respective Units upon delivery of receipts and such other documentation as required by Procedures established by the Director.
- 12.3 Petty cash payments for any individual purchase shall not exceed \$200, except as may otherwise be permitted by any applicable Procedures.

**Part IV
AUTHORITY**

13. Award and Contract Authorities

No Contract shall be made, no debt shall be incurred, no expenditure shall be made and no Account shall be paid by or on behalf of the Board, except with Board approval or in accordance with the provisions of this by-law, the Purchasing By-law and in compliance with any other legal requirements.

14. Authority to Pay Certain Accounts

Despite any other provision in this by-law or any provision of the Purchasing By-law, the C.A.O. is authorized to pay the accounts and expenditures set out in Schedule A of the Purchasing By-law without the issuance of a purchase order if funds are available in the Budget for that purpose.

**Part V
PAYMENTS**

15. Advance Payments

Within the limits of their respective Award and Contract authority identified in the Purchasing By-law, the Chief, the C.A.O., the Director or the Chair may agree to payment of an account prior to Goods or Services being supplied or rendered, provided such payment is required to secure such agreed upon Goods and Services to the Service or Board and making such payment does not place the Service or Board at undue financial risk.

**Part VI
WRITE-OFFS**

16. Authority for Write-Offs

- 16.1 The Director is authorized to write-off as uncollectible outstanding amounts of \$10,000 or less owing to the Board provided reasonable efforts have been made to collect the outstanding amount and such write-offs are reported to the C.A.O.
- 16.2 The C.A.O. is authorized to write-off as uncollectible outstanding amounts of \$25,000 or less owing to the Board provided reasonable efforts have been made to collect the outstanding amount and such write-offs are reported to the Chief.
- 16.3 The Chief is authorized to write-off as uncollectible outstanding amounts of \$50,000 or less owing to the Board provided reasonable efforts have been made to collect the outstanding amount.
- 16.4 The Chief shall submit an annual report to the Board identifying all individual amounts in excess of \$1,000 written off pursuant to this Part in the previous calendar year and the reasons for such write-offs.

**Part VII
ADMINISTRATION****17. Forms**

The C.A.O. shall approve all necessary forms and other documentation for recording and substantiating the Accounts of the Service and the Board.

18. Controls

The Chief shall direct that reviews, audits and inquiries are undertaken, as appropriate, to ensure that the Service and the Board maintain satisfactory internal control practices, and that all officials duly carry out the terms of this by-law and the Purchasing By-law, and shall also carry out such reviews, audits and inquiries as are requested by the Board.

19. Delegation of Authority

The Chief shall create and maintain a current schedule specifying the delegation of any authority conferred on members of the Service under this by-law, including Award and Contract authorities, change control procedures and the authority levels for each such delegation. The schedule shall be signed by the Chief and a copy of the schedule, shall be maintained by the Director.

**Part VIII
MISCELLANEOUS****20. Repeal**

20.1 Board By-law No. 147, a by-law “To confer certain authorities and responsibilities with respect to the commitment of funds by and the payment of accounts of the Toronto Police Services Board, and other related matters”, and all amendments thereto, are hereby repealed.

20.2 Despite subsection (20.1), the provisions of Board By-law No. 147, as amended, shall continue to apply to Calls, Requests and Contract made prior to the date of enactment of this by-law.

21. Title

The short title of this by-law is the Board Financial Control By-law.

22. Effective Date

This by-law shall come into force on the ____ day of ____ following the date of its enactment.

ENACTED AND PASSED this ____ day of ____ 2019.

Chair

Appendix B – New Proposed Purchasing By-Law

TORONTO POLICE SERVICES BOARD

PURCHASING BY-LAW

PART I PURPOSE AND INTERPRETATION

1. Purpose

The purpose of this by-law is to:

- 1.1 Promote effective use of funds through procurement methods and decisions that achieve best value for money while maintaining the integrity of the procurement process;
- 1.2 Protect the interests of the Toronto Police Service, the Toronto Police Services Board, the public and persons participating in the procurement process by providing a clear statement of how goods and services will be acquired;
- 1.3 Maintain trust and confidence in the stewardship of public funds through objective, fair, transparent and efficient procurement processes;
- 1.4 Promote procurement processes and decisions that are in compliance with applicable legislation, best public procurement practices, and are consistent with the strategic objectives established by the Toronto Police Services Board;
- 1.5 Ensure that procurement is conducted in a manner that enables the units of the Toronto Police Service to operate efficiently and effectively;
- 1.6 Clearly define the roles and responsibilities of persons involved in the procurement process;
- 1.7 Define the process for the acquisition and disposal of goods and services;
- 1.8 Clearly define circumstances in which non-competitive procurements may be awarded; and
- 1.9 Obtain efficiencies where possible by maximizing buying power through economies of scale and participating in cooperative buying groups or with other public bodies and agencies.

2. Applicability

- 2.1 The provisions of this by-law shall apply to all members and employees of the Service and the Board.
- 2.2 The provisions of this by-law shall apply to the procurement of Goods or Services using funds received from a grant.
- 2.3 The acquisition of real property is not governed by this by-law.
- 2.4 The acquisition of those items listed in Schedule A is not governed by this by-law.

3. By-law Review

This by-law shall be reviewed and evaluated for effectiveness at least every five (5) years from the date of its enactment.

4. Legislative Obligations

The acquisition of Goods and Services shall be conducted in compliance with international/interprovincial trade treaties or agreements, as applicable and as may be amended from time to time, including but not limited to, the North American Free Trade Agreement (NAFTA); the Ontario and Quebec Trade and Cooperation Agreement (OQTC); the Canadian Free Trade Agreement (CFTA); the Business Discrimination Act and the Canadian Economic Trade Agreement (CETA).

5. Definitions

The following terms shall have the meanings indicated:

- (a) "ACT" – The Police Services Act, or its successor legislation, as it may be amended from time to time.
- (b) "AWARD" – The acceptance of a Bid in accordance with this by-law.
- (c) "BEST VALUE" – The optimal balance of performance and cost determined in accordance with pre-determined Evaluation Criteria disclosed in a Solicitation for the purpose of making an Award. For competitive procurements, best value is represented by the highest ranked Bid.
- (d) "BID" – An offer or submission from a vendor in response to a Solicitation.
- (e) "BIDDER" – Any legal entity that submits a bid in response to a Solicitation.
- (f) "BID DISPUTE" – A written dispute raised by a bidder about the methods employed or decisions made by a representative of the Service in the administration of a Bid document or Bid process that leads to an Award and a Contract.

- (g) "BOARD" – The Toronto Police Services Board.
- (h) "BUYING GROUP" – A group that carries out a single joint procurement process.
- (i) "C.A.O." – The person holding the position of Chief Administrative Officer of the Service or a similar successor position.
- (j) "CHAIR" – The person holding the position of Chair of the Board or a similar successor position.
- (k) "CHIEF" – The person holding the position of Chief of Police of the Service or a similar successor position.
- (l) "CITY" – The City of Toronto.
- (m) "CITY SOLICITOR" – The person responsible for the operation of the Legal Services Division of the City.
- (n) COMMAND – Deputy Chiefs, excluding the C.A.O.
- (o) "CONTRACT" – An agreement between the Board and a vendor for the procurement of Goods or Services.
- (p) "CONTRACT VALUE" – The total value of the Goods or Services which includes the term of the Contract and any option years including any related ongoing costs such as warranty, support services and maintenance, excluding applicable taxes.
- (q) "CO-OPERATIVE PURCHASING" – A procurement process that is conducted by one Public Body or Buying Group on behalf of one or more Public Bodies.
- (r) "DIRECTOR" – The person holding that position in the Service Finance and Business Management Pillar, or a similar successor position.
- (s) "ELECTRONIC TENDERING SYSTEM" – A computer-based system that provides vendors with access to information related to open competitive procurements.
- (t) "EMERGENCY" – Any situation of extreme urgency brought about by unforeseeable events that make the procurement of Goods and Services necessary to address an immediate risk to persons, health, safety, security, property, the environment or other public interests of the Service.
- (u) "EVALUATION CRITERIA" – The criteria, weights and ratings, as set out in both the notice of intended solicitation and the Solicitation.
- (v) "GOODS" – All forms of personal property, both tangible and intangible.
- (w) "HIGHEST SCORING SUBMISSION" – The highest scoring compliant Bid submitted in response to a solicitation, using all identified evaluation criteria.

- (x) "LIMITED SOLICITATION" – A competitive solicitation method where at least three vendors of Services choice are invited and given an equal opportunity to bid to the Solicitation.
- (y) "LOWEST COST BID" – The lowest cost compliant Bid submitted in response to a Solicitation meeting technical specifications and vendor qualifications.
- (z) "MAJOR IRREGULARITY" – A deviation from the requirements in a Solicitation which: (i) affects the substance, as opposed to the form, of a Bid in terms of the price, quality, quantity or delivery, and is material to the Award; or (ii) if permitted could provide a bidder unfair advantage over competitors.
- (aa) "MINOR IRREGULARITY" – A deviation from the requirements in a Solicitation which: (i) affects the form, as opposed to the substance, of a Bid in terms of the price, quality, quantity, or delivery and is not material to the Award; and (ii) if the deviation is permitted or corrected, would not give the bidder a significant advantage over competitors.
- (bb) "NON-COMPETITIVE PROCUREMENT" – A procurement negotiated directly from one or more suppliers, but does not include negotiations provided for under the terms of competitive solicitation.
- (cc) "NON-COMPLIANT" – The response to the Solicitation does not conform to the mandatory requirements contained in the Solicitation.
- (dd) "PROCEDURES" – The procedures manual developed by the Purchasing Manager, consistent with the requirements of this by-law and best public procurement practices in the industry.
- (ee) "PUBLIC BODY" – Any level of government or government agency, including a policing agency, municipality or local board, commission or non-profit corporation carrying out procurement services for public bodies, and includes any corporation of which the City is a shareholder.
- (ff) "PURCHASING MANAGER" – The person holding the position of Manager, Purchasing Services within the Service's Finance and Business Management Pillar or designate.
- (gg) "REQUEST FOR EXPRESSIONS OF INTEREST (R.E.O.I.)" – A general market research tool, issued prior to issuing a Solicitation, to determine vendor interest in a proposed procurement. It is used prior to issuing a bid Solicitation and is not intended to result in the award of a Contract.
- (hh) "REQUEST FOR INFORMATION (R.F.I.)" – A general market research tool requesting vendors to provide information or advice about how to better define the problem or need, or alternative solutions and costs. It should not be used to pre-qualify or screen vendors. It is not intended to result in the award of a contract.

- (ii) "REQUEST FOR PRE-QUALIFICATION (R.F.P.Q.)" – A Solicitation that is issued to gather submission information on supplier capabilities and qualifications with the intention of creating a list of pre-qualified suppliers for future selective Solicitations, including:
 - (i) A one-time future solicitation; or
 - (ii) A multi-use list approved by the Board for Solicitations of a predefined scope and duration.
- (jj) "REQUEST FOR PROPOSALS (R.F.P.)" – A competitive procurement process to obtain Best Value for obtaining unique proposals designed to meet terms of reference which is based on Evaluation Criteria and awarded to the Highest Scoring Submission.
- (kk) "REQUEST FOR QUOTATIONS (R.F.Q.)" – A Solicitation issued to obtain competitive bids for standard Goods or Services based on simply or precisely defined requirements for which a fixed or simply calculated price will be paid or a clear or single solution exists and the Award goes to the Lowest Cost Bid.
- (ll) "REQUEST FOR SERVICES (R.F.S.)" – A competitive procurement process to obtain services on a temporary basis, which may include using prequalification lists.
- (mm) "SENIOR MANAGEMENT TEAM" – The member assigned to head a pillar and at a Director or Staff Superintendent level, either temporary or permanently, according to the organizational chart approved by the Board.
- (nn) "SERVICE" – The Toronto Police Service. "T.P.S." shall have the same meaning as the Service.
- (oo) "SOLICITATION" – A written notice to vendors, whether or not it is publicly advertised or intended to result in a Contract, and includes a:
 - (i) Request for Expressions of Interest (R.E.O.I.);
 - (ii) Request for Information (R.F.I.);
 - (iii) Request for Prequalification (R.F.P.Q.);
 - (iv) Request for Proposals (R.F.P.);
 - (v) Request for Quotations (R.F.Q.); and
 - (vi) Request for Services (R.F.S.).
- (pp) "TECHNICAL SPECIFICATION" – A requirement in a Solicitation that:
 - (i) Sets out the characteristics of a Good or Service to be procured, including

- quality, performance (safety and dimensions, or the processes and methods for their production or provision);
- (ii) Is based on international standards or national technical regulations, recognized national standards or building codes;
 - (iii) Is set out in terms of performance and functional requirements rather than design or descriptive characteristics; and
 - (iv) If standards are used to define specifications, the Service must ensure that they do not create a barrier to a competitive procurement and shall consider any equivalent specifications that meet the performance.
- (qq) "TWO-ENVELOPE METHOD" – A procurement process in which a proposal is submitted in two separate envelopes. The technical and qualitative information are submitted in the first envelope and the price envelope is provided in the second envelope. The second envelope is opened only if the information in the first envelope shows the bidder to be qualified in accordance with the requirements.
- (rr) "UNFAIR ADVANTAGE" – In relation to a procurement process, an unfair advantage includes but is not limited to:
- (i) Having, or having access to, confidential information in the preparation of a bid that is not available to other vendors;
 - (ii) Communicating with any person, including decision makers, with a view to influencing preferred treatment in the procurement process; or
 - (iii) Engaging in conduct that compromises, or could be seen to compromise, the integrity of the procurement process.
- In relation to the performance of the Contract that is the subject of a procurement, that the vendor's other commitments, relationships or financial interests:
- (iv) Could, or could be seen to, exercise an improper influence over the objective, unbiased and impartial exercise of its independent judgement, or
 - (v) Could, or could be seen to, compromise, impair or be incompatible with the effective performance of its contractual obligations.
- (ss) "UNIT" – A section of the Service headed by a Unit Commander.
- (tt) "UNIT COMMANDER" – The member assigned to head a unit, either temporarily or permanently, according to the organizational chart approved by the Board.
- (uu) "VENDOR" - A successful Bidder which has been awarded a Contract.

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PART II
ROLES AND RESPONSIBILITIES

6. Roles and Responsibilities

All Service and Board members involved in any purchasing activities must comply with this by-law and the supplementary policies and procedures which support it.

The Purchasing Manager shall have the authority, responsibility and accountability, subject to Board policies, for:

- (a) Developing procurement partnerships with Public Bodies where it is in the best interests of Service;
- (b) Providing leadership, quality customer service and best overall value to Service through the provision of open, fair, equitable, accessible and competitive procurement processes, while protecting the reputational and financial best interests of the Service;
- (c) Ensuring fair and equitable treatment of all bidders and vendors;
- (d) Being committed to timely, efficient service delivery while developing and maintaining good client relations;
- (e) Monitoring current best practices in the industry;
- (f) Working in collaboration with the City Solicitor, as necessary;
- (g) Promoting standardization and consolidation of Goods and Services where applicable and in the best interests of the Service;
- (h) Developing the Procedures including forms to govern the purchasing process in order to carry out the provisions of this by-law and any other applicable Board policies, and monitoring compliance with the provisions of policies and procedures; and
- (i) Coordinating Solicitations on behalf of the Service and the Board, except for:
 - (i) Procurements valued up to \$5,000 undertaken by Units in compliance with procurement policies and procedures;
 - (ii) Procurements valued up to \$25,000 undertaken by Command and Senior Management Team in compliance with procurement policies and procedures; or
 - (iii) Those Goods and Services listed in Schedule A.

7. Roles and Responsibilities of Purchasing Services Unit

The Purchasing Services Unit shall:

- (a) Encourage competition amongst bidders and vendors by using an open, transparent and fair process while protecting the best interests of the Service and the Board;
- (b) Ensure fair and equitable treatment of all bidders and vendors;
- (c) Provide clear direction and accountabilities to the Service and the Board;
- (d) Ensure objectivity and integrity of the competitive procurement process;
- (e) Be committed to continuous training and learning opportunities to stay abreast of public procurement best practices;
- (f) Be cognizant of all applicable legislation; and
- (g) Be environmentally conscious in the purchase of Goods and Services.

8. Roles and Responsibilities of Command and Senior Management Team

Command and Senior Management Team shall:

- (a) Oversee and be responsible for procurements, in accordance with part VI – Award – Contract Authorities Execution, when undertaken by their Unit;
- (b) Ensure availability of funds before any solicitation and Award is made;
- (c) Ensure all supporting documentation related to the procurement is retained and available in compliance with the Service's record retention policies and procedures.

9. Roles and Responsibilities of Unit Commanders

Unit Commanders shall:

- (a) Develop annual Unit procurement plans for procurements greater than \$25,000 and special requests, in cooperation with the Purchasing Manager, and ensure such plans allow sufficient time for the Purchasing Services Unit to respond to requests for procurement;
- (b) Be responsible for procurements, in accordance with part VI – Award – Contract Authorities Execution, when undertaken by the Unit;
- (c) Ensure availability of funds before any solicitation or Award is made;
- (d) Communicate all routine orders in relation to purchasing within the Unit; and

- (e) Ensure all supporting documentation related to the procurement is retained and available in compliance with the Service's record retention policies and procedures.

PART III

STANDARD PROCUREMENT METHODS

10. Information gathering

- 10.1 Prior to issuing a competitive Solicitation, the following Solicitation documents may be issued for the purpose of gathering information:
 - (a) A Request for Information; or
 - (b) A Request for Expressions of Interest.
- 10.2 A vendor day may be conducted in accordance with the Procedures, but is not part of a Procurement process and must not be seen as providing any vendor(s) with an unfair advantage in future procurements.

11. Pre-qualification for selective Solicitations

A R.F.P.Q. may be used to establish a list of pre-qualified vendors for a particular term. The pre-qualified list of vendors must be approved by the Board. The Purchasing Manager may then administer relevant R.F.Q. and R.F.S. without a requirement for Board approval for subsequent Solicitations and Awards.

12. Competitive Solicitations

A competitive Solicitation method must be used for any procurement, unless one or more of the exceptions apply for using a non-competitive procurement as described in this by-law. Competitive Solicitation methods include, but are not limited to, the following:

- (a) Requests for Quotations;
- (b) Requests for Proposals;
- (c) Requests for Pre-qualification; and
- (d) Any multi-stage procurement involving a combination of these competitive Solicitation methods.

13. Co-operative Purchasing - Joint Procurement - Consolidated Purchasing

- 13.1 The Purchasing Manager may make arrangements with one or more Public Bodies for Co-operative Purchasing where there are economic advantages in so doing, provided that if the procurement is to be conducted by other Public

Bodies, the Purchasing Manager determines that:

- (a) The method of procurement used by the other Public Body is a competitive method consistent with that described in this by-law; and
 - (b) Contracts resulting from the Co-operative Purchasing are executed in accordance with this by-law.
- 13.2 The Purchasing Manager may make arrangements for Co-operative Purchasing of Goods or Services undertaken by the City in which the Board participates but where the City makes the Award on behalf of both itself and the Board.
- 13.3 The Chief may make Awards and execute Contracts in relation to procurements carried out pursuant to this section and shall report annually to the Board on such Awards that are greater than \$1,000,000.
- 14. Piggybacking of same goods and services from public body**
- 14.1 Notwithstanding any other provision in this by-law, the Purchasing Manager may participate in a procurement made directly by another Public Body if the Purchasing Manager determines that the Public Body followed a competitive method similar to that described in this by-law and complied with all applicable trade agreements, and provided that:
- (a) The contract between the Public Body and the vendor stipulates that the same Goods or Services be made available to other public bodies at the same price;
 - (b) The Goods or Services will be made available to the Service for the same or better price than the price that is to be paid by the Public Body pursuant to the contract described in (a); and
 - (c) The value of the purchase of Goods or Services by the Service is within the approved budget.
- 14.2 The Chief may make Awards and execute Contracts in relation to procurements carried out pursuant to this section and shall report annually to the Board on such Awards that are greater than \$1,000,000.

PART IV

NON-COMPETITIVE

15. Non-competitive procurement exceptions - general

15.1 A non-competitive procurement may be undertaken where both the proposed non-competitive procurement and the particular vendor can be justified in good faith, based on one or more of the following considerations:

- (a) A statutory or market-based monopoly or scarcity of supply in the market;

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- (b) An absence of competition in the market;
- (c) The existence of exclusive rights such as patent, copyright, license or warranty restrictions;
- (d) The Goods or Services are purchased under circumstances which are exceptionally advantageous to the Service, such as in the case of bankruptcy or receivership or the acquisition of surplus goods from another Public Body;
- (e) Procurement of a work of art;
- (f) Additional purchases from a vendor of Goods or Services that were not included in the original procurement, when a change cannot be made for economic or technical reasons without causing significant inconvenience or substantial duplication of costs to the Service;
- (g) The need for compatibility with Goods or Services previously acquired when there are no reasonable alternatives, substitutes or accommodations or there is a need to avoid violating warranties and guarantees;
- (h) An attempt to procure the required Goods or Services by soliciting competitive submissions has been made in good faith, but has failed to identify a compliant submission or qualified supplier, or where the submissions received have been collusive;
- (i) The Goods or Services are required as a result of an Emergency which would not reasonably permit the Solicitation of competitive submissions;
- (j) Construction, renovations, repairs or maintenance in respect of real estate leased or occupied by the Service which may only be carried out in accordance with the occupancy agreement;
- (k) It is advantageous to the Service to acquire the Goods or Services from another Public Body;
- (l) Another organization is funding the procurement and as a condition of the funding the Service is required to use a specified vendor and the terms and conditions of the proposed Contract are beneficial to the Service;
- (m) To comply with a legal obligation; and
- (n) The nature of the Goods or Services involves matters of security, confidentiality or covert operations and it would not be in the public interest to solicit competitive bids.

15.2 The Chief shall report annually to the Board on non-competitive Solicitations for values greater than \$100,000.

15.3 Notwithstanding section 20, the Chief may only make an Award, or combination

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of related Awards, through a non-competitive procurement under this section for a total amount not exceeding \$500,000, and execute a Contract in relation to that Award.

16. Non-competitive exceptions– emergency

- 16.1 Where, in the opinion of the Chief, an Emergency exists, the Chief may acquire Goods and Services as he or she, acting reasonably, considers necessary to deal with the Emergency, without the necessity for compliance with the requirements of this by-law.
- 16.2 If the Chief exercises his or her authority under subsection 16.1:
- (a) The Chief may only do so provided the amount is in accordance with section 20.3(a) and section 15; and
 - (b) The Chief shall report such action to the Chair at the earliest possible opportunity and shall report on such action to the Board as soon as practical and not later than the second regular meeting of the Board following such action.

17. Limited solicitation exceptions

A limited Solicitation in accordance with the Procedures may be undertaken where:

- (a) there is a need to undertake any procurement valued up to \$100,000; and
- (b) the person undertaking the procurement is acting in accordance with their delegated limit under section 20.3.

18. Solicitation Expectations

- 18.1 The type of Solicitations to be used for Contract Values between \$25,000 and \$100,000 shall be determined by the Purchasing Manager.
- 18.2 All Solicitations with Contract Values over \$100,000 will be conducted by way of an open competitive process in accordance with this by-law, unless a non-competitive exception applies.

PART V

CANCELLATION

19. Cancellation of Solicitations

The Purchasing Manager shall be authorized to cancel any Solicitation where:

- (a) The value of all the Bids exceed the budget approval for the proposed contract;
- (b) A change in the scope of work or other solicitation requirements are necessary and therefore a new solicitation should be issued;

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- (c) The Goods or Services identified in the Solicitation no longer meet the operational needs of the Service or are no longer needed;
- (d) The Solicitation contains errors or omissions which, in the opinion of the Purchasing Manager, in consultation the City Solicitor, cannot be corrected;
- (e) The Solicitation has failed to elicit competition or any qualified supplier; or
- (f) The Purchasing Manager determines, in consultation with the City Solicitor, that the integrity of the solicitation process has been compromised.

PART VI

AWARD – CONTRACT AUTHORITIES - EXECUTION

20. Award and Contract Authorities

- 20.1 No Award shall be made except with Board approval or in accordance with the provisions of this by-law and in compliance with any other legal requirements.
- 20.2 The dollar amount of all Award and Contract authorities identified in this by-law are in Canadian dollars and excludes any amount payable for taxes on the amount of that Award.
- 20.3 The following persons, and those persons acting in their place from time to time, have the authority identified below, provided the conditions set out in section 20.1 and 20.4 have been met:
 - (a) The Chief may make an Award for an amount not exceeding \$1,000,000 in any one instance and execute a Contract in relation to that Award;
 - (b) The C.A.O. may make an Award for an amount not exceeding \$500,000 in any one instance and execute a Contract in relation to that Award;
 - (c) The Director may make an Award for an amount not exceeding \$250,000 in any one instance and execute a Contract in relation to that Award;
 - (d) The Chair may make an Award for an amount not exceeding \$100,000 in any one instance and execute a Contract in relation to that Award, provided the Award is in respect of the Board office;
 - (e) The Purchasing Manager may make an Award for an amount not exceeding \$100,000 in any one instance and enter into a Contract in relation to that Award;
 - (f) The C.A.O. may delegate to a Command, Staff Superintendent or Director the authority to make an Award for an amount not exceeding \$25,000 in any one instance and execute a Contract in relation to that Award, provided the Award is in respect of the Unit.

- (g) The Chair may delegate to the Board Executive Director the authority to make an award for an amount not exceeding \$25,000 in any one instance and execute a Contract in relation to that Award, provided the Award is in respect of the Board office.
- (h) The Director may delegate to a Unit Commander the authority to make an Award for an amount not exceeding \$5,000 in any one instance and execute a Contract in relation to that Award, provided the Award is in respect of the Unit.

20.4 An Award may be made under this Part, provided that:

- (a) The other provisions of this by-law and purchasing Procedures have been followed;
- (b) The Award is being made to the vendor with the Lowest Cost Bid or the Highest Scoring Submission;
- (c) There have been no disputes associated with the Solicitation; and
- (d) At least one of the following is true:
 - (i) Funds for the purpose of the Award are available in the interim operating budget or budget in the year in which the Award and expenditure are being made and the expenditure in that year does not exceed the amount of the available funds; or
 - (ii) The Capital Project and its funding have been approved and funds are available for the purpose of the Award.

20.5 Where any purchase has been authorized under this by-law, those persons authorized to make the Award may, upon being satisfied that increases are required, authorize expenditures that exceed the original approved Contract Value at the time of Award, provided that any additional expenditures cumulatively shall not exceed the lesser of:

- (a) fifteen percent (15%) of the total cost of the original approved Contract Value at the time of Award; and
- (b) the authority of that person as set out in section 20.3.

20.6 No person shall approve material changes to a Contract, including changes in scope, deliverables, payment structure or scheduling, without approval based on the award and contract authorities set out in section 20.3.

20.7 Where Goods or Services are designated by the C.A.O. as essential to the ongoing operations of the Service and are provided under agreements that are reoccurring, the C.A.O. is authorized to pay accounts for such Goods or Services under the same authority, on the same terms and conditions as the last

Commitment, from the date of expiry of such Commitment until a new contract is entered into provided that all other provisions of this by-law shall continue to apply and:

- (a) Funds are available in the operating Budget in the year in which the additional expenditure is being made; or
- (b) Both:
 - (i) The Capital Project and its funding have been approved; and
 - (ii) Sufficient funds remain in the Capital Project in the year in which the additional expenditure is being made.

21. Contract Execution and Purchase Orders

21.1 Where an Award has been made, then, in addition to any other general or specific authority delegated by the Board regarding contract execution:

- (a) All Awards are subject to the execution of a Contract or the issuance of a purchase order by the Service.
- (b) Any Contracts required shall be in a form satisfactory to the City Solicitor.
- (c) If required by the Purchasing Manager, the form of Contract shall be disclosed in the Solicitation.
- (d) Where an Award is made in accordance with this by-law, those authorized to make the Award and execute a Contract, are also authorized to execute any related agreements or other document which may be necessary to give effect to the Award, and in the case of the Board, the Chair is authorized to execute any related agreements or other documents.

21.2 Executed copies of all agreements, including all bonds, letters of credit and other security for performance of the agreements, all insurance certificates, and all other documents executed by or on behalf of the Board shall be deposited with, and maintained by Purchasing Services.

22. Board Authority – General

- 22.1 A decision not to award to the lowest compliant bid or highest scored proponent must be approved by the Board.
- 22.2 The C.A.O., at his or her discretion, may require that the procurement, regardless of value, be approved by the Board.
- 22.3 A Contract term in excess of five (5) years, regardless of value, must be approved by the Board.

- 22.4 A Contract in excess of \$1,000,000 that needs to be cancelled must be approved by the Board.

PART VII

PRE AND POST BID DISPUTE

23. Pre-award bid disputes.

The Purchasing Manager will include information in the Solicitation documents indicating that bidders may seek a resolution of any pre-award dispute by communicating directly with the Purchasing Manager as soon as possible, but no later than ten (10) business days from the time when the basis for the dispute became known to them. The Purchasing Manager may delay an award, or any interim stage of a procurement, pending the resolution of any pre-award dispute.

24. Post-award bid disputes.

- 24.1 Any dispute to an Award decision must be received in writing by the Purchasing Manager no later than ten (10) days after the date of the Award notification, or where a debriefing has been requested and received, no later than five (5) days after such debriefing. Any dispute not received within the time period will receive no further consideration.

- 24.2 Any written dispute in respect of a procurement valued over \$100,000 that cannot be resolved by the Purchasing Manager through consultations with the Unit Commander, bidder, and, if necessary, the City Solicitor, shall be referred by the Purchasing Manager to the Director for review, based on the following information:

- (a) A specific description of each act or omission alleged to have materially breached the procurement process;
- (b) A specific identification of the provision in the Solicitation or procurement procedure that is alleged to have been breached;
- (c) A precise statement of the relevant facts;
- (d) An identification of the issues to be resolved;
- (e) The bidder's arguments, including any relevant supporting documentation; and
- (f) The bidder's requested remedial action.

- 24.3 The Director, in consultation with the City Solicitor, may:

- (a) Dismiss the dispute; or
- (b) Accept the dispute and direct the Purchasing Manager to take appropriate

remedial action, including, but not limited to, rescinding the Award and any executed contract, or canceling the Solicitation.

- 24.4 The CAO, in consultation with the City Solicitor, may address Bid disputes on a case-by-case basis in order to achieve a resolution and, if required, direct the Purchasing Manager to develop further procedures in the Procedures as necessary to ensure independent and timely review and resolution of pre- award and post-award bid disputes.

PART VIII

DISPOSAL OF SURPLUS PROPERTY

25. Personal Property:

25.1 For the purpose of this section:

- (a) "property" means any property that is not real property.
- (b) "Asset Owner" means the Unit responsible for the acquisition, maintenance and disposal of a piece of property.

25.2 Where a Unit Commander determines that any property within his or her Unit should be declared surplus due to being obsolete, worn out or no longer being useful for the Unit, a list of such property shall be made available to the Asset Owner. The property may be declared surplus at the discretion of the Asset Owner.

25.3 The Asset Owner may make arrangements for the disposal of surplus property in conjunction with the applicable Unit Commander and the Purchasing Manager in any way that will provide the best value to the Service, including, but not limited to:

- (a) Trade-in as part of the procurement of other similar property being acquired by the Service;
- (b) Issuance of a RFQ;
- (c) Donating or selling the property for a nominal fee, or generating revenues which would be donated, to a not-for-profit charitable organization that is registered as such with the Canada Revenue Agency;
- (d) Public auction; or
- (e) As directed by the Board.

25.4 The Asset Owner may, as he or she considers appropriate:

- (a) Arrange for the property to be utilized by the City or other Public Bodies, which

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may include the Police Cooperative Purchasing Group;

- (b) Classify the property as waste and recycling, and make arrangements for scrapping, dismantling, destroying or disposing of the property.

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SCHEDULE "A"
TO
TORONTO POLICE SERVICES BOARD
BY-LAW NO.

In accordance with Part IV of this by-law, the following items can be processed without the involvement of the Purchasing Manager or the issuance of a purchase order or Contract, provided any other related Procedures have been followed:

1. Utilities

Gas usage fees

Hydro usage fees

Water usage fees

Toll road usage fees

2. Training and Education

Membership fees – professional associations

Magazine and periodical subscriptions

Proprietary vendor for specific training or course fees

Conference and seminar registration fees

3. Refundable Employee Expenses

Per diem amounts

Travel expenses, including transportation, registration and accommodations

Mileage or transportation fees associated with travel

4. General Expenses

Postage

Licenses, e.g. vehicles and recertification

Honorariums (not to exceed \$500)

Charges to or from federal, provincial or municipal governments, agencies, boards, commissions, railways and utility companies, for goods and services incidental to an

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approved operating costs or capital project, provided that the goods and services of the main project shall be subject to the by-law

Payments to associations and government funded organizations working with the Board or the Service on Board or Service projects

Refunds

Legal settlements

Grievance payments

Experts and witnesses for civil actions or administrative hearings

Arbitrators and mediators

Advertising – all services (print, radio, T.V., etc.)

5. Payments to Past and Current Employees

All salaries, wages and benefits due to any person in the employ of the Board

All retiring allowances and mandatory sick pay grants due to any person previously in the employ of the Board

6. Pension Deductions and Contributions

All accounts relating to employee pension deductions and employer pension contributions in respect of the salaries and wages to those persons who are paid by or employed by the Board, and which are payable in respect of any duly authorized registered pension plan on behalf of the respective employee

7. Government Payments

All accounts for fees, taxes and levies payable to the federal, provincial or other municipal government, or to any agency, board or commission thereof

8. Animal Payments

Purchases of animals

Veterinary and animal care fees

Appendix C - Changes between the current Financial Management and Control By-Law No. 147 and the proposed new Financial Management and Control By-Law

Old Number	Revised Number	SUBJECT	MODIFICATIONS
PART I – GENERAL replaced with PURPOSE AND INTERPERATION			
2.	1.	Purpose	Revised and aligned with City’s By-Law
3.	2.	Applicability	Clarifies that the by-law applies to all members and employees of the T.P.S. and Board
	3.	Policies and Procedures	New – Specifies that the Chief is authorized to establish policies and procedures to supplement this by-law
	4.	By-law Review	New - Specifies that the by-law will be reviewed for effectiveness at least every 5 years
	5.	Legislative Obligations	New – References accounting standards to manage the Board’s financial processes, budget and reporting requirements such as Canadian Generally Accepted Accounting Principles and accrual accounting
1.	6.	Definitions	Revised based on updates made in the by-law and to achieve consistent definitions between the new Purchasing and Financial Control By-Laws
4	N/A	Ethics in Purchasing	Removed as this is related to the Purchasing By-Law
PART II - BUDGETS			

Old Number	Revised Number	SUBJECT	MODIFICATIONS
5.	7.	Interim Operating Budget	No material change
6.	8.	Operating and Capital Budgets	Updated the planning timeline for Capital Projects from four years to nine years as per the current practice
7.	9.	Submission of Estimates to Council	No material change
8.	10.	Operating Budget Spending Authority	No material change
9.	11.	Capital Budget Spending Authority	No material Change
PART III – PURCHASING (sections removed)			
10.	N/A	Purchasing Procedures	Sections removed, revised and covered in Purchasing By-Law
11.	N/A	Purchase of Policing Goods and Services and Goods and Services Less Than \$10,000	
12.	N/A	Purchase of Goods and Services	
13.	N/A	Co-Operative Purchasing	
14.	N/A	Access to Bids	
15.	N/A	No Solicitation Required	
PART IV – COMMITMENTS (sections removed)			
16.	N/A	Approval	Sections removed, revised and covered in Purchasing By-Law
17.	N/A	Award and Commitment Authorities	
18.	N/A	Emergencies	
PART V revised as PART III – PETTY CASH			
19.	12.	Petty Cash	The Director of Finance and Business Management (F.B.M.), rather than the C.A.O., shall establish the appropriate amount of petty cash funds needed for operational requirements
20.	N/A	TPS Purchase Order	Sections removed, revised and covered in Purchasing By-law
21.	N/A	Other Agreements	
22.	N/A	Execution	
PART VI revised as PART IV - AUTHORITY			
	13.	Award and Contract Authorities	New – Specifies that this by-law, the Purchasing By-Law, Board approval and legal requirements govern entering contracts, paying

Old Number	Revised Number	SUBJECT	MODIFICATIONS
			accounts and incurring expenditures
23.	14.	Authority to Pay Certain Accounts	Specifies that the C.A.O. can pay expenditures referenced in Schedule A of the Procurement By-Law without a purchase order
<i>PART VII revised as PART V - PAYMENTS</i>			
24.	N/A	Certification	Removed
25.	N/A	Successive Agreements	Removed, revised and covered in the Purchasing By-Law
26.	15.	Advance Payments	Revised to add that the Director, F.B.M., can also approve advance payments.
27.	N/A	Payment of Accounts by Treasurer	Removed
<i>PART VIII – DOCUMENTS (Removed)</i>			
28.	N/A	Custody of Documents	Removed – Part of the Purchasing By-Law
<i>PART IX revised as PART VI WRITE-OFFS</i>			
29.	16.	Authority for Write-Offs	Revised to change Board reporting requirement on write-offs to annual for amounts exceeding \$1000. Original by-law required Board reporting semi-annually for any write-off amount.
<i>PART X – DISPOSAL OF SURPLUS PROPERTY (removed)</i>			
30.	N/A	Personal Property	Removed – Part of the Purchasing By-Law
31.	N/A	Real Property	
<i>PART XI revised as PART VII - ADMINISTRATION</i>			
32.	17.	Forms	No material change
33.	18.	Controls	No material change
X	19.	Delegation of Authority	New - specifies that the Chief shall establish a current schedule specifying

Old Number	Revised Number	SUBJECT	MODIFICATIONS
			the delegation of any authority conferred on members of the Service and it will be maintained by the Director, F.B.M.
<i>PART XII revised as PART VIII - MISCELLANEOUS</i>			
34.	20.	Repeal	No material change
35.	21.	Title	
36.	22.	Effective Date	
SCHEDULE "A" TORONTO POLICE SERVICES BOARD BY-LAW NO			
1.	1.	Utilities	Removed – Part of the new Purchasing By-Law
2.	2.	Training and Education	
3.	3.	Refundable Employee Expenses	
4.	4.	General Expenses	
5.	5.	Payments to Past and Current Employees	
7.	6.	Pension Deductions and Contributions	
6.	7.	Government Payments	

Appendix D - Changes between the current Financial Management and Control By-Law No. 147 and the proposed new Purchasing By-Law

OLD SECTION	NEW SECTION	SUBJECT	MODIFICATIONS
PART I – PURPOSE AND INTERPRETATION			
2.	1	Purpose	<ul style="list-style-type: none"> • The new by-law expands upon the purpose of the by-law, setting out that the purpose of the by-law is, among other things, to: <ul style="list-style-type: none"> ○ promote effective use of funds through procurement; ○ define the roles and responsibilities of persons involved in procurement; and ○ encourage competitive bidding where ever possible and appropriate.
3.	2	Applicability	<ul style="list-style-type: none"> • Clarifies that the by-law applies to all members and employees of the Service and Board. • Includes that the by-law applies to grant funded purchases. • Retains the exclusion of real property acquisition • Adds an exclusion for the procurement of items listed in Schedule A.
4.	N/A		<ul style="list-style-type: none"> • Ethics and purchasing sub-section removed.
N/A	3	By-law Review	<ul style="list-style-type: none"> • New – Specifies that the by-law will be reviewed for effectiveness at least every 5 years
N/A	4	Legislative Obligations	<ul style="list-style-type: none"> • New – References trade agreements and general procurement principles, including that the acquisition of goods and services will be conducted in compliance with treaties or agreements such as N.A.F.T.A. and C.E.T.A.
1.	5	Definitions	<ul style="list-style-type: none"> • Updated and modified for new content in the by-law. New definitions include similar definitions to City of Toronto Municipal Code Chapter 195, Purchasing, and include: <ul style="list-style-type: none"> ○ definitions for new procurement methods such as R.F.I. and R.E.O.I.; ○ updated definition of T.P.S. positions such as C.A.O.; and ○ process terms on items such as unfair advantages and highest scoring submissions.
Part II – ROLES AND RESPONSIBILITIES			
10-12	6	Roles and Responsibilities	<ul style="list-style-type: none"> • Entire section is new. Outlines roles for major stakeholders, including:
	7	Roles and Responsibilities of	

OLD SECTION	NEW SECTION	SUBJECT	MODIFICATIONS
		Purchasing Services Unit	<ul style="list-style-type: none"> ○ delegating to the Manager, Purchasing Services the authority to develop policies and procedures for procurements; ○ clarifying that Command and the Senior Management Teams (S.M.T.) shall oversee procurements undertaken by their Units; and ○ clarifying that Unit Commanders shall develop annual procurement plans that will be shared with the Purchasing Services Unit.
	8	Roles and Responsibilities of Command Senior Management Team	
	9.	Roles and Responsibilities of Unit Commanders	
Part III – STANDARD PROCUREMENT METHODS			
11-12	10	Information Gathering	<ul style="list-style-type: none"> ● Section 11 of the old by-law contained a \$10,000 purchase limit for the Service and did not provide clear processes the T.P.S. could use for procurement. ● Replaced with Section 10 – 12 to specify the different purchasing methods T.P.S. may use including: <ul style="list-style-type: none"> ○ information gathering tools like R.F.I.s and R.E.O.I.s ○ prequalification selection tools such as R.F.P.Q.s ○ competitive processes such as R.F.Q.s, and R.F.P.s. ● The \$10,000 purchase limit has also been removed.
	11	Pre-qualification for selective Solicitations	
	12	Competitive Solicitations	
13.	13	Co-operative Purchasing – Joint Procurement – Consolidated Purchasing	<ul style="list-style-type: none"> ● Concept of co-operative purchasing with other public bodies is retained, but clarified. ● New by-law explicitly permits the Manager to work with City purchasing staff on joint procurements.
15.	14	Piggybacking of same goods and services from public body	<ul style="list-style-type: none"> ● New piggybacking provisions permit the T.P.S. to participate in a procurement by another public body if that public body follows a competitive method similar to the new by-law. ● Modified language is used for consistency - e.g. 'public bodies' to represent all levels of public sector.
Part IV – NON-COMPETITIVE			
11(2)	15.	Non-competitive procurement exceptions – general	<ul style="list-style-type: none"> ● New by-law expands and clarifies when non-competitive procurements might be used, updating the circumstances to better align with City of Toronto, public sector and trade treaty agreements. Circumstances include:

OLD SECTION	NEW SECTION	SUBJECT	MODIFICATIONS
			<ul style="list-style-type: none"> ○ purchases of goods or services compatible with goods or services previously acquired; ○ exclusive right situations such as those involving patents or copyright restrictions; and ○ emergency purchases.
18.	16.	Non-competitive exceptions – emergency	<ul style="list-style-type: none"> ● The new by-law retains the ability of the Chief to make purchases in the event of an emergency without compliance with other portions of the by-law. ● The need to report to the Board after acting under this section remains in the new by-law. ● The authority of the Chair to use this emergency power has been removed.
N/A	17	Limited solicitation exceptions	<ul style="list-style-type: none"> ● The new by-law adds permission for limited solicitations to be undertaken by T.P.S. staff where a procurement is valued up to \$100,000.
14.	18	Solicitation Expectations	<ul style="list-style-type: none"> ● The new by-law adds clarity about which process will apply to a procurement. ● For solicitations valued between \$25,000 and \$100,000, the Manager shall determine the procedure. ● For solicitations valued over \$100,000, an open competitive process shall be used unless a non-competitive exception applies.
Part V - CANCELLATION			
N/A	19	Cancellation of Solicitations	<ul style="list-style-type: none"> ● Cancellations of solicitations were not expressly authorized under the old by-law – this permission has now been added. ● The Manager may cancel a solicitation if: <ul style="list-style-type: none"> ○ Proposals exceed the budget ○ Significant scope of work change ○ No longer operationally needed ○ Contains significant errors ○ Integrity of solicitation has been compromised
Part VI – AWARD – CONTRACT AUTHORITIES – EXECUTION			
17, 25	20	Award and Contract Authorities	<ul style="list-style-type: none"> ● Section includes updated signing authority limits (excluding taxes) as follows, with previous limits noted in in brackets: <ul style="list-style-type: none"> ○ Chair - \$100,000 (\$100,000) ○ Chief - \$1,000,000 (\$500,000) ○ C.A.O. - \$500,000 (\$250,000) ○ Director Finance & Business Management - \$250,000 (\$100,000)

OLD SECTION	NEW SECTION	SUBJECT	MODIFICATIONS
			<ul style="list-style-type: none"> ○ Purchasing Manager - \$100,000 (\$50,000) ○ Command and S.M.T. – a delegated amount up to \$25,000 (\$3,-000) ○ Board Executive Director – a delegated amount up to \$25,000 (\$0) ○ Unit Commander – a delegated amount up to \$5,000 (\$3,000) ● Updated the amount that a contract can be exceeded with approval to 15% from 10% in the old by-law. ● Any material changes to the contract (qualitative or quantitative) must be re-approved according to delegation of authorities.
20-22, 28	21.	Contract Execution and Purchase Orders	<ul style="list-style-type: none"> ● The new by-law carries forward the concept that all awards shall be subject to the execution of a contract or a purchase order from T.P.S. relates to Schedule A purchases.
N/A	22	Board Authority – General	<ul style="list-style-type: none"> ● The new by-law adds that the Board must approve: <ul style="list-style-type: none"> ○ an award where it is not to the lowest-compliant bidder or highest-score proponent; ○ a contract with a term of more than five years; or ○ a contract that needs to be cancelled with a value in excess of \$1 million.
Part VII – PRE AND POST BID DISPUTE			
N/A	23	Pre-award bid disputes	<ul style="list-style-type: none"> ● Part of trade rules. ● The new by-law adds processes to handle pre-award and post-award bid disputes to meet legislative requirements. ● The new by-law includes timelines for making a complaint, and allows for the escalation of a complaint up to the C.A.O. where needed.
N/A	24	Post-award bid disputes	
Part VIII – DISPOSAL OF SURPLUS PROPERTY			
30 - 31	25	Personal Property	<ul style="list-style-type: none"> ● The new by-law retains essentially the same terms as the old by-law, with revisions to reflect a refined process and the asset owner’s responsibility in the disposal process. ● Added definition of ‘asset owner’ in the by-law.
Schedule “A”			
	1	Utilities	

OLD SECTION	NEW SECTION	SUBJECT	MODIFICATIONS
	2	Training and Education	<ul style="list-style-type: none"> • The procurement of items Schedule A is exempt from the new by-law. This approach is similar to the City of Toronto's in Municipal Code Chapter 71, Financial Control. • The new by-law has provided clarification on what constitutes a "utility" and adds animal payments as a new category. • Honorariums are added to General Expenses to a maximum of \$500.
	3	Refundable Employee Expenses	
	4	General Expenses	
	5	Payments to Past and Current Employees	
	6	Pension Deductions and Contributions	
	7	Government Payments	
	8	Animal Payments	

Appendix E - Comparative analysis of spending authorities with other Services and municipalities

Organization	< \$10K	\$10K to \$25K	\$25K to \$50K	\$50K to \$100K	\$100K	Financial and Senior Management	Council/Board
Toronto Police Service (current)	Purchasing Unit	Purchasing Unit	Purchasing Unit	Purchasing Unit	Purchasing Unit	<ul style="list-style-type: none"> • \$50K → Purchasing • \$100K → Director • \$250K → C.A.O. • Up to \$500K → Chief 	\$500K - Board
York Region	End Unit	End Unit (3 quotes)	Purchasing for approval (3 quotes)	Purchasing Unit	Purchasing Unit	<ul style="list-style-type: none"> • \$100K to \$500K → Deputy Chief • \$500K → Chief 	\$2 Million (M)
Niagara Region	End Unit	End Unit (3 quotes)	End Unit (3 quotes)	End Unit (3 quotes)	Purchasing Unit	<ul style="list-style-type: none"> • \$100 to \$250K → Department Director • \$250K to \$1.0M → Deputy/Commissioner • \$1M to \$5M → both above and Treasurer and C.A.O. 	\$5M
Peel Region	End Unit	Purchasing	Purchasing	Purchasing Unit	Purchasing Unit	<ul style="list-style-type: none"> • \$100 to \$500K → Purchasing • \$500K → C.F.O. and Chief 	\$250K (negotiations) if it is not lowest price or highest scored, Board
Hamilton	End Unit	End Unit	End Unit	End Unit	Purchasing Unit	<ul style="list-style-type: none"> • \$100K to \$250K → General Manager 	\$250K
Waterloo	End Unit	End Unit	Purchasing Unit	Purchasing Unit	Purchasing Unit	<ul style="list-style-type: none"> • \$25K to \$150K → Purchasing • Up to \$1M → Director of Finance or Chief 	\$1M
City of Toronto	End Unit	End Unit	End Unit	End Unit	Purchasing Unit	<ul style="list-style-type: none"> • Up to \$100K Unit • Up to \$500K Purchasing • Committee < \$20M 	\$20M - Council



Toronto Police Services Board Report

March 27, 2019

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Equity, Inclusion & Human Rights Unit Structure

Recommendations:

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

- 1) Approve the organizational structure of the Equity, Inclusion & Human Rights (E.I. & H.R.) unit, formerly Diversity & Inclusion; and
- 2) Approve the attached new civilian job descriptions, classifications and pay classes for positions within the Equity, Inclusion & Human Rights unit, which include:

Special Projects Consultant, Equity & Inclusion (Z26022);
Human Rights and Accessibility Consultant, (Z26021);
Investigator (A11032);
Senior Researcher (A11030);
Inclusion Lead (A11031); and
Equity Coordinator (A07096).

Financial Implications:

Currently, the only funded position within the Equity, Inclusion & Human Rights unit is the Manager position. A comprehensive review of the equity and inclusion work that the Toronto Police Service (Service) is currently undertaking and aims to implement resulted in this proposal. This analysis revealed the need for eight positions, seven of which will be unique to the Service. These positions will support modernizing the previous Diversity & Inclusion unit, and assist with the Service's overall modernization, as well as align with the People & Culture strategy approved by the Board in October 2017 (Min. No. P228/17 refers).

A two-year phased-in approach is being recommended to fully staff the unit. Phase One will encompass the remainder of 2019, and will require staffing three positions with annual salaries as follows: Special Projects Consultant, Equity & Inclusion (\$100,123 - \$115,908, effective January 1, 2018); Human Rights & Accessibility Consultant

(\$100,123 - \$115,908, effective January 1, 2018); and Senior Researcher (\$92,264 - \$106,768 effective, January 1, 2019). Phase Two is expected to occur throughout 2020, with the hiring of five additional members, including two Investigators, an Equity Coordinator, an Inclusion Lead and an Analyst. It is estimated that the impact on the 2019 operating budget will be approximately \$144,000 to fill Phase One positions starting in September 2019 and could be upwards of \$600,000 in 2020 depending on the pace of hiring the remaining positions. The full impact will annualize to \$1,092,700 by 2021, once all positions are filled. Funding was not included in the 2019 operating budget request to cover this cost as the new manager was not hired and the unit structure and strategy developed until after the budget was approved. Therefore, this cost will have to be absorbed within the Service's current operating budget. Future year costs will be included the Service's annual operating budget request for those years, for the Board's consideration.

The Service is looking at mitigating the financial impacts in 2019 and onwards by deferring the hiring or eliminating other civilian vacancies.

Background / Purpose:

The purpose of this report is to request that the Board approve the attached new job descriptions and classifications for positions within the Equity, Inclusion & Human Rights unit, and authorize the Chief of Police to move forward with the filling of eight roles over two years. This proposal aligns with recommendations 24 and 30 within *The Way Forward Action Plan*, which was adopted by the Board as its business plan, and outlines the capabilities to support a multi-year plan to mirror the broad diversity of Toronto. Specifically, this proposal will support the ability to benchmark and report publicly on diversity efforts, including gender, gender identity and expression, sexual orientation, ethnicity, colour, race and disability in all parts of the Service and all ranks. It is with this view that the new E.I. & H.R. organizational structure was developed.

The job descriptions for the identified new positions are attached to this report for approval (see Appendix A). These positions have been identified as being critical for the implementation of the unit's mandate, and to support the Service's overall modernization.

Discussion:

The expectations of the Service are continuously increasing, and are driven by the demands of an intensely growing, world-class and diverse city. Toronto's population is expected to rise from 2.73 million (2019) to 3.19 million by 2036. Further to that growth, Statistics Canada projects that by 2031, roughly 3 in 5 residents will be racialized and about half of Toronto's population will be foreign-born. Along with these aspects of diversity comes the intersectionality of gender and gender diversity, sexual orientation, ability, religion, and other forms of identity that make up the complex nature of humanity. Policing in this context requires the Service to have "the right people in the right place at the right time." This means that Service members need to reflect Toronto's

communities, and possess the necessary skills, competencies, and tools to connect with compassion.

As international leaders within a globally diverse city, the Service must think strategically and strive to continually understand the needs of our neighbourhoods, communities, residents and our interactions with them, and be able to explain our actions in an informed way, guided by best practices. The Service must be a trusted partner that leverages the strength of equity and inclusive practices to build strong partnerships, and to demonstrate accountability and transparency with our internal members and our external partners.

Given these conditions, it is evident that a modernized E.I. & H.R. unit focused on diversity issues, championing equity and promoting human rights, must be a catalyst for change and an enabler of modernization. The revitalized unit will have a mandate to lead an effective team of subject matter experts to support a progressive equity and human rights agenda and the vision within *The Way Forward*; to brand the Toronto Police Service as a progressive institution and community partner; and to deliver on several high profile initiatives.

New Name for Unit:

The unit, formally called Diversity & Inclusion, will now be rebranded as Equity, Inclusion & Human Rights. Aligned to the Service's mission of delivering police services in partnership with our communities to keep Toronto the best and safest place to be, the unit's new name highlights the following aspects:

- **Diversity** – Embracing partnerships to create safe communities, as we recognize that each individual is unique, and celebrate our individual differences. The appreciation of diversity will have a broad perspective and include the dimensions of race, ethnicity, gender, sexual orientation, etc., or other ideologies, as well as differences that are entirely personal, such as personality, style, and ability.
- **Equity** – Being actively accountable and trusted as we promote fairness is emphasized within policies, procedures and programs and the distribution of resources by accounting for the different histories, challenges, and needs of our membership and the communities we serve.
- **Inclusion** – Being inclusive and collaborative, as we empower others and encourage contributions from our members and members of the public to recognize the inherent worth and dignity of all people.
- **Human Rights** – Emphasizing that people are entitled to a life of equality, dignity, respect, and a life free from discrimination or harassment under the prohibited grounds.

The name change will shift the unit's focus to the Service's principles of being actively accountable and trusted, transparent and engaged, inclusive and collaborative, and affordable and sustainable. Thus, the Equity, Inclusion & Human Rights unit will encompass the following expertise:

- **Research and Innovation**
Encouraging different perspectives and ideas that drive innovation, while understanding the Service's past and present. Seeking to learn and adopt best practices from other police services, organizations and communities, to create an inclusive environment that focuses on the complex needs of Toronto.
- **Policy Analysis and Development**
Reviewing policies and procedures, with a focus on how they provide a framework to delegate decision-making, reduce misunderstandings, and serve as the basis for directing members toward the Service's goals, as well as identifying barriers to recruiting and retaining talent, and engaging diverse populations.
- **Change Management and Communication**
Guiding the success of the Service's diversity, equity and inclusion efforts that lie within our leaders. Supporting their commitment to organizational change as they ensure respect and credibility for equity and inclusion initiatives by articulating the visions, being visible spokespersons and leading by example. Re-branding the unit and aligning its mandate to the Service's overall modernization, as well as that of Human Resources Command.
- **Program Implementation**
Building capacity to ensure that equity and inclusion frameworks are integrated into existing and new programs and services. Establishing measurement and evaluation instruments to ensure that programs and initiatives support and tell the Service's story around its diversity, equity, and inclusion efforts.
- **Training**
Developing our members to understand the needs of our city and our Service, and problem-solve accordingly using a human rights lens.
- **Public Engagements**
Focusing on multiple voices to tap into new ideas to meet and exceed the needs of the communities we serve.
- **Internal/External Coordination**
Focusing on inclusive decision-making processes to foster frontline problem-solving and commitment to build trust within Service members, community partners and members of the public, and translating these outcomes into innovative and inclusive partnerships with our communities.

New Positions:

The ability to invite and learn from different perspectives is fundamental to driving innovation, building strong relationships, and taking the best practices approach to meeting the needs of the populations we serve. The introduction of new E.I. & H.R. positions is the first step in an action-oriented approach to providing subject matter expertise. This approach will promote best practices and support all members and leaders within the organization, from sworn and civilian members to Command Officers. The following summarizes the highlights of each position and the suggested phases of implementation:

Phase One (2019)

Special Projects Consultant, Equity & Inclusion (Z26)

Work with Toronto Police Service members to manage multiple special projects. The incumbent will oversee external vendors to ensure compliance and delivery, work with internal project teams on project implementation, and coordinate with internal and external stakeholders when working on projects. Special projects include, but are not limited to, Race-based Data Project, Gender Diversity and Transgender Inclusion Project, and the Intercultural Development Inventory program.

Human Rights & Accessibility Consultant (Z26)

Serve as a subject matter expert on human rights and accessibility legislation and case law. Provide leadership in the Service's accessibility audit and ongoing implementation of recommendations and accessibility requirements.

Sr. Researcher (A11)

Lead research in socio-demographic data collection, including ongoing analysis and reporting of data, regarding bias-free policing in recruiting and community interactions. The incumbent will monitor, measure and report on diversity initiatives and their effectiveness. Furthermore, the incumbent will develop research frameworks and evaluation tools, conduct analyses and draft reports, and complete best practice research on diversity and policing.

Phase Two (2020)

Equity Coordinator (A07)

Responsible for coordinating and maintaining effective communication in all diversity work in the Service to ensure alignment with a diversity strategy, thus actively identifying redundancies and potential areas of improvement. The incumbent will support the diversity training needs of Toronto Police Service, as well as its divisions/units, college and community.

Investigator (A11) (2 positions)

Investigate all human rights and workplace violence issues within the Service relating to human rights and workplace violence and other diversity related matters, in collaboration with Professional Standards. The incumbent will assist with the management of complex cases.

Inclusion Lead (A11)

Work with Toronto Police Service members to understand the diversity needs at all levels of the organization and support the information flow to and from all units within the Service. Ensure successful uptake of inclusion initiatives at all levels. Furthermore, the incumbent will develop capacity building tools, resource materials and coaching mechanisms from a change management perspective.

Analyst (A08)

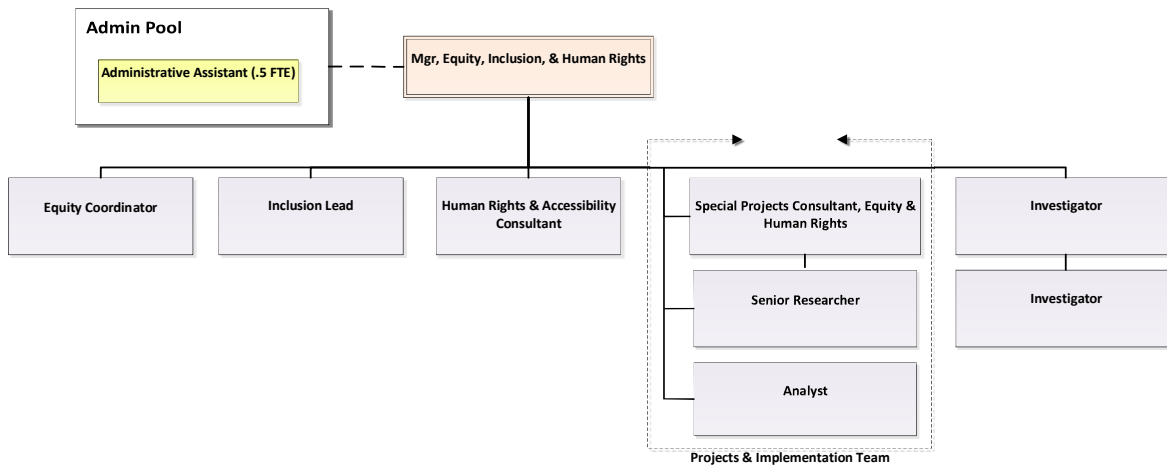
Ensure effective communication and coordination with all units related to equity, inclusion and human rights. Work on internal project implementation, while providing analytical support to equity, inclusion and human rights matters. The incumbent will collect, evaluate and analyze data and reports related to various projects and proposals, and provide findings, recommendations and courses of action.

Job Ratings and Current Salary Ranges for New Positions:

All new positions have been evaluated using the Service's job evaluation plan. Two of these positions have been placed within the Civilian Senior Officer salary scales. Both the Special Projects Consultant, Equity & Inclusion and the Human Rights and Accessibility Consultant have been determined to be Class Z26 (35 hour) positions with a current salary range of \$100,123 - \$115,908 per annum, effective January 1, 2018.

The remaining four new positions have been placed within the Unit A Collective Agreement. The Investigator, Sr. Researcher, and Inclusion Lead have been determined to be a Class 11 (35 hour) position with a current salary range of \$92,264 - \$106,768 per annum, effective January 1, 2019. The Equity Coordinator has been determined to be a Class 7 (35 hour) position with a current salary range of \$66,345 - \$74,057, effective January 1, 2019. Lastly, the Analyst position, currently a Class 8 (35 hour) will require funded strength with a salary range of \$70,276 - \$ 79,504, effective January 1, 2019.

The organizational chart below outlines the proposed 2020 structure.



Conclusion:

With the vision of furthering the Toronto Police Service as a world-class police service, the revitalized Equity, Inclusion & Human Rights unit has an action-oriented approach to providing the Service with a team of subject matter experts, who support a progressive equity and human rights agenda. The proposed added capacity will further brand the Toronto Police Service as a progressive institution and community partner.

To realize this success, investment is required. The Service is requesting that the Board approve the new job descriptions and support the hiring of eight positions over the next two years to operationalize the mandate of the Equity, Inclusion & Human Rights unit.

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

Respectfully submitted,

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

*original copy with signature on file at Board office.

Appendix A



TORONTO POLICE SERVICE JOB DESCRIPTION

Date Approved:
Board Minute No.:
Total Points: 720
Pay Class: Z26

JOB TITLE:	Special Projects Consultant, Equity & Inclusion	JOB NO.:	Z26022
BRANCH:	Human Resources Command/People & Culture	SUPERSEDES:	NEW
UNIT:	Equity, Inclusion & Human Rights	HOURS OF WORK:	35 SHIFTS: 1
REPORTS TO:	Manager, Equity, Inclusion & Human Rights	NO. OF INCUMBENTS IN THIS JOB:	1
		DATE PREPARED:	2019.03.22

SUMMARY OF FUNCTION:

Under the direction of the Manager, Equity, Inclusion & Human Rights, works with Service members to manage multiple special projects. Oversees external vendors to ensure compliance and delivery, works with an internal project team on project implementation, and coordinates with internal and external stakeholders when working on projects.

DIRECTION EXERCISED:

Implements and manages various projects including, but not limited to: the race-based data strategy, the gender diversity and transgender inclusion project, and the Intercultural Development Program. Supervises the work of the Sr. Researcher and the Analyst in the Equity, Inclusion & Human Rights unit.

MACHINES AND EQUIPMENT USED:

Workstation with associated software and any other office related equipment, as required.

DUTIES AND RESPONSIBILITIES:

1. Manages multiple special projects for Toronto Police Service.
2. Oversees external vendors to ensure compliance and delivery.
3. Works with project teams on successful project implementation.
4. Motivates and engages staff to support a positive and inclusive work environment.
5. Monitors and follows up on completed projects to ensure the implementation of resolutions and the continued long-term accomplishment of the goals set out in these projects.
6. Identifies initiatives and solutions to inclusion related challenges facing the Service, and plans and prioritizes them to implement organizational change.
7. Develops and prepares various tools and templates to track, monitor and evaluate several projects that are ongoing at the Service. Tools and templates may include; project plans, stakeholder engagement, communications plans, evaluation/measurement plans, and risk analyses.
8. Develops project review implementation plans to be approved and reviewed by management.

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: 720
Pay Class: Z26

JOB TITLE:	Special Projects Consultant, Equity & Inclusion	JOB NO.:	Z26022
BRANCH:	Human Resources Command/People & Culture	SUPERSEDES:	NEW
UNIT:	Equity, Inclusion & Human Rights	HOURS OF WORK:	35 SHIFTS: 1
REPORTS TO:	Manager, Equity, Inclusion & Human Rights	NO. OF INCUMBENTS IN THIS JOB:	1
		DATE PREPARED:	2019.03.22

DUTIES AND RESPONSIBILITIES: (cont'd)

9. Provides the knowledge and skills needed to foster an inclusive culture through the development of training, workshops, and other educational programs.
10. Oversees the work of and directly supervises the Sr. Researcher and Analyst positions in the Equity, Inclusion & Human Rights unit. Provides training, support and development opportunities to staff.
11. Identifies project needs through consultation with Service stakeholders, analyzing past and current Service plans, consulting with Command, management and front-line staff, and engaging with the public.
12. Develops, recommends and implements projects while working within a politically sensitive environment where resistance may be expected and initiatives may be constrained by collective agreements.
13. Reviews, oversees, analyzes and approves statistics, reports and research completed by staff regarding inclusion issues and policing.
14. Develops work plans to combat issues in inclusion.
15. Assists with the development of a strategic inclusion framework.
16. Leads, guides, and acts proactively and decisively to identify, define, and help to resolve complex problems relating to equity and inclusion.
17. Acts in absence of the Manager, Equity, Inclusion & Human Rights, as required.
18. Performs other related duties and responsibilities inherent to the job, as required.

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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 DESCRIPTION

Date Approved:
Board Minute No.:
Total Points: 720
Pay Class: Z26

JOB TITLE:	Human Rights & Accessibility Consultant	JOB NO.:	Z26021
BRANCH:	Human Resources Command/People & Culture	SUPERSEDES:	NEW
UNIT:	Equity, Inclusion & Human Rights	HOURS OF WORK:	35 SHIFTS: 1
REPORTS TO:	Manager, Equity, Inclusion & Human Rights	NO. OF INCUMBENTS IN THIS JOB:	1
		DATE PREPARED:	2019.03.22

SUMMARY OF FUNCTION:

Under the direction of the Manager, Equity, Inclusion & Human Rights, ensures Service compliance with the *Ontario Human Rights Code*, the *Accessibility for Ontarians with Disabilities Act*, the *Anti-Racism Act* and the *Occupational Health and Safety Act* including Workplace Violence and Harassment as well as relevant case law. Leads the accessibility audit and implements recommendations.

DIRECTION EXERCISED:

Serves as a subject matter expert on human rights and accessibility legislation. Provides leadership, support and guidance to the Service on human rights and accessibility legislation.

MACHINES AND EQUIPMENT USED:

Workstation with associated software and any other office related equipment, as required.

DUTIES AND RESPONSIBILITIES:

1. Provides expert advice to the Service on the strategic and operational impact of human rights issues and concerns, and provides advice to senior management and Command when necessary.
2. Provides leadership, support and guidance to the Service concerning human rights and accessibility legislation.
3. Uses communication and presentation skills to lead and participate in the consultative process of human rights concerns.
4. Provides ongoing coaching and advice to staff, and delivers seamless, high-quality services that holistically incorporate solutions from all units within the People & Culture pillar.
5. Uses good judgement to monitor a broad range of community and Service issues, in order to identify, research and analyze key issues that might have a direct impact on human rights and accessibility concerns.
6. Increases awareness and understanding of human rights issues affecting various protected groups under the *Human Rights Code*, and supports the development and implementation of appropriate and responsive programs to better serve these groups.
7. Identifies immediate and ongoing needs concerning diversity and inclusion through consultation with Service stakeholders.
8. Conducts independent research and provides analytical support in the development, interpretation and application of human rights related issues.

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: 720
Pay Class: Z26

JOB TITLE:	Human Rights & Accessibility Consultant	JOB NO.:	Z26021
BRANCH:	Human Resources Command/People & Culture	SUPERSEDES:	NEW
UNIT:	Equity, Inclusion & Human Rights	HOURS OF WORK:	35 SHIFTS: 1
REPORTS TO:	Manager, Equity, Inclusion & Human Rights	NO. OF INCUMBENTS IN THIS JOB:	1
		DATE PREPARED:	2019.03.22

DUTIES AND RESPONSIBILITIES: (cont'd)

9. Supports and works collaboratively with the Manager, Equity, Inclusion & Human Rights to continuously improve human rights and accessibility at the Service by providing insights on improvement opportunities and sharing internal and external leading practices with the rest of the Equity, Inclusion & Human Rights team.
10. Ensures Service compliance and identifies non-compliance with the *Ontario Human Rights Code*, the *Accessibility for Ontarians with Disabilities Act*, the *Anti-Racism Act* and the *Occupational Health and Safety Act* including Workplace Violence and Harassment as well as relevant case law and other relevant provincial and federal legislation.
11. Serves as a strategic partner within the Command/Pillar leadership teams to develop and support strategic priorities outlined by the Service and People & Culture.
12. Reviews systemic practices and procedures that may be discriminatory and provides direction and advice to management and members on how to eliminate barriers that may result in differential treatment, marginalization, discrimination, and/or harassment.
13. Leads the accessibility audit and implementation of recommendations.
14. Provides day-to-day advice, support and guidance to team members concerning human rights issues.
15. Provides input regarding current Service policies, as well as providing recommendations for improvement to these policies.
16. Remains aware of ongoing changes to human rights and accessibility legislation and case law.
17. Acts in absence of the Manager, Equity, Inclusion & Human Rights, as required.
18. Performs other related duties and responsibilities inherent to the job, as required.

.../2

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



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved:
Board Minute No.:
Total Points: 541.5
Pay Class: A11

JOB TITLE: Investigator	JOB NO.: A11032
BRANCH: Human Resources Command/People & Culture	SUPERSEDES: NEW
UNIT: Equity, Inclusion & Human Rights	HOURS OF WORK: 35 SHIFTS: 1
REPORTS TO: Manager, Equity, Inclusion & Human Rights	NO. OF INCUMBENTS IN THIS JOB: 2
	DATE PREPARED: 2019.03.22

SUMMARY OF FUNCTION:

Under the direction of the Manager, Equity, Inclusion & Human Rights, investigates all human rights and workplace violence issues within the Service, including managing complex cases investigated by consultants and/or firms.

DIRECTION EXERCISED:

Investigates issues relating to human rights and workplace violence and other diversity related matters, in collaboration with Professional Standards.

MACHINES AND EQUIPMENT USED:

Workstation with associated software and any other office related equipment, as required.

DUTIES AND RESPONSIBILITIES:

1. Investigates issues relating to human rights, workplace violence, and other diversity related matters. Conducts investigations, interviews parties, gathers evidence, conducts research, prepares investigative reports, determines findings, and makes recommendations to resolve complaints that are consistent with collective agreements and that meet legislative obligations.
2. Conducts required research and performs required consultations regarding human rights issues, workplace violence, and other inclusion related matters, and summarizes relevant findings.
3. Works collaboratively with Professional Standards to provide well-informed solutions and options for resolution concerning human rights and workplace violence issues.
4. Investigates workplace violence issues within the Service while managing complex cases investigated by consultants and/or law firms.
5. Organizes meetings, prepares briefing notes, reports and recommendations, and assesses and analyzes information regarding human rights and workplace violence concerns, and utilizes the relevant communication processes that are required to be implemented in order to support successful outcomes.
6. Is familiar with various support services and potential options for assistance for victims of workplace violence, and recommends solutions and support services when appropriate.
7. Employs alternate dispute resolutions (negotiation, mediation, arbitration, etc.) to help disputing parties come to agreement.

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: 541.5
Pay Class: A11

JOB TITLE: Investigator	JOB NO.: A11032
BRANCH: Human Resources Command/People & Culture	SUPERSEDES: NEW
UNIT: Equity, Inclusion & Human Rights	HOURS OF WORK: 35 SHIFTS: 1
REPORTS TO: Manager, Equity, Inclusion & Human Rights	NO. OF INCUMBENTS IN THIS JOB: 2
	DATE PREPARED: 2019.03.22

DUTIES AND RESPONSIBILITIES: (cont'd)

8. Identifies immediate and ongoing needs concerning equity and inclusion through consultation with Service stakeholders.
9. Provides expert advice, direction and support to management, stakeholders, as well as to all levels of staff regarding a broad range of human resources and labour relations issues.]
10. Employs issues management skills to resolve complicated disputes.
11. Demonstrates professionalism and candor when dealing with contentious matters and/or matters that may be deeply personal or troubling to a staff member.
12. Employs teamwork skills to maintain good working relationships with staff when dealing with sensitive or contentious matters.
13. Maintains an awareness of the sensitivity of certain contentious issues, and is aware of the context within which they may need to be addressed and resolved.
14. Performs 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 DESCRIPTION

Date Approved:
Board Minute No.:
Total Points: 546
Pay Class: All

JOB TITLE:	Sr. Researcher	JOB NO.:	A11030
BRANCH:	Human Resources Command/People & Culture	SUPERSEDES:	NEW
UNIT:	Equity, Inclusion & Human Rights	HOURS OF WORK:	35 SHIFTS: 1
REPORTS TO:	Special Projects Consultant, Equity & Inclusion	NO. OF INCUMBENTS IN THIS JOB:	1
		DATE PREPARED:	2019.03.22

SUMMARY OF FUNCTION:

Under the direction of the Special Projects Consultant, Equity & Inclusion, leads research in socio-demographic data collection, including ongoing analysis and reporting of data, regarding bias-free policing in recruiting and community interactions. Monitors, measures and reports on diversity initiatives and their effectiveness.

DIRECTION EXERCISED:

Develops research frameworks and evaluation tools, conducts analyses and drafts reports, and completes best practice research on diversity and policing.

MACHINES AND EQUIPMENT USED:

Workstation with associated software and any other office related equipment, as required.

DUTIES AND RESPONSIBILITIES:

1. Conducts, implements and maintains best practices research on inclusion and policing.
2. Develops and implements research frameworks and methodologies regarding inclusion in policing.
3. Conducts analysis of data, interprets and summarizes available data, and drafts reports concerning findings and interpretations of data.
4. Develops evaluation tools and frameworks.
5. Leads research in socio-demographic data collection regarding bias-free policing in recruitment and community interactions.
6. Measures, monitors and reports on inclusion initiatives and their effectiveness.
7. Develops, oversees and implements an outcome-based performance measure framework regarding Service research that is being conducted. Identifies key performance indicators based on this research, and benchmarks data to measure future progress.
8. Develops systems to track, maintain, organize, analyze and chart trend analysis concerning diversity, equity and inclusion-based data.
9. Ensures that there is an ongoing process for knowledge transfer concerning data management, data interpretation, and data analysis.

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: 546
Pay Class: A11

JOB TITLE: Sr. Researcher	JOB NO.: A11030
BRANCH: Human Resources Command/People & Culture	SUPERSEDES: NEW
UNIT: Equity, Inclusion & Human Rights	HOURS OF WORK: 35 SHIFTS: 1
REPORTS TO: Special Projects Consultant, Equity & Inclusion	NO. OF INCUMBENTS IN THIS JOB: 1
	DATE PREPARED: 2019.03.22

DUTIES AND RESPONSIBILITIES: (cont' d)

10. Engages with Service staff to continually obtain up to date data concerning the responses to and effectiveness of ongoing inclusion initiatives.
11. Employs research and evaluation methodologies and technologies to direct the conduct of research related to inclusion practices.
12. Liaises with internal and external stakeholders as required to obtain necessary information concerning equity and inclusion in policing.
13. Provides subject matter expertise and advice to management and senior staff.
14. Assists with developing equity and inclusion strategies and work plans, and provides data to support these plans.
15. Performs other duties, functions and assignments inherent to the position.

.../2

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



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved:
Board Minute No.:
Total Points: 540.5
Pay Class: A11

JOB TITLE:	Inclusion Lead	JOB NO.:	A11031
BRANCH:	Human Resources Command/People & Culture	SUPERSEDES:	NEW
UNIT:	Equity, Inclusion & Human Rights	HOURS OF WORK:	35 SHIFTS: 1
REPORTS TO:	Manager, Equity, Inclusion & Human Rights	NO. OF INCUMBENTS IN THIS JOB:	1
		DATE PREPARED:	2019.03.22

SUMMARY OF FUNCTION:

Under the direction of the Manager, Equity, Inclusion & Human Rights, works with Service members to understand the diversity needs at all levels of the organization, and supports the information flow to and from the front-line. Ensures successful uptake of inclusion initiatives at all levels.

DIRECTION EXERCISED:

Works with all levels of the organization to translate vision and implementation strategies. Develops audience appropriate materials from a change management framework.

MACHINES AND EQUIPMENT USED:

Workstation with associated software and any other office related equipment, as required.

DUTIES AND RESPONSIBILITIES:

1. Works with Command, management, and front-line staff to translate the Equity & Inclusion vision and implementation strategies to staff at the level of buy-in.
2. Develops audience appropriate communication materials from a change management framework. Initiates and follows through on change management initiatives.
3. Helps to provide informed advice, support and recommendations concerning equity and inclusion to senior management and staff.
4. Increases awareness and understanding among Service members of systemic discrimination through informing and educating staff.
5. Develops, prepares and delivers education materials that are complex, sensitive, and/or broad in scope.
6. Works to understand the inclusion needs of the Service at all levels and supports the information flow to and from the front-line.
7. Identifies and addresses issues and barriers present in the organization, undertakes research, strategically analyzes systemic issues, and designs solutions to support continuous improvement.
8. Organizes meetings, prepares briefing notes, reports and recommendations, and assesses and analyzes information regarding diversity and inclusion concerns.

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: 540.5
Pay Class: A11

JOB TITLE:	Inclusion Lead	JOB NO.:	A11031
BRANCH:	Human Resources Command/People & Culture	SUPERSEDES:	NEW
UNIT:	Equity, Inclusion & Human Rights	HOURS OF WORK:	35 SHIFTS: 1
REPORTS TO:	Manager, Equity, Inclusion & Human Rights	NO. OF INCUMBENTS IN THIS JOB:	1
		DATE PREPARED:	2019.03.22

DUTIES AND RESPONSIBILITIES: (cont'd)

9. Provides the knowledge and skills needed to foster an inclusive culture through the development and implementation of training, workshops, and other educational programs.
10. Conducts surveys, assessments and other reviews to determine and isolate diversity and inclusion needs in the various units of the Service.
11. Leads change initiatives for integrating equity and anti-oppressive practices, ensuring Toronto Police Service's alignment with its goals of inclusion.
12. Ensures the successful development, implementation and communication of Service change programs.
13. Develops strong working relationships with internal and external stakeholders representing a variety of communities and interests.
14. Ensures successful uptake of inclusion initiatives at all levels.
15. Engages in open and honest communication with staff regarding equity and inclusion issues.
16. Identifies immediate and ongoing needs concerning equity and inclusion through consultation with Service stakeholders.
17. Ensures the long-term stability of new and updated diversity initiatives and programs.
18. Plans and develops inclusive work initiatives and programs that are current, relevant and practical.
19. Performs 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 DESCRIPTION

Date Approved:
Board Minute No.:
Total Points: 408.5
Pay Class: A07

JOB TITLE:	Equity Coordinator	JOB NO.:	A07096
BRANCH:	Human Resources Command/People & Culture	SUPERSEDES:	NEW
UNIT:	Equity, Inclusion & Human Rights	HOURS OF WORK:	35 SHIFTS: 1
REPORTS TO:	Manager, Equity, Inclusion & Human Rights	NO. OF INCUMBENTS IN THIS JOB:	1
		DATE PREPARED:	2019.03.22

SUMMARY OF FUNCTION:

Under the direction of the Manager, Equity, Inclusion & Human Rights, coordinates and ensures effective communication in all diversity work in the Service, to ensure alignment with the diversity strategy.

DIRECTION EXERCISED:

Supports, audits and tracks other units in the Service doing diversity work. Identifies redundancies and potential areas of alignment. Supports the diversity training needs of the Service as well as its units, College and community.

MACHINES AND EQUIPMENT USED:

Workstation with associated software and any other office related equipment, as required.

DUTIES AND RESPONSIBILITIES:

1. Supports, audits and tracks other Service units completing diversity work.
2. Actively identifies potential redundancies in the work of other Service units' diversity projects and initiatives.
3. Identifies potential areas of alignment and potential inconsistencies across various diversity initiatives in Service units.
4. Supports and engages with the diversity training needs of Service units, the College, and the community.
5. Coordinates and ensures effective communication in all diversity work in the Service to ensure alignment with Service diversity strategies, values, programs and initiatives, such as Internal Support Networks and Consultative Committees.
6. Monitors, follows up on and drafts reports regarding initiatives completed elsewhere in the Service to ensure the implementation of proper resolutions.
7. Works closely with key stakeholders in the Service (e.g.: other People & Culture staff, employees, management, Wellness staff) to integrate and align equity, inclusion and human rights priorities. Helps to maintain the changing demands of stakeholders.
8. Identifies potential diversity and inclusion related needs that may be unique to certain units and determines if particular support is required.

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: 408.5
Pay Class: A07

JOB TITLE:	Equity Coordinator	JOB NO.:	A07096
BRANCH:	Human Resources Command/People & Culture	SUPERSEDES:	NEW
UNIT:	Equity, Inclusion & Human Rights	HOURS OF WORK:	35 SHIFTS: 1
REPORTS TO:	Manager, Equity, Inclusion & Human Rights	NO. OF INCUMBENTS IN THIS JOB:	1
		DATE PREPARED:	2019.03.22

DUTIES AND RESPONSIBILITIES: (cont'd)

9. Conducts surveys, assessments and other reviews to determine and isolate equity, inclusion and human rights needs at the Service, and develops strategies to address gaps in the Service and to take advantage of opportunities that are unique to the organization.
10. Creates an environment of teamwork through providing motivation and support when liaising with Service staff in different units.
11. Analyzes and prioritizes the successes of various Service inclusion initiatives in order to determine redundancies.
12. Identifies immediate and ongoing needs concerning equity, inclusion and human rights through consultation with Service stakeholders.
13. Balances and integrates multiple perspectives when making decisions.
14. Performs other duties, functions and assignments inherent to the position.

.../2

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



Toronto Police Services Board Report

April 25, 2019

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

**Subject: INCREASE TO THE APPROVED STRENGTH 19 TO 25
SPECIAL CONSTABLES: UNIVERSITY OF TORONTO**

Recommendation:

It is recommended that the Board approve the request from the University of Toronto, Scarborough Campus to increase their approved authorized strength of special constables from 19 to 25.

Financial Implications:

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

Background / Purpose:

The University of Toronto, Scarborough Campus, Community Policing, Services is requesting that the Board increase their approved strength from 19 to 25 special constables.

Their current strength consists of 15 special constables, comprised of one manager, two staff sergeants, four corporals, and twelve special constables. The University is seeking to add six special constables to their unit making it have a total of 25 special constables in all. The current staffing model of one manager, two staff sergeants, and four corporals is included in the 25 which still allows for proper supervision. The Scarborough Campus is experiencing exponential growth in student and staff population as well as facility construction. The student population has grown 20% since 2011 and with plans for future construction in place it is expected to continue to grow at a rapid rate.

Discussion:

Special constables are appointed to enforce the *Criminal Code of Canada, Controlled Drugs and Substances Act, Trespass to Property Act, Liquor Licence Act and Mental Health Act* on their respective properties within the City of Toronto. With the expected increase in student/staff population and the construction of buildings to be used by both the University and the community, the University will need to hire more special constables to meet the growing demands placed upon them. The Scarborough Campus is home to the recently completed Pan Am/Parapanam Aquatic Centre and Tennis Centre. Both facilities are used by students and the community. Additionally a new Environmental Science and Chemistry Building has been built. There are future plans for the development of several additional buildings in the coming years.

Special constables are charged with the responsibility securing these facilities while ensuring the safety of the University faculty and students. The collective agreement between OPSEU 519, representing the University of Toronto special constables, stipulates that there must be a minimum of two officers scheduled for duty at all times. The increase in their approved strength will allow them to have at least four special constables assigned to each shift, which will help accommodate short falls due to vacation, training, maternity leave etc. Training is still conducted by a third party and is approved by the Toronto Police College.

The additional special constables will aid in securing the facilities and ensuring the safety of the University community including the University special constables.

Agency	Approved Strength	Current Complement
U of T, Scarborough Campus	19	15

Conclusion:

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

The Toronto Police Special Constable Liaison Office is in support of the request from the University of Toronto, Scarborough Campus to increase their approved authorized strength of special constables from 19 to 25. We are confident that the University of Toronto can manage this increase and it would be beneficial to both the University Community and the Toronto Police Service.

Respectfully submitted,

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

MS:ao



Toronto Police Services Board Report

May 3, 2019

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Asset Management and Furniture Installation Services for Large and Small Moves Vendor of Record – City of Toronto Contract Award to Guardian Van Lines

Recommendations:

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

- (1) approve utilizing the existing piggy-back clause in the City of Toronto's (City) contract with Guardian Van Lines for the provision of asset management and furniture installation services for large and small moves in various Toronto Police Service (Service) facilities effective June 1, 2019 to December 31, 2021; and
- (2) authorize the Chief of Police to exercise the two optional one-year extensions, commencing on January 1, 2022, subject to satisfactory vendor performance.

Financial Implications:

The estimated annual expenditure for asset management, furniture installations, and moving services is approximately \$150,000, based on known information at this time. Funding for this purpose is included in the Service's annual operating and capital budgets. The approximate value of the contract award over the term of the agreement, including the two option years is \$750,000 plus applicable taxes.

The contract value is subject to change based on the annual State of Good Repair (S.O.G.R.) project list and emerging priorities as the Service moves towards the implementation of the Transformational Task Force recommendations and the District Model initiative. Moving costs over the term of the contract will depend, in part, on the amalgamation of units and overall facility realignment strategy aimed at optimizing the Service's facilities footprint.

Background / Purpose:

The City has a contract in place for the provision of asset management, furniture installations, and moving services that allows interested City agencies, boards, and commissions to participate. In the interest of expediency and efficiency, the Service would like to utilize the City contract in lieu of conducting its own procurement process.

By exercising the piggy-back option and using the City's asset management, furniture installation, and moving services vendor, the Service is able to leverage the City's pricing agreement. It also allows the Service to participate in a future joint procurement with the City for moving services when the term of the contract with Guardian Van Lines concludes, resulting in potentially further savings and administrative efficiencies.

Guardian Van Lines is the Service's current Vendor of Record (V.O.R.) for moving services under an agreement that expired on March 31, 2019.

Discussion:

The City's Purchasing and Materials Management Division issued a Request for Quotation (R.F.Q.) # 9108-18-0283 on September 27, 2018, for the provision of asset management and furniture installation services for large and small moves at various corporate facilities in the City of Toronto. The R.F.Q. closed on October 29, 2018. Guardian Van Lines was the successful bidder and was awarded a three year contract commencing January 1, 2019, through to December 31, 2021, with two optional one-year extension periods: (January 1, 2022 to December 31, 2022) and (January 1, 2023 to December 31, 2023).

Conclusion:

The Service's Purchasing Services unit has reviewed the terms and conditions of the City's contract with Guardian Van Lines and has determined that the services provided will meet the requirements of the Service. Approval is therefore being requested to utilize Guardian Van Lines for the provision of asset management and furniture installations for large and small moves until December 31, 2021, with the potential to exercise the additional two option years, subject to satisfactory vendor performance.

The Service continues to partner with the City for the procurement of common goods and services, where appropriate, as it allows for cooperative, competitive pricing through larger economies of scale and creates administrative efficiencies.

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

*original copy with signature on file in Board office



Toronto Police Services Board Report

May 3, 2019

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: 2019 Operating Budget Variance for the Toronto Police Service, Period Ending March 31, 2019

Recommendations:

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

1. request the City of Toronto's (City's) Budget Committee to approve a budget transfer of \$24.3 Million (M) to the Service's 2019 Council approved operating budget from the City's non-program operating budget, to fund the cost of the 2019 portion of the 2019-2023 negotiated collective agreement for Toronto Police Association (T.P.A.) members;
2. approve a gross and net increase of \$750,000 to the Service's 2019 Council approved operating budget from the City's non program operating budget, to fund the cost of the gun buyback program; assuming City Council approval on May 14, 2019;
3. approve a revised 2019 Toronto Police Service (Service) net operating budget of \$1,051.9M; and
4. forward a copy of this report to the City's Chief Financial Officer for information and for inclusion in the variance reporting to the City's Budget Committee.

Financial Implications:

At its January 24, 2019 meeting, the Board approved the Service's budget request at \$1,026.8M (Min. No. P5/19 refers), a 3% increase over the 2018 approved operating budget.

Subsequently, City Council, at its March 7, 2019 meeting, approved the Service's 2019 operating budget at the same amount. At the time the Service's budget was approved, the impact from the collective agreement negotiations between the T.P.A. and the Board was not known, and was therefore not included in the budget request.

At its meeting on March 26, 2019, the Board approved the ratification of a five year collective agreement (2019-2023) with the T.P.A. (Min. No. P59/19 refers). As a result

of this agreement, the Service's 2019 approved operating budget requires an increase of \$24.3M.

City Finance staff have confirmed that funding has been set aside in the City's non-program budget to cover the cost of the negotiated contract settlement for T.P.A. members. The \$24.3M cost impact in 2019 for the collective agreement is offset by a budget transfer from the City's non-program budget. As a result, there is no net impact on the Service's 2019 operating budget variance.

The Toronto Police Service and City of Toronto identified an immediate opportunity to undertake a gun buyback initiative aimed at reducing the presence of unwanted firearms in Toronto. At its meeting on May 1, 2019, the City's Executive Committee approved a one-time gross and net increase to the Service's operating budget of \$750,000 to fund this program, from the City's 2019 non-program expenditure budget.

This one-time funding will cover the cost of compensation to the public, pre-paid credit card activation fee and up to a maximum of \$50,000 for other costs such as transport and processing the collected firearms, destruction costs, advertising and other costs necessary to administer the initiative. The recommendation will be considered by City Council at its meeting on May 14, 2019.

As a result of the above adjustments, the Service's net operating budget would be increased to \$1,051.9M.

It should be noted that the Senior Officers' Organization (SOO) collective agreement with the Board also expired on December 31, 2018. Any additional funds required in 2019, as a result of a new collective agreement, will be requested once an agreement is ratified.

Background / Purpose:

The purpose of this report is to obtain Board approval for the revised 2019 Service operating budget, and to provide the Board with the Service's 2019 projected year-end variance as at March 31, 2019.

Discussion:

As at March 31, 2019, the Service is projecting a final variance of zero. However, while still early in the year, preliminary projections show that the Service will have to manage \$7.5M of unfavourable variance risk to come in on budget. The Service is evaluating spending plans and opportunities to manage this risk to stay within budget including reviewing the following: timing and pace of hiring; premium pay spending; non-salary expenditures; revenue and cost-recovery opportunities; reserve draw and contribution strategies.

The following chart summarizes the variance by expenditure and revenue category. Details regarding these categories are discussed in the section that follows.

Category	2019 Original Budget (\$Ms)	2019 Revised Budget (\$Ms)	Actual to Mar 31/19 (\$Ms)	Projected Year-End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Salaries	\$755.4	\$773.8	\$180.8	\$766.1	\$7.7
Premium Pay	\$52.4	\$53.9	\$13.7	\$71.5	(\$17.6)
Benefits	\$208.6	\$212.8	\$57.6	\$211.8	\$1.0
Non Salary	\$105.2	\$106.2	\$50.7	\$114.0	(\$7.8)
Contributions to / (Draws from) Reserves	\$21.4	\$21.4	\$0.0	\$21.4	\$0.0
Revenue	(\$116.2)	(\$116.2)	(\$20.4)	(\$125.4)	\$9.2
Total Preliminary Net	\$1,026.8	\$1,051.9	\$282.4	\$1,059.4	(\$7.5)
Expenditure Reductions				(\$7.5)	\$7.5
Total Net				\$1,051.9	\$0.0

It is important to note that expenditures do not all follow a linear pattern and therefore year-to-date expenditures cannot be simply extrapolated to year-end. Rather, the projection of expenditures to year-end is done through an analysis of all accounts, taking into consideration factors such as expenditures to date, future commitments expected and spending patterns. In addition, the Service receives significant amounts of in-year grant funding and the revenues from the grant funding offset any related expenditures.

Salaries:

A favourable variance of \$7.7M is projected in the salaries category.

Expenditure Category	2019 Budget (\$Ms)	Actual to Mar 31/19 (\$Ms)	Projected Year-End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Uniform	\$570.3	\$136.2	\$570.4	(\$0.1)
Civilian	\$203.5	\$44.6	\$195.7	\$7.8
Total Salaries	\$773.8	\$180.8	\$766.1	\$7.7

Uniform Officers - The 2019 approved budget includes funding for 321 uniform hires and assumed that there would be 250 uniform officer separations during the year. To date, 74 Officers have separated from the Service, as compared to 83 that was assumed in the budget over the same time period. In addition, the Service is scheduled to hire 150 by April 30th, slightly higher than the plan of 130 by the same date. The year-end projected separations remains at 250. Actual separations are monitored monthly, and the Service will reassess future recruiting efforts based on the actual pace of hiring and separations.

Civilians - The 2019 approved budget includes funding to hire additional Special Constables, Communications Operators, Bookers and Crime Analysts. In addition,

funding was included to backfill critical civilian vacancies such as Court Officers and information technology staff and to continue hiring that supports transformation initiatives. Funding was also included for the addition of Part-Time Retirees who will be deployed to the Primary Report Intake, Management and Entry (P.R.I.M.E.) unit and Community Investigative Support Units (C.I.S.U.) to supplement existing resources as a stop-gap to current staffing shortages. This will allow frontline officers to focus on higher priority and emergency situations. While the Service has been aggressively hiring to fill positions, many of the positions have been filled through internal promotions thereby creating other vacancies. In addition, as some of the positions have changed due to transformation initiatives, new, job descriptions have to be created and approved. As a result, it is taking longer than anticipated, to fully staff some positions and to backfill current year separations, and therefore the Service is projecting a significant savings in civilian salaries. The longer than anticipated hiring timelines have resulted in civilian premium pay pressures described below.

Premium Pay:

An unfavourable variance of \$17.6M is projected in the premium pay category.

Expenditure Category	2019 Budget (\$Ms)	Actual to Mar 31/19 (\$Ms)	Projected Year-End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Uniform	\$48.8	\$12.1	\$62.6	(\$13.8)
Civilian	\$5.1	\$1.6	\$8.9	(\$3.8)
Total Premium Pay	\$53.9	\$13.7	\$71.5	(\$17.6)

Premium pay is incurred when staff are required to work beyond their normal assigned hours for extended tours of duty (e.g., when officers are involved in an arrest at the time their shift ends), court attendance scheduled for when the officer is off duty, or call-backs (e.g. when an officer is required to work additional shifts to ensure appropriate staffing levels are maintained or for specific initiatives). The Service’s ability to deal with and absorb the impact of major unplanned events (e.g. demonstrations, emergency events, and homicide / missing persons) relies on the utilization of off-duty officers which results in premium pay costs.

The average number of deployed uniform officers is expected to be less in 2019 compared to 2018, causing an ongoing need to supplement resources through premium pay to help meet policing demands on the frontline, as well as support and investigative units of the Service. Premium pay was overspent by \$24.5M in 2018. The 2019 budget includes an \$8.5M increase to the premium pay budget. However, this increase is insufficient compared to the demands on premium pay that were experienced in 2018 and continue to be experienced in 2019. While the over-expenditure in 2018 should have prompted a larger increase in 2019 operating budget request, a higher request was not made to keep the Service’s overall budget increase as low as possible. As at March 31st there were 4,696 deployed officers, which was 136 less than the same time last year. Due to these decreased staffing levels, the Service continues to incur

significant pressures in uniform premium pay and is trending to an unfavourable variance of \$13.8M in this category. The Service will endeavour to manage this risk and reduce its premium pay spending to come closer to budget and anticipates that the upcoming June deployment of the December cadet class and civilianization hires designed to directly support the front line (e.g. Special Constables and Booking Officers) will help in alleviating premium pay pressures. However, it must be noted that premium pay is subject to the exigencies of policing and the aforementioned pressures as well as continued police presence required at special and other events will make this difficult to achieve.

Additional premium pay is also incurred as units address critical workload issues resulting from a significant number of civilian staff vacancies across the Service. Civilian overtime and call-backs are authorized when required to ensure deadlines are met, key service levels maintained, and tasks completed in order to ensure risks are mitigated and additional hard dollar costs are avoided. At this time, the projected unfavourable civilian premium pay variance is \$3.8M. Reductions in civilian premium pay spending are expected as civilian staffing vacancies decrease; however, many of the civilian positions require weeks or months of ongoing training before the staff can be utilized to their full potential. The projected higher than budgeted civilian premium pay expenditures have been fully offset by savings in civilian salaries.

Benefits:

A favourable variance of \$1.0M is projected in this category.

Expenditure Category	2019 Budget (\$Ms)	Actual to Mar 31/19 (\$Ms)	Projected Year-End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Medical / Dental	\$43.7	\$8.9	\$43.2	\$0.5
O.M.E.R.S. / C.P.P. / E.I. / E.H.T.	\$130.7	\$39.2	\$130.2	\$0.5
Sick Pay Gratuity /C.S.B./L.T.D.	\$21.5	\$6.1	\$21.5	\$0.0
Other (e.g., W.S.I.B., life insurance)	\$16.9	\$3.4	\$16.9	\$0.0
Total Benefits	\$212.8	\$57.6	\$211.8	\$1.0

Medical/Dental costs are currently trending lower than budget, therefore a small favourable variance is projected at this time. As medical and dental benefit claims vary significantly throughout the year, Service staff monitor spending closely and any variances will be reported to the Board in future variance reports. Favourable variances in the O.M.E.R.S./C.P.P. /E.I. /E.H.T. category is a result of reduced civilian staffing levels.

Non Salary:

An unfavourable variance of \$7.8M is projected in this category.

Non Salary	2019 Budget (\$Ms)	Actual to Mar 31/19 (\$Ms)	Projected Year-End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Vehicles (gas, parts)	\$11.2	\$8.4	\$11.0	\$0.2
Computer / Systems Maintenance	\$20.7	\$18.3	\$20.6	\$0.1
Caretaking / maintenance utilities	\$20.6	\$0.0	\$20.6	\$0.0
Other	\$53.7	\$24.0	\$61.8	(\$8.1)
Total Non Salary	\$106.2	\$50.7	\$114.0	(\$7.8)

The projected favourable variance in Vehicles is a result of less than anticipated expenses for automotive parts. Although gas prices have been increasing recently, year to date prices for gasoline were lower than estimated. As a result, the Service is still projecting a zero variance in gasoline costs and is monitoring the costs closely for price increases, carbon tax impacts and volume changes.

The unfavourable variance in the Other category is mainly a result of projected expenditures from unspent grant funding carried forward from 2018 (funds can be spent until March 31st on provincial grants). These grant expenditures are fully offset by revenue received for the grants. Further information on the grant-funded programs can be found in the revenue section of this report. Also, additional spending pressures are projected due to contracted services to support the Service' recruiting and modernization efforts.

The Service has developed a comprehensive framework for measuring and tracking the impact of cannabis legalization on the Service which includes, but is not limited to the following: targeting illegal dispensaries, training, impact on front-line demands, processing and destruction of seized cannabis. Costs relating to activities as a result of the legalization of cannabis will be reported in the second quarter variance report to the Board.

Contributions to / (Draws from) Reserves:

A net zero variance is projected in this category.

Reserves Category	2019 Budget (\$Ms)	Actual to Mar 31/19 (\$Ms)	Projected Year-End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Contribution to Reserves:				
Collective Agreement Mandated	\$17.1	\$0.0	\$17.1	\$0.0
Legal	\$0.9	\$0.0	\$0.9	\$0.0
Insurance	\$10.9	\$0.0	\$10.9	\$0.0

Reserves Category	2019 Budget (\$Ms)	Actual to Mar 31/19 (\$Ms)	Projected Year-End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Vehicle & Equipment	\$22.3	\$0.0	\$22.3	\$0.0
Contribution to Reserves	\$51.2	\$0.0	\$51.2	\$0.0
Draws from Reserves:				
Collective Agreement Mandated	(\$22.7)	\$0.0	(\$22.7)	\$0.0
Legal & Modernization	(\$7.1)	\$0.0	(\$7.1)	\$0.0
Draws from Reserves	(\$29.8)	\$0.0	(\$29.8)	\$0.0
Contributions to / (Draws from) Reserves	\$21.4	\$0.0	\$21.4	\$0.0

As part of the annual operating budget process, the Board and Council approve contributions to and expenditures from reserves. The various reserves are established to provide funding for anticipated expenditures to be incurred by the Service, and to avoid large swings in costs from year to year. The Service contributes to and/or draws from the following reserves: City Sick Pay Gratuity; City Insurance; Vehicle and Equipment; Central Sick; Post-Retirement Health; and Legal.

The adequacy of reserves is reviewed annually, based on the Service's estimated spending and asset replacement strategies. Contributions are made and expensed to the operating budget accordingly. At this time, no variance is anticipated.

Revenue:

A favourable variance of \$9.2M is projected in this category.

Revenue Category	2019 Budget (\$Ms)	Actual to Mar 31/19 (\$Ms)	Projected Year-End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Government grants	(\$57.6)	(\$9.7)	(\$63.8)	\$6.2
Fees and Recoveries (e.g., paid duty, secondments, vulnerable sector checks.)	(\$32.9)	(\$5.9)	(\$34.3)	\$1.4
Paid Duty - Officer Portion	(\$24.7)	(\$4.5)	(\$24.7)	\$0.0
Miscellaneous Revenue	(\$1.0)	(\$0.3)	(\$2.6)	\$1.6
Total Revenues	(\$116.2)	(\$20.4)	(\$125.4)	\$9.2

During 2018, the Service was in receipt of Policing Effectiveness and Modernization grant funding and Guns and Gangs grant funding from the Province of Ontario. The grants are to assist the Service in funding incremental spending on modernization and

anti-gang crime initiatives, respectively. As the provincial fiscal year ends on March 31st, versus December 31st for the Service, unspent provincial grant funding from 2018 was carried forward into the first quarter of 2019. The favourable variance in grants is mainly a result of these carry forwards. As this grant funding is meant to offset specific expenditures, the Service is projecting an offsetting increase in expenditures, as shown in the Non-Salary – Other expenses.

The Service expects to receive other grant funding during the year), and future variance reports will reflect these spending plans as the grant applications are approved and agreements are finalized.

Year to date recoveries for the paid duty administrative fees and reference checks are greater than expected. As a result, the Service is projecting a favourable variance to year-end in fees and recoveries.

The favourable variance in Miscellaneous Revenue is a result of liability reversals.

Expenditure Reductions to Achieve Zero Year-end Variance:

While preliminary projections are trending \$7.5M unfavourable, it must be noted that projections are based on estimates. The Service is working to stay within its budget parameters and some of the actions and mitigations that the Service is currently exploring include the following:

- Ongoing review of the timing and pace of hiring and associated impacts to the Service's workforce. It is anticipated, but not yet certain, that salary savings attributed to delays in filling civilian staffing requirements will continue to increase. Consequently, benefit savings are expected to increase if hiring is delayed due to a lower than planned Service size.
- Close monitoring of premium pay expenses across the Service to keep expenditures to an absolute minimum, taking into account pressures on the front line, investigative and support units as a result of low staffing levels.
- A reassessment of non-salary expenditures.
- Subject to protecting future funding viability, reassessing contribution strategies with a view to deferring reserve contributions where warranted.

Conclusion:

As at March 31, 2019, the Service is projecting a final variance of zero. Preliminary projections show that the Service is managing \$7.5M of unfavourable variance risk. The Service is evaluating spending plans and opportunities to manage this risk in order to stay within budget.

The Board will be kept apprised through the variance reporting process or ad hoc reports, as necessary and appropriate.

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

*original copy with signature on file in Board office



Toronto Police Services Board Report

May 8, 2019

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Capital Budget Variance Report for the Toronto Police Service, Period Ending March 31, 2019

Recommendation(s):

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

- (1) approve a 2019 cash flow transfer of \$1.3 Million (M) debt funding from the 12 Division Renovation project to the Radio Lifecycle Replacement project in 2019, with a return of these funds to the 12 Division Renovation project in 2020;
- (2) approve the advancement of 2020 cash flow to 2019 in the amount of \$200,000 debt funding for the 43 Division Renovation project funded by the deferral of the 2019 cash flow for the same amount from the 12 Division Renovation project. Funding will be returned to the 12 Division Renovation project in 2020; and
- (3) forward a copy of this report to the City of Toronto's (City) Chief Financial Officer for information and inclusion in the variance reporting to the City's Budget Committee.

Financial Implications:

Toronto City Council (Council), at its meeting of March 7, 2019, approved the Toronto Police Service's (Service) 2019-2028 capital program at a net amount of \$29.6M and gross amount of \$65.8M for 2019, and a 10-year net total of \$218M and gross total of \$575.1M. Please see to Attachment A for more details.

The following table summarizes 2019 projected expenditures:

Category	2019 Gross (M's)	2019 Net (M's)
2019 approved program excluding carry forward	\$65.8	\$29.6
2018 carry forwards	\$18.6	\$6.0
Total 2019 available funding	\$84.4	\$35.6

Category	2019 Gross (M's)	2019 Net (M's)
2019 projection as of March 31, 2019	\$61.3	\$23.4
Variance to available funding	\$23.0	\$12.2
Carry forward to 2020	\$22.7	\$12.2
Spending rate	73%	66%

As at March 31, 2019, the Service is projecting total gross expenditures of \$61.3M compared to \$84.4M in available funding (a spending rate of 73%). From the projected under-expenditure of \$23.0M, \$0.4M will be returned to Vehicle and Equipment reserve from the Wireless Parking System Lifecycle replacement project and the remaining balance will be carried forward to 2020.

Background / Purpose:

The purpose of this report is to provide the Board with the status of the Service’s capital projects as at March 31, 2019.

Discussion:

Attachment A provides the Service’s approved 2019-2028 capital program.

Status of Capital Projects:

Attachment B provides a status summary of the ongoing projects from 2018 as well as projects that started in 2019. Any significant issues/concerns are highlighted below in the “Key Highlights/Issues” section of this report, along with major project progress.

Key Highlights / Issues:

As part of its project management framework, the Service tracks the project risk (i.e. Green, Yellow, Red) to reflect the status of capital projects. The overall health of each capital project is based on budget, schedule and scope considerations. The colour codes are defined as follows:

- Green – on target to meet project goals (scope/functionalities), and on budget and schedule, no corrective action is required;
- Yellow – at risk of not meeting certain goals, some scope, budget and/or schedule issues, and minimal corrective action is required; and
- Red – high risk of not meeting goals, significant scope, budget and/or schedule issues, and extensive corrective action is required.

The following projects are considered red:

- 54/55 Divisions Amalgamation
- 32/33 Divisions Amalgamation
- 12 Division Renovation
- Enterprise Business Intelligence (E.B.I.)
- Body Worn Cameras (B.W.C.) Phase II

The subsequent section summarizes key 2019-2028 capital project updates, which include an assessment of the project health. Summary information includes status updates at the time this report was written.

54/55 Divisions Amalgamation

Carry Forward from 2018	2019 Cash Flow			YE Variance (Over)/ Under	Carry Forward to 2020	Total Project Cost		Status	Overall Project Health
	Budget	Available to Spend	Year End Actuals			Budget	Life to Date		
6,031.4	0.0	6,031.4	360.0	5,671.4	5,671.4	39,225.0	622.7	Delayed	Red

Project Description:

The amalgamation of 54 and 55 Divisions into one district facility will reduce the long-term costs of operating and maintaining two structures, and will support the recommendations for a modernized, economical and more efficient public safety delivery model. The current plan is to return the 54 and 55 Division properties to the City once the new consolidated facility is built.

Work to date:

The site for the new consolidated district facility is the Toronto Transit Commission's (T.T.C.) Danforth garage site located at 1627 Danforth Avenue, and was approved by the City's Executive Committee and Council in January 2018.

Subsequent to Council approval, the master planning exercise was initiated, which involves extensive community consultations, technical studies, confirmation of the T.T.C.'s requirements, and the exploration of potential partners in the site development and conceptual site plans. The results of this planning exercise were expected to be presented to City Council by April 2019 and it is now delayed to June 2019.

Create T.O. has taken the lead in terms of stakeholder and community engagement in the site planning discussions and will be funding the master planning exercise due to the number of involved agencies. Senior members of the Service's Facilities Management unit continue to participate in these stakeholder meetings to ensure that the Service's requirements will be incorporated into the overall plan.

Due to significant delays in this project, it is anticipated that from the available funding of \$6M, \$5.7M will be carried forward to 2020.

Future Planned Activities:

Following Council approval of the site plan, the Service will issue a Request For Quotation (R.F.Q.) to pre-qualified consultants. Consultant selection is planned to be completed in 2019. Procurement will be initiated in the first quarter of 2020, followed by construction later in 2020.

The status of the project remains Red until the detailed design and project timelines are determined following the completion and approval of the master planning study and the budget to complete the project is reconfirmed.

41 Division

Carry Forward from 2018	2019 Cash Flow			YE Variance (Over)/ Under	Carry Forward to 2020	Total Project Cost		Status	Overall Project Health
	Budget	Available to Spend	Year End Actuals			Budget	Life to Date		
269.6	4,561.0	4,830.6	593.4	4,237.2	4,237.2	38,928.0	125.4	Delayed	Yellow

Project Description:

Due to its aging infrastructure, 41 Division was identified as a priority in the Service’s Long Term Facility Replacement Program a number of years ago. Cost assessments have confirmed that it is not economically feasible to address the ongoing building deficiencies or to retrofit the existing 41 Division to accommodate the current needs of the Service.

The phased construction and demolition approach for a new building on the existing site will provide the Service with a new district facility at the corner of Birchmount and Eglinton Avenues, an optimal site that is easily accessible with ample area for future expansion.

Work to Date:

A feasibility study was completed in 2018 outlining options for a phased demolition and construction of the new building. Minor interior changes have occurred to facilitate the upcoming project.

The Service’s Facilities Management unit recently closed the Request for Quotation (R.F.Q.) for Architectural Consulting services and is proceeding to award the services of an architectural consulting firm to prepare the building design documentation.

Due to resource limitations in the Service’s Facilities Management unit, along with competing priority projects, this project is a year behind schedule. From the available funding of \$4.8M, \$4.2M will be carried forward to 2020.

Future Planned Activities:

It is anticipated that design planning will commence by the second quarter of 2019. Construction phase is not expected to start until late 2020.

During the construction, personnel will continue to occupy a portion of the existing building and portable offices, when required, to allow for uninterrupted business continuity.

The overall status of the project remains Yellow as project timelines are behind schedule.

32/33 Divisions Amalgamation

Carry Forward from 2018	2019 Cash Flow			YE Variance (Over)/ Under	Carry Forward to 2020	Total Project Cost		Status	Overall Project Health
	Budget	Available to Spend	Year End Actuals			Budget	Life to Date		
136.2	4,790.0	4,926.2	775.0	4,151.2	4,151.2	11,940.0	157.5	Delayed	Red

Project Description:

The Service's long term facilities plan included the required renovation of the 32 Division facility to enable new technologies and required building improvements, such that the facility is more operationally effective and compliant with the Accessibility for Ontarians with Disabilities Act (A.O.D.A).

Subsequently, as a result of recommendations in The Way Forward report, the Service also commenced exploring the feasibility of amalgamating 32 and 33 divisional operations into a new 32/33 District Headquarters Facility, to be located on the existing 32 site.

Work to Date:

This project encompasses a major interior retrofit to the existing building, as well as upgrades to the base building. The Service has secured an interior design consulting firm to redesign the building interior in an effort to optimize the use of available space and to improve the movement of both personnel and persons in custody.

It has been determined that the existing capital budget should be able to accommodate the interior renovations necessary to amalgamate the 32/33 district operations and staffing model. The schematic design was approved and the consultant is moving forward with developing construction tender documents. A Request for Pre-Qualification (R.F.P.Q.) is being prepared to shortlist general contractors prior to tendering the work.

The original intent was to retrofit the existing garage; however, due to the age of the building and the high cost associated with retrofitting, the recommendation was to demolish the existing garage. The consultant advised the Service of additional fees in

the amount of \$84,000 for structural and architectural work for the design of the new addition. All costs will be monitored closely and every effort will be made to absorb the cost within the total project budget.

Part of the planning for the amalgamated facilities included a parking feasibility study at the existing site to accommodate the increased number of personnel who will be assigned to this location, maximize parking efficiency, and provide improved access to Service members and the general public. The study is complete and a number of options have been presented for the Service’s consideration.

The cost for additional parking is estimated between \$8M to \$19M depending on the solution and the number of parking spaces it will create. There are two alternatives – above grade and below grade parking structures. The above grade parking option comes with a cost estimate of \$8 to \$10M, and may not be acceptable to City planners. An underground parking structure is estimated to cost \$19M. The Service is looking at other options to accommodate the parking shortage.

Based on the results of the study and the significant additional funding required for either alternative, the feasibility of consolidating the divisions into one site is being revisited.

This project is considered delayed due to redesign requirements and schedule and budget uncertainty until a parking solution is determined. From the available funding of \$4.9M, \$4.2M will be carried forward to 2020.

Future Planned Activities:

The Command has advised to hold off any work on this project until the proposal has been thoroughly reviewed. It should be noted that the 32 and 33 divisions have started the process to operate as District, and have already amalgamated certain functions, even though a decision on a consolidated facility is still on hold.

The status of this project remains Red until a decision about the parking garage is made and schedule and budgets are revised. The Board will be kept apprised of the status of this project through the variance reporting process.

12 Division Renovation

Carry Forward from 2018	2019 Cash Flow			YE Variance (Over)/ Under	Carry Forward to 2020	Total Project Cost		Status	Overall Project Health
	Budget	Available to Spend	Year End Actuals			Budget	Life to Date		
0.0	300.0	300.0	0.0	300.0	300.0	9,000.0	0.0	Delayed	Red

**Schedule reflects the budget transfer request*

Project Description:

The project originally provided for 12 Division renovation, relocation of Traffic Services and Parking Enforcement to a more centralized location. However, the current plan is on hold while the Service considers various options and priorities for the Divisional Policing Program.

Work to Date:

The 12 Division Renovation project is on hold until a pilot project for Traffic Services and Parking Enforcement is complete and more information becomes available for the preferred locations and other requirements. Since 2019 cash flow is not required, it is recommended that \$1.3M be transferred from the 12 Division Renovation project to Radio Lifecycle Replacement project in 2019 (please refer to Radio Replacement project). These funds will be returned to 12 Division Renovation project in 2020.

Also, it is recommended that the Board approve the advancement of 2020 cash flow to 2019 in the amount of \$200,000 for 43 Division Renovation project funded by the deferral of the 2019 cash flow for the same amount from 12 Division Renovation project. This funding is required to hire an Architect in 2019 to commence the planning phase for 43 Division. These funds will be returned to 12 Division Renovation project in 2020.

Future Planned Activities:

Future activities will be determined subsequent to the results from the Traffic Services and Parking Enforcement pilot project.

The status of this project is Red until more information is received and analysis is completed.

District Policing Program – District Model

Carry Forward from 2018	2019 Cash Flow			YE Variance (Over)/ Under	Carry Forward to 2020	Total Project Cost		Status	Overall Project Health
	Budget	Available to Spend	Year End Actuals			Budget	Life to Date		
0.0	2,900.0	2,900.0	2,900.0	0.0	0.0	15,900.0	34.6	Delayed	Yellow

Project Description:

The Service designed the new District Boundaries to align with Toronto neighbourhoods. The planning and transformation design from 17 Divisions to 10 Districts is now underway. It includes a facility review to align with modernization needs and redesign of core business processes to effectively operate as districts. It will address technology, people, process and infrastructure requirements.

Work to Date:

Some of the external staffing requirements such as Business Analysts and Project Manager are in place. Current state analysis for Divisional processes are complete and

the project team engaged the Toronto City Manager’s Office regarding the new district boundaries and the approach to this implementation. Work will continue on post implementation issues for 54 and 55 Divisions’ amalgamation.

Future Planned Activities:

Development of a high level plan to merge Divisions to form Interim Divisions within the existing boundaries, and adjusting boundaries to form Districts. Work on operational dispatching models for Communication Services Centre will continue to determine the process, systems, infrastructure and technology changes to support the District Policing Program.

The status of this project is Yellow until resource constraints have been addressed.

Transforming Corporate Support (H.R.M.S, T.R.M.S)

Carry Forward from 2018	2019 Cash Flow			YE Variance (Over)/ Under	Carry Forward to 2020	Total Project Cost		Status	Overall Project Health
	Budget	Available to Spend	Year End Actuals			Budget	Life to Date		
1,104.7	1,700.0	2,804.7	2,804.7	0.0	0.0	8,742.5	5,144.6	Delayed	Yellow

Project Description:

Closely aligned with the ongoing restructuring of the Service’s human resource function, this project involves upgrading and enhancing the Service’s Human Resource Management System (H.R.M.S.) and its capabilities to better support the Service’s needs. This project provides for an investment that will consolidate the current H.R.M.S. and Time Resource Management System (T.R.M.S.), with the objective of developing a new overall solution, with enhanced and value added processes that will be cost-effective and efficient.

Work to Date:

Phase II of the project plan is continuing into 2019. In the first quarter of 2019, the following deliverables were achieved and were largely carry-over scope items from the 2018 plan:

- Preparation and delivery of training and roll-out of new workforce analytics reports to the Senior Management Team and Command. Includes workforce metrics sourced through a new data mart developed in 2018 by this project.
- Training and roll-out of new on-line tools for Managers, deployed through Member Gateway includes

Phase III, Time and Labour planning was restarted in the first quarter of 2019 as well. Although the entire project team for this phase has yet to be on-boarded, work has begun to analyze H.R.M.S. system features against the core business processes and requirements related to basic scheduling, time and absence requests and reporting.

Future Planned Activities:

Work will continue throughout 2019 to drive organizational effectiveness and efficiencies in support of Human Resources (H.R.), Payroll, Benefits related processes, administration and analytics.

As well, a parallel project team will focus the remainder of 2019 on the development of an implementation plan and strategy for the replacement of the current out-dated T.R.M.S. with the new Time and Labour system. The planning phase will require the engagement of stakeholders and partners from key business areas in Information Technology Services (I.T.S.), Strategy Management and Field Command, in order to understand business needs/priorities and drive efficiencies within the new system.

The status of this project remains Yellow, as resourcing constraints and conflicting operational priorities continue to have an ongoing impact on planned activities and ability to engage organizational stakeholders to support the project initiatives and schedule.

Enterprise Business Intelligence (E.B.I.) – Part of Analytics Center of Excellence (A.N.C.O.E.) program

Carry Forward from 2018	2019 Cash Flow			YE Variance (Over)/ Under	Carry Forward to 2020	Total Project Cost		Status	Overall Project Health
	Budget	Available to Spend	Year End Actuals			Budget	Life to Date		
387.4	1,300.0	1,687.4	1,401.8	285.6	285.6	10,716.6	9,076.9	Delayed	Red

Project Description:

The E.B.I. project is being managed within the Service’s A.N.C.O.E. program. A.N.C.O.E. is a business-led, Analytics & Innovation program, which will oversee and drive analytics and information management activities for the Service, including the E.B.I. project.

Work to Date:

I.B.M. delivered technology for this project, provided training and conducted development activities. The project ran into challenges around scope, schedule and budget and was paused in the 4th quarter of 2018 and reset in the first quarter of 2019. The Service ended its relationship with I.B.M. regarding this project. All work to date and remaining activities have been transferred to the Service’s Analytics & Innovation Unit (A&I) for subsequent deployment and implementation. An updated plan has been developed to leverage Service members from the Analytics & Innovation and I.T.S units to continue implementation including data visualization and reporting for the Service.

It is estimated that the project will be completed by March 2020.

Future Planned Activities:

The following E.B.I. deliverables are underway and will be delivered by the end of the project:

- Streamline Service processes in making data and analytics products available to front-line members, management, and the public;
- Develop an enhanced reporting database and data marts for existing Service requirements from Human Resources (H.R.), Records Management Services (R.M.S.), and operational data sources; and
- Establish a permanent team to support this critical work within the Analytics & Innovation Unit.

The project included five permanent positions to support the E.B.I. project. Subsequent to hiring these positions, the project team will make decision-support, analytics and mapping applications available to all members of the Service.

Professional services providers will be engaged to support the implementation of robust agile methods, data governance, enhanced situational awareness applications and overall project delivery. Technology procurement will be required to support data visualization and management.

The key data sources which will be made available include H.R., R.M.S., Real-time Operational, and other sources as required to support Service priorities.

The Status of the project remains Red until scope, deliverables, budget and staffing levels are aligned with the current approach and all impacts to the Service are well understood.

Radio Replacement Project

Carry Forward from 2018	2019 Cash Flow			YE Variance (Over)/ Under	Carry Forward to 2020	Total Project Cost		Status	Overall Project Health
	Budget	Available to Spend	Year End Actuals			Budget	Life to Date		
364.6	5,414.0	5,778.6	5,778.6	0.0	0.0	37,862.5	23,028.4	On Time	Green

**schedule reflects the recommended transfer*

Project Description:

This project is for the replacement and acquisition of mobile and portable radios. Currently, the Service’s Telecommunications Services Unit (T.S.U.) maintains approximately 5,000 mobile/portable radio units.

Work to date:

Radios are being deployed as required by the lifecycle program.

Future Planned Activities:

It is recommended that the Board approve a 2019 cash flow transfer of \$1.3M from 12 Division Renovation project to Radio Lifecycle Replacement project in 2019. These funds will be returned to 12 Division Renovation project in 2020.

The additional funding in 2019 will provide for migration of the radios to the latest version of the Association of Public-Safety Communications Officials (A.P.C.O) standards which allows for more radios to operate simultaneously. The Service’s older radios are not capable of this method of operation. Migration to the newer standard will offset the increased radio traffic that will be caused by the new district model and will mitigate performance and capacity risks in the radio systems.

43 Division Renovation

Carry Forward from 2018	2019 Cash Flow			YE Variance (Over)/ Under	Carry Forward to 2020	Total Project Cost		Status	Overall Project Health
	Budget	Available to Spend	Year End Actuals			Budget	Life to Date		
0.0	200.0	200.0	0.0	200.0	200.0	4,000.0	0.0	Ahead of schedule	N/A

**schedule reflects the recommended transfer*

Project Description:

As a result of recommendations in The Way Forward report, the Service is exploring the feasibility of amalgamating 42 and 43 divisional operations into a new 42/43 District Headquarters Facility, to be located on the existing 43 site. This work includes an increase to the cell capacity from the existing eight to 35 and creation of a double sally port.

Work to date:

Merger readiness is being assessed to identify pre-requisite requirements prior to merging 42/43 Divisions. These requirements are system access, interim facilities plan and dispatching capabilities.

It is recommended that the Board approve the advancement of 2020 cash flow to 2019 in the amount of \$200,000 for 43 Division Renovation project funded by the deferral of the 2019 cash flow for the same amount from 12 Division Renovation project. This amount is required to hire an Architect in 2019 to commence the planning phase for 43 Division. These funds will be returned to 12 Division Renovation project in 2020.

Future Planned Activities:

Subsequent to receiving Board approval for funding advancement, an Architect will be engaged to commence the planning phase for 43 Division.

Connected/Mobile Officer

Carry Forward from 2018	2019 Cash Flow			YE Variance (Over)/ Under	Carry Forward to 2020	Total Project Cost		Status	Overall Project Health
	Budget	Available to Spend	Year End Actuals			Budget	Life to Date		
0.0	800.0	800.0	800.0	0.0	0.0	10,689.8	2,245.6	On Time	Yellow

Project Description:

The *Way Forward* report recommended that the Service make investments to enable officers to work with smart devices. This includes a full application suite and e-notebook, as well as updating existing applications to a mobile environment which allows officers to be connected at all times to the most current operational information.

The mobile technology will allow the Service to move beyond the facility footprint of past models. Technologically connected officers can access the information they require from anywhere. With functions that will ultimately allow officers to file reports, make calls, correspond via email, and access databases, there will be a reduced reliance on the use of workstations at police stations and in vehicles, and increased time spent in communities.

Work to date:

The initial phase of the project included a proof of concept (P.O.C.) and the acquisition of 700 devices in 2018. Activities in 2018 included continuing to deploy the acquired devices and further evolving and maturing the mobile officer model and its associated technological infrastructure, processes and applications.

Future Planned Activities:

The Connected Officer team is currently stabilizing the program, enhancing functionalities and evaluating the current device deployment. Based on the 2019 evaluation results, expansion of the Connected Officer program will be considered as part of the 2020 budget cycle.

The status of this project is Yellow, as the Service has not yet included the full cost into the Service’s capital program.

Body Worn Cameras (B.W.C.) Phase II

Carry Forward from 2018	2019 Cash Flow			YE Variance (Over)/ Under	Carry Forward to 2020	Total Project Cost		Status	Overall Project Health
	Budget	Available to Spend	Year End Actuals			Budget	Life to Date		
0.0	1,000.0	1,000.0	1,000.0	0.0	0.0	11,211.0	73.3	On Time	Red

Project Description:

This project involves exploring the benefits, challenges, and issues surrounding the use of body worn cameras, in keeping with the Service’s commitment to maintain public trust and provide professional and unbiased policing.

Work to Date:

As this is a large and complex solution to procure, a fairness commissioner and specialized procurement experts have been engaged to provide advice and guidance on the process, requirements, assist in negotiations and to ensure the process is fair and open.

A Request for Information (R.F.I.) was released on June 6, 2018, with vendor presentations completed at the end of September 2018. Based on the result of the R.F.I. and approved user requirements, a non-binding R.F.P. was issued in April 2019.

Future Activities:

In parallel, the project team will be engaging with the necessary stakeholders such as City Legal and internal and external partners.

Implementing a B.W.C. program within the Service will involve significant costs such as camera and infrastructure purchase and replacement, transcription, image storage management, including retrieval, administration, etc.

The status of this project is Red as the Service has not yet included the full cost into the Service’s capital program until the solution and costs are better understood, based on the results of the procurement process. Also, the full impact of Cloud strategy have not been assessed and critical staffing levels at I.T.S. have not been addressed.

Next Generation (N.G.) 9-1-1

Carry Forward from 2018	2019 Cash Flow			YE Variance (Over)/ Under	Carry Forward to 2020	Total Project Cost		Status	Overall Project Health
	Budget	Available to Spend	Year End Actuals			Budget	Life to Date		
0.0	500.0	500.0	500.0	0.0	0.0	5,000.0	0.0	On Time	Green

Project Description:

As per the Canadian Radio-television and Telecommunications (C.R.T.C.) mandate, Canadian telecommunications service providers will be upgrading their infrastructure to N.G.9-1-1 to Voice Capable Networks by June 30th, 2020 and Text Capable Networks by December 31st, 2020. The existing, soon to be legacy, 9-1-1 network is slated to be decommissioned by December 31st, 2023.

N.G.9-1-1 long term goal is to achieve the following:

- circuit switch upgrade from legacy to IP-based, including integration to other systems, such as the Computer Aided Dispatch (C.A.D.) and Voice Logging System (V.L.S.) in 2020;
- voice/text* (*limited to deaf, hard of hearing, or speech impaired (D.H.H.S.I.) community only) upgrade to Multimedia /Real Time Text (R.T.T.) capable in 2021/22;
- network location only upgrade to multiple sources of location information (Network, Global Positioning System (G.P.S.), Device);
- basic caller's information (name, call back number, location, service provider class of service) upgrade to Enhanced Details on the call, the caller, and the location;
- master street address guide based call routing upgrade to Geodetic Routing of calls; and
- co-ordinated implementation of new N.G.9-1-1 data and multi-media services (e.g. picture, video) in 2023.

Work to date:

Following a competitive procurement process, new Program Manager has been hired as of March 13, 2019.

Future Planned Activities:

Procurement process is commencing for hiring of a new Technical Lead / Business Analyst for the project. The R.F.P. or R.F.I. for new N.G.9-1-1 Private Branch Exchanger (P.B.X.) system replacement is being drafted.

Vehicle and Equipment Lifecycle Replacements

Project Name	Carry Forward from 2018	2019 Cash Flow			YE Variance (Over)/ Under	Carry Forward to 2020	Total Project Cost		Status	Overall Project Health
		Budget	Available to Spend	Year End Actuals			Budget	Life to Date		
Vehicle Replacement	279.3	6,951.0	7,230.3	7,230.3	0.0	0.0	On-going	On-going	On-going	Green
IT- Related Replacements	945.7	17,845.0	18,790.7	17,958.1	832.5	785.7	On-going	On-going	On-going	Green
Other Equipment	5,319.6	10,082.0	15,401.6	9,183.5	6,218.1	5,907.5	On-going	On-going	On-going	Green
Total Lifecycle Projects	6,544.5	34,878.0	41,422.5	34,371.9	7,050.6	6,693.2				

Project Description:

Projects listed in this category are funded from the Vehicle and Equipment Reserve (Reserve), which is in turn funded through annual contributions from the Service and Parking Enforcement operating budgets. The Reserve has no impact on the capital program at this time, as it does not require debt funding. Items funded through this reserve include the regular replacement of vehicles and information technology equipment, based on the deemed lifecycle for the various vehicles and equipment.

It is important to note that as the Service modernizes, new systems that have been implemented over the years (e.g. In-Car Camera program, data and analytics initiatives) and increasing storage requirements (e.g. to accommodate video), have put significant pressure on this Reserve, as the amount of equipment with maintenance and replacement requirements continues to increase year over year.

Work to Date:

The 2019 projected under-expenditure is \$7.1M, of which \$6.7M will be carried forward to 2020 as these funds are still required to complete lifecycle projects.

Significant variances are:

- \$0.7M – Furniture Lifecycle Replacement – Based on current replacement plan \$1.6M will be spent and the remaining balance will be carried forward to 2020.
- \$0.8M – Workstation, Laptop, Printer Lifecycle – Based on current replacement plan \$3.9M will be spent in 2019 and the remaining balance will be carried forward to 2020.
- \$4.7M – Mobile Workstation - Deployment of mobile workstations occurs over two years, 2019 and 2020. \$4.7M will be spent and the remaining balance of \$1.7M will be carried forward to 2020.
- \$0.4M – Locker Replacement – There is currently no Vendor of Record for lockers. The entire available balance will be carried forward to 2020.
- \$0.3M – Wireless Parking System - This project will be completed in 2019 and it is anticipated that \$0.3M will not be required and will be returned to Vehicle and Equipment reserve.

Future Planned Activities:

Various lifecycle projects such as vehicles, workstations, furniture and locker, mobile workstation replacement projects will continue their regular lifecycle in 2020 and beyond. While the Service has taken steps to create efficiencies, the amount of equipment that must be replaced continues to increase. Consequently, even with increased planned contributions, current planned spending would leave the Vehicle and Equipment Reserve in an overdrawn position in 2020. The Service will continue to review all projects' planned expenditures to address the future pressures, including additional contributions that may be required.

Conclusion:

As at March 31, 2019, the Service is projecting total gross expenditures of \$61.3M compared to \$84.4M in available funding (a spending rate of 73%).

As a result of the delays in the 12 Division Renovation project, it is requested that the Board approve the transfer of funding to the Radio Replacement project to assist with implementation of the new projects in 2019. In addition, in order to commence the 43 Division Renovation project, it is requested that the board advance the funding to 2019. These funds will be returned back to the 12 Division Renovation project in 2020. In both of the aforementioned cases, the overall project budgets remain the same.

Resourcing constraints that still exist from the hiring moratorium and competing operational priorities continue to have an ongoing impact on planned activities. Projects will continue to be monitored on an ongoing basis and known issues are being actively addressed. The Board will be kept apprised of any major issues as projects progress.

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

*original copy with signature on file in Board office

Approved 2019-2028 Capital Program Request (\$000s)

Project Name	Plan	2019	2020	2021	2022	2023	Total	2024	2025	2026	2027	2028	Total	Total	Total	
	to end of 2018						2019-2023 Request						2024-2028 Forecast	2019-2028 Program	Project Cost	
Projects In Progress																
State-of-Good-Repair - Police		4,400	4,400	4,400	4,400	4,400	22,000	4,400	4,400	4,400	4,400	4,400	22,000	44,000	44,000	
Transforming Corporate Support (HRMS, TRMS)	5,735	1,700	1,000				2,700		0	0	0	0	0	2,700	8,435	
54/55 Amalgamation	6,203	0	6,252	11,625	7,000	4,697	29,574	3,448	0	0	0	0	3,448	33,022	39,225	
32/33 Amalgamation	200	4,790	5,950	1,000	0	0	11,740	0	0	0	0	0	0	11,740	11,940	
41 Division	395	4,561	16,622	14,850	2,500	0	38,533	0	0	0	0	0	0	38,533	38,928	
Enterprise Business Intelligence	9,417	1,300	0	0	0	0	1,300	0	0	0	0	0	0	1,300	10,717	
Radio Replacement	19,626	4,114	5,949	5,074	3,292		18,429			0	14,141	4,250	18,391	36,820	56,446	
Total, Projects In Progress	41,575	20,865	40,173	36,949	17,192	9,097	124,276	7,848	4,400	4,400	18,541	8,650	43,839	168,115	209,690	
Upcoming Projects																
Automated Fingerprint Identification System (A.F.I.S.) Replacement	0	3,053	0	0	0	0	3,053	3,053	0	0	0	0	3,053	6,106	6,106	
Next Generation (N.G.) 9-1-1		500	4,000	500	0	0	5,000	0	0	0	0	0	0	5,000	5,000	
Body Worn Camera - Phase II	500	1,000	2,000	0	0	0	3,000	0	0	0	0	0	0	3,000	3,500	
Connected Officer		800	0	0	0	0	800	0	0	0	0	0	0	800	800	
12 Division Renovation		1,800	5,200	2,000	0	0	9,000	0	0	0	0	0	0	9,000	9,000	
13 Division New Build		0	0	372	6,500	17,330	24,202	14,170	2000	0	0	0	16,170	40,372	40,372	
22 Division New Build		0	0	0	0	400	400	6,500	18500	13,000	2,000	0	40,000	40,400	40,400	
51 Division Major Expansion		0	0	0	0	0	0	0	0	1,500	3,000	2,530	7,030	7,030	7,030	
District Policing Program - District Model		2,900	1,687	1,535	1,071	0	7,193	0	0	0	0	0	0	7,193	7,193	
43 Division Major Interior Renovation			300	2,100	1,600	0	4,000	0	0	0	0	0	0	4,000	4,000	
Property & Evidence Warehouse Racking	0	0	40	0	0	1,000	1,040	0	0	0	0	0	0	1,040	1,040	
Total, Upcoming Capital Projects:	500	10,053	13,227	6,507	9,171	18,730	57,688	23,723	20,500	14,500	5,000	2,530	66,253	123,941	124,441	
Total Reserve Projects:	254,542	34,878	28,759	24,110	27,254	25,330	140,332	37,866	23,825	28,603	30,065	22,395	142,755	283,088	283,088	
Total Gross Projects	296,618	65,796	82,159	67,566	53,617	53,157	322,296	69,437	48,725	47,503	53,606	33,575	252,847	575,144	617,219	
Funding Sources:																
Vehicle and Equipment Reserve	(254,542)	(34,878)	(28,759)	(24,110)	(27,254)	(25,330)	(140,332)	(37,866)	(23,825)	(28,603)	(30,065)	(22,395)	(142,755)	(283,088)	(537,630)	
Grant Funding- Connected Officer	(2,632)						0						0	0	(2,632)	
Funding from Development Charges	(30,610)	(1,342)	(16,214)	(16,110)	(8,612)	(6,776)	(49,054)	(6,776)	(6,789)	(6,367)	(4,000)	(1,077)	(25,009)	(74,063)	(104,673)	
Total Funding Sources:	(287,784)	(36,220)	(44,973)	(40,220)	(35,866)	(32,106)	(189,386)	(44,642)	(30,614)	(34,970)	(34,065)	(23,472)	(167,764)	(357,151)	(644,935)	
Total Net Debt-Funding Request:		29,576	37,186	27,346	17,751	21,051	132,910	24,795	18,111	12,533	19,541	10,103	85,083	217,993	(27,716)	
5-year Average:							26,582						17,017	21,799		
City Target:		40,137	33,125	28,740	20,768	10,140	132,910	14,229	16,507	17,306	18,541	18,500	85,083	217,993		
City Target - 5-year Average:							26,582						17,017	21,799		
Variance to Target:		10,561	(4,061)	1,394	3,017	(10,911)	0	(10,566)	(1,604)	4,773	(1,000)	8,397	0	0		
Cumulative Variance to Target			6,500	7,894	10,911	0		(10,566)	(12,170)	(7,397)	(8,397)	0				
Variance to Target - 5-year Average:							0						0	0		

2019 Capital Budget Variance Report as at March 31, 2019 (\$000s)

Project Name	Carry Forward from 2018	2019 Cash Flow			YE Variance (Over)/ Under	Lost Funding/ Return to Reserve	Carry Forward to 2020	Total Project Cost		Status	Start Date	End Date		Overall Project Health	Comments
		Budget	Available to Spend	Year End Actuals				Budget	Life to Date			Planned	Revised		
Debt - Funded Projects															
<i>Facility Projects:</i>															
5455 Divisions Amalgamation	6,031.4	0.0	6,031.4	360.0	5,671.4	0.0	5,671.4	39,225.0	622.7	Delayed	Jan-20	Dec-24	Dec-25	Red	Please refer to the body of the report
TPS Archiving	261.2	0.0	261.2	261.2	0.0	0.0	0.0	650.0	388.8	On Time	Jan-18	Dec-18	Dec-19	Green	Remaining sprinkler work to be completed in 2019.
41 Division	269.6	4,561.0	4,830.6	593.4	4,237.2	0.0	4,237.2	38,928.0	125.4	Delayed	Jan-18	Dec-22	Dec-23	Yellow	Please refer to the body of the report
3233 Division	136.2	4,790.0	4,926.2	775.0	4,151.2	0.0	4,151.2	11,940.0	157.5	Delayed	Jan-19	Dec-21	Dec-22	Red	Please refer to the body of the report
12 Division Renovation	0.0	300.0	300.0	0.0	300.0	0.0	300.0	9,000.0	0.0	Delayed	Jan-20	Dec-21	TBD	Red	Please refer to the body of the report
District Policing Program - District Model	0.0	2,900.0	2,900.0	2,900.0	0.0	0.0	0.0	15,900.0	34.6	Delayed	Jan-18	Dec-23	Dec-23	Yellow	Please refer to the body of the report
<i>Information Technology Projects:</i>															
Peer to Peer Site	1,741.6	0.0	1,741.6	1,741.6	0.0	0.0	0.0	19,921.3	18,696.3	On Time	Jan-14	Dec-19	Dec-19	Green	Construction has concluded with minor deficiencies, which were addressed and completed at the end of February 2019. Information technology and Telecommunication equipment fit up of the new building commenced in March 2019
Transforming Corporate Support	1,104.7	1,700.0	2,804.7	2,804.7	0.0	0.0	0.0	8,742.5	5,144.6	Delayed	Jan-14	Dec-20	Dec-20	Yellow	Please refer to the body of the report
Enterprise Business Intelligence	387.4	1,300.0	1,687.4	1,401.8	285.6	0.0	285.6	10,716.6	9,076.9	Delayed	Jan-15	Dec-18	Dec-19	Red	Please refer to the body of the report
Radio Replacement	364.6	5,414.0	5,778.6	5,778.6	0.0	0.0	0.0	37,862.5	23,028.4	On Time	Jan-16	on-going	on-going	Green	A radio study is underway to ensure that advancing the deployment of radios in order to leverage newer technology that can support communication requirements of the district model will avoid substantial costs to change the radio infrastructure needed for the district boundaries goals
43 Division Renovation	0.0	200.0	200.0	0.0	200.0	0.0	200.0	4,000.0	0.0	Ahead of schedule	Jan-19	Dec-22	Dec-22	N/A	Please refer to the body of the report
Connected Officer	0.0	800.0	800.0	800.0	0.0	0.0	0.0	10,689.8	2,245.6	On Time	Jan-17	Dec-20	Dec-20	Yellow	Please refer to the body of the report
Body Worn Camera - Phase II	0.0	1,000.0	1,000.0	1,000.0	0.0	0.0	0.0	11,211.0	73.3	On Time	Jan-17	Dec-20	Dec-20	Red	Please refer to the body of the report
Next Generation (N.G.) 9-1-1	0.0	500.0	500.0	500.0	0.0	0.0	0.0	5,000.0	0.0	On Time	Jan-19	Dec-21	Dec-21	Green	Please refer to the body of the report
<i>Replacements/ Maintenance/ Equipment Projects:</i>															
State-of-Good-Repair	1,733.2	4,400.0	6,133.2	5,003.0	1,130.2	0.0	1,130.2	on-going	on-going	On Time	on-going	on-going	on-going	Green	This is to maintain the safety, condition and customer requirements of existing buildings as well as technology upgrade. The Service has developed a work-plan to use these funds to optimize service delivery and enhance efficiencies for both buildings and technology improvements. The Service continues to work on SOGR priority projects and programs.
Automated Fingerprint Identification System (A.F.I.S.) Replacement	0.0	3,053.0	3,053.0	3,053.0	0.0	0.0	0.0	6,106.0	0.0	On Time	Jan-19	Dec-20	Dec-20	Green	Replacing the AFIS system. Livescan and AFIS are connected and are being purchased at the same time and are included in the same Request for Proposal (R.F.P.) Extensive R.F.P. scheduled to be published by Purchasing Services in May, 2019.
Total Debt - Funded Projects	12,030	30,918	42,948	26,972	15,976	0	15,976	229,893	59,594						
Lifecycle Projects (Vehicle & Equipment Reserve)															
Vehicle Replacement	279.3	6,951.0	7,230.3	7,230.3	0.0	0.0	0.0	On-going	On-going	On-going					
IT- Related Replacements	945.7	17,845.0	18,790.7	17,958.1	832.5	46.9	785.7	On-going	On-going	On-going					
Other Equipment	5,319.6	10,082.0	15,401.6	9,183.5	6,218.1	310.6	5,907.5	On-going	On-going	On-going					
Total Lifecycle Projects	6,544.5	34,878.0	41,422.5	34,371.9	7,050.6	357.5	6,693.2								
Total Gross Expenditures	18,574.5	65,796.0	84,370.5	61,344.3	23,026.2	357.5	22,668.7								
Less other-than-debt Funding															
Funding from Developmental Charges	(6,031.4)	(1,342.0)	(7,373.4)	(3,561.8)	(3,811.6)	0.0	(3,811.6)								
Vehicle & Equipment Reserve	(6,544.5)	(34,878.0)	(41,422.5)	(34,371.9)	(7,050.6)	(357.5)	(6,693.2)								
Total Other-than-debt Funding	(12,575.9)	(36,220.0)	(48,795.9)	(37,933.7)	(10,862.2)	(357.5)	(10,504.7)								
Total Net Expenditures	5,998.6	29,576.0	35,574.6	23,410.6	12,164.0	0.0	12,164.0								



Toronto Police Services Board Report

May 3, 2019

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Operating Budget Variance Report for the Toronto Police Service Parking Enforcement Unit, Period Ending March 31, 2019

Recommendations:

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

1. request the City of Toronto's (City's) Budget Committee to approve a budget transfer of \$915,600 to the Toronto Police Service Parking Enforcement Unit's 2019 Council approved operating budget from the City's non program operating budget, to fund the cost of the 2019 portion of the 2019-2023 negotiated collective agreement for Toronto Police Association members;
2. approve a revised 2019 Toronto Police Service (Service) net operating budget of \$47.6 Million (M); and
3. forward a copy of this report to the City's Chief Financial Officer for information and for inclusion in the variance reporting to the City's Budget Committee.

Financial Implications:

At its January 24, 2019 meeting, the Board approved the Toronto Police Service Parking Enforcement Unit (P.E.U.) budget request at \$46.7M (Min. No. P7/19 refers), a 0% increase over the 2018 approved operating budget.

Subsequently, City Council, at its March 7, 2019 meeting, approved the P.E.U.'s 2019 operating budget at the same amount. At the time the P.E.U.'s budget was approved, the impact from the collective agreement negotiations between the Toronto Police Association (T.P.A.) and the Board was not known, and was therefore not included in the budget request.

At its meeting on March 26, 2019, the Board approved the ratification of a five year collective agreement (2019-2023) with the T.P.A. (Min. No. P59/19 refers). As a result of this agreement, the P.E.U.'s 2019 approved operating budget requires an increase of \$0.9M.

City Finance staff confirmed that funding has been set aside in the City's non-program budget to cover the cost of the negotiated contract settlement for T.P.A. members. The \$0.9M estimated cost impact in 2019 for the collective agreement is offset by a budget transfer from the City's non-program budget. As a result, there is no net impact on the Service's 2019 overall variance. The City's overall net operating budget is also not impacted.

As a result of the above adjustment, the P.E.U.'s net operating budget has been increased to \$47.6M.

Background / Purpose:

The P.E.U. operating budget is not part of the Service operating budget. While the P.E.U. is managed by the Service, the P.E.U.'s budget is maintained separately in the City's non-program budget. In addition, revenues from the collection of parking tags issued accrue to the City, not the Service.

The purpose of this report is to provide information on the P.E.U.'s 2019 projected year-end variance as at March 31, 2019.

Discussion:

As at March 31, 2019, a favourable variance of \$0.4M is projected to year-end.

The following chart summarizes the variance by category of expenditure, followed by information on the variance for both salary and non-salary related expenses.

Category	2019 Budget (\$Ms)	Actual to Mar 31/19 (\$Ms)	Projected Year-End Actual (\$Ms)	Fav/(Unfav) (\$Ms)
Salaries	\$31.4	\$7.1	\$31.0	\$0.4
Premium Pay	\$2.4	\$0.4	\$2.5	(\$0.1)
Benefits	\$7.8	\$1.4	\$7.8	\$0.0
Total Salaries & Benefits	\$41.6	\$8.9	\$41.3	\$0.3
Materials & Equipment	\$1.5	\$0.2	\$1.5	\$0.0
Services	\$6.0	\$1.1	\$6.0	\$0.0
Total Non-Salary	\$7.5	\$1.3	\$7.5	\$0.0
Revenue (e.g. Toronto Transit Commission (T.T.C.), towing recoveries)	(\$1.5)	(\$0.2)	(\$1.6)	\$0.1
Total Net	\$47.6	\$10.0	\$47.2	\$0.4

It is important to note that expenditures do not all follow a linear pattern and therefore year-to-date expenditures cannot be simply extrapolated to year-end. Rather, the projection of expenditures to year-end is done through an analysis of all accounts, taking into consideration factors such as expenditures to date, future commitments expected and spending patterns.

Salaries & Benefits (including Premium Pay):

A favourable variance of \$0.3M is projected in salaries and benefits. The P.E.U. budget assumed hiring would take place at a sufficient pace to fully staff parking enforcement and support staff positions. Three recruit classes are currently scheduled for this year, however, in addition to regular parking enforcement attrition, several parking enforcement staff have been successful in obtaining other positions within the Service (e.g. police officers and special constables). As a result, the P.E.U. is projected to be slightly below its funded strength of 357 Parking Enforcement Officers, on average, during the year.

Nearly all premium pay at the P.E.U. is related to enforcement activities, attendance at court and the backfilling of members attending court. With respect to enforcement activities, premium pay is utilized to staff special events or directed enforcement activities. The opportunity to redeploy on-duty staff for special events is minimal, as this will result in decreased enforcement in the areas from which they are being deployed. Directed enforcement activities are instituted to address specific problems. All premium pay expenditures are approved by supervisory staff and carefully controlled. An unfavourable variance of \$0.1M is projected in premium pay at this time. This variance is due to recoverable activities and is offset by a favourable revenue variance, as discussed below.

Non-salary Expenditures:

No variance is anticipated in the non-salary accounts at this time.

Revenue:

Revenues include towing recoveries, contribution from reserves and recoveries from the T.T.C. The recoveries from the T.T.C. are for premium pay expenditures that are incurred to enforce parking by-laws on T.T.C. right of ways, which are necessitated by the continuing weekend subway closures for signal replacements maintenance. A favourable variance of \$0.1M is projected for these recoveries and have a net zero impact as they are a direct reimbursement of billed premium pay expenditures.

Conclusion:

As at March 31, 2019, the P.E.U. operating budget is projected to be \$0.4M under spent at year-end.

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

*original copy with signature on file in Board office



Toronto Police Services Board Report

May 15, 2019

To: Members
Toronto Police Services Board

From: Councillor Frances Nunziata
Acting Chair

Subject: Operating Budget Variance Report for the Toronto Police Services Board, Period Ending March 31, 2019

Recommendations:

It is recommended that:

1. the Board receive this report; and
2. the Board forward a copy of this report to the City of Toronto's (City) Chief Financial Officer for information and for inclusion in the variance reporting to the City's Budget Committee.

Financial Implications:

At this time, the Board is anticipating a zero variance on its 2019 operating budget.

Background / Purpose:

The Board, at its January 24, 2019 meeting, approved the Toronto Police Services Board's 2019 operating budget at a net amount of \$2,458,300 (Min. No. P8/19 refers), a 3% increase over the 2018 approved operating budget. Subsequently, City Council, at its March 7, 2019 meeting, approved the Board's 2019 operating budget at \$2,461,000.

The purpose of this report is to provide information on the Board's 2019 projected year-end variance.

Discussion:

The following chart summarizes the variance by category of expenditure.

Expenditure Category	2019 Budget (\$000s)	Actual to Mar 31/19 (\$000s)	Projected Year-End Actual (\$000s)	Fav/(Unfav) (\$000s)
Salaries & Benefits	\$1,176.0	\$329.2	\$1,176.0	\$0.0
Non-Salary Expenditures	\$1,285.0	\$511.6	\$1,285.0	\$0.0
Total	\$2,461.0	\$840.8	\$2,461.0	\$0.0

It is important to note that expenditures do not all follow a linear pattern and therefore year-to-date expenditures cannot be simply extrapolated to year-end. Rather, the projection of expenditures to year-end is done through an analysis of all accounts, taking into consideration factors such as expenditures to date, future commitments expected and spending patterns.

As at March 31, 2019, a zero variance is anticipated. Details are discussed below.

Salaries & Benefits

Year-to-date expenditures are consistent with the budget and therefore no year-end variance is projected at this time.

Non-salary Budget

The majority of the costs in this category are for arbitrations/grievances and City charge backs for legal services.

The Toronto Police Services Board cannot predict or control the number of grievances filed or referred to arbitration as filings are at the discretion of bargaining units. In order to deal with this uncertainty, the 2019 budget includes a \$529,000 contribution to a Reserve for costs of independent legal advice. Fluctuations in legal spending will be dealt with by increasing or decreasing the budgeted reserve contribution in future years' operating budgets so that the Board has funds available in the Reserve for these variable expenditures.

Missing Persons Investigations Review

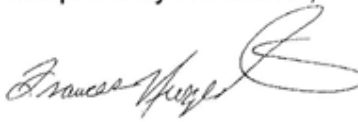
The Board, at its June 21, 2018 meeting, approved the Missing Persons Investigation Review Working Group – Review's Terms of Reference and Budget Report (Min. No. P112/18 refers). The Board approved terms of reference for an independent review of the policies, practices and actions of the Board and the Toronto Police Service in relation to missing person reports and investigations. The Board also approved a request to the City of Toronto's Executive Committee to allocate and transfer to the Board funding for the review in an amount not to exceed \$3.0M and that such funds be

made available to the Board beginning in 2018 and until the conclusion of the Review. Subsequently, Toronto City Council, at its July 23, 2018 meeting, approved up to \$3.0M for the Missing Persons Investigations Review. The Review is expected to require funding over the 2018, 2019 and 2020 budget years. The Council approved 2019 Board operating budget includes an allocation of \$1.8M for the costs projected to occur during 2019, this allocation is being funded from the Tax Rate Stabilization Reserve. The Board will only draw on the reserve to the extent needed to fund the expenditure associated with the review.

Conclusion:

As at March 31, 2019, a zero variance is projected.

Respectfully submitted,

A handwritten signature in cursive script, appearing to read "Frances Nunziata", written in black ink.

Frances Nunziata
Acting Chair



Toronto Police Services Board Report

May 6, 2019

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: RECEIPT OF DONATION FOR PURCHASE OF POLICE SERVICE DOGS AND POLICE HORSE

Recommendation(s):

It is recommended that the Board approve a cash donation in the amount of \$31,132,00, raised through donations collected at the passing of Police Constable Sam Sun, for the purchase of Police Service Dogs and a Police Horse.

Financial Implications:

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

Background / Purpose:

Police Constable Sam Sun #9709 was an actively serving member of the Toronto Police Service from December 19, 2006 until his sudden passing on November 6, 2018 at the age of 38.

P.C. Sun was an avid animal lover and, along with his wife Cheryl Lam, had 2 dogs of their own. At the time of his funeral, it was not known whether his sudden death was related to an on-duty injury he endured in the days prior or from some unrelated medical or natural causes. P.C. Sun's funeral was held on November 23, 2018 and was attended by many Service members. A fund was created at that time for donations to be made on behalf of P.C. Sun. P.C. Sun's wife and family requested that any donations be used for the purchase of Police Service Dogs and a horse.

To date \$31,132.00 has been donated in P.C. Sun's honour.

Board Policy #138 "Donations and Sponsorship" directs, in part, that:

1. The Chief of Police will ensure that Service members not solicit or accept donations from any person, including any organization or corporation, for the benefit of the Service, without the consent of the Board in accordance with the established policy:

...b. acceptance of donations valued at more than ten thousand dollars (\$10,000) required the approval of the Board and the submission of a completed Donor's Declaration Form (TPS 668). This report satisfies the Service's obligation to receive consent from the Board as per the Policy.

Discussion:

Police Dog Services (P.D.S.) is a uniform support unit within Specialized Emergency Response which operates under Public Safety Operations as part of Specialized Operations Command.

P.D.S. has been in existence since 1989 and is currently comprised of 22 officers and 33 canines. 18 of the handlers and their canines are trained and assigned General Purpose Dogs who work a Compressed Work Week schedule allowing them to provide search capabilities at all hours of the day and night, 365 days a year.

These handlers and their canines are involved in a variety of calls for service including searches for armed suspects as well as providing containment of premises when High Risk Search warrants are executed. They are deployed to search various areas of the city from wooded spaces to backyards, factories and residences.

P.D.S. also deploys detection dogs for the purpose of locating Narcotics, Firearms, Explosives and Human Remains. These specialized dogs are requested only when required to search for any of the previously mentioned illicit items.

The canines assigned to P.D.S. are purchased at approximately one year of age and immediately begin their training with their assigned handler. Upon completion of the training program, the canine and handler are certified allowing them to begin their role serving the community by providing additional search capabilities.

Similarly, the Service's Mounted Unit is uniform support unit within Emergency Management/Public Order which operates under Public Safety Operations as part of Specialized Operations Command.

The unit has been in existence for 133 years and is comprised of 40 officers. The unit currently deploys 26 horses which are purchased and trained for the unit on an ongoing basis as a result of their life cycle, health and abilities.

The horses assigned to Mounted Unit are used for crowd management, to assist in searches for missing persons and for ceremonial duties. They are deployed throughout the city and assist with patrolling and searching green spaces as well as providing support to officers at incidents involving large crowds.

The current cost of canines ranges from \$8000.00 to \$12000.00 per animal and the cost for horses ranges from \$6500.00 to \$9000.00 per animal. Due to life cycle of both animals, there is a need to purchase and replace them on an ongoing basis.

If approved, this donation would be used to purchase 2 specialty canines and 1 police horse. The purchase of these animals will enhance and further the capabilities of both P.D.S. and the Mounted Unit. This purchase will also allow the Service to honour the family's wishes in memory of P.C. Sun.

Conclusion:

It is recommended that the Board and the Service accept this donation in kind and use it for the purchase of these Service animals, as specified by the P.C. Sun's family. The monies, if accepted, can be transferred to Public Safety Operations to be distributed for the purchase of 2 Service dogs and a Police horse.

Respectfully submitted,

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



Toronto Police Services Board Report

May 3, 2019

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Single Source Contract for Professional Services - Leo-Pisces Services Group Incorporated

Recommendations:

It is recommended that the Toronto Police Services Board (Board) approve a one year single source professional service contract extension with Leo-Pisces Services Group Incorporated for Public Safety Data Portal (P.S.D.P) maintenance and development in the amount of \$160,000 (excluding taxes) from June 18, 2019 to June 17, 2020.

Financial Implications:

The contract, originally sourced through a competitive procurement process, that started in April 2016 has now expired. Costs incurred from 2016 to the time of writing this report are approximately \$410,000. Historically, these costs have been funded by the Ministry of Community Safety and Correctional Services (M.C.S.C.S) Police Effectiveness Modernization (P.E.M.) grant.

The total cost of a one-year contract extension is approximately \$160,000. Grant funding for this cost cannot be confirmed at this time. If the grant funding is not available for these services, the Service will fund this cost through the 2019 Operating budget consulting services account.

Background / Purpose:

Data analytics is integral to the Modernization Plan recommendations. The work conducted by the Analytics and Innovation Unit (A&I) directly supports all of The Way Forward Modernization Plan Recommendations and specifically delivers on #2 – Improved Capabilities Related to Data, Information and Analysis and #17 – More Accessible and Transparent Information.

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 Toronto Police Service (Service) P.S.D.P. has become central to the Service's ability to analyze and report on public safety topics in the City of Toronto. This platform has been recognized with several awards of excellence, placing the Service as a "best in class" leader.

As the Service undertook the development of these integral platforms, professional services were required to enable the technology use. A Request for Services (R.F.S. #1161250-15B) for an Intermediate Business Intelligence Solution Analyst (Crime Analyst) was issued on January 6, 2016 through a competitive procurement process. After evaluation against the pre-determined selection criteria, Ms. Debbie Verduga, working for Leo-Pisces Services Group Incorporated, was the successful candidate in the process. The contract was awarded to Leo-Pisces on April 19, 2016 and ends June 17, 2019.

This contractor has been critical in establishing the P.S.D.P., which the Service and members of the public in Toronto have come to rely upon. Increasingly, this contractor and members of the A&I Unit have been supporting the Service for Modernization Plan activities including the Public Safety Data Portal, Boundary Realignment, Connected Officer, and the new Toronto Police Service (T.P.S.) Website.

An extension on a single source basis for the same contractor is required for continuity of service and to leverage the skills and knowledge gained since the project started. The Service recognizes the need to have dedicated staff to conduct this critical work and will plan for a suitable position in the 2020 budget. The proposed term of the contract includes the time required for the 2020 budget approvals and to recruit the right resource.

Discussion:

The work provided by Ms. Verduga has been instrumental for the Service given current pressures. She also has the required skills and expertise to provide the continuity that will deliver substantial business benefits going forward. Ms. Verduga is also a recognized specialist within her industry and will continue to provide ongoing knowledge transfer to members of the Service.

Without the services of Ms. Verduga, the Service's Public Safety Data Portal, the Modernization Scorecard, and the Webmaps developed for the new T.P.S. website, will not have the necessary support and development required for such high profile applications.

To manage this work on a permanent basis, the Service will establish a full time position for the 2020 budget within the A&I Unit to manage these and other related tasks in order to continue to drive public-facing modernization tools.

Conclusion:

The Service is satisfied with the services of Ms. Debbie Verduga. The Board is therefore being requested to approve a single source contract extension with Leo-Pisces Services Group Incorporated, from June 18, 2019 until June 17, 2020, for a total value of \$160,000 (excluding taxes).

Deputy Chief Shawna Coxon, Priority Response Command and Chief Administrative Officer Tony Veneziano, 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

*original copy with signature on file in Board office



Toronto Police Services Board Report

May 3, 2019

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Supply and Delivery of Miscellaneous Automotive Parts and Supplies

Recommendation:

It is recommended that the Toronto Police Services Board (Board) award the contract for supply and delivery of miscellaneous automotive parts and supplies to General Auto Parts for a two-year term commencing July 1, 2019 to June 30, 2021, with the option to extend for an additional one-year term at the discretion of the Chief of Police.

Financial Implications:

The average estimated annual spend for miscellaneous automotive parts and supplies is \$417,000 (excluding taxes), and the funding for this requirement is included in the Toronto Police Service's (Service) 2019 operating budget. The approximate total value of the award over the term of the contract (including the one-year extension) is \$1.25M (excluding taxes), and funds will be included in future operating budget requests for this purpose.

Background / Purpose:

The purpose of this report is to establish a Vendor of Record (V.O.R.) for the provision of miscellaneous automotive parts and supplies required by Fleet and Materials Management to ensure Service vehicles are properly maintained and repaired in a timely fashion.

Discussion:

On February 11, 2019, the Service's Purchasing Services unit issued a Request for Quotation (R.F.Q.) # 1295172-19 for the supply and delivery of miscellaneous automotive parts and supplies. The R.F.Q. was advertised on MERX, an electronic tendering service, and closed on March 18, 2019. The Service received five compliant bids. The respondents were:

- General Auto Parts
- Davies Auto Electric Limited
- Avenue Motor Works
- NAPA Auto Parts
- Rhena Auto Parts

The submissions were reviewed by members of Fleet and Materials Management and it was determined that General Auto Parts was the lowest priced compliant bidder meeting all specifications.

Conclusion:

It is therefore recommended General Auto Parts be awarded a two-year contract commencing July 1, 2019 to June 30, 2021, with an option to extend for an additional one-year term at the discretion of the Chief of Police, and subject to the Service's satisfaction with the vendor's performance.

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

*original copy with signature on file in Board office



Toronto Police Services Board Report

May 3, 2019

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Vendor of Record for the Purchase of Conducted Energy Weapon (C.E.W.) Devices, Accessories, Maintenance and Lifecycle Replacement

Recommendation(s):

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

- (1) approve M.D. Charlton Co. Ltd., as the vendor of record for all Axon products for a five-year term commencing June 1, 2019 to May 31, 2024 for purchase of C.E.W. devices, accessories, maintenance and lifecycle replacements when required; and
- (2) authorize the Chair to execute all required agreements and related documents on behalf of the Board, subject to approval by the City Solicitor as to form.

Financial Implications:

The estimated annual expenditure will be in the range of \$650,000 to \$800,000 for accessories and maintenance purchases to support the existing deployment of C.E.W.s and for training purposes. The lifecycle replacement of C.E.W. devices and all accessories will be approximately \$2 Million (M) every five years.

Any expansion to the C.E.W. program will be subject to budget availability and Board approval.

In 2019, \$658,000 is available in the Toronto Police Service's (Service) operating budget for this purpose. Funding for future years will be requested in the Service's annual operating and capital budgets.

Background / Purpose:

Since the program was piloted in 2002, the Service has approximately 1,040 C.E.W.s deployed within the Service. This includes the Board approved expansion of C.E.W.s by 400 devices for frontline constables at its meeting of February 22, 2018 (Min. No. P19/18 refers).

Due to the pilot and gradual approach taken towards the C.E.W. program, purchases to date were made on a one-time basis with the Board's approval. Maintaining the program requires ongoing annual costs and therefore, the Service requires a Vendor of Record (V.O.R.) for the provision of C.E.W.s, accessories, maintenance and lifecycle replacement. A sole source justification exists because the equipment and services are only manufactured by Axon Enterprise and are only available for purchase through their authorized Canadian distributor, M.D. Charlton Co. Ltd.

Should the market conditions change and other vendors enter the marketplace, the Service will explore the possibility of administering a competitive process.

Discussion:

The Service has set an aspirational goal of achieving zero deaths in its encounters with members of the public. At the February 2018 Board meeting, the Service advocated for an expanded suite of responses for frontline constables who are typically the first responders to emergency calls for service that often involve higher risk, where officers need to seek a balance between using minimal force required for the circumstances, and the exercise of judgement often under great stress.

The C.E.W. is a less injurious, effective force option, and the purpose of equipping officers with C.E.W.s is to provide officers with a less lethal option when confronted with use of force situations. Use of force situations are often dynamic and sometimes require a variety of responses to address them safely.

With the expansion to frontline constables, various costs are associated with supporting and maintaining the Service's C.E.W. program. These costs are identified below.

Training New C.E.W. Users:

In order to meet the Ministry of the Solicitor General (Ministry) standards, all new C.E.W. users are required to deploy two C.E.W. cartridges to be qualified as C.E.W. operators. In addition to the Ministry standard for qualification, our officers deploy an additional two cartridges in scenario-based training where they are judged on their tactical approaches. Upon successfully completing their training, each officer is issued three cartridges for field deployment. All new C.E.W. users are also supplied with a personal use holster.

Re-Certification of C.E.W. Users:

In accordance with the Ministry regulation A1-012D of the Policing Standards Manual, all C.E.W. users must deploy two C.E.W. cartridges at least once every twelve months to be re-certified on the C.E.W.

Miscellaneous Equipment:

The C.E.W.s deployed to constables are a shared asset. As a result, the Tactical Performance Power Magazine (T.P.P.M.) commonly referred to as the battery source is depleted at a much greater rate and requires frequent replacement.

It is anticipated that cartridges that were deployed or have sustained micro fractures require replacement. Various other miscellaneous items such as holsters, targets, Taser suits for instructors are also required.

Life Cycle Replacement:

C.E.W. equipment is subject to five-year lifecycle replacement. As a result, funding is provided in the Service's 2019-2028 Capital Program for this purpose.

C.E.W. Expansion

Any expansion to the C.E.W. program will be subject to budget availability and Board approval.

Conclusion:

At its meeting of February 22, 2018, the Service proposed the expansion of the C.E.W. as a less lethal tool to help it achieve its aspirational goal of zero deaths. The Service is monitoring this expansion and the use of the tool in avoiding injuries and reducing deaths.

The purchase of C.E.W. equipment will continue to be an annual cost, and these costs will vary depending on the training and re-certification requirements and the number of officers hired.

At this time, Axon's C.E.W. is the Service's equipment standard and M.D. Charlton Co. Ltd. is the only authorized Canadian distributor of Axon products. It is therefore requested that the Board approve this vendor as the Vendor of Record for a five-year period commencing June 2019, or until such time that market conditions change where a competitive process may be necessary.

Deputy Chief Barbara McLean, Human Resources Command, and Chief Administrative Officer Tony Veneziano, 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

*original copy with signature on file in Board office



Toronto Police Services Board Report

May 2, 2019

To: Chair and Members
Toronto Police Services Board

From: Andy Pringle
Chair

Subject: Independent Civilian Review into Missing Persons Investigations – Account for Professional Services

Recommendation(s):

It is recommended that the Board approve payment of an invoice dated April 25, 2019, in the amount of \$227,256.58 and that such payment be drawn from the Board's on-going operating budget for professional services rendered by Honourable Gloria Epstein and Cooper, Sandler, Shime and Bergman LLP.

Financial Implications:

The total amount invoiced to date is \$629,863.56.

Background / Purpose:

The Board established the Independent Civilian Review into Missing Persons Investigations and appointed the Honourable Gloria Epstein as the Reviewer ("the Independent Reviewer"). Ms. Epstein has appointed Cooper, Sandler, Shim and Bergman LLP as Counsel to the Review.

The City has agreed to provide funding to the Board to pay for the cost of the Review (Min.P112/18 refers). The Board has now received the Review's seventh account for services rendered up to and including April 25, 2019, in the amount of \$227,256.58.

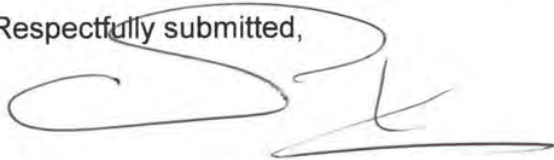
Discussion:

I have attached a copy of the Review's detailed account for services rendered for the period of March 1 to April 25, 2019, in the amount of \$227,256.58. A detailed statement is included on the confidential agenda for information.

Conclusion:

It is, therefore, recommended that the Board approve payment of an invoice dated April 25, 2019, in the amount of \$227,256.58, and that such payment be drawn from the Board's on-going operating budget for professional services rendered by Honourable Gloria Epstein and Cooper, Sandler, Shime and Bergman LLP.

Respectfully submitted,

A handwritten signature in black ink, appearing to be 'AP', written over the text 'Respectfully submitted,'.

Andy Pringle
Chair

IN ACCOUNT WITH



COOPER, SANDLER
SHIME & BERGMAN LLP
BARRISTERS & SOLICITORS

SUITE 1900
439 University Avenue
Toronto, Ontario
M5G 1Y8

TELEPHONE: (416) 585-9191
FAX: (416) 408-2372

April 25, 2019

PRIVATE AND CONFIDENTIAL

Mr. Ryan Teschner,
Executive Director
Toronto Police Services Board
40 College St.
Toronto, ON M5G 2J3

Re: The Independent Civilian Review into Missing Persons Investigations – Our File
#CTinv001

FOR SERVICES RENDERED: From March 1, 2019 to April 25, 2019

Total Fees	\$116,169.00	
HST on Fees (13%)	15,101.97	
Total Fees & HST		\$131,270.97
Disbursements Sub-total	\$85,353.93	
HST on Disbursements (13%)	10,631.68	
Total Disbursements & HST		\$95,985.61
TOTAL FEES AND DISBURSEMENTS		\$227,256.58

for this account dated April 25, 2019

BALANCE OWING

\$227,256.58

Approved By: 
Ryan Teschner #83693
Executive Director
Toronto Police Services Board

THIS IS OUR ACCOUNT HEREIN

Cooper Sandler Shime & Bergman LLP

Mark J. Sandler

E. & O.E.

Total HST \$25,733.65
HST #:122552227



Toronto Police Services Board Report

April 12, 2019

To: Members
Toronto Police Services Board

From: Andy Pringle
Chair

Subject: City of Toronto Council Decision – 2017 Annual Statistical Report

Recommendation(s):

It is recommended that:

- 1) the Board request that the Chief of Police report to the Board on the matters requested by City Council; and,
- 2) the Board forward a copy of this report to the Executive Committee.

Financial Implications:

There are no financial implications arising from the Board's consideration of this report.

Background/Purpose:

City Council, at its meeting on March 27 and 28, 2019 considered a report from me forwarding the Toronto Police Service 2017 Annual Statistical Report. The Council decision related to this item is available at this link:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.EX3.10>

Discussion:

In considering this report, City Council adopted the following recommendations:

1. **City Council request the Toronto Police Services Board to report back to Executive Committee on September 18, 2019 on the implementation of its Open Data Plan, including:**
 - a. **providing its annual reports in the proper digital format;**

b. converting files currently provided in a .pdf format on the Toronto Police Service Open Data Portal; and

c. sharing data sets on the City of Toronto Open Data Portal, including any issues around public privacy.

Conclusion:

It is, therefore, recommended that:

- 1) the Board request that the Chief of Police report to the Board on the matters requested by City Council; and,
- 2) the Board forward a copy of this report to the Executive Committee.

Respectfully submitted,

A handwritten signature in cursive script, appearing to read "Andy Pringle", written in black ink. The signature is positioned to the right of the text "Respectfully submitted," and extends across the width of the page.

Andy Pringle
Chair



Toronto Police Services Board Report

May 9, 2019

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

**Subject: Toronto Police Service Audit and Quality Assurance
Annual Report**

Recommendation(s):

It is recommended that the Toronto Police Service's (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). The Board's Audit Policy 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 workplan which will identify inherent risks, resource requirements and the overall objectives for each audit and the workplan 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 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 Toronto Police Service's (Service) 2019 Audit Workplan and 2018 Project Results.

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 and 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 and the Deputy Chiefs.

Audit and Quality Assurance provides assurance, insight and advice to the Chief of Police in fulfilling his 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 any corrective action required can be taken by the Service.

International Standards for the Professional Practice of Internal Auditing

Audit and Quality Assurance 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.

Development of Annual Audit Workplan

Audit and Quality Assurance begins its annual workplan 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. Audit and Quality Assurance 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, A.&Q.A. has also consulted with the Chair of the Board regarding proposed workplan topics.

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 workplan, A.&Q.A. also considers legislative and Service requirements. The main legislative requirement is Ontario Regulation 03/99, Adequacy and Effectiveness of Police Services. Audit and Quality Assurance 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.

Audit and Quality Assurance cannot possibly audit every unit, process, policy, procedure or program in the Service. It is therefore important that in developing the annual workplan, 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.

2019 Audit Workplan

Audit and Quality Assurance's 2019 Audit Workplan (see Appendix A) was presented to the E.A.C. at its December 10, 2018 meeting and subsequently approved by the Chair of the E.A.C. on January 4, 2019. The workplan 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.

Once projects are completed and the reports and recommendations approved by the E.A.C., recommendations are tracked by A.&Q.A. The Unit established 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.

2018 Project Results

Appendix B outlines reports issued in 2018 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.

Conclusion:

This report provides the Board with the Service's 2019 Audit Workplan and 2018 Project Results.

Chief Administrative Officer Tony Veneziano, Corporate Support 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

*original copy with signature on file in Board office

Appendix A – 2019 Audit Workplan

Project	Synopsis	Projected Total Hours
Service Procedures Compliance to Adequacy Standards Requirements	An ongoing review to ensure Service Procedures are in compliance with Adequacy Standards requirements.	50
Risk Assessment Development	The Institute of Internal Auditors' International Standards for the Professional Practice of Internal Auditing (Standards) require A.&Q.A. to conduct a yearly risk assessment in the preparation of its workplan to ensure adequate resources are deployed to audit high risk areas.	200
Quality Assurance and Improvement Program	As part of A.&Q.A.'s continuous improvement process, the Unit will review its conformance with the Institute of Internal Auditors' Standards on an ongoing basis. This will help to alleviate the time pressure on the next internal assessment/external validation to be performed in 2021.	500
Property and Video Evidence Management Unit – Video Evidence Section	The Property and Video Evidence Management Unit audit is broken into four areas: general warehouse, drugs, firearms and video evidence to ensure adequate coverage of all areas. Each area will be selected for a comprehensive audit every four years.	1200
Ministry of Transportation Inquiry Services System Compliance Audit	To identify and report on compliance issues, in accordance with the Inquiry Services System Oversight Framework for Policing Services of the Ministry of Transportation.	500
Officer Note Taking (L.E.-022)	An audit of compliance with Adequacy Standard L.E.-022, Officer Note Taking and Procedure 13-17, Notes and Reports. Also look at the timeliness of memo book disclosure. Potential to expand audit to officer case books.	1200
Production Data in Non-Production Environments	An audit of the compliance and controls for copying production data into non-production environments for activities such as information system testing.	800
Various Inspections	A two member team will conduct divisional/unit inspections.	2500

Appendix B - Projects Completed in 2018

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 Inquiry Services System Oversight Framework for Policing Services of the Ministry of Transportation.

Project Results: Overall the Toronto Police Service Board is compliant with the Memorandum of Agreement and Oversight Framework entered into with the Ministry of Transportation. Minor findings were identified and addressed with the Local Administrator, Information Security Unit. More noteworthy findings are associated with user management and lack of documentation regarding lawful justification in memorandum books. The findings in the report represent a moderate to low risk to the Service.

Management Response: User management issues have been resolved and members have been reminded of their responsibilities with respect to documentation through a Routine Order.

Project Name: Property and Video Evidence Management Unit – Firearms Processing Section

Project Objectives: The objectives of this project were to:

- assess the effectiveness of key internal controls for the safe and secure collection, handling, packaging, and preservation of seized, found, and surrendered firearms, prohibited devices, weapons and/or ammunition;
- assess the accuracy of Property and Evidence Management System records and related T.P.S. 403, Property Report – Firearm and T.P.S. 405, Property Receipts; and
- verify that the physical security measures for firearms, prohibited devices, weapons and/or ammunition and related files/documents, are in place and functioning properly.

Project Results: A.&Q.A. is satisfied that the Firearms Processing Section at the Property and Video Evidence Management Unit is efficient in processing all firearm property. The findings in the report represent a low risk to the Service.

Management Response: Management has addressed issues dealing with process improvements and is in the process of addressing an issue which deals with storage space.

Project Name: Risk Assessment and Workplan 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 workplan to ensure adequate resources are deployed to audit high risk areas.

Project Results: The 2019 Workplan was developed and is attached to this report.

Appendix B - Projects Completed in 2018

Project Name: Traffic Management

Project Results: After reviewing documentation and meeting with Traffic Services (T.S.V.) management, A.&Q.A. determined that T.S.V. is currently in a state of great change as the management of Traffic Operations is in the process of modernizing and harmonizing T.S.V. and the Parking Enforcement Unit. In addition, the proposed new traffic management plan is still a work-in-progress. As a result, it was not feasible to audit Adequacy Standard L.E.-017, Traffic Management, Enforcement and Road Safety in the current year. Audit and Quality Assurance did, however, take a brief look at the remaining Guidelines of the Adequacy Standard. The review included confirming the existence of traffic related procedures and reviewing Human Resources and Management System records to ensure that members of specialized sub-units of T.S.V. had the required training. No recommendations were deemed necessary.

Project Name: External Website Hosting

Project Objectives: The objective of this project was to examine the risks associated with having the Service's public facing website hosted by an external service provider.

Project Results: A.&Q.A. conducted a review of the Service's External Public Facing Website to assess the risks associated with having an external service provider. The less than formal relationship between the Service and the external service provider may compromise the availability of the Service website to the public if the external service provider decides to terminate its services. A survey of other police services indicated that the advantageous pricing offered by this provider could be obtained from other potential vendors if some restrictions were dropped in the Request for Quotation.

Management Response: The Service will re-examine the terms and conditions when issuing the next Request for Quotation.

Project Name: Unit Inspections

Project Objectives: The objectives of the Inspections Team were to:

- inspect and validate whether Service Procedures, policies and Standards of Conduct are being complied with by divisional/unit personnel; and
- provide a monitoring function to proactively detect and report on identified risk factors so that they can be addressed in an effective and efficient manner thereby reducing the associated risk to the Service.

Project Results: Inspections of Traffic Services, 11 and 23 Divisions; Secondary Inspections of 13 and 51 Divisions; and a Consolidated Divisional Inspection Report. Compliance issues were identified that could pose a risk to the Service.

Appendix B - Projects Completed in 2018

Management Response: Inspection Reports are useful in identifying areas requiring additional attention, inspection, compliance and training. Command is improving compliance through directives to divisional and other units.

Project Name: Assurance Mapping

Project Objectives: The objectives of this project were to:

- report on the different levels of T.P.S. assurance functions and the risk areas they manage;
- assess the degree of reliance that can be placed on these groups; and
- identify areas of overlap and/or gaps in the Service's risk management framework.

Project Results: The audit team concluded that the absence of a formal enterprise risk management framework and risk appetite statements exposes the Service to significant risk. While risk management appears to be embedded in the culture of the organization, ongoing effort is required to fully engage all units, improve risk awareness, and increase the value of assurance activities. Additional effort is needed to maximize the strategic potential of a comprehensive assurance map. The findings in the report represent a moderate to high risk to the Service.

Management Response: Command has asked A.&Q.A. to work with Corporate Risk Management to determine an appropriate Enterprise Risk Management framework for an integrated approach to managing risk across the Service and to develop a strategy on how it can be pursued.

Project Name: Corporate Information Technology Risk Management

Project Objectives: The objectives of this project were to:

- identify gaps or overlaps that exist by having risk management activities solely embedded in information technology processes;
- assess risk identification and analysis within existing information technology related processes; and
- report on risk response decisions in relation to corporate risk appetite and opportunity.

Project Results: The audit team concluded that overall, T.P.S. embeds information technology (I.T.) risk management practices within most of its key processes. The degree of maturity amongst these processes varied and several important I.T. risk management activities were omitted. A number of corporate I.T. risk management activities were omitted. Information Technology Services, Corporate Risk Management and Intelligence all have a part in addressing proposed improvements. The findings in the report represent a moderate to high risk to the Service.

Management Response: Command has asked A.&Q.A. to work with Corporate Risk Management to determine an appropriate Enterprise Risk Management framework for

Appendix B - Projects Completed in 2018

an integrated approach to managing risk across the Service and to develop a strategy on how it can be pursued. In addition, research is being performed on the remaining findings.

Appendix C – Ongoing Projects

Project Name: Service Procedures Compliance to Adequacy Standards Requirements

Project Objectives: An ongoing review to ensure that Service Procedures are in compliance with Adequacy Standards requirements. Focus will be on changes made by the Ministry of Community Safety and Correctional Services during the year.

Project Results: Any Ministry updates are followed up to ensure that Service Procedure is amended accordingly.

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 2018 Activities report was presented to the Executive Assurance Committee on February 14, 2019.

Project Name: Corporate Credit Cards

Project Objectives: The objectives of this project are to:

- verify that corporate credit cards are issued, returned and cancelled in accordance with Service governance; and
- verify that expenditures incurred by corporate credit card purchases are appropriate, authorized and contain the supporting documentation.

Project Results: This project was ongoing at year end.

Project Name: Workplace Harassment Training

Project Objectives: Under development.

Project Results: This project was ongoing at year end.

Project Name: Property and Video Evidence Management Unit – General Warehouse and Other Units

Project Objectives: The objectives of this project are to:

- assess the continued effectiveness and efficiency of internal controls in relation to processing found, received and seized general property;
- assess the security of the physical inventory located at the General Warehouse, Sex Crimes, Financial Crimes and Technical Crimes; and
- verify the integrity of the Property and Evidence Management System database, and related files/documentation.

Project Results: This project was ongoing at year end.

Appendix C – Ongoing Projects

Project Name: Vulnerability and Patch Management

Project Objectives: Under development.

Project Results: This project was ongoing at year end.



Toronto Police Services Board Report

May 2, 2019

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Annual Report: April 1, 2018 to March 31, 2019 – Grant Applications and Contracts

Recommendation:

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

Financial Implications:

Grant funding fully or partially subsidizes the program for which a grant is intended. Grants with confirmed annual funding at the time of budget development are included in the Toronto Police Service's (Service) operating and capital budgets. Grants that are awarded in-year, result in a budget adjustment to both expenditure and revenue accounts, with a net zero impact to the Service. Any program costs not covered by grants are accounted for in the Service's capital or operating budgets.

For the reporting period of April 1, 2018 to March 31, 2019, the Service was awarded \$26.2 Million (M) in grant funding from the Provincial and Federal governments.

Background / Purpose:

At its meeting of February 28, 2002, the Board granted standing authority to the Chair of the Board to sign all grant and funding applications and contracts on behalf of the Board (Min. No. P66/02 refers).

At its meeting of November 24, 2011, the Board approved that the Chief report annually on grant applications and contracts (Min. No. P295/11 refers).

This annual report covers the period of April 1, 2018 to March 31, 2019.

Discussion:

Appendix A provides the details of grant applications submitted by the Service, but not necessarily awarded by other levels of government.

Appendix B provides the details of new grants awarded and contract amendments signed by the Chair. During the current reporting period, April 1, 2018 to March 31, 2019, the Chair signed eleven grant contracts, two grant letters and one contract amendment.

Appendix C provides the details of the new grant for which the contract has been signed by the Chair but the term of the grant has not yet started and falls outside of the current reporting period.

Active Grants:

As of March 31, 2019, the Service had a total of 17 active grants. Some of these grants were awarded in prior reporting periods, span multiple years and therefore would not be on Appendix A, B or C described above. The 17 active grants at this point in time are outlined below:

1. Youth In Policing Initiative and Youth In Policing Initiative - After School Program
 - \$1,110,500 for year ending March 31, 2019 - awarded annually;
2. Provincial Strategy to Protect Children from Sexual Abuse and Exploitation on the Internet
 - \$637,282 annually for four years ending March 31, 2021;
3. Reduce Impaired Driving Everywhere (R.I.D.E.)
 - \$184,634 for year ending March 31, 2019 – awarded annually;
4. Civil Remedies Grant – Project F.E.D. (Fentanyl Enforcement Detection)
 - \$44,546 – one-time funding ending March 31, 2019;
5. Civil Remedies Grant – Human Trafficking: Ending Violence Against Indigenous Women
 - \$55,968 – one-time funding ending March 31, 2019;
6. Civil Remedies Grant – Providing Education to Prevent Victimization Program
 - \$99,373 – one-time funding ending March 31, 2019;
7. Civil Remedies Grant – Police Expert Advisory Committee on Organized Crime Training Fund
 - \$49,880 – one-time funding ending March 31, 2019;

8. Community Resilience Fund – Countering Violent Extremism Toronto
 - three year grant;
 - \$199,100 for year ending March 31, 2018, \$333,900 for year ending March 31, 2019, and \$350,000 for year ending March 31, 2020;
9. Crime Prevention Action Fund – Life Skills to Succeed
 - three year grant;
 - \$53,628 for year ending March 31, 2019, \$200,000 for year ending March 31, 2020, and \$146,372 for year ending March 31, 2021;
10. Victims Fund – 2018 Victims and Survivors of Crime Week – Domestic Homicides – “The Ripple Effect”
 - \$6,000 for year ending March 31, 2019;
11. Proceeds of Crime Front-line Policing Grant – Multi-Sectoral Gang Prevention Research & Community Engagement Initiative
 - two year grant;
 - \$80,000 for year ending March 31, 2019, and \$80,000 for year ending March 31, 2020;
12. Ontario’s Strategy to End Human Trafficking
 - \$69,600 for year ending March 31, 2019;
13. Criminal Intelligence Service Ontario Grant – Technical Investigations
 - \$100,000 – one-time funding ending March 31, 2019;
14. Policy Development Contribution Program – Communications and Branding for the Toronto Police Service Expanded Neighborhood Officer Program
 - \$150,000 – one-time funding ending March 31, 2019;
15. Provincial Guns and Gangs Initiative Grant
 - \$4,911,000 annually for four years ending March 31, 2022;
16. Youth Justice Fund – Multi-Sectoral Gang Exit Strategy
 - two year grant;
 - \$25,000 for year ending March 31, 2018 and \$25,000 for year ending March 31, 2019;

17. Policing Effectiveness and Modernization “P.E.M.” Grant

- One time funding;
- \$18,913,656 for year ending March 31, 2019.

Conclusion:

This report provides the Board with information on the activity that occurred with respect to grants during the period of April 1, 2018 to March 31, 2019, as well as the active grants in place as at the same date.

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

*original copy with signature on file in Board office

**Grant Applications Submitted by the Service
April 1, 2018 to March 31, 2019**

Name and Description of Grant	Amount of Funding Requested	Grant Term	Comments
<p>Supporting Police Response to Sexual Violence and Harassment Grant – Project Guide - Phase 2</p> <ul style="list-style-type: none"> As the second phase to Project Guide, this project is a public outreach and education initiative which seeks to leverage the Toronto Police Service's current resources for those impacted by sexual violence, YourChoice, to a web platform that was created in collaboration with Ryerson School of Media in the first phase, towards the L.G.B.T.Q.2.S. community, ultimately placing emphasis on the emotional and physical wellbeing of victims of sexual assault and other end users in their community. 	\$150,000	April 1, 2018 to March 31, 2020	<p>Application submitted to Ministry of Community Safety and Correctional Services in May, 2018.</p> <p>Grant program was cancelled.</p>
<p>Civil Remedies Grant Program - Project F.E.D. (Fentanyl Enforcement Detection)</p> <ul style="list-style-type: none"> A project to acquire the IONSCAN 600 – a highly sensitive trace detector that identifies a wide range of illegal and controlled narcotics, including fentanyl/analogues. This portable detector would provide investigators with immediate analysis at the scene to identify the presence of fentanyl and this would prove essential where witnesses are not willing to come forward. 	\$44,546	April 1, 2018 to March 31, 2019	<p>Application submitted to Ministry of the Attorney General in June, 2018.</p> <p>Funding approved – See Appendix B.</p>
<p>Civil Remedies Grant Program - Human Trafficking: Ending Violence Against Indigenous Women</p> <ul style="list-style-type: none"> A project to hold a 2-day conference to provide front-line police officers from Ontario with training regarding Indigenous historical issues and root causes that have impacted the continuous victimization of the Indigenous community. 	\$55,968	April 1, 2018 to March 31, 2019	<p>Application submitted to Ministry of the Attorney General in June, 2018.</p> <p>Funding approved – See Appendix B.</p>

Appendix A

Grant Applications Submitted by the Service April 1, 2018 to March 31, 2019

Name and Description of Grant	Amount of Funding Requested	Grant Term	Comments
<p>Civil Remedies Grant Program - Providing Education to Prevent Victimization Program</p> <ul style="list-style-type: none"> A project to provide education program, in collaboration with partner agencies and community services, to assist in broader awareness and training issues of human trafficking. The training is to be delivered to students, parents, school staff and other community members. Training is also provided to police officers. 	\$99,373	April 1, 2018 to March 31, 2019	<p>Application submitted to Ministry of the Attorney General in June, 2018.</p> <p>Funding approved – See Appendix B.</p>
<p>Civil Remedies Grant Program - Police Expert Advisory Committee On Organized Crime Training Fund</p> <ul style="list-style-type: none"> A project to provide training to members of the Police Expert Advisory Committee on Organized Crime, a multi-agency group of experts involved in ensuring a high quality of training, high ethical standards, and support for police experts involved in organized crime matters. 	\$50,000	April 1, 2018 to March 31, 2019	<p>Application submitted to Ministry of the Attorney General in June, 2018.</p> <p>Funding approved – See Appendix B.</p>
<p>Reduce Impaired Driving Everywhere (R.I.D.E.) Grant</p> <ul style="list-style-type: none"> A program to reduce impaired driving. 	\$457,200	April 1, 2018 to March 31, 2020	<p>Application submitted to Ministry of Community Safety and Correctional Services in May 2018.</p> <p>Funding approved for fiscal year 2018/2019 – See Appendix B.</p> <p>Awaiting approval for fiscal year 2019/2020.</p>
<p>Victims Fund – 2019 Victims and Survivors of Crime Week – Ontario Domestic Violence Coordinators Conference – Working in Collaboration to End Domestic Violence</p> <ul style="list-style-type: none"> A project to hold a three-day Symposium to raise awareness and provide training to both professionals and the public to bring an understanding on the power of working collaboratively to prevent domestic violence and promoting the reporting of this crime. 	\$10,000	April 1, 2019 to March 31, 2020	<p>Application submitted to Department of Justice Canada in January, 2019.</p> <p>Funding approved – See Appendix B.</p>
<p>National Crime Prevention Strategy Funding Program – Life Skills to Succeed</p>	\$400,000	April 1, 2019 to March 31, 2021	<p>Application submitted to Public Safety Canada in July, 2018.</p>

**Grant Applications Submitted by the Service
April 1, 2018 to March 31, 2019**

Name and Description of Grant	Amount of Funding Requested	Grant Term	Comments
<ul style="list-style-type: none"> A project to provide high-risk and at-risk youth in eight neighborhood selected for piloting the enhanced Neighborhood Officer Program with life training while giving them the skills necessary to avoid being recruited into a gang and/or falling victim to gang violence and influence. 			<p>Funding approved under the Crime Prevention Action Plan to take effect January 1, 2019 – See Appendix B.</p>
<p>National Crime Prevention Strategy Funding Program – Toronto Neighborhood Youth Gang Intervention & Intelligence Strategy</p> <ul style="list-style-type: none"> A project to coordinate direct youth gang interventions that are informed by criminal intelligence and/or police data through two interconnected project sub-activities that support each other: The Neighborhood Officer Youth Gang Intervention and The Intelligence-Led Youth Gang Intervention Strategy. The project aims at reducing violence involving gangs. 	\$4,121,000	April 1, 2019 to March 31, 2024	<p>Application submitted to Public Safety Canada in July, 2018.</p> <p>Application was not successful.</p>
<p>National Crime Prevention Strategy Funding Program – Toronto Neighborhood Officer Program Expansion</p> <ul style="list-style-type: none"> A project to support the expansion of the Neighborhood Officer program with increasing the number of Neighborhood Officers and acquired the uniforms and equipment pertinent to the Program. 	\$7,500,000	April 1, 2019 to March 31, 2024	<p>Application submitted to Public Safety Canada in July, 2018.</p> <p>Application was not successful.</p>
<p>National Crime Prevention Strategy Funding Program – Toronto Cyber Bullying Reduction Program</p> <ul style="list-style-type: none"> A project to address cyberbullying which is an increasing problem for youth in Toronto with an aim to establish, formalize and build the following programs: a coordinated cyber-bullying awareness and response program; on-line reporting applications to facilitate reporting cyberbullying to the authorities to enhance police intervention; and a channel through which affected youth and their families can be connected to social services networks to receive necessary supports. 	\$3,000,000	April 1, 2019 to March 31, 2024	<p>Application submitted to Public Safety Canada in July, 2018.</p> <p>Application was not successful.</p>
<p>National Crime Prevention Strategy Funding Program –</p>	\$7,660,000	April 1, 2019 to March 31, 2024	<p>Application submitted to Public Safety Canada in July, 2018.</p>

Appendix A

**Grant Applications Submitted by the Service
April 1, 2018 to March 31, 2019**

Name and Description of Grant	Amount of Funding Requested	Grant Term	Comments
<p>Capital/Technology Project – C.C.T.V. (Closed Circuit Television) and ShotSpotter</p> <ul style="list-style-type: none"> • A project to support the Service in preventing youth gangs and youth violence as well as making Toronto communities safer by: <ol style="list-style-type: none"> 1. Expanding Public Safety C.C.T.V. Program through increasing the number of C.C.T.V. systems; 2. Acquiring the ShotSpotter, a Gunshot Detection Technology to be deployed in areas that are experiencing a substantial increase in firearm violence. 			<p>Application was not successful.</p>

**Grant Applications Submitted by the Service
April 1, 2018 to March 31, 2019**

Name and Description of Grant	Amount of Funding Requested	Grant Term	Comments
<p>Policy Development Contribution Program:</p> <ul style="list-style-type: none"> • A total of 19 applications are submitted under the Program: <ol style="list-style-type: none"> 1. Hyper Converged Infrastructure Assessment (\$193,449) 2. Inter-Agency Information Exchange Network (\$168,600) 3. E-Office Service Delivery Model (\$145,600) 4. Global Search (\$140,000) 5. Analyst Civilianization (\$150,000) 6. Next Generation 911 (\$135,000) 7. Cybercrime Enforcement & Training (\$142,500) 8. Service Sourcing & Marketing Strategy (\$150,000) 9. Service Culture Program (\$150,000) 10. Service Uniform Promotion Framework (\$100,000) 11. Service Succession Management Framework (\$150,000) 12. Service Leadership and Management Development Program (\$150,000) 13. Service H.R.(Human Resource) Modernization (\$200,000) 14. Boundaries and Facilities Realignment - Phase 1 (Planning and Design) (\$200,000) 15. Modernization Leadership Training Initiatives (\$106,000) 16. Uniform Job Description (\$150,000) 17. Wellness Strategy Initiative – Prevention, Promotion, Resiliency and Response (\$150,000) 18. Integrated Guns & Gangs Task Force – Cost Benefit Analysis (\$200,000) 19. Communications and Branding for the Service Expanded Neighborhood Officer Program (\$150,000) 	<p>\$2,931,149</p>	<p>April 1, 2018 to March 31, 2019</p>	<p>Application submitted to Public Safety Canada in August, 2018.</p> <p>Funding approved for one project - Communications and Branding for the Service Expanded Neighborhood Officer Program – See Appendix B.</p> <p>Applications for remaining 18 projects were not successful.</p>

**New Grants Awarded
April 1, 2018 to March 31, 2019**

Name and Description of Grant	Amount of Funding Approved	Grant Term	Comments
<p>Youth In Policing Initiative and Youth In Policing Initiative - After School Program</p> <ul style="list-style-type: none"> A program to provide summer and after school employment opportunities for youth who are reflective of the cultural diversity of the community. 	\$1,110,500	April 1, 2018 to March 31, 2019	<p>Service contract already in place with the Ministry of Children and Youth Services for the Youth In Policing Initiative Program has been extended for the new fiscal year of the program (2018-2019).</p> <p>Chair's signature is not required for the amendment to the service contract.</p>
<p>Proceeds of Crime Front-line Policing Grant "Creating a Safer Ontario through Community Collaboration"– Multi-Sectoral Gang Prevention Research & Community Engagement Initiative</p> <ul style="list-style-type: none"> As the second and third phase of the Toronto Police Service's gang prevention initiative, this project, working in collaboration with the various partners, such as Humber College, Toronto Community Housing Corporation, and the Ministry of Community Safety and Correctional Services, is to conduct intensive community outreach in efforts to assess various localized and neighborhood gang issues. This information would be provided to the partners to identify which proven and evidence-based preventive measures and strategies would be suitable to continually address the gang issues within a community. 	<p>\$80,000</p> <p>(\$160,000 over 2 years)</p>	April 1, 2018 to March 31, 2020	The Chair signed the contract in June, 2018.
<p>National Crime Prevention Strategy Funding Program – Life Skills to Succeed</p> <ul style="list-style-type: none"> A project to provide high-risk and at-risk youth in eight neighborhood selected for piloting the enhanced Neighborhood Officer Program with life training while giving them the skills necessary to avoid being recruited into a gang and/or falling victim to gang violence and influence. 	<p>\$53,628</p> <p>(\$400,000 over 3 years)</p>	January 1, 2019 to December 31, 2020	The Chair signed the letter accepting the grant funding in November, 2018.
<p>Reduce Impaired Driving Everywhere (R.I.D.E.) Grant</p> <ul style="list-style-type: none"> A program to reduce impaired driving. 	\$184,634	April 1, 2018 to March 31, 2019	The Chair signed the contract in January, 2019.

**New Grants Awarded
April 1, 2018 to March 31, 2019**

Name and Description of Grant	Amount of Funding Approved	Grant Term	Comments
<p>Policy Development Contribution Program – Communications and Branding for the Toronto Police Service Expanded Neighbourhood Officer Program</p> <ul style="list-style-type: none"> Funding to develop a Communications and Branding Strategy for the expanded Neighbourhood Officer Program to communicate to the neighbourhoods involved and all residents about the neighbourhood policing. 	\$150,000	December 18, 2018 to March 31, 2019	The Chair signed the contract in December, 2018.
<p>Criminal Intelligence Service Ontario Grant – Technical Investigations</p> <ul style="list-style-type: none"> Funding to be used to offset costs associated with technical investigations, including the purchase of equipment to be used in the investigation of organized and serious crime and to support Joint Forces Operations. 	\$100,000	March 6, 2019 to March 31, 2019	The Chair signed the contract in March 2019.
<p>Provincial Guns & Gangs Initiative Grant</p> <ul style="list-style-type: none"> Funding to provide additional digital, investigative and analytical resources in support of the Service to fight gun and gang violence in the City under the four initiatives: <ol style="list-style-type: none"> Social Media Monitoring & On-Line Undercover Operations Detective Operations Video Analysis Unit Technology Requirements Firearm Related Bail Compliance 	<p>\$4,911,000</p> <p>(\$19,644,000 over 4 years)</p>	August 23, 2018 to March 31, 2022	The Chair signed the contract in March 2019.
<p>Civil Remedies Grant Program - Project F.E.D. (Fentanyl Enforcement Detection)</p> <ul style="list-style-type: none"> A project to acquire the IONSCAN 600 – a highly sensitive trace detector that identifies a wide range of illegal and controlled narcotics, including fentanyl/analogues. This portable detector would provide investigators with immediate analysis at the scene to identify the presence of fentanyl and this would prove essential where witnesses are not willing to come forward. 	\$44,546	November 1, 2018 to March 31, 2019	The Chair signed the contract in December, 2018.

**New Grants Awarded
April 1, 2018 to March 31, 2019**

Name and Description of Grant	Amount of Funding Approved	Grant Term	Comments
<p>Civil Remedies Grant Program - Human Trafficking: Ending Violence Against Indigenous Women</p> <ul style="list-style-type: none"> A project to hold a 2-day conference to provide front-line police officers from Ontario with training regarding Indigenous historical issues and root causes that have impacted the continuous victimization of the Indigenous community. 	\$55,968	November 1, 2018 to March 31, 2019	The Chair signed the contract in December, 2018.
<p>Civil Remedies Grant Program – Providing Education to Prevent Victimization Program</p> <ul style="list-style-type: none"> A project to provide education program, in collaboration with partner agencies and community services, to assist in broader awareness and training issues of human trafficking. The training is to be delivered to students, parents, school staff and other community members. Training is also provided to police officers. 	\$99,373	November 1, 2018 to March 31, 2019	The Chair signed the contract in December, 2018.
<p>Civil Remedies Grant Program – Police Expert Advisory Committee On Organized Crime Training Fund</p> <ul style="list-style-type: none"> A project to provide training to members of the Police Expert Advisory Committee on Organized Crime, a multi-agency group of experts involved in ensuring a high quality of training, high ethical standards, and support for police experts involved in organized crime matters. 	\$49,880	November 1, 2018 to March 31, 2019	The Chair signed the contract in December, 2018.
<p>Victims Fund – 2018 Victims and Survivors of Crime Week – Domestic Homicides – “The Ripple Effect”</p> <p>A project to hold a one-day Symposium to raise awareness and provide training to both professionals and the public on the risk factors, lessons learned and the effects of domestic homicides on victims’ families and the community.</p>	\$6,000	April 1, 2018 to March 31, 2019	The Chair signed the letter accepting the grant funding in April, 2018.

Appendix B

New Grants Awarded April 1, 2018 to March 31, 2019

Name and Description of Grant	Amount of Funding Approved	Grant Term	Comments
<p>Community Resilience Fund – Countering Violent Extremism (C.V.E.) Toronto</p> <ul style="list-style-type: none"> A project to build C.V.E. capacity into 'F.O.C.U.S. (Furthering Our Community by Uniting Services) Toronto'. An innovative project led by the Toronto Police Service, City of Toronto, United Way and partnered with local community organizations that aim to reduce crime and improve community resiliency by providing a targeted, wrap around approach to support individuals that are experiencing heightened levels of risk involving anti-social behavior as well as victimization. 	<p>\$333,900</p> <p>(\$883,000 over 3 years)</p>	<p>December 5, 2017 to June 30, 2020</p>	<p>The Chair signed the contract in December 2017 and subsequently signed the contract amendment in February, 2019 to reduce the grant amount from \$1,048,000 to \$883,000.</p>
<p>Ontario's Strategy to End Human Trafficking</p> <ul style="list-style-type: none"> Funding to assist police services in coordinating the increased identification of victims, provide support services to victims of human trafficking and exploitation, and assist in preventing the cycle of recurring victimization. The strategy will build capacity and sustainability by establishing a coordinated, strategic plan between police services, Crown attorneys and victim support services in investigating human trafficking and protecting victims. 	<p>\$69,600</p>	<p>April 1, 2018 to March 31, 2019</p>	<p>The Chair signed the contract in August, 2018.</p>
<p>Policing Effectiveness and Modernization (P.E.M.) Grant – Scale Out Storage, Cloud Strategy and Data Governance</p> <ul style="list-style-type: none"> A project to implement a highly scalable storage system for the Toronto Police Service. This project engages Technology and Regulatory expertise to assist in developing the Cloud Strategy. Along with addressing storage requirements, this initiative includes the development of a data governance strategy to address the rules, policies, procedures, roles and responsibilities that guide overall management of the Service's data. 	<p>\$2,972,000</p>	<p>April 1, 2018 to March 31, 2019</p>	<p>All approved 2018 /2019 P.E.M. grant applications were included in a single contract with the Ministry of Community Safety and Correctional Services.</p> <p>The Chair signed the contract in June, 2018.</p>

Appendix B

New Grants Awarded April 1, 2018 to March 31, 2019

Name and Description of Grant	Amount of Funding Approved	Grant Term	Comments
<p>P.E.M. Grant – Stakeholder Engagement and Culture Change Initiative</p> <ul style="list-style-type: none"> The process of changing Service organizational culture involved the completion of an organizational culture assessment. Upon completion of this assessment through P.E.M. 2017-2018 funding, additional resources are required to facilitate the implementation process and communicate and engage with a variety of stakeholders. 	\$370,000	April 1, 2018 to March 31, 2019	<p>All approved 2018 /2019 P.E.M. grant applications were included in a single contract with the Ministry of Community Safety and Correctional Services.</p> <p>The Chair signed the contract in June, 2018.</p>
<p>P.E.M. Grant – Global Search – Part 2 of Phase I</p> <ul style="list-style-type: none"> Global Search is a web-based content search tool that is designed for front-line, investigative, analytics and administrative members to access all of the organizations data/information in a seamless search. 	\$1,500,000	April 1, 2018 to March 31, 2019	<p>All approved 2018 /2019 P.E.M. grant applications were included in a single contract with the Ministry of Community Safety and Correctional Services.</p> <p>The Chair signed the contract in June, 2018.</p>
<p>P.E.M. Grant – Public Safety Response Team (P.S.R.T.)</p> <ul style="list-style-type: none"> Building on the current P.S.R.T. model, the program will be expanded to integrate with other programs that address social development and risk intervention. Involving multiple sectors working together in the Focus Toronto "situation tables" and by participating in the Community Police Academy and other community programs to enhance information sharing with the community, to forge better partnerships and create an environment of increased trust, cooperation and collaboration. 	\$10,204,656	April 1, 2018 to March 31, 2019	<p>All approved 2018 /2019 P.E.M. grant applications were included in a single contract with the Ministry of Community Safety and Correctional Services.</p> <p>The Chair signed the contract in June, 2018.</p>
<p>P.E.M. Grant – Focusing on Safe Communities and Neighbourhoods</p> <ul style="list-style-type: none"> This program is working on several fronts and includes the following initiatives: <ol style="list-style-type: none"> Service website Improvement Connected Officer - Process Improvement and Sustainability Plan Conducted Energy Weapon (C.E.W.) Training Full Body Scanner pilot project 	\$1,750,000	April 1, 2018 to March 31, 2019	<p>All approved 2018 /2019 P.E.M. grant applications were included in a single contract with the Ministry of Community Safety and Correctional Services.</p> <p>The Chair signed the contract in June, 2018.</p>

Appendix B

**New Grants Awarded
April 1, 2018 to March 31, 2019**

Name and Description of Grant	Amount of Funding Approved	Grant Term	Comments
<p>P.E.M. Grant – H.R. Transformation to Support a Modern and Sustainable Policing Organization (phase 2)</p> <ul style="list-style-type: none"> • The H.R. pillar developed a three-year plan to modernize the H.R. function and deliver strategic talent and performance programs to support the Service's transformation. They include the following programs: <ul style="list-style-type: none"> ➤ Revamping the uniform promotional process; ➤ Executive leadership development programs; ➤ Development of Succession Management process; and ➤ Senior H.R. Project Manager to manage the transformation 	\$535,000	April 1, 2018 to March 31, 2019	<p>All approved 2018 /2019 P.E.M. grant applications were included in a single contract with the Ministry of Community Safety and Correctional Services.</p> <p>The Chair signed the contract in June, 2018.</p>
<p>P.E.M. Grant – Enhanced Analytics & Public Safety Data Portal</p> <ul style="list-style-type: none"> • Public Safety Data Portal initiative is an enhancement to the phase 1 initiative under 2017/2018 P.E.M. with real-time and more automation and better quality control to allow public access to information. Officers will have access to real time information and can act independently and make better, timelier decisions. • Enhanced Analytics will assist in developing district modeling for planned deployment of officers to support neighborhood demands. It allows the Service to have an optimal operating model and to provide enhanced timely and accurate information to front line officers. 	\$1,012,000	April 1, 2018 to March 31, 2019	<p>All approved 2018 /2019 P.E.M. grant applications were included in a single contract with the Ministry of Community Safety and Correctional Services.</p> <p>The Chair signed the contract in June, 2018.</p>
<p>P.E.M. Grant – Modernized Police Training Model</p> <ul style="list-style-type: none"> • The Service has entered into a partnership with the Chang School of Continuing Studies at Ryerson University to work on its training model for a modernized police service. The goal is to improve accountability by leveraging the partner organization's ability to bring more academic rigor, additional training and evaluation mechanisms, and research to create new and relevant learning opportunities for students. 	\$570,000	April 1, 2018 to March 31, 2019	<p>All approved 2018 /2019 P.E.M. grant applications were included in a single contract with the Ministry of Community Safety and Correctional Services.</p> <p>The Chair signed the contract in June, 2018.</p>

Appendix C

**New Grants with Signed Contracts/Letters
but Terms that Fall Outside of the Current Reporting Period**

Name and Description of Grant	Amount of Funding Approved	Grant Term	Comments
<p>Victims Fund – 2019 Victims and Survivors of Crime Week – Ontario Domestic Violence Coordinators Conference – Working in Collaboration to End Domestic Violence</p> <ul style="list-style-type: none"> A project to hold a three-day Symposium to raise awareness and provide training to both professionals and the public to bring an understanding on the power of working collaboratively to prevent domestic violence and promoting the reporting of this crime. 	\$10,000	April 1, 2019 to March 31, 2020	The Chair signed the letter accepting the grant funding in March 2019.



Toronto Police Services Board Report

April 23, 2019

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Quarterly Report: Occupational Health and Safety Update for January 1, 2019 to March 31, 2019

Recommendation(s):

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

Financial Implications:

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

Background / Purpose:

At its meeting on January 24, 2005, the Board received an update on occupational health and safety matters relating to the Toronto Police Service (Service) (Min. No. C9/05 refers). Following consideration of the report, the Board requested the Chief of Police to provide quarterly confidential updates on matters relating to occupational health and safety. The Board, at its meeting on August 21, 2008, further requested public quarterly reports for occupational health and safety matters (Min. No. C224/08 refers).

The purpose of this report is to update the Board on matters relating to occupational health and safety issues for the first quarter of 2019.

Discussion:

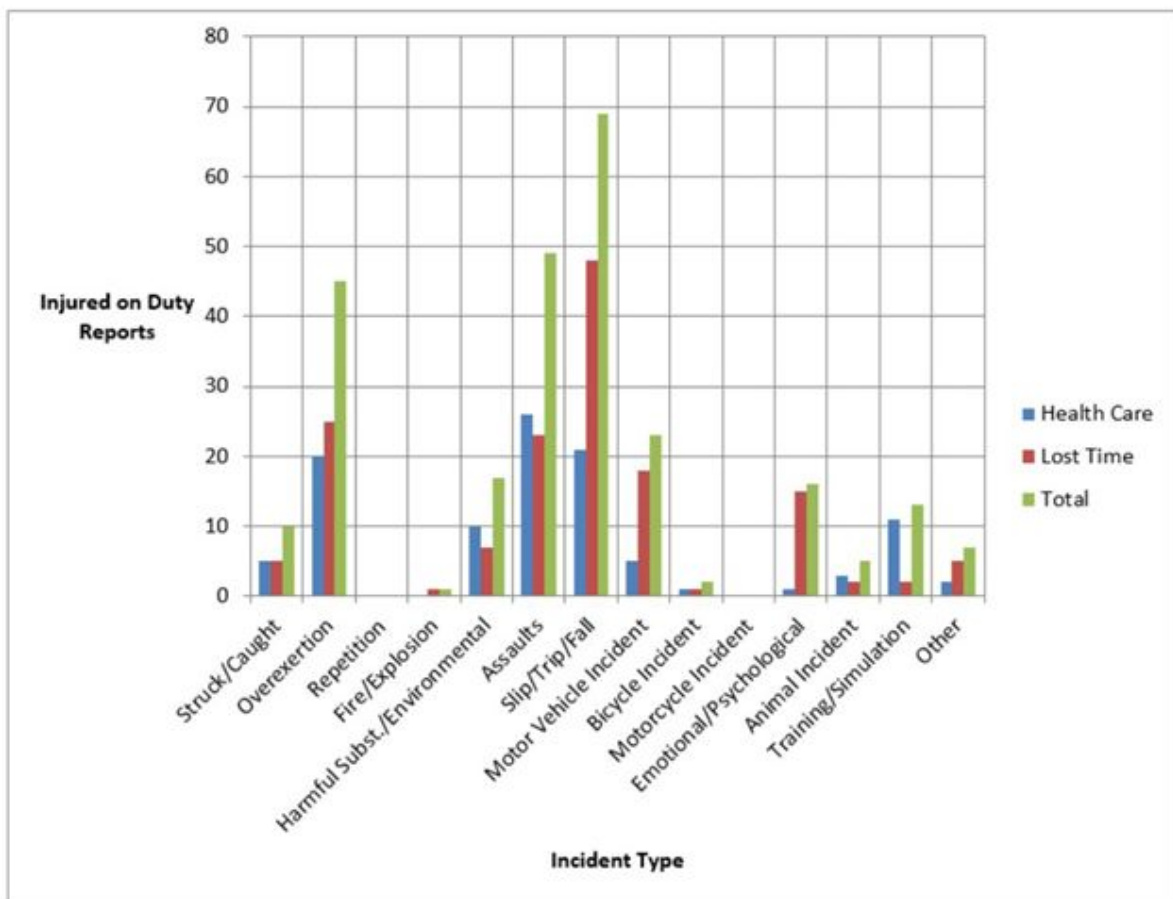
First Quarter Accident and Injury Statistics

From January 1, 2019 to March 31, 2019, there were 256 reported workplace accidents/incidents involving Service members, resulting in lost time from work and/or health care which were provided by a medical professional. These incidents were

reported as claims to the Workplace Safety and Insurance Board (W.S.I.B.). During this same period, 43 recurrences of previously approved W.S.I.B. claims were reported. Recurrences can include, but are not limited to: ongoing treatment, re-injury, and medical follow-ups, ranging from specialist appointments to surgery.

Injured on Duty reports are classified according to the incident type. The following graph and chart summarize the Injured on Duty reports received by the Occupational Health and Safety Unit during the first quarter of 2019.

*Injured on Duty Reports
January to March 2019*



Incident Type	Health Care	Lost Time	Q1 2019	Q1 2018
Struck/Caught	5	5	10	10
Overexertion	20	25	45	30
Repetition	0	0	0	2
Fire/Explosion	0	0	0	1
Harmful Substances /Environmental	10	7	17	22
Assaults	26	23	49	47
Slip/Trip/Fall	21	48	69	25
Motor Vehicle Incident	5	18	23	7
Bicycle Incident	1	1	2	0
Motorcycle Incident	0	0	0	0
Emotional/Psychological	1	15	16	16
Animal Incident	3	2	5	1
Training/Simulation	11	2	13	12
Other	2	5	7	3
Totals	105	151	256	170

The top five incident categories are:

1. Slip/Trip/Fall: 69 reported incidents
2. Assaults: 49 reported incidents
3. Overexertion: 45 reported incidents
4. Motor Vehicle Incident: 23 reported incidents
5. Harmful Substances/Environmental: 17 reported incidents

The highest category of incidents during this reporting period is the “Slip/Trip/Fall” category. Slips are the result of too little friction or a lack of traction between the footwear and the floor surface. A trip is the result of a foot striking or colliding with an object, which causes a loss in balance, and usually a fall. A review of these incidents revealed that a large number of occurrences are attributed to the poor weather and icy conditions experienced during the first quarter of 2019.

An increase was noted in the “Overexertion” category. A review of the incidents revealed that a number of incidents occurred as a result of suspects resisting arrest and/or a foot pursuit. The Wellness Unit, in partnership with the Toronto Police College, will explore avenues to mitigate the risk of these types of injuries.

Also, an increase was noted in the “Motor Vehicle Incident” category. A review of these occurrences revealed that poor weather conditions may have been a contributing factor. In most incidents, the Service’s members were found “not at fault”.

Critical Injuries

Under Ontario's occupational health and safety regulatory framework, employers have the duty to report to the Ministry of Labour (M.O.L.), all critical injuries and fatalities which occur in the workplace pursuant to *Section 51 of the Occupational Health and Safety Act* and *Ontario Regulation 834*.

A critical injury is defined as an injury of a serious nature that:

- (a) places life in jeopardy,
- (b) produces unconsciousness,
- (c) results in substantial loss of blood,
- (d) involves the fracture of a leg or arm but not a finger or toe,
- (e) involves the amputation of a leg, arm, hand or foot but not a finger or toe,
- (f) consists of burns to a major portion of the body, or
- (g) causes the loss of sight in an eye.

In the first quarter of 2019, there was one new critical injury incident reported to the M.O.L. For each critical injury incident, an investigation is conducted by the Service independent of the M.O.L. investigation, involving both the injured member's local Joint Health and Safety Committee and the Service's Wellness Unit. In each case, root causes are sought and recommendations are made, where applicable, to reduce the risk of similar incidents in the future.

Communicable Diseases

As part of the Communicable Disease Exposure Surveillance Program, members of the Occupational Health and Safety Unit reviewed reported exposures during the months indicated in the table below. The majority of these exposures did not result in claim submissions to the W.S.I.B. However, there is an obligation to ensure that a communication is dispatched to members of the Service from a qualified designated officer from the Medical Advisory Services team.

In the event that a member requires information or support regarding a communicable disease exposure, they will be contacted by a medical professional from Medical Advisory Services in order to discuss potential risk, consider treatment options as required, and to ensure that the member is supported properly with respect to stress and psychological well-being. The following chart summarizes member exposures to communicable diseases, as well as other potential exposure types including blood and bodily fluids.

*Member Exposure to Communicable Diseases
January to March 2019*

Reported Exposures	January	February	March	Q1 - 2019	Q1 - 2018
Bodily Fluids, Misc.	13	25	19	57	56
Hepatitis A, B, & C	3	1	1	5	7
HIV	2	1	1	4	6
Influenza	0	0	0	0	0
Measles, Mumps, Rubella	0	0	0	0	0
Meningitis	0	1	1	2	3
Staphylococcus Aureus	3	4	3	10	14
Tuberculosis	2	1	1	4	5
Varicella (Chickenpox)	0	0	0	0	0
Bed Bugs	9	1	2	12	11
Other, Miscellaneous	6	10	4	20	19
Total	38	44	32	114	121

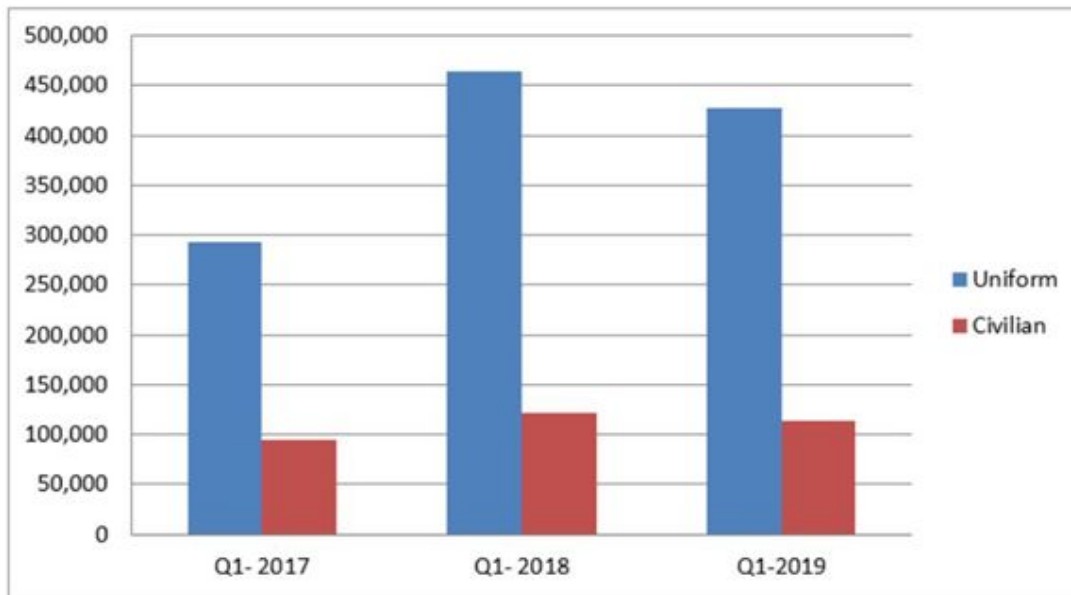
Examples of the types of exposures which fall into the category “Other, Miscellaneous” can include, but are not limited to: ringworm, scabies, lice, pertussis, diphtheria, etc.

For the first quarter of 2019, there were a total of 114 reported incidents involving exposures or possible exposures. This represents a decrease of 6% when compared to the first quarter of 2018, in which a total of 121 incidents were reported

Injury and Accident Costs

As a Schedule 2 employer, the Service paid \$114,260 in W.S.I.B. costs for civilian members and \$426,986 in W.S.I.B. costs for uniform members for the first quarter of 2019.

	Q1 - 2017	Q1 - 2018	Q1 - 2019
Uniform	\$ 293,331	\$ 463,598	\$ 426,986
Civilian	\$ 94,309	\$ 122,399	\$ 114, 260



The increase in overall costs over the past two first quarter periods has been attributed to the passing into law of the *Supporting Ontario's First Responders Act* in April 2016, which created the presumption of work-relatedness when first responders are diagnosed with P.T.S.D. The passing of the legislation resulted in more complex claims and longer absenteeism. As a result, the Wellness Unit is partnering with the Payroll and Benefits unit to conduct an audit of these claims in order to better understand the data and determine more effective ways to assist members and the Service.

Medical Advisory Services

The disability statistics provided below summarize all non-occupational cases. By definition, “short-term” refers to members who are off work for greater than fourteen days, but less than six months. “Long-term” refers to members who have been off work for six months or greater.

Disability distribution of Service members as of the end of the first quarter of 2019 is summarized in the following chart.

Member Disabilities: Non-Occupational January to March 2019

Disability Category	End of Q1 – 2019	End of Q1 – 2018
Short Term	103	69
Long Term – LTD	4	4
Long Term – CSLB	77	75
Total Disability	184	148

For the first quarter of 2019, there were a total of 184 reported incidents involving short and long term disabilities. This represents an increase of 24% when compared to the first quarter of 2018, in which a total of 148 disabilities were reported. Similar to the above, the Wellness Unit in partnership with the Payroll and Benefits Unit is conducting an audit of sick time usage and associated procedures to better understand and respond to this increase.

Workplace Violence and Harassment Statistics

Bill 168, the *Occupational Health and Safety Amendment Act (Violence and Harassment in the Workplace) 2009*, came into force on June 15, 2010. As a result of this amendment, the *Occupational Health and Safety Act* now includes definitions of workplace violence and workplace harassment, and Part III.0.1 describes employer obligations with respect to violence and harassment in the workplace.

In the first quarter of 2019, there were four new documented complaints which were categorized by Professional Standards as having the potential to meet the criteria of workplace harassment as defined in the *Occupational Health and Safety Act*.

Conclusion:

This report provides an update to the Board on matters relating to occupational health and safety issues for the first quarter of 2019.

The next quarterly report for the period of April 1, 2019 to June 30, 2019, will be submitted to the Board for its meeting in August 2019.

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

Respectfully submitted,

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

*original copy with signature is on file in the Board office



Toronto Police Services Board Report

May 3, 2019

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Semi-Annual Report: Publication of Expenses – July to December 2018

Recommendation:

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

Financial Implications:

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

Background / Purpose:

The Board, at its meeting on February 16, 2012, passed a motion requiring that the expenses of Board Members, the Chief, the Deputy Chiefs and Chief Administrative Officer, excluded members at the level of X40 and above and Toronto Police Service (Service) members at the level of Staff Superintendent and Director, be reported to the Board on a semi-annual basis. The expenses to be published are in three areas:

- business travel;
- conferences and training; and
- hospitality and protocol (Min. No. P18/12 refers).

The purpose of this report is to advise the Board of the expenses incurred by Board and Service members during the period July 1, 2018 to December 31, 2018.

Discussion:

Attached to this report as Appendix A are the expenses, for the second half of 2018, for the applicable Service and Board members. The attachment shows the total for each member as well as a breakdown of expenses by category. The publication of this information will be available on the Board's and Service's internet sites.

The expenses of 23 members are included in this report, in alphabetical order, and total \$79,126.

Conclusion:

This report contains details for the three categories of expenses incurred by Board and Service members, for the period July 1, 2018 to December 31, 2018.

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

*original copy with signature on file in Board office

Appendix A

Toronto Police Service and Toronto Police Services Board
Expense Publication Summary
Period: July 1 to December 31, 2018

<u>Member</u>	<u>Expenses Reported</u>
Campbell, Donald	\$534.61
Carter, Randolph	\$3,561.95
Chandrasekera, Uppala	\$0.00
Coxon, Shawna	\$17,010.44
Demkiw, Myron	\$9,916.08
Di Tommaso, Mario	\$2,720.67
Dhaliwal, Svina	\$1,244.77
Farahbakhsh (May), Jeanette	\$2,661.30
Giannotta, Celestino	\$1,935.44
Hart, Jim	\$356.16
Jeffers, Ken	\$0.00
Kijewski, Kristine	\$0.00
McLean, Barbara	\$8,372.39
Moliner, Marie	\$0.00
Nunziata, Frances	\$0.00
Pringle, Andrew	\$0.00
Ramer, James	\$7,917.22
Saunders, Mark	\$5,523.81
Teschner, Ryan	\$2,022.03
Tory, John	\$0.00
Veneziano, Tony	\$707.23
Yeandle, Kimberly	\$14,045.05
Yuen, Peter	\$596.88
Total Expenditures Reported	<u>\$79,126.03</u>



**Toronto Police Service
Senior Staff Expenses
For the period of July 1 to December 31, 2018**

Unit: Public Safety Operations
Member: Campbell, Donald
Job Title/Rank: Staff Superintendent

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
October 21-22	Ontario Association of Chiefs of Police (O.A.C.P.) Emergency Preparedness Committee (E.P.C.) Meeting in Aylmer, Ontario	\$167.50
November 19-20	National Cross Sector Forum 2018-2020 (N.C.S.F.) Critical Infrastructure Meeting in Ottawa, Ontario	\$367.11
		\$534.61

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No conferences and training expenses for this period.	\$0.00
		\$0.00

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No hospitality and protocol expenses for this period.	\$0.00
		\$0.00

Member Total	\$534.61
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**Toronto Police Service
Senior Staff Expenses
For the period of July 1 to December 31, 2018**

Unit: Corporate Risk Management
Member: Carter, Randolph
Job Title/Rank: Staff Superintendent

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No business travel expenses for this period.	\$0.00
		\$0.00

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
July 18 - 25	54th Federal Bureau of Investigation National Academy Associates (F.B.I.N.A.A.) National Annual Training Conference in Quebec City, Quebec	\$2,483.90
November 14 - 16	Canadian Association of Chiefs of Police (C.A.C.P.) Trust and Confidence in Policing Conference in Toronto, Ontario	\$637.89
		\$3,121.79

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
May 15	51st Annual Police Officer of the Year Awards in Toronto, Ontario	\$110.16
October 16	27th Community Based Policing Dinner in Scarborough, Ontario	\$55.00
November 1	Chief's Gala in Toronto, Ontario	\$275.00
		\$440.16

Member Total	\$3,561.95
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**Toronto Police Service
Senior Staff Expenses
For the period of July 1 to December 31, 2018**

Unit: Priorities Response Command
Member: Coxon, Shawna
Job Title/Rank: Deputy Chief of Police

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
July 1 - 10	Friends of Simon Wiesenthal Center for Holocaust Studies, National Policy Conference on Holocaust Education, From Compassion to Action Mission in Poland and Israel	\$4,072.94
September 17 - 18	Ontario Association of Chiefs of Police (O.A.C.P.) Board of Directors Meeting in Sudbury, Ontario	\$742.20
September 27 - 30	Police Memorial Run in Ottawa, Ontario	\$99.55
November 7 - 8	1st Annual Canadian Cybersecurity Dialogue Panel Discussion in Ottawa, Ontario	\$826.12
December 4 - 6	New York Police Department (N.Y.P.D.) Meetings in New York City, New York	\$3,292.34
		\$9,033.15

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
July 30 - August 2	Prosci Change Management Certification Program in Orangeville, Ontario	\$3,967.62
October 5 - 9	International Association of Chiefs of Police (I.A.C.P.) Annual Conference and Exposition in Orlando, Florida	\$3,576.07
November 5	Hate Crime Conference in Toronto, Ontario	\$13.50
November 20	Ontario Women in Law Enforcement (O.W.L.E.) Training Day in Mississauga, Ontario	\$63.04
		\$7,620.23

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
October 16	27th Community Based Policing Dinner in Scarborough, Ontario	\$55.00
November 1	Chief's Gala in Toronto, Ontario	\$275.00
December 17	Toronto Police Service Interview Panel in Toronto, Ontario	\$27.06
		\$357.06

Member Total	\$17,010.44
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**Toronto Police Service
Senior Staff Expenses
For the period of July 1 to December 31, 2018**

Unit: Detective Operations
Member: Demkiw, Myron
Job Title/Rank: Staff Superintendent

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
July 10	Gun and Gang Violence Meeting in Toronto, Ontario	\$16.20
December 3 - 7	Federal Bureau of Investigation (F.B.I.) and New York Police Department (N.Y.P.D.) Meetings in Washington, D.C., and New York City, New York	\$4,199.64
December 12 - 14	Law Amendment Committee Meeting in Quebec City, Quebec	\$693.03
		\$4,908.87

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
August 10 - 15	113th Canadian Association of Chiefs of Police (C.A.C.P.) Conference in Halifax, Nova Scotia	\$3,220.62
September 20 - 21	U.S., Canada Border Conference in Detroit, Michigan	\$1,748.78
		\$4,969.40

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
June 27	Canadian Security Intelligence Service (C.S.I.S.) Meeting in Toronto, Ontario	\$13.51
August 7	C.S.I.S. Meeting in Toronto, Ontario	\$9.00
October 4	Police and Community Engagement Report Panel Discussion in Toronto, Ontario	\$10.80
November 28	Ontario Provincial Police (O.P.P.) Meeting Toronto, Ontario	\$4.50
		\$37.81

Member Total	\$9,916.08
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**Toronto Police Service
Senior Staff Expenses
For the period of July 1 to December 31, 2018**

Unit: West Field Command
Member: Di Tommaso, Mario
Job Title/Rank: Staff Superintendent

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No business travel expenses for this period.	\$0.00
		\$0.00

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
August 11 - 15	113th Canadian Association of Chiefs of Police (C.A.C.P.) Conference in Halifax, Nova Scotia	\$2,618.92
		\$2,618.92

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
August 7	Supervised Injection Sites Meeting in Toronto, Ontario	\$10.80
October 4	Prostate Cancer Canada Breakfast Fundraiser in Toronto, Ontario	\$26.93
October 11	Special Olympics Meeting in Toronto, Ontario	\$9.02
October 16	27th Community Based Policing Dinner in Scarborough, Ontario	\$55.00
		\$101.75

Member Total	\$2,720.67
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**Toronto Police Service
Senior Staff Expenses
For the period of July 1 to December 31, 2018**

Unit: Finance & Business Management
Member: Dhaliwal, Svina
Job Title/Rank: Director

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No business travel expenses for this period.	\$0.00
		\$0.00

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
November 19	The Art of Leadership Conference in Toronto, Ontario	\$406.02
December 12 - 14	Ontario Association of Chiefs of Police (O.A.C.P.) Executive Forum in Toronto, Ontario	\$742.08
		\$1,148.10

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
May 15	51st Annual Police Officer of the Year Awards in Toronto, Ontario	\$96.67
		\$96.67

Member Total	\$1,244.77
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**Toronto Police Service
Senior Staff Expenses
For the period of July 1 to December 31, 2018**

Unit: People & Culture
Member: Farahbakhsh (May), Jeanette
Job Title/Rank: Director

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
July 31 - August 1	Toronto Police Service (T.P.S) Arbitration Hearing in Toronto, Ontario	\$177.50
November 5 - 8	Canadian Association of Chiefs of Police (C.A.C.P.) Human Resources Learning Committee Meeting in Calgary, Alberta	\$1,547.64
November 15	Ontario Association of Chiefs of Police (O.A.C.P.) Human Resources Committee Meeting in Mississauga, Ontario	\$33.05
		\$1,758.19

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
September 20 - 21	Ontario Association of Police Services Board (O.A.P.S.B.) Labour Seminar in Mississauga, Ontario	\$642.53
		\$642.53

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
October 4	Human Resources Strategic Services Project Kick Off Meeting in Toronto, Ontario	\$30.48
October 14	T.P.S. Proctor in Inspector Exams in Toronto, Ontario	\$14.63
October 15	Toronto Police Wellness Day in Toronto Guest Speaker Dinner, in Toronto, Ontario	\$141.98
October 17	Toronto Police Wellness Day in Toronto, Ontario	\$14.63
November 1	Chief's Gala in Toronto, Ontario	\$4.46
November 14	Deloitte Meeting in Toronto, Ontario	\$27.25
November 23	T.P.S Member Funeral in Richmond Hill, Ontario	\$27.16
		\$260.59

Member Total	\$2,661.30
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**Toronto Police Service
Senior Staff Expenses
For the period of July 1 to December 31, 2018**

Unit: Information Technology Services
Member: Giannotta, Celestino
Job Title/Rank: Director

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
August 10 - 13	Canadian Association of Chiefs of Police (C.A.C.P.) Information, Communication and Technology (I.C.T.) Committee Meeting in Halifax, Nova Scotia	\$1,935.44
		\$1,935.44

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No hospitality and protocol expenses for this period	\$0.00
		\$0.00

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No hospitality and protocol expenses for this period	\$0.00
		\$0.00

Member Total	\$1,935.44
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**Toronto Police Service
Senior Staff Expenses
For the period of July 1 to December 31, 2018**

Unit: Toronto Police Services Board
Member: Hart, Jim
Job Title/Rank: Vice Chair, Toronto Police Services Board

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No business travel expenses for this period.	\$0.00
		\$0.00

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
September 20 - 21	Ontario Association of Police Services Boards (O.A.P.S.B.) Labour Seminar in Mississauga, Ontario	\$356.16
		\$356.16

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No hospitality and protocol expenses for this period.	\$0.00
		\$0.00

Member Total	\$356.16
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**Toronto Police Service
Senior Staff Expenses
For the period of July 1 to December 31, 2018**

Unit: Human Resources Command
Member: McLean, Barbara
Job Title/Rank: Deputy Chief of Police

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
June 26 - 27	Meyers Norris Penny (M.N.P.) Panel Discussion, Transformation Challenges and Opportunities in Calgary, Alberta	-\$361.59
August 18 - 19	Fredericton Police Force (F.P.F.) Members Regimental Funeral in Fredericton, New Brunswick	\$1,231.62
September 17 - 19	Ontario Association of Chiefs of Police (O.A.C.P.) Board Meeting in Sudbury, Ontario	\$593.27
September 21	R.S.A. Canada Meeting in Toronto, Ontario	\$12.17
October 1 - 2	Canadian Police Knowledge Network (C.P.K.N.) Board Meeting in Charlottetown, Prince Edward Island	\$566.11
		\$2,041.58

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
August 26 - 29	International Association of Women Police (I.A.W.P.) Conference in Calgary, Alberta	\$1,735.04
October 3 - 7	Major Cities Chiefs Association (M.C.C.A.) Conference in Orlando, Florida	\$4,259.58
		\$5,994.62

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
September 10	Fredericton Chief of Police Meeting in Toronto, Ontario	\$135.14
September 26	O.A.C.P. Dinner Function in Toronto, Ontario	\$4.51
October 13	Serving With Pride Out Of The Blue Gala in Toronto, Ontario	\$127.01
October 16	27th Community Based Policing Dinner in Scarborough, Ontario	\$49.53
December 19	Toronto Police Service (T.P.S.) Retirement Function in Toronto, Ontario	\$20.00
		\$336.19

Member Total	\$8,372.39
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**Toronto Police Service
Senior Staff Expenses
For the period of July 1 to December 31, 2018**

Unit: Specialized Operations Command
Member: Ramer, James
Job Title/Rank: Deputy Chief of Police

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
December 1 - 2	Ontario Provincial Police (O.P.P.) Retirement Function in Blue Mountain, Ontario	\$249.43
December 3 - 7	Federal Bureau of Investigation (F.B.I.) and New York Police Department (N.Y.P.D.) Meetings in Washington, D.C., and New York City, New York	\$3,879.49
		\$4,128.92

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
August 10 - 16	113th Canadian Association of Chiefs of Police (C.A.C.P.) Conference in Halifax, Nova Scotia	\$3,588.32
		\$3,588.32

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
July 5	Homeland Security Event in Toronto, Ontario	\$12.61
October 31	Homeland Security Lunch Meeting in Toronto, Ontario	\$86.84
November 9	Toronto Police Association (T.P.A.) Meeting in Toronto, Ontario	\$6.75
December 17	Ryerson University Meeting in Toronto, Ontario	\$93.78
		\$199.98

Member Total	\$7,917.22
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**Toronto Police Service
Senior Staff Expenses
For the period of July 1 to December 31, 2018**

Unit: Chief's Office
Member: Saunders, Mark
Job Title/Rank: Chief of Police

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
September 11 - 12	Leadership in Counter Terrorism (L.in.C.T.) Executive Meeting in Washington, D.C.	\$1,236.78
September 17 - 19	Ontario Association of Chiefs of Police (O.A.C.P.) Board Meeting in Sudbury, Ontario	\$554.95
September 29 - 30	Annual Police Memorial in Ottawa, Ontario	\$541.63
		\$2,333.36

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
August 9 - 10	Canadian Association of Chiefs of Police (C.A.C.P.) Conference in Halifax, Nova Scotia	\$1,387.35
October 3 - 7	International Association of Chiefs of Police (I.A.C.P.) Conference in Orlando, Florida	\$914.58
		\$2,301.93

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
July 31	New York Police Department (N.Y.P.D.) Dinner Meeting in Toronto, Ontario	\$287.28
September 21	The Sports Network (T.S.N.) Business Meeting in Toronto, Ontario	\$66.29
November 2	N.Y.P.D. Commissioner Meeting in Toronto, Ontario	\$141.46
November 6	Granada Day Representative Meeting in Toronto, Ontario	\$87.98
November 7	Office Of The Independent Police Review Director (O.I.P.R.D.) Meeting in Toronto, Ontario	\$114.29
November 19	L.in.C.T. Meeting in Toronto, Ontario	\$191.22
		\$888.52

Member Total	\$5,523.81
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**Toronto Police Service
Senior Staff Expenses
For the period of July 1 to December 31, 2018**

Unit: Toronto Police Services Board
Member: Teschner, Ryan
Job Title/Rank: Executive Director

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
December 21	Toronto Police Association (T.P.A.) Meeting in Toronto, Ontario	\$16.66
		\$16.66

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
August 8 - 11	Canadian Association of Police Governance (C.A.P.G.) Conference in Winnipeg, Manitoba	\$1,467.75
September 20 - 21	Ontario Association of Police Services Board (O.A.P.S.B.) Labour Seminar in Mississauga, Ontario	\$537.62
		\$2,005.37

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No hospitality and protocol expenses for this period.	\$0.00
		\$0.00

Member Total	\$2,022.03
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**Toronto Police Service
Senior Staff Expenses
For the period of July 1 to December 31, 2018**

Unit: Corporate Support Command
Member: Veneziano, Tony
Job Title/Rank: Chief Administrative Officer

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No business travel expenses for this period.	\$0.00
		\$0.00

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
December 12 - 14	Ontario Association of Chiefs of Police (O.A.C.P.) Executive Forum in Toronto, Ontario	\$707.23
		\$707.23

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No hospitality and protocol expenses for this period.	\$0.00
Member Total		\$707.23



**Toronto Police Service
Senior Staff Expenses
For the period of July 1 to December 31, 2018**

Unit: East Field Command
Member: Yeandle, Kimberly
Job Title/Rank: Staff Superintendent

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No business travel expenses for this period.	\$0.00
		\$0.00

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
September 17 - October 5	Rotman School of Management Police Leadership Program in Toronto, Ontario	\$13,296.42
November 19	The Art of Leadership Conference in Toronto, Ontario	\$406.02
		\$13,702.44

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
October 16	27th Community Based Policing Dinner in Scarborough, Ontario	\$55.00
November 1	Chief's Gala in Toronto, Ontario	\$275.00
November 21	Seniors Consultative Committee (S.C.C.) Meeting in Toronto, Ontario	\$12.61
		\$342.61

Member Total	\$14,045.05
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**Toronto Police Service
Senior Staff Expenses
For the period of July 1 to December 31, 2018**

Unit: Communities & Neighborhoods Command
Member: Yuen, Peter
Job Title/Rank: Deputy Chief of Police

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
September 18 - 22	International Forum on Police Cooperation in Taipei, Taiwan	\$487.50
		\$487.50

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No conferences and training expenses for this period.	\$0.00
		\$0.00

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
August 1	Youth at Risk Hockey League Meeting in Toronto, Ontario	\$22.57
October 26	Chinatown Business Improvement Association Community Event in Toronto, Ontario	\$5.40
December 5	Communities and Neighbourhoods Command and Priority Response Command Meeting in Toronto, Ontario	\$65.65
December 10	Cyber Security Roundtable Meeting in Toronto, Ontario	\$15.76
		\$109.38

Member Total	\$596.88
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Toronto Police Services Board Report

May 14, 2019

To: Members
Toronto Police Services Board

From: Councillor Frances Nunziata
Acting Chair

Subject: Paid Duty Rates – June 1, 2019

Recommendation(s):

It is recommended that the Board receive the attached notification from the Toronto Police Association dated May 13, 2019, with respect to paid duty rates to take effect June 1, 2019 and provide this information to the Chief of Police so that these new rates can be operationalized.

Financial Implications:

There are no financial implications with regard to the receipt of this report.

Background / Purpose:

Article 8.07 of the uniformed collective agreement stipulates the following with respect to paid duty rates:

"The rate to be paid to each member for special services requested of the Service for control of crowds or for any other reason, shall be determined by the Association and the Board shall be advised by the Association of the said rate when determined or of any changes therein".

Toronto Police Services Board records indicate that as at January 1, 2018, the rate for all classifications of police constables was \$71.00 per hour. The attached notice establishes a new rate of \$73.00 per hour for constables. For greater context, the chart below provides a summary of paid duty rates from 2009 – 2019:

Year	Amount	Increase Yes/No
2009	65.00	Yes
2010	65.00	No
2011	65.00	No
2012	65.00	No
2013	65.00	No
2014 (Jan)	66.50	Yes
2014 (July)	68.00	Yes
2015	68.00	No
2016	68.00	No
2017	68.00	No
2018	71.00	Yes
2019 (June)	73.00	Yes

Conclusion:

It is recommended that the Board receive the attached notification from the Toronto Police Association dated May 13, 2019, with respect to paid duty rates to take effect June 1, 2019 and provide this information to the Chief of Police so that these new rates can be operationalized.

Respectfully submitted,



Councillor Frances Nunziata
Acting Chair



**TORONTO
POLICE
ASSOCIATION**

200 – 2075 Kennedy Road
Toronto, Ontario
Canada, M1T 3V3

Telephone
(416) 491-4301
Facsimile
(416) 494-4948

Mike McCormack
President

Brian Callanan
Vice President

Scott Spratt
*Director
Administrative Services*

Pete Grande
*Director
Member Benefits*

Kevin Corrigan
*Director
Civilian Field Services*

Helena Briand
*Director
Civilian Field Services*

Jason Tomlinson
*Director
Uniform Field Services*

Clayton Campbell
*Director
Uniform Field Services*

Jon Reid
*Director
Uniform Field Services*

May 13, 2019

SENT BY EMAIL ONLY

Ryan Teschner
Executive Director
Toronto Police Services Board
40 College Street
Toronto, ON M5G 2J3
Email: Ryan.Teschner@tpsb.ca

Dear Mr. Teschner:

Re: 2019 Paid Duty Rates – Increase

In conformance with Article 8.07 of the Uniform Collective Agreement, we are advising the Toronto Police Services Board there will be an increase in the 2019 hourly paid duty rates. Effective June 1, 2019 the paid duty rates will be as follows:

	<u>June 1, 2019</u>
Constables (All classifications)	\$73.00 (minimum \$216.00)
Sergeants	\$83.00 (minimum \$249.00)
Staff Sergeants	\$92.00 (minimum \$276.00)

Partial hours (beyond a minimum of three hours) that an officer performs at such paid duty are paid out at the established hourly rate.

The Association will forward this information to all units today. We ask that this information be included on Routine Orders and that Unit Commanders be advised of same.

Yours sincerely,

TORONTO POLICE ASSOCIATION

Brian Callanan
Vice President

BC:tk

c. Mark Saunders, Chief of Police, TPS
TPA Board of Directors

[Vice President 2019 Paid Duty PSB]





Toronto Police Services Board Report

May 8, 2019

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Vendor Award – Facial Recognition System

Recommendation(s):

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

Financial Implications:

The acquisition of the facial recognition system was funded from the approved Policing Effectiveness and Modernization (P.E.M.) grant in 2017, issued by the Ministry of Community Safety and Correctional Services (M.C.S.C.S.). The total cost, which included the software acquisition, interface with IntelliBook and professional services, amounted to \$451,718, including taxes.

Background / Purpose:

At its September 21, 2017 meeting, the Board approved the delegation of its authority to the Chief of Police (Chief) to award the contract for the facial recognition system, and requested that the Chief report to a future Board meeting on the contract award. This report fulfils the obligation of the Chief to report to the Board on the contract award, as directed in the approved motion (Min. No. P219/17 refers).

Discussion:

The pre-approval of the contract award was granted by the Board to enable the vendor selected to commence the implementation of the system without delay. This approval increased the likelihood that the March 31, 2018 system delivery deadline, mandated by the Province's grant conditions, was met.

In August 2017, the Toronto Police Service's Purchasing Services Unit issued Request for Proposal (R.F.P.) #1230424 to potential vendors to implement a facial recognition system before March 31, 2018.

At the closing of the R.F.P. on September 20, 2017, the following four submissions were received:

1. Davtech
2. DataWorks Plus
3. Morpho Canada
4. N.E.C. Corporation

Based on the five stage evaluation framework, N.E.C. Corporation was the only vendor to achieve the minimum field test score of 80% and move on to the final pricing stage. As a result, the evaluation committee awarded the contract to N.E.C. Corporation.

The pricing for the system was as follows:

Software Acquisition	\$147,600
Interface with IntelliBook:	\$43,050
Professional Services:	\$209,100
TOTAL	\$399,750 (excluding taxes)

Conclusion:

Under the Board's Financial Control By-law 147, Board approval is required for any contract exceeding \$500,000. In this instance, the total spend is within the Chief's \$500,000 authority limit, however, a report on the contract award is being provided to the Board as it requested, when it gave the Chief the pre-approval to award the contract. N.E.C. was successful in meeting the implementation timelines by March 31, 2018 at a total cost of \$451,718, including taxes, and funded by the P.E.M. grant issued by M.C.S.C.S.

Deputy Chief James Ramer, Specialized Operations Command, and 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

*original copy with signature on file in Board office



Toronto Police Services Board Report

March 12, 2019

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Chief's Administrative Investigation into the Custody Injury to Mr. Ihor Bondarenko

Recommendation(s):

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

Financial Implications:

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

Background / Purpose:

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

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

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

Section 11(2) of the Regulation states:

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

Section 11(4) of the Regulation states:

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

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

Discussion:

On September 24, 2017, members from 22 Division Major Crime Unit (22 M.C.U.) were investigating several reports of sexual assaults that had occurred in the area of Lakeshore Boulevard West. All of these sexual assaults were believed to have been committed by the same suspect. At 0018 hours, the T.P.S. received a 9-1-1 call regarding a person who had been sexually assaulted while walking along Lakeshore Boulevard West.

The officers from 22 M.C.U. were in plainclothes and operating unmarked police vehicles.

Officers from 22 M.C.U. immediately responded to the area of the reported sexual assault.

One of the officers observed a male matching the suspect description riding a bicycle along Lakeshore Boulevard West near Twenty Fourth Street. They alerted the rest of the officers who came to assist.

The officers observed this suspect, later identified as Mr. Ihor Bondarenko, slowly approach a person who was walking along Lakeshore Boulevard West. When this person sat on a bench next to someone else, Mr. Bondarenko rode away with the officers conducting surveillance.

Mr. Bondarenko continued on riding his bicycle when the officers pulled up alongside him at the intersection of Lakeshore Boulevard West and Thirtieth Street. Another officer got out of their vehicle and identified themselves as a police officer verbally and through displaying their police issued identification. This officer directed Mr. Bondarenko to stop but he refused; he attempted to evade the officers by riding off on his bicycle north bound on Thirtieth Street.

Two officers in their vehicle pulled alongside Mr. Bondarenko as he rode along the street and also identified themselves as police officers while directing him to stop. Mr. Bondarenko refused and continued to attempt to make good his escape. The officer

driving angled the vehicle toward Mr. Bondarenko to get him to stop and, as they did this, Mr. Bondarenko's bicycle struck a rock garden causing him to fall from his bicycle. Mr. Bondarenko quickly got to his feet and attempted to ride away again. By this time, three officers had left their vehicles and were able to wrestle Mr. Bondarenko to the ground. Mr. Bondarenko continued to struggle, refusing to be handcuffed. Another 22 M.C.U. officer along with two uniform officers arrived to assist. Mr. Bondarenko attempted to bite one of the officers causing him to strike Mr. Bondarenko in the side of his head. The officers had struck Mr. Bondarenko several times in an attempt to gain physical control of him. The officers were eventually able to apply the handcuffs to Mr. Bondarenko, who was arrested for sexual assault.

Mr. Bondarenko was experiencing some medical concerns and was subsequently transported to St. Joseph's Health Centre, Toronto. Doctor Jason Yue diagnosed Mr. Bondarenko with a perforated tympanic membrane (eardrum).

On September 24, 2017, the S.I.U. was notified and invoked its mandate.

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

In a letter to the T.P.S. dated November 16, 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.

The S.I.U. published a media release on September 25, 2017. The media release is available at: https://www.siu.on.ca/en/news_template.php?nrid=3217

The S.I.U. published another media release on November 22, 2018. The media release is available at: https://www.siu.on.ca/en/news_template.php?nrid=4445

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 01-03 (Persons in Custody)
- Procedure 03-06 (Guarding Persons in Hospital)
- 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

*original copy with signature on file in Board office



Toronto Police Services Board Report

November 6, 2018

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

**Subject: Chief's Administrative Investigation into the Custody
Death of E. Y.**

Recommendation(s):

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

Financial Implications:

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

Background / Purpose:

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

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

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

Section 11(2) of the Regulation states:

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

Section 11(4) of the Regulation states:

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

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

Discussion:

On March 8, 2017, at 1849 hours, I.Y. called the Toronto Police Service (T.P.S.) Communications Services (Communications) to report that his son, later identified as E.Y., was acting irrationally and threatening to commit suicide. He also reported that his son was having mental health issues and he had been trying to get him treatment at The Centre for Addiction and Mental Health (C.A.M.H.). At the time of this call, he reported that his son had locked him out of their 12th storey apartment.

At 1850 hours, two uniformed officers from 12 Division responded to the call for service. On route, they enquired whether a Mobile Crisis Intervention Team (M.C.I.T.) was available to attend. At 1853 hours, a Sergeant also accepted the call along with an M.C.I.T. comprised of a uniformed officer and civilian nurse. At 1856 hours, the Sergeant requested the Emergency Task Force be notified of the event.

At about 1900 hours, the Sergeant arrived on scene and went to the 12th floor where he found the two uniformed officers with the victim’s father in the hallway. The apartment door was ajar, but would not open fully because of a hotel-style slider lock. The officers had been talking to Mr. E.Y. through the partially open door in an attempt to de-escalate the situation; they were unable to convince Mr. E.Y. to open the door. Mr. E.Y. moved away from the door and ceased communications with the officers. The officers, having also lost sight of him, feared for his safety and forced the door open, breaking the slide lock.

The Sergeant and the two uniformed officers spent several minutes trying to negotiate with Mr. E.Y. and keep him from the balcony. There was a sofa between them and Mr. E.Y. Every time they attempted to close the gap so they could restrain him, he moved towards the balcony door. The officers were stalling for time and hoping that the M.C.I.T. would arrive and assist in defusing the situation. Mr. E.Y. threatened several times to jump to his death.

The Sergeant, believing that he could discharge his Conducted Energy Weapon (C.E.W.) and incapacitate Mr. E.Y., maneuvered himself into a position of readiness. He quietly advised the other officers that when he had the opportunity, he would

discharge his C.E.W. and they could rush Mr. E.Y. and apprehend him under the *Mental Health Act*.

The Sergeant felt that Mr. E.Y. was distracted, initiated the action plan and discharged his C.E.W. The probes missed E.Y., he opened the balcony door, moved across the balcony, and jumped over the railing, falling to the ground 12 storeys below.

E.Y. survived the fall initially and Toronto Paramedic Services (Paramedics) provided medical aid while preparing for an emergency run to the hospital. Upon arrival at the hospital, he was pronounced dead by medical staff.

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

The S.I.U. designated the Sergeant as a subject officer; seven other officers were designated as witness officers.

In a letter to the T.P.S. dated April 16, 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 May 2, 2018. The media release is available at: https://www.siu.on.ca/en/news_template.php?nrld=3869

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 death in relation to the applicable legislation, service provided, procedures, and the conduct of the involved officers.

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

- Procedure 04-02 (Death Investigations)
- Procedure 04-16 (Death in Police Custody)
- Procedure 06-04 (Emotionally Disturbed Persons)
- Procedure 08-04 (Members Involved in a Traumatic Critical Incident)
- 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 15-09 (Conducted Energy Weapons)

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 death were found to be lawful, in keeping with current legislation, and written in a manner which provided adequate and appropriate guidance to the members. None of the examined policies and procedures required modification.

Professional assistance was offered to all members involved in this critical incident.

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

*original copy with signature on file at Board office



Toronto Police Services Board Report

February 11, 2019

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Chief's Administrative Investigation into the Custody Injury to Mr. Zachary Hamilton

Recommendation(s):

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

Financial Implications:

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

Background / Purpose:

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

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

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

Section 11(2) of the Regulation states:

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

Section 11(4) of the Regulation states:

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

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

Discussion:

On May 30, 2017, at 2140 hours, members of the T.P.S. 55 Division Major Crime Unit (M.C.U.) attended the area of 530 Kingston Road, attempting to locate two persons wanted on outstanding warrants of arrest. One of these wanted persons was identified as Mr. Zachary Hamilton.

The members of the M.C.U. were all working in a plainclothes capacity and operating unmarked police vehicles.

Officers had observed a person whom they believed to be Mr. Hamilton, leaving a residence at 530 Kingston Road. Mr. Hamilton was in the company of two women and a child. Two of the officers proceeded to the front of the address while the other officers remained at the rear. All of the officers left their police vehicles and proceeded on foot to the area where Mr. Hamilton was standing.

As officers approached Mr. Hamilton, they identified themselves as police officers. Mr. Hamilton immediately fled on foot with the officers in pursuit. Mr. Hamilton tripped over a piece of metal, which had been bolted to the pavement, causing him to fall to the ground. This was witnessed by the officers who had no physical contact with Mr. Hamilton. As the officers approached Mr. Hamilton, he got to his feet and began to run once again. The officers continued to pursue Mr. Hamilton and observed him scale several fences; at one point, Mr. Hamilton managed to scale onto the roof a garage before jumping back down to the ground. The officers eventually lost sight of Mr. Hamilton.

Two additional 55 Division M.C.U. officers responded to the area to assist in capturing Mr. Hamilton. At 2250 hours, as these officers searched the area, they observed Mr. Hamilton walking in a park near Gerrard Street East and Main Street. The officers waited until Mr. Hamilton was close before they identified themselves as police officers and told Mr. Hamilton that he was under arrest. The officers did not make physical contact with Mr. Hamilton. Mr. Hamilton again fled on foot with the officers in pursuit.

The pursuit lasted for approximately 3 minutes, until Mr. Hamilton began to scale another fence. One of the officers caught up to Mr. Hamilton and grabbed him by his legs as he attempted to go over the fence. Mr. Hamilton refused to let go and the officer was unable to pull him down from the fence, so the officer continued to hold on until the other officers arrived. The officers were able to pull Mr. Hamilton off the fence and arrested him without further incident.

Uniformed officers arrived at the scene of the arrest and transported Mr. Hamilton in a marked police vehicle to 55 Division.

Upon arriving at 55 Division, Mr. Hamilton was complaining of a sore foot and was subsequently transported to Michael Garron Hospital. A Doctor diagnosed Mr. Hamilton with two fractured bones in his right foot.

On May 31, 2017, the S.I.U. was notified and invoked its mandate.

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

In a letter to the T.P.S. dated May 31, 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.

The S.I.U. published a media release on June 5, 2018. The media release is available at: https://www.siu.on.ca/en/news_template.php?nrid=3964

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 01-03 (Persons in Custody)
- Procedure 03-06 (Guarding Persons in Hospital)
- 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

*original copy with signature on file in Board office



Toronto Police Services Board Report

February 11, 2019

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Chief's Administrative Investigation into the Custody Injury to Mr. Jeffrey McRae

Recommendation(s):

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

Financial Implications:

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

Background / Purpose:

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

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

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

Section 11(2) of the Regulation states:

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

Section 11(4) of the Regulation states:

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

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

Discussion:

On September 16, 2017, at 0230 hours, members of the T.P.S. were patrolling in the Entertainment District and were near Fiction Club (Fiction) located at 180 Pearl Street. There had been issues in this area concerning crowds of people leaving the nightclubs and disorderly behaviour.

Officers from 52 Division were in uniform and in the area of Fiction dealing with these crowds. During this patrol, an officer observed a person, later identified as Mr. Jeffrey McRae, who was on foot on the street, run up to a member of the security staff from Fiction and punch them in the head. As Mr. McRae began to flee, the officer attempted to apprehend him. Mr. McRae managed to evade the officer and continued to flee westbound on Pearl Street with the officer in pursuit.

Another officer was standing on Pearl Street next to a T.P.S. prisoner wagon when they observed the officer in pursuit of Mr. McRae. The officer near the prisoner wagon positioned themselves in the path of Mr. McRae to assist with the apprehension. As Mr. McRae closed in on the officer, he again attempted to evade the officer. The officer grabbed Mr. McRae as he attempted to pass, causing both to fall to the road. The officer was assisted by the pursuing officer in handcuffing Mr. McRae.

The officers lodged Mr. McRae into the prisoner wagon and he did not make any complaints of injury at this time. Mr. McRae was then transported to 52 Division by an additional officer and a Special Constable.

Mr. McRae was paraded before an Acting Sergeant. During the booking process, an injury to Mr. McRae’s right elbow came to light.

Mr. McRae was subsequently transported to Mount Sinai Hospital for medical treatment. A doctor diagnosed Mr. McRae with a comminuted fracture of the coronoid process of the right elbow.

On September 16, 2017, the S.I.U. was notified and invoked its mandate.

The S.I.U. designated one officer as a subject officer; eleven other officers were designated as witness officers along with one special constable.

In a letter to the T.P.S. dated October 30, 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.

The S.I.U. published a media release on October 19, 2018. The media release is available at: https://www.siu.on.ca/en/news_template.php?nrid=4330

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 01-03 (Persons in Custody)
- Procedure 03-06 (Guarding Persons in Hospital)
- 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

*original with signature on file at Board office



Toronto Police Services Board Report

February 11, 2019

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Chief's Administrative Investigation into the Custody Injury to Mr. Mohamed Rahman Nazir

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 30, 2017, at 1820 hours, the T.P.S. received a 9-1-1 call regarding a person who had been stabbed at 649 Evans Avenue. The caller stated that the suspect was a relative and that he was armed with a knife. Officers from 22 Division Primary Response Unit (P.R.U.) responded to the address.

Uniformed officers from 22 Division who were operating a marked police vehicle responded to the call. The officers located a female victim at the front of the residence who was covered in blood as a result of being stabbed numerous times. One of the attending officers immediately provided first aid. The caller was still inside the residence and advising the 9-1-1 call taker that she and her mother were locked in the bathroom and that the suspect, later identified as Mr. Mohamed Rahman Nazir, was attempting to break the door down.

One officer returned to the police vehicle, armed himself with a C-8 rifle and returned to the residence. Three additional officers and a supervisor arrived on scene to assist; all of these officers were dressed in uniform. The officers entered the residence, could hear yelling and screaming inside, noted knives and blood on the floor, and blood smears on the walls. The officers could hear the screaming coming from upstairs so they proceeded up the staircase to the second floor.

Upon arriving at the second floor landing, the officers located Mr. Nazir. Mr. Nazir was in an agitated state and was still holding a knife in his hand. One of the officers directed Mr. Nazir to drop the knife. After numerous commands, Mr. Nazir finally dropped the knife to the floor at his feet. Three of the officers approached Mr. Nazir to place him under arrest as the supervisor proceeded to the bathroom to check on those locked inside.

Mr. Nazir began to struggle with the officers and resisted being handcuffed. The officers experienced difficulty in controlling him as he was slippery with blood. One of the officers punched Mr. Nazir in the face once to distract him while the other officers handcuffed him. This distraction was successful and Mr. Nazir was subsequently handcuffed.

Mr. Nazir was walked out of the house by the officers. The officers noticed swelling to Mr. Nazir's face and requested Toronto Paramedic Services to assess him.

The two people located in the bathroom were uninjured.

Mr. Nazir was subsequently transported to Saint Joseph's Hospital. A doctor diagnosed Mr. Nazir with a fractured nasal bone and left cheekbone.

On July 30, 2017, the S.I.U. was notified and invoked its mandate.

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

In a letter to the T.P.S. dated October 9, 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.

The S.I.U. published a media release on October 19, 2018. The media release is available at: https://www.siu.on.ca/en/news_template.php?nrid=4330

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 01-03 (Persons in Custody)
- Procedure 03-06 (Guarding Persons in Hospital)
- 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

*original copy with signature on file at Board Office



Toronto Police Services Board Report

January 8, 2019

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Chief's Administrative Investigation into the Custody Injury to Mr. Michael Pruden

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, 2017, at 0017 hours, an officer from 52 Division Traffic Response Unit was parked near 361 University Avenue when a citizen approached who was bleeding from his head. The citizen advised that he had been assaulted by another male, later identified as Mr. Michael Pruden, out front of 361 University Avenue. The officer notified the dispatcher and requested additional officers to attend along with Toronto Paramedic Services (Paramedics). Officers from 52 Division Primary Response Unit responded to assist.

The responding officers were in uniform and operating a marked police vehicle. Upon arrival, one of the officers provided assistance to the injured person while the other two officers went to locate Mr. Pruden. The officers located two persons who appeared to be in a struggle on the ground out front of 361 University Avenue; one of these persons was kneeling on top of the other. Mr. Pruden was on the bottom and was grabbing at the person on top of him. The officers separated Mr. Pruden and this person and commenced an investigation. Mr. Pruden appeared to be very intoxicated and in an agitated state. The other person had been holding Mr. Pruden down to stop his aggressive behaviour and assaults on others.

One of the officers placed Mr. Pruden under arrest for the assault and attempted to handcuff him. Mr. Pruden spun to face the officer and attempted to strike them with his fist. The officer struck Mr. Pruden once with a punch to his lower right torso and was able to gain control and handcuff him.

The officers walked Mr. Pruden to a police car where they attempted to place him into the rear seat. Mr. Pruden resisted and the arresting officer had to push him inside. Once in the rear seat of the car, Mr. Pruden attempted to kick the rear door window out.

The responding officers transported Mr. Pruden to 52 Division where he was paraded before a Sergeant. During the booking process, Mr. Pruden again began to act in a violent manner and the officers had to hold him on the ground until he calmed down. Mr. Pruden was eventually lodged in the cells.

During the night, Mr. Pruden complained to another officer that he was in discomfort. The officer contacted Paramedics who attended and transported Mr. Pruden to St. Michael's Hospital for an assessment.

Mr. Pruden was assessed by a doctor and diagnosed with two fractured ribs on the right side and a punctured lung.

On August 1, 2017, 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 T.P.S. dated September 18, 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.

The S.I.U. published a media release on October 19, 2018. The media release is available at: https://www.siu.on.ca/en/news_template.php?nrid=4234

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 01-03 (Persons in Custody)
- Procedure 03-06 (Guarding Persons in Hospital)
- 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

*original copy with signature on file at Board office



Toronto Police Services Board Report

October 29, 2018

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Chief's Administrative Investigation into the Vehicle Injuries to Mr. Ramon Ramirez-Li

Recommendation(s):

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

Financial Implications:

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

Background / Purpose:

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

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

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

Section 11(2) of the Regulation states:

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

Section 11(4) of the Regulation states:

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

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

Discussion:

On February 16, 2017, two police officers from 22 Division Community Response Unit (C.R.U.) were on patrol in the south area of the division engaged in traffic enforcement activities. The officers were operating a marked Toronto Police Service (T.P.S.) vehicle, fleet 2284, equipped with emergency lighting, siren, and an In-Car Camera System (I.C.C.S.).

Detective Constables from the York Regional Police, (Y.R.P.) Major Crime Unit were involved in an investigation that brought them to the area of 22 Division. The officers from Y.R.P. were conducting an investigation into a silver Jeep vehicle, located in 22 Division, in which the operator of the vehicle had been involved in several street level drug transactions in York Region with Y.R.P. undercover officers. The Y.R.P. officers had made contact with the T.P.S. officers and requested assistance.

The information related to the various street level drug transactions were not communicated to the T.P.S. officers, only the request to stop the vehicle and obtain the information about the driver and the occupant.

The T.P.S. officers were at the intersection of Kipling Avenue and Horner Avenue at approximately 1528 hours when the request for the traffic stop of the target vehicle was made. The officers made their way quickly to the intersection of Islington Avenue and Bloor Street West.

At approximately 1534 hours, the T.P.S. officers conducted a vehicle stop of the target vehicle northbound on Islington Avenue, north of Aberfoyle Crescent.

The emergency equipment and I.C.C.S. were activated and the vehicle stopped. Both officers approached the vehicle; one of the officers approached the driver and made a demand for his license, the registration and insurance for the vehicle. The driver reached over towards the center console pretending to reach for the demanded documents, placed the vehicle in drive, and drove away at a high rate of speed.

The officers returned to their police vehicle and broadcasted that the Jeep had “*taken off*” from them. They began to travel northbound on Islington Avenue in the same direction of the Jeep. The emergency lighting and I.C.C.S. were still activated.

The Jeep turned right onto Cordova Avenue from Islington Avenue with the scout car approximately 150 metres behind. Cordova Avenue turns into a bridge over Islington Avenue and then turns northbound towards Dundas Street West. As the officers enter the northbound section of Cordova Avenue, the Jeep was approximately 125 metres ahead of them.

The Jeep, travelling northbound at a high rate of speed, entered the intersection of Cordova Avenue and Dundas Street West contrary to a clearly visible red automatic traffic signal. A second vehicle, a Toyota van, was travelling westbound on Dundas Street West and had entered the intersection of Cordova Avenue facing a green automatic traffic signal. The Jeep entered the intersection and struck the Toyota van. As a result of that collision, the Jeep veered off and struck a third vehicle that was stopped southbound at the intersection facing a red automatic traffic signal.

After the collisions, the Jeep came to rest and the driver and passenger ran from the scene. The pursuing officers arrived within seconds of the collision, witnessed the driver of the Jeep running from the scene, and gave chase on foot. The officers caught the driver, later identified as Mr. Adrian Fuller, and placed him under arrest without incident. The passenger of the Jeep was successful in his escape and has not been identified or arrested.

The officers advised T.P.S. Communications Services (Communications) of the collision and emergency medical personnel were called to the scene for treatment of the other injured civilians.

Mr. Fuller did not suffer any injuries and was transported to 22 Division for investigation and processing on several criminal charges.

The driver of the Toyota van, later identified as Mr. Ramon Ramirez-Li, suffered minor injuries and was transported by Toronto Paramedic Services to St. Joseph’s Health Centre where he was diagnosed and treated for a fractured left clavicle.

The driver of the stopped southbound vehicle did not suffer any injuries.

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

The S.I.U. designated one T.P.S. officer as a subject officer; five other T.P.S. officers and two Y.R.P. officers were designated as witness officers.

On February 17, 2017, the S.I.U. issued a news release. The news release can be viewed at following link: https://www.siu.on.ca/en/news_template.php?nrid=2966.

In a letter to the T.P.S. dated April 13, 2018, Director Tony Loparco of the S.I.U., advised that the file has been closed and no further action is contemplated.

In his closing letter, Director Loparco stated in part:

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

The link to the S.I.U. Director’s public report of investigation is below.

https://www.ontario.ca/page/siu-directors-report-case-17-tvi-035_

On May 18, 2018, the S.I.U. issued a news release exonerating the subject officer. The news release can be viewed at following link:

https://www.siu.on.ca/en/news_template.php?nrid=3922

Summary of the Toronto Police Service’s Investigation:

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

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

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

- Procedure 01-01 (Arrest)
- Procedure 01-02 (Search of Persons)
- Procedure 01-03 (Persons in Custody)
- 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 15-10 (Suspect Apprehension Pursuits)
- Procedure 15-17 (In-Car Camera System)

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

- *Police Services Act* Section 113 (Special Investigations Unit)
- Ontario Regulation 267/10 (Conduct and Duties of Police Officers Respecting Investigations by the Special Investigations Unit)
- Ontario Regulation 266/10 (Suspect Apprehension Pursuits)
- Ontario Regulation 926 Section 14.3 (Use of Force Qualifications)

The T.S.V. investigation determined that the T.P.S.'s policies and procedures associated with the vehicle injury event 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 subject officer and one witness officer was not in compliance with T.P.S. Procedure 15-10, Suspect Apprehension Pursuits, wherein it states that a pursuit for a non-criminal offence shall be abandoned once the motor vehicle is identified or an individual in the fleeing motor vehicle is identified, and that officers shall advise Communications of the fact that they are engaged in a Suspect Apprehension Pursuit.

The officers were assigned to the Advanced Driver Training Course at the Toronto Police College to receive retraining in the areas of concern. Both officers completed the prescribed training.

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

*original copy with signature on file at Board Office



Toronto Police Services Board Report

April 26, 2019

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Response to the Jury Recommendations from the Coroner's Inquest into the Death of Mr. Bradley John Chapman

Recommendation(s):

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

- (1) forward a copy of the following report to the Chief Coroner for the Province of Ontario; and
- (2) forward a copy of the following report to the Board's Mental Health and Addictions Advisory Panel (M.H.A.A.P.).

Financial Implications:

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

Background / Purpose:

At its meeting on February 21, 2019, the Board received a report entitled "Inquest into the Death of Bradley Chapman – Verdict and Recommendations of the Jury" (Min. No. P38/19 refers). This report summarized the outcome of the Coroner's inquest into the death of Mr. Bradley John Chapman.

The inquest was conducted in the City of Toronto during the period of November 26, 2018 to December 20, 2018. As a result of the inquest, the jury directed 11 of 55 recommendations to the Toronto Police Service (Service). Recommendation 26, directed to the Board, the Service and Toronto Public Health, will be addressed by the Board itself once the M.H.A.A.P. has been established in spring/summer 2019.

The following is a summary of the circumstances of the death of Mr. Bradley John Chapman and issues addressed at the inquest, as delivered by Dr. David Eden, Presiding Coroner.

Summary of the Circumstances of the Death

In the early morning of August 18, 2015, the Toronto Police Service received a non-emergency call from hotel security at the Delta Chelsea Hotel. Security called to report an intoxicated man in the area of Walton Street. No paramedics were requested at the time of the call. The man was unconscious and breathing.

Two Toronto police officers attended the call. They found Bradley Chapman passed out in an alcove of a local nail salon. He was slumped forward and breathing slowly. The officers repeatedly attempted to rouse Mr. Chapman. He was responsive, but would not wake. The officers located drug paraphernalia and an empty whiskey bottle nearby. Given the circumstances, they requested an ambulance.

Upon arrival, the City of Toronto paramedics assessed Mr. Chapman and found him without vital signs. Resuscitative measures were taken and he was transported to hospital. A pulse was obtained, but he did not regain consciousness.

Mr. Chapman was ultimately removed from life support and died on August 26, 2015.

Discussion:

Professional Standards Support–Governance was tasked with preparing a response for the jury recommendations directed to the Service from the Coroner’s inquest into the death of Mr. Bradley John Chapman.

Service subject matter experts from Wellness, Communications Services, the Missing Persons Unit (M.P.U.) and the Toronto Police College (T.P.C.) contributed to the responses contained in this report.

Response to the Jury Recommendations:

The Chief of the Toronto Police Service should:

Recommendation 13:

Evaluate the risk of police not attending overdose calls in consultation with Toronto Fire Services and Toronto Paramedic Services. Where possible, implement measures to address the concern that people are not calling 911 in overdose situations because of possible police attendance. In the interim, officers should be advised to use their

discretion, with preference to not lay charges against persons at, or assisting with, an overdose call.

The Service concurs and has implemented this recommendation in an alternative form.

At the request of the Board, the Service completed a comprehensive review related to equipping officers with Naloxone (Min. No. P18/18 refers). Part of this review involved working with Toronto Fire Services (T.F.S.) and Toronto Paramedic Services (Paramedics) to review data and policies around responding to overdose calls within the City of Toronto.

As was first reported to the Board in February 2018, T.F.S. collect data on first responder arrival times of fire fighters, paramedics and police officers for the radio calls they attend. The Service reviewed data for a three year period, from January 1, 2015 to December 31, 2017, and found a total of 777 records labeled “Cause of Illness-Drug Overdose/Poisoning”, which is a field entered by the on-scene fire captain after response. The on-scene fire captain also collected a timestamp record of fire fighter, paramedic and police arrival times, and found police to be first on scene in 21 of those 777 instances, or 2.7% of the time for overdose/poisoning calls.

The implementation of the Service’s Naloxone program will be explained in more detail in the response to recommendation 18.

In May 2017, The *Good Samaritan Drug Overdose Act (G.S.D.O.A.)* became law. This federal law provides some legal protections for people who experience or witness an overdose and call 9-1-1 for help. The law applies to anyone seeking emergency support during an overdose, including the person experiencing the overdose. In instances where officers are first on scene at an overdose call, their first and foremost concern is with the safety of the individual experiencing the overdose, as would be the case with other first aid related calls for service.

This concept is reinforced by Service procedures and training, including a directive issued by the Staff Superintendents of Priority Response Command and Communities and Neighbourhood Command about Supervised Injection Sites & Overdose Prevention Sites. The directive states that officers will not use calls for assistance relating to an overdose or suspected overdose as a means to investigate potential offences of possession under the *Controlled Drugs and Substances Act*, pursuant to the *G.S.D.O.A.*

Recommendation 18:

Equip all frontline police officers with naloxone.

The Service concurs and has implemented this recommendation in an alternative form.

At the request of the Board, the Service developed a comprehensive strategy to implement a Naloxone program, including the creation of training and related Service

Governance (Min. No. P63/18 refers). The Service implemented the Naloxone program on June 29, 2018. The program consists of a strategic deployment of Naloxone to officers working in the following positions:

- All frontline Primary Response Unit (P.R.U.), Community Response Unit (C.R.U.) and Major Crime Unit (M.C.U.) constables in 14, 51, 52 and 55 divisions;
- All P.R.U. & C.R.U. divisional sergeants;
- All M.C.U. divisional detectives;
- All police officers in the Toronto Drug Squad;
- All constables and sergeants in Police Dog Services; and
- All sergeants and detectives in the Emergency Task force and Integrated Gun & Gang Task Force units.

This strategic deployment program ensures that all front line officers in the downtown core (between Bathurst Street / Don Valley Parkway, and Lakeshore Boulevard / Bloor Street) are equipped with Naloxone. In surrounding areas, all front line road supervisors are equipped with Naloxone and monitor radio calls for service for overdoses.

The Service will continue to monitor the current phase of the Naloxone program, and will consider expanding the Naloxone program to all frontline police officers in the near future.

Recommendation 45:

Ensure that first aid training for police officers:

- i. covers situations and circumstances that police officers might encounter, including opioid overdoses;*
- ii. teaches that police officers are often the first on a scene and prepares officers for that eventuality;*
- iii. incorporates a module on how to recognize and respond to an opioid overdose, including the administration of naloxone taught through hands on training; and*
- iv. includes hands-on scenario training based on actual circumstances confronted by police, which can include the circumstances of this case;*
- v. is completed prior to graduation from Police College for new officers.*

The Service concurs and has implemented this recommendation in an alternative form.

Beginning in June 2018, the T.P.C. facilitated Naloxone training for officers via an online eLearning course, "Naloxone Nasal Spray Administration", through the Canadian Police Knowledge Network. The course is mandatory for all officers who are In-Service Training (I.S.T.) qualified, and must be completed prior to officers being issued Naloxone nasal spray.

Additionally, the Service has worked with St. John's Ambulance to incorporate a new module into all future first aid training courses. Beginning in April 2019, all Standard First Aid courses now include a module that teaches participants how to administer Naloxone. A hands-on component is included in the curriculum for this module.

Recommendation 46:

Consider the inclusion of an opioid overdose scenario in annual police judgement training.

The Service concurs and has implemented this recommendation in an alternative form.

As indicated in recommendation 45, the T.P.C. have implemented two new training programs to ensure that Service members are trained in interventions such as airway protection and Naloxone use.

Recommendation 47:

Research the benefits of including portable blood oxygen monitors in police officers' first aid kits.

The Service has considered this recommendation and will not be implementing.

In researching the logistics of equipping officers with portable blood oxygen monitors, the Service found that a significant amount of training would be needed to educate officers on how to use the device and how to interpret the reading, as this is beyond the scope of Standard First Aid training. Although hypoxia is one possible sign of opioid overdose, decreases in blood oxygen saturation levels are not limited to opioid overdoses and can be indicative of numerous other medical conditions. The interpretation of oxygen saturation information requires a significant level of training, additional diagnostic equipment, and information about the patient's medical history in order to determine the cause of hypoxia. Furthermore, not all victims of opioid overdose will present with reduced oxygen saturation.

It should also be noted that a decision to administer Naloxone is not indicated, nor is it contraindicated, strictly on the basis of blood oxygen saturation measurements. The training provided to police officers regarding the decision to administer Naloxone directs them to make their decision based on observation of the victim's condition and visible symptoms, and observation of indicators in the situation which may be suggestive of opioid use. When time is of the essence, incorporating the use of blood oxygen monitors as an additional step in the police response to opioid overdose could potentially delay the administration of naloxone and consequently result in additional risk for the patient.

The Service's strategic deployment of officers equipped with Naloxone is a better complement to T.F.S. and Paramedics personnel in responding to overdose calls than blood oxygen monitors would be.

Recommendation 48:

Review the language used in the Service's Computer Aided Dispatch system and replace any terms identified as stigmatizing, including the use of "Drunk" as an event type. In choosing appropriate replacement language, the Chief should obtain input from subject matter experts and persons with lived experience.

The Service concurs and is working towards implementing this recommendation.

The Service is committed to ensuring all people are treated fairly. Service Governance Standards of Conduct section 1.9 "Fairness, Discrimination and Harassment" stipulates that in the performance of their duty, members shall treat all people with respect, courtesy and consideration. This section also addresses the language members' use and orders that members shall not "be discourteous or uncivil or use profane, abusive or insulting language" and shall not "stereotype, harass, discriminate, or attempt to persuade others to discriminate" based on the prohibited grounds under Ontario's *Human Rights Code*, including disability and economic and social status.

The Service's Road to Mental Readiness training program, administered by T.P.C. and mandatory for all Service members, aims in part to reduce stigmatizing attitudes and language related to mental health and addiction. The course deals with the issues of mental health and related stigma in a manner that begins with the individual, addresses working with others, and creating positive change within their working environment, including dealings with members of the public.

Members of Communication Services are currently using an operational lens to explore options for alternative language. Given the short turnaround required to respond to this recommendation, this work is not yet complete. However, once the M.H.A.A.P. has had an opportunity to select and appoint all of their remaining committee members, the Service welcomes their assistance in ensuring that the Service's operational terminology is free from terms that stigmatize individuals experiencing a mental health and/or addiction issue.

Recommendation 49:

Work with the Service's emergency service partners, including Toronto Paramedic Services, to develop and implement training that will optimize the information provided by police officers requesting ambulance services from a scene through dispatch. Training should include definitions on the key symptoms (e.g. unconsciousness, alertness, breathing, etc.) that need to be communicated in order to optimally dispatch

ambulance services and the language best used for communicating those key symptoms.

The Service concurs and will continue to collaborate with our emergency service partners.

The Service's Skills Development and Learning Plan, created in compliance with s. 33 of the *Police Services Act, O. Reg. 3/99, Adequacy and Effectiveness of Police Services*, requires that the following Service members complete mandatory first aid training:

“Standard First Aid and Level “C” CPR training for divisional and traffic sergeants, constables, cadets, court officers, parking enforcement officers, summons servers, custodial officers, station duty operators, tow truck drivers and any other members as required by the Workplace Safety and Insurance Act.”

The Service's first aid training, provided in partnership with St. John's Ambulance, follows a course standard and uses standardized terminology for symptoms and actions (e.g. conscious or unconscious, breathing or not breathing, recovery position). Service members receive first aid training from St. John Ambulance instructors in compliance with the national training standard, which is delivered across Canada to individuals in a wide variety of occupational and non-occupational settings. St. John Ambulance has been delivering first aid training in Canada for over 135 years, and is the only national first aid training provider recognized in every province and territory.

In Ontario, workplace first aid requirements defined in *Ontario Regulation 1101* under the *Workplace Safety & Insurance Act* require that specified workers must have first aid training certification from St. John Ambulance or from a training provider which is certified by the Workplace Safety & Insurance Board as providing equivalent training. The St. John Ambulance Standard First Aid curriculum is developed in consultation with subject matter experts and reflects the current best practice in first aid training. In situations where police attend a scene and a subsequent medical emergency requires the presence of an ambulance, officers rely on their first aid training to communicate with dispatchers.

Recommendation 50:

Develop and implement training for police officers covering:

- i. the discrimination faced by persons who use drugs and experience homelessness, which could include the participation of those with lived experience;*
- ii. the perspectives of persons who use drugs and experience homelessness, which should include the participation of those with lived experience;*
- iii. the increased risk to persons using drugs as a result of the poisoned illicit drug supply;*

- iv. *the harm reduction approach to addressing the negative consequences of drug use, including the harm reduction services available to people in Toronto and, specifically, the location and hours of Overdose Prevention Services.*

The Service concurs and has implemented this recommendation in an alternative form.

The 2019 I.S.T. curriculum includes a module that emphasizes identifying and debunking stigmas in order to better assist members of the public with visible and non-visible disabilities, including addiction and mental health issues. Officers take part in a number of scenario-based exercises that underscore bias avoidance and the prevention of discrimination, including one where officers must assist a person experiencing addiction issues who was terminated from their employment contrary to the Ontario *Human Rights Code*.

While the Service is currently addressing some elements of this recommendation, the Service looks forward to working with the M.H.A.A.P. on continuing to develop a Mental Health and Addictions Strategy and updating training programs accordingly.

Recommendation 51:

Investigate a process that allows police to determine whether an officer requesting ambulance service from a scene requires additional instructions for patient care, and, if so, explore implementation of industry best practice options for providing those instructions.

The Service has considered this recommendation and will not be implementing.

In situations where police have been dispatched to attend a scene and a subsequent medical emergency requires the presence of an ambulance, officers communicate with Communications Services dispatchers, who in turn communicate with Paramedics dispatchers to request that an ambulance attend. There is currently no standard for dispatcher-to-officer instructions for patient care; instead, officers rely on their first aid training to assist with patient care until an ambulance arrives. Information between dispatchers is updated and clarified as necessary, especially in situations where the severity of a patient's condition increases and the need for care becomes more urgent. Initiating a process where an additional resource is located to assist with patient care at the scene would introduce a delay into this process.

It should be noted that the Verdict Explanation (Appendix A) does not provide an explanation for this recommendation or give context to what the jury refers to as "industry best practice options". Ontario's *Ambulance Act* directs that paramedics must provide treatment to patients in accordance with a prescribed standard of care, set out by the Ministry of Health and Long-Term Care in two documents: *The Basic Life Support Patient Care Standards* and the *Advanced Live Support Patient Care Standards*. The *Ambulance Act* and these related patient care standards documents articulate the importance of credentials and training for Paramedics – training that is

beyond the scope of Standard First Aid and involves completing an Emergency First Response course as approved by the Director appointed by the Ministry of Health and Long-Term Care.

From a resource standpoint, additional instructions for patient care above our current model would involve increasing the level of first aid training for officers above the Standard First Aid level, which involves a time and cost commitment that is not feasible to implement at this time. As indicated in the response to recommendation 49, Service members receive first aid training from St. John Ambulance instructors in compliance with the national training standard, which includes instructions on patient care.

The Service will continue to follow a process of alerting Paramedics dispatchers to send an ambulance to the scene as soon as it is known that one is needed. In those instances where officers are first on scene of an overdose call, the implementation of the Naloxone program provides officers with an additional tool at their disposal to assist with patient care until T.F.S. and Paramedics personnel are available to assist them.

Recommendation 52:

Develop and implement procedures for circumstances where police are involved in the identification of unidentified individuals admitted to hospital, which should include procedures related to contacting next of kin in a timely and sensitive manner.

The Service concurs and is working towards implementing this recommendation.

The Service has recently created a new unit that can be an additional resource available to members to assist with the identification of unidentified individuals.

The Service's M.P.U. is a dedicated unit that will ensure a consistent process and investigative response for all occurrences of persons missing in the City of Toronto. The M.P.U. is the centralized unit available as a resource to all units in the Service, and can provide direction, guidance, follow-up and support in instances involving missing persons and the identification of unidentified individuals. This includes both newly reported and historic cases.

The M.P.U. are currently leading a Missing Person Working Group, made up of stakeholders from across the Service. The group's mandate is to review the Service's policies and procedures surrounding missing persons, unidentified human remains and unidentified persons, with a goal of:

- ensuring standardized investigations and a consistent process of review across the Service;
- maintaining continuity and consistency of file management;

- ensuring collaboration of all partners to leverage all available resources that may be utilized as a resource for both investigative assistance and information and community mobilization;
- enhancing the Service's commitment to a victim-centred approach to all missing persons occurrences (victim support/management); and
- ensuring organizational training needs are identified.

Additionally, the Service anticipates that the Independent Civilian Review into Missing Person Investigations, currently being lead by the Honourable Gloria J. Epstein, may result in further changes to the Service's policies and procedures surrounding missing persons and unidentified individuals.

Recommendation 53:

Review and amplify procedures to ensure there are exhaustive efforts made by police to contact next of kin and consult with the assigned detective before destroying a decedent's belongings.

The Service concurs and is working towards implementing this recommendation.

While current procedures include instructions for both next of kin notification and handling of a deceased person's belongings, the Service is committed to ensuring members are fully cognizant of what they need to investigate cases involving unidentified persons. Included in the M.P.U.'s procedural review described in the response to recommendation 52 is a review of Procedure 04-02 "Death Investigations". Once the Missing Person Working Group review has been complete, Service members will be advised of all related changes to Service Governance.

Conclusion:

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

In summary, the Service has implemented or is working towards implementing nine of the 11 recommendations, with recommendations 13, 18, 45, 46 and 50 implemented in an alternative form. After review and consideration, the Service will not be implementing recommendations 47 and 51. Additionally, the Service will be referring this report to the M.H.A.A.P. to receive their feedback and advice on further implementation measures.

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

*original copy with signature on file in Board office

Attachments:

Appendix A – Jury Verdict and Recommendations (Chapman Inquest)

Verdict Explanation

Inquest into the Death of Bradley CHAPMAN

**Dr. David Eden, Presiding Coroner
November 26 to December 20, 2018
Forensic Services and Coroner's Complex
25 Morton Shulman Avenue, Toronto**

Opening comment:

This verdict explanation is intended to give the reader a brief overview of the circumstances surrounding the death of Bradley CHAPMAN along with some context for the recommendations made by the jury. The synopsis of events and coroner's comments herein are based on my recollection, as presiding coroner of the evidence presented, and on what I believe to be the jury's findings of fact from that evidence. This explanation has been written to assist in understanding the intent of the various recommendations so that recipient organizations, agencies and ministries of government might be in a better position to consider their implementation.

Participants:

Counsel to the Coroner:	Prabhu Rajan & Troy Harrison, Counsel Sarah Gauthier, Student-at-Law Office of the Chief Coroner for Ontario 25 Morton Shulman Ave. Toronto ON M3M 0B1
Investigating Officer:	Det./Cst. Scott Lambert Ontario Provincial Police 25 Morton Shulman Ave. Toronto ON M3M 0B1
Coroner's Constable:	Det./Cst. Ann Murden Ontario Provincial Police 25 Morton Shulman Ave. Toronto ON M3M 0B1
Court Reporter:	Devon Lockett Network Reporting & Mediation 100 King St. W., Suite 3600 Toronto ON M5X 1E3

T: (416) 359-0305
F: (416) 359-1611
W: <http://www.networkcourt.ca>

Parties with Standing¹:	Represented by:
Chapman Family	Suzan Fraser, Counsel Fraser Advocacy 31 Prince Arthur Ave. Toronto ON M5R 1B2
Empowerment Council	Anita Szigeti & Maya Kotob, Counsel Anita Szigeti Advocates Suite 2001, 400 University Avenue Toronto ON M5G 1S5
City of Toronto and Toronto Police Services Board	Fred Fischer & Cara Davies, Counsel City of Toronto Legal Department Metro Hall, 26-55 John St Toronto ON M5V 3C6
Registered Nurses Association of Ontario (RNAO)	Tiffany O'Hearn-Davies, Counsel Stockwoods LLP TD North Tower 4130, 77 King St W Toronto ON M5K 1H1
Toronto Police Service – Chief	Gail Glickman & Alexandra Ciobotaru, Counsel Toronto Police Service 40 College St Toronto ON M5G 2J3
Toronto Police Service – Officers Mackrell & Thompson	Gary Clewley, Counsel 703-357 Bay St Toronto ON M5H 2T7
Toronto Police Service – Officer Bevan	Jimmy Lee, Counsel 703-357 Bay St. Toronto ON M5H 2T7
John Howard Society – Toronto	Apple Newton-Smith & Colleen McKeown,

¹ The Ministry of Health and Long-Term Care (MOHLTC) which is the recipient of many of the jury's recommendations, was notified of the inquest but did not seek standing. If it had received standing, the MOHLTC could have called evidence and made submissions, which would reasonably have been expected to assist the jury.

Counsel
Berkes Newton-Smith
144 King Street East
Toronto ON M5C 1G8

**Ministry of Community Safety
and Correctional Services**

Lynette D'Souza, Counsel
Fey Oni, Student-at-Law
Ministry of Community Safety and
Correctional Services
10-655 Bay St
Toronto ON M7A 0A8

Summary of the Circumstances of the Death:

The inquest into the death of Bradley Chapman was called at the discretion of the Chief Coroner for Ontario. The inquest heard from 34 witnesses over 13 days. In examining the circumstances of Mr. Chapman's death, the inquest also dealt with the intersection between people experiencing addiction, homelessness and intermittent incarceration.

Early on the morning of August 18, 2015, a security guard of a downtown hotel found a man in a storefront doorway near the hotel. The guard called Toronto Police, who attended. Both the guard and the two responding police officers testified that the man was breathing, but was not fully conscious. They thought he might be alcohol-intoxicated. Police requested an ambulance. On the ambulance's arrival, paramedics found him vital signs absent, i.e. pulseless and not breathing. They initiated resuscitation, and transferred him to hospital. He regained a pulse, but did not show signs of consciousness. Toxicology on admission to hospital showed the presence of fentanyl, cocaine, and methamphetamine. Alcohol was not detected. He was admitted to intensive care, initially as an unidentified person.

At the time of his hospital admission, police obtained documents in Mr. Chapman's possession with his name and other information. If these had been promptly followed up, Mr. Chapman would have been rapidly identified. Unfortunately, police did not find, review or follow up on the identifying documents. Police witnesses acknowledged delays and errors in the evaluation of the evidence. In fact, they never identified Mr. Chapman prior to his death. Mr. Chapman remained an unidentified patient until hospital staff independently identified him on August 25th. The hospital notified Mr. Chapman's family, who attended and participated in health care decisions. Family withdrew life support for Mr. Chapman the following day.

Mr. Chapman had been close to his family and children, until he developed a Substance Use Disorder and lost his livelihood. His drug use included opiates and stimulants. He had been incarcerated on a number of occasions and as recently as six weeks prior to his death. His family had provided support and encouragement. He had become estranged from some of his family but was still close with his mother and stayed in regular contact with her. He was experiencing homelessness at the time of his death.

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Fentanyl, cocaine and methamphetamine were found in Mr. Chapman's system when he arrived at the hospital. The jury heard expert evidence that the reduced level of consciousness and subsequent cardiorespiratory arrest following Mr. Chapman's discovery, taking into account the observations of police, paramedics and hospital staff, were best explained by acute opiate toxicity due to the fentanyl. While health care professionals were subsequently able to restart his heart and return circulation, the cardiorespiratory arrest at the scene resulted in serious complications including hypoxic brain injury. The expert opined that, had the cardiorespiratory arrest been prevented, or identified and managed with CPR pending ambulance arrival, Mr. Chapman would very likely have survived. In principle, death from opiate toxicity can be prevented by appropriate measures to protect a person's airway and support their breathing until the effects of the opiate are gone. While cocaine and methamphetamine were found on testing, those drugs cause very different signs of toxicity (such as agitation and hyperarousal) than were seen in Mr. Chapman.

First Aid at the Scene

The jury heard expert evidence about management of opiate overdose in circumstances like those of Mr. Chapman, who is being attended by police while ambulance is en route. Three significant issues were identified:

1. *Monitoring:* The jury heard that, when assessed by the security guard and police, Mr. Chapman was breathing on his own, moved a little and made some incoherent noises when touched, but showed no signs of being awake. He could be described as looking like someone who was deeply asleep, and did not awaken. The expert testified that a person showing limited signs of consciousness, whatever the underlying cause, should be watched and checked regularly while ambulance is on its way. The jury heard evidence from a doctor with extensive experience that even in a well-lit hospital room, it would not be possible to adequately monitor patient breathing from the foot of the bed. Although the evidence was that one officer was standing near Mr. Chapman, it was very likely that the police officers were not in a position to identify if Mr. Chapman ran into breathing difficulties or stopped breathing. If police had been more closely monitoring Mr. Chapman, it would have been more likely that they would have identified that he had stopped breathing, and promptly started CPR. If CPR had been started promptly and remained in progress until the ambulance's arrival a few minutes later, Mr. Chapman's death may reasonably have been prevented.
2. *Airway protection:* When discovered, Mr. Chapman was lying partially sitting and partially on his back, with his head bent forward so that his chin was on or close to his chest. When a person has a diminished level of consciousness, this position puts persons at critical risk of airway obstruction and death. A high priority of First Aid training is to ensure an adequate airway. Multiple witnesses, including a doctor with extensive experience with first aid, testified that, if Mr. Chapman had been turned onto his side and his neck straightened (the "recovery position"), his airway would have been better protected and his death might have been prevented. Police testified that they had been trained to be very cautious of

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moving a person who may have a neck / spinal injury. The same doctor referred to above testified that the training that the officers received may have substantially overestimated the likelihood of a neck / spinal injury and that, in any event, airway and breathing must be higher priorities than neck protection. A living person with a spinal injury is a preferable outcome to a dead person with a protected neck.

3. *Naloxone*: If Mr. Chapman had been administered naloxone at the scene while he was still breathing and had a pulse, the likelihood of complete recovery from the overdose with no complications would have been high. It should be noted, though, that even without naloxone, if his airway and breathing had been maintained (by moving him to the recovery position, and CPR if he stopped breathing on his own) until paramedics arrived, it is also very likely he would have made a complete recovery. At the time of this incident, Toronto police officers did not carry naloxone.

The Opiate Crisis in Ontario

Recreational opiate² use has been a rapidly growing problem in Ontario over the last several years, causing an increasing number of preventable deaths, as well as life-threatening overdoses and much other medical and social harm. A number of witnesses testified that an opioid crisis has developed, and that a coordinated health care response is required. Dr. De Villa, Toronto's Medical Officer of Health, gave a particularly clear description of the scale of this carnage: Canada-wide, the death rate is the equivalent of one fully loaded jumbo jet crashing per month with no survivors. There is no easy solution to the larger problem of opioid use. It is, however, well-established that opioid toxicity *deaths* are preventable by early identification of overdose, with airway protection, respiratory support, prompt administration of naloxone, and appropriate follow-up steps. This may include, for instance, repeated dosing with naloxone until the body has cleared the opiate. Naloxone is a drug which rapidly and safely reverses opioid effects. Expert evidence was that timely provision of naloxone to persons suffering opioid overdose prevents both death and complications of opioid toxicity. It is not feasible for the opioid user to self-administer naloxone, because opioid toxicity causes loss of consciousness. Mr. Chapman, for instance, was using an opioid on his own, and could not possibly have self-treated his toxicity. It follows that deaths from opioid use can be prevented when another person is present, where that person can initiate a response including airway protection and respiratory support, administering naloxone and calling 9-1-1 as necessary. This may occur in a professional setting, such as a supervised drug use site³; or, it may be informal, where one person is present at a residence who can initiate lifesaving steps.

² The terms "opiate" and "opioid" should be considered synonymous and interchangeable for the purposes of this document. There is a minor and technical distinction between them, but it is irrelevant to the circumstances of Mr. Chapman's death and the evidence at the inquest.

³ The term "supervised drug use site" is used in this document as a generic term for a location at which persons can inject or otherwise ingest a dose of a recreational drug under suitable supervision, and with provision of emergency care if required. This term encompasses, but is not exclusive to specific delivery models such as "Supervised Injection Site (SIS)" and "Overdose Prevention Site (OPS)".

There were no supervised drug use sites in operation at the time of Mr. Chapman's death. Since then a number of secure injection sites (SIS) and overdose prevention sites (OPS) have opened in Toronto. The City of Toronto and other municipalities in Ontario provide sites at which drug users can self-administer illicit drugs, and be provided with immediate care if they suffer serious toxicity. SIS sites require approval of the federal government of Canada. The government of Ontario was granted a blanket exemption for OPS sites so these sites only require approval by Ontario. This allowed them to be more flexible and responsive to demand. The evidence at the inquest was that supervised drug use sites such as SIS and OPS save lives. In October 2018 the Ontario government announced that it was moving to a new Consumption and Treatment Services model. CTS sites are intended to replace the existing SIS and OPS sites and to enhance services by adding treatment options. However, a number of concerns with the new model were identified including: a more time-consuming application process (reducing the ability to provide a timely and flexible response as "hot spots" arise), a cap on the total number of sites across Ontario (21), the need for community approval for sites, and geographic limitations including not permitting sites near certain locations such as parks and schools, and not allowing sites within 600 meters of each other. Witnesses from the MOHLTC testified to the new regimen, but, despite advance notice of the area of evidence and repeated questioning, were unable to provide evidence-based rationale (such as needs assessment) for limiting the number of sites, a rationale for the regulatory geographic limitations, or a justification for any of these conditions. They testified that the relevant decisions had been those of the Minister, i.e. political, following discussions by the Minister with representatives of certain groups. The MOHLTC witnesses stated that those discussions were undocumented, and unavailable to the jury and public to assist them in understanding the evidentiary basis, factors taken into account, and process followed during the MOHLTC's decision.

Verdict:

Name of Deceased:	Bradley John Chapman
Date and Time of Death:	August 26, 2015 at 9:10 pm
Place of Death:	Toronto General Hospital, Toronto
Cause of Death:	Acute Opiate Toxicity
By What Means:	Accident

Recommendations:

We, the jury, recommend:

1. All recipients of these recommendations should recognize the urgent nature of the opioid overdose crisis and should consider and implement recommendations with the utmost urgency.

Coroner's comment: *The jury, on behalf of the broad community which it represented at the inquest, emphasized how important it was that government and other agencies consider and act on these recommendations. Notably, the jury specifically directed this to all "recipients" of recommendations, not exclusively the parties to the inquest. For instance, the jury was aware that the Ministry of Health and Long-Term Care has key responsibilities in Ontario's response to the opioid crisis, yet chose not to apply for standing at the inquest.*

I. Provincial Strategy

The Government of Ontario ("Ontario") should:

2. Assign a provincial coordinator within the Ministry of Health and Long-Term Care for the provincial response to the opioid overdose crisis.

Coroner's comment: *The jury heard that there is not, at present, a person or office in the Ontario government with overall responsibility for provincial coordination of response to deaths and other harm caused by opiates. The jury recommended that there should be a provincial coordinator, and that it should be within the responsibility of the Ministry of Health and Long-Term Care.*

3. Develop a comprehensive provincial strategy to address the opioid overdose crisis, based on a public health approach that addresses the social determinants of health that takes a non-discriminatory approach to drug overdose prevention and harm reduction.

Coroner's comment: *The jury heard considerable evidence about the "harm-reduction" model of prevention used by public health, community-based organizations, and others. This model acknowledges that persons may choose to partake in inherently dangerous activities such as illicit drug use, and seeks to reduce the harm where feasible. This approach, which has been used for over a century, has proven substantially effective in reducing death and other harm. On this basis, the jury urged the MOHLTC to adopt strategies which are evidence-based and likely to be effective, including the harm-reduction model.*

4. The provincial strategy should:
 - i. Evaluate and implement harm reduction approaches using current scientific and practice-based knowledge, particularly with respect to effectiveness in prevention of opiate-related deaths;
 - ii. Research and implement programs from other jurisdictions that have been effective in reducing opiate deaths;
 - iii. Take into account the unique experience of persons who are experiencing homelessness and use drugs;
 - iv. Consider the unique challenges posed by the criminal justice setting, inherent vulnerabilities and increased risk of overdose following release from incarceration;
 - v. Comprehensively coordinate overdose response with other levels of government;
 - vi. Identify systemic social factors that can lead to overdose and other health harms related to substance uses, such as the lack of supportive housing and services for people who are experiencing homelessness;
 - vii. Devise anti-stigma/anti-discrimination training for all professional organizations (e.g. the Ontario Medical Association, the Registered Nurses' Association of Ontario, the Toronto Police Service etc.) that connect with people who use drugs and people who are experiencing homelessness.

Coroner's comment: *As noted above, the jury heard that the MOHLTC's opioid strategy was substantially decided at the political level, and that there are other options which would be more effective in preventing death and serious harm. The jury recommended that the MOHLTC consider all options, and give preference to those which have been proven effective in Ontario and elsewhere.*

II. Opioid Emergency Task Force

Ontario should:

5. Resume regular meetings of the Opioid Emergency Task Force ("Task Force"), within 60 days of these recommendations being issued, maintaining current membership and adding the new provincial coordinator. In addition to its existing duties, the Task Force should be asked to:
 - i. Assist in the implementation of the recommendations from this inquest;
 - ii. Conduct an evidence-based assessment and re-evaluation of the Consumption and Treatment Services Model that assesses potential barriers to access. In particular, the review should re-evaluate the proximity requirements; the public consultation requirement; the decision to limit the number of sites at 21 for the province; as well as the requirements regarding pathways to services. This evaluation should include consultation with people with lived experience of using drugs;
 - iii. Provide input on developing a provincial opioid overdose crisis strategy;
 - iv. Make recommendations for specific additional funding and resources where there is an identified shortfall, particularly in relation to: evidence-based treatment programs, withdrawal management services (e.g. detox beds), safe beds, supportive housing, harm reduction services (including number and hours of operation of Overdose Prevention Services (which includes Supervised Consumption Sites, Overdose Prevention Sites, and Consumption and Treatment Services); trauma support for harm reduction workers, people who use drugs and family members impacted by the opioid overdose crisis; and data collection and analysis;
 - v. Provide advice on the expansion of naloxone availability, training and distribution;
 - vi. Provide standardized education to any organization, group or pharmacy that receives naloxone for distribution about the opioid overdose crisis, discrimination, and responding to overdoses;
 - vii. Research and make recommendations on responses to the opioid overdose crisis shown to be effective in other jurisdictions.

Coroner's comment: *The jury heard evidence that the Task Force performed an important role but that it has not sat since before the 2018 provincial election. The jury also heard evidence that the government had committed to the Task Force sitting again but that no date had been set for this to happen. Based on the evidence the jury also identified a range of issues with which the Task Force could*

assist.

6. Suspend the transition to the Consumption and Treatment Services model pending consultation with appropriate stakeholders on this model, including front line workers and people with lived experience who have used drugs. Existing Supervised Consumption Sites and Overdose Prevention Sites should continue to receive funding until consultation is completed and a new model (if any) is fully implemented. Existing Supervised Consumption Sites and Overdose Prevention Sites should be 'grandfathered' into the new model (if any).

Coroner's comment: *As noted above, MOHLTC witnesses were unable to provide justification for the conditions imposed under the Consumption and Treatment Services ("CTS") model. Other witnesses, including those with a high degree of expertise, provided uncontested testimony that the conditions imposed under the CTS model were not evidence-based, and would likely result in missed opportunities to prevent deaths. Witnesses from service providers testified about the substantial increase in paperwork required by Ontario's new rules, and how this creates a substantial impediment to service delivery given the scarce resources available and the urgent nature of the crisis.*

7. Consider and address the risks posed by stigma, discrimination, and NIMBYism ("Not in my Backyard") in assessing the extent to which community support plays a role in any decisions regarding an application to establish a Consumption and Treatment Service or other harm reduction services.

Coroner's comment: *The jury heard uncontested evidence that opiate users are subject to stigma, discrimination, and denial of health care services. The CTS model requires local approvals for death prevention for opiate users. Neither the MOHLTC nor other witnesses were able to inform the jury of a single other life-saving health care service which can be effectively vetoed from operating in a community by local businesses and residents. The jury appears to have concerns that the MOHLTC may be disadvantaging life-saving service delivery to opiate users in a unique manner which it does not apply to other potentially fatal medical conditions.*

III. Public Awareness

Ontario should:

8. Conduct a public awareness campaign across multiple media platforms, which should involve consultation of people with lived experience who have used drugs and experienced homelessness, with respect to:
 - i. The opioid overdose crisis and steps being taken to address it;
 - ii. The stigma and discrimination against people who use drugs and/or are experiencing homelessness;
 - iii. Encouraging First Aid training and assistive behaviours in possible overdose situations, including broader availability and use of naloxone;
 - iv. Using 911 to request ambulance rather than police in cases of clear overdose situations;
 - v. Good Samaritan legislation to encourage people to respond appropriately to overdose without fear of being charged with drug possession;
 - vi. Use Coroner's data in the public awareness campaign to highlight the number of Ontarians lost to the opioid overdose crisis;
 - vii. Declare a public health emergency in relation to the opioid overdose crisis.

Coroner's comment: *The jury heard uncontested evidence that there is a lack of public awareness around many issues associated with the opioid crisis and identified a number of opportunities to improve public awareness. For example, there have been campaigns in the past to increase public awareness of signs of opiate overdose, and reduce stigmatization of opiate users as well as campaigns directed to those using drugs about the dangers with the drug supply.*

IV. Drug Overdose Prevention, Harm Reduction and Homelessness in the Community

The Government of Canada ("Canada") should:

9. Consider decriminalizing the possession of all drugs for personal use and increase prevention, harm reduction, and treatment services.

Coroner's comment: *The jury heard that decriminalization has been beneficial in other jurisdictions such as Portugal, and could be useful in Canada as part of a coordinated approach to the opiate crisis. This area was not explored in detail at the inquest, and the pros and cons of decriminalization were not examined in a*

substantive manner. The recommendation here is for consideration and evaluation.

10. Consider providing a class exemption under the Controlled Drugs and Substances Act, (similar to the class exemption currently provided to the province of Ontario for Overdose Prevention Sites), to the City of Toronto. This would allow the City of Toronto to rapidly respond to the opioid crisis by providing harm reduction services when it's needed, where it's needed.

Coroner's comment: *Currently, an application must be submitted to Canada for SIS sites and to Ontario for OPS sites. This requires considerable administrative allocation and results in approval delays. The jury supported a blanket exemption for the City of Toronto, which would accomplish the same goal of ensuring safety and consistency of service delivery, while reducing delays and redirecting resource allocation to service provision.*

Canada and Ontario should:

11. Engage in discussions to promote measures to reduce the unnecessary interaction of persons who use drugs with the criminal justice system.

Coroner's comment: *The inevitable consequence of criminalization of illicit drugs is that users face criminal sanctions. These include charges, incarceration, and loss of job opportunities due to a criminal record. This makes users fearful of seeking assistance for acute overdoses or other drug effects, because the emergency response may include a criminal investigation. Incarceration can also lead to people losing their housing in the community which can lead to further stress on release, and using drugs to cope which may then lead to further incarceration.*

12. Engage in discussions regarding the implementation of a strategy to make available a clean, legal and non-toxic opioid drug supply at Supervised Consumption Sites, Overdose Prevention Sites and other settings as may be appropriate.

Coroner's comment: *The jury heard that a limitation of such sites, as currently operated, is that the user brings his or her own drug. In many cases, the drug has been illicitly obtained, and the user has no assurance about the strength of the drug, or whether it contains contaminants. Many deaths have been due to users unknowingly taking a higher-potency drug, a drug other than the one they thought they were purchasing, or a contaminant. Providing a safe, known source of drugs to users would be an effective harm-reduction strategy.*

The Chief of the Toronto Police Service should:

13. Evaluate the risk of police not attending overdose calls in consultation with Toronto Fire Services and Toronto Paramedic Services. Where possible, implement measures to address the concern that people are not calling 911 in overdose situations because of possible police attendance. In the interim, officers should be advised to use their discretion, with preference to not lay charges against persons at, or assisting with, an overdose call.

***Coroner's comment:** As noted at Recommendation 11, persons present at an opioid overdose may be reluctant to call 9-1-1 to summon life-saving assistance because of potential criminal investigation and charges. The jury heard that police do not automatically attend opiate overdose calls, but do respond in selected cases. Where police do attend, the jury recommended that police use discretion regarding criminal investigation of the overdose or persons at the scene. The jury heard that people witnessing an overdose may be nervous to call 9-1-1 not just because of the drugs and other evidence on scene, but also because they may have warrants or other charges outstanding.*

Ontario should:

14. Provide appropriate support, including possible increased funding and resourcing for:
 - i. Harm reduction programs and services in Ontario, including comprehensive services and support for people who use drugs with multi-faceted needs such as homelessness and mental health issues;
 - ii. Consider expediting the implementation of managed opioid programs (e.g. pharmaceutical heroin/diacetylmorphine and/or hydromorphone), including low barrier options, across Ontario;
 - iii. Hiring, retaining and appropriately compensating community workers, including those with lived experience, to assist with overdose prevention and response, and other harm reduction initiatives;
 - iv. Overdose Prevention Services to provide appropriate coverage, including hours of operation (e.g. 24 hours a day), location (e.g. where there are concentrations of overdoses) and at peak times throughout the month (e.g. cheque week);
 - v. Drug checking programs to allow people to test illicit drugs for the presence of toxic contaminants, adulterants or unexpected drugs (e.g. fentanyl);

- vi. Trauma counselling for harm reduction workers, people who use drugs, and family members impacted by the opioid overdose crisis;
- vii. Ensure availability of supportive housing, detox and safe beds to meet demand including ability for probation officers and those working in or with corrections to access safe beds reserved for police.

Coroner's comment: *The jury heard evidence that the previous Ontario government had committed to over 230 million dollars in new funding over 3 years. However, the jury also heard evidence that each of the above initiatives could improve the response to the opioid crisis and help to prevent deaths and that how funding is allocated should be considered along with potentially increasing funding to support these areas.*

- 15. Ensure that a standardized supply of take-home naloxone kits is available for distribution with appropriate provision of training at:
 - i. Community service providers;
 - ii. Appropriate provincial offices, such as probation and parole offices; and
 - iii. Court Houses.

Coroner's comment: *The jury heard that naloxone is effective, safe, and readily administered. Its availability to high-risk and vulnerable populations should be encouraged.*

- 16. Provide Corrections, Probation and Parole staff with regular, in-person training on overdose identification, prevention and response, including administering naloxone and other harm reduction supports and services.

Coroner's comment: *See recommendation 15. Drug use and fatal toxicity are serious problems in jails.*

- 17. Continue the funding to equip police officers with naloxone and ensure adequate funding to expand naloxone distribution to all frontline police officers (including training), for any jurisdiction that identifies that need.

Coroner's comment: *The jury heard that administration of naloxone by attending police officers could have prevented Mr. Chapman's death and carried negligible risk. The jury also heard that naloxone kits are not issued to all frontline police in Toronto at this time.*

The Chief of the Toronto Police Service should:

18. Equip all frontline police officers with naloxone.

Coroner's comment: See recommendation 17.

The City of Toronto ("Toronto") should:

19. Appoint a dedicated lead, reporting directly to the Medical Officer of Health for Toronto, with the sole mandate to deal with overdose information, overdose response, and overdose prevention efforts. We also recommend this person have standing on the Task Force.

Coroner's comment: The jury heard that Toronto has been active in responding to the opioid crisis but that there was no single lead dedicated to the opioid crisis exclusively and that such a position would be valuable in coordinating and communicating Toronto's response.

20. Establish, fund and coordinate an overdose response committee ("Committee") comprised of appropriate stakeholders, including frontline workers and people with lived experience, which should:
 - i. Coordinate existing and future services and committees currently provided by Toronto;
 - ii. Provide expert advice to Toronto in its management of the opioid overdose crisis;
 - iii. Receive timely and relevant drug overdose data (e.g. paramedic and emergency room admissions, overdoses in shelters, police response and coroner data); and publish publicly no later than the 26th day of every month;
 - iv. Assist in developing and promoting evidence-based public education resources about overdose prevention and response including bystander responsibilities, Good Samaritan legislation, and naloxone training and overdose response;
 - v. Assist in implementing Toronto's Harm Reduction Framework across shelters, social housing providers (e.g. community and supportive housing) and agencies that provide homeless services and supports, including overdose prevention and response measures;
 - vi. Review 'bad drug' reporting processes and lower technological barriers to allow for easier reporting.

Coroner's comment: As noted above, the jury heard evidence that work is being

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done across multiple divisions in Toronto on the opioid crisis but that there would be value in having one committee dedicated to coordinating these services.

21. Explore eviction prevention measures to assist people likely to lose their housing during a short period of incarceration.

Coroner's comment: *Mr. Chapman was experiencing homelessness at the time of the fatal incident. The jury heard that there are substantial barriers to finding housing, and that persons who do find housing are at very high risk of losing it while incarcerated.*

22. Ensure the Toronto's Street Needs Assessment includes people who are incarcerated and who are in hospitals who may experience homelessness.

Coroner's comment: *The jury heard evidence that the Street Needs Assessment is an important tool but that people who are incarcerated are no longer included in the survey nor are people in hospital.*

23. Address ways, including working with community agencies, to better measure the number of people who are incarcerated and may be experiencing homelessness upon release as part of the Toronto's Point in Time Count.

Coroner's comment: *Recommendations 22 and 23 were based on consistent evidence that effective service delivery requires collection of high-quality and timely data.*

24. Work with Toronto Public Health to avoid overdose deaths in shelters by identifying where there might be a need in the shelter system for overdose prevention sites or services, and identify appropriate partners to provide those services at or proximate to those shelters where the need is identified. Before providing any overdose prevention services on-site at a shelter, Toronto should ensure there is no net loss of any shelter beds at any such site or in the system more generally.

Coroner's comment: *The jury heard that shelter residents are currently using drugs in secret while at shelters; or, are not using shelters because they want to be able to use drugs. There have been opiate overdoses, including fatalities, in shelters. The jury asked Toronto to examine its approach to prevention of shelter overdose deaths, including whether or not shelters should have consumption services on site, or close to those shelters.*

25. Design, implement and distribute a sticker campaign that would allow all establishments with naloxone on-site to publicly display on an exterior window the availability of naloxone, which should be included in Toronto's current opioid crisis public awareness campaign.

Coroner's comment: See Recommendation 8.

The Toronto Police Services Board, The Chief of the Toronto Police Service and Toronto Public Health should:

26. Improve information sharing between Toronto Police Service and Toronto Public Health by, among other things:
 - i. Instituting quarterly reports by the Medical Officer of Health for Toronto on relevant public health issues, including the opioid overdose crisis;
 - ii. Having a Toronto Public Health delegate sit on relevant Toronto Police Services Board advisory panels;
 - iii. Having a Toronto Police Services representative sit on relevant Toronto Public Health committees; and
 - iv. Having the Toronto Police Service share information relevant to the opioid overdose crisis, subject to operational constraints.

V. Identification and Management of Individuals with Drug-Related and/or Homelessness Issues While Incarcerated and Transitioning Out Into the Community

Ontario should:

27. Transfer responsibility for health care in correctional facilities from the Ministry of Community Safety and Correctional Services to the Ministry of Health and Long-Term Care.

Coroner's comment: This change would put jail health care delivery under the umbrella of the Ministry responsible for health care services in Ontario. In addition, it would address the current potential conflict faced by jail health care providers who must manage both incarceration concerns and confidential individual health issues.

28. Improve service continuity, shared accountability, and communication across systems between correctional institutions, correctional staff and health care providers, community service providers and probation and parole offices, while respecting limitations imposed by law.

Coroner's comment: *As noted above, the transition from incarceration back into the community includes substantial challenges and risks. Witnesses described opportunities for improvement of communication and service direction.*

29. Develop and implement a province-wide electronic health record for the purpose of information sharing between any provincial correctional health care professionals and any community health care system. Consent of individuals who are incarcerated should be required.

Coroner's comment: *Currently, health care records of provincial correctional facilities are in written form and maintained in the individual facility. Jail inmates often have serious ongoing medical issues, are recurrently in jail, and may be incarcerated in different provincial facilities. An electronic medical record would improve coordination of care, and be particularly valuable in preventing and managing health care emergencies.*

30. Implement the use of an electronic system to enhance communication within and between facilities, and with probation and parole officers, which should include electronic health records system, electronic forms and electronic communications platforms, such as Offender Tracking Information System.

Coroner's comment: *See recommendation 29.*

31. Obtain relevant information regarding the opioid overdose crisis, including from correctional facilities and public health offices, to assist in the handling of overdose related issues at its correctional facilities, and such information should be shared with the Task Force.

Coroner's comment: *See comment at recommendation 23.*

32. Establish a case-management approach to the care of individuals who are incarcerated and have multi-faceted health needs, such as using drugs and experiencing homelessness, at all its correctional facilities from the point of intake to discharge and probation. The individual's needs in the correctional facility should be managed by an Ontario employee who should:

- i. Compile relevant information from appropriate individuals (e.g. health care, operations and social work);

- ii. Coordinate seamless transition back into the community by liaising with appropriate individuals and services (e.g. probation officers, community agencies, shelters, etc.) to establish a discharge plan, which addresses factors such as access to safe housing; income and food security; continuity of health care, mental health and addiction services; harm reduction services; and links with community services and supports;
- iii. Engage with individuals as an advocate for their needs where appropriate.

Coroner's comment: *Inmates often have multiple medical, mental health, social and other issues which require assistance. The jury heard that such services are not consistently available, there may be unreasonable barriers (e.g. inmates not allowed to call mobile telephone numbers), and the services may be siloed rather than coordinated. Recommendation 32 broadens the information management for health care records at recommendation 29, to social and other services necessary for successful reintegration into the community. For persons at significant risk of death, such as Mr. Chapman, a case manager helps the individual navigate the complexities of contacting various service providers and oversees their entire case, helping to coordinate the response of different service areas.*

- 33. Improve health care for people who are incarcerated, including those who use drugs, by providing:
 - i. Better access to mental health and addiction services, including upon admission;
 - ii. Increased privacy for inmates during the initial health care interview and during provision of health care;
 - iii. Comprehensive and timely assessment by a primary care provider;
 - iv. Access to harm reduction services, withdrawal management, opioid substitution, addiction treatment services and overdose prevention (e.g. naloxone) on admission into custody and throughout the course of an individual's incarceration;
 - v. Ensure naloxone availability throughout the entire correctional facility to maximize overdose prevention efforts;
 - vi. Coordinate access to similar services when the individual is transitioning back into the community;
 - vii. Corrections-specific training for health care staff noting the uniqueness of providing health care in a corrections environment.

Coroner's comment: *This recommendation builds on recommendation 27, by asking the MOHLTC to focus on ensuring access to quality, comprehensive health care for inmates.*

- 34. Ensure planning for discharge from a correctional facility, including:

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- i. Conducting a comprehensive and timely assessment of each individual's needs upon admission and making this assessment accessible for use in discharge planning. The assessment should be conducted in a manner that respects the privacy of the individual while maintaining the safety and security of the healthcare staff;
- ii. Allowing community organizations to use technology (e.g. Skype and video conferencing), to connect and establish relationships with persons who are incarcerated before they are released;
- iii. Commencing application procedures for programs and services in the community;
- iv. Seeking access to housing;
- v. Continuity of health care, including primary care and addiction services;
- vi. Offering harm reduction supplies, such as take-home naloxone kits, to everyone discharged from incarceration whether from court or a correctional facility, and providing those supplies to anyone who wants them;
- vii. Providing links to community services and supports;
- viii. Completion of an electronic discharge check list;
- ix. Coordinating with appropriate agencies, such as the John Howard Society of Toronto, regarding an individual's expected release date and time, when possible;
- x. Providing information, upon release, about harm reduction services, including the increased risk of overdose post-incarceration, bad drugs, local overdose prevention services and the local opioid overdose crisis.

Coroner's comment: *The transition of inmates in the period that they return to the community is critical to successful reintegration. It is well-established that recently released inmates are at substantially higher risk of death and serious harm. The jury encouraged MCSCS to ensure appropriate supports for inmates who are being released, in collaboration with community organizations.*

- 35. Conduct regular meetings between the Toronto South Detention Centre and community agencies to improve communication.

Coroner's comment: *The jury heard evidence that meetings between the TSDC and community agencies had been held in the past, but had not been held recently. Witnesses agreed that reinstating them would improve flow of information related to issues in custody and upon release.*

- 36. Provide ongoing and sustainable funding to the John Howard Society of Toronto Reintegration Centre (or other organizations that provide similar services), to support its work connecting people leaving custody with information and services to meet their needs.

Coroner's comment: *There was evidence of chronic underfunding of the John Howard Society's Toronto Reintegration Centre and similar organizations which assist inmates during their transition back into the community, by means of referrals to services, and support for accessing those services.*

37. Provide appropriate, affordable and sufficient space for the John Howard Society of Toronto Reintegration Centre within very close proximity to the Toronto South Detention Centre.

Coroner's comment: *The jury heard that the JHS aims to meet inmates upon their release from custody, and that the JHS is being forced to relocate from its current space. There was consistent evidence about the serious risk of death and harm to an inmate in the period immediately following release. Recommendations 34 to 37 have the common theme of mitigating this risk.*

38. Provide community service agencies, such as the John Howard Society of Toronto, with space in courthouses to assist persons released directly from court.

Coroner's comment: *Recommendations 37 & 38 were founded on evidence that travel, even within the city, represents a challenge for persons recently released from incarceration. Location of services should take this into account.*

39. Develop transitional housing spaces with intensive case management specifically for people leaving custody with no fixed address.

Coroner's comment: *Evidence indicated that persons with serious and urgent needs, such as Mr. Chapman, often had nowhere to go after being released. This leaves them more vulnerable to falling into old patterns, and without even a place to sleep.*

40. Track information on the number of individuals released from incarceration who are experiencing homelessness and share this information with appropriate ministries and municipalities, relevant community partners and the Task Force.

Coroner's comment: *See comment at Recommendation #23.*

41. Provide education and programs to raise awareness among persons who are incarcerated regarding:
 - i. The risk of opioid overdoses following release from incarceration, strategies to prevent overdose, recognizing the signs of overdose, and responding to suspected opioid overdoses;

- ii. The use and availability of naloxone kits in correctional facilities and upon discharge;
- iii. The availability of programming available in custody, including the ability to initiate opioid substitution treatment.

42. Ensure that Probation and Parole services:

- i. Provide sufficient flexibility to individuals to be able to choose the office they must attend;
- ii. Provide support and assistance to individuals in seeking and maintaining housing, including advocating for them where appropriate;
- iii. Have access to relevant information about available substance use supports, harm reduction services, including the location and hours of overdose prevention services, and communicate these to individuals as appropriate.

***Coroner's comment:** Probation and Parole are uniquely placed to identify needs for those released from incarceration and can help prevent situations similar to Mr. Chapman's. People without a fixed address are assigned to a Probation and Parole office in the jurisdiction of the court that they attended, which may not be where they reside or in a location which is difficult for them to attend, creating additional hardships.*

The Registered Nurses' Association of Ontario should:

43. Develop evidence-based Best Practice Guidelines to advance person-centered care for people who are experiencing homelessness, including those with mental health and addiction challenges, and guidance on implementation of a harm reduction approach to addressing drug and substance use issues within correctional facilities. These guidelines should include qualitative and quantitative evidence, as well as evidence provided by persons with lived experience.

***Coroner's comment:** Nurses play a central role in the leadership and management of response to the opioid crisis. The jury encouraged formulation of best practices to further this.*

VI. First Aid Awareness and Training

Providers of First Aid Training in Ontario, including St. John Ambulance, Canadian Red Cross, and Heart and Stroke Foundation of Canada, should:

44. Ensure their standard first aid training programs and their instructors:

- i. Emphasize the primary importance of airway patency and positional safety for all ill and injured patients;
- ii. Include a specific module on how to identify and respond to an opioid overdose, including the use of stimulation and the administration of available naloxone;
- iii. Deemphasize spinal immobilization and routine spinal precautions in first aid education based on current scientific data;
- iv. Educate on the harmful effects of stigma among people who use drugs and/or experience homelessness.

Coroner's comment: *First Aid training, and the measures provided at the scene, were explored in detail at the inquest (see the section "First Aid at the Scene" in the Summary of the Circumstances of the Death, above). At the time of this death, opioid overdose was an emerging problem, and the specific responses to it (such as airway protection and naloxone use) were not yet a focus of first aid education. Since then, it has become a common cause of death, and at the same time highly preventable through first aid. Relatively simple and easily taught interventions, such as airway protection and monitoring of breathing, can substantially reduce risk of death from opiate overdose.*

The Chief of the Toronto Police Service should:

- 45. Ensure that first aid training for police officers:
 - i. Covers situations and circumstances that police officers might encounter, including opioid overdoses;
 - ii. Teaches that police officers are often the first on a scene and prepares officers for that eventuality;
 - iii. Incorporates a module on how to recognize and respond to an opioid overdose, including the administration of naloxone taught through hands on training; and
 - iv. Includes hands-on scenario training based on actual circumstances confronted by police, which can include the circumstances of this case;
 - v. Is completed prior to graduation from Police College for new officers.
- 46. Consider the inclusion of an opioid overdose scenario in annual police judgment training.
- 47. Research the benefits of including portable blood oxygen monitors in police officers' first aid kits.

Coroner's comment: *Some evidence was heard about the value of blood oxygen*

monitors in some opioid overdose situations. The matter was not examined in detail, and the jury suggested further evaluation.

VII. Toronto Police Response to Homelessness and Persons Using Drugs

The Chief of the Toronto Police Service should:

48. Review the language used in the Service's Computer Aided Dispatch system and replace any terms identified as stigmatizing, including the use of "Drunk" as an event type. In choosing appropriate replacement language, the Chief should obtain input from subject matter experts and persons with lived experience.

Coroner's comment: *The security guard indicated to the police call taker that Mr. Chapman was "fairly intoxicated." The police dispatcher then referred to Mr. Chapman as "very HBD" and selected "Drunk" as the category within the computer-aided dispatch system. In uncontested evidence, the terms "HBD" and "Drunk" were characterized as potentially stigmatizing and discriminatory. As well, they were factually incorrect, because it turned out that Mr. Chapman had no alcohol in his system. There was uncontested evidence by a doctor with extensive experience in the field of stigma and health care, by individuals working in harm reduction, and by witnesses with lived experience as to the broad, deep and pervasive stigma or discrimination experienced by individuals experiencing homelessness and addiction. Although terminology is just the first step in addressing stigma, it is a key first step. The uncontested evidence established that terms like this are stigmatizing. Given that Mr. Chapman's incapacity might possibly have been due to toxicity, medical event such as stroke, or physical injury such as a fall, the recommendation encourages terminology which is neutral, precise and non-stigmatizing.*

49. Work with the Service's emergency service partners, including Toronto Paramedic Services, to develop and implement training that will optimize the information provided by police officers requesting ambulance services from a scene through dispatch. Training should include definitions on the key symptoms (e.g. unconsciousness, alertness, breathing, etc.) that need to be communicated in order to optimally dispatch ambulance services and the language best used for communicating those key symptoms.

Coroner's comment: *The jury heard that there was a different understanding of terms describing level of consciousness among police, dispatch, paramedics, and hospital staff. The call was prioritized as a "charley" call rather than as a "delta" call (charley being a lower priority). The evidence was that, if dispatch and paramedics had clearer and more complete information, they would have assigned a higher*

priority to the call. In fairness, any such communication issues had no effect on outcome in the specific circumstances of this case. The recommendation advocates precise, meaningful, agreed-upon language to describe diminished level of consciousness and other vital signs.

50. Develop and implement training for police officers covering:
 - i. The discrimination faced by persons who use drugs and experience homelessness, which should include the participation of those with lived experience;
 - ii. The perspectives of persons who use drugs and experience homelessness, which should include the participation of those with lived experience;
 - iii. The increased risk to persons using drugs as a result of the poisoned illicit drug supply;
 - iv. The harm reduction approach to addressing the negative consequences of drug use, including the harm reduction services available to people in Toronto and, specifically, the location and hours of Overdose Prevention Services.

Coroner's comment: *The jury heard uncontested evidence from a number of witnesses, including an expert witness, service providers and witnesses with lived experience, about the significance of the discrimination and stigmatization faced by persons similar to Mr. Chapman. The recommendation encourages police officers to develop a better understanding of such persons. This will help police avoid making wrong assumptions and drawing incorrect conclusions.*

51. Investigate a process that allows police to determine whether an officer requesting ambulance service from a scene requires additional instructions for patient care, and, if so, explore implementation of industry best practice options for providing those instructions.

VIII. Identification of Individuals and Family Contact

The Chief of the Toronto Police Service should:

52. Develop and implement procedures for circumstances where police are involved in the identification of unidentified individuals admitted to hospital, which should include procedures related to contacting next of kin in a timely and sensitive manner.
53. Review and amplify procedures to ensure there are exhaustive efforts made by police to contact next of kin and consult with the assigned detective before destroying a decedent's belongings.

Coroner's comment: *As noted above, police did not follow up on Mr. Chapman's identification although they had the needed information in their possession. In addition, they destroyed Mr. Chapman's personal effects without consulting family, which caused additional grief to them.*

IX. Reporting on Opioid-Related Deaths

The Office of the Chief Coroner, Ontario Forensic Pathology Service, and the Centre for Forensic Sciences should:

54. Work together to minimize the time taken for finalizing their reports in opioid overdose-related deaths, with the goal of providing high quality information on such deaths to Public Health Ontario and other recipients as early as possible.

Coroner's comment: *The jury heard that the Office of the Chief Coroner gathers comprehensive, rigorous data on opioid deaths in Ontario. It also heard about the steps required in order to gather the data, which include completion of toxicology testing and autopsy reports. The jury supported exploration of reduced turnaround times for these steps, with the goal of providing the most current information while maintaining high data quality.*

X. Reporting on Progress of Recommendation Implementation


The Parties towards whom these recommendations are directed should:

55. Report to the Office of the Chief Coroner and the parties to this inquest by no later than June 1, 2019, and annually for 5 years, in an open letter, regarding the progress made with respect to these recommendations.

Coroner's comment: See comment at Recommendation 1.

Closing comment:

In closing, I reiterate that this document has been prepared solely for the purpose of assisting interested parties in understanding the jury's verdict and providing some context for its recommendations so that their intent might be better understood. The comments are based on my personal recollection of the evidence, and on what I believe to be the jury's findings of fact. Should the reader contest any of my recollection of the evidence, I would defer to the official record maintained by the court reporter.



David S. Eden
Presiding Coroner

2019-03-03
(Date)

Toronto Police Services Board
May 30, 2019

**** Speakers' List ****

Opening of the Meeting

Call to Order

Indigenous Land Acknowledgement

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

1. Confirmation of the Minutes from the meeting held on April 25, 2019

Presentations

3. Community Survey to Assess the Impact of Rule Changes under Regulation 58/16 – Findings of Phase 1

Dr. Gervan Fearon and Dr. Carlyle Farrell will provide the Board with a presentation with respect to this matter (15 minutes)

Deputation: John Sewell* (written submission only)
Vilko Zbogar* (written submission only)

6. April 23, 2019 from Mark Saunders, Chief of Police
Re: Annual Report: Corporate Risk Management – 2018

Deputy Chief Barbara McLean will provide the Board with a presentation with respect to this matter (10 minutes)

Deputations: Kris Langenfeld* (written submission attached)
Miguel Avila-Velarde

7. May 17, 2019 from Mark Saunders, Chief of Police
Re: Facial Recognition System

Deputy Chief James Ramer will provide the Board with a presentation with respect to this matter (10 minutes)

Deputations: Michael Bryant,
Canadian Civil Liberties Association
Kris Langenfeld

Items for Consideration

9. May 14, 2019 from Mark Saunders, Chief of Police
Re: Adoption of a new Financial Management and Control By-Law and New Purchasing By-Law

Deputation: Kris Langenfeld

10. March 27, 2019 from Mark Saunders, Chief of Police
Re: Equity, Inclusion & Human Rights Unit Structure

Deputations: Michael Kerr * (written submissions included)
Colour of Poverty, Colour of Change
Farley Flex* (written submission included)
Urban Rez Solutions
Kris Langenfeld
Deputy Mayor Thompson* (written submission **only**)

14. May 8 2019 from Mark Saunders, Chief of Police

**Re: Capital Budget Variance Report for the Toronto Police Service,
Period Ending March 31, 2019**

Deputation: Kris Langenfeld

20. May 3, 2019 from Mark Saunders, Chief of Police

**Re: Vendor of Record for the Purchase of Conducted Energy Weapon
(C.E.W.) Devices, Accessories, Maintenance and Lifecycle
Replacement**

Deputation: Kris Langenfeld

27. May 14, 2019 from Mark Saunders, Chief of Police

Re: Paid Duty Rates – June 1, 2019

Deputation: Miguel Avila-Velarde

35. October 29, 2018 from Mark Saunders, Chief of Police

**Re: Chief's Administrative Investigation into the Vehicle Injuries to Mr.
Ramon Ramirez-Li**

Deputation: Kris Langenfeld

Next Meeting

Date: Thursday, June 27, 2019 at 1:30PM at City Hall in Committee Room #2

Toronto Police Accountability Coalition

info@tpac.ca www.tpac.ca

Tp: Toronto Police Services Board

Subject: Item 3, May 30 agenda
Community survey

The survey cited in this report shows very worrisome attitudes about how the public sees one of the most important public services in Toronto. It shows that a significant chunk of the population has very serious concerns about how they are treated by Toronto police. It implies that many residents believe the culture of racial discrimination runs deeply within the police service.

Briefly, the survey concludes:

- * Only 68 per cent believe Toronto police are honest
- * Only 72 per cent believe Toronto police live up to the motto 'To serve and protect'
- * Only 65 per cent believe Toronto police can be trusted to treat all ethnic groups fairly
- * Only 50 per cent believe Toronto police are impartial to all ethnic groups.

More training is not going to deal with this range of problems. Nor will more monitoring, as suggested in one of the recommendations; nor will establishing an office to deal with complaints.

What is required is a significant change in leadership to put in place systems that change the police culture and that refuse to tolerate discrimination. These are changes which the Toronto police service has avoided for too long. They must be addressed now. It is not simply a matter of replacing those at the very top of the police hierarchy: obviously,

the problems run more deeply than that, indeed they are part of the culture of the organization.

The first step is for the Board to publicly acknowledge that racial discrimination is part of the culture of the Toronto police service.

The second step is for the Board to commit to addressing and changing that culture in the short term.

The third step is to retain assistance, particularly from those organizations with a track record of addressing discrimination, to create programs to make those changes.

These are the three steps we believe the Board should adopt immediately.

Yours very truly,

John Sewell for
Toronto Police Accountability Coalition.

**LAW UNION OF ONTARIO - COMMITTEE TO STOP RACIAL PROFILING
SUBMISSION TO THE TORONTO POLICE SERVICES BOARD
May 30, 2019**

Re: Agenda item no. 3: Community Survey to Assess the Impact of Rule Changes under Regulation 58/16 – Findings of Phase 1

Thank you to the Board and to the PACER committee for their commitment to ongoing monitoring and evaluation of issues relating to bias in policing.

Thank you also to Drs. Fearon and Farrell for their very informative report. We accept the methodology, conclusions and recommendations of their report.

The takeaway from this report is that the story of carding in this city continues to be a tale of two Torontos. In more ways than one, the issue is black and white.

Further to this report, we wish to present four recommendations to the Board.

1. Action plan

We now have a very important report before the Board, but the real question is: what will follow from it? The report's findings reflect real and perceived racial disparity in policing in Toronto. This calls for action. A next logical and necessary step is to **develop an action plan** — in collaboration with the affected communities. This needs to be done urgently. The Board should resolve to taking this step.

2. Data collection and reporting

This report is based on information collected from community members. It identifies a community perception of ongoing bias and a disproportionate lack of trust in the police by racialized communities. Now, data is needed from the Toronto Police Service itself.

The Board, and the public, needs to know who, according to police records, is actually being stopped and carded. Is this a practice that continues to disproportionately affect certain groups? Certainly, one would expect that both the Toronto Police Service and the public would want to know whether the actual police stop data is consistent with the findings of this community survey or not.

If the Toronto Police Service is not already collecting and reporting to the Board in this regard, the Board should direct the Toronto Police Service to **collect and record demographic data about every person who is carded** pursuant to the regulations, and report this to the Board at a public meeting.

3. Non-regulated police stops

Although the provincial street check regulations were welcome, we cannot delude ourselves into thinking that those regulations have eliminated improper adverse interactions between the police and members of racialized communities. Indeed there is ample anecdotal evidence to indicate otherwise. Just because carding is regulated does not mean that arbitrary stops have ceased. While many interactions take place that are compliant with the regulations, the findings of this report raise a big question as to whether the regulations are being consistently complied with.

Additionally, the regulations do not cover every kind of police stop. The regulations only apply to “an attempt by a police officer to collect identifying information” and do not apply if a police officer decides to stop a person without attempting to collect their personal information. Such interactions occur with frequency and are an ongoing and serious concern in many communities.

Does the Board actually know what is happening on the streets: who is being stopped, and what happens during those interactions? If not, then how can the Board effectively monitor and evaluate compliance with Board policy and with human rights principles as set out in the Human Rights Code, the Charter of Rights and Freedoms, and international human rights law?

The Board should therefore direct the Toronto Police Service to **collect demographic data about every person they stop**, whether in the course of regulated interactions or otherwise, and to report this data to the Board and to the public on an ongoing basis.

4. Legacy data

The report mentions the ongoing retention of legacy data pursuant to Board policy. It is no coincidence that the level of trust in the police is particularly low among the black community whose members are vastly over-represented in that carding databank.

The provincial regulations provide that data collected pursuant to the regulation be retained no longer than reasonably necessary in accordance with the regulation. For the legacy data, there is no limit at all, and indeed, the Board’s policy of November 17, 2016 permits the indefinite retention of that data.

It is time to do away with that data, and along with it the racist legacy of carding, once and for all. It has been over two years since the regulations came into force, and there is absolutely no evidentiary basis for concluding that the ongoing retention of that disproportionately racist data is necessary or justifiable in any way whatsoever. Enough time has passed. It is now incumbent on the Board to now **direct that the personal information in the legacy carding databank be purged** (although disaggregated data should be retained for historical analysis purposes).

- Submitted by Vilko Zbogar on behalf of the Committee to Stop Racial Profiling

6. April 23, 2019 from Mark Saunders, Chief of Police
 Re: Annual Report: Corporate Risk Management – 2018

Use of Force

Agenda PDF Pg. 202

2018

Trend Analysis

- Increase of 13.3 % compared to 2017
- Less than 3.7% of Arrests and M.H.A. apprehensions
- Top 3 Types of Force Used
 - Firearm Pointed at Person (50% of reports)
 - Physical Control Soft (19.3% of reports)
 - C.E.W. Demonstrated Force Presence (16.8% of reports)

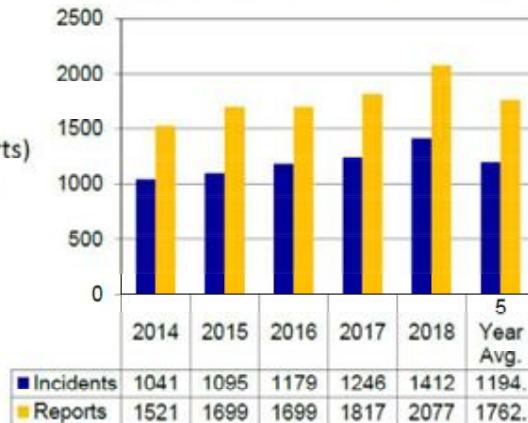
Citizen Injuries: 1

- 17.8% of incidents (251 of 1412 incidents)

Officer Injuries 1

- 5.7% of incidents (81 of 1412 incidents)

Use of Force Incidents and Reports



Top 3+ types of Force Used:	• Firearm pointed at person:	?	?	?	?	50%	?
	• Physical Control Soft:	?	?	?	?	19.3%	?
	• CEW Demonstrated Force Presence:	?	?	?	?	16.8%	2 ?
	• CEW Full Deployment:	?	?	?	?	?	2 ?
Use of Force ratio per:	• Arrest (Service-wide average):	?	?	?	?	?	?
	• Arrest (involved officer's average):	?	?	?	?	?	?
	• Conviction/Guilty Plea (Service-wide average):	?	?	?	?	?	?
	• Conviction/Guilty Plea (involved officer's average):	?	?	?	?	?	?

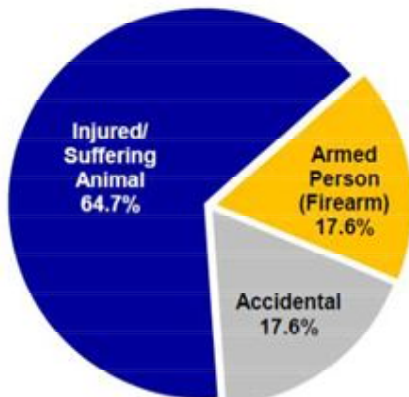
2 Expanded CEW deployment (went from ## CEWs deployed in 2017 to ## CEWs in 2018)

1 Minor Injuries (eg. Band-Aid) / Injuries where Medical Treatment Requested (eg. X-ray, stitches, Emerg.Room) / Injuries needing Hospitalization (admission > 12hrs) ⇨ Incident Numbers & Percentages

Use of Force

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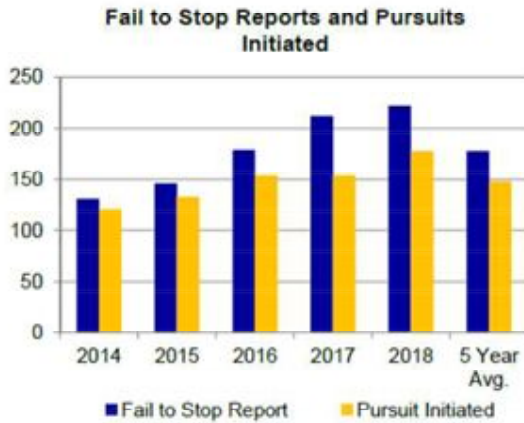
Incidents of Firearm Discharge



Firearm Discharge Analysis

- 64.7% Injured/Suffering Animals (11 incidents)
 - Only 0.9% of Use of Force incidents relate to animals.
- 17.6% Armed Person (3 incidents)
 - 2 incidents resulted in S.I.U. cases
- 17.6% Accidental (3 incidents)
 - No related injuries

Suspect Apprehension Pursuits



2018

- 222 Fail To Stop reports
 - Increase of 4.7% compared to 2017
- 178 Pursuits initiated
 - Increase of 15.6% compared to 2017
- 57 Pursuits resulted in 365 charges being laid
 - 39.8% increase in total charges compared to 2017

Suspect Apprehension Pursuits

There was an increase in the number of pursuits initiated in 2018, from 154 in 2017 to 178 pursuits. The Police Vehicle Operations (P.V.O.) section continues to educate T.P.S. members about the risks involved in pursuing vehicles and to offer alternative strategies to engaging in pursuits. Officers and pursuit supervisors continue to call off the majority of pursuits (59.6%) in the interest of public safety.

How many, if any, pursuits resulted in injury/property damage/etc?



May 30, 2019

Deputation on Facial Recognition System¹

What's the problem with facial recognition technology as a police surveillance and investigation tool? It's illegal, dangerously inaccurate, unregulated, initially deployed by Toronto Police Service ("TPS") by stealth, without notice or authorization, and it provides government with unprecedented power to track people going about their daily lives. Is this the kind of society do we want? That's the question. If yes, then the question is why, when and how.

If the TPS practice of **carding** is rightly rejected by this Board, then it should at least put a moratorium on the future use of facial recognition technology, because it renders all of us walking ID cards. Facial recognition technology is carding by algorithm, and a notoriously inaccurate algorithm at that. It's like the police fingerprinting and DNA swabbing everybody at Yonge and Bloor during rush hour, then processing it in a broken DNA and fingerprint database processor. You are all currently risking a class action on this matter, and ought to mitigate damages racked up to date by ordering a moratorium on its use henceforth.

We say it's illegal in that facial recognition technology is a mass, indiscriminate, disproportionate, unnecessary, warrantless search of innocent people without reasonable and probable cause. Its false-positive rate renders it staggeringly, dangerously inaccurate; it is not ready for primetime in Toronto.

TPS knows very well, or ought to have known, that even the London Metropolitan Police, which is being sued for its use of FRT, *last summer* published a "comprehensive legal framework" on its website, providing "information about why the Met is trialling the technology, where and when it has been used and how we will engage with Londoners during the deployments." In addition, safeguards are being put in place to require that police disclose their proactive efforts to avoid the appearance of racial profiling by neighbourhood.

The deployment of facial recognition technology by TPS over the past year was without notice to the unsuspecting public, without notice to those individuals surveilled, without explicit authorization by Toronto City Council, without any legislative authority by Parliament or Queen's Park, and without a warrant, or other judicial or quasi-judicial oversight. In a word, TPS was

¹ Michael Bryant, Executive Director & General Counsel, ccla.org, media@ccla.org. The Canadian Civil Liberties Association has been freedom fighting in courts, legislatures and city councils for over 50 years, appearing in the SCC more than any other litigant, other than the governments we fight. Small but mighty, we have a staff of less than ten people, and an annual budget that is less than what TPS spends on stationary every year, which is not to say it isn't good stationary.



self-regulating its use of facial recognition surveillance in secret, and are hereby unregulated, without any independent oversight or standards in place. A moratorium is needed until such standards are put in place.

The current use of the technology by TPS begs the question: does Toronto want this in our City, either commercially or as a police investigation and enforcement tool? The decision to deploy facial recognition technology by police is a singular, profound, ominous decision for which this Board and the broader Council ought to debate and vote upon, permitting public accountability. This month the San Francisco Board of Supervisors voted 8-1 to ban its use. Other US cities and one state are amidst a democratic debate on similar bans.

That hasn't happened in Toronto. I say, for that reason alone, your board and City Council may be liable for damages. Criminal prosecutions touched in any way by facial recognition technology are in jeopardy. Further use without regulation is knowingly reckless.

Putting behind what's happened to date, CCLA recommends the following, for starters:

1. A moratorium on the future use of FRT for the time being;
2. A Council motion debating the use of this technology henceforth;
3. If City Council votes yes, then this Board or the Council ought to delegate to the Privacy Commissioners to work with Commission staff, NGOs, the federal and provincial Solicitors and Attorneys General, and global technology experts to propose standards, checks and balances upon its use, and put that proposal to a Council vote;
4. Any such regulations ought to include the obtaining of a general warrant for its use. Prior restraint is necessary for the use of FRT based on the historic experience with StingRay surveillance technology, which have been found to have been used used indiscriminately, then show up in police reports as anonymous tips, without the legal requirement of disclosure of its use, or a warrant;
5. In the alternative, some form of independent, quasi-judicial or judicial oversight is needed. TPS ought to justify, for its every deployment of FRT: why, when and how it is necessary and proportionate in the circumstances to turn us all into walking ID cards.
6. Permit affordable access to the FRT data by defendants in a prosecution, equal to the prior restraint applied to police, via subpoena by defendants, akin to subpoenas to Rogers and Bell for cell phone data mirroring the Stingray data.
7. Storage of the data must also be the subject of standards and oversight, akin to DNA storage and databank laws in Canada.

SUBMISSION TO THE TORONTO POLICE SERVICES BOARD

By

COLOUR OF POVERTY-COLOUR OF CHANGE

IN SUPPORT OF THE EQUITY, INCLUSION & HUMAN RIGHTS UNIT

MAY 2019

Colour of Poverty - Colour of Change (COP-COC) is a community initiative based in the province of Ontario, Canada, which is made up of individuals and organizations working to build community-based capacity to address the growing racialization of poverty and the resulting increased levels of social exclusion and marginalization of racialized communities (both Indigenous Peoples and peoples of colour) across Ontario.

We support the proposal before you today by Chief Saunders to approve the organizational structure of the Equity, Inclusion & Human Rights Unit and to approve the budget for the creation of several positions with the Unit.

According to the 2016 Census, more than half of Torontonians, 51.5% are persons of colour, as compared to 22.3% for all of Canada.

But as confirmed by myriads of studies and reports, including the most recent report released by the Ontario Human Rights Commission in December, 2018, *A Collective Impact*, racial profiling in policing is a serious issue that needs to be addressed. Blacks, Indigenous peoples and other people of colour have long been subject to differential treatment by law enforcement agencies. People of colour and Indigenous peoples are over policed when it comes to being regarded as suspects, and under-policed when they are victims of crime. This is so particularly in the context of hate crimes. With the rise of Islamophobia, we have witnessed a steep climb in hate crimes targeting Canadians of Muslim faith. Along with people of African descents, they are among the groups most often targeted by hate groups.

The renaming of the Diversity & Inclusion Unit as Equity, Inclusion & Human Rights is a step in the right direction as it provides the necessary equity framework for the Board to address systemic racism and related oppressions in the context of policing in Toronto.

It is not enough to rebrand the unit however. More importantly, the Toronto Police Services Board must ensure that the Unit has the resources it needs to carry out its mandate. The proposal presented to you today is a reasonable one. If implemented, it will give Toronto Police Services a fighting chance to become a real agent for change,

one that is fully in support of a progressive equity and human rights agenda, fitting for one of the most diverse cities in the world.

As noted by the OHRC's report, both the TPS and the TPSB are not immune from overt and implicit bias. Further, both the TPS and the TPSB have an obligation to uphold the law and protect all the residents living in Toronto.

Adopting the proposal before you today will mark an important milestone in the Board's fulfilment of that obligation.

With the support of this unit, we ask the TPSB to collect race-based data collection in order to identify, monitor and address potential systemic discrimination and racism with respect to service delivery and to publicly release data on an ongoing basis.

We also call on TPSB to continue to work with your Anti-Racism Advisory Panel to monitor the implementation of the work plan and special projects that are being put forward by the Equity Inclusion and Human Rights Unit.

Finally, we ask the TPSB to continue to work with communities to develop an effective strategy to combat hate crime, and to direct the Equity Inclusion and Human Rights Unit to conduct the relevant research and policy analysis with respect to hate crime.

COP-COC Steering Committee Members:

Access Alliance Multicultural Health & Community Services
Black Legal Action Centre
Canadian Arab Federation
Chinese Canadian National Council Toronto Chapter
Council of Agencies Serving South Asians
Hispanic Development Council
Karuna Community Services
La Passerelle – I.D.E.
Mennonite New Life Centre of Toronto
Metro Toronto Chinese & South East Asian Legal Clinic
Midaynta Community Services
OCASI - Ontario Council of Agencies Serving Immigrants
Punjabi Community Health Services
South Asian Legal Clinic of Ontario
The Neighbourhood Office
Professor Grace-Edward Galabuzi (Ryerson University)

Board Chair, Members of the Board, those in attendance.

Thank you for the opportunity to make this deputation on behalf of Chief Saunders with respect to the Equity, Inclusion & Human Rights Unit Structure

After reviewing the proposal what inspired me to present this deputation, was the use of the word “compassion” . The reason being, compassion and genuine care for one another and community is what I believe is often missing from the majority of interactions between the Black and Indigenous communities that I work with and am honored to represent today.

In 2017 this very board supported an anti-gun violence initiative called Just Think 1st that my community organization Urban Rez Solutions proposed. I have to say that we were proud to share with our community partners and especially with youth, that the TPS board not only funded it but funded it from a perspective of compassion and care for the community most impacted by gun violence in this city, specifically the Black community.

One year later the board supported a TPS and community partner initiative called the iIMPACT Truth Hearing and although we were not the funding recipient we were a partner and were able to pull it off by convincing members of the community who had negative lived experiences with TPS, that the TPS board would not have funded the initiative had they not cared about the issue.

I'm here to say that these were steps in the right direction but that we can all do much better. Discrimination of all kinds is an issue in our city and can only be mitigated if leaders in community mandate and take proactive measures to address it. The TPS is seen most often seen in the eyes of the discriminated as a foe, not a friend. The sentiment that the solution to criminal activity is arrest is an archaic notion. We must evolve beyond that notion and recognize that compassion on all levels is a far more effective approach because it fosters cultural sensitivity and the basic tenants of Human Rights.

Many buzz words come and go in our respective lines of work - diversity, inclusion, collaboration, collective action and the list goes on. Well, the new buzz words that I would like to see and hear being used in perpetuity are compassion and the term “wraparound” which reflects intentional compassion and care for the excluded members of our community, whether that exclusion be by gender, gender identity and expression, sexual orientation, ethnicity, colour, race or disability.

Should you approve this proposal, I and my many counterparts in community, including youth, will be able to say yet again that true care and compassion are the fundamental reasons for this approval coming to fruition. Should this proposal not be approved we risk deepening the existing wound between police and specific communities that we should collectively be trying to heal.

Street side manner, like bedside manner has everything to do with rate of recovery. The positions being proposed will effectively research, analyze and provide recommendations that TPS must be directed to implement for the betterment of all.

I leave you with a quote from Albert Einstein.

“A human being is a part of the whole called by us universe, a part limited in time and space. We experience ourselves, our thoughts and feelings as something separated from the rest, a kind of optical delusion of our consciousness. This delusion is a kind of prison for us, restricting us to our personal desires and to affection for a few persons nearest to us. Our task must be to free ourselves from this prison by widening our circle of compassion to embrace all living creatures and the whole of nature in its beauty.

Thank you.



**Michael
Thompson**

Deputy Mayor
Chair, Economic & Community
Development Committee
Councillor, Scarborough Centre

May 28, 2019

To: Andy Pringle, Chair, Toronto Police Services Board

Re: Item 10 - Equity, Inclusion & Human Rights Unit Structure Proposal

I would like to express my support for the Equity, Inclusion & Human Rights Unit Structure proposal currently being considered by the Police Services Board. It is my view that approving this proposal will represent a significant step forward in the transformation of Toronto's Police Service into a more modern, diverse, responsive and effective organization – an organization more closely aligned with the values, goals and aspirations of our city.

While the Police Service has long expressed a commitment to diversity and inclusion, change in this area has not kept pace with Toronto's rapidly evolving demographic and social landscape. Decisive, concerted action, which has been slow to materialize, is badly needed. It is my hope that a strong, focused and adequately staffed Equity, Inclusion and Human Rights unit will enable the Police Service to better "walk the talk."

I am encouraged by the proposal's emphasis on research, analysis and data. There is little doubt that better, more comprehensive data, managed by a team of experienced subject matter experts will enable the Police Service to establish an ambitious strategic framework, set targets in keeping with public expectations, measure progress toward these targets, and make needed adjustments quickly and decisively. It is my hope that the process will remain open and transparent, and that public participation and engagement will be encouraged.

Approving this proposal, and backing it with ongoing support, will make a clear statement to Torontonians in all communities that their Police Service is serious about its responsibility to reflect and defend the City's values, and that transformative change is more than just a slogan.

Yours truly,

Michael Thompson
Deputy Mayor
Chair of Economic and Community Development
Councillor, Scarborough Centre
Ward 21

cc: Mayor John Tory, Chief Mark Saunders

Making Toronto the Greatest City in the World!

City Hall, 2nd Floor, Suite B31, 100 Queen St. West, Toronto, ON M5H 2N2 Canada
Tel: 416-397-9274 councillor_thompson@toronto.ca www.councillorthompson.com