



**Public Meeting**

**Monday, December 16, 2019  
at 1:30 PM  
City Hall, 100 Queen Street W.,  
Committee Room #2  
Toronto, Ontario**

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



## **PUBLIC MEETING MINUTES**

**Monday, December 16, 2019 at 1:30 PM  
City Hall, 100 Queen Street W., Committee Room #2  
Toronto, Ontario**

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

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The following *draft* Minutes of the meeting of the Toronto Police Services Board that was held on December 16, 2019 are subject to adoption at its next regularly scheduled meeting.

### Attendance:

The following members were present:

Jim Hart, Chair  
Marie Moliner, Vice-Chair  
John Tory, Mayor & Member  
Frances Nunziata, Councillor & Member  
Uppala Chandrasekera, Member  
Michael Ford, Councillor & Member

The following individuals were also present:

Mark Saunders, Chief of Police, Toronto Police Service  
Ryan Teschner, Executive Director, Toronto Police Services Board  
Diana Achim, Board Administrator, Toronto Police Services Board  
Jane Burton, 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 December 16, 2019**

Previous Minutes:

P235. The Board approved the Minutes from the meeting that was held on [November 21, 2019](#).

Moved by: M. Moliner  
Seconded by: M. Ford

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**This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on December 16, 2019**

P236. The Board approved the Minutes from the Budget Committee meeting held on [December 5, 2019](#).

Moved by: M. Moliner  
Seconded by: J. Hart

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**This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on December 16, 2019**

P237. [2020 Budget Recommendations](#)

The Board was in receipt of a report dated December 6, 2019, from Jim Hart, Chair, Toronto Police Services Board Budget Committee, with regard to this matter.

Recommendation(s)

It is recommended that:

1. The Board approve the appended:

- a) [Toronto Police Service 2020 operating budget](#),
- b) [Toronto Police Service 2020 to 2029 capital program](#),
- c) [Toronto Police Service 2020 Parking Enforcement Unit operating budget](#),
- d) [Toronto Police Services Board 2020 operating budget requests](#); and,

2. The Board forward this report, and its attachments, to the City's Budget Committee for consideration and to the City's Deputy City Manager and Chief Financial Officer for information.

Mr. Tony Veneziano, CAO and Ms. Cindy Grant, Manager, Budget and Financial Analysis, provided a detailed presentation regarding the Toronto Police Service operating and capital budgets and the Parking Enforcement budget and responded

to questions from Board Members. A copy of the [power point presentation](#) is attached to this Minute.

Deputations: Miguel avila-velarde ([written submission included](#))  
Kris Langenfeld

Mr. Tony Veneziano advised the Board that the detailed budgets are made available on the Service's website and can be accessed via this link: <https://www.torontopolice.on.ca/budget/>

Councillor Frances Nunziata stated that members of her ward are requesting that more police officers be deployed to that area given there is a higher need. She moved the following Motion:

### **Motion**

**THAT when the Service is determining how to allocate the new Neighbourhood Community Officers created as part of the 2020 Operating Budget, consideration be given that some of these new Officers be assigned to neighbourhoods in 12 Division.**

Chief Saunders thanked his staff and all Members involved in the budget process. He stated that the key issue is community safety and the following three priorities are highlighted as part of this year's request: 1) providing police services with appropriate resources 2) changes to legislation that have impacts on the Service, and 3) investment in neighbourhoods, children and families. He further stated that the request for an additional 140 officers that are included as part of the new budget request will allow the Service to better deliver proactive policing. He also said that the inclusion of the body-worn cameras represents another positive development with respect to transparency and public accountability.

Chair Hart thanked all parties involved in the preparation of the budget reports and presentation.

**The Board received the presentation, deputations and written submissions and approved the foregoing report and Motion.**

Moved by: F. Nunziata  
Seconded by: J. Tory

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**This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on December 16, 2019**

P238. [Toronto Police Service Board's Race-Based Data Collection, Analysis and Public Reporting Policy – Progress Update on Implementation](#)

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

Recommendation:

It is recommended that the Toronto Police Services Board (Board) receive the following report that provides progress updates on Policy implementation.

Deputations: Miguel avila-velarde  
Clinton Reid  
Rayon Brown  
Shaquille Bulhi  
Christopher Ambanza

Deputy Chief Barbara McLean and Suelyn Knight, Manager Diversity & Inclusion, made a presentation to the Board on this matter and answered questions from Board Members. A copy of the [presentation](#) is attached to this Minute.

Deputy Chief Peter Yuen advised that, as part of the consultation process, he met with all of the ten consultative community groups and two representatives of the 17 Community Police Liaison Committees (CPLCs) across the city and the meetings were scheduled in advance.

Ms. Chandrasekera thanked all involved in this work and stated that this is a great opportunity for the Service and the Board to lead on this very important issue. She further stated that it is great to see that the Service partnered with external experts to complete this work. Ms. Chandrasekera then moved the following Motion:

**Motion**

- a. THAT the Board request the Chief to provide quarterly updates to the Board at its public meetings on the implementation of the Race-Based Data Collection, Analysis and Public Report Policy;**
- b. THAT the next quarterly report include information regarding the first phase of the collection of Self-Identification data; and**
- c. THAT the Anti-Racism Advisory Panel be consulted on the implementation plan prior to the next quarterly update to the Board.**

**The Board received the deputations and the presentation, approved the Motion, and received the foregoing report.**

Moved by: U. Chandrasekera  
Seconded by: J. Tory

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**This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on December 16, 2019**

P239. [Memorandum of Understanding between the Toronto Police Services Board and Midaynta Community Services](#)

The Board was in receipt of a report dated December 5, 2019 from Jim Hart, Chair, with regard to this matter.

Recommendation:

It is recommended that the Board approve the attached Memorandum of Understanding (MOU) between the Toronto Police Services Board (TPSB) and Midaynta Community Services (Midaynta), and authorize the Chair to sign on behalf of the Board in execution of the MOU. For the purpose of this MOU, Midaynta acts as a representative of the group of mothers from Toronto's Somali community who form the Mending a Crack in the Sky (MCIS) initiative.

Deputations: Mahad Yusuf\* ([written submission included](#))  
Shamso Mohamoud  
Shamso Elmi  
*Midaynta Community Services*

**The Board received the deputations, approved the foregoing report and [Memorandum of Understanding \(MOU\)](#).**

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

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**This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on December 16, 2019**

P240. [Toronto Police Services Board's Anti-Racism Advisory Panel \(ARAP\) – Quarterly Update](#)

The Board was in receipt of a report dated December 4, 2019, from Uppala Chandrasekera and Notisha Massaquoi, Co-Chairs, Anti-Racism Advisory Panel (ARAP), with regard to this matter.

Recommendation:

It is recommended that the Board:

- a) Receive the quarterly report of the Anti-Racism Advisory Panel (ARAP); and,
- b) Approve the extension of ARAP's mandate to provide it with the opportunity to complete the Loku Monitoring Framework.

Ms. Uppala Chandrasekera, Board Member and ARAP Co-Chair, stated that the original mandate of ARAP was to end in 2019; however, ARAP is requesting some additional time in order to complete the Loku Inquest monitoring framework which is central to its mandate. Ms. Chandrasekera further stated that ARAP expects that this work will take about six months and, therefore, an extension until July 2020 has been requested. Ms. Chandrasekera confirmed that ARAP will continue to provide a quarterly update to the Board. She moved the following Motion:

**Motion**

**THAT the mandate of the Anti-Racism Advisory Panel be extended until July 30, 2020 to allow for the completion of the Loku Inquest Monitoring Framework; and**

**THAT the Anti-Racism Advisory Panel review and provide feedback on the Service’s Race-Based Data Collection Procedure and implementation process.**

**The Board approved the motion and the foregoing report.**

Moved by: U. Chandrasekera  
Seconded by: J. Tory

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**This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on December 16, 2019**

P241. [Toronto Police Services Board – 2020 Meeting Schedule](#)

The Board was in receipt of a report dated December 9, 2019 from Ryan Teschner, Executive Director, with regard to this matter.

Recommendation:

It is recommended that the Toronto Police Services Board (Board) approve the 2020 meeting schedule outlined in this report.

Chair Hart moved the following Motion:

**Motion**

**THAT the meetings will follow the schedule outlined in this report, unless otherwise determined by the Board, and publicly posted on the agenda**

**The Board approved the Motion and the foregoing report.**

Moved by: J. Hart  
Seconded by: U. Chandrasekera

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**This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on December 16, 2019**

P242. [Amendment on Board's Audit Policy](#)

The Board was in receipt of a report dated December 6, 2019 from Jim Hart, Chair, with regard to this matter.

Recommendations:

It is recommended that the Toronto Police Services Board (Board) amend Section 1 of the Board Audit Policy to read as follows:

“The Chief of Police will ensure that the (Toronto Police) Service’s financial transactions are verified by an annual audit conducted by the City of Toronto’s external Auditor as identified in section 139 of the *City of Toronto Act, 2006*.”

**The Board approved the foregoing report.**

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

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**This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on December 16, 2019**

P243. [Independent Civilian Review into Missing Persons Investigations – Account for Professional Service](#)

The Board was in receipt of a report December 2, 2019 from Jim Hart, Chair, with regard to this matter.

Recommendations:

It is recommended that the Board receive the following invoices for professional services rendered by Honourable Gloria Epstein and Cooper, Sandler, Shime and Bergman LLP:

1. Invoice dated September 27, 2019 in the amount of \$156,280.46; and
2. Invoice dated October 31, 2019 in the amount of \$152,389.80.

**The Board received the foregoing report.**

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

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**This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on December 16, 2019**

P244. [Toronto Police Services Board Nominee to the Ontario Association of Police Services Board's \(OAPSB\) Board of Directors](#)

The Board was in receipt of a report dated December 6, 2019 from Ryan Teschner, Executive Director, with regard to this matter.

Recommendations:

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

1. Replace the current nominee, Councillor Michael Ford and nominate the Chair of the Board instead to represent the Toronto Police Services Board, for the balance of the term, on the OAPSB Board of Directors; and,
2. Advise the OAPSB of its new nominee.

**The Board approved the foregoing report.**

Moved by: M. Ford  
Seconded by: J. Tory

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**This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on December 16, 2019**

P245. [Supply and Delivery of 90 Mobile Workstations and Associated Equipment and Services](#)

The Board was in receipt of a report dated December 2, 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 contract award to Softchoice Canada Inc. for the supply of 90 mobile workstations and associated mounting hardware, as well as installation services for the full equipment fit up of each vehicle, at an estimated cost of \$1.27 Million (M); 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.

**The Board approved the foregoing report.**

Moved by: J. Tory  
Seconded by: M. Moliner

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**This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on December 16, 2019**

P246. [Request to Restructure Conducted Energy Weapon \(C.E.W.\) Reporting](#)

The Board was in receipt of a report dated November 24, 2019 from Mark Saunders, with regard to this matter.

Recommendations:

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

1. Approve one of the reporting schedules outlined within this report, and
2. Approve a request to forego resubmitting the “September 2018 Quarterly Report: Conducted Energy Weapon Use” as requested at the October 2018 meeting.

Deputation: Kris Langenfeld

Ms. Chandrasekera thanked the Chief and his staff for increasing the capacity of staff in this area, especially to support the Use of Force Analyst. She further stated that she believes it is important to provide this level of detail to the Board and the public, as the expansion of the use of CEWs to all frontline officers is a new initiative and it is important to ensure there is transparency and accountability as the Service makes this transition. She advised that she supports the second option listed in the report, stating that although this option allows for less frequent reporting, it includes a great deal more contextual information, as the Board requested in October 2018.

Ms. Chandrasekera moved the following Motion:

**Motion**

**THAT the Board approve Option 2 as outlined in the report**

**THAT the Chief share each CEW annual report with MHAAP for review and feedback prior to presenting to the Board.**

**The Board received the deputation, approved the Motion and the foregoing report.**

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

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**This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on December 16, 2019**

P247. [Special Constable Appointments and Re Appointments – December 2019](#)

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

Recommendations:

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

**The Board received the foregoing report.**

Moved by: J. Tory  
Seconded by: M. Moliner

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**This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on December 16, 2019**

P248. [Public Minutes of Meeting No. 67 held on November 18, 2019](#)

The Board was in receipt of the minutes of the Central Joint Health and Safety Committee meeting held on November 18, 2019.

**The Board received the foregoing Minutes.**

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

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**This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on December 16, 2019**

P249. [Paid Duty Rates – January 1, 2020](#)

The Board was in receipt of a report dated November 18, 2019 from Jim Hart, Chair, with regard to this matter.

Recommendations:

It is recommended that the Toronto Police Services Board receive the attached notification from Toronto Police Association dated November 13, 2019, with respect

to paid duty rates to take effect January 1, 2020 and provide this information to the Chief of Police so that these new rates can be operationalized.

**The Board received the foregoing report.**

Moved by: M. Moliner  
Seconded by: M. Ford

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**This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on November 21, 2019**

P250. [Response to the Jury Recommendations from the Coroner's Inquest into the Death of Mr. Todd Feairs](#)

The Board was in receipt of a report dated October 29, 2019 from Mark Saunders, Chief of Police, with regard to this matter.

Recommendations:

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

1. Receive the following report for information; and
2. Forward a copy of the following report to the Chief Coroner for the Province of Ontario.

**The Board received the foregoing report.**

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

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**This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on November 21, 2019**

P251. [Quarterly Report for May 15, 2019 to August 14, 2019: Conducted Energy Weapon Use](#)

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

Recommendations:

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

Deputation: Kris Langenfeld

Ms. Chandrasekera advised that on page 14 of the report, it is stated that “the C.E.W. was used four times being full deployment during this period involving 12 persons between the ages of 16 - 20 years.” She asked if those four incidents involving youth resulted in any injuries. Deputy Chief Barbara McLean advised that yes, there were four incident where the C.E.W. was used in full deployment and the young people involved in these incidents were aged 17, 18, 19 and 20. Moreover, she stated that there were no injuries other than the ones expected resulting from the use of probes. She noted that, in two of those instances, the parties were in crisis and the injuries were minor self-inflicted wounds as they were both carrying a knife and threatening to commit suicide. The third incident involved a 19 year old who had assaulted an elderly person and continued when police arrived. The fourth involved a 20 year old who pointed a firearm at an officer. A quantity of cash and drugs were seized at this incident.

**The Board received the deputation and the foregoing report.**

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

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**This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on December 16, 2019**

P252. [City of Toronto Council Decision The City of Toronto 2019 – 2023 Green Fleet Plan and 2014-2018 Green Fleet Plan Results](#)

The Board was in receipt of a report dated November 29, 2019 from Ryan Teschner, Executive Director, with regard to this matter.

Recommendations:

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

1. Refer this report to the Chief of Police for consideration and direct the Chief to liaise with City officials and others, as deemed appropriate, and report back to the Board with respect to Council’s recommendation; and,
2. Forward a copy of this report to the General Government and Licensing Committee.

**The Board received the foregoing report.**

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

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**This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on December 16, 2019**

P253. [City of Toronto Council Decision – Request to Establish a Community Police Office in Lawrence Heights](#)

The Board was in receipt of a report dated November 29, 2019 from Ryan Teschner, Executive Director, with regard to this matter.

Recommendations:

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

1. Request that the Chief of Police assess Council's recommendation and report to the Board on the results of his assessment; and,
2. Forward a copy of this report to City Council via the Executive Committee.

Chair Hart advised that that Chief should report back to the Board on this matter within three months.

**The Board approved the foregoing report.**

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

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**This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on December 16, 2019**

P254. [Chief's Administrative Investigation into the Custody Injury to Mr. Jonas Beattie](#)

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

Recommendation:

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

**The Board received the foregoing report.**

Moved by: M. Moliner  
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 December 16, 2019**

P255. [Chief's Administrative Investigation into the Custody Injury to Mr. Sean Fraser](#)

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 Toronto Police Services Board receive this report.

**The Board received the foregoing report.**

Moved by: M. Ford  
Seconded by: M. Moliner

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**This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on December 16, 2019**

P256. [Chief's Administrative Investigation into the Custody Injury to Mr. Jean-Luc Bertram](#)

The Board was in receipt of a report dated June 7, 2019 from Mark Saunders, Chief of Police, with regard to this matter.

Recommendation:

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

**The Board received the foregoing report.**

Moved by: M. Moliner  
Seconded by: J. Tory

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**This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on December 16, 2019**

P257. [Chief's Administrative Investigation into the Custody Injury to 2018.36](#)

The Board was in receipt of a report dated July 22, 2019 from Mark Saunders, Chief of Police, with regard to this matter.

Recommendation:

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

**The Board received the foregoing report.**

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

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**This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on December 16, 2019**

P258. [Chief's Administrative Investigation into the Custody Injury to Mr. Jason Davis](#)

The Board was in receipt of a report dated August 1, 2019 from Mark Saunders, Chief of Police, with regard to this matter.

Recommendation:

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: F. Nunziata  
Seconded by: M. Ford

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**This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on December 16, 2019**

P259. [Chief's Administrative Investigation: Alleged Sexual Assault of Sexual Assault Complainant 2019-C](#)

The Board was in receipt of a report dated February 1, 2019 from Mark Saunders, Chief of Police, with regard to this matter.

Recommendation:

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

**The Board received the foregoing report.**

Moved by: M. Ford  
Seconded by: J. Tory

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**This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on December 16, 2019**

P260. [Chief's Administrative Investigation: Alleged Sexual Assault of Sexual Assault Complainant 2019-D](#)

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

Recommendation:

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

**The Board received the foregoing report.**

Moved by: M. Moliner  
Seconded by: J. Tory

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**This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on December 16, 2019**

P261. 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. Jim Hart, Chair  
Ms. Marie Moliner, Vice-Chair  
Mr. John Tory, Mayor & Member  
Ms. Frances Nunziata, Councillor & Member  
Ms. Uppala Chandrasekera, Member  
Mr. Michael Ford, Councillor & Member

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**Next Regular Meeting**

Date: Wednesday, January 22, 2020  
Time: 1:30 PM  
Location: 40 College Street, 2nd Floor, Auditorium

Minutes Approved by:

*-original signed-*

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Jim Hart  
Chair

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**Members of the Toronto Police Services Board**

Jim Hart, Chair  
Uppala Chandrasekera, Member  
Michael Ford, Councillor & Member

Marie Moliner, Vice-Chair  
Frances Nunziata, Councillor & Member  
John Tory, Mayor & Member



## **BUDGET COMMITTEE MEETING**

### **Minutes**

**Thursday, December 5, 2019 at 9:00 AM**

**Auditorium, 40 College Street, 2<sup>nd</sup> Floor  
Toronto, Ontario**

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

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The following *draft* Minutes of the meeting of the Toronto Police Services Board Budget Committee that was held on December 5, 2019 are subject to adoption at the next regularly scheduled Board meeting.

#### Attendance:

The following members were present:

Jim Hart, Chair  
Marie Moliner, Vice-Chair

#### The following were also present:

Ryan Teschner, Executive Director, Toronto Police Services Board  
Diana Achim, Board Administrator, Toronto Police Services Board  
Jane Burton, Solicitor, City of Toronto - Legal Services Division

#### Declarations:

Declarations of Interest under the *Municipal Conflict of Interest Act* - none

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**This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on December 5, 2019**

P234 The Budget Committee met to discuss the following reports:

1. November 29, 2019 from Mark Saunders, Chief of Police  
Re: **Toronto Police Service 2020 - Operating Budget Request**

2. November 29, 2019 from Mark Saunders, Chief of Police  
Re: **Toronto Police Service 2020-2029 Capital Program Request**
3. November 29, 2019 from Mark Saunders, Chief of Police  
Re: **Toronto Police Service Parking Enforcement Unit - 2020 Operating Budget Request**
4. November 26, 2019 from Jim Hart, Chair  
Re: **Toronto Police Services Board 2020 Operating Budget Request**

Mr. Tony Veneziano, CAO and Ms. Cindy Grant, Manager, Budget and Financial Analysis, provided a detailed presentation regarding the Toronto Police Service operating and capital budgets and the Parking Enforcement budget and responded to questions from the Budget Committee Members. A copy of the power point presentation is attached to this Minute.

The following were in attendance and delivered deputations:

- Mr. Miguel Avila
- Mr. John Sewell, *Toronto Police Accountability Coalition*

The Board was also in receipt of a written submission from Mr. John Sewell, a copy is attached to this minute.

**The Budget Committee received the presentations and the deputations. The Budget Committee approved the reports.**

**Moved by: M. Moliner**  
**Seconded by: J. Hart**

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Minutes Approved by:

*Original signed*

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Jim Hart  
Chair



## Toronto Police Services Board Report

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December 6, 2019

To: Board Members  
Toronto Police Services Board

From: Jim Hart  
Chair

### **Subject: 2020 Budget Recommendations**

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

It is recommended that:

1. The Board approve the appended:
  - a) Toronto Police Service 2020 operating budget
  - b) Toronto Police Service 2020 to 2029 capital program,
  - c) Toronto Police Service 2020 Parking Enforcement Unit operating budget
  - d) Toronto Police Services Board 2020 operating budget requests; and,
2. The Board forward this report, and its attachments, to the City's Budget Committee for consideration and to the City's Deputy City Manager and Chief Financial Officer for information.

#### **Financial Implications:**

The financial implications are set out in each of the four appended reports.

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

The Toronto Police Services Board's Budget Committee comprised of myself and Ms. Marie Moliner, was mandated by the Board to review and make recommendations with respect to the proposed operating and capital budgets of the Toronto Police Service, Toronto Police Parking Enforcement Unit and Toronto Police Services Board.

#### **Discussion:**

In an effort to enhance the transparency of its budget review process, the Budget Committee convened a public meeting which was held on December 5, 2019 at Police

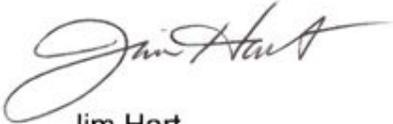
Headquarters. In advance of the meeting an agenda was posted that included all the budget reports. In addition, a line-by-line breakdown of the Service's operating budget proposal was made available publicly. The Budget Committee meeting was also live webcast.

The Committee received detailed presentations of the proposed budgets, considered depositions and, as a Committee, asked questions of staff. After deliberating, the Budget Committee recommended that the Board approve all four of the appended budgets. The agenda for the Budget Committee was posted in advance of the meeting at [http://tps\(b.ca/budget-committee\)](http://tps(b.ca/budget-committee)).

**Conclusion:**

On behalf of the Budget Committee, I recommend that the Board approve the four appended budgets and that the Board forward this report, and its attachments, to the City's Budget Committee for consideration and to the Deputy City Manager and Chief Financial Officer for information.

Respectfully submitted,



Jim Hart  
Chair



# **Toronto Police Service**

## **2020 Operating Budget**

### **Request**

**Presentation to the Toronto Police Services Board**

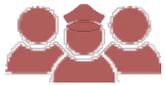
December 16, 2019

# STRATEGIC PLAN

# GOAL \* PLAN \* SUCCESS

At the Toronto Police Service, our mission is Community Safety - to keep Toronto the safest place to be.

## Goals guided by The Way Forward



Be where the public needs the Service the most



Embrace partnerships to create safe communities



Focus on the complex needs of a large city



## Budget priorities



Maintain sufficient staffing levels and deploy resources effectively to keep a growing city safe



Enhance capabilities to continue modernization journey



Fiscal discipline and accountability to achieve value, transparency and sustainability

## Our Vision

Intelligence Led Policing – Balance of proactive and reactive policing

Technologically Advanced

Properly resourced by officers and Civilians

# THE SERVICE CONTINUES WITH MODERNIZATION

Achieved over \$100M savings from 2016 to 2018 & 0% increase in 2017 and 2018

## Enhancing Service Delivery

- Online parking complaints
- Transfer of Crossing Guards
- Disbanded Transit Patrol Unit
- Public Safety Data Portal
- Civilianization Initiatives
- Public Safety Response Team (P.S.R.T)
- Priority Response Group (P.R.G.)
- Redirecting non-emergency calls for service
- NG911
- New Shift Schedule
- District Model
- Data Analytics (A.N.C.O.E.)
- Robotic Process Automation (RPA)

## Mobile and community-focused

- 700 mobile devices deployed – Connected Officer
- Connected Officer Expansion 2,100 devices (Grant funded)
- Expanding Neighbourhood Community Officer program
- Vision Zero Road Safety Program

Completed

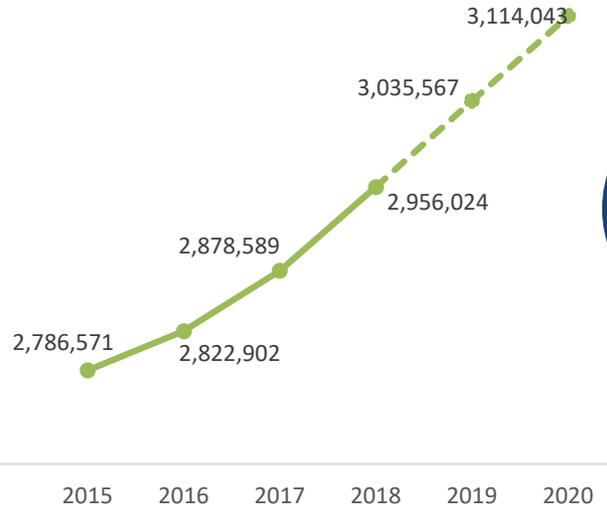
In Progress

# WORKLOAD DEMANDS & CHALLENGES

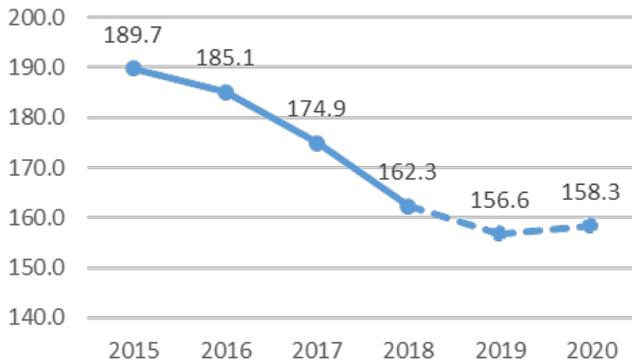
The City of Toronto is growing at an exceptional pace

Toronto's population has grown by **169,000** from 2015 to 2018 and continues to grow significantly. In 2018, Toronto had 44.5M visitors.

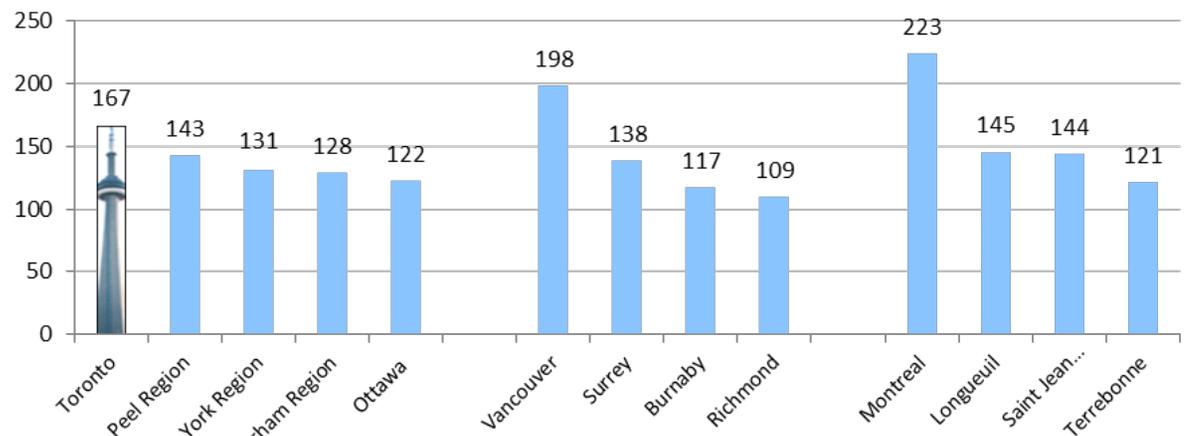
**500K** Projected increase in population from 2015 to 2023 This is roughly the size of Hamilton



Officers per Capita



2018 Officers per 100,000 population in Major Canadian Cities and Outlying Regions



Source: Toronto Police Service average/projected average deployed uniform officers for the year and Statistics Canada and Ontario Ministry of Finance projections for population data

Source: Statistics Canada. Table 35-10-0077-01 Police personnel and selected crime statistics, municipal police services. (Number of police officers as of May 2018)

# WORKLOAD DEMANDS & CHALLENGES

Major Crimes are up

## Major Crime Indicators 2015-2018



↑ 62.7%  
Homicides



↑ 9.4%  
Break and Enter



↑ 8.8%  
Assault



↑ 1.8%  
Robbery



↑ 45.7%  
Auto Theft



↑ 19.3%  
Theft over \$5,000

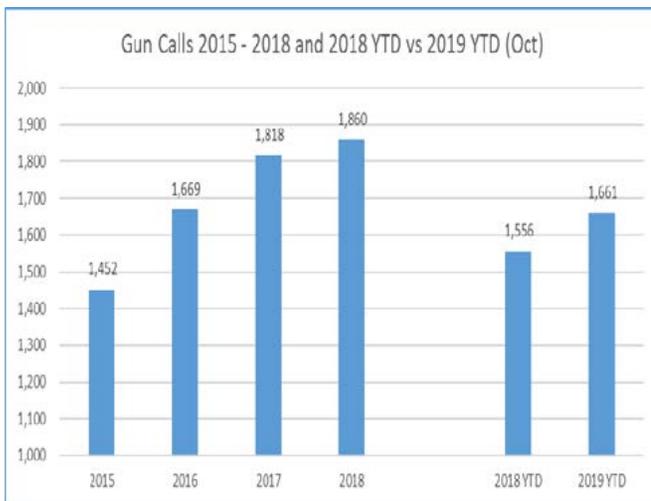
October	2018	2019	% Change
Assault	16,297	17,194	5.5%
Auto Theft	3,760	4,287	14.0%
Break and Enter	6,184	7,024	13.6%
Robbery	2,922	2,820	-3.5%
Theft Over	1,002	1,153	15.1%
Homicides	88	60	-31.8%

# WORKLOAD DEMANDS & CHALLENGES

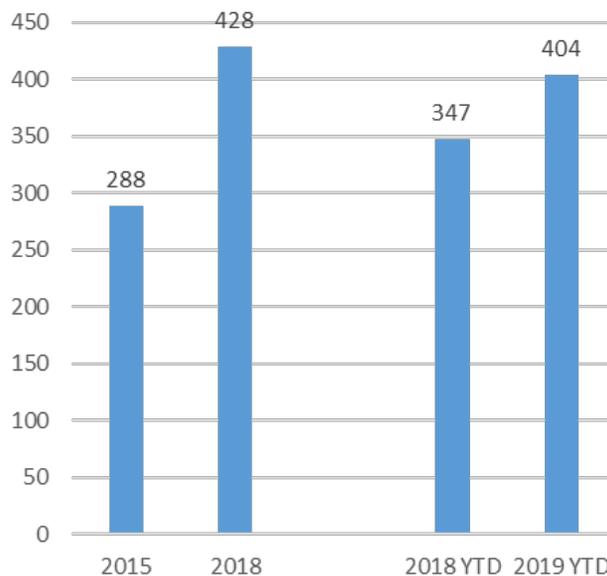
Increasing gun violence is a challenge

Gun Calls have increased by 28.1% from 2015-2018

YTD 2018 to 2019 shows an increase of 6.7%



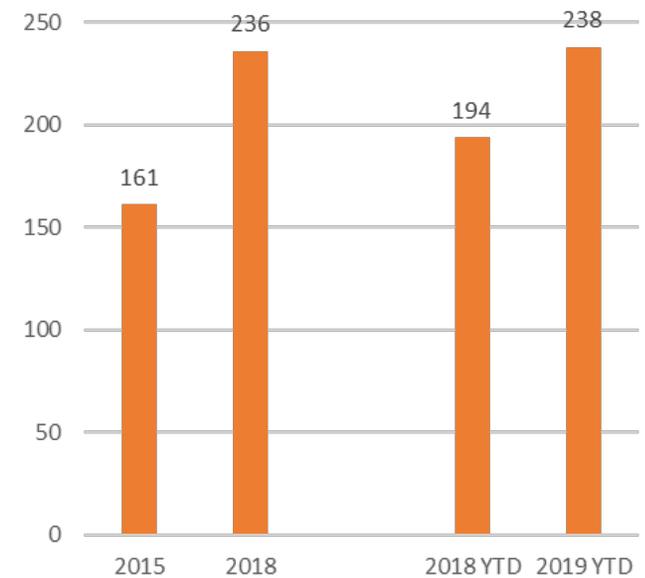
Shooting Incidents



Shooting Incidents have increased by 48.6% from 2015 to 2018

Shooting Incidents continue to increase by 16.4% (Oct 18 – 19)

Shooting Victims



Shooting Victims have increased by 46.6% from 2015 to 2018

Shooting Victims also increased by 22.7% (Oct 18 – 19)

# WORKLOAD DEMANDS & CHALLENGES

DO NOT CROSS  
PERSONS- 1-800-222-8477 (tips)

POLICE  
CALL CRIME

And other demand factors also present challenges

## Persons in Crisis

2015 – 2018      2018 – 2019 YTD\*

### Persons in Crisis

↑21.1%

↓1.4%

### Overdose

↑61.4%

↑28.4%

### Threaten Suicide

↑35.8%

↑6.9%

\* As of November, 2019

## Legislative Impacts

Cannabis

R. v. Jordan  
and disclosure  
911 tapes

Presumptive  
PTSD &  
Chronic Mental  
Stress

Next  
Generation  
911

# WORKLOAD DEMANDS & CHALLENGES

Calls for service are up with a decreased and optimized workforce

## Calls for Service

2015 – 2018

2018 – 2019 YTD\*

Overall increase in calls

↑7.5%

↑0.0%

## Emergency Calls

↑10.3%

↑3.1%

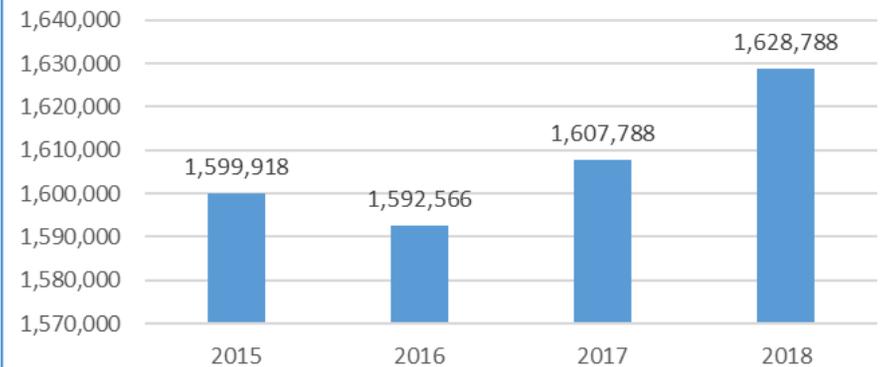
## Non Emergency Calls

↑4.0%

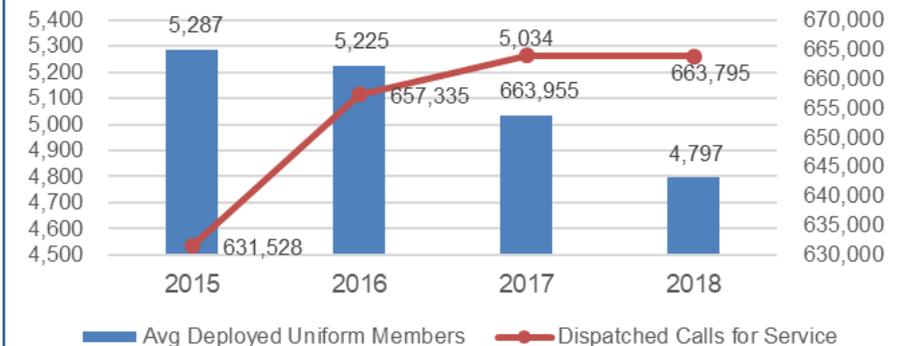
↓3.9%

\* As of October, 2019

## Hours Spent on Calls for Service



## Average Deployed Uniform Staffing vs Dispatched Calls for Service (2015-2018)



# BUDGET BY THE NUMBERS

At the Toronto Police Service, our mission is Community Safety - to keep Toronto the safest place to be.



**\$1,076.2M**

Net 2020 operating budget



**3.9%**

Increase in operating budget over 2019



**89%**

Operating budget allocated towards people



**2,490**

2020 Civilian positions



**4,930**

2020 Average uniform deployed strength

This request includes new investments:



140 Priority Response Officers to answer calls and be proactive in the community



40 more Neighbourhood Community Officers



8 traffic officers in support of the Vision Zero Road Safety Plan



Body Worn Cameras



5 new Equity, Inclusion and Human Rights positions

# 2020 TOTAL OPERATING BUDGET SUMMARY



## Summary of 2020 Budget Request (\$M's)

2020 Budget Request	2019 Budget \$Ms	2020 Request \$Ms	\$ Increase / (Decrease) over 2019	% Increase / (Decrease) over 2019
Base Budget Request	\$1,035.4	\$1,065.1	\$29.7	2.9%
New Investment Request	\$0.0	\$11.1	\$11.1	1.0%
<b>Total 2020 Budget Request</b>	<b>\$1,035.4</b>	<b>\$1,076.2</b>	<b>\$40.8</b>	<b>3.9%</b>

# 2020 BASE OPERATING BUDGET SUMMARY



Summary of 2020 Base Budget Request Changes (\$M's)

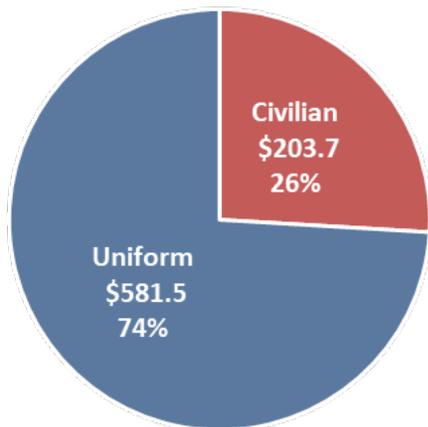
Base Budget	2019 Budget \$Ms	2020 Request \$Ms	\$ Increase / (Decrease) over 2019 Budget	% Increase / (Decrease) over 2019 Total Budget
Salary Requirements	777.8	785.2	7.4	0.7%
Premium Pay	53.9	47.9	(6.0)	(0.6%)
Statutory Deductions and Benefits	212.8	216.0	3.3	0.3%
Reserve Contributions	50.5	50.5	0.0	0.0%
Other Expenditures	81.6	80.6	(1.0)	(0.1%)
Revenues	(141.1)	(144.0)	(2.9)	(0.3%)
<b>Net Base Budget Request (excluding Salary Settlement)</b>	<b>\$1,035.4</b>	<b>\$1,036.2</b>	<b>\$0.8</b>	<b>0.1%</b>
<b>Salary Settlement</b>		<b>28.9</b>	<b>28.9</b>	<b>2.8%</b>
<b>Net Base Budget Request</b>	<b>\$1,035.4</b>	<b>\$1,065.06</b>	<b>\$29.68</b>	<b>2.9%</b>

# BASE OPERATING BUDGET SALARY



(\$M)	2019 Budget	2020 Budget	\$ Change over 2019	% Change over 2019 Total Budget
Salary Requirements	777.8	785.2	\$7.4	0.7%

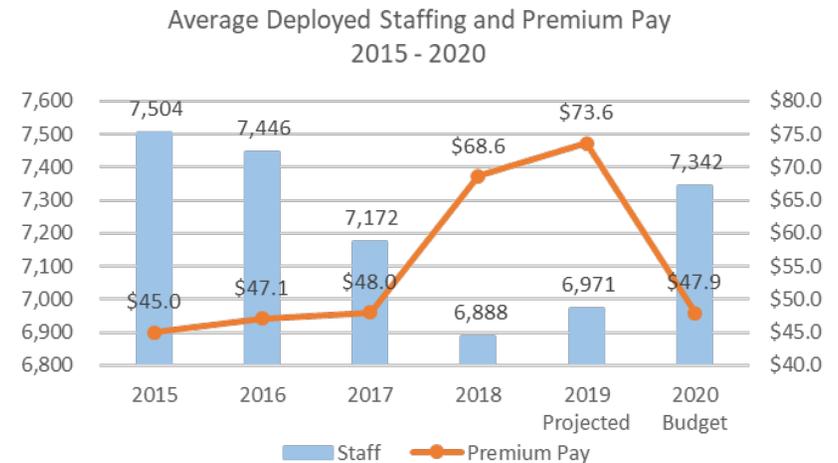
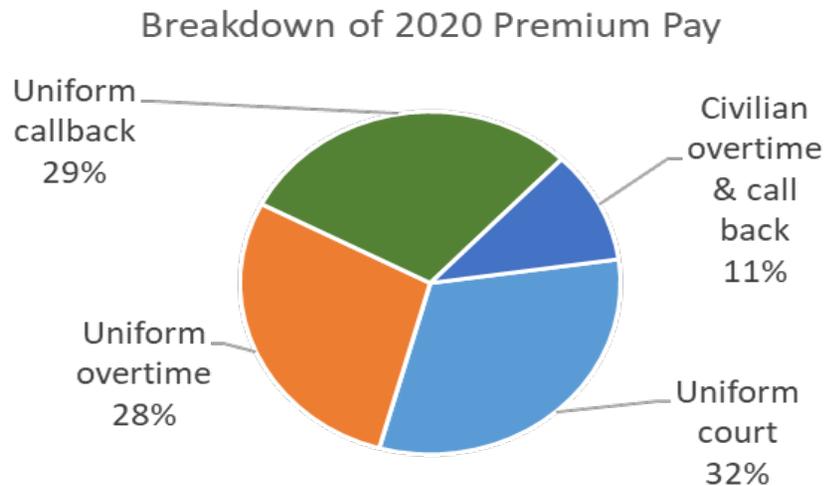
Ratio of Uniform Salary to Civilian Salary



- Base budget maintains current strength of uniform officers at 4,850 and 2,490 civilian positions
  - Approx. 150 critical civilian vacancies to be filled through this budget (communications operators, technology, etc.)
- Prior year impacts - annualization of civilianization initiatives (e.g. District Special Constables)
- Leap year impact

# BASE OPERATING BUDGET PREMIUM PAY

(\$M)	2019 Budget	2020 Budget	\$ Change over 2019	% Change over 2019 Total Budget
Premium Pay	53.9	47.9	(\$6.0)	(0.6%)



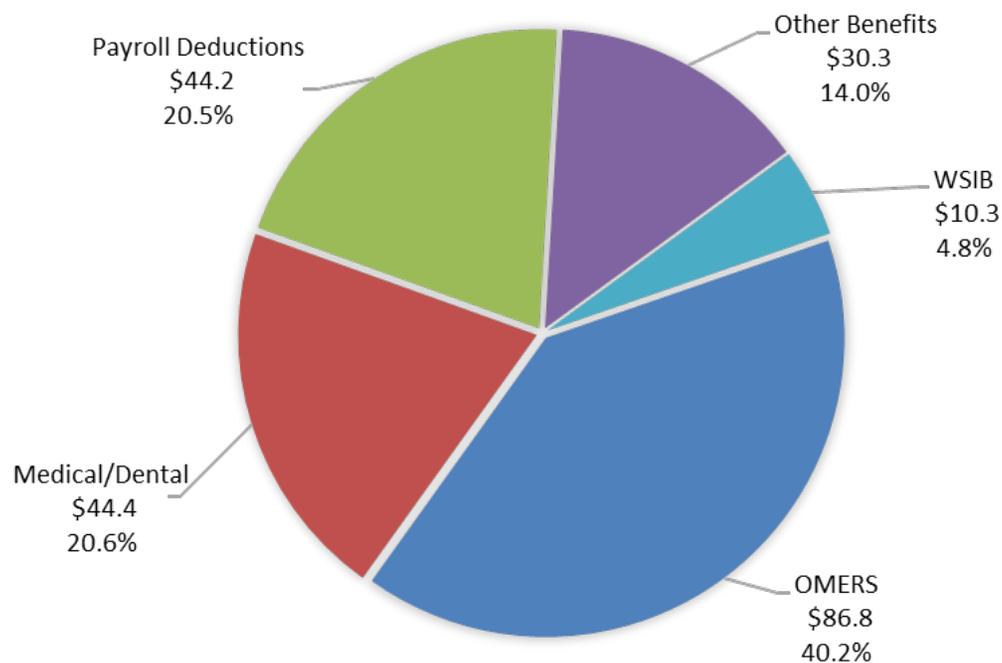
2019 premium pay budget expected to be exceeded by \$18M+; This amount was offset by savings from civilian salary  
 \$6M reduction was made based on increasing staffing levels, moving to new shift schedules and filling more vacancies

# BASE OPERATING BUDGET STATUTORY DEDUCTIONS and BENEFITS



(\$M)	2019 Budget	2020 Budget	\$ Change over 2019	% Change over 2019 Total Budget
Statutory Deductions & Benefits	212.8	216.0	3.3	0.3%

Breakdown of 2020 Budget Statutory Deductions and Benefits



- Medical/Dental coverage (\$0.7M increase) – actuals have been increasing in 2019
- Workplace Safety & Insurance Board (W.S.I.B.) (\$1.4M increase) – actuals continue to increase due to Bill 163, Supporting Ontario’s First Responders Act regarding Post Traumatic Stress Disorder (P.T.S.D)
- Various expenditures (\$1.2M) for retiree medical/dental, group life insurance, Payroll deductions, etc.

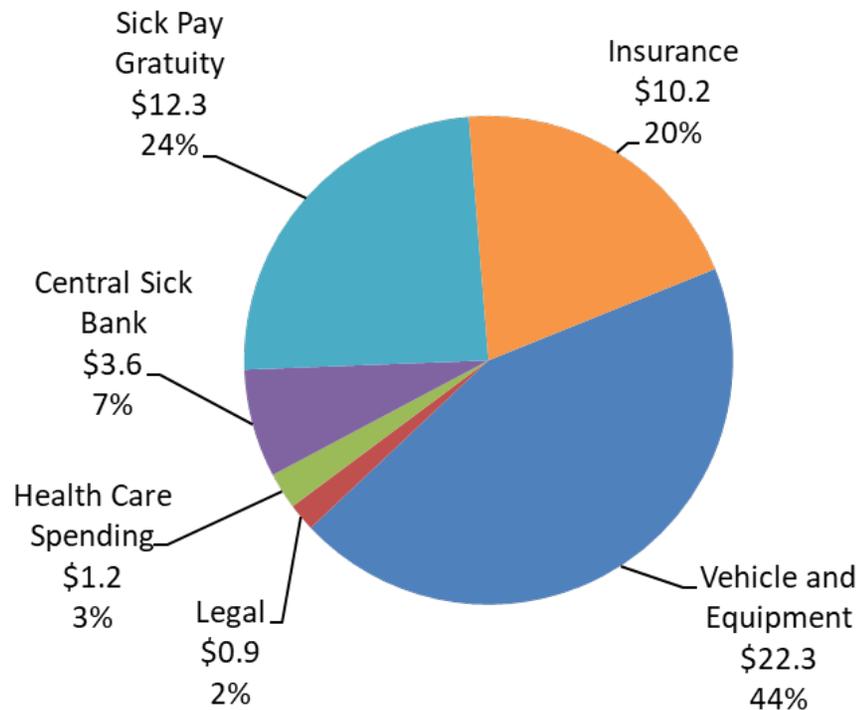
Other benefits include Group life insurance, retiree medical/dental/paid up life, central sick, etc.

# BASE OPERATING BUDGET RESERVES



(\$M)	2019 Budget	2020 Budget	\$ Change over 2019	% Change over 2019 Total Budget
Contributions to Reserves	50.5	50.5	0.0	0.0%

Breakdown of 2020 Contributions to Reserves



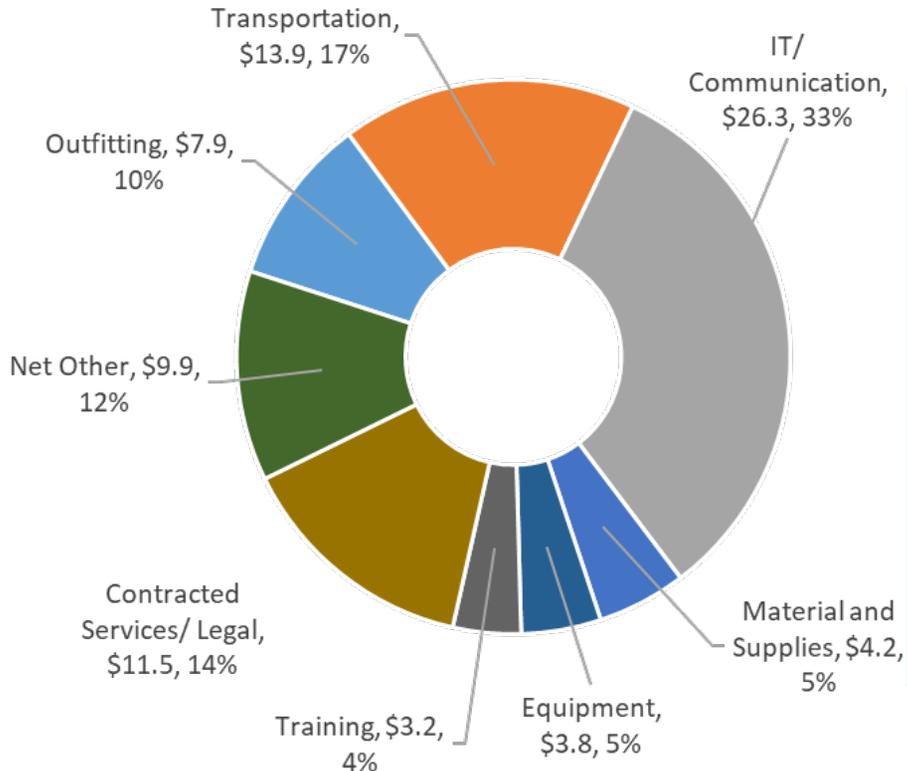
- Identified requirements of \$3.8M was eliminated to reduce overall budget request
- Assumes contribution from 2019 surplus

# BASE OPERATING BUDGET OTHER EXPENDITURES



(\$M)	2019 Budget	2020 Budget	\$ Change over 2019	% Change over 2019 Total Budget
Other Expenditures	81.6	80.6	(1.0)	(0.1%)

Breakdown of 2020 Other Expenditures



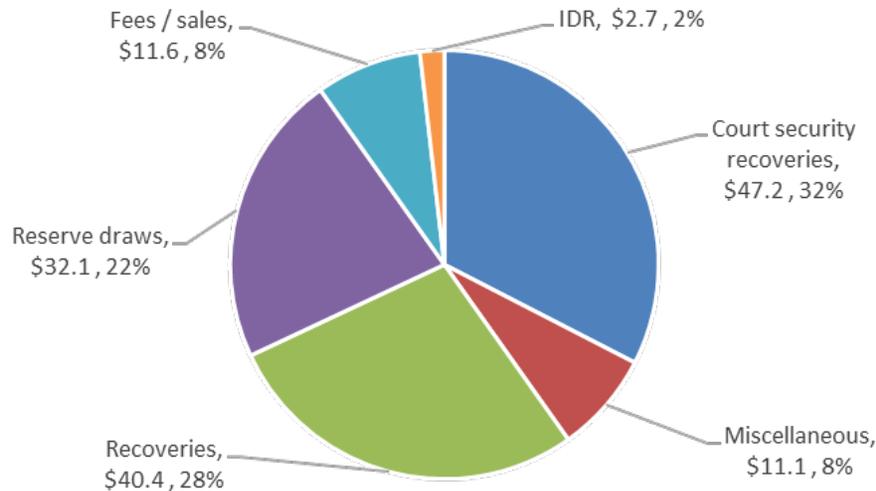
- Contracted Services – Reduced by \$1.6M (e.g. VoIP)
- Computer maintenance – Increase of \$1.1M
- Capital project operating budget impacts – Increase of \$0.9M  
e.g. Connected Officer, Peer to Peer site, Analytics Centre of Excellence (A.N.C.O.E.)
- Gasoline 8 cent increase – Increase of \$0.4M
- Various other reductions such as ammunition, computer hardware, services and rent, etc.

# BASE OPERATING BUDGET REVENUES



(\$M)	2019 Budget	2020 Budget	\$ Change over 2019	% Change over 2019 Total Budget
Revenues	(141.1)	(144.0)	(2.9)	(0.3%)

Breakdown of 2020 Revenues



- Paid Duty Rental – \$0.5M increase
- Criminal Reference checks - \$0.9M increase
- City's Ontario Cannabis Legislation Reserve - \$1.1M draw from reserve to offset base budget costs of cannabis enforcement

# 2020 NEW INVESTMENTS OPERATING BUDGET SUMMARY



## Summary of 2020 New Investments Budget Request (\$M's)

New Investments	2019 Budget \$Ms	2020 Request \$Ms	\$ Increase / (Decrease) over 2019 Budget	% Increase / (Decrease) over 2019 Total Budget
Adding Officers- Priority Response Unit (+140 officers); Neighbourhood Officers (+40 officers); Vision Zero (+8 officers and call back)	0.0	8.8	8.8	0.9%
Adding Civilians- (+5) Equity, Incl & Human Rights	0.0	0.4	0.4	0.0%
Vision Zero; City Revenue	0.0	(1.0)	(1.0)	(0.1%)
Body Worn Camera	0.0	2.5	2.5	0.2%
Other - Leadership training (\$187K); reinstitute tuition reimbursement (\$250K)	0.0	0.4	0.4	0.0%
<b>Net New Investment Budget Request</b>	<b>\$0.0</b>	<b>\$11.1</b>	<b>\$11.1</b>	<b>1.0%</b>

# NEW INVESTMENTS BUDGET UNIFORM STAFFING



- Additional Priority Response Unit Officer; 140 Officers
- Additional Neighbourhood Community Officers; 40 Officers
- Vision Zero Traffic Enforcement; 8 Officers (recovered from the City)

By February 2021, the full 188 officers would be deployed

## Uniform Establishment and Deployment



# NEW INVESTMENTS BUDGET PRIORITY RESPONSE UNIT



## 140 Priority Response Unit

- External firm engaged to arrive at evidence-based number of officers to meet current PRU demands
- Considerations in model development
  - Improved response time (I.A.C.P. standard)
  - 70/30 reactive/proactive (I.A.C.P. standard)
  - Time detractors (vacation, training, court, sick time, etc.)
- New shift schedule and Priority Response Group significant contributor to achieving model
- Collaborative effort between Board, TPA and Service for new shift schedules

## Outcomes

- Better response time
- Greater coverage in peak times
- More time for PRU officers for traffic enforcement and other proactive activities
- Community engagement and public trust
- Reduced crime and victimization
- Less reliance on callbacks
- Address Officer preference and wellness with the new shift schedule



# NEW INVESTMENTS BUDGET NEIGHBOURHOOD COMMUNITY OFFICERS

## 40 Neighbourhood Community Officers (N.C.O)

Currently 140 city of Toronto neighbourhoods

- 33 neighbourhoods already part of this program
- Additional officers will expand this program by 10 more neighbourhoods
- 4 year commitment to community with dedicated Neighbourhood Community Officers

## Outcomes

- Better engagement with the community
- Reduce crime and victimization
- Increase public safety
- Improve trust in the police

# NEW INVESTMENTS BUDGET VISION ZERO ROAD SAFETY PLAN



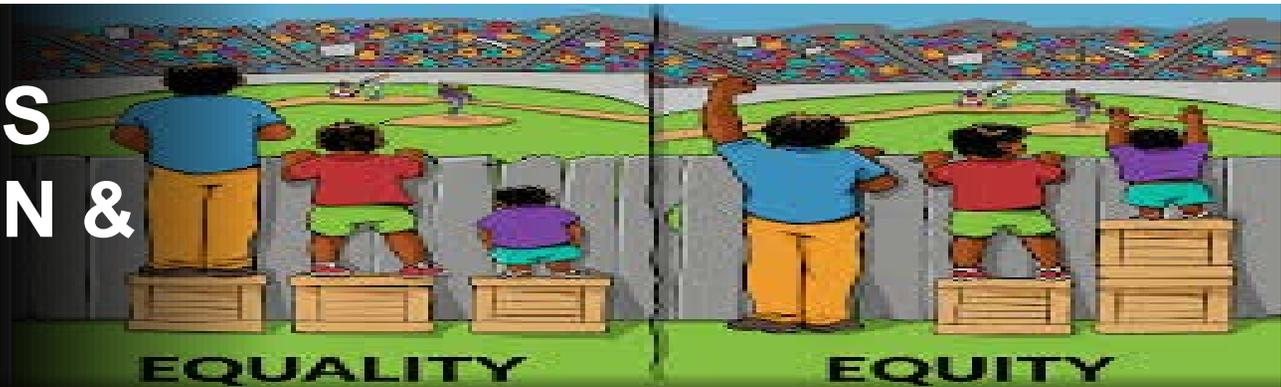
## 8 Vision Zero Traffic Officers

- Traffic Services currently staffed with 127 officers for collision investigations and front line traffic enforcement activities
- City Vision Zero Road Safety Plan
  - Focused on reducing traffic related fatalities and serious injury
- \$1M allocated from the City's Road Safety Plan to enhance Service traffic enforcement

## Outcomes

- Fully dedicated , intelligence-led team for traffic enforcement activities
- Improved traffic and pedestrian safety

# NEW INVESTMENTS EQUITY, INCLUSION & HUMAN RIGHTS

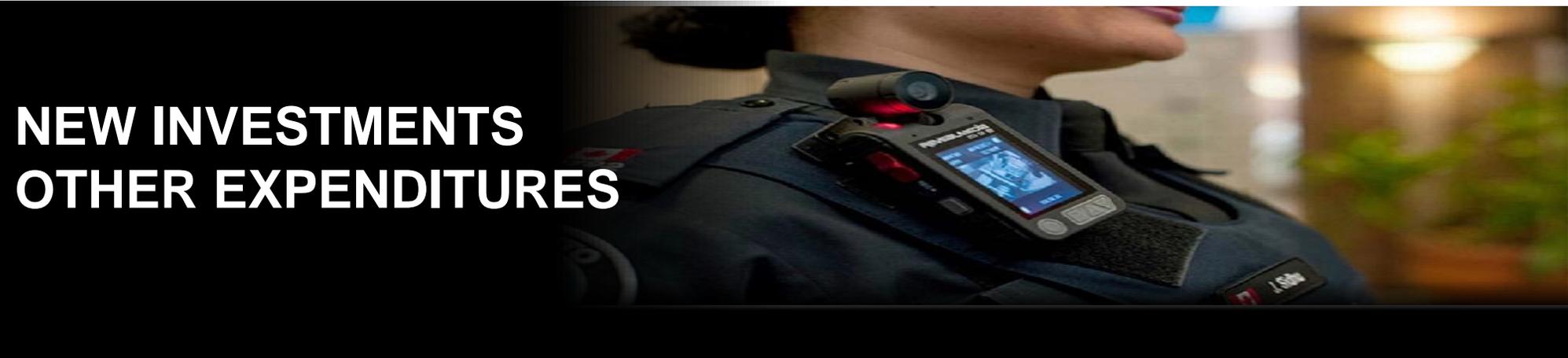


## 5 Positions

- Final implementation of the Equity, Inclusion & Human Rights Unit, as approved by the Board in 2019

## Outcomes

- Implementation of the Service's Race Based Data Collection Strategy
- Centre of Excellence focusing on
  - supporting bias-neutral practices
  - Removing system barriers for members & public
- Promotion of a healthy work environment, free of harassment and discrimination
- Promotion of inclusion and human rights for greater transparency, collaboration, community partnerships and accountability
- Development of coaching and capacity building tools and techniques for leaders in area of diversity and inclusive leadership



# NEW INVESTMENTS OTHER EXPENDITURES

## Body Worn Camera (Operating Impact from Capital)

- \$4.8M is included in the 2020-2029 capital program for infrastructure and device requirements
- \$2.5M in operating budget for cloud-based solution – July 2020

## Benefits

- Maintain and enhance public trust and accountability
- Part of Service's commitment to deliver professional and unbiased policing
- Protect reputation of the Service
- Provides robust digital evidence management system for courts
- Increased transparency
- Cost savings in time and resources for investigation of complaints

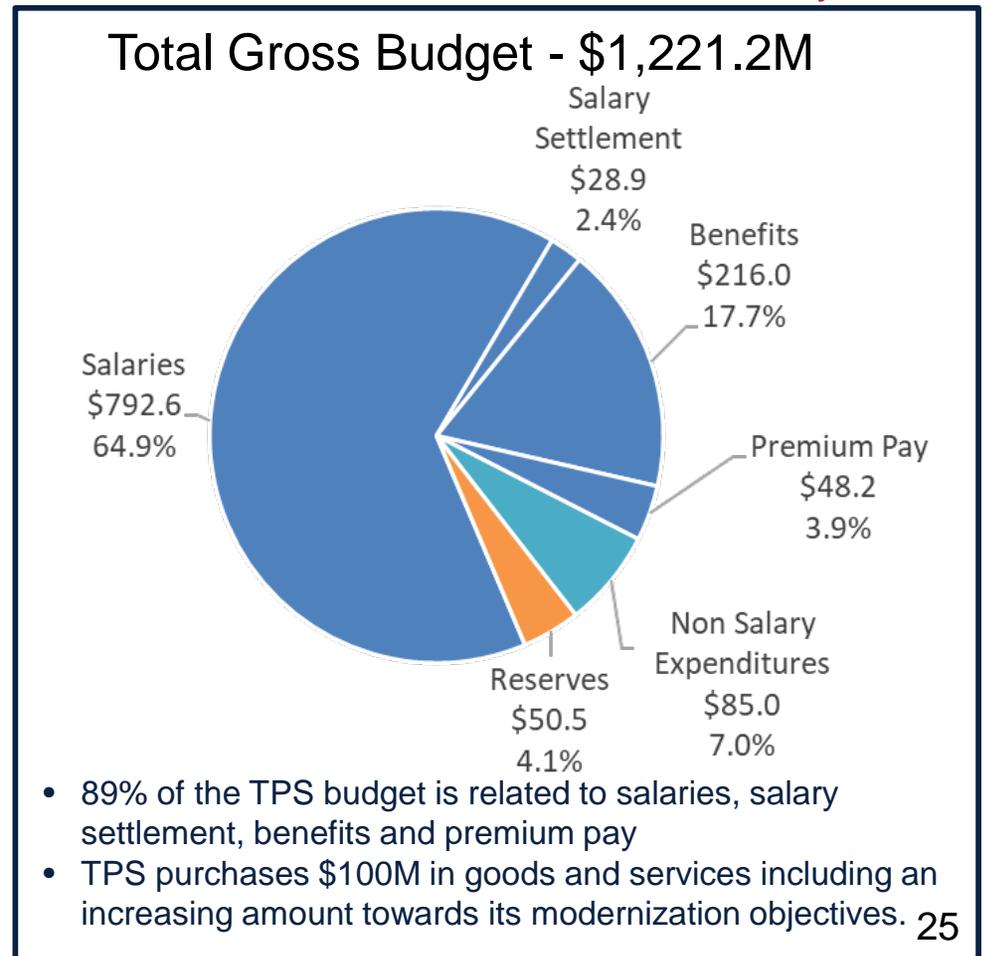
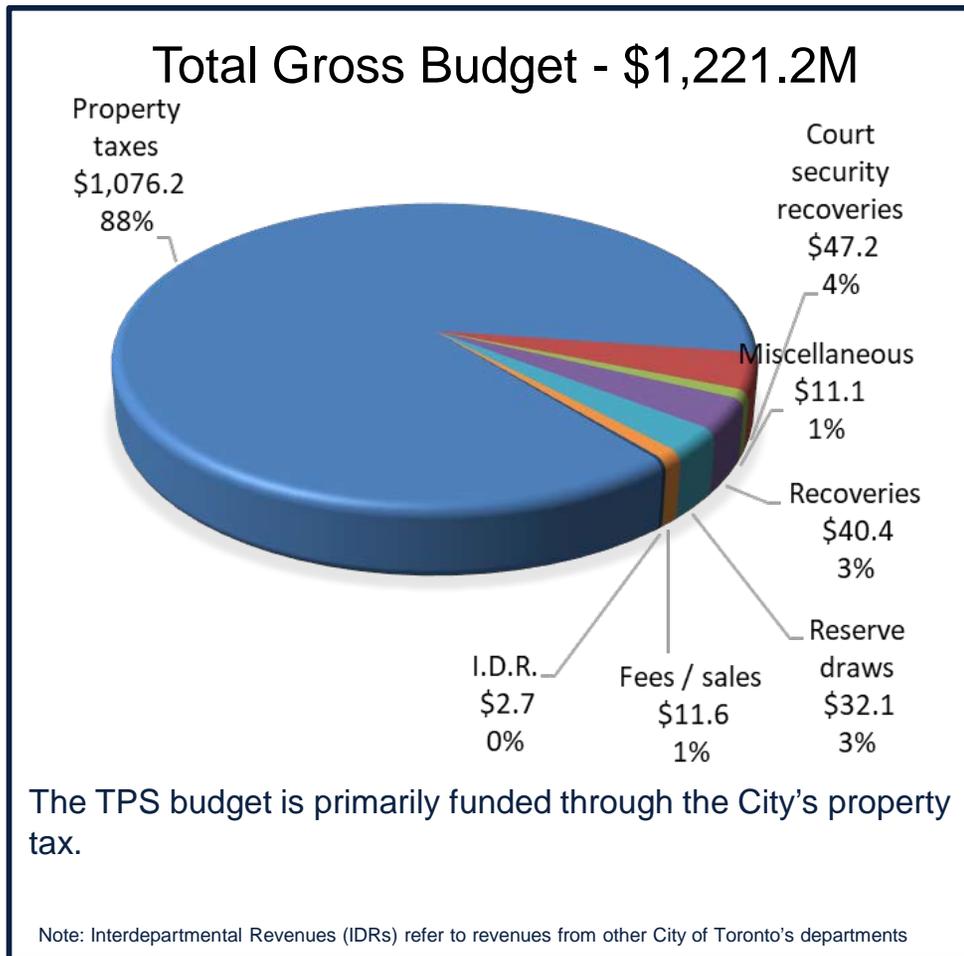
# 2020 OPERATING BUDGET SUMMARY



The budget is primarily funded by property taxes and reflects our net budget request of \$1,076.2M.

## Where the Money Comes From

## Where the Money Goes



# 2021 and 2022 PRELIMINARY OUTLOOK



	2021	2022
Starting Request	\$1,076.2	\$1,115.3
Salary requirements	\$9.0	\$3.2
Benefit cost increases	\$3.0	\$2.5
Reserve contributions	\$5.3	\$3.7
Non Salary – inflationary and contract increases	\$5.1	\$5.9
Revenues	(\$0.4)	\$7.0
<b>Total change before salary settlement</b>	<b>\$22.0</b>	<b>\$22.3</b>
Salary settlement	\$17.1	\$23.4
<b>Net Change</b>	<b>\$39.1</b>	<b>\$45.7</b>
<b>Outlook</b>	<b>\$1,115.3</b>	<b>\$1,161.0</b>
<b>Percentage change over prior year</b>	<b>3.6%</b>	<b>4.1%</b>

Outlook is based on estimated staffing levels (hires and separations), continued grant funding levels, economic indicators and contractual and legislative obligations known at this time.

# CONCLUSION



- The Service's net budget request is \$1,076.2M, a 3.9% increase over 2019 and will enable:
  - Hiring of 341 officers to replace officers who retire and to invest in priority areas
  - Hiring of 150 critical civilian positions
  - Improved response time and more proactive policing with new shift schedules and net new Priority Response Unit officers
  - Enhanced traffic and pedestrian safety
  - Greater community engagement and partnerships
  - Improved public trust and accountability
  - Increased wellness of members

# CONCLUSION

## Key Priorities



Improved Response Time and Greater Coverage in Peak Times

- New shift schedule
- Priority Response Unit Officers

Increased Traffic Enforcement

- New shift schedule
- Priority Response Unit Officers
- Vision Zero Traffic Enforcement Officers

Less Reliance on Callbacks

- New shift schedule
- Priority Response Unit Officers

Better Engagement with the Community

- Neighbourhood Community Officers
- New shift schedule
- Priority Response Unit Officers

Officer Wellness and Healthy Work Environment Free of Discrimination and Harassment

- Priority Response Unit Officers
- Neighbourhood Community Officers
- Equity, Inclusion and Human Rights Positions



# **Toronto Police Service**

## **2020 - 2029 Capital Budget**

### **Request**

# CAPITAL BUDGET AT A GLANCE

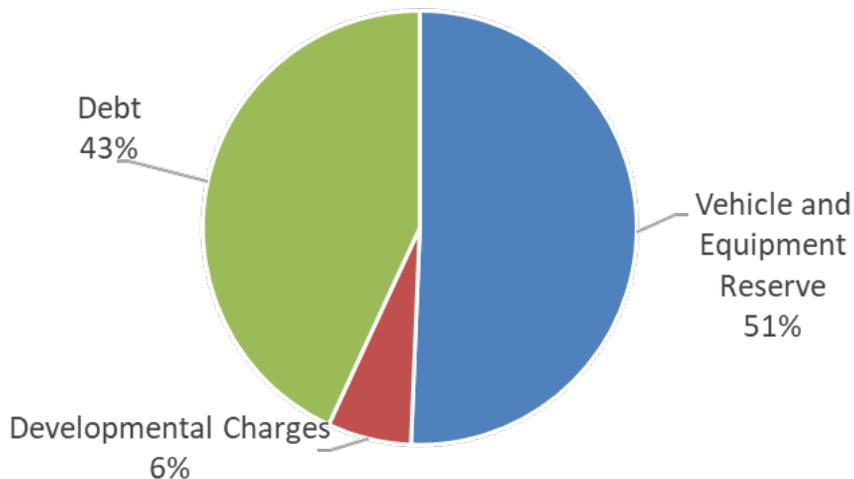
Toronto Police Service's capital budget is allocated to expenses such as vehicles, equipment, land, and facilities.

## 2020 Capital Program Excluding Carryforwards

Where the money comes from (\$M)

**\$50M**

**Gross 2020 Capital Projects**



Going from Gross to Net

**Net Debt Funding:  
Primary Capital Program Measure**

Category (\$M's)	2020
<b>Gross Project</b>	<b>\$50</b>
Vehicle and Equipment Reserve	\$26
Development Charges	\$3
<b>Net Debt Funding</b>	<b>\$22</b>

# 2020-2029 CAPITAL PROGRAM SUMMARY



**\$587.2M Gross - \$202.9M Net**

				
Facilities	Information technology	Vehicles	Communication	Equipment
<b>\$214.9M</b> 37%	<b>\$208.1M</b> 35%	<b>\$82.2M</b> 14%	<b>\$37.3M</b> 6%	<b>\$44.8M</b> 8%
<i>District Policing Model</i> 54/55 Division 32/33 Division 41 Division S.O.G.R.***	<i>NG911</i> E.B.I./A.N.C.O.E.* Workstations Servers Network	<i>Vehicle</i> Replacement	<i>Radio</i> Replacement	<i>Body Worn</i> Camera A.F.I.S.** C.E.W.*** Property Racking Live Scan

\*EBI/ANCOE – Enterprise Business Intelligence; Analytics Center of Excellence

\*\*AFIS - Automated Fingerprint Identification System

\*\*\*CEW – Conducted Energy Weapon

\*\*\*S.O.G.R. - State Of Good Repair

Excludes 2019 Carry Forward

# MAJOR PROJECTS



Major Projects	Outcomes
Body Worn Camera	Increased transparency; maintain and enhance public trust and accountability
District policing model <ul style="list-style-type: none"> <li>• 54/55 amalgamation, 32 Division, 41 Division, 13/53 amalgamation, 22 Division, 51 Division)</li> </ul>	Enhanced operational flexibility, improvements to aging facility infrastructure, better optimized resources and efficiencies in prisoner management
Analytics Centre of Excellence (ANCOE)	Better, more efficient access to data for analysis and decision making
Next Generation 911 (1 <sup>st</sup> phase) <ul style="list-style-type: none"> <li>• Request for Proposal to be issued</li> </ul>	Modern, more reliable and accessible 911 system. Includes real time texting
Vehicle and Equipment lifecycle replacement (e.g. vehicles, workstations, servers, network equipment, mobile workstation)	Necessary equipment and vehicles to support operations
Additional 90 Cars for P.R.U officers and District Special Constables	Improved response time, proactive policing including traffic enforcement

# Phase II – Next Generation 911



## **New 9-1-1 Communications Centre – Additional space and system requirements**

- Requirements and estimated costs need further review
  - The primary and alternate locations for Communications Services have reached the maximum capacity for personnel, workspace and technology
  - Will not be able to accommodate growth, expansion or the requirement of NG911
- In 2020, conducting a feasibility study (included in the Program) to review requirements and recommend approach
- Funding should also be jointly coordinated with other City Emergency Services



# **Toronto Police Service**

## **2020 Parking Enforcement**

### **Budget Request**

# PARKING ENFORCEMENT SUMMARY

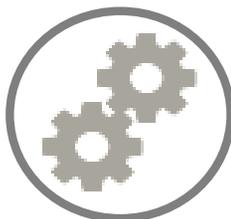
## City Parking Tag Operations Program



**TPS - Enforce  
Parking By-laws  
through issuance  
of parking  
infraction tags**



Collect fines for  
all parking  
violations issued  
in the City of  
Toronto



Managing/  
administering the  
dispute review  
process at the  
Screening Offices



Schedule and  
support the  
Administrative  
Penalty Tribunal

# PARKING ENFORCEMENT BUDGET



## Parking at a Glance



**\$49.2M**  
Net 2020 Parking  
Enforcement  
operating budget



**4.1%**  
Increase in  
operating budget  
over 2019



**86%**  
Operating Budget  
allocated towards  
people



**404**  
2020 Parking  
Enforcement  
positions

# PARKING PROGRAM SUMMARY



## 2019 Accomplishments

- Rush Hour Route Enforcement Campaign
- Heavy Truck Enforcement Campaign
- Queen Street Pilot Project
- Initiated Electronic Tow Card
- Approximately 2 million Parking Tags issued
- Approximately 30,000 vehicles towed
- Over 150,000 calls for parking responded to

## 2020 Considerations

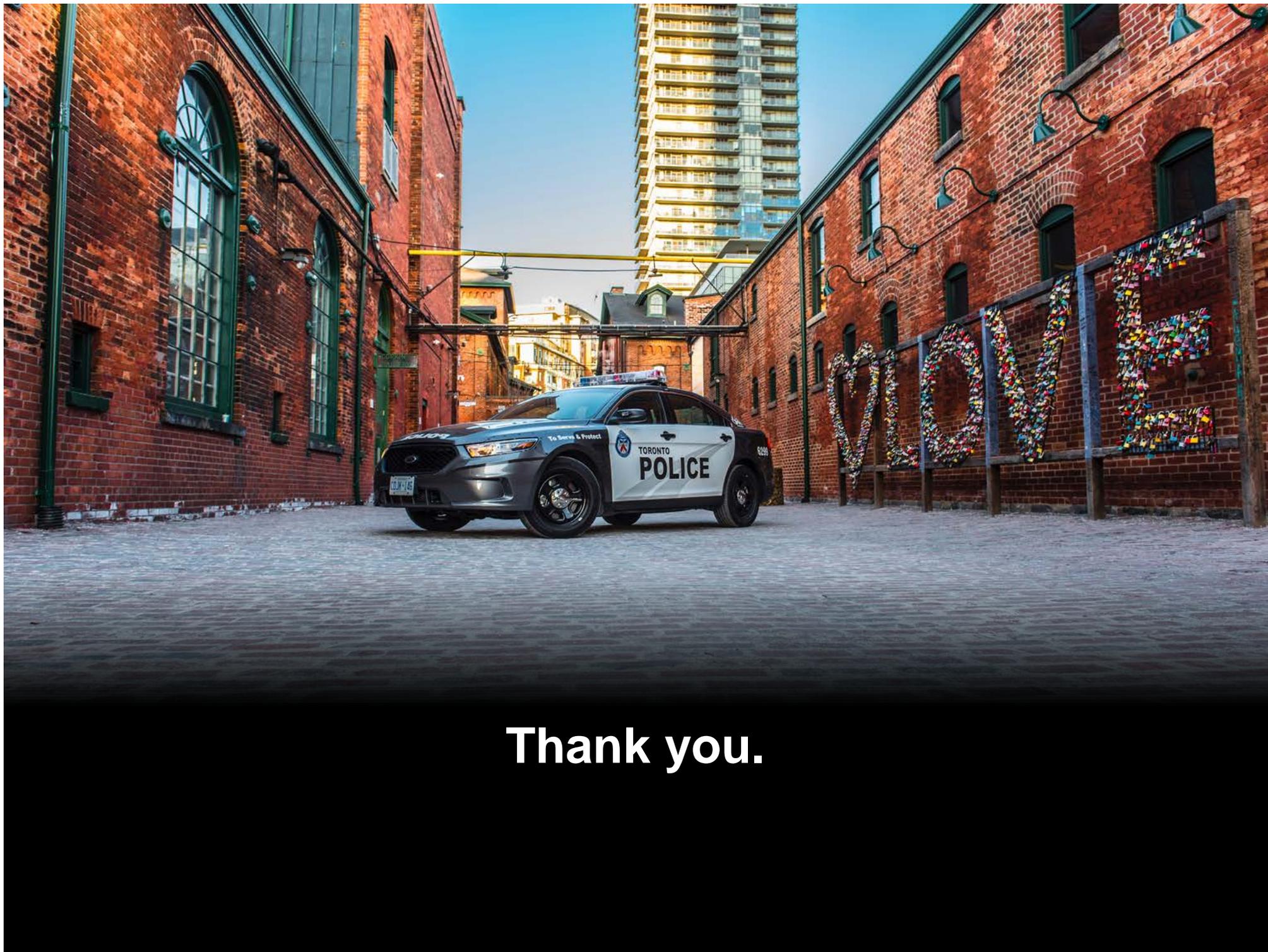
- P.E.U. staffing to backfill vacancies and address staff promotions to other positions in the Service (District Special Constables, Police Officers, and others)
- Continuation of movement of officers to be closer to where they enforce

# PARKING ENFORCEMENT UNIT BUDGET SUMMARY

## Summary of 2020 Budget Request Changes (\$M's)

Budget	2019 Budget \$Ms	2020 Request \$Ms	\$ Increase / (Decrease) Over 2019 Budget	% Increase / (Decrease) Over 2019 Total Budget
Salary Requirements	31.5	32.2	\$0.7	1.5%
Premium Pay	2.4	2.3	(\$0.1)	(0.2%)
Statutory Deductions & Benefits	7.8	7.9	\$0.1	0.2%
Contributions to Reserves	2.8	2.8	\$0.0	0%
Other Expenditures	4.3	4.5	\$0.2	0.4%
Revenues	(1.5)	(1.5)	(\$0.0)	(0%)
<b>Net Base Budget Request (excluding Salary Settlement)</b>	<b>\$47.3</b>	<b>\$48.2</b>	<b>\$0.9</b>	<b>2.0%</b>
<b>Salary Settlement</b>		<b>1.0</b>	<b>1.0</b>	<b>2.1%</b>
<b>Net Budget Request</b>	<b>\$47.3</b>	<b>\$49.2</b>	<b>\$1.9</b>	<b>4.1%</b>

- Increase in salary and benefits is due to P.E.U. staffing to backfill vacancies and address P.E.O. promotions to other positions in the Service (District Special Constables, Police Officers, and others). In order to avoid reductions in enforcement activities, the P.E.U. will be temporarily 10 over strength for P.E.O.s on average during 2020.
- Premium pay reduction is in addition to \$0.2M reduced in 2018
- Increase in Other Expenditures due mainly to transitioning PEOs to load bearing tactical vests plus an increase in gasoline prices



**Thank you.**



## Toronto Police Services Board Report

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November 29, 2019

To: Budget Committee  
Toronto Police Services Board

From: Mark Saunders  
Chief of Police

**Subject: Toronto Police Service – 2020 Operating Budget Request**

### **Recommendations:**

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

- (1) approve the Toronto Police Service's 2020 net operating budget request of \$1,076.2 Million (M), a 3.9% increase over the 2019 approved, restated budget; and
- (2) forward a copy of this report to the Board for consideration and recommendation for approval.

### **Financial Implications:**

The Toronto Police Service (Service) 2020 operating budget request is \$1,076.2M (\$1,221.2M gross), which is \$40.8M or 3.9% above the 2019 approved budget. A full 2.8% (\$28.9M) of the 3.9% is related entirely to the impact of applying the collective agreements with the Toronto Police Association and Senior Officers' Organization. An additional 0.1% (\$0.8M) is for other base budget pressures. The remaining 1% (\$11.1M) will fund new and enhanced initiatives that align with the need to respond to critical community safety priorities, modernize the Service to deliver policing services in the most efficient and effective manner, and invest in initiatives that will improve public trust and accountability.

This request includes funds for new and enhanced initiatives, including:

- the hiring of 341 uniform officers to enable the addition of 140 net new uniform officers to be deployed to Priority Response Units across the city, eight net new traffic officers to focus on Vision Zero enforcement priorities, 40 net new Neighbourhood Community Officers to be deployed to up to 10 additional city neighbourhoods, and officers to backfill those that retire or separate from the Service.

- Five net new positions in the Service's Equity, Inclusion and Human Rights Unit
- Implementation of a Body Worn Camera Program.

Table 1 and Table 2 below provides a breakdown of the request between the base budget and new and enhanced.

Table 1- Summary of 2020 Base Budget Request by Category

Base Budget	2019 Budget \$Ms	2020 Request \$Ms	\$ Increase / (Decrease) over 2019 Budget	% Increase / (Decrease) over 2019 Total Budget
2019 Net Budget - \$1,035.4M				
(a) Salary Settlement		28.9	28.9	2.8%
(b) Salary Requirements	777.8	785.2	7.4	0.7%
(c) Premium Pay	53.9	47.9	(6.0)	(0.6%)
(d) Statutory Deductions and Benefits	212.8	216.0	3.3	0.3%
(e) Reserve Contributions	50.5	50.5	0.0	0.0%
(f) Other Expenditures	81.6	80.6	(1.0)	(0.1%)
(g) Revenues	(141.1)	(144.0)	(2.9)	(0.3%)
<b>Net Base Budget Request</b>	<b>\$1,035.4</b>	<b>\$1,065.1</b>	<b>\$29.7</b>	<b>2.9%</b>

Table 2- Summary of 2020 New and Enhanced Budget Request by Category

New and Enhanced	2019 Budget \$Ms	2020 Request \$Ms	\$ Increase / (Decrease) over 2019 Budget	% Increase / (Decrease) over 2019 Total Budget
Salary Requirements	0.0	7.4	7.4	0.7%
Premium Pay	0.0	0.4	0.4	0.0%
Other Expenditures	0.0	4.4	4.4	0.4%
Revenues	0.0	(1.0)	(1.0)	-0.1%
<b>Net New and Enhanced Budget Request</b>	<b>\$0.0</b>	<b>\$11.1</b>	<b>\$11.1</b>	<b>1.0%</b>

2020 Total Budget Request	2019 Budget \$Ms	2020 Request \$Ms	\$ Increase / (Decrease) over 2019 Budget	% Increase / (Decrease) over 2019 Total Budget
<b>Total Budget Request including New and Enhanced</b>	<b>\$1,035.4</b>	<b>\$1,076.2</b>	<b>\$40.8</b>	<b>3.9%</b>

**Note:** As a part of the City's plan to modernize the budget process, a policy change has been made that requires the removal of interdepartmental charges and recoveries from

the 2020 operating budget request and the restatement of the 2019 approved budget. An interdepartmental charge or recovery is a payment made from one Agency or Department in the City to another for the delivery of goods or services. This change is intended to simplify the process by removing the payments from one City area to another, which ultimately is paid for by the same taxpayer. As a result of this policy change, the Service's 2019 approved budget is restated from \$1,051.5M to \$1,035.4M. Hereafter, any reference to the 2019 operating budget will be made using the 2019 restated figure.

### **Background / Purpose:**

The purpose of this report is to seek approval from the Toronto Police Services Board Budget Committee (Budget Committee) for the level of funding required by the Service in 2020 to enable and support our commitment to community safety and modernization.

### **Discussion:**

#### *Fiscally Responsible Budgets*

The Service has a track record of fiscally responsible budgets. In 2017 and 2018, the Service held its operating budget at a 0% increase. In 2019, the approved budget increase was 3%, not including the collective agreement impact, to enable key investments for modernization. The 2020 operating budget request is a responsible accumulation of expenditures that will see an average deployment increase to 5,038 uniform members by 2021 from 4,754 in 2019, along with the essential infrastructure and direct and administrative support, that ensures public safety, as mandated in the P.S.A., is maintained. This responsible approach was possible through the achievement of several key efficiencies.

#### *Key Priorities in the Budget Request*

Investments are required in order to meet the needs of a growing and complex city. It is not sustainable to continue to offset exceptional growth with efficiencies and staffing reductions and also continue to deliver service levels that keep the city safe. Further, the nature of crime and policing is evolving and continues to become more complex.

This budget includes funds to address base budget requirements and investments to serve Toronto better. It supports services that will make a difference in the lives of Toronto's communities, residents and visitors.

The budget request includes:

- **Priority Response officers:** the hiring of 140 officers for Priority Response Units (P.R.U.) across the City, as part of a new shift schedule, to address increases in calls for service and response times. The goal is to also increase time for more proactive policing including enforcement (e.g. traffic) and the amount of time our P.R.U. officers can spend connecting with the community. Analysis conducted by the Board, Service

and Toronto Police Association concluded that 140 net new officers in the Priority Response Units were needed to properly implement the new shift schedules.

- **Traffic Enforcement Officers:** The hiring of eight net new officers that will be deployed as a dedicated team in support of the Vision Zero Road Safety Program.
- **Neighbourhood Community Officers:** the hiring of 40 net new officers to expand the delivery of the Neighbourhood Community Officer Program to 10 additional neighbourhoods from the existing 33, once the additional P.R.U. officers are in place.
- **Equity, Inclusion and Human Rights Positions:** five net new Equity, Inclusion and Human Rights positions to help further the objectives of leveraging equity and inclusion practices to build a strong workplace culture and community partnerships in a globally diverse city.
- **Body Worn Camera Program:** funds to equip officers with body worn cameras that will further the Service's efforts to enhance public trust and accountability.

The Service's priority is to achieve a 70/30 reactive/proactive service model. Once that is achieved, we can expect to see a greater enforcement of traffic in the P.R.U. and a freeing up of service capacity that will allow us to devote more officer effort on gang violence.

This report contains the following sections:

#### Context of Budget Development

- Alignment with Our Strategic Plan
- History of Staff Changes
- Service Efficiencies and Cost Avoidance
- Increasing Demands for Services in a Growing and Complex City
- Challenges in Meeting Service Levels and Demands
- Health and Wellbeing of Our Members

#### 2020 Budget Details

- Budget Direction, Development and Approval
- 2020 Budget Cost Drivers

#### 2021 and 2022 Outlooks

## Context of Budget Development

### Alignment with Our Strategic Plan: The Way Forward

Toronto deserves and requires a modern police service that is there when people need us the most; that embraces partnerships that help create safe communities; that is focused on the needs of a complex city; and that delivers value-added policing services as cost-effectively as possible.

Our vision, informed by data, research and experience, is to be an intelligence-led Service that aims to achieve a balance of proactive and reactive policing; is technologically advanced; and is properly resourced by a team of dedicated officers and civilians - the kind of progressive policing that Toronto needs.

The multi-year modernization plan has helped the Service position itself to deliver policing better – putting the right people, in the right places and at the right times to deliver policing in a responsive and accountable manner. The plan's objective was to focus first on achieving significant efficiencies/cost savings and fostering innovation. These efficiencies (amounting to savings in excess of \$100M and an alteration of many of the Service's processes), as described later in this report, have been delivered. The next step in the strategic plan is to carefully invest in transformation by identifying strategic priorities and being fiscally responsible in recommending what investments should be made in those priorities.

Investments are required to ensure that the Service is sufficiently resourced with people, technology, analytics and professional capabilities to enable our modernization while still delivering effective day-to-day policing and important support services for a complex, growing city.

As outlined in the strategic plan, the Service will be where the public needs us the most by focusing on core policing services; partnering with other City services and key stakeholders to address community needs; and referring other service requirements to a more appropriate resource, where applicable. While the Service has delivered on initiatives that do these things, there is a need to responsibly increase front-line uniform capacity and hire key civilian roles to support the day to day needs of the Service, to respond adequately to calls for service from across the City, and to invest in community engagement. All of these priorities must receive the appropriate investments in a context of population growth and increasingly complex service demands.

The Way Forward strategic plan also envisioned a police service that would place a greater emphasis on crime prevention and reducing victimization by enhancing police presence in the community as part of a neighbourhood-focused strategy

This budget request supports the strategic plan, by adding officers, in a measured way, to address increased calls for service, improved response time and greater engagement with the community. It also allows the filling of key

civilian vacancies required to enable the effective delivery of day-to-day public safety services.

### History of Staff Changes

Due to the hiring moratorium and increased number of retirements, average deployed uniform staffing levels have declined by 685 members from 2010 to 2020 (see Figure 1) and average deployed civilian staffing levels have increased by 172 (see Figure 2) for the same time period for a total reduction of 513 members (-6.5%). The increase in number of civilian positions is primarily due to the civilianization (e.g. District Special Constables) which had an offset reduction in the uniform average deployed strength. It also includes an increase to the complement of Communications Operators to improve call processing times in order to move closer to international response standards.

As the number of deployed officers decreased, the Service has had to rely heavily on premium pay to help ensure public safety was not compromised. This overreliance on premium pay is not fiscally sustainable and the additional hours worked leads to employee fatigue and burn out.

Figure 1 – Uniform Staffing History

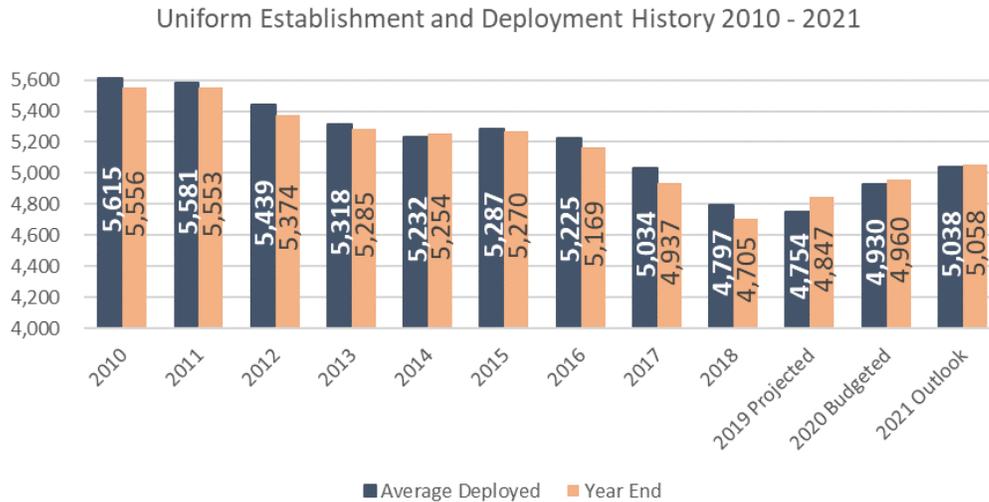
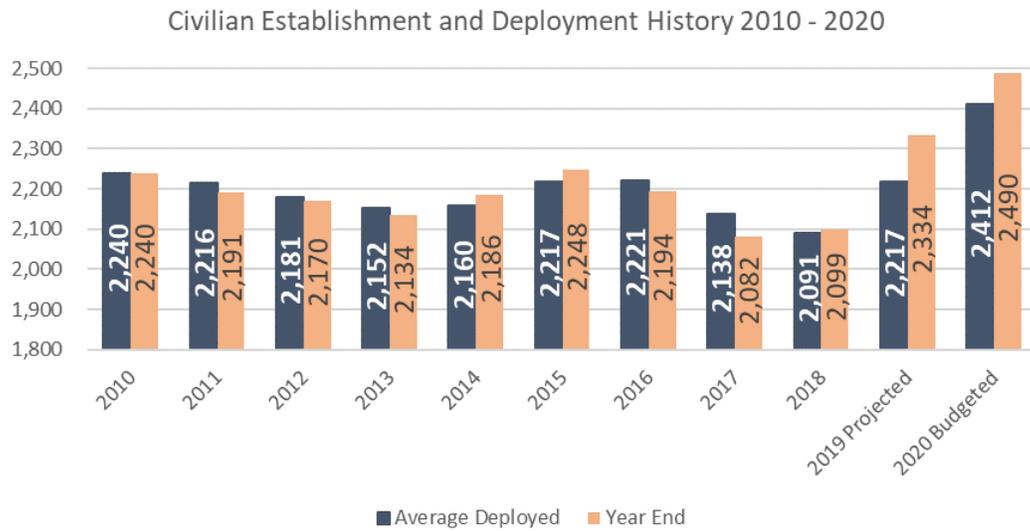


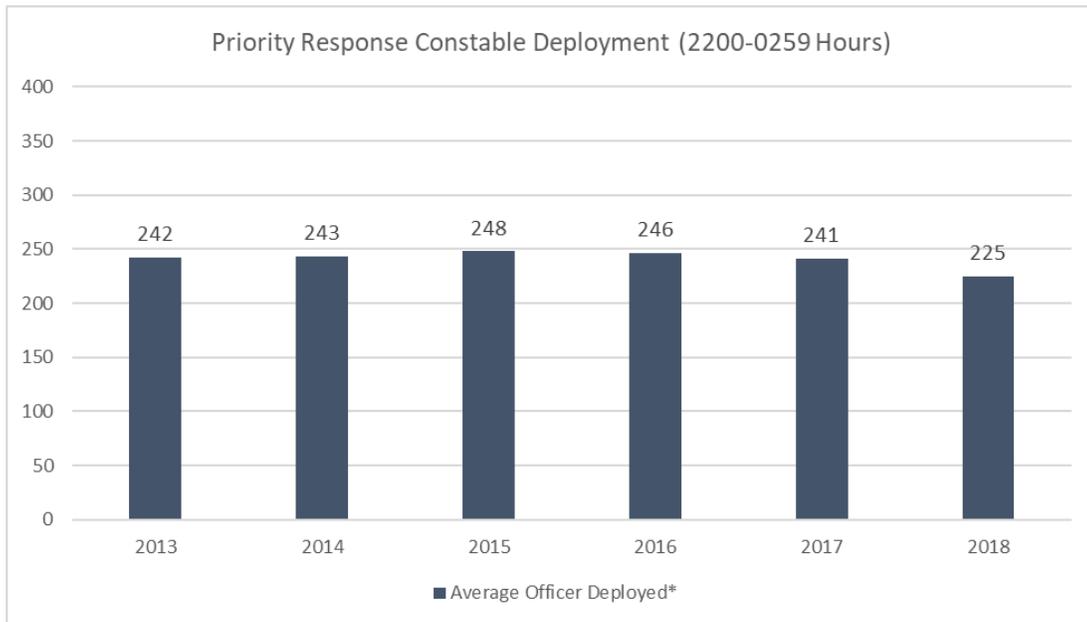
Figure 2 – Civilian Staffing History



Although the number of officers declined significantly from 2013 to 2018, during the busiest time of the day (2300-0259 hours), the number of Priority Response officers deployed decreased only slightly between 2013 and 2017 through strategic deployment (see Figure 3). In 2018, however, there was a notable decrease in the number of officers deployed during this time period due to continued resource constraints.

It is difficult to manage increasing demands for priority calls for service with existing resources. The net new PRU officers included in this budget request will help address this issue.

Figure 3: Priority Response Constable Deployment



### Service Efficiencies and Cost Avoidance

2020 represents year four of implementing The Way Forward Report. Modernization priorities for 2020 include the following, for which funding is included in the Service's 2020 operating and/or capital budget requests:

- **Connected Officer:** improving officers' mobility and engagement with the community
- **District Model:** moving to a district model of policing to better align with city neighbourhoods; and
- **Data Analytics:** increasing the use and transparency of data and analytics.

The Service and the City will continue to benefit from savings and efficiencies gained since 2015. The 2020 Budget Request reflects a number of actions taken in previous years to improve the affordability of services delivered, including a hiring freeze and various management actions that resulted in the reduction of over 600 positions and \$100M in savings from 2016 to 2018. These management actions included initiatives such as conversion to LED lighting, switching to Voice Over Internet Protocol, changes to the facility maintenance service delivery model, reductions to the number of radio licences and tighter controls over medical and dental expenditures.

The Service also 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.

In addition to the employment cost savings, as agreed to in The Way Forward plan, the Service has developed and executed a number of key efficiencies to help provide more effective service. Through the 311 diversion program, expansion of online reporting, improved processes, civilianization of some roles and the improvement of officer distribution, cost savings and avoidance have been achieved, with the goal of creating an affordable and sustainable service.

These efficiencies, capacity building and cost saving initiatives include:

- **Shift schedules** - The Service is currently implementing alternative work schedules to help be there when the public needs us the most. This involves realigning staffing hours to better reflect peak demand times. The objective is to help reduce response times and to increase proactive community safety and engagement activities by PRU officers. In 2018, the Service piloted alternative shift schedules in a couple of Divisions. The remaining Divisions that voted for a shift change will begin a one-year pilot in January 2020. The number of additional officers (140) required for the Priority Response Unit (P.R.U.) under the new schedules was determined based on moving towards a 70/30 reactive/proactive model; a prescribed service response standard; and taking into account factors that affect officer time availability such as mandatory training, annual leave, sick time, etc.
- **Priority Response Group (PRG)** - For police to be where the public needs us the most, the Service created a demand-based Unit, deployed to areas across the city experiencing a high call volume to supplement the existing Priority Response Unit contingent. Deployed by the Toronto Police Operations Centre (T.P.O.C.), the three teams in the PRG provide city-wide coverage. This dispersion across the city allows for all Divisions to benefit from a surge capacity unit. In 2018, PRG officers attended over 18,400 events representing about 46,400 officer hours, which assists in building capacity to deliver services more efficiently and cost effectively.
- **Public Safety Response Team (PSRT)** - PSRT is an intelligence-led, flexible, multi-functional support to front-line policing and community engagement initiatives. PSRT has the ability to provide extreme event response, public order management, search management, and critical infrastructure protection, enhancing public safety and security. The unit provides support to alleviate resource pressures, including trained and equipped extreme event capabilities, public order unit support, and a host of other services specifically tailored to meet the complex needs of the city.

- **District Special Constables (DSC)** - The District Special Constable program was created to alleviate pressures on the frontline by using trained resources in situations that would not require full use of force options and policing powers of authority. Today, 103 DSCs are supporting frontline operations. Since July 2018, DSCs have attended 2,748 calls for service and provided backfill for Divisional booking officers and station duty personnel. Staffing the DSC program will continue into 2020, with the goal of achieving 136 DSCs by year end. If the Service had not implemented the D.S.C. program, additional uniform officers would have been required at a higher per officer cost, creating a higher pressure on the budget.
- **Robotic Process Automation (RPA)** - RPA is under development with Communications Services. The Ontario Court of Appeal Decision R v. MGT requires police to provide all recorded 911 information with initial disclosure. Meeting this obligation under traditional approaches would have required the Service to hire 46 additional personnel. Instead, in emphasizing modernization, the Service plans to procure a robotic solution to fulfill a significant part of the new legal requirement.
- **Alternative service delivery models** - Some capacity to deliver policing services has been achieved through alternate service delivery models such as alarm verification and 311 call diversion. As of September 2018, the Service requires alarm companies to verify an alarm issue before a police response is provided. This has resulted in a 46% decrease in alarm calls, creating a savings of time that allows officers to answer other calls for service. Over the past three years, the Service has also worked closely with the City to transition the response for eight event types (such as noise complaints) to 311 or other more appropriate resources in City departments.
- **Civilianization of Police Officer Roles** - The Service has undertaken to civilianize some roles historically performed by police officers. This allows for the strategic redeployment of uniform officers currently performing these roles to core public safety duties. For example, the civilianization of the crime analyst role and bookers for prisoner management has enabled the Service to perform these roles at a lower cost and return the uniform officers to core policing duties.

### **Increasing Demands for Services in a Growing and Complex City**

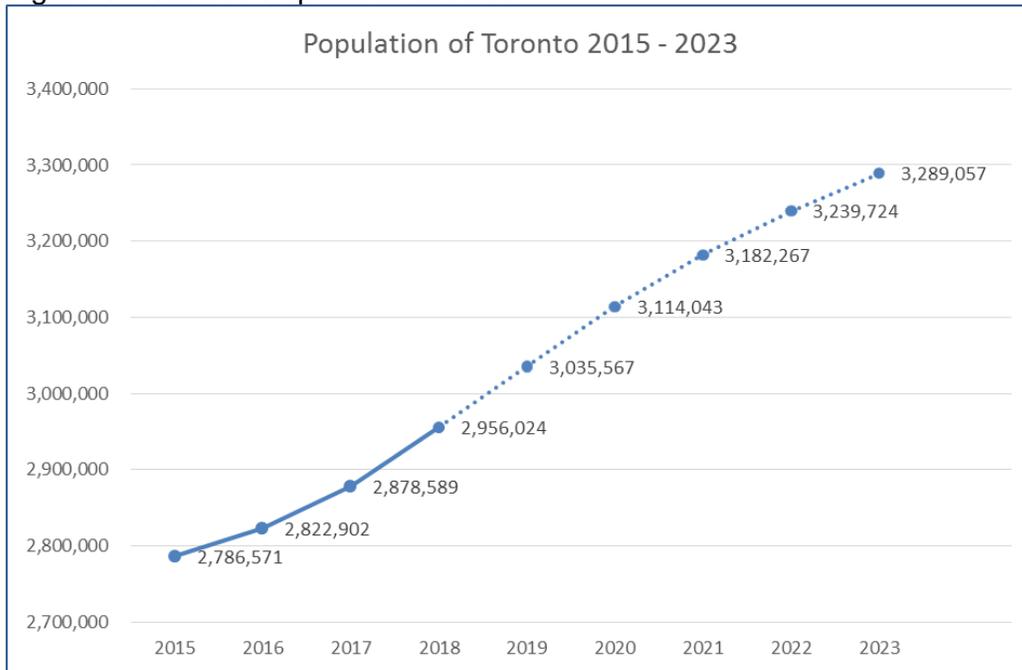
Despite budget containment and capacity building efforts over the past several years, there are aspects in the Service's operating environment that continue to influence demands for policing services and workloads and drive the need for more resources. The major factors influencing that environment are described below, including:

- Rising urban population
- Major crime is up
- More shooting incidents
- Time spent on calls and investigations is up
- Crisis calls are up (opioids and mental health)
- Legislative impacts

#### Rising Urban Population:

The City of Toronto is growing at an exceptional pace. By 2023, it is expected that Toronto's population will be close to 3.3 million people or about 500,000 more than 2015 – an increase that equates to almost the population of the City of Hamilton (Source: Statistics Canada estimates, 2018, and Ontario Ministry of Finance Projections). See Figure 4 below for Toronto population growth:

Figure 4 – Toronto Population Growth



While population growth is not the only reason for increases in crime and calls for service, there is a direct relationship between the growing number of residents and an increase in demands for city services, including policing.

Furthermore, there is an additional demand on most city services due to the number of people who come into the city on a daily basis (e.g. commuters, tourists). Toronto is the leading tourism destination in Canada with more than 44.5 million visitors in 2018 (Source: Tourism Toronto Annual report 2018). As population and number of visitors increase, so too do the total number of calls for service which have increased approximately 7.5% from 2015-2018, while emergency calls for service were 10.3% higher for the same time period. Emergency calls for service continue to trend higher this year, with these calls increasing over the same time last year by over 3.0%.

There are also increased public safety requirements that occur as a result of large, unplanned events in the city, such as the Toronto Raptors extended playoff run and championship celebrations which cost the Service about \$1.5M in premium pay.

Population growth and urban densification has also had an impact on traffic throughout the region, with implications for police services. Congestion has an impact on travel time in responding to calls for service and there has been an increase of 24.9% in traffic collisions from 2015 to 2018. Comparing 2018 October to 2019 October, collisions continue to trend higher with an increase of 6.5% year to date.

## Major Crime Up

The Service is dedicated to delivering policing services in partnership with communities, to help ensure Toronto is one of the best and safest cities in the world, and uses seven major crime indicators as a measure how safe the city is. How safe a city is, in turn, impacts quality of life, entertainment, economic development, business investment and tourism. Consequently, it is important that the police service is properly funded to enable the provision of adequate and effective public safety services.

Major crime indicators increased from 2015 to 2018. In 2019, increases continue to be seen in auto theft, break and enter, theft over \$5,000 and assault. All of these increases are driving workload demands through increased calls for service. Table 3 below highlights the increases seen in each of the major crime indicators:

Table 3 – Major Crime Indicators

Major Crime Indicators						
	2015	2018	% Change 2018 over 2015	2018 YTD	2019 YTD	% Change 2019 over 2018 YTD
Homicide	59	96	62.7%	88	60	-31.8%
Assault	17,762	19,327	8.8%	16,297	17,194	5.5%
Robbery	3,465	3,527	1.8%	2,922	2,820	-3.5%
Break and Enter	6,900	7,551	9.4%	6,184	7,024	13.6%
Auto Theft	3,209	4,674	45.7%	3,760	4,287	14.0%
Theft Over	1,026	1,224	19.3%	1,002	1,153	15.1%

Note: Data is based on December 2018 data and may change based on investigations and reported dates.

## More Shooting Incidents

### *Shooting Incidents*

In addition to major crime increasing, there has also been an increase in shooting incidents in the city, causing concerns for the Service and the community. In 2018, there were 426 incidents of firearms discharged in Toronto, resulting in 236 victims (fatalities and injuries). Year to date 2019, is tracking to exceed last years' number of shootings and victims of shootings. By the end of October, there were 402 shooting incidents and 238 victims, which represent increases of 16% and 23% respectively over the same time last year.

Not only are these calls a concern for public safety, but they cause pressures on our resources, front line and investigative, including the ability to promptly and properly address other calls for service.

### *Gun and Gang Violence*

Community safety has been impacted by the rise of gun and gang activity in the city. Based on a four year commitment from the Province, the Service is receiving \$4.9M this year to fund gun and gang suppression initiatives.

The Service is enhancing its plans for a sustainable approach to gun and gang violence building on the work of the Gun and Gang Unit. The approach is informed by Project Community Space, which was funded by the three levels of government.

The plan assumes that, once the additional P.R.U. officers are in place, there will be a greater capacity to devote more time to targeted enforcement aimed at reducing street gang violence.

The Service will work with the Board to engage other orders of government to discuss strategic investments in this area.

### Time Spent on Calls and Investigations is Up

Complexity of calls for service, including those for persons in crisis, are driving the time spent on calls up. The Service is spending 2.5% more time on calls, on average, in 2018 than in 2015.

Investigations have also become more complex and time-consuming, as a result of time consuming applications for assistance orders, search warrants and other forms of judicial authorization, as well detailed review of cellphone transcripts and closed circuit television (CCTV).

All of these time pressures are occurring in an environment where, since 2016, the Supreme Court of Canada has required that matters proceed more expeditiously through the court, which necessitates an enhanced focus on quick and complete pre-trial preparation. This increases resource requirements on calls for service and the completion of investigations.

### Crisis Calls Up (Opioids and Mental Health)

The nature of calls for service has also been dramatically changing. For example, the calls for service involving a person in crisis have increased by 27.6% from 2015 to 2018, and the calls for service involving an overdose have increased by 61.4% during the same time period. Calls in regard to a person threatening suicide increased by 35.8% and by 27.9% for a person attempting suicide. Person in crisis calls require more time on the call, given their complex nature and de-escalation/negotiations required. The average time on call for overdose, for example, has increased by 24.3% in 2019 over the same time period in 2018. These calls also require highly coordinated partnerships with Community stakeholders. As an example, the Mobile Crisis Intervention Team is a collaborative partnership between hospitals and the Service. This program

partners a mental health nurse and a specially trained police officer to respond to situations involving individuals experiencing a mental health crisis.

### Legislative Impacts

A number of laws will continue to impact the Service in 2020. These include presumptive Post Traumatic Stress Disorder (P.T.S.D.) legislation, Next Generation 911, the 2016 R. v. Jordan decision on pre-trial delay and disclosure of “911 tapes” decision (R.v.M.G.T, 2017). Each of these legal requirements represents additional cost and/or resource pressures to the Service.

After the enactment of cannabis legislation in October 2018, the Service developed a framework for measuring and tracking the impact of cannabis legalization on the Service that includes, but is not limited to the following:

- targeting illegal dispensaries;
- training;
- impact on front-line demands; and
- processing and destruction of seized cannabis.

These activities are driving cannabis enforcement related costs. This year, to September 30<sup>th</sup>, approximately \$1.1M has been spent on cannabis related enforcement, closure of illegal dispensaries, training and destruction of seized cannabis. Of that total, approximately \$209,000 has been recovered through the R.I.D.E. and Cannabis Dispensary Closure Grant.

The Ministry of Finance has provided funds to the City from the Ontario Cannabis Legislation Implementation Fund (O.C.L.I.F.), which the City has placed in reserve. Based on projected cannabis-related costs for 2020 (net of any R.I.D.E. grant recoveries), the City has advised that the Service can draw approximately \$1.1M from the City’s Ontario Cannabis Legalization Reserve Fund. This draw is reflected in the budget request.

### **Challenges in Meeting Service Levels and Demands**

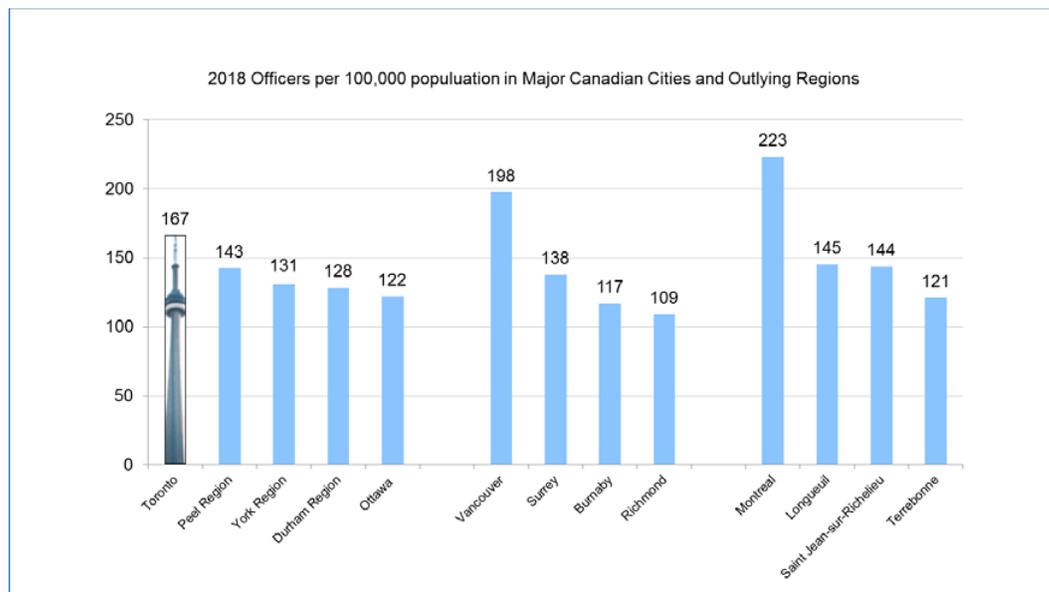
With a budget that is over 89% salary-related costs, policing is about people and the effective and efficient deployment of those people. The Service has made significant staff reductions and has innovated to increase capacity and optimize its remaining workforce for the best possible service delivery. However, it is not sustainable to continue to address the growth in calls for service only through efficiencies and reductions. Current policing demands and expectations, combined with budget constraints are creating issues with respect to service delivery by uniform and civilian personnel, as well as impacting the health and well-being of our people.

With the decline in officers and the growth in demands, each officer is handling 20% more calls for service in October 2019 than they did in October 2015.

When comparing Toronto to other major urban cities, Toronto, at 167 officers per 100,000 population in 2018, has much fewer numbers of officers per capita. (Source: Statistics Canada. Table 35-10-0077-01 Police personnel and selected crime statistics, municipal police services).

With the projected growth of Toronto’s population in 2019, the average deployed number of officers per 100,000 is expected to decrease to 157. In 2020, with the increase in officers and increase in population, this number will remain relatively equal to 2019 at 158 officers per 100,000 population. Officers to population comparison is illustrated in Figure 5 below for 2018:

Figure 5 – 2018 Officers Per Capita Comparison



Note: Toronto officers per population reduces to 157 in 2019 and 158 in 2020.

While the Service aims to deliver the best service possible, the ability to dedicate resources to proactive, community-based crime prevention efforts is undermined when most of the resources need to be dedicated to reactive policing. Without increasing resources, the Service will be unable to improve response times and increase proactive policing.

One of the indicators of how the Service is doing is the percentage of people who feel safe in their neighbourhoods, as measured by the annual survey of the public. In 2018, 87% of people indicated that they feel safe, down from 93% in 2016. The number of people who felt the police are responding promptly also went down from 51% in 2016 to 42% in 2018. The number of people who think police are doing a good job being visible in their neighbourhoods also declined, with only 41% thinking we are doing a good job with that visibility, compared to 45% in 2016 (Source: The Way Forward Scorecard). These results, along with rising major crime and response times demonstrate the Service’s challenges in meeting increasing demands for service with a reduced workforce.

## Health and Wellbeing of Our Members

As a result of current vacancies, work is being completed by having members work overtime, which is causing member burnout, and delays in implementing projects and new initiatives. This is simply not a sustainable approach.

Reduced staffing levels, increasing calls for service and an active modernization agenda are putting unsustainable strain on operations and staff in many areas. Efforts are being made to fill critical civilian vacancies, transition to a new service delivery model, and pilot new shift schedules that will assist in meeting frontline demands.

The Service recently announced its Strategy on Mental Health and Addictions. A key aspect of that strategy is to endeavor to ensure that we have a resilient and supported workforce. Strategic initiatives, including investments in staffing of both sworn and civilian roles will contribute to improved health and well-being of Service members.

## 2020 Budget Details

This budget makes strategic investments in priority areas to better serve Toronto communities and residents.

## Budget Direction, Development and Approval

This year, the City of Toronto developed a plan for a revamped budget process that is intended to empower City Programs and Agencies with more accountability for decisions and to make the budget easier to understand by all. The end goal is a multi-year, service-based budget that will evolve over a 4-year period.

- Year 1 - now: The focus is on simplifying the budgeting processes, clarify plans, build momentum, prioritizing staff wellbeing
- Year 2: Foundations for Multi-Year Budgeting
- Year 3: Foundations for Service-Based Budgeting
- Year 4: Transition to Service-Based Budgeting (communicates value of services to public for their tax dollars, easier to understand and engage)

In April of each year, the Service's Budget & Financial Analysis Unit begins to develop the capital and operating budgets for the next year. The development of the budget is guided by the Service's strategic goals and priorities, as well as the City's directions and guidelines.

For the preparation of the operating budget request, the Budget & Financial Analysis Unit collaborates with each unit within the Service to determine service levels and challenges and risks to be addressed to determine the upcoming year's financial requirements. The unit also explores the most cost effective way to complete unit specific goals in line with the Service's strategic direction. As

part of this process, changes to any relevant legislation, processes and technologies are also identified and reviewed.

Using the approved 2019 budget as the starting point, a number of actions were undertaken in order to develop the 2020 budget request. These included:

- Reviewing service objectives, staffing requirements and related trends (uniform and civilian);
- Reviewing historical spending trends and reducing funds historically underspent;
- Flat-lining certain discretionary spending and using a zero-based budgeting approach to certain non-fixed requirements;
- Consolidating equipment and contracted services funds for central management based on Service priorities and goals; and
- Planning for the funding of expected contractual cost increases from within existing budgets by decreasing the budget in other accounts where possible.

The preliminary budget request has been reviewed with the Command, as well as with Board and City representatives. These reviews resulted in adjustments to the budget as new information became known, and as requirements and cost savings opportunities were identified.

The next steps in the budget process are shown below:



### 2020 Budget Cost Drivers

The 2020 base budget request plus the new and enhanced request brings the total Toronto Police Service (Service) 2020 operating budget request to \$1,076.2M (\$1,221.2M gross), which is \$40.8M or 3.9% above the 2019 approved budget.

Changes in the base budget and new and enhanced requests are explained below.

Table 4 – Summary of Base Budget Request by Category

Base Budget	2019 Budget \$Ms	2020 Request \$Ms	\$ Increase / (Decrease) over 2019 Budget	% Increase / (Decrease) over 2019 Total Budget
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(f) Other Expenditures	81.6	80.6	(1.0)	(0.1%)
(g) Revenues	(141.1)	(144.0)	(2.9)	(0.3%)
<b>Net Base Budget Request</b>	<b>\$1,035.4</b>	<b>\$1,065.1</b>	<b>\$29.7</b>	<b>2.9%</b>

**a) Impact from Collective Agreements Salary Settlement (\$28.9M)**

The uniform and civilian Collective Agreements between the Board, the Toronto Police Association and the Senior Officers' Organization, were ratified agreements for a five year term, from January 1, 2019 to December 31, 2023.

The Agreements include a wage increase of 11.06% over five-year term (average of 2.21% per year) as well as a Priority Response Unit (P.R.U.) Patrol Allowance of 3% of basic salary for all hours worked by Uniform members with more than five years of service in P.R.U.

The 2020 budget impact of the Collective Agreement settlements on the operating budget is \$28.9M and is the single largest component (70%) of the budget increase.

**b) Salary Requirements (\$785.2M)**

The total salary requirements for 2020 (exclusive of the impact of salary settlements) are \$785.2M, up \$7.4M from the previous budget. The budget for salaries reflects both the savings from efficiencies to be gained through the continued civilianization of positions, as well as the funds to fill several critical vacant civilian positions gapped in previous budgets as a result of the hiring freeze.

The \$7.4M increase in base salaries are driven by the following items:

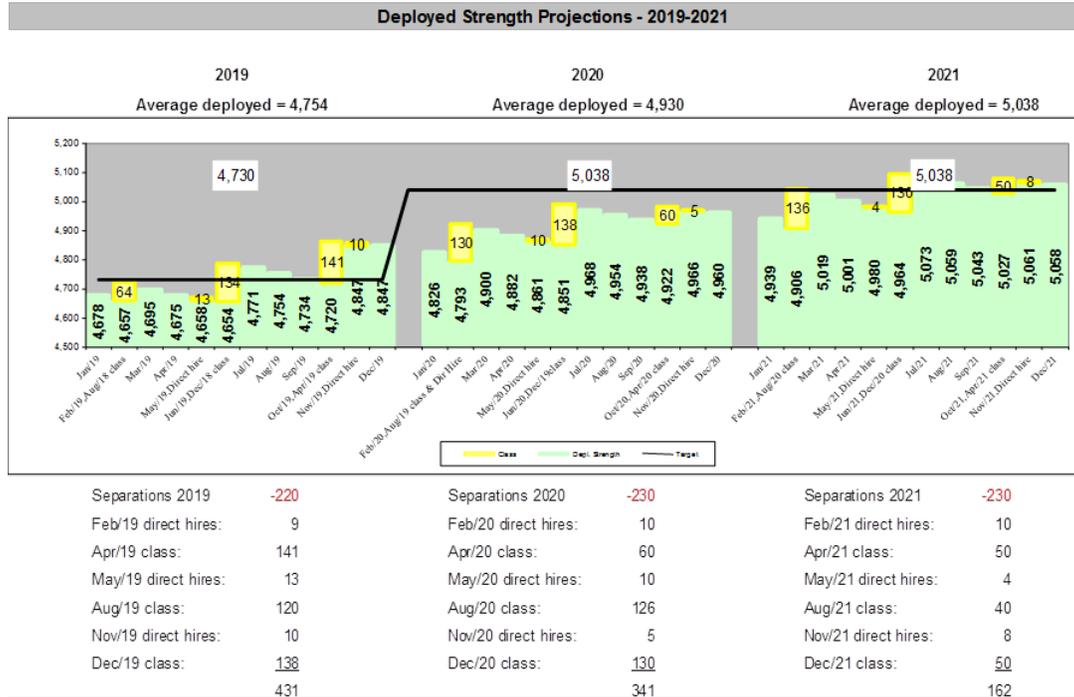
- **Annualization and maintenance of Uniform Hiring Strategy (\$4.2M)** – Costs include the annualization of prior year's hires and separations, savings from current year's separations, costs of current year's replacement hires and the impact of constable reclassifications, as they progress from 4<sup>th</sup> class to 1<sup>st</sup> class. The uniform hiring strategy, which

outlines separations, hires and numbers of deployed officers is reflected in Figure 6.

Hiring Plan (341)		
	2019	2020
Lateral entries	32	25
April Class	141	60
August Class	120	126
December Class*	138	130
	431	341

\*December 2019 class size increased from an original planned size of 40 to 138 to reflect increase in average deployed complement of 5,038 by 2021.

Figure 6 – Uniform Hiring Strategy



- **Annualization of civilianization initiatives (\$3.6M)** – The Service’s delivery model includes both uniform positions, as well as civilian positions to deliver some of the services that were previously performed by officers, creating greater capacity for priority work. These positions include Crime Analysts, Bookers, Senior Court personnel and District Special Constables. The 2019 budget included funding to ramp up staffing levels during 2019, and would ultimately result in the civilianization of uniform positions, some of which were vacant and others that were filled and could

be redeployed to core policing duties. The use of part-time retired officers was also pursued in 2019 as a stop-gap/temporary measure due to anticipated staff shortages in 2019 and 2020, and until staffing levels increase to more sustainable levels. The logistics of the program took longer than anticipated, and only 24 part-time retired officers were hired, as compared to the 186 originally planned. However, the Service will continue with the program at the reduced level, and will evaluate and reassess the program during 2020. The use of civilians instead of uniform staff is projected to save approximately \$6.2M in 2020.

- Backfilling Vacant Positions That Were Previously Gapped (\$0.5M) – The Service is projecting a civilian vacancy rate of 14.0% at the start of 2020 and is seeking to reduce the vacancy rate to 8.2% by the end of 2020. Vacancies over the last few years have put a significant strain on remaining staff that have been required to take on additional critical responsibilities and workload due to unfilled vacant positions. During 2020 the Service will continue to fill vacancies that were previously gapped, as well as those that are required to modernize, achieve strategic priorities, comply with legislative requirements, and provide the necessary internal and external direct and support services. While the Service has been aggressively hiring to fill positions during 2019, many of the positions have been filled through internal promotions thereby creating other vacancies. The 2020 operating budget request takes into account positions that have been filled during 2019 and assumes that vacancies will be filled in a staggered approach during 2020.
- Other Net Salary Changes (-\$0.9M) – The transfer of the School Crossing Guard Program was completed on July 1<sup>st</sup> 2019, resulting in savings of \$3.6M in the 2020 operating budget, in addition to the \$3.8M realized during 2019. These savings are partially offset in costs associated with the Leap year. Leap year has a budget impact every four years on the Service budget, as salaries are budgeted based on the number of days in the year. As 2020 is a leap year, there is a one-time impact of \$1.9M for the additional day of salaries.

During 2019, the Board approved a new Chief Information Officer position, a Strategic Advisor position and three Equity, Inclusion and Human Rights positions, resulting in a 2020 operating budget pressure of \$0.8M.

#### Staffing Requirements for Additional Courtrooms

The Judiciary, the Province and the Toronto Police Service have separate control over the different elements essential to the delivery of court security and prisoner transportation services. The work of Court Services is largely driven by the demands of the court and the judicial system.

Any increase in courtrooms, court security requirements, and security screening stations increases staffing demands upon the Unit. The Ministry of Attorney General has added four additional floors of courtrooms and installing four new x-ray security screening stations. Resources for these additional screening stations are not available in Court Services' current staffing model.

In order to fulfill the new security requirements resulting from the added court rooms, the Service would require the addition of 20 court officers. This requirement is not included in the 2020 budget request. We are currently meeting these resource demands through premium pay, while we develop a long term and more sustainable plan.

*c) Premium Pay (\$47.9M)*

The total premium pay request for 2020 is \$47.9M, down \$6.0M from the previous budget.

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 callbacks (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, in part, on the utilization of off-duty officers which results in premium pay costs.

Since the staffing levels have been decreasing over the years, there has been a significant pressure on premium pay to accommodate critical workload issues. Premium pay is subject to the exigencies of policing and the aforementioned staffing pressures, as well as required police presence at planned and ad hoc events. The Service incurred an unfavourable variance of \$20.8M in 2018 for uniform premium pay, but requested just an \$8.5M increase to the 2019 premium pay budget, taking into consideration anticipated staffing levels as well as extraordinary events that took place in 2018. While the budget increase should have been greater, the Service kept the increase to a minimum in order to keep the 2019 budget increase as low as possible.

The number of average deployed uniform officers decreased further in the first half of 2019, primarily due to a large number of retirements. As a result, increased premium spending was incurred to help meet policing service demands on the frontline, support and investigative units of the Service. With the deployment of additional officers in the second half of 2019, premium pay spending has slowed, but the Service is still currently projecting an unfavourable variance of \$13.2M for uniform officers.

Additional premium pay is also incurred as units address critical workload issues resulting from a significant number of civilian staff vacancies across the Service,

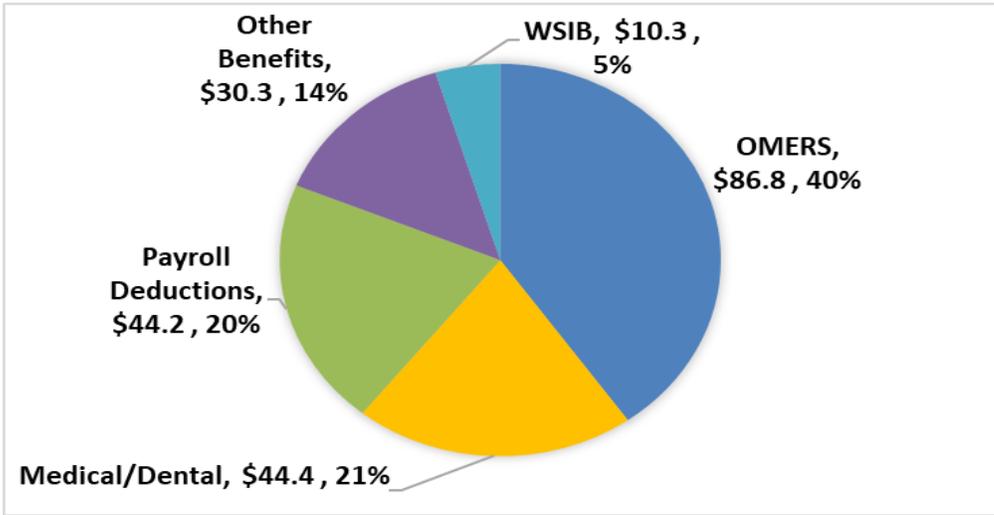
with the unfavourable variance projected at \$4.9M as at September 30, 2019. The staffing of civilian vacancies has taken longer than anticipated as most of the vacancies are being filled through internal promotions, creating vacancies elsewhere within the Service. In addition, Talent Acquisition did not have sufficient resources to address the significant backlog of civilian vacancies. Unless the Service can make inroads in reducing overall vacancies, civilian premium pay pressures are expected to continue. This budget incorporates strategies to address our ability to fill positions more expeditiously.

The Service’s budget submission includes a \$6M decrease to the premium pay budget for 2020. It is anticipated that moving to new shift schedules and filling more vacancies, may reduce the requirement for premium pay.

The current level of premium pay expenditures is not sustainable from a financial, operational and member well-being perspective. However, it must be noted that there is a risk that the reduced premium pay budget is premised on certain assumptions, including assumptions related to when new hires will be in place and what the anticipated levels of service demand will be, including unanticipated events. If these assumptions change, there may be a need to rely on premium pay more than anticipated. The Service will monitor and take steps to control premium pay and will report against budget through the quarterly variance reporting process to the Board.

d) Statutory Deductions and Benefits (\$216)

Figure 7 – Benefits

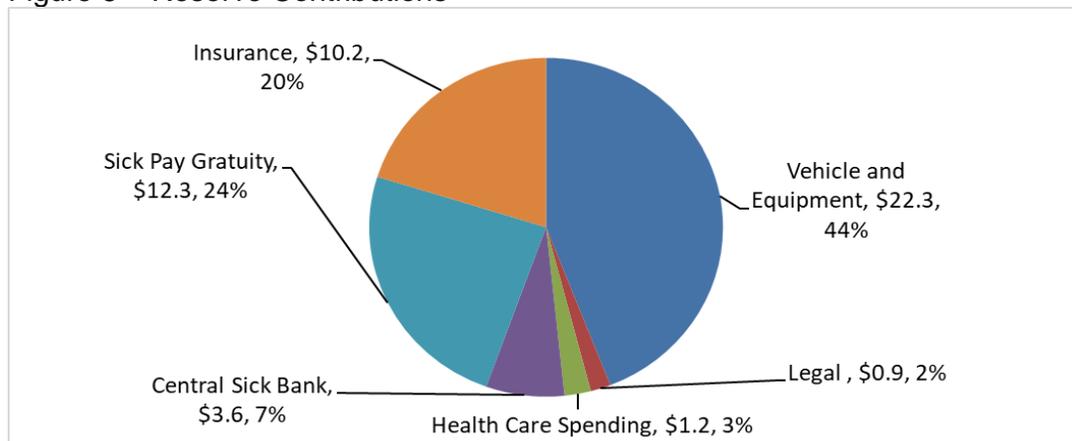


Statutory payroll deductions and employee benefits expenditures of \$216M are \$3.3M or 1.5% higher than the previous year budget and are a major component (20%) of the Service’s total 2020 Budget request. The biggest variances are attributed to the following items:

- Medical/Dental Coverage (\$0.7M or 2% increase): The budget for the Board’s benefit plan is based on the cost of drugs and services, dental fee schedule, utilization rates and administration fees. In previous years, this category of expenditure has come in under budget, but the actuals have been increasing in 2019. This account has been brought in line with 2019 actuals and an anticipated percentage increase.
- Workplace Safety & Insurance Board (W.S.I.B.) costs (\$1.4M or 16% increase): The increase is primarily due to impacts of Bill 163, Supporting Ontario’s First Responders Act regarding Post Traumatic Stress Disorder (P.T.S.D.). The actuals have been increasing since 2016 and the budget request is in line with historical actuals.
- Net other changes to benefits (\$1.1M or 0.7% increase): Includes various other expenditures such as retiree medical/dental, group life insurance, payroll deductions, etc.

e) Reserve Contributions (\$50.5M)

Figure 8 – Reserve Contributions



The Service contributes to a number of reserves through provisions in the operating budget. All reserves are established by the City of Toronto. The City manages the Sick Pay Gratuity (S.P.G.) and Insurance reserves, while the Service manages the Vehicle & Equipment, Legal, Central Sick Bank, Health Care Spending and Modernization reserves.

The total reserve contribution for 2020 is \$50.5M with no increase from 2019. The original budget request included \$3.8M of additional contributions of which \$3M was for the Vehicle and Equipment reserve. In order to reduce the Service’s 2020 budget request, this amount was eliminated, but assumes that the Service will be able to utilize any surplus realized in 2019 to make one time contributions to the Vehicle and Equipment reserve and Health Care Spending Account. The required incremental contributions to these and other reserves must at some point be included in the Service’s base budget, to ensure the

health of the reserves and ensure obligations can be met in the short and long-term.

Surplus allocations will be made by the City according to the City's Surplus Management Policy and there is a risk to the health of the reserves if the contributions from the Service's surplus are not approved.

f) Other Expenditures (\$80.6M)

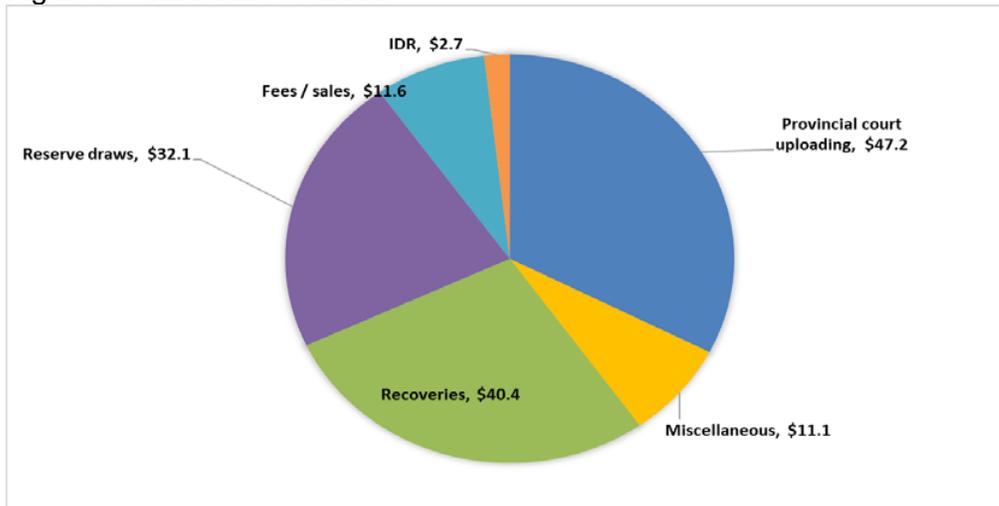
Other expenditures represent 8% of total expenditures and include items such as ammunition, vehicle parts, computer equipment and maintenance, gasoline, operating impact of completed capital projects and contracted services. These expenditures were reduced by \$1M with the biggest adjustments attributed to the following items:

- Contracted Services was reduced by \$1.6M as a result of savings from the full transition to Voice Over Internet Protocol (VoIP).
- Computer maintenance will require additional funding of \$1.1M for various software licenses. The cost of computer maintenance is impacted by current contract costs, as determined through a competitive procurement process. Technological advances and the addition of new systems provide enhanced communication, improved information and efficiencies. However, as the number of systems and storage requirements increase, the cost of maintenance and support also increases.
- Additional funding of \$0.4M will be required due to an 8-cent increase in gasoline prices (based to City estimates).
- The operating budget impact of completed capital projects will require additional funding of \$0.9M. As capital projects are implemented, they often have operating budget impacts such as computer maintenance, additional staffing requirements, facility maintenance, etc. For 2020, operating impacts are comprised of:
  - Maintenance cost for Analytics Centre of Excellence (A.N.C.O.E) which includes Enterprise Business Intelligence (E.B.I) and Global Search system maintenance; battery management program for Radios.
  - Connected Officer data plans, licenses and maintenance for 700 mobile devices
  - Peer to Peer (Disaster recovery) Site networking cost
- Reduction in various other expenditures such as ammunition (-\$0.4M), computer hardware (-\$0.2M) and services and rent general (\$-0.4M)

g) Revenues (\$144M)

Approximately 88% of Total Expenditures are funded by City of Toronto property taxes. The remaining 12% are shown on Figure 10.

Figure 9 – Revenue Sources



The 2020 total Revenue budget for items, other than what is funded from property taxes, is \$144M which represents an increase of \$2.9M or 2% compared the Service's total budget in 2019 with the biggest variances attributed to the following items:

- Paid duty equipment rental - \$0.5M increase to bring the budget in line with previous year's actual
- Criminal Reference checks - \$0.9M increase to bring the budget in line with previous year's actual.
- City's Ontario Cannabis Legislation Reserve - \$1.1M increase for a draw from the reserve to fund training, impact on frontline demands, processing and destruction of seized cannabis

New and Enhanced (\$11.1M)

The 2020 operating budget submission also includes new and enhanced requests totalling \$11.1M net and gross, or 1.0% as described below.

Table 5 -Summary of New and Enhanced Budget Request

New and Enhanced	2019 Budget \$Ms	2020 Request \$Ms	\$ Increase / (Decrease) over 2019 Budget	% Increase / (Decrease) over 2019 Total Budget
Adding Officers- Priority Response Unit (+140 officers); Neighbourhood Officers (+40 officers); Vision Zero (+8 officers and call back)	0.0	8.8	8.8	0.9%
Adding Civilians- (+5) Equity, Incl & Human Rights	0.0	0.4	0.4	0.0%
Vision Zero; City Revenue	0.0	(1.0)	(1.0)	-0.1%
Body Worn Camera	0.0	2.5	2.5	0.2%
Other - Leadership training (\$187K); reinstitute tuition reimbursement (\$250K)	0.0	0.4	0.4	0.0%
<b>Net New and Enhanced Budget Request</b>	<b>\$0.0</b>	<b>\$11.1</b>	<b>\$11.1</b>	<b>1.0%</b>

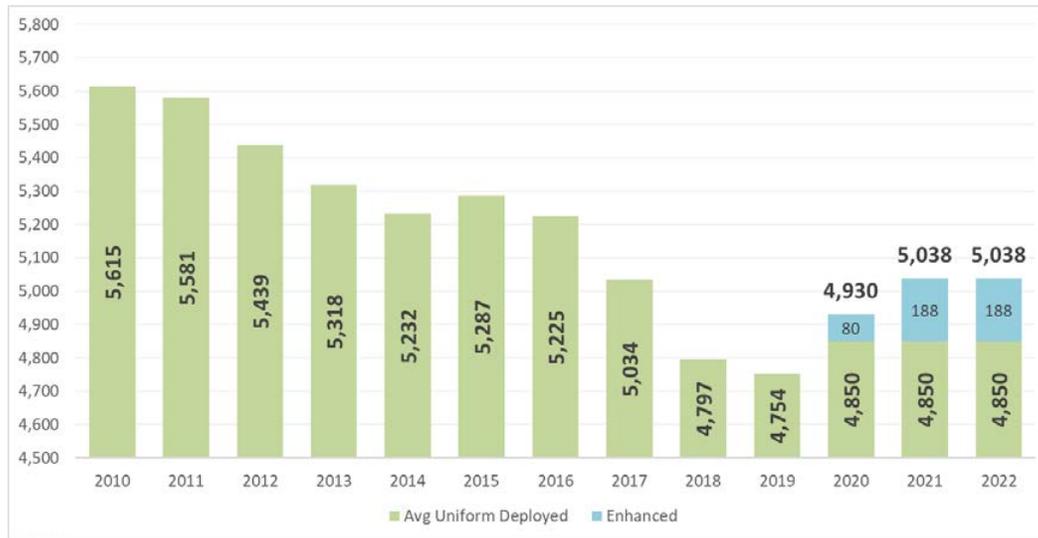
The 2020 budget request includes the addition of 188 net new uniform officers which will result in an increase in deployment from the current number of officers of 4,850 to 4,960 by the end of 2020 and an average deployment of 5,038 in 2021.

Enhancements to current staffing levels are planned in the following program areas:

Program Area	Number of Officers
Priority Response Unit Officers	140
Neighbourhood Officers	40
Vision Zero Traffic Enforcement	8
<b>Total Net New Positions</b>	<b>188</b>

These program enhancements are reflected in the uniform staffing chart in Figure 10 and are also explained below.

Figure 10 – Average Deployed Uniform Staffing Levels



### Priority Response Unit Officers

The 2020 Operating Budget Request includes funding to hire 140 net new officers for Priority Response units across the city.

A firm specializing in schedule design for law enforcement agencies was engaged to determine the appropriate number of officers needed to meet response time standards for calls for service and to ensure an appropriate balance of both reactive and proactive policing. A staffing model was created to help address the Service’s current needs. The model included an analysis of calls for service, response time, reactive/proactive (70/30) objectives and time detractors (training, court, annual leave, sick time, etc.).

The Service has initiated two major programs to allow for greater coverage in peak times: new shift schedules and the Priority Response Group, a demand-based unit to deal with high call volumes.

The new shift schedules will allow the Service greater flexibility to be where the public needs us the most. The collaborative work that has occurred between the Toronto Police Association (T.P.A.), the Board and the Service has allowed a joint development of shift patterns that provide a better service to the public, while also addressing officer preference and wellness.

The Service had completed an analysis of each division with consideration to all of the above standards as well as improving response time in accordance with the standard guideline adopted by the International Association of Chiefs of Police (I.A.C.P.). It was determined that after the introduction of new shift schedules, 140 net new officers are required in the P.R.U. across the city.

### Neighbourhood Community Officers

In 2013, the Service implemented the Neighbourhood Community Officer Program (N.C.O.P.), in order to better engage with the community, reduce crime, increase public safety and improve trust in the police. Currently there are 135 Neighbourhood Community Officers (NCO) in 33 Toronto neighbourhoods.

A Council decision, made during 2019, references requirements for the Board to consider the expansion of the program as follows:

- *Rec. 18: City Council request the Toronto Police Services Board to request the Chief of Police to:*
  - *accelerate the implementation of a sustainable Neighbourhood Policing Model City-wide recommended through the Toronto Police Service modernization plan and to report to the Budget Committee through the 2020 budget process to address if any additional funding is required.*

There are a total of 140 neighbourhoods in the city of Toronto. This budget includes the expansion of the program to include 40 net new N.C.O.'s to be deployed in 10 additional neighbourhoods for a total of 43 neighbourhoods, once additional PRU officers are in place.

Expansion beyond the 43 neighbourhoods would come at a significant cost that would not be sustainable given fiscal constraints currently faced by the Service and City of Toronto.

### Vision Zero Traffic Enforcement

Traffic Services officers investigate collisions and enforce traffic laws on a daily basis. Approximately 120 officers are currently dedicated to traffic. Frontline officers of the Service also do traffic enforcement when not responding to calls for service. Time available for enforcement will be enhanced with the addition of the P.R.U. officers noted above.

Additionally, a total of \$1M is included in this budget request for traffic enforcement funded by the City of Toronto's Vision Zero Road Safety Program. These funds will cover premium pay for the first half of the year for traffic enforcement activities, along with eight officers that will deploy in the second half of the year as a dedicated team in support of the Vision Zero Road Safety Program.

The requirements for this permanent program will be revisited during 2020 and any enhancement will be included in the 2021 budget process.

### Equity, Inclusion & Human Rights

As approved by the Board, this budget also includes funding of \$0.4M for five Equity, Inclusion and Human Rights positions (Min. No. P106/19 refers). As an

international leader in a globally diverse city, the Service must continually improve its understanding of communities and residents. The Service must be a trusted partner that leverages equity and inclusion practices to build strong partnerships. This unit is also responsible for implementing the Service's Race Based Data Collection Program, which is a new legislative requirement.

The funding required for these positions assumes they would be hired on a staggered basis during 2020.

#### Body Worn Camera (B.W.C.)

The cost (\$4.8M) of the capital portion of the B.W.C. program is included in the 2020-2029 capital program to meet infrastructure and device requirements. The 2020 operating impact of capital is estimated at \$2.5M and is included in the Service's operating budget request, and reflects a cloud-based solution for implementation of B.W.C. program commencing in July 2020.

This initiative is aligned with and will enable the Service's commitment to maintain and enhance public trust and accountability, as part of its commitment to deliver professional and unbiased policing.

The Service is in the process of completing the evaluation of proposed solutions for the B.W.C. Program and will be moving forward to the Board for contract award approval in the first quarter of 2020.

#### Other New/Enhanced– Leadership Training and Tuition Reimbursement

The 2020 budget request also includes costs for new and enhanced items totaling \$0.4M, including the TPS Foundations of Leadership Development program and the reinstatement of the Service's tuition reimbursement program that was halted during the last three years to meet target reductions in the budget.

The TPS Foundations of Leadership Development is a mandatory 4-day leadership development program for future frontline leaders (Police Constable – Sergeant; Sergeant – Staff Sergeant) who are interested in advancing to the next rank through the promotional process. It will also be offered to existing civilian and uniform leaders (Supervisors and above) who are interested in developing their leadership skills.

The program is designed around our 4 competency clusters – Our Development, Our Mindset, Our Impact and Our Connections and will allow the Service to drive sustained success by:

- Building new leaders' ability to lead their teams, manage performance and provide feedback;
- Retaining talent, thus increasing employee engagement and the Service's ability to modernize the promotional process;

- Driving strategic initiatives outlined in the People Plan 2.0 that will support a culture of personal and professional development for uniform and civilian members; and
- Building members' capability to navigate and lead organizational change and respond rapidly to the changing needs of our city.

The Service's tuition reimbursement program was reinstated to allow for the reimbursement of a portion of post-secondary costs to members. The cost of the program is \$250,000.

### 2021 and 2022 Outlooks

The outlooks in Table 4, below, demonstrate that the Service anticipates a 3.6% pressure in 2021 and a 4.1% pressure in 2022, based on expected staffing levels, continued grant funding levels, economic indicators and contractual and legislative obligations known at this time. Service staffing levels are expected to increase during 2020 resulting in annualized impacts in 2021.

These pressures include the best estimates available for the operating impact of the implementation of the Connected Officer program and the Body Worn Camera initiative. The collective agreement settlements impact in 2021 is less than 2020 and 2022 as a result of the timing of the changes in hourly rates.

The Service is assuming that it will continue to receive \$10.0M in Community Safety and Policing (C.S.P.) grant funding from the Ministry of the Solicitor General in 2022 to cover the cost of the Public Safety Response Team salaries. However, this grant term ends on April 1<sup>st</sup> 2022. Should the grant not continue, this will create a \$7.5M pressure in 2022, annualizing to \$10.0M in 2023.

**Table 6 -2021 & 2022 Outlooks (\$M)**

	<b>2021</b>	<b>2022</b>
Starting Request	\$1,076.2	\$1,115.3
Salary requirements	\$9.0	\$3.2
Benefit cost increases	\$3.0	\$2.5
Reserve contributions	\$5.3	\$3.7
Non Salary – inflationary and contract increases	\$5.1	\$5.9
Revenues	(\$0.4)	\$7.0
<b>Total change before salary settlement</b>	<b>\$22.0</b>	<b>\$22.3</b>
Salary settlement	\$17.1	\$23.4
<b>Net Change</b>	<b>\$39.1</b>	<b>\$45.7</b>
<b>Outlook</b>	<b>\$1,115.3</b>	<b>\$1,161.0</b>
<b>Percentage change over prior year</b>	<b>3.6%</b>	<b>4.1%</b>

**Conclusion:**

The Service's 2020 net operating budget request of \$1,076.2.0M (\$1,221.2M gross) is \$40.8M or 3.9% above the 2019 budget.

Guided by The Way Forward Plan, the Service has been evolving the way it operates – through service delivery improvements as well as investments in people, communities, intelligence and technology.

Since 2017, the Service has delivered over \$100M in efficiencies while also modernizing service delivery for a safer Toronto.

This budget aims to achieve the following outcomes:

- Improved community safety through additional P.R.U. officers, improved response times and more proactive policing, enabled by the shift schedules;
- Increased pedestrian and traffic safety with the permanent addition of a dedicated traffic enforcement team.
- Enhanced community engagement with the addition of new Neighbourhood Community Officers; and
- Improved public trust and accountability, with the implementation of the B.W.C. program.

The Service's priority is to achieve 70/30 reactive/proactive P.R.U. service delivery model. Once that is achieved, we can expect to see a greater enforcement of traffic and a freeing up of service capacity that will allow us to devote more officer effort on gang violence.

It must be noted that this budget is not without risks and dependencies that are not within the Service's control. Growth in population and calls for service continue to put pressures on resources, impacting on the delivery of those services. The decrease (\$6M) in the 2020 premium pay budget over 2019 and against current spending levels correlates with staffing levels and level of crime and therefore it is subject to police exigencies and cannot be fully predicted. These risk areas will be monitored and reported to the Board on a regular basis.

The 2020 operating budget request has been prepared with the objective of keeping the City safe, balancing this goal with the need to fund current public safety activities and deal with the changing nature of crime, while transitioning to a modernized service delivery model that embraces partnerships and puts communities at its core.

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

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November 29, 2019

To: Board Budget Committee  
Toronto Police Services Board

From: Mark Saunders  
Chief of Police

**Subject: Toronto Police Service 2020-2029 Capital Program Request**

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

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

- (1) approve the Toronto Police Service's (Service) 2020-2029 Capital Program with a 2020 net request of \$21.7 Million (M) and gross amount of \$50.3M (excluding cash flow carry forwards from 2019), and a net total of \$202.9M net and \$587.2M gross for the ten year program, and as detailed in Attachment A; and
- (2) forward a copy of this report to the Board for consideration and for approval.

### **Financial Implications:**

Capital program requirements are funded from various sources, specifically:

- debt issued by the City of Toronto (City);
- the Vehicle and Equipment Reserve, which is funded from the Service's operating budget;
- Development Charges (D.C.) which are fees charged to developers to help pay for the cost of infrastructure required to provide municipal services in growing areas to qualifying Service projects – using D.C.s reduces the Service's reliance on debt funding; and
- other source of funding such as Provincial grants.

Unlike previous years, the City did not issue a debt targets for the 2020 – 2029 capital program. Instead, consideration and approval of projects in the capital program will be based on need and value provided, project readiness and previous year's spending rate.

Table 1 below provides a summary of the Service's 2020-2029 Capital Program request. Additional details can be found in Attachment A.

**Table 1: Summary of the 2020-2029 Capital Program Request (000's)**

Projects	2020	2021	2022	2023	2024	Total 2025-2029	Total 2020-2029
Work in Progress	17,556	43,392	29,192	26,630	14,775	54,312	185,857
Upcoming Projects	7,290	400	6,316	17,596	12,896	50,564	95,062
Life Cycle Replacement Projects (Funded from Reserve)	25,501	26,670	30,670	27,791	40,698	154,987	306,317
<b>Total Gross Projects</b>	<b>50,347</b>	<b>70,462</b>	<b>66,178</b>	<b>72,017</b>	<b>68,369</b>	<b>259,863</b>	<b>587,236</b>
Vehicle & Equipment Reserve Funding *	(25,501)	(26,670)	(30,670)	(27,791)	(40,698)	(151,156)	(302,486)
Development Charges	(3,149)	(16,185)	(14,531)	(12,332)	(6,776)	(28,865)	(81,838)
<b>Total Net Debt-Funding Request</b>	<b>21,697</b>	<b>27,607</b>	<b>20,977</b>	<b>31,894</b>	<b>20,895</b>	<b>79,842</b>	<b>202,912</b>

\*Development charges applied to Vehicle and Equipment Reserve reduced the required funding in that category

### Background / Purpose:

The purpose of this report is to provide the Board Budget Committee with details of the Service's 2020-2029 Capital Program request for its consideration and recommendation to the Board for approval.

Attachment A to this report provides a detailed project listing of debt-funded projects, and Attachment B provides a detailed listing of projects funded from the Vehicle and Equipment Reserve. Attachment C provides a summary of the 2020-2029 program estimated operating impact from capital, excluding reserve-funded projects.

### Discussion:

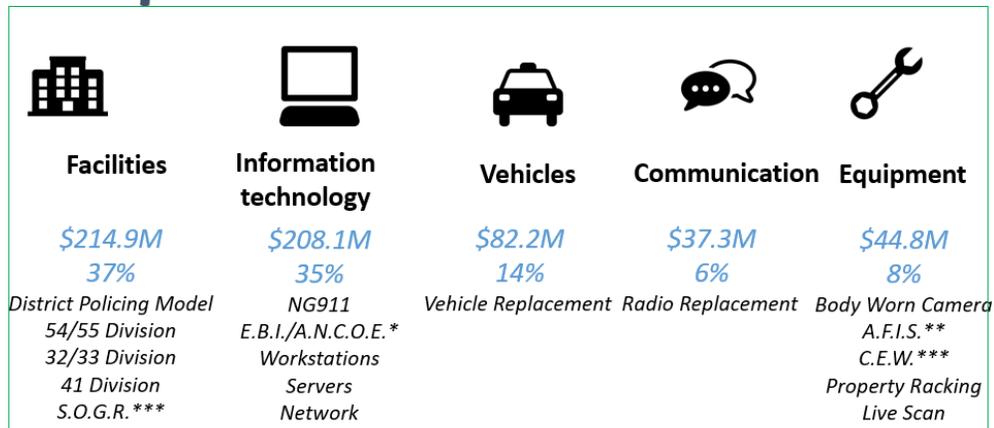
This capital program will address improvements to the Service's aging facility infrastructure, updating or replacing core systems and maintaining existing equipment. The need to maintain facilities and equipment continues to exist. However, the need to improve and modernize how the Service delivers public safety and internal support services as part of the overall strategic objective of the Service and the Board is also considered.

Capital projects, by their nature, require significant initial and one-time financial investments, and also provide longer-term organizational benefits and impacts. The Service's strategic direction is outlined in the Transformational Task Force's (T.T.F.) final report, *Action Plan: The Way Forward – Modernizing Community Safety* in Toronto

(The Way Forward report). This report includes initiatives that will require capital investments to enable the modernization of the Service.

The 2020-2029 capital plan will enable the Service’s modernization efforts through the funding of the following types of projects:

## \$587.2M 10 YEAR GROSS CAPITAL PROGRAM



\*E.B.I. /A.N.C.O.E. – Enterprise Business Intelligence; Analytics Centre of Excellence

\*\*A.F.I.S. – Automated Fingerprint Identification System

\*\*\* C.E.W. – Conducted Energy Weapons

\*\*\*\*S.O.G.R. State of Good Repair

### *Facilities (\$214.9M):*

The Way Forward report outlined a phased realignment of divisional boundaries and facilities and the transition to a District Policing model. The location and number of facilities are being carefully examined with the objective of enhancing operational flexibility, improving aging facility infrastructure, optimizing resources, and where possible, reducing the Service’s facilities footprint. Processes are also being reviewed as part of the District Policing Program to ensure that the renovation and or replacement of facilities enable improved processes and take into account changes made by external partners (e.g. consolidation of courts by the Province).

### *Information Technology (\$208.1M):*

In the last decade, there have been many important developments with respect to information technologies (I.T.) that the Service has embraced and implemented. Specifically, mobile technologies, analytical information systems such as Analytics Centre of Excellence (A.N.C.O.E.), Public Safety Portal and the establishment of parking complaints reporting on-line have far-reaching implications for policing. These systems are designed to improve workflow efficiencies through advanced technology by the elimination of costly and manual processes. These systems also have the benefit of improving information which supports the Service’s overall goal of providing reliable and value-added public safety services.

*Vehicles (\$82.2M):*

The Service maintains a fleet of 1,717 vehicles, comprised of marked, unmarked, and special purpose vehicles and boats. There are also 376 bicycles. The replacement of these vehicles are funded from Service's Vehicle and Equipment Reserve in accordance with the lifecycle replacement policy.

*Communication (\$37.3M):*

The radio lifecycle replacement project provides the replacement of 4,697 radios, based on a 10-year replacement program.

*Equipment (\$44.8M):*

This category addresses specialized equipment projects such as furniture, lockers, Body Worn Camera, Conducted Energy Weapon (C.E.W.), wireless parking system, automated fingerprint identification and other equipment. Funding these needs will come from a combination of debt and the Vehicle and Equipment reserve.

**Development of cost estimates, timing of projects and spending rate:**

While no debt targets have been issued by the City for the 2020–2029 capital program, the City requested that all Programs and Agencies review their original submission to ensure the cost estimate for each project for 2020 is valid; taking into consideration key project milestones, procurement requirements, any third-party actions/approvals required, the “project gating” approach and other applicable assumptions, factors and information.

The Service takes all known factors related to the project cost into account in order to develop accurate cost estimates. However, even with the best planning and management, assumptions can change throughout the project as more information becomes available.

During the past few years, the Service's capital spending rate has been lower than anticipated. Despite due diligence efforts taken in advance of the actual start of the project, issues become known as the work progresses, resulting in revised cost, schedule or scope estimates. Also, civilian staffing shortages in recent years, as a result of hiring moratorium, have put significant pressure on the ability of staff to work on capital projects while continuing to perform their day to day duties. This issue has contributed to project schedule delays which in turn have impacted the spending rate. As part of the 2020-2029 capital program process, all projects timelines were reviewed carefully and they will continue to be monitored on an ongoing basis and known issues will be actively addressed.

**Major Projects completed in 2019**

Major project accomplishments in 2019 include:

- New Peer-to-Peer Site (Disaster Recovery/Business Continuity) – completed in 2019
- 54/55 Division – Site selection and master planning completed

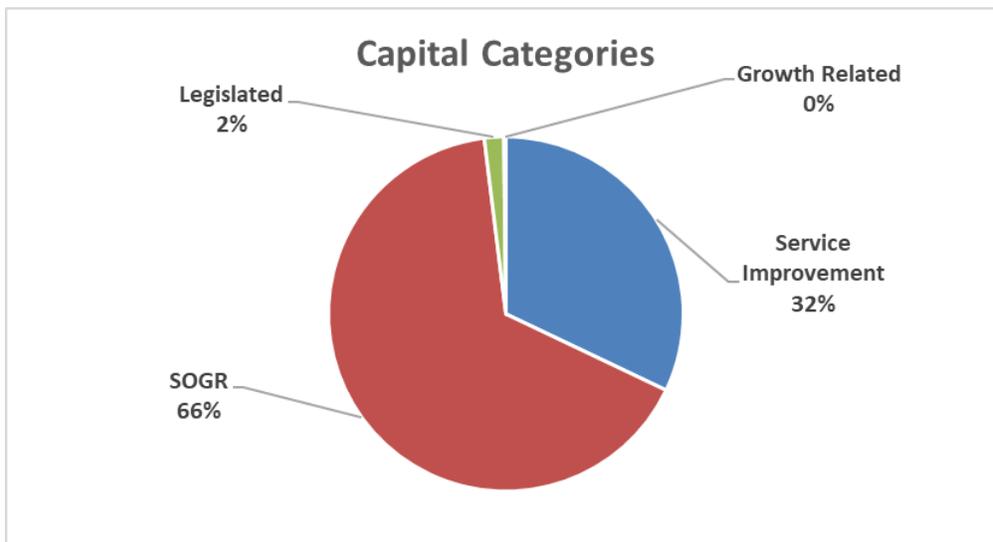
- Radio Replacement – continue to lifecycle mobile and portable radios
- Various S.O.G.R. projects
- Various Reserve funded projects such as vehicle replacement, servers, I.T. business resumption hardware, computer/laptop/printer, network equipment, Furniture, Digital Video Asset Management (D.V.A.M.), etc.
- Body Worn Camera – initial phase, non binding Request for Proposal (R.F.P.)

**2020-2029 Capital Program Request:**

The 2020-2029 Capital Program is segregated into five categories for presentation purposes:

- A. Work in Progress
- B. Up-coming Projects 2020-2029
- C. Projects funded through Reserves
- D. Operating Impact from Capital
- E. Potential Projects outside of the proposed capital program

Projects are shown based on S.O.G.R., Service improvement, growth and legislated classifications. The majority of the Service’s projects in the 2020-2029 program are S.O.G.R. due to the need for replacing aging infrastructure.



**A. Work in Progress**

There are twelve projects in this category, not including projects with carry forward funding only. More information about these projects can be found in the 2019 Capital variance reports posted on the Board’s website.

It should be noted that at the time of budget creation for all facility related projects, the Service took all known factors and future cost estimates related to the project cost into consideration. However, once the procurement process is complete and a construction services contract awarded, the Service will review current estimates and revise them as necessary.

**Table 2: Work in Progress (\$000's)**

Projects	Plan To end of 2019	2020	2021	2022	2023	2024	Total 2025 - 2029	Total Project Cost
Work in Progress	60,577	17,556	43,392	29,192	26,630	14,775	54,312	246,433

**State Of Good Repair (S.O.G.R.)**

<b>Category:</b>	Facilities	<b>Funding Source:</b>	Debt
<b>Project Type:</b>	Ongoing	<b>Estimated Start:</b>	Ongoing
<b>Classification:</b>	S.O.G.R.	<b>Estimated End:</b>	Ongoing

*Project Description:*

This project includes on-going funding for the S.O.G.R. requirements that are the responsibility of the Service. Beginning in 2016, some of these funds have also been utilized to enhance existing technological assets.

*Project Objective:*

By definition, S.O.G.R. funds are used to maintain the safety, condition and requirements of existing Service buildings. Also, funding is used for technology upgrades in order to optimize service delivery and increase efficiencies. In light of the future plans for Service facilities, planned use of these funds will be aligned with the Facilities Realignment/District Policing Model initiative, with priority being given to projects in the backlog that must continue and that will not be impacted by the transformation of the Service's facility footprint.

*Project Funding Breakdown:*

S.O.G.R. (\$000s)	Prior Years	2020	2021	2022	2023	2024	Total 2025-2029	Total Project Cost
<b>Projected Capital Expenditures</b>	<b>Ongoing</b>	<b>2,500</b>	<b>4,400</b>	<b>4,400</b>	<b>4,400</b>	<b>4,400</b>	<b>22,000</b>	<b>42,100</b>
Additional Positions (F.T.E.s)*	0	0	0	0	0	0	0	0
Impact on Operating Budget	0	0	0	0	0	0	0	0

\*Full Time Employees (F.T.E.)

**54/55 Divisions Amalgamation (Part of District Policing Program)**

<b>Category:</b>	Facilities	<b>Funding Source:</b>	Debt , D.C. funding
<b>Project Type:</b>	Ongoing	<b>Estimated Start:</b>	2017
<b>Classification:</b>	Service Improvement	<b>Estimated End:</b>	2025

*Project Description:*

The amalgamation of 54 and 55 Divisions into one district facility.

*Project Objective:*

The amalgamation of the two divisions will reduce the long-term costs of operating and maintaining two structures, and will support the Service’s 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. However, the Service continues to review its operational requirements as part of its modernization initiatives, which may result in the 54 and or 55 divisional sites being retained.

*Project Funding Breakdown:*

54/55 Divisions Amalgamation (\$000s)	Prior Years	2020	2021	2022	2023	2024	Total 2025-2029	Total Project Cost
<b>Projected Capital Expenditures</b>	1,184	0	5,019	6,508	11,296	10,375	4,843	39,225
Additional Positions (F.T.E.s)	0	0	0	0	0	0	0	0
Impact on Operating Budget	0	0	0	0	0	0	0	0

**32 Division Renovation (Part of District Policing Program)**

<b>Category:</b>	Facilities	<b>Funding Source:</b>	Debt, D.C. funding
<b>Project Type:</b>	Ongoing	<b>Estimated Start:</b>	2019
<b>Classification:</b>	Service Improvement	<b>Estimated End:</b>	2021

*Project Description:*

The Service’s long-term facilities plan included the required renovation of the 32 Division facility for required building improvements. Also, as a result of recommendations in The Way Forward report, the Service amalgamated 32 and 33 divisional operations into a new 32/33 District operating from two separate facilities.

*Project Objective:*

The renovation of the 32 Division facility will 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. It will also optimize the use of available space and will improve the movement of both personnel and persons in custody.

*Project Funding Breakdown:*

32 Division Renovation (\$000s)	Prior Years	2020	2021	2022	2023	2024	Total 2025-2029	Total Project Cost
<b>Projected Capital Expenditures</b>	<b>4,990</b>	<b>1,000</b>	<b>4,950</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,940</b>
Additional Positions (F.T.E.s)	0	0	0	0	0	0	0	0
Impact on Operating Budget	0	0	0	0	0	0	0	0

**41 Division (Part of District Policing Program)**

<b>Category:</b>	Facilities	<b>Funding Source:</b>	Debt, D.C. funding
<b>Project Type:</b>	Ongoing	<b>Estimated Start:</b>	2018
<b>Classification:</b>	Service Improvement	<b>Estimated End:</b>	2023

*Project Description:*

Due to its aging infrastructure, 41 Division was identified as a priority for the Long Term Facility Replacement Program a number of years ago. Assessments performed 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.

*Project Objective:*

The phased construction and demolition approach for a new building on existing lands will provide the Service with a new district facility at the corner of Birchmount and Eglinton Avenues, an optimal, easily accessible site with ample area for future expansion. 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.

*Project Funding Breakdown:*

41 Division (\$000s)	Prior Years	2020	2021	2022	2023	2024	Total 2025-2029	Total Project Cost
<b>Projected Capital Expenditures</b>	<b>2,956</b>	<b>0</b>	<b>12,723</b>	<b>12,800</b>	<b>10,449</b>	<b>0</b>	<b>0</b>	<b>38,928</b>
Additional Positions (F.T.E.s)	0	0	0	0	0	0	0	0
Impact on Operating Budget	0	0	0	0	0	0	0	0

### District Policing Process Improvement - (Part of District Policing Program)

<b>Category:</b>	Facilities	<b>Funding Source:</b>	Debt, D.C. funding
<b>Project Type:</b>	Ongoing	<b>Estimated Start:</b>	2018
<b>Classification:</b>	Service Improvement	<b>Estimated End:</b>	2022

#### *Project Description:*

The Service's plan is to design the new District Boundaries to align with Toronto's neighbourhoods. This project provides funding for planning, process analysis and transformation design work required to effectively move from a 17 Division to a ten District operational model.

#### *Project Objective:*

This project includes a facility review to align with modernization needs and redesign of core business processes to effectively operate as districts. This will involve alignment of all systems, processes and organizational structure, preparation of the Communication Services and Telecommunication infrastructure and processes, as well as updating all I.T. applications and systems to enable future processes.

The implementation of this project will occur in a phased approach by consolidating divisions and/or functions within the existing boundaries first, and then, once Information and Communications Centre systems are ready, the district boundaries will be adjusted. It is also foreseen that the realignment of the facilities and further process improvements will happen in parallel and will continue after the boundaries have been adjusted.

This request his request also includes a complete review of the prisoner management process to create efficiencies and to prepare for the impact of requirements resulting from the new Toronto Courthouse and Toronto Bail Centre. New processes and requirements will enable, for example, video remote appearance by prisoners, thereby avoiding the physical transportation of prisoners to court or the regional bail centre.

#### *Project Funding Breakdown:*

District Policing Program (\$000s):	Prior Years	2020	2021	2022	2023	2024	Total 2025-2029	Total Project Cost
<b>Projected Capital Expenditures</b>	<b>2,900</b>	<b>1,322</b>	<b>3,041</b>	<b>1,707</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,970</b>
Additional Positions (F.T.E.s)	0	0	0	0	0	0	0	0
Impact on Operating Budget	0	0	0	0	0	0	0	0

### A.N.C.O.E. (Analytics Centre of Excellence)

<b>Category:</b>	Information Technology	<b>Funding Source:</b>	Debt, D.C. funding
<b>Project Type:</b>	Ongoing	<b>Estimated Start:</b>	2015
<b>Classification:</b>	Service Improvement	<b>Estimated End:</b>	2023

#### *Project Description:*

A.N.C.O.E. is a business-led, analytics and innovation program, which will oversee and drive analytics and information management activities for the Service. This project includes Enterprise Business Intelligence (E.B.I.) and Global Search.

#### *Project Objective:*

This project will create efficiencies in accessing data that will improve analysis and customer service and enable more effective business decisions. It will streamline Service processes in order to make data and analytics products available to front-line members, management and the public. It will also include the development of 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.

The A.N.C.O.E. program will also deliver Global Search with a pilot commencing in 2019 and full implementation across the Service by 2023. Global Search is an enterprise search application for members to access information through a single search, enabling enhanced capacity to search across previously disparate systems and retrieve critical operational information. Two additional staff are required from the year 2024 to maintain Global Search system.

#### *Project Funding Breakdown:*

A.N.C.O.E. (\$000s)	Prior Years	2020	2021	2022	2023	2024	Total 2025-2029	Total Project Cost
<b>Projected Capital Expenditures</b>	<b>10,842</b>	<b>585</b>	<b>485</b>	<b>485</b>	<b>485</b>	<b>0</b>	<b>0</b>	<b>12,882</b>
Additional Positions (F.T.E.s)	0	0	0	0	0	2	2	2
Impact on Operating Budget*	0	547	810	810	810	1,010	5,050	9,037

\*E.B.I. Included cost of five additional staff in 2019. These costs are already part of the staffing cost in the 2019 Operating budget and are not shown above

**Radio Replacement**

Category:	Communication	Funding Source:	Debt
Project Type:	Ongoing	Estimated Start:	2016
Classification:	S.O.G.R.	Estimated End:	Ongoing

*Project Description:*

The Service’s Telecommunications Services Unit (T.S.U.) maintains 4,697 mobile and portable radio units. The replacement lifecycle of the radios was extended from seven years to ten years, a number of years ago, in order to reduce the replacement cost of these important assets.

*Project Objective:*

The objective of this project is to maintain the radios and keep them operational. In response to the proposed district boundary changes, a reconfiguration of the radio tower infrastructure systems to accommodate the combination of radio channels that are currently handled in different radio systems will be required. A radio traffic study is being conducted to determine whether the capacity of the existing systems can cope with the anticipated changes.

*Project Funding Breakdown:*

Radio Replacement (\$000s)	Prior Years	2020	2021	2022	2023	2024	Total 2025-2029	Total Project Cost
<b>Projected Capital Expenditures</b>	25,176	4,509	5,074	3,292	0	0	24,416	62,467
Additional Positions (F.T.E.s)	0	0	0	0	0	0	0	0
Impact on Operating Budget	150	175	175	175	175	175	875	1,750

**Automated Fingerprint Identification System (A.F.I.S.) Replacement**

<b>Category:</b>	Equipment	<b>Funding Source:</b>	Debt
<b>Project Type:</b>	Ongoing	<b>Estimated Start:</b>	2019
<b>Classification:</b>	S.O.G.R.	<b>Estimated End:</b>	2020

*Project Description:*

The A.F.I.S. system is a biometric identification (I.D.) methodology that uses digital imaging technology to obtain, store, and analyze fingerprint data.

*Project Objective:*

The A.F.I.S. system allows the Service to be compatible with external systems in other agencies such as the Royal Canadian Mounted Police (R.C.M.P.), and communicate electronically for fingerprint submissions, searches and criminal record updates. This system is integrated with IntelliBook, a prisoner booking system that provides real-time confirmation of prisoner identity to Booking Officers.

*Project Funding Breakdown:*

A.F.I.S. (\$000s)	Prior Years	2020	2021	2022	2023	2024	Total 2025-2029	Total Project Cost
<b>Projected Capital Expenditures</b>	<b>3,053</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,053</b>	<b>6,106</b>
Additional Positions (F.T.E.s)	0	0	0	0	0	0	0	0
Impact on Operating Budget	0	0	0	0	0	0	0	0

**Next Generation (N.G.) 9-1-1**

<b>Category:</b>	Information Technology	<b>Funding Source:</b>	Debt
<b>Project Type:</b>	Ongoing	<b>Estimated Start:</b>	2019
<b>Classification:</b>	Legislated	<b>Estimated End:</b>	2021

*Project Description:*

Current 9-1-1 systems are voice-centric and were originally designed for landlines. 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.

*Project Objective:*

The N.G.9-1-1 project will enhance emergency number services for the Service creating a Public Safety Answering Point (P.S.A.P.) that is modern and resilient. It will allow voice and real time text messages to flow seamlessly from the public, through the new Canada wide N.G.9-1-1 network, directly to first responders. By 2020, P.S.A.P. must ensure compatibility with ESInet systems and networks and have mechanisms in place to push text data to responders.

A Request for Information (R.F.I.) was released in June 2019 and based on the results from that process, a Request for Proposal (R.F.P.) is being finalized for the N.G.9-1-1 implementation and will be issued by year-end. Once the results of the R.F.P. is known, the Service will have more information to determine the costing and additional requirements. As an initiative such as this has not been done before, the cost to achieve the first phase of N.G. 9-1-1, is difficult to estimate at this point and are being carefully reviewed. The original estimate in 2019 was \$5M (excluding any renovation and additional furniture requirement) and is revised to \$9.1M for technology and \$1.8M for renovation and furniture for a total of \$10.9M. The reason for the increase for the

technology component is the availability of information from N.G. market leaders. Also these estimates (communication operator cost per seat) are now based on the cost provided by Emergency Services Working Group (E.S.W.G.) and C.R.T.C.

It is also anticipated that due to N.G. 9-1-1 and texting capabilities, additional staffing will be required. However, those staffing costs are unknown at this time and therefore not included. As a result, \$1.8M has been assigned for renovation work and additional workstations, which is included in the revised cost.

As more information becomes available, the Board will be kept apprised as necessary. It should be noted that the legacy network must be decommissioned by December 31, 2023. P.S.A.P.s that have not made the necessary adjustments will no longer be equipped to manage 9-1-1 calls.

*Project Funding Breakdown:*

N.G. 9-1-1 (\$000s)	Prior Years	2020	2021	2022	2023	2024	Total 2025-2029	Total Project Cost
<b>Projected Capital Expenditures</b>	<b>500</b>	<b>4,700</b>	<b>5,700</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,900</b>
Additional Positions (F.T.E.s)	0	0	0	0	0	0	0	0
Impact on Operating Budget	0	0	0	0	0	0	0	0

**Transforming Corporate Support (H.R.M.S., T.R.M.S.)**

<b>Category:</b>	Information Technology	<b>Funding Source:</b>	Debt
<b>Project Type:</b>	Ongoing	<b>Estimated Start:</b>	2014
<b>Classification:</b>	Service Improvement	<b>Estimated End:</b>	2021

*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.). This project also provides for an investment that will consolidate the current H.R.M.S. and Time Resource Management System (T.R.M.S.).

*Project Objective:*

This project has the objective of developing a new overall solution, with enhanced and value added processes that will be cost-effective and include greater time management, analysis and reporting capabilities of the Service’s single greatest asset, its people. This project will also result in improved customer service to our members and improved member understanding and satisfaction with human resources, payroll and benefit services. The estimated cost for phase three of this project, which is to replace the Service’s current time and labour system, is being reviewed and any additional requirements will be reported to the Board, as necessary.

*Project Funding Breakdown*

Transforming Corporate support (\$000s)	Prior Years	2020	2021	2022	2023	2024	Total 2025-2029	Total Project Cost
<b>Projected Capital Expenditures</b>	<b>7,435</b>	<b>500</b>	<b>500</b>				<b>0</b>	<b>8,435</b>
Additional Positions (F.T.E.s)	0	0	0	0	0	0	0	0
Impact on Operating Budget	236	130	130	130	130	130	650	1,536

**Body Worn Camera (B.W.C.) – Full Implementation**

<b>Category:</b>	Information Technology	<b>Funding Source:</b>	Debt, D.C.
<b>Project Type:</b>	Ongoing	<b>Estimated Start:</b>	2019
<b>Classification:</b>	Service Improvement	<b>Estimated End:</b>	2021

*Project Description:*

This project is to equip frontline officers with B.W.C.s, based on a non-binding R.F.P. that has been issued for a system.

*Project Objective:*

This initiative is aligned with and will enable the Service’s commitment to maintain and enhance public trust and accountability, as part of its commitment to becoming a leader in public safety services and the delivery of professional and unbiased policing

In February 2014, the B.W.C. pilot project was initiated to test, evaluate and report on equipping frontline officers with B.W.C. The community support was very strong, as it was believed that the B.W.C. would help to make the police more accountable to the public, improve public trust in police and help to ensure professional service. The officers who participated in the pilot also largely supported the B.W.C. and felt that the B.W.C. would help respond to public complaints against them and protect them from false accusations of misconduct. At that time, due to the nature of technology for this purpose, no appropriate vendor was identified at an affordable cost.

In 2017, this project was relaunched beginning with a process to identify and select a suitable vendor to equip frontline officers. One notable difference from the pilot phase was inclusion of an external cloud-based storage solution service provider.

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 and the evaluation of the proposals is now nearing completion.

As part of the selection process, a field evaluation with three shortlisted companies was performed. During the pilot project and the field evaluation, the Service received 23 total complaints against officers. In every one of these instances, the officer was cleared of wrongdoing based on reviewing the video. There were various complaints

such as allegations of excessive use of force and sexual assault. As a Service, we employ officers to investigate wrongdoing by other officers, from Unit Complaints Coordinators, to Professional Standards Investigative Unit (P.R.S.) investigators. These officers spend many hours gathering evidence, interviewing witnesses and compiling as much information as they can to determine the facts of a case as accurately as possible.

Further, the City of Toronto annually pays out to complainants against the Service. Although the City holds insurance policies to alleviate these costs, there cannot be transparency of the actual facts without the videos. The cost saving in time and resources alone by having the transparency of B.W.C. will alleviate many questions of misconduct, reducing the number of complaints, while aiding in the rebuilding of public trust.

The Ontario Human Rights Commission in June of 2019 published a document, Eliminating Racial Profiling in Policing, where in four of their recommendations they spoke to the need for B.W.C. to help alleviate racial profiling in policing.

Further, in 2019 the Solicitor General’s office continues to look for a robust digital evidence management system for Justice and Public Safety stakeholders struggling with increasing operational inefficiency, to overcome decisions within the courts such as R vs. Jordan, where timely disclosure is paramount.

The implementation of a B.W.C. program for the Service will include hardware, cloud storage, transcription software, redaction software and evidence management. It will help improve transparency, protect the reputation of the Service, provide best evidence to the courts and alleviate disclosure.

In addition to the funds included in the Service’s capital program for the infrastructure and other potential requirements, \$2.5M is included in the Service’s operating budget request to cover the on-going cost of the program from July 2019. A contract award report will be submitted to the Board, once the funding required for this initiative is approved.

*Project Funding Breakdown:*

B.W.C. (\$000s)	Prior Years	2020	2021	2022	2023	2024	Total 2025-2029	Total Project Cost
<b>Projected Capital Expenditures</b>	<b>1,032</b>	<b>2,250</b>	<b>1,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,782</b>
Additional Positions (F.T.E.s)	0	2	2	2	2	2	2	2
Impact on Operating Budget	0	2,500	5,000	5,000	5,000	5,000	25,000	47,500

### Toronto Police Service (T.P.S.) Archiving

<b>Category:</b>	Equipment	<b>Funding Source:</b>	Debt, D.C. funding
<b>Project Type:</b>	Ongoing	<b>Estimated Start:</b>	Ongoing
<b>Classification:</b>	Growth	<b>Estimated End:</b>	Ongoing

*Project Description:*

This project provides funding for the establishment of an archiving function at the Service's property and evidence site.

*Project Objective:*

Legislation requires the Service to store certain documentation for periods beyond the current year. This storage facility will provide sufficient and safe space for files that need to be retained and help relieve the pressure on the City's storage site, where the Service's documents and records were previously stored.

*Project Funding Breakdown:*

T.P.S. Archiving (\$000s)	Prior Years	2020	2021	2022	2023	2024	Total 2025-2029	Total Project Cost
<b>Projected Capital Expenditures</b>	<b>510</b>	<b>140</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>650</b>
Additional Positions (F.T.E.s)	0	0	0	0	0	0	0	0
Impact on Operating Budget	0		0	0	0	0	0	0

### **B. Up-Coming Projects 2020-2029**

There are six projects in this category:

**Table 3: Up-coming Projects (000's)**

Projects	Plan To end of 2019	2020	2021	2022	2023	2024	Total 2025 - 2029	Gross Cost
<b>Up-Coming Projects</b>	<b>0</b>	<b>7,290</b>	<b>400</b>	<b>6,316</b>	<b>17,596</b>	<b>12,896</b>	<b>50,564</b>	<b>95,062</b>

### **13/53 Amalgamation New Build - (Part of District Policing Program)**

<b>Category:</b>	Facilities	<b>Funding Source:</b>	Debt, D.C. funding
<b>Project Type:</b>	Upcoming	<b>Estimated Start:</b>	2021
<b>Classification:</b>	Service Improvement	<b>Estimated End:</b>	2025

*Project Description:*

The amalgamation of 13 and 53 Divisions into one district facility.

*Project Objective:*

The amalgamation will reduce the long-term costs of operating and maintaining two structures, and will support the Service’s recommendations for a modernized, economical and more efficient public safety delivery model. The City has been engaged to conduct a search for a site that would meet the requirements of the Service. The current plan is to return the 13 and 53 Division properties, which are located at the Allen Expressway and Eglinton and Yonge and Eglinton, respectively, to the City once the new consolidated facility is built.

*Project Funding Breakdown:*

13/53 Amalgamation (\$000s)	Prior Years	2020	2021	2022	2023	2024	Total 2025-2029	Total Project Cost
<b>Projected Capital Expenditures</b>	0	0	400	6,316	16,596	12,896	4,164	40,372
Additional Positions (F.T.E.s)	0	0	0	0	0	0	0	0
Impact on Operating Budget	0	0	0	0	0	0	0	0

**22 Division New Build - (Part of District Policing Program)**

<b>Category:</b>	Facilities	<b>Funding Source:</b>	Debt, D.C. funding
<b>Project Type:</b>	Upcoming	<b>Estimated Start:</b>	2025
<b>Classification:</b>	Service Improvement	<b>Estimated End:</b>	2029

*Project Description:*

This project provides funding for the building of a new 22 Division to be the headquarters for the South West District.

*Project Objective:*

Due to its aging infrastructure, 22 Division was identified on the Long Term Facility renovation Program a number of years ago. As this facility is strategically located within the South West District, studies are underway to determine the optimal usage of this facility within the District Policing program. This approach is in line with the Service’s recommendations for a modernized, economical and more efficient public safety delivery model. This area is and will continue to go through significant change, so the Service will work with the City to find a site that meets the needs of the Service as well as other stakeholders.

*Project Funding Breakdown:*

22 Division new build (\$000s)	Prior Years	2020	2021	2022	2023	2024	Total 2025-2029	Total Project Cost
<b>Projected Capital Expenditures</b>	0	0	0	0	0	0	40,400	40,400
Additional Positions (F.T.E.s)	0	0	0	0	0	0	0	0
Impact on Operating Budget	0	0	0	0	0	0	0	0

**51 Division Renovation- (Part of District Policing Program)**

<b>Category:</b>	Facilities	<b>Funding Source:</b>	Debt, D.C. funding
<b>Project Type:</b>	Upcoming	<b>Estimated Start:</b>	2026
<b>Classification:</b>	Service Improvement	<b>Estimated End:</b>	2028

*Project Description:*

This project provides for major renovation of 51 Division.

*Project Objective:*

The renovation of the 51 Division facility will enable new technologies and required building improvements in order for the facility to be more operationally effective.

*Project Funding Breakdown:*

51 Division Renovation (\$000s)	Prior Years	2020	2021	2022	2023	2024	Total 2025-2029	Total Project Cost
<b>Projected Capital Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,000</b>	<b>6,000</b>
Additional Positions (F.T.E.s)	0	0	0	0	0	0	0	0
Impact on Operating Budget	0	0	0	0	0	0	0	0

**Additional Vehicles**

<b>Category:</b>	Equipment	<b>Funding Source:</b>	Debt
<b>Project Type:</b>	Upcoming	<b>Estimated Start:</b>	2020
<b>Classification:</b>	Service Improvement	<b>Estimated End:</b>	2020

*Project Description:*

This project provides for 90 additional cars for the revised shift schedule as well as to meet the needs of district special constables. The cost includes the vehicle cost as well as the cost of various operational systems, such as in-car cameras, automated vehicle location system, mobile workstations, etc. The Service will increase its contribution to the Vehicle and Equipment Reserve to cover the lifecycle replacement cost of these additional vehicles.

*Project Objective:*

The operations of Priority Response Unit (P.R.U.) across all divisions must align with temporal distribution of demand for better alignment of on duty officers and hours of demand. The shift schedule change in most of the divisions in P.R.U. will result in a redistribution of personnel in staggered start times, thus creating a need for additional capacity in the number of marked vehicles.

In addition, as District Special Constables (D.S.C.) continue to be deployed in 2019 and 2020, to benefit the frontline operations, D.S.C.s will require additional marked vehicles.

*Project Funding Breakdown:*

<b>Additional Vehicles (\$000s)</b>	<b>Prior Years</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total 2025-2029</b>	<b>Total Project Cost</b>
<b>Projected Capital Expenditures</b>	<b>0</b>	<b>6,750</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,750</b>
Additional Positions (F.T.E.s)	0	0	0	0	0	0	0	0
Impact on Operating Budget	0	0	0	0	0	0	0	0

**Communication Centre – New Facility Assessment**

<b>Category:</b>	Facilities	<b>Funding Source:</b>	Debt
<b>Project Type:</b>	Upcoming	<b>Estimated Start:</b>	2020
<b>Classification:</b>	Service Improvement	<b>Estimated End:</b>	2020

*Project Description:*

This project provides funding to acquire external expertise to assist the Service with a comprehensive review of all the requirements for a new Communication Centre, taking into account the impact of N.G.9-1-1 and other key considerations.

*Project Objective:*

The existing location for Communications Services (C.O.M.) has reached the maximum capacity for personnel, workspace and technology. The current facility cannot accommodate the anticipated expansion that would be required for the N.G. 9-1-1 project.

The estimated cost for a new Communication Centre facility is not included in the Service's 2020-2029 capital program, as the Service felt it is prudent to engage external expertise as an important first step to moving this project forward. The external expert would conduct a comprehensive analysis of the impact of technological changes from N.G.9-1-1, population growth, shifts in calling behaviour (text vs. voice, videos), staffing requirements, location, size, backup site, etc. The \$500K included in the capital program is to cover the estimated cost of engaging outside expertise for this project.

This project and its funding should also be jointly coordinated with Toronto Fire and Toronto Paramedic Services, as all three emergency services will be affected by

N.G. 9-1-1 and the resulting impacts on the critical Communications (9-1-1) operation.

*Project Funding Breakdown:*

Communication Centre – New Facility Assessment, (\$000s)	Prior Years	2020	2021	2022	2023	2024	Total 2025-2029	Total Project Cost
<b>Projected Capital Expenditures</b>	<b>0</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500</b>
Additional Positions (F.T.E.s)	0	0	0	0	0	0	0	0
Impact on Operating Budget	0	0	0	0	0	0	0	0

**Property and Evidence Warehouse Racking**

<b>Category:</b>	Facilities	<b>Funding Source:</b>	Debt
<b>Project Type:</b>	Upcoming	<b>Estimated Start:</b>	2020
<b>Classification:</b>	Service Improvement	<b>Estimated End:</b>	2020

*Project Description:*

This project provides for high density and pushback racking.

*Project Objective:*

The relocation of files previously held in the City Archives (T.P.S. Archiving project) to the Service's 330 Progress location has reduced the original 25-year lifespan of the facility. As a result, higher density and pushback racking will need to be purchased.

The funding requirement of \$40,000 in 2020 is for a feasibility study to determine what is required for the long term racking. Funding of \$1.0M in 2023 will be utilized for the actual cost of racking.

*Project Funding Breakdown:*

Property and Evidence Racking. (\$000s)	Prior Years	2020	2021	2022	2023	2024	Total 2025-2029	Total Project Cost
<b>Projected Capital Expenditures</b>	<b>0</b>	<b>40</b>	<b>0</b>	<b>0</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>1,040</b>
Additional Positions (F.T.E.s)	0	0	0	0	0	0	0	0
Impact on Operating Budget	0	0	0	0	0	0	0	0

### C. Vehicle and Equipment Lifecycle Replacements

There are thirty-one projects in this category:

**Table 4: Vehicle and Equipment Reserve (000's)**

Projects	Prior Years	2020	2021	2022	2023	2024	Total 2025-2029	Total Project Cost
Equipment	27,846	1,933	3,479	8,033	2,526	2,827	18,024	64,668
Information Technology	158,497	16,124	15,707	15,184	17,965	30,520	98,568	352,565
Vehicles	70,786	7,444	7,484	7,453	7,300	7,351	38,395	146,213
<b>Total Vehicle and Equipment Reserve Projects</b>	<b>257,129</b>	<b>25,501</b>	<b>26,670</b>	<b>30,670</b>	<b>27,791</b>	<b>40,698</b>	<b>154,987</b>	<b>563,446*</b>

\*Development charges applied to Vehicle and Equipment Reserve reduced the required funding in that category by \$3.8M

*Project Description:*

All projects in this category are funded from the Service's Vehicle and Equipment Reserve and have no impact on debt financing. However, the strategy of funding vehicle and equipment replacements from the Reserve results in an impact on the operating budget, as it is necessary to make regular annual contributions to replenish the Reserve balance so that future requirements are sustainable.

*Project Objective:*

Using the Reserve for the lifecycle replacement of vehicles and equipment avoids having to debt-finance these purchases as well as large swings in annual funding requirements. It is important to note that as new systems are implemented or existing systems are being enhanced, the inventory of computer equipment grows. Over time, this increases the level of funding required for the replacement of the equipment.

Asset custodians continue to maximize the use of current assets and prolong lifecycle replacements as much as possible, to ensure the long-term viability of the Reserve. However, the increase in I.T. equipment as well as the number and cost of vehicles have created significant pressure on this Reserve. It is therefore important that annual incremental contributions are made to ensure the requirement for replacements is sustainable.

The \$3.0M incremental contribution to this reserve in the Service’s 2020 operating budget request has been removed in order to keep the Service’s funding increase as low as possible. The deletion is premised on the Service being able to use any surplus from the 2019-operating budget to make a one-time contribution to the Reserve, for immediate requirements.

Please refer to Attachment B for a list of projects in this category.

**D. Operating Impact from Capital (\$3.4M)**

The implementation of capital projects can have an impact on the Service’s on-going operating budget requirements. Capital projects and investments usually require maintenance and operational support beyond the initial one-time project cost. Where additional infrastructure and equipment are required, operating budget increases are required to replace the assets in accordance with their life cycle. It is therefore important to determine the ongoing impact of capital investments on the operating budget. As a result, capital-spending decisions are not made independently of the operating cost and should be considered from a total cost of ownership perspective.

Total incremental 2020 operating impact from capital is \$3.4M. This amount includes the impact of B.W.C. of \$2.5M in 2020.

Please refer to Attachment C for more details.

**E. Potential Projects outside of the proposed capital program**

Due to funding constraints and a stage-gating approach towards evaluating capital projects as they progress, the following future project requirements remain partially or totally unfunded in the current capital program submission.

Some of these projects are new and others have been partially funded in the current Capital Program or from grants from other levels of government.

**Table 2: Unfunded project requirements (000’s)**

Projects	Prior Years	2020	2021	2022	2023	2024	Total 2020-2024	Total 2025-2029	Total 2019-2028
Below the line-unfunded	0	0	6,500	25,000	28,433	18,300	78,233	0	78,233
<b>Total Unfunded Projects</b>	<b>0</b>	<b>0</b>	<b>6,500</b>	<b>25,000</b>	<b>28,433</b>	<b>18,300</b>	<b>78,233</b>	<b>0</b>	<b>78,233</b>

## New 9-1-1 Communications Centre

### *Project Description:*

This project is for the new communication center (9-1-1) additional space and system requirements.

Although critical, this project has been placed in the unfunded category as the requirements and estimated costs need further review. This project and its funding should also be jointly coordinated with other City Emergency Services. It should be noted that this cost is an estimate only and further assessment will be required. The Service will be hiring a consultant in 2020 to review all the requirements.

### *Project Objective:*

- Costs to support the 2023 milestone to decommission the legacy network;
- Requirement for hardware and software and storage for content such as videos and photos;
- Requirement for additional space. The primary and alternate locations for Communications Services (C.O.M.) have reached the maximum capacity for personnel, workspace and technology. These facilities will have difficulty accommodating growth, expansion or the requirements of N.G.9-1-1.

### *Estimated Funding Requirements:*

Communication Centre – New facility (\$000s)	Prior Years	2020	2021	2022	2023	2024	Total 2025-2029	Total Project Cost
<b>Projected Capital Expenditures</b>	<b>0</b>	<b>0</b>	<b>6,500</b>	<b>25,000</b>	<b>28,433</b>	<b>18,300</b>	<b>78,233</b>	<b>78,233</b>
Additional Positions (F.T.E.s)	0	0	0	0	0	0	0	0
Impact on Operating Budget	0	0	0	0	0	0	0	0

## **Conclusion:**

A detailed review of all projects in the Service’s 2020-2029 Capital Program request has been conducted to ensure the Capital Program reflects the priorities of the Service and is consistent with the Service’s strategic objectives. The 2020-2029 Capital Program has a 2020 net request of \$21.7M and gross amount of \$50.3M (excluding cash flow carry forwards from 2019), and a net total of \$202.9M net and \$587.2M gross for the ten-year period.

The Service’s 2020-2029 Capital Program request continues to be in a transitional state, as the Service awaits information that will allow more informed decision making regarding our facilities and technological requirements.

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

2020-2029 Capital Program Request (\$000s)

Project Name	Plan	2020	2021	2022	2023	2024	Total	2025	2026	2027	2028	2029	Total	Total	Total	
	to end of 2019						2020-2024 Request						2025-2029 Forecast	2020-2029 Program	Project Cost	
<b>Work in Progress</b>																
State-of-Good-Repair - Police		2,500	4,400	4,400	4,400	4,400	20,100	4,400	4,400	4,400	4,400	4,400	22,000	42,100	42,100	
Transforming Corporate Support (HRMS, TRMS)	7,435	500	500				1,000		0	0	0	0	0	1,000	8,435	
District Policing Program - 54/55 Amalgamation	1,184	0	5,019	6,508	11,296	10,375	33,198	4,843	0	0	0	0	4,843	38,041	39,225	
District Policing Program - 32 Renovation	4,990	1,000	4,950	0	0	0	5,950	0	0	0	0	0	0	5,950	10,940	
District Policing Program - 41 Division	2,956	0	12,723	12,800	10,449	0	35,972	0	0	0	0	0	0	35,972	38,928	
District Policing Process Improvement	2,900	1,322	3,041	1,707	0	0	6,070	0	0	0	0	0	0	6,070	8,970	
ANCOE (Enterprise Business Intelligence, Global Search)	10,842	585	485	485	485	0	2,040	0	0	0	0	0	0	2,040	12,882	
Radio Replacement	25,176	4,509	5,074	3,292	0	0	12,875	0	0	14,141	4,250	6,025	24,416	37,291	62,467	
Automated Fingerprint Identification System (A.F.I.S.) Replacement	3,053	0	0	0	0	0	0	3,053	0	0	0	0	3,053	3,053	6,106	
Next Generation (N.G.) 9-1-1	500	4,750	5,700	0	0	0	10,450	0	0	0	0	0	0	10,450	10,950	
Body Worn Camera - Phase II	1,032	2,250	1,500	0	0	0	3,750	0	0	0	0	0	0	3,750	4,782	
TPS Archiving	510	140					140	0	0	0	0	0	0	140	650	
<b>Total, Work in Progress</b>	<b>60,577</b>	<b>17,556</b>	<b>43,392</b>	<b>29,192</b>	<b>26,630</b>	<b>14,775</b>	<b>131,545</b>	<b>12,296</b>	<b>4,400</b>	<b>18,541</b>	<b>8,650</b>	<b>10,425</b>	<b>54,312</b>	<b>185,857</b>	<b>246,433</b>	
<b>Upcoming Projects</b>																
District Policing Program - 13/53 Amalgamation New Build		0	400	6,316	16,596	12,896	36,208	4,164	0	0	0	0	4,164	40,372	40,372	
District Policing Program - 22 Division New Build		0	0	0	0	0	0	400	6,316	15,396	12,996	5,292	40,400	40,400	40,400	
District Policing Program - 51 Division Major Expansion		0	0	0	0	0	0	0	1,300	3,240	1,460	0	6,000	6,000	6,000	
Additional Vehicles		6,750	0	0	0	0	6,750	0	0	0	0	0	0	6,750	6,750	
Communication Centre - New Facility Assessment	0	500	0	0	0	0	500	0	0	0	0	0	0	500	500	
Property & Evidence Warehouse Racking	0	40	0	0	1,000	0	1,040	0	0	0	0	0	0	1,040	1,040	
<b>Total, Upcoming Capital Projects:</b>	<b>0</b>	<b>7,290</b>	<b>400</b>	<b>6,316</b>	<b>17,596</b>	<b>12,896</b>	<b>44,498</b>	<b>4,564</b>	<b>7,616</b>	<b>18,636</b>	<b>14,456</b>	<b>5,292</b>	<b>50,564</b>	<b>95,062</b>	<b>95,062</b>	
<b>Total Reserve Projects:</b>	<b>257,129</b>	<b>25,501</b>	<b>26,670</b>	<b>30,670</b>	<b>27,791</b>	<b>40,698</b>	<b>151,330</b>	<b>25,943</b>	<b>35,218</b>	<b>34,264</b>	<b>25,310</b>	<b>34,252</b>	<b>154,987</b>	<b>306,317</b>	<b>563,446</b>	
<b>Total Gross Projects</b>	<b>317,706</b>	<b>50,347</b>	<b>70,462</b>	<b>66,178</b>	<b>72,017</b>	<b>68,369</b>	<b>327,373</b>	<b>42,803</b>	<b>47,234</b>	<b>71,441</b>	<b>48,416</b>	<b>49,969</b>	<b>259,863</b>	<b>587,236</b>	<b>904,941</b>	
<b>Funding Sources:</b>																
Vehicle and Equipment Reserve	(257,129)	(25,501)	(26,670)	(30,670)	(27,791)	(40,698)	(151,330)	(25,943)	(35,218)	(34,264)	(25,310)	(34,252)	(154,987)	(306,317)	(563,446)	
DC and Grant funding applicable to Connected officer	(2,632)						0		1,029	75	1,491	1,236	3,831	3,831	1,199	
Development charges Funding for debt funded Projects	(30,610)	(3,149)	(16,185)	(14,531)	(12,332)	(6,776)	(52,973)	(6,790)	(6,368)	(6,430)	(6,558)	(2,719)	(28,865)	(81,838)	(112,448)	
<b>Total Funding Sources:</b>	<b>(290,371)</b>	<b>(28,650)</b>	<b>(42,855)</b>	<b>(45,201)</b>	<b>(40,124)</b>	<b>(47,474)</b>	<b>(204,303)</b>	<b>(32,733)</b>	<b>(40,557)</b>	<b>(40,619)</b>	<b>(30,377)</b>	<b>(35,735)</b>	<b>(180,021)</b>	<b>(384,324)</b>	<b>(674,695)</b>	
<b>Total Reserve Projects:</b>	<b>(257,129)</b>	<b>(25,501)</b>	<b>(26,670)</b>	<b>(30,670)</b>	<b>(27,791)</b>	<b>(40,698)</b>	<b>(151,330)</b>	<b>(25,943)</b>	<b>(34,189)</b>	<b>(34,189)</b>	<b>(23,819)</b>	<b>(33,016)</b>	<b>(151,156)</b>	<b>(302,486)</b>	<b>(559,615)</b>	
<b>Total Net Debt-Funding Request:</b>		<b>21,697</b>	<b>27,607</b>	<b>20,977</b>	<b>31,894</b>	<b>20,895</b>	<b>123,070</b>	<b>10,070</b>	<b>6,677</b>	<b>30,822</b>	<b>18,039</b>	<b>14,234</b>	<b>79,842</b>	<b>202,912</b>	<b>230,247</b>	
<b>5-year Average:</b>							<b>24,614</b>						<b>15,968</b>	<b>20,291</b>		

**VEHICLE AND EQUIPMENT RESERVE**  
**Preliminary 2020-2029 Capital Program Request (\$000s)**

Project Name	Plan						Total						Total	Total	Total
	to end of 2019	2020	2021	2022	2023	2024	2020-2024 Request	2025	2026	2027	2028	2029	2025-2029 Forecast	2020-2029 Program	Project Cost
Vehicle and Equipment	70,786	7,444	7,484	7,453	7,300	7,351	37,032	7,047	10,537	6,937	6,937	6,937	38,395	75,427	146,213
Remote Operated Vehicle (ROV) Marine unit	109	0	0	0	0	0	0	110	0	0	0	0	110	110	219
Workstation, Laptop, Printer	38,815	3,800	3,287	4,233	1,970	5,496	18,786	5,095	4,493	2,770	3,674	6,183	22,215	41,001	79,816
Servers	43,749	2,941	4,384	3,075	4,113	6,512	21,025	4,678	3,825	3,825	3,825	3,825	19,978	41,003	84,752
IT Business Resumption	20,846	787	2,297	660	2,716	2,163	8,623	831	2,824	2,824	2,824	2,824	12,127	20,750	41,596
Mobile Workstations	24,696	500	500	0	300	10,044	11,344	1,000	0	0	300	9,144	10,444	21,788	46,484
Network Equipment	19,056	2,900	1,750	2,250	3,750	4,350	15,000	0	5,750	8,300	2,350	2,350	18,750	33,750	52,806
Locker Replacement	3,561	0	540	540	540	540	2,160	540	540	540	540	540	2,700	4,860	8,421
Furniture Replacement	9,660	0	500	500	500	500	2,000	500	500	475	500	500	2,475	4,475	14,135
Automatic Vehicle Locator (A.V.L.)	1,422	1,750	0	0	0	0	1,750	1,750	0	0	0	0	1,750	3,500	4,922
In - Car Camera	4,263	0	500	2,750	3,025	0	6,275	0	0	0	0	0	0	6,275	10,538
Voice Logging	1,461	0	0	0	0	500	500	0	0	0	0	0	0	500	1,961
Electronic Surveillance	2,255	0	0	0	0	1,090	1,090	0	105	0	205	0	310	1,400	3,655
Digital Photography	758	314	316	0	0	0	630	314	316	0	0	0	630	1,260	2,018
Digital Video Asset Management (D.V.A.M. I & II)	4,137	1,060	1,890	665	855	385	4,855	326	1,825	650	650	650	4,101	8,956	13,093
Property & Evidence Scanners	63	0	0	0	0	0	0	43	0	0	0	0	43	43	106
Divisional Parking Lot Network (D.P.L.N.)	499	1,500	0	0	0	0	1,500	0	1,700	0	0	0	1,700	3,200	3,699
Small Equipment (e.g. telephone handset)	1,220	750	750	0	0	0	1,500	0	750	750	0	0	1,500	3,000	4,220
Small Equipment - test analyzers	866	0	580	580	0	0	1,160	0	0	0	0	0	1,160	2,026	
Small Equipment - In Car Camera (I.C.C.) Microphones	314	150					150						0	150	464
Small Equipment - Video Recording Equipment	866	20	70	64	78	40	272	72	82	70	58	60	342	614	1,480
Small Equipment - Video Recording Property & Video Evidence Management	6	47	30	17	0	47	141	30	17	30	17		94	235	241
Small Equipment - Auditorium Audio and Visual Equipment	0	0	0	500	0	0	500	0	0	0	500	0	500	1,000	1,000
Radar Unit Replacement	936	9	15	12	195	79	310	178	52	231	99	0	560	870	1,806
Livescan Machines	540	0	0	0	0	0	0	540	0	0	0	0	540	540	1,080
Wireless Parking System	3,738	0	0	5,023	0	0	5,023	0	0	5,023	0	0	5,023	10,046	13,784
Closed Circuit Television (C.C.T.V.)	701	275	275	0	0	0	550	300	300	0	0	0	600	1,150	1,851
Automated External Defibrillator (A.E.D.s.)	23	118	3	12	3	31	167	3	14	3	14	3	37	204	227
Conducted Energy Weapon (CEW)	1,302	675	675	0	1,210	0	2,560	1,350	0	0	1,210	0	2,560	5,120	6,422
Marine Vessel Electronics	481	0	0	785	0	0	785	0	0	600	0	0	600	1,385	1,866
Connected/Mobile Officer	0	461	824	1,551	1,236	1,570	5,642	1,236	1,588	1,236	1,607	1,236	6,903	12,545	12,545
<b>Total Reserve Projects:</b>	<b>257,129</b>	<b>25,501</b>	<b>26,670</b>	<b>30,670</b>	<b>27,791</b>	<b>40,698</b>	<b>151,330</b>	<b>25,943</b>	<b>35,218</b>	<b>34,264</b>	<b>25,310</b>	<b>34,252</b>	<b>154,987</b>	<b>306,317</b>	<b>563,446</b>

Development charges applied to Vehicle and Equipment Reserve reduced the required funding in this category by \$3.8M

## 2020-2029 Preliminary Operating Impact From Capital

Projects	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total 2025-2029	Total 2020-2029
Transforming Corporate Support	129.5	129.5	129.5	129.5	129.5	129.5	129.5	129.5	129.5	129.5	647.5	1,295.1
Connected Officer	927.2	927.2	3,013.6	3,708.9	3,708.9	3,708.9	3,708.9	3,708.9	3,708.9	3,708.9	18,544.6	30,830.4
Radio Replacement	175.0	175.0	175.0	175.0	175.0	175.0	175.0	175.0	175.0	175.0	875.0	1,750.0
Body Worn Camera	2,500.0	5,000.0	5,000.0	5,000.0	5,000.0	5,000.0	5,000.0	5,000.0	5,000.0	5,000.0	25,000.0	47,500.0
Peer to Peer Site	141.0	141.0	141.0	141.0	141.0	141.0	141.0	141.0	141.0	141.0	141.0	1,410.0
ANCOE (Enterprise Business Intelligence, Global Search)	547.0	810.0	810.0	810.0	1,010.0	1,010.0	1,010.0	1,010.0	1,010.0	1,010.0	5,050.0	9,037.0
<b>Total Projects Operating Impact</b>	<b>4,419.7</b>	<b>7,182.7</b>	<b>9,269.1</b>	<b>9,964.4</b>	<b>10,164.4</b>	<b>10,164.4</b>	<b>10,164.4</b>	<b>10,164.4</b>	<b>10,164.4</b>	<b>10,164.4</b>	<b>50,258.2</b>	<b>91,822.5</b>
<b>Incremental Operating Impact</b>	<b>3,406.2</b>	<b>2,763.0</b>	<b>2,086.4</b>	<b>695.4</b>	<b>200.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>		<b>9,150.9</b>



## Toronto Police Services Board Report

---

November 29, 2019

To: Budget Committee  
Toronto Police Services Board

From: Mark Saunders  
Chief of Police

**Subject: Toronto Police Service Parking Enforcement Unit – 2020  
Operating Budget Request**

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

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

- (1) approve the Toronto Police Service Parking Enforcement Unit's 2020 net Operating Budget request of \$49.2 Million (M) (\$50.8M gross), a \$1.9M (4.1%) increase over the 2019 net budget; and
- (2) forward a copy of this report to the Board for consideration and approval.

### **Financial Implications:**

The P.E.U. 2020 net operating budget request is \$49.2M net (\$50.8M gross) which is a \$1.9M or 4.1% increase over 2019 net operating budget.

As a part of the City of Toronto's (City) plan to modernize the budget process, a policy change has been made that requires the removal of interdepartmental charges and recoveries from the 2020 operating budget request and the restatement of the 2019 approved budget. An interdepartmental charge or recovery is a payment made from one Agency or Department in the City to another for the delivery of goods or services. This change is intended to simplify the process by removing the payments from one City area to another, which ultimately is paid for by the same taxpayer. As a result of this policy change, the Toronto Police Service Parking Enforcement Unit's (P.E.U.) 2019 approved budget is restated from \$47.6M to \$47.3M. Hereafter, any reference to the 2019-operating budget will be made using the 2019 restated figure.

### **Background / Purpose:**

The purpose of this report is to provide the Board Budget Committee with the P.E.U.'s recommended 2020 operating budget request for its consideration and recommendation to the Board. The report includes information on the level of funding required in 2020 to

provide parking enforcement services to the City, based on the current service delivery model.

### **Discussion:**

The P.E.U. assists with the safe and orderly flow of traffic by responding to parking concerns and enforcing applicable municipal by-laws. The unit also provides operational support to the Toronto Police Service (Service). The P.E.U. operating budget is separate from the Service's operating budget, and is included in the City's consolidated Parking Tag Enforcement Operations budget, which is comprised of the following:

1. Police P.E.U. – responsible for the enforcement program, based on municipal by-laws, community based parking programs and Municipal Law Enforcement Officer (M.L.E.O.) training and oversight;
2. Revenue Processing – responsible for processing and collecting fines for all parking tickets issued in the City;
3. City Court Services, Judicial Processing – responsible for supporting and administering the Administrative Penalty Tribunal. Council appointed Hearing Officers have final authority in the review of Screening Officer decisions; and
4. City Legal Services – responsible for administering the dispute review process at screening offices.

### **Parking Enforcement Unit Responsibilities:**

The P.E.U. is staffed specifically to help achieve the safe and orderly flow of traffic, meet enforcement objectives, respond to calls for service from the community and provide a visible presence to promote compliance. Parking Enforcement Officers (P.E.O.s) are deployed to zones throughout the City to patrol for the aforementioned reasons and support effective service delivery. Any shortfall in staffing levels creates shortages, which places pressure on the enforcement (tag issuance) of non-compliance with applicable by-laws and calls for service, both of which can impact traffic flow. The unit takes all possible action, including the use of available premium pay, to mitigate the overall impact on enforcement activities.

It should also be noted that, in order to improve the effectiveness and efficiency of enforcement activities, 23 parking enforcement officers were moved from 330 Progress to the Service's facility at 9 Hanna. This move was made to reduce unproductive travel time by bringing officers closer to where they enforce in the downtown core. While this move has been considered a success, further redeployments are subject to overall Service-wide facility/staff realignments.

### **Parking Tag Revenues:**

Although the P.E.U. is responsible for enforcement activities, actual revenues from tag issuance accrue directly to the City and are collected by the City Treasurer through the

Revenue Services division. Revenues collected are impacted by City Council initiatives, by-law changes, as well as changes to fines and programs. All of these factors have an impact on enforcement operations, the number of tags issued, public behaviour and the overall amount of revenues collected.

**2020 Budget Considerations:**

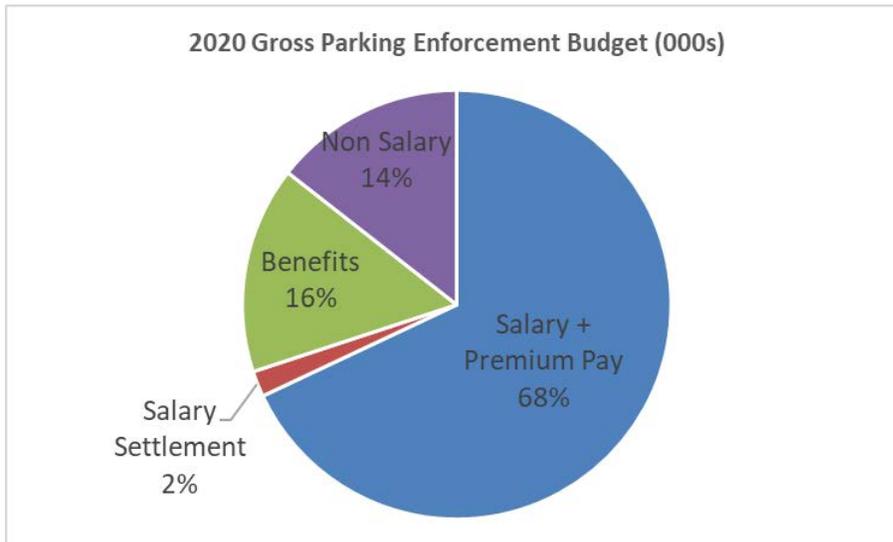
In preparing the 2020-operating budget for the P.E.U., the following factors / objectives were taken into account:

- filling positions left vacant during the hiring freeze;
- temporarily overstaff P.E.O.s due to high attrition;
- where possible, absorb required budget increases; and
- consideration of historical spending, where appropriate.

**2020 Operating Budget Request:**

On a gross basis, 85% of P.E.U.'s budget is for salaries, premium pay and benefits. The remaining 15% is required to support P.E.O.s in terms of the vehicles, equipment and technology they use, facilities they work in, and training they require.

The 2020 net operating budget request of \$49.2M (\$50.8M gross) includes the funding required to maintain an average deployed strength of 367 P.E.O.s (10 over the approved deployment target), as well as services and equipment required to effectively support operations.



The following summarizes the key cost pressures included in the 2020 Operating Budget Request.

### Summary of 2020 Budget Request Changes by Category

	Request \$000s	\$ Increase / (Decrease) over 2019	% Increase / (Decrease) over 2019
2019 Net Budget - \$47,287,200			
(a) Impact of 2020 Salary Settlement	\$991.1	\$991.1	2.1%
(b) Salary Requirements	\$32,159.5	\$701.5	1.4%
(c) Premium Pay	\$2,372.3	-\$51.8	-0.1%
(d) Statutory Deductions and Employee Benefits	\$7,882.6	\$92.8	0.2%
(e) Reserve Contributions	\$2,813.4	\$0.0	0.0%
(f) Other Expenditures	\$4,549.6	\$208.0	0.4%
<b>2020 Gross Budget Request</b>	<b>\$50,768.5</b>	<b>\$1,941.6</b>	<b>4.1%</b>
(g) Revenues	-\$1,539.7	\$0.0	0.0%
<b>2020 Net Budget Request</b>	<b>\$49,228.8</b>	<b>\$1,941.6</b>	<b>4.1%</b>

(a) Impact of 2020 Collective Agreement (\$1.0M)

The 2020 impact of the 2019 to 2023 salary settlement with the Toronto Police Association (T.P.A.) is approximately \$1.0M, or 2.1%.

(b) Salary Requirements (\$32.2M)

The 2019 operating budget submission took into account savings from the hiring moratorium. The 2020-requested budget assumes the backfill of civilian support staff and staffing to ten P.E.O.s over the established strength of 357 P.E.O.s at a cost of approximately \$0.6M.

To attain and maintain the P.E.O. staffing levels, the P.E.O. staffing budget assumes classes of 30 P.E.O.s in December 2019, 30 in April of 2020, 30 in July of 2020 and 10 in December of 2020. This hiring strategy is required due to P.E.O.s increasingly filling vacancies in other areas of the Service, mainly Special Constables as well as Cadets in Training. Due to the foregoing, the P.E.U. has had significantly higher separations during 2019 (currently forecasted to be 90) than in past years, which were typically around 30. The 2020 operating budget assumes there will be 52 P.E.O. separations, as the hiring for Special Constables and Cadets in Training is expected to decrease during 2020. The P.E.U. is expected to be slightly over staffed throughout 2020, or until separations decrease to historical levels. The hiring strategy will also help mitigate reduced enforcement activities.

(c) Premium Pay (\$2.4M)

Nearly all premium pay at the P.E.U. is utilized to staff enforcement activities at special events and directed enforcement initiatives instituted to address specific problems. 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. All premium pay expenditures are approved by supervisory staff and carefully controlled.

The total premium pay budget request for 2020 is \$2.4M. This budget represents a \$0.05M or 0.1% decrease over P.E.U.'s total 2019 budget, which is in addition to the \$0.2M reduction in 2018.

(d) Statutory Payroll Deductions and Employee Benefits (\$7.9M)

This category of expenditure represents an increase of \$92,800 or 0.2% over P.E.U.'s total 2019 budget. Employee benefits are comprised of statutory payroll deductions and requirements as per the collective agreements. Benefits have increased due to increased staffing levels and due to increased costs associated with medical/dental benefits.

(e) Reserve Contributions (\$2.8M):

The P.E.U. contributes to reserves and reserve funds through provisions from its operating budget. All reserves and reserve funds are established by the City. The City manages the Sick Pay Gratuity and Insurance reserves, while the Service manages the Vehicle and Equipment and Central Sick Bank reserve. The total 2020 budget for contributions to the reserves is \$2.8M. This amount is the same as 2019.

(f) Other Expenditures (\$4.5M)

Other expenditure categories include the materials, equipment and services required for day-to-day operations. Wherever possible, accounts within this category have been flat-lined or reduced from the 2019 level. Changes have only been included where considered mandatory, and one-time reductions have been taken into account where applicable. The total increase for these expenditures is \$0.2M or 0.4% over the 2019 budget, and is mainly due the transitioning P.E.O.s to load bearing tactical vests. This is a health and safety issue as the load bearing vests allows a number of items normally carried on the waist at the beltline to be carried across the chest on the vest, more evenly distributing the weight.

(g) Revenues (\$1.5M)

Revenue is comprised of draws from reserves and towing/pound administrative recoveries. This budget is the same as P.E.U.'s 2019 budget.

**2020 and 2021 Outlooks:**

City Finance has requested that budget outlooks for 2021 and 2022 be provided for each budget. Based on known pressures and inflationary increases, the current

estimate for 2021 is \$50.2M (a \$0.9M or 1.9% increase over 2020) and for 2022 is \$51.2M (a \$1.0M or 2.0% increase over 2021). The majority of the increase relates to the collective agreement impacts.

**Conclusion:**

The P.E.U.'s 2020 net operating budget request is \$49.2M (50.8M gross), which is a \$1.9M or 4.1% increase over the 2019 approved budget.

The 2020 budget request includes the funding required to meet the P.E.U. 2020 collective agreement obligations. It also includes funds to enable the P.E.U. to temporarily go above its approved establishment, to help ensure that enforcement activities are not compromised. This budget request will allow the P.E.U. to provide enforcement services to promote compliance and improve the traffic flow within the City.

Mr. Tony Veneziano, Chief Administrative Officer and Deputy Chief, Peter Yuen, 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

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November 26, 2019

To: Budget Committee  
Toronto Police Services Board

From: Jim Hart  
Chair

**Subject: Toronto Police Services Board 2020 Operating Budget Request**

### Recommendation(s):

1. THAT the Budget Committee approve a proposed 2020 net operating budget of \$1,930,400 which is an increase of 1.4% over a 2019 adjusted budget of \$1,903,700; and,
2. THAT the Budget Committee forward this report to the Board for approval.

### Financial Implications:

The proposed 2020 net operating budget of \$1,930,400, recommended in this report, represents an increase of 1.4% over a 2019 adjusted budget of \$1,903,700.

The proposed increase of 1.4% is related entirely to the application to Excluded Board Staff of the settlement reached between the Board and the Senior Officers' Organization.

In order to absorb the annualized costs of the two new positions approved by the Board in 2019, the 2020 proposed budget includes a decrease to the Legal Reserve contribution of \$104,200. Based on the pattern in spending for independent legal advice, this decrease is likely sustainable.

As a part of the City's plan to modernize the budget process, a policy change has been made that requires the removal of interdepartmental costs and revenues from the 2020 operating budget request and the restatement of the 2019 approved budget. An interdepartmental cost or revenue is a payment made from one Agency or Department in the City to another for the delivery of goods or services. This change is intended to simplify the process by removing the payments from one City area to another, which

ultimately is paid for by the same taxpayer. As a result of this policy change, the Board's 2019 approved budget is restated from \$2,484,400 to \$1,903,700. Hereafter, any reference to the 2019 operating budget will be made using the 2019 restated figure.

A summary of the 2020 changes in the net operating budget request from 2019 is shown as follows:

(\$000s)	2019 Budget	2020 Request	Change	2021 Outlook	Change
Salaries & Benefits	1,199.4	1,330.3	130.9	1,349.3	19.0
Net Non-Salary Expenditures	704.3	600.1	(104.2)	600.1	0.0
<b>Total Net Request</b>	<b>1,903.7</b>	<b>1,930.4</b>	<b>26.7</b>	<b>1,949.4</b>	<b>19.0</b>

**Background / Purpose:**

The purpose of this report is to provide the Board with information and obtain approval for the level of funding required in 2020 to support the Board mandate.

**Discussion:**

*The Board's legislative responsibilities*

Among its core legislative responsibilities under the *Police Services Act*, the Board must:

- ensure the provision of adequate and effective policing within the City of Toronto;
- generally determine the objectives and priorities for police services in the City, after consultation with the chief of police;
- approve a budget for submissions to the City;
- negotiate the collective agreements with the associations that represent the employees of the police service;
- establish policies for the effective management of the police service;
- appoint the members of the police service; and
- recruit the chief of police, deputy chiefs of police and monitor the performance of the chief of police.

*Robust and independent governance*

The need for robust and independent civilian police governance is core to the legislative system in the *Police Services Act*. As the *Independent Civilian Review into Matters Relating to the G20 Summit* described:

The responsibility of police boards is considerable. Through their policy-making and resource allocation powers, police boards shape the way in which policing is done. Therefore, effective fulfillment of the governance role that police boards play ensures that decisions made and actions taken by police are reflective of the community's values. (Hon. John W. Morden, *Independent Civilian Review into Matters Relating to the G20 Summit* (June 2012) at p. 6).

### ***Salary and Benefit Accounts***

The Board Office's approved staffing complement is 7.5 staff, which comprises: an Executive Director; Senior Advisor, Policy and Communication; Senior Advisor, Strategic Analysis; Advisor, Strategic Policy & Stakeholder Relations; Board Administrator; Executive Assistant to the Chair; Executive Assistant to the Executive Director; and Part Time Administrative Assistant. Together, these staff members provide all of the governance, policy, research, communications, government relations and administrative support the Board requires to fulfil its legislative civilian oversight function. The work performed by the staff is essential to the Board's ability to provide adequate and effective police services to the community.

The budget request in the Board's salary and benefit accounts, totalling \$1,330,300, includes salary/benefits for its approved staff complement, including the annualized annualized impact of \$104,200 for the two staff positions approved during 2019, and for the Council-established Board Member remuneration.

In August 2019, the Board negotiated a new collective agreement with the Senior Officers' Organization (S.O.O.), and, at its meeting of October 22, 2019, approved a recommendation to ratify it and extend the same monetary settlement to Excluded staff, which includes the members of the Board Office staff (Min. No P205/19 refers). As a result, the 2020 impact of the settlement, amounting to \$26,700 have been added to the budget request.

### ***Non-salary Expenditures***

The requested budget does not include any new initiatives or programs.

A portion of the non-salary accounts has been allotted to training and development for the Board Office. The Board Office staff are critical to delivering professional, best-in-class services to support the Board's various functions. The Board Office must be able to function as a fully independent policy, quality assurance, audit, communications, stakeholder engagement and government relations entity. Staff are better equipped to

perform these key functions through accessing specific and topical professional development, training programs and learning opportunities to keep their skills relevant.

The majority of the non-salary costs are for arbitrations/grievances. 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 2020 budget includes a \$424,800 contribution to a Legal Reserve for costs of independent legal advice, which is a \$104,200 decrease from 2019. After a review of the previous five years spending history, it was determined that this reduction would likely be sustainable. 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.

Specific funds will not be available in the event that the Board requires legal advice other than that which is available from the City of Toronto Legal department or from the Board's contracted labour relations law firm. Similarly, no funds will be available should the Board require any additional external consulting advice or professional services.

Expenditures within the proposed legal services accounts are difficult to predict as they are often incurred in response to an action or event. Recent settlement statistics related to labour disputes and grievances do indicate that fewer matters proceed to a hearing; the matters that do proceed to hearings are increasingly complex.

The remaining portion of the proposed non-salary budget is for the running of the day to day operations of the Board and includes funding for limited professional development and learning opportunities for Board members and staff by providing sufficient funds for their attendance at the Ontario Association of Police Services Boards' (OAPSB) conference and the Canadian Association of Police Governance's (CAPG) conference.

### ***Possible Legislative Changes and Financial Impact and 2021 Outlook***

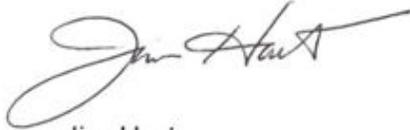
In March of this year, the *Comprehensive Ontario Police Services Act, 2019* which replaces the *Police Services Act, 2018* and repeals multiple pieces of legislation introduced by the previous provincial government, received Royal Assent. At this time, the specific timeline as to when this legislation will come into force is not confirmed and the content of key regulations has not been determined. Therefore, it is not possible to anticipate the potential budget impact these changes might have. The Board will assess the impact of any changes made by the provincial government and the Board's 2021 budget request will address any financial pressures that may arise from these changes.

### **Conclusion:**

In an effort to further improve effectiveness and in light of the work involved in implementing *The Way Forward* and new policing legislation in Ontario, the Board will continue to assess its governance role and the resources required to support its role. The budget proposed in this report is founded on the Board's commitment to meeting its

legislative mandate in a manner that is effective, meaningful and accords with the public expectations of the appropriate role of a police governance body. The proposed increase has been limited to the nominal 2020 impact of the salary settlement.

Respectfully submitted,

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

Jim Hart  
Chair



## Toronto Police Services Board Report

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November 12, 2019

To: Chair and Members  
Toronto Police Services Board

From: Mark Saunders  
Chief of Police

**Subject: Toronto Police Service Board's Race-Based Data Collection, Analysis and Public Reporting Policy – Progress Update on Implementation**

**Recommendations:**

It is recommended that the Toronto Police Services Board (Board) receive the following report that provides progress updates on Policy implementation.

**Financial Implications:**

In support of the work of the Governance Committee established to guide the Policy implementation, as well as subject matter experts in the Equity, Inclusion and Human Rights Unit (E.I. & H.R.), the Service applied to the Ministry of Solicitor General for a Community Safety and Policing Grant for the Race-Based Data Collection Strategy initiative.

In September, 2019, the Ministry approved the Service's application for the initiative and will provide the Service with \$1.2M over a three year period (\$0.27M, \$0.55M and \$0.4M for each provincial fiscal year, respectively). The grant term is from April 1, 2019 to March 31, 2022.

The grant provides funding for salaries and benefits (\$0.76M) for a Project Manager, a Race-based Data Collection Expert, an Outreach Coordinator, and a Curriculum Designer, all of whom will be supporting this strategy in various capacities. Funds are also provided for community engagement/consultations (\$0.17M), training development (\$0.15M), and development of a communication plan (\$0.14M). Any funding required to continue the implementation of this initiative beyond the three years would be requested through the Service's future operating budget processes.

## **Background / Purpose:**

### **Development of Race-Based Data Collection, Analysis and Public Reporting Policy**

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

The Policy reflects the joint effort and commitment between the Board and the Toronto Police Service (Service) to identifying, monitoring and addressing systemic racial disparities in policing. Collecting, analyzing and reporting on race-based data is critical to achieve the Board's and the Service's goal of eliminating racial bias, promoting equity, and fair and non-discriminatory police services in Toronto.

The Policy builds on Ontario's *Data Standards for the Identification and Monitoring of Systemic Racism* (also known as Ontario's *Anti-Racism Data Standards*). Established under s. 6(1) of the *Anti-Racism Act, 2017*, the Data Standards were established to identify and monitor systemic racism and racial disparities within the public sector. In alignment with these Standards, the Policy clearly states that its purpose is to use race-based data collection, analysis and public reporting to identify, monitor and eliminate potential systemic racism and racial bias; improve the delivery of police services; and enhance trend analysis, professional development and public accountability.

The Policy also clearly states that its implementation should not be used for performance management or to identify individual Service members, but rather to inform training needs and approaches that support professional development and organizational change.

The Policy also requires the Chief of Police to establish a procedure(s) to ensure that race-based data is collected in a consistent, transparent and meaningful manner to inform evidence-based decision making and public accountability for policing services.

### **Phased Approach to Implementation, Starting with Use of Force**

The Policy emphasizes that the process of race-based data collection is complex, multifaceted and sensitive, and must be handled with respect and care to protect the privacy and dignity of persons involved. It also recognizes that race-based data collection is an evolving area that requires constant feedback to make necessary improvements.

Reflecting this perspective, the Policy requires a phased implementation, with phase 1 involving the collection of race-based data related to Use of Force incidents only,

effective January 1, 2020. The decision to begin with Use of Force incidents was premised in various considerations. Importantly, it helps the Service to align with Ontario Regulation 267/18 under Ontario's *Anti-Racism Act, 2017*, which specifically mandates the Ministry of the Solicitor General to collect race information from police services in Use of Force reports. The focus of phase 1 will be collecting Service Members' perception data, which means that the information collected on the race of an individual will be solely based on the officer's own perception.

At the Board meeting of September 19, 2019, the Chief was also directed to provide a public report to the Board on the implementation of phase 1 of the Policy at its meeting of December 19, 2019.

### **Discussion:**

Implementation of the Policy is guided by an approach that integrates operational and analytical perspectives to ensure that race-based data collection will enable rigorous assessments of potential racial bias and disparities at a later stage of data analysis. The process brings together internal experts with operational police expertise and subject matter experts on race-based data collection and analysis to facilitate the development of procedures and systems that reflect operational reality, while working towards the ultimate goal of enabling assessment of systemic racism.

### **New Vision for the Service's Equity, Inclusion & Human Rights Unit**

With a view toward race-based data collection and other important corporate projects, the Service began a comprehensive review of its capacity for equity and inclusion work. In 2018, a new manager was hired. A need for new capabilities to support the development of a multi-year plan to mirror the broad diversity of Toronto, to assist with the Service's overall modernization, as well as to align with the People & Culture strategy approved by the Board in October 2017 (Min. No. P228/17 refers) became apparent.

At the May 2019 meeting, the Service presented a vision for a rebranded unit with a unit structure. A phased approach to staffing the new vision was approved, including the requirement to work with Board staff on proposed job descriptions. Community members were consulted on the content within the job descriptions, and Service members worked with Board staff throughout June before phase 1 positions were posted.

This was the first step in an action-oriented approach to providing subject matter expertise in the areas of equity, inclusion and human rights (Min. No. P106/2019 refers). Phase 1 staffing included the Special Projects Consultant, the Human Rights & Accessibility Consultant, and the Senior Researcher. After a competitive process, incumbents for these positions were hired in September 2019.

In addition, the Service hired external specialized subject matter experts to bolster

internal resources to ensure successful implementation and build the Service's capacities: A Project Manager to help drive the execution of activities within specified times lines, whilst managing the risks and trade-offs associated with the project outcomes; a Race-based Data Collection Expert to support operationalization of anti-racism data standards and principles; an Outreach Coordinator to facilitate community-led engagements and foster better understanding and community partnerships; and a Curriculum Designer to develop training for officers to understand the context and impact of collecting race-based data on some communities. See Appendix A for a further description of the resources the Service has secured for this project.

### **Governance Structure to Guide Policy Implementation**

Establishing a governance structure is a critical first step for an effective and efficient implementation of the Policy. A Governance Committee led by the Chief and Command, and co-chaired by Deputy Chief Barbara McLean, Human Resources Command, and Suelyn Knight, Manager, Equity, Inclusion & Human Rights, was created to guide the entire implementation process. Leads for key areas required to support Policy elements were selected. These leads include

- Change Management - Superintendent Tony Riviere, 42 Division; Inspector Stacy Clarke, 14 Division, and Inspector Justin VanderHeyden, 13 Division;
- Communications - Allison Sparkes, Director, Corporate Communications;
- Community Engagement - Deputy Chief Peter Yuen, Communities & Neighbourhoods Command; and
- Data Management - Ian Williams, Manager, Analytics & Innovation;
- Governance and Training - Staff Superintendent Myron Demkiw, Corporate Risk Management.

Committee members come from various units to enable a comprehensive approach reflective of the complexity of operationalizing the Policy (for the organizational chart of the Governance Committee, see Appendix B).

### **Partnerships to Inform Policy Implementation**

Policy implementation is a complex undertaking that will greatly benefit from the expertise of external stakeholders in equity, inclusion and human rights. In this sense, the Service entered into a partnership with the Wellesley Institute, an established, trusted partner with the provincial government and a unique organization with deep international and local expertise in equity and its impact on community well-being. The Wellesley Institute will provide broader thought-leadership and research and evaluation support to advance Policy implementation as well as the Service's transformational efforts.

The Service also benefits from the expertise of Dr. Grace-Edward Galabuzi, Associate Professor in the Politics and Public Administration Department of Ryerson University, who was hired as a Curriculum Designer. Dr. Galabuzi's unique expertise gained through extensive work in justice and social development policy as well as his

leadership in the community will enable the development of a relevant curriculum for officers to understand the context and impact of collecting race-based data on some communities.

### **Key Components of Policy Implementation Process**

The Governance Committee is guiding the implementation process along a range of key interrelated components of work. Each component highlights key project activities and milestones that support the Service's commitment to meeting the deadline for phase 1 by January 1, 2020, and facilitating the implementation of subsequent phases.

#### **a. Development of Procedures for Data Collection – Start with Use of Force and Level 3 Searches**

The Policy requires the Service to undertake a phased implementation, starting with the collection of race in Use of Force incidents by January 1, 2020. The Service went one step further and committed to adding Level 3 (strip) searches in phase 1 in response to the Office of Independent Police Review Director's report entitled "Breaking the Golden Rule: A Review of Police Strip Searches in Ontario."

A Data Working Group was created with subject matter experts from various units: Business Change Management, Analytics & Innovation, Professional Standards Support, Records Management Systems, and Legal Services. The group members bring expertise in the systems used to collect data on Use of Force incidents and Level 3 searches, as well as privacy and security aspects. This group met frequently to assess capabilities and limitations of the existing data collection systems (Professional Standards Information System and Versadex), identify challenges and opportunities, brainstorm potential solutions to enable the collection of perception race data, and compile data collection requirements at this phase. At the end of this process, the Working Group consolidated key issues and put forward specific technical options and recommendations for each data collection system. This work positions the Service to roll out race data collection by January 1, 2020. Furthermore, ongoing internal and community engagements are underway to inform data interpretation and next phases of Policy implementation.

The Working Group also identified the need for future consultations with the province around Use of Force and other police reports under the Anti-Racism Act as key areas of focus to inform next steps. This represents a critical step forward to enabling the development of a comprehensive procedure that reflects the complexity of a policing environment and its role in the community.

#### **b. Communication Strategy and Consultations**

##### **Communication Strategy**

A communication message package was developed to disseminate consistent messages to internal and external stakeholders around the Policy and its phased implementation. This package informed the development of a range of materials in the form of presentations, speaking notes, and frequently asked questions and answers. A webpage was created to notify the public that the Service will start collecting race-based

data in January and will do so in phases. Corporate Communications will regularly update the website to reflect the progress of work. This work will be informed by feedback from internal and community consultations.

In addition to the above, the Service has secured a consulting firm to develop communication products to support engaging members and communities. The consulting firm will augment the Service's Corporate Communications and E.I. & H.R. units, given the multi-year, phased approach to Policy implementation.

## **Consultations**

### **Internal Consultations**

A series of sessions were rolled out between June and November 2019 to inform internal staff about the race-based data collection requirements and implementation processes:

- *Technical briefings:* The Anti-Racism Directorate (Ministry of the Solicitor General) delivered 7 technical briefings between June and November on the Race-Based Data Standards to members of the Governance Committee and implementation teams, neighbourhood community officers, staff from the Toronto Police College and other corporate units across the Service, and Board staff and members. As well, representatives from the Toronto Police Association and the Senior Officers' Organization were invited to these sessions.
- *Information sessions:* Members assigned to 28 units were engaged in conversations around the Policy and its implementation process over the months of October and November 2019. Members also had the opportunity to raise issues specific to their work that will inform the curriculum development. Unit champions were trained to provide ongoing peer support throughout Policy implementation.

### **External Consultations with Key Stakeholders and Community Members**

Multiple consultations were planned to raise awareness and hear from different communities across the city about how they would like to be engaged in the Service's race-based data strategy:

- *Sensitization community meetings:* Deputy Chief Peter Yuen, Communities & Neighbourhoods Command, and his team led 10 sessions with representatives from Community Police Liaison Committees and Community Consultative Committees - Asia Pacific; Black; Chinese; Indigenous; South and West Asian; Lesbian, Gay, Bisexual, Transgender, Queer, 2 Spirited (L.G.B.T.Q.2.S); Disability; and Seniors.
- *Town Hall Meetings:* four Town Hall meetings were planned for the first two weeks in December. Locations for these meetings included the Regent Park, Malvern, Alexander Park, and Black Creek neighborhoods. Plans were made to livestream these sessions on Facebook in an attempt to reach a broader audience.

- *Agency-led focus groups*: 40 community agencies have been recruited to lead focus groups with community members across the city on behalf of the Service. Principles of racial and geographical diversity guided the recruitment strategy. These agencies were provided with financial support and a community engagement guide developed by the Service's Equity, Inclusion & Human Rights unit to support facilitating the focus groups. About 700 community members participated in 50 focus groups held throughout November 2019. Participants represent diverse communities across the city: African, East Asian, South Asian, Middle Eastern, Eastern European, Latin American, Indigenous, and Lesbian, Gay, Bisexual, Transgender, Queer, 2 Spirited (L.G.B.T.Q.2.S).
- *Engagements with key stakeholders*: The Service consulted with the Anti-Racism Directorate and the Ontario Human Rights Commission around approach, training and possible assistance. Plans are underway to engage the Information and Privacy Commission and the Public Safety Directorate/Ministry of Solicitor General and seek their input on the Service's implementation of the race-based data collection policy.
- *Selection of unit champions* – unit champions have been recruited to facilitate change and communications at the local level. Specifically, these champions will enable ongoing communications to frontline members, and gather their perspectives in real time, as well as communicate any issues back to the Governance Committee.

Feedback from these internal and external consultations is informing the development of the training curriculum, as well as the development of a procedure to guide Policy implementation. Consultations about data collection and reporting will continue in 2020. These consultations will also include members of the Anti-Racism Advisory Panel, who have been instrumental in the development of the Board's Policy.

### **c. Training Development**

Training Service members represents a critical step in the successful implementation of the Policy. Community collaboration and the input of those most impacted by the data collection is required by the Data Standards for training development. As such, the Service engaged in the multi-pronged external consultation described above.

On November 28, 2019, the Public Safety Division and Public Safety Training Division of the Ministry of the Solicitor General issued notice that regulatory amendments to the Equipment and Use of Force Regulation (R.R.O. 1990, Reg 926) had been filed, and that members of a police service were now required to use the revised Use of Force Report containing the A.R.D.S categories consistent with Standard 40 of the A.R.D.S. (Black, East/Southeast Asian, Indigenous, Latino, Middle Eastern, South Asian, and White). The provincial form and direction currently does not include the categories of "Another Race Category" or "Prefer Not to Answer", which are included in the Board's Policy. Police services were also informed that the Ontario Police College had developed a learning aid to assist police officers in understanding the new reporting requirements.

In addition to the provincially developed learning aid, the Service looked at how best to equip officers with appropriate training to effectively collect race-based data in a Toronto context, specific to Use of Force and Level 3 searches. As mentioned, Dr. Galabuzi was hired in October to develop curriculum, taking into consideration the information provided by community members, and consultations with Neighbourhood Community Officers and community leaders. He has been working with staff from the Toronto Police College, and it is anticipated that train-the-trainer sessions will be conducted. Feedback will be collected throughout the sessions to inform curriculum refinement.

The training curriculum will include online and in-person components that will be developed in stages. The content will provide foundational understanding of systemic racism, purpose for race-based data collection in policing and legal mandate. It will also incorporate specific instructions for any revised or new procedures and forms. Staging the curriculum development was done deliberately to meet the January 1, 2020 deadline, as well as to enable its refinement while rolling out.

The training sessions will start in December and continue throughout 2020. Neighbourhood community officers will deliver the in-person sessions. This will enable the creation of a sustainable network of subject matter experts and contacts for members and community members alike.

Overall, the training component will be an ongoing process with the curriculum being continually refined and updated to reflect the experiences in the field, as well as to incorporate new aspects and requirements specific to subsequent phases of Policy implementation.

### **Next Steps and Implementation Milestones for 2020:**

Following the Provincial Anti-Racism Data Standards and the Board's policy, and ensuring best practices for implementation, key milestones for 2020 include:

- The development of the Community Advisory Panel consisting of a racially diverse cross-section of community members with lived experience and community leaders, academics, and subject matter experts;
- The procurement of an Independent Academic or Organization that will conduct its own analysis and provide its own independent findings and recommendations;
- Connecting with international policing agencies with long histories of race-data collection best practices;
- Seeking community and member input on vital analysis indices to inform the development of the framework;
- Seeking input from Indigenous community members and leaders,
- Begin developing a framework to pilot identification data, and
- The development of an open data framework to provide the public access to de-identified data and reports on its Public Safety Data Portal in accordance with Municipal Freedom of Information and Protection of Privacy Act.

## **Notes to Consider:**

Given that the data gathering and the process implementation for 2020 will be a baseline year, it should be well considered that this is a learning period in which the Service aims to refine and strengthen its processes in preparation for a full implementation of data collection across other identified interactions as required in the Anti-Racism Data Standards and the Board policy for 2021.

These efforts will be bolstered by a strong internal and external communications plan to provide timely information to the public and Service members and collect feedback, a robust internal and external engagement strategy to ensure that those affected are able to provide input into processes, guided by a Community Advisory Panel and consistent support from the Governance Committee and Service leadership.

Further elements from the Anti-Racism Data Standards and the Board policy, such as the development of a measuring and monitoring framework will be undertaken throughout 2020 and 2021, following the sequential requirements within the Data Standards. Substantial internal and external consultations will be required for this framework, one that once sufficient data are collected and analysed will facilitate relevant action plans. Therefore, it is reasonably estimated that the development of action plans will occur during or after Q4 in 2021.

## **Conclusion:**

The Service has been working diligently with stakeholders, both internal and external, to develop a comprehensive implementation process for the Policy. An integrated approach that brings together operational and analytical perspectives guides this process. Bringing together internal experts across various units and external subject matter experts enables the sharing of knowledge and perspectives, required for the complexity of Policy implementation.

The progress achieved thus far as detailed in this report enables the Service to be in a position to:

- Begin race data collection on January 1, 2020 for Use of Force and Level 3 Searches;
- Monitor, learn, and course correct any lessons learned throughout phase 1;
- Address remaining aspects of Anti-Racism Data Standards and Policy requirements throughout 2020;
- Have a comprehensive system in place by January 2021; and
- Provide regular updates to the Board with a fulsome report on the implementation plan by the September 2020 meeting.

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

## **Appendix A**

### **Resources Supporting the Implementation of Race-Based Data Collection**

#### **Race-based Data Collection Expert - Dr. Mai Phan**

Dr. Mai Phan will be the Race-based Data Collection Expert to support Toronto's ground-breaking anti-racism initiative. Mai works collaboratively with colleagues and partners to promote an evidence-based approach to anti-racism, human rights, and inclusion in public services. She was a senior research/policy advisor at the Anti-Racism Directorate, where she led the development and establishment of the Anti-Racism Data Standards, and provided strategic advice and support to public sector organizations regulated to collect race-based data under the Anti-Racism Act. Prior to this, she was Human Rights Advisor in the Ministry of Community Safety and Correctional Services, where she contributed to the implementation of initiatives to address systemic discrimination and remove barriers in employment and service delivery in correctional services. Dr. Phan published and taught undergraduate courses on systemic inequities within public policies and in labour market outcomes at the University of Toronto and McMaster University. She holds a doctoral degree in social policy, social research and Sociology from the University of Kent, UK, and a Master's degree from the University of Toronto.

#### **Project Manager - Orane Bailey**

Orane Bailey joins the team as the Race-based Data Collection Project Manager. He spent 18 years working in national security in the Caribbean, with about 11 years of that time spent as the Policy Director for Border Security Programs in Jamaica. There, he developed and implemented over 24 Policy and strategy based projects that involved the UK and Jamaican Governments, as well as other international entities like the UNHCR and the OAS. He is passionate about developing policies and strategies, and using project management techniques to manage their implementation. Orane also finds it very rewarding to be able to contribute to the advancements and changes experienced by a society/country, when policies and strategic projects are successfully implemented. Orane holds a Bachelor's Degree in Accounting and Management Studies and a Master's of Business Administration Degree (Mona School of Business and Management) from the University of the West Indies, majoring in Management Information Systems, a post Graduate Diploma in Advance Project Management and Strategic Leadership from the Lambton College of Applied Arts and Science in Toronto. He also holds a Project Management Professional Designation (PMP).

#### **Curriculum Designer - Dr. Grace-Edward Galabuzi**

Dr. Grace-Edward Galabuzi is Associate Professor in the Department of Politics and Public Administration, and a member of the Yeates School of Graduate Studies, at Ryerson University. He is also a research associate at the Centre for Social Justice in

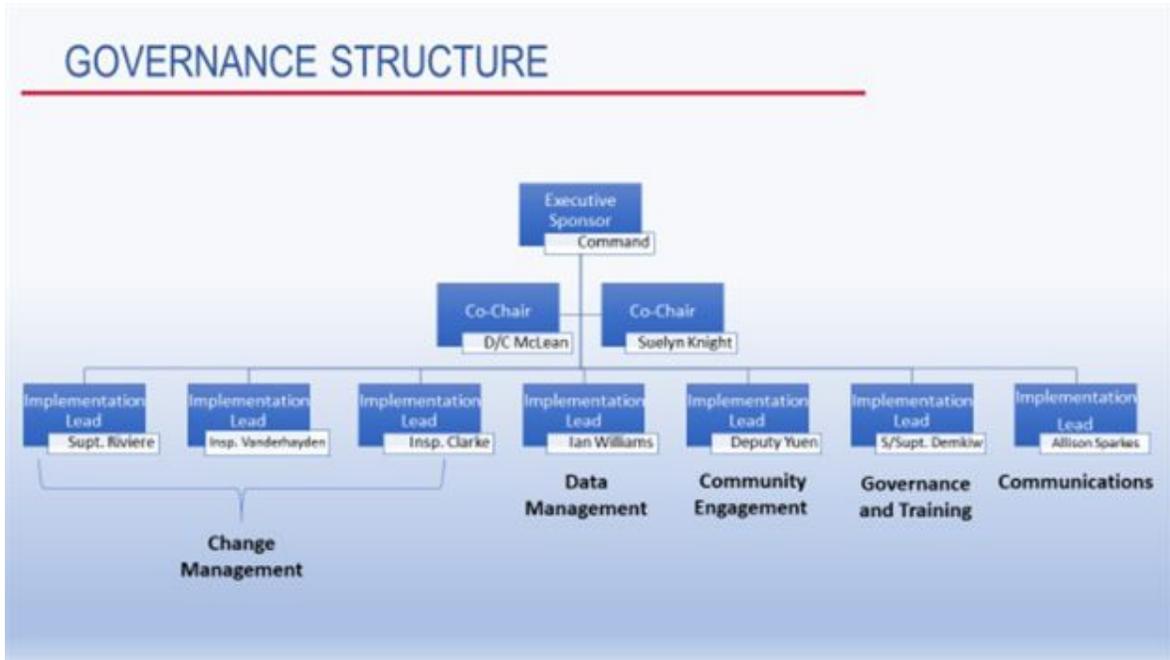
Toronto. His teaching areas include equity and human rights and third world politics. His research interests focus on globalization from below - local community responses to global economic restructuring in the global North and South; the racialization of the Canadian labour market; and social exclusion and the social economic status of racialized groups in Canada.

In addition to his academic career, Dr. Galabuzi has also worked in the Ontario government as a senior policy analyst on justice issues, and he is a former provincial coordinator of the Ontario Alliance for Employment Equity. He has been involved in many community campaigns around social justice issues such as anti-racism, anti-poverty, community development, human rights, education reform, anti-poverty, and police reform. He is a frequent contributor to public debates on social justice issues in Toronto. On 24 October 2012, Grace-Edward received an Urban Alliance Award presented by the Urban Alliance on Race Relations to honour efforts to promote anti-racism, inclusion, and diversity.

#### **Outreach Co-ordinator - Rose-Anne Bailey**

Rose-Ann M. Bailey is a graduate of York University. She holds Bachelor degrees in Fine Arts and Education, and a Masters degree in Education. As an academic, visual artist and health educator, she explores the intersections between racism, urban education, social determinants of health, and how arts-based interventions can meet culturally relevant and responsive health education mandates for urban Canadian youth. With over twenty years' experience as a frontline community health educator, community engagement lead and community-based researcher, Rose-Ann has contributed to the work of Community Health Centres, Family Health Teams, Toronto, and Peel Boards of Education, and most recently, the City of Toronto's Community Crisis Response Program. Her research work explored the challenges faced by the Black community and exposes the need for responsive curricula and anti-Black racism discrimination strategies, youth criminal justice advocacy, health, systemic and infrastructural reform. In addition, she is an award-winning producer combining her artistic abilities with her passion for community development. Her work includes ACCHO's HIV/AIDS '*Keep It Alive*' Campaign, the '*Just Think 1<sup>st</sup>*' anti-violence youth initiative, and the short film, "*Tuition*", about human trafficking.

## Appendix B



# RACE-BASED DATA STRATEGY

## IMPLEMENTATION PROGRESS UPDATES

**Presentation to:**  
Toronto Police Services Board

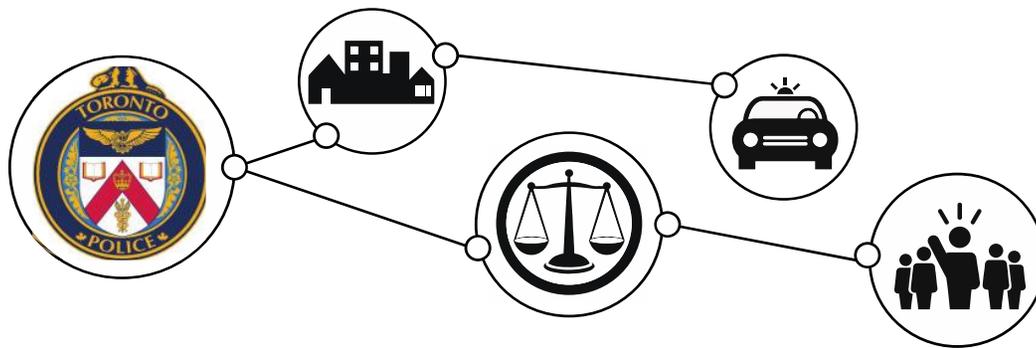
**Date:**  
Monday, December 16, 2019



# Purpose



To provide status updates on the Toronto Police Service's strategy to implement the Toronto Police Services Board's Race-Based Data Collection, Analysis and Public Reporting Policy.

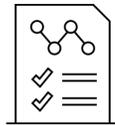


**TORONTO POLICE SERVICE  
RACE-BASED  
DATA  
COLLECTION  
STRATEGY**

# Context and Background



Ontario's  
Anti-  
Racism  
Act, 2017



Toronto Police  
Services Board Race-  
Based Data  
Collection, Analyses  
and Reporting Policy  
Sept 19, 2019



Anti-Racism Data  
Standards and  
Regulation (O.Reg.  
267/18) take effect  
Jan 1, 2020



Anti-Racism Data  
Standards and  
Regulation (O.Reg.  
267/18)  
April 2018



Toronto Police Service's  
Race-Based Data  
Collection Strategy  
Sept 23, 2019 onwards

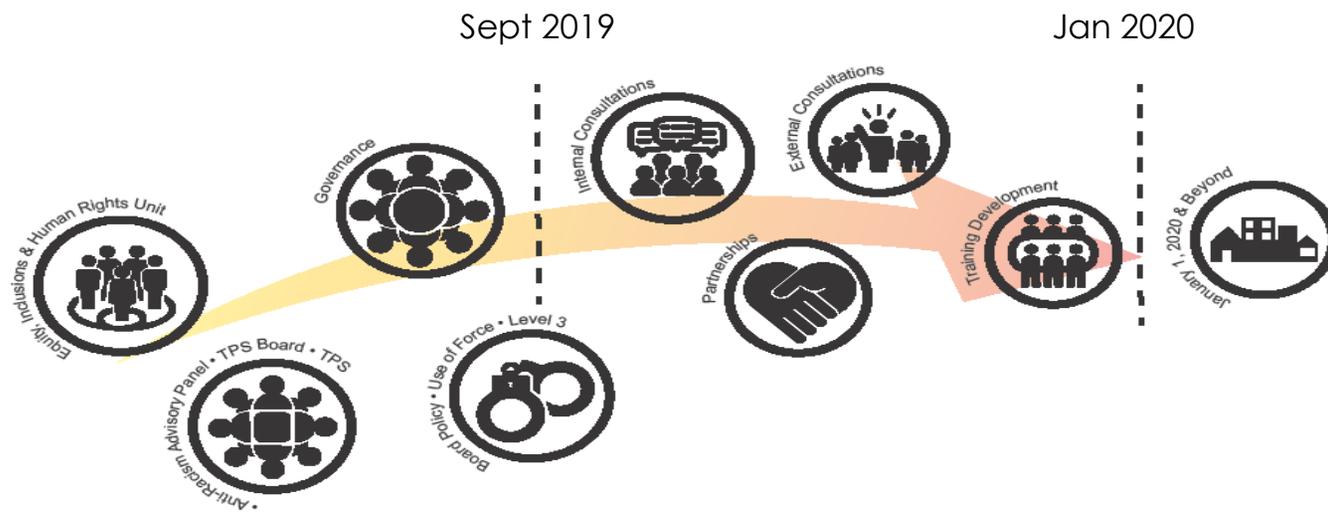


The Board's Policy directs the Service to take a phased approach to race-based data collection that considers Ontario's **Anti-Racism Act** and the **Anti-Racism Data Standards**.

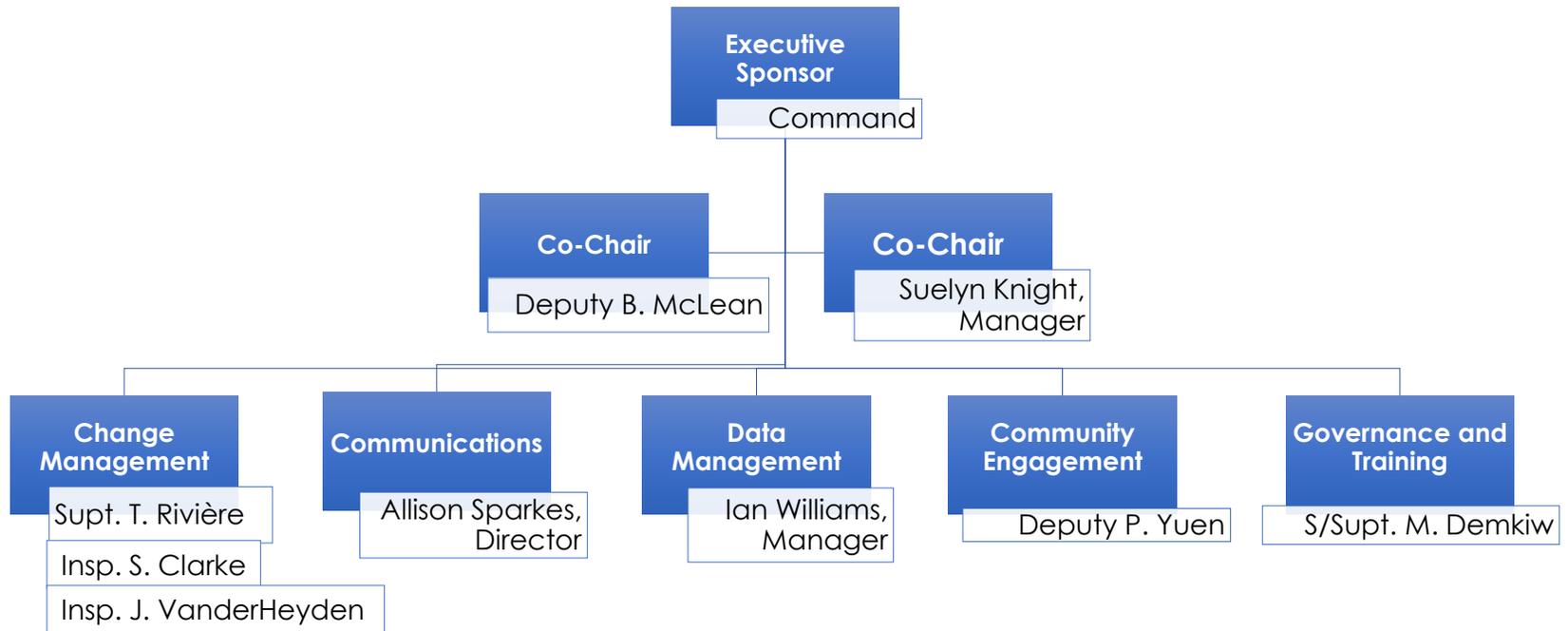


# What We've Been Doing

Key project activities and milestones to meet Phase 1 implementation by January 1, 2020



# Governance Committee



The **Equity, Inclusion and Human Rights** Team provides subject matter expertise to support implementation.

# Partnerships & Key Stakeholders



The Service entered into **partnerships with external thought-leaders** who bring deep expertise in equity research, evaluation and community well-being.

- Wellesley Institute
- Dr. Grace-Edward Galabuzi, Ryerson University

The Service engaged with **key stakeholders** to collaborate, support and help inform implementation and training development:

- Ministry of the Solicitor General -- Anti-Racism Directorate (ARD) and the Public Safety Division (PSD)
- Information and Privacy Commissioner (IPC)
- Ontario Human Rights Commission (OHRC)



# Developing Procedures for Collecting Race-Based Data

A Phased Approach – Phase 1 Starting January 1, 2020



A **Data Working Group** with subject matter experts convened and met regularly to identify issues, develop options and recommendations for technical systems and procedural changes.

## Use-of-Force

- Consistent with the revised PSA regulation 926, TPS is preparing to collect race data for Use-of-Force Reports.



Collect member's perception of an individual's race

## Level 3 Searches (Strip Searches)

- In response to OIPRD Report "Breaking the Golden Rule," TPS is prepared to collect and analyze race data in relation to strip searches.



# Communication Strategy and Consultations



## Communication Strategy

A communication message package for consistent messaging to internal and external audiences and used to develop a variety of materials.



## Internal Engagements

- The Anti-Racism Directorate provided 7 technical briefings to the Service on the Anti-Racism Data Standards.
- In October and November, change management leads held information sessions for senior management leads:
  - Engage in conversations with Unit Commanders about the RBD Policy and implementation process
  - Deliver presentations to Unit Champions and co-chairs Internal Support Networks (ISN) to provide ongoing peer supports.

# Community Consultations

The Service is engaging with communities to identify outcomes for future collection, analyses and reporting, and opportunities for collecting self-reported identity.



To raise awareness and hear from diverse communities across the city, the Service took a multi-pronged approach to engagement, led by Deputy Peter Yuen.

- 10** Sessions held with Community Police Liaison Committees and Community Consultative Committees (CCC).
- 4** Public town halls in the first two weeks of December -- Alexandra Park, Black Creek, Regent Park, and Malvern.
- 40** Agency-led focus groups about race-based data collection and engagement on behalf of TPS.

**152,652** reached on Instagram & Twitter  
**17,047** reached on Facebook  
**4,886** views on Facebook livestream  
**610** attendees at town halls, focus groups, CCCs & CPLC meetings



I'm afraid that TPS will use data to reinforce stereotypes and stigmatize communities

It's important that community is continuously engaged throughout, and informed all along the way

I hope that the data will be used to improve services and training, increase transparency and help build better relationships with community

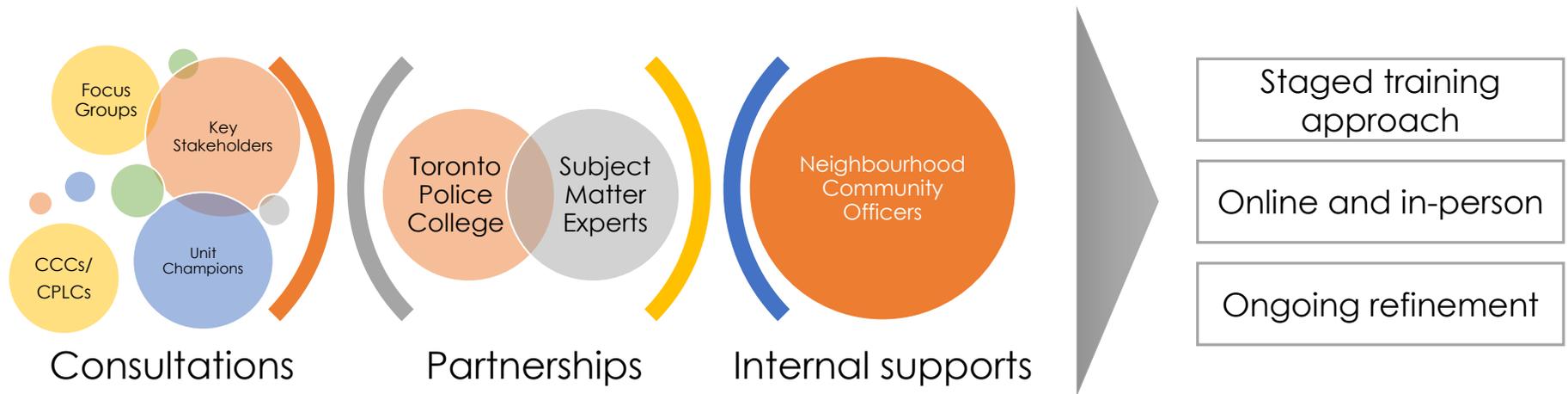
I wouldn't give police information about my identity; I don't feel safe

# Training Development

Training Service members is critical to the success of the Race-Based Data Policy.



Community collaboration, internal and external input are required to inform the development of effective and appropriate training curriculum.



Training sessions start in December and continue throughout 2020.

# Key Milestones for 2020

Key implementation milestones are planned for 2020, with continuous monitoring, learning and course corrections for Phase 1 collection.



Thank you!



**Questions**

# The Equity, Inclusion & Human Rights Team



**Suelyn Knight**  
Manager



**Ty Smith**  
Special Projects Consultant,  
Equity & Inclusion



**Laura D. Flyer, Esq.**  
Human Rights & Accessibility  
Consultant



**Mihaela Dinca-Panaitescu**  
Senior Researcher



**Orane A. Bailey**  
Senior Project Manager



**Rose-Ann M. Bailey**  
Community Engagement Coordinator



**Dr. Mai B. Phan**  
Race Data Collection Expert



## Toronto Police Services Board Report

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December 5, 2019

To: Members  
Toronto Police Services Board

From: Jim Hart, Chair

Subject: Memorandum of Understanding between the Toronto Police Services Board and Midaynta Community Services

### **Recommendation:**

It is recommended that the Board approve the attached Memorandum of Understanding (MOU) between the Toronto Police Services Board (TPSB) and Midaynta Community Services (Midaynta), and authorize the Chair to sign on behalf of the Board in execution of the MOU. For the purpose of this MOU, Midaynta acts as a representative of the group of mothers from Toronto's Somali community who form the Mending a Crack in the Sky (MCIS) initiative.

### **Financial Implications:**

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

### **Background/Purpose:**

At the July 2019 Board meeting, mothers from the MCIS initiative presented to the Board, outlining the challenges that the Somali-Canadian community in the north-west part of the City is facing. Importantly, they also presented opportunities for the Board, Service and MCIS to be able to work together in an effort to build trust and address these challenges.

At the conclusion of the presentation, the Board approved the following motion:

*THAT the Board receive the presentation and direct staff and appropriate members of the ARAP and MHAAP to work with the Somali Mothers Movement (Midaynta Community Services) to pursue opportunities for partnership with a view to establishing an MOU (Memorandum of Understanding) and to bring it for approval at the September Board Meeting.*

Following this Board direction, Board Staff began to work with the mothers from the MCIS initiative to better understand and synthesize what the mothers were looking to have addressed through the MOU. Although it was to be brought forward to the Board in

September, it took longer than anticipated to consult and develop what MCIS was proposing. The MOU attached to this report was ultimately developed in partnership with the Toronto Police Services Board and Midaynta, and through consultation with the Toronto Police Service (TPS). Midaynta has advised that the MOU as drafted is agreed upon.

The purpose of this MOU is to establish a formal and equal working relationship between the Board, the TPS, and Midaynta, who are all interested in improving community safety. Given its mandate, Midaynta is specifically focused on improving the safety of young Somali males – in particular, in relation to their safety from gun violence that is currently impacting the Somali-Canadian community through collaboration with the Board and the TPS.

### **Discussion:**

MCIS comprises a group of mothers, many of them survivors of acute trauma, who organized a dynamic program to provide immediate support to youth and families impacted by gun violence. MCIS is organized under Midaynta Community Services as a leader in transformative community change, activism, and outreach.

MCIS also includes additional community members and leaders who respect the leadership of the mothers and support them in reaching their goals of creating safe spaces for healing and support, and importantly, seeking tangible solutions to address acute violence in their community.

MCIS stresses the violence they respond to is concentrated among Canadian-born Somali youth whose communities face disproportionate levels of homicide, gun and gang violence, mental illness, and incarceration. MCIS' proposed relationship with the Board emphasizes culturally sensitive programming and healing which align with the City of Toronto's pioneering leadership in addressing anti-Black racism and mental health. The group's proposed model is unprecedented and innovated to be effective for members of the Somali-Canadian community in Toronto.

At the July 2019 presentation to the Board, the mothers highlighted three areas that they wanted to directly partner on with the Board and TPS: Transparency, Building Trust, and Community Safety.

#### *Transparency*

To increase transparency and understanding within the affected communities, MCIS proposed the development of a community-focused Scorecard based on *The Way Forward* model, as an innovative means of ensuring accountability and an effective avenue for collaboration on community safety. It is believed that this will lead to deeper engagement by Somali-Canadian community members with respect to policing initiatives and modernization initiatives that are occurring. Through this Scorecard initiative, community members would have the opportunity to provide input and

feedback into the creation of neighbourhood Scorecards with the aim of measuring community sentiment, safety initiatives, and modernization efforts from a community perspective. This opportunity would be accompanied by training that would help community members better understand how the Service collects and analyzes information that impacts on updates to the Scorecard. From the Board's perspective, it is hoped that this aspect of the MOU will serve as a 'pilot' for a neighbourhood-based Scorecard model that may be replicated throughout the city.

### *Building Trust*

In order to continue to build trust with the TPS and its Members, MCIS proposed taking steps to develop a close working relationship with particular TPS Divisions in which there are large populations of Somali community members. These TPS Divisions are: 12, 13, 22, 23, 31, and 32. In addition, MCIS highlighted the importance of building a direct relationship with the Service's Neighbourhood Community Officer Program, and local Neighbourhood Community Officers in the above-identified Divisions. It is believed that these relationships – both at the Divisional and Neighbourhood Community Officer levels – will drive proactive and vital collaboration between members of Toronto's Somali community and the Service.

### *Mother Outreach Worker Program*

A third area of collaboration identified by MCIS was in relation to support for MCIS's ongoing development of MCIS's Mothers Outreach Worker (MOW) Program. The premise of the MOW Program is to connect mothers who have lost their children and loved ones to other mothers from the Somali community who will support them, using peer and crisis support models and a variety of proactive institutional and community resources which focus on gun and gang violence prevention, awareness, and education. In terms of background, MCIS' MOW program currently provides culturally sensitive interventions by:

- Acting as leaders in crisis and peer support;
- Providing a healing and recovery network for victims of trauma;
- Engaging in ongoing outreach to understand community trends and complex needs;
- Supporting community resident organizations in de-escalating crises, and mobilizing key community leaders that advise on unique cultural and neighbourhood dynamics and characteristics;
- Establishing strong, trusting relationships with community members/organizations as a proven means to reduce community violence and enhance public safety and well-being;
- Brokering and partnering in the implementation of policy and program interventions, like the establishment and implementation of this MOU; and
- Acting as education and awareness liaisons, and providing resource referrals for the community.

MCIS will continue to operate and further develop its MOW program and manage the staff and personnel who administer it. In this MOU, MCIS is seeking to establish a framework for how TPS could support the MOW Program through education and training on crime prevention initiatives and victim/witness supports. These are essential subject areas that are critical to the work of those that participate in the MOW Program, and through the contemplated partnership, will assist in providing the MOW Program with access to up-to-date, relevant and applicable information.

**Conclusion:**

It is recommended that that the Board approve the attached MOU, and authorize me, as Chair, to sign it on behalf of the Board in execution of this MOU. This MOU represents an important opportunity to demonstrate through action a commitment to partnership in an effort to enhance community safety. I look forward to remaining engaged, with the Board Office, in working closely with Midaynta and the TPS to ensure that this program is successful.

In addition to myself and Ryan Teschner, the Board's Executive Director, and representatives of MCIS will be in attendance and to respond to any questions that the Board may have regarding this report.

Respectfully submitted,

*Original Signed*

Jim Hart, Chair  
Toronto Police Services Board

## Memorandum of Understanding

Between

TORONTO POLICE SERVICES BOARD (“Board”)

and

MIDAYNTA COMMUNITY SERVICES (“Midaynta”)

### **1. PURPOSE**

On July 31, 2019, a group of mothers provided a presentation to the Board on “A Crack in the Sky” (MCIS). The presentation was based on a Somali proverb that states that “if people come together, they can even mend a crack in the sky.” This sentiment is the basis of a community led action plan to address the alarming rates of youth violence among Somali-Canadians, which violence has increased community trauma and fragmentation.

In their presentation, the group highlighted three core elements that they wanted to directly collaborate with the Board on: Transparency, Building Trust, and Community Safety.

The Board received the presentation and agreed to pursue opportunities for partnership with Midaynta to improve community safety in the Somali-Canadian community in the City of Toronto.

This Memorandum of Understanding (MOU) sets out the respective roles and responsibilities of both Parties in this partnership.

### **2. DEFINITIONS**

“Divisions” means 12, 13, 22, 23, 31, and 32 of the TPS.

“Midaynta Community Services” or “Midaynta” means the registered Canadian charitable organization that provides settlement services and other programs that advances education by providing courses, seminars, meetings, counseling and other support services for refugees, immigrants and youths in need. Midaynta is a social and settlement services agency, working to improve the quality of life of newcomers in Toronto and vicinity. For the purpose of this MOU, Midaynta will act as a representative of the group of mothers from Toronto’s Somali community who form the MCIS initiative.

“Neighbourhood Community Officers” or “NCO” means members of the TPS who act as ambassadors for the TPS and who work in partnership with local residents and community-based organizations to address crime, disorder and community safety issues.

“Parties” means the Board and Midaynta and “Party” means either the Board or Midaynta.

“Toronto Police Services Board” or “Board” means the seven member civilian body, comprised of provincial and municipal appointees, that is responsible for the provision of adequate and effective police services in the City of Toronto pursuant to *Police Services Act*, R.S.O. 1990 Chap. P-15 (*PSA*), setting priorities and objectives for the TPS, approving the annual police budget and selecting the Chief of Police (Chief).

“Toronto Police Service” or “TPS” means the organization that delivers police services to the City of Toronto in accordance with the *PSA*.

### **3. TERM**

The term of this MOU is from January 1, 2020 to December 31, 2021. At the expiration of this term, the parties to this agreement will meet to discuss the next steps, including expanding, extending, or concluding this agreement.

Either Party may terminate or renew this MOU upon thirty (60) days written notice to the other Party.

### **4. ROLES AND RESPONSIBILITIES**

Based on the three core elements presented to the Board, the Parties agree as follows:

#### ***A. Core Element One: Increasing Transparency and Understanding through the Service’s Implementation of the Scorecard Initiative***

The development of a community-focused scorecard based on *The Way Forward* model, as an effective avenue for collaboration on community safety and a deeper engagement by community members with respect to policing initiatives and modernization initiatives that are occurring.

The TPSB agrees to direct the Chief to:

- a) produce a community facing scorecard at the Neighbourhood level that includes relevant socio-economic and demographic groups, including but not necessarily exclusive to the Somali group in any area.
- b) meet with representatives from Midaynta to:
  - a. understand what they would like included on the scorecard;
  - b. explain the process of how TPS surveys are developed and implemented;

- c. explain how the data is gathered (ie. telephone survey, focus groups, etc.);
- d. explain how the questions and answers received from the survey are populated into the scorecard.
- c) develop a survey relevant for identified neighbourhoods and Divisions across the City of Toronto.
- d) populate the information collected from the survey, into a scorecard, at a frequency associated with the data collection and synthesis.
- e) meet with representatives from Midaynta to discuss and explain the scorecard results.

Midaynta agrees to:

- a) identify representatives who will meet with the TPS and act as points of contact;
- b) participate in the development of the questions for survey;
- c) work with the TPS on the communication of the survey and scorecard, in particular to the Somali Community.

**B) *Core Element Two: Building Trust through Integrated Collaboration with Divisions and Neighbourhood Community Officers (NCOs)***

To continue to build trust with the TPS and its members, and to drive proactive and vital collaboration between members of Toronto's Somali community and the TPS, the Parties agree to take the steps to develop a close working relationship with particular TPS Divisions

The TPSB agrees to direct the Chief to:

- a) meet with members of the Somali community and explain the role of an NCO.
- b) facilitate connection with local TPS Division Commanders and the TPS' Community Partnerships and Engagement Unit.
- c) affirm for the community that while this partnership is not premised on intelligence gathering, it is understood by both parties that improved community engagement and trust will result in safer communities.

Midaynta agrees to:

- a) meet with members of the TPS and Neighbourhood Community Officers.
- b) build a direct relationship with the TPS' Neighbourhood Community Officer Program and local Neighbourhood Community Officers.

**C. *Core Element Three: Enhancing Community Safety through the Implementation of the Mothers Outreach Worker (MOW) Program***

Midaynta is requesting support from the Board for Midaynta's MOW Program which connects mothers who have lost their children and loved ones to other mothers from the Somali community who will support them, using the peer and crisis support models and a variety of

proactive institutional and community resources which focus on gun and gang violence prevention, awareness, and education.

The TPSB agrees to direct the Chief to:

- a) meet with Midaynta and the MOWs to understand what type of presentations they would like to receive and how the TPS can most effectively deliver these presentations that aim to provide education and awareness in a variety of crime prevention initiatives and victim/witness supports.

Midaynta agrees to:

- a) consult with the MOWs to understand what type of presentations they would like to receive from the TPS.
- b) provide input to the TPS on what information the MOWs would like to see at the public information sessions.

## **5. BOARD SUPPORT**

The Board is committed to lending its organizational support (ie. writing supportive letters, convening meetings, connecting key stakeholders, etc), and where feasible for the Board, lending its administrative support in the implementation of this MOU.

## **6. REPORTING AND EVALUATION**

Midaynta and the Board shall meet semi-annually to discuss the implementation and success of this MOU, any challenges identified and recommendations to address those challenges.

## **8. MODIFICATION**

Any changes to this MOU shall be by written amendment signed by the Parties' authorized representatives. No changes shall be effective or shall be carried out in the absence of such an amendment.

IN WITNESS WHEREOF the parties have executed this MOU as of the dates written below.

TORONTO POLICE SERVICES BOARD

MIDAYNTA COMMUNITY SERVICES

Per:

Per:

\_\_\_\_\_  
Jim Hart  
Chair

\_\_\_\_\_  
Mahad Yusuf  
Executive Director

Date: \_\_\_\_\_

Date: \_\_\_\_\_



## Toronto Police Services Board Report

---

December 4, 2019

To: Chair and Members  
Toronto Police Services Board

From: Uppala Chandrasekera and Notisha Massaquoi  
Co-Chairs, Anti-Racism Advisory Panel (ARAP)

**Subject: Toronto Police Services Board's Anti-Racism Advisory Panel (ARAP) – Quarterly Update**

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

It is recommended that the Board:

- a) Receive the quarterly report of the Anti-Racism Advisory Panel (ARAP); and
- b) Approve the extension of ARAP's mandate to provide it with the opportunity to complete the Loku Monitoring Framework.

### **Financial Implications:**

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

### **Background / Purpose:**

The Board, at its meeting of December 14, 2017, considered a report from Chair Pringle with respect to the "Implementation of Recommendations Arising from the Inquest into the Death of Andrew Loku." (P261/17 refers). At this report notes, three of the recommendations made by the jury in this Inquest were directed to the Board, including recommendation #17, which states as follows:

1. Establish a new committee to consider possible or identified disparities in services and outcomes for racialized persons and consider interventions to address any such disparities. The committee should include representatives of the Toronto Police Service, subject matter experts and members of racialized communities, including the Black community. The committee should consider the intersectionality of mental health and race both in terms of member composition and issues to be addressed.

At its meeting of April 18, 2018 the Board approved the establishment of the Anti-Racism Advisory Panel (ARAP), including its mandate, terms of reference, as well as a

number of other relevant details. (Min. No. P62/18 refers). At its meeting of August 23, 2018, the Board approved the recommended membership of ARAP (Min. No. 158/18 refers).

The Board also implemented a regular reporting back concerning ARAP's work, such that "ARAP will provide regular quarterly reports, highlighting the key activities of ARAP." To date, the Board has received the following quarterly updates:

- December 18, 2018 (Min. No. P257/18 refers)
- April 25, 2019 (Min. No. P81/19 refers)

In addition, at its meeting of September 19, 2019, we submitted a substantial report for Board consideration with respect to the development of a Race-Based Data Collection Policy (Min. No. P178/19 refers). As the Board is aware, ARAP played a critical role in the development of the Policy that was ultimately approved by the Board. This Policy and the work to develop it will be discussed in greater detail below.

### **Discussion:**

Since the last quarterly update, ARAP has met on the following dates:

- May 6, 2019
- June 10, 2019
- July 10, 2019
- September 4, 2019
- November 25, 2019

Meetings have ranged from 2.5-4 hours in length and have involved a number of presentations, substantive discussion, as well as lively dialogue and debate. We are extremely appreciative of the time commitment that ARAP members have given in the furtherance of our important work, and recognize the value that ARAP and its members have contributed to the Board's anti-racism work.

Notably, former Chair Andy Pringle, who was also a member of ARAP by virtue of his role as Chair of the Board, completed his term as Board Member in September 2019. On July 16, 2019, Toronto City Council appointed Jim Hart to the Toronto Police Services Board and at its meeting of, October 22, 2019, the Board elected Mr. Hart as its Chair. As a result, Chair Hart has also joined the membership of ARAP and recently participated in his first meeting.

In addition, we have been fortunate to have staff members from the City's Confronting Anti-Black Racism (CABR) Unit attend our meetings regularly and offer their vital input.

### *ARAP's mandate expanded to include race-based data policy development*

As was reported in the second quarterly update, ARAP's work was initially intended to focus only on the establishment of a monitoring framework for the Board to use in assessing the response to and implementation of each of the Loku Inquest recommendations directed to the Toronto Police Service (the Service) and the Board including the creation of key benchmarks and performance indicators related to each recommendation.

However, an interim report from the Ontario Human Rights Commission released on December 10, 2019, entitled *A Collective Impact: Interim report on the inquiry into racial profiling and racial discrimination of Black persons by the Toronto Police Service* ("OHRC Interim Report"), led the Board to revisit the issue of the collection of race-based data. The Board determined that ARAP was well-positioned to review the Board's existing race-based data collection policy and suggest reforms.

As a result, over the majority of 2019, ARAP shifted most of its focus to include the development of a new policy concerning the collection, analysis and public reporting of race-based data. This was a lengthy and very comprehensive process, involving considerable research (domestic and international), analysis, discussion and deliberation. ARAP also provided input into a comprehensive community consultation process which involved a range of stakeholders and community voices. A discussion guide was also developed that helped to focus these consultations. Members of ARAP were given the opportunity to meet with several of the subject matter experts and community members. Additionally, the public was invited to participate through an online consultation form which was shared widely.

### *Approval of Race-Based Data Collection Policy*

At its meeting of September 19, 2019, the Board approved the draft Race-Based Data Collection, Analysis and Public Reporting Policy that had been developed by ARAP (Min. No. P178/19 refers.) This was viewed as a significant step forward for both the Service and the Board as this Policy, which was founded on building greater trust with communities, cements our commitment to the elimination of racial bias and the promotion of equity, fairness and non-discriminatory police service delivery in Toronto. This Policy sets a new, 'best in class' standard in Canada for the collection, analysis and public reporting of race-based data by a policing organization. The Board is not aware of a policy in Canadian policing that is as comprehensive or multi-faceted in its approach as this Policy. Since its approval, other organizations have been in contact with the Board Office expressing an interest in developing a similar policy for their own organizations, and benefitting from the lessons learned through the process that ARAP undertook.

At today's Board meeting, the Board will also consider the implementation work being undertaken by the Service to put the Board's Policy into effect, including the development by the Chief of procedure(s) that will ensure that data is collected in a

consistent, transparent and meaningful manner by Members of the Service. Going forward, the Policy contemplates ongoing reporting by the Chief to the Board concerning the implementation of the Policy.

Given that ARAP undertook the work to develop the Policy, it was unable to, at the same time, dedicate the necessary time to the development of the Monitoring Framework for the recommendations arising out of the Inquest into the Death of Andrew Loku ("Loku Monitoring Framework"). ARAP has now returned to this important work, which will be discussed immediately below.

#### *Development of Monitoring Framework for the Recommendations Arising out of the Inquest into the Death of Andrew Loku*

The original mandate for ARAP was centered on the development of a monitoring framework for the recommendations arising out of the inquest into the death of Andrew Loku. Since the Race-Based Data Collection Analysis and Public Reporting Policy was approved in September, most of ARAP's work has been focused on discussion about indicators and benchmarks to be used in evaluating the implementation of Loku inquest recommendations and the creation of a monitoring framework for this purpose. A considerable amount of discussion has emphasized the content of the training that officers receive, with a view to ensuring that the spirit of the Loku recommendations is meaningfully and effectively embedded in this training. The ARAP meetings have also included a number of other topics, such as a comprehensive overview of the Toronto Police Service's current mental health and addictions initiatives.

It should be noted that while this framework will have been designed with the Loku recommendations in mind, it may be valuable to apply the framework to the monitoring of inquest recommendation implementation more broadly, and the framework is being developed with this intended broader application in mind.

#### *Extension of ARAP's Mandate*

At its meeting of April 18, 2018, the Board approved the elements of the establishment of ARAP, including its Terms of Reference (Min. No. P62/18 refers). As part of this document, the following provisions were included regarding "Timelines" and "Continuity":

##### **Timelines**

It is anticipated that the first meeting of ARAP will be held in/by September 2018. It is anticipated that ARAP will conclude its work by December 31, 2019.

##### **Continuity**

If, at the conclusion of this period, the Board, with input from ARAP, determines that the work of ARAP should continue, the mandate, scope

and membership of ARAP will be reassessed by the Board at this time.

Given that ARAP's focus for a large portion of 2019 has been the development of the Race-Based Data Collection, Analysis and Public Reporting Policy, the primary task regarding the Loku Monitoring Framework is underway but not completed. Therefore, we, on behalf of ARAP, are recommending that the Board extend ARAP's mandate to allow it to complete this significant work.

**Conclusion:**

If the Board approves this extension, ARAP has also been asked to consider whether constituting ARAP permanently – potentially with a broader mandate that can be applied to more specific issues – would be of assistance to the Board. We, on behalf of ARAP, will report back to the Board in relation to this question of permanency at a later date.

Therefore, It is recommended that the Board:

- a) Receive the quarterly report of the Anti-Racism Advisory Panel (ARAP); and
- b) Approve the extension of ARAP's mandate to provide it with the opportunity to complete the Loku Monitoring Framework.

Respectfully submitted,



Uppala Chandrasekera  
Co-Chair  
Anti-Racism Advisory Panel (ARAP)



Notisha Massaquoi  
Co-Chair  
Anti-Racism Advisory Panel (ARAP)



## Toronto Police Services Board Report

---

December 9, 2019

To: Members  
Toronto Police Services Board

From: Jim Hart  
Chair

**Subject: Toronto Police Services Board – 2020 Meeting Schedule**

### **Recommendation:**

It is recommended that the Toronto Police Services Board (Board) approve the 2020 meeting schedule outlined in this report.

### **Financial Implications:**

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

### **Background / Purpose:**

The Board bases its annual schedule of meetings on a number of factors, including: days that are least likely to conflict with the City of Toronto schedule of Council; standing committees of Council; Community Councils and other committee meetings; annual key conferences for members of the Board; and other significant events at which members of the Board and the Chief of Police are expected to attend.

In order to recognize culturally-significant days, the Board approved a Policy indicating that it would attempt to avoid scheduling meetings involving the public on these days. A list of the days formally recognized as culturally significant was also approved (Min. No. P358/05 refers).

Although the Board attempts to follow its schedule of meetings as much as possible once it has been established, there may be circumstances which result in changes on short notice during the year.

## **Discussion:**

I have reviewed the current 2020 schedule of meetings developed by the City of Toronto; the dates upon which culturally-significant holidays will be observed in 2020; and dates for key conferences that members of the Board or Chief of Police may attend during the year.

### Board Meeting Schedule – 2020

Based on the foregoing review, I am proposing the following dates for the 2020 Board meetings:

Wednesday, January 22, 2020  
Tuesday, February 25, 2020  
Thursday, March 26, 2020  
Thursday, April 23, 2020  
Thursday, May 21, 2020  
Friday, June 19, 2020  
Thursday, July 30, 2020  
NO BOARD MEETING IN AUGUST  
Thursday, September 17, 2020  
Thursday, October 22, 2020  
Tuesday, November 24, 2020  
Monday, December 14, 2020

I know that as the year progresses, there may be a few dates when some Board members may not be able to attend a meeting due to new personal or business commitments. Unless a quorum of the Board cannot be achieved, I believe that the meeting dates, as proposed, should be confirmed in order to establish a regular cycle of meetings at this time and for members of the public to be advised of dates.

### Times and Locations of Board Meetings

It is anticipated that all confidential meetings will commence at 8:30AM followed by a public meeting at 1:30PM.

The Board has been actively pursuing opportunities to better engage Toronto communities in the fulfillment of the Board's governance mandate. With respect to meetings, the Board Office has identified opportunities to hold a substantial number of 2020 Board meetings outside of Police Headquarters and in local communities, at city owned and public venues.

It is our hope that by effectively bringing meetings into communities, members of the public will have more opportunities to engage with the Board, provide their input on policing matters in the City, and share a local perspective on issues of importance.

The locations that have been identified will allow the Board to hold meetings across the City, as we aim to make meeting attendance and participation more convenient and accessible to residents. Ultimately, deeper engagement with higher participation will assist the Board its oversight and governance responsibilities, as more voices are included in the Board's discussions and decisions.

Public meetings are LiveStreamed on YouTube via a link on the Board's website, [tpsb.ca](http://tpsb.ca). Agendas for public meetings are also posted to the Board's website and a limited number are available at each meeting.

**Conclusion:**

It is recommended that the Board approve the 2020 meetings schedule outlined above.

Respectfully submitted,

*Original signed*

Jim Hart  
Chair



## Toronto Police Services Board Report

---

December 5, 2019

To: Chair and Members  
Toronto Police Services Board

From: Jim Hart  
Chair, Toronto Police Services Board

### **Subject: Amendment on Board's Audit Policy**

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

It is recommended that the Toronto Police Services Board (Board) amend Section 1 of Board Audit Policy to read as follows:

"The Chief of Police will ensure that the (Toronto Police) Service's financial transactions are verified by an annual audit conducted by the City of Toronto's external Auditor as identified in section 139 of the *City of Toronto Act, 2006*."

#### **Financial Implications:**

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

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

The City of Toronto (City) has issued a Request for Proposal to secure the external auditor for the City and its local boards. While reviewing the scope of the audit work, the issue regarding the audit for the Service's financial statements arose.

Currently, the Service does not prepare a separate set of financial statements. The City has access to the Service's financial records and transactions, which are consolidated with the City's financial statements. Section 139 of the City of Toronto Act (COTA), 2006 provides for the following:

*Where the financial statements of the City and a local board are consolidated, the City may require the board to be audited as if it were part of the City, in which case, the auditor of the City is not required to provide a separate opinion with respect to the statements of the local board.*

Since the Service is considered as a local board, the current practice meets the COTA requirements.

In addition, there is no requirement under the Police Service Act for a separate audit of financial statements and the Service's practice is consistent with other police services.

**Discussion:**

While it has been determined that there is no requirement for separate financial statements, the Board's current Audit Policy (see attached) states:

"1. The Chief of Police will ensure that the Service's financial statements are verified by an annual audit conducted by the City of Toronto's external Auditor as identified in section 139 of the *City of Toronto Act, 2006*."

The current reference to financial statements implies that financial statements are generated by the Service, which is not the case nor required. However, the Service's financial records and transactions are subject to audit by the City's external auditor, as they deem necessary. The suggested amendment to the Policy would provide useful clarification.

**Conclusion:**

In order to reflect the current practice that meets COTA requirement, it is recommended that the Board Audit Policy be amended, such that the reference to "financial statements" in Section 1. be replaced by the words "financial transactions".

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

Respectfully submitted,



Jim Hart  
Chair, Toronto Police Services Board



## Toronto Police Services Board Report

---

December 2, 2019

To: Chair and Members  
Toronto Police Services Board

From: Jim Hart  
Chair

**Subject: Independent Civilian Review into Missing Persons Investigations – Account for Professional Services**

### **Recommendation:**

It is recommended that the Board receive the following invoices for professional services rendered by Honourable Gloria Epstein and Cooper, Sandler, Shime and Bergman LLP:

1. Invoice dated September 27, 2019 in the amount of \$156,280.46; and
2. Invoice dated October 31, 2019 in the amount of \$152,389.80.

### **Financial Implications:**

The total amount invoiced to date is \$1,483,609.52

### **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).

At its meeting on September 19, 2019, the Board delegated to the Chair the authority to approve payment of all future invoices from the Honourable Gloria Epstein and Cooper, Sandler, Shime and Bergman LLP, not to exceed a total amount of \$3.0M, as allocated to the Review's budget (Min. P189/19 refers).

**Discussion:**

I have attached a copy of the Review's account approved for services renders, up to and including September 27, 2019 in the amount of \$156,280.46 and October 31, 2019 in the amount of \$152,389.80. Detailed statements are included on the in-camera agenda for information.

**Conclusion:**

It is, therefore, recommended that Board receive the following invoices for professional services rendered by Honourable Gloria Epstein and Cooper, Sandler, Shime and Bergman LLP:

1. Invoice dated September 27, 2019 in the amount of \$156,280.46; and
2. Invoice dated October 31, 2019 in the amount of \$152,389.80.

Respectfully submitted,

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

Jim Hart  
Chair

Minute No: P189/19  
 CONTRACT # 47021797  
 ENO # 9264285  
 GR # 5600172191

IN ACCOUNT WITH

DATE RECEIVED  
 OCT 02 2019  
 TORONTO POLICE SERVICE BOARD

COOPER, SANDLER  
 SHIME & BERGMAN LLP  
 BARRISTERS & SOLICITORS

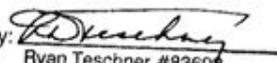
SUITE 1900  
 439 University Avenue  
 Toronto, Ontario  
 M5G 1Y8

TELEPHONE: (416) 585-9191  
 FAX: (416) 408-2372

September 27, 2019

PRIVATE AND CONFIDENTIAL

Mr. Ryan Teschner,  
 Executive Director  
 Toronto Police Services Board  
 40 College St.  
 Toronto, ON M5G 2J3

Approved By:   
 Ryan Teschner #83696  
 Executive Director  
 Toronto Police Services Board

Re: The Independent Civilian Review into Missing Persons Investigations – Our File  
 #CTinv001

FOR SERVICES RENDERED: From August 26, 2019 to September 27, 2019

Total Fees	✓ \$74,044.10	
HST on Fees (13%)	9,625.73	
<b>Total Fees &amp; HST</b>		<b>\$83,669.83</b>
Disbursements Sub-total	\$65,846.10	✓ 52,034.87
HST on Disbursements (13%)	6,764.53	215,000.00
<b>Total Disbursements &amp; HST</b>		<b>\$72,610.63</b>
<b>TOTAL FEES AND DISBURSEMENTS</b>		<b>\$156,280.46</b>
for this account dated	September 27, 2019	
<b>BALANCE OWING</b>		<b>\$156,280.46</b>

Approved by: *[Signature]*  
 Chair #84312

DATE RECEIVED  
 NOV 06 2019  
 TORONTO POLICE SERVICES BOARD

IN ACCOUNT WITH

Approved By: *[Signature]*  
 Ryan Teschner #83693  
 Executive Director  
 Toronto Police Services Board

COOPER, SANDLER  
 SHIME & BERGMAN LLP  
 BARRISTERS & SOLICITORS  
 SUITE 1900  
 439 University Avenue  
 Toronto, Ontario  
 M5G 1Y8  
 TELEPHONE: (416) 585-9191  
 FAX: (416) 408-2372

October 31, 2019

**PRIVATE AND CONFIDENTIAL**

Mr. Ryan Teschner,  
 Executive Director  
 Toronto Police Services Board  
 40 College St.  
 Toronto, ON M5G 2J3

CONTRACT # 47021797  
 Minute No: P189/19  
 CRO # 9272498  
 CR # 5000201804

Re: The Independent Civilian Review into Missing Persons Investigations – Our File  
 #CTinv001

FOR SERVICES RENDERED: From September 27, 2019 to October 31, 2019

Total Fees	\$65,121.40	
HST on Fees (13%)	8,465.78	
<b>Total Fees &amp; HST</b>		<b>\$73,587.18</b>
Disbursements Sub-total	\$73,453.42	
HST on Disbursements (13%)	5,349.20	
<b>Total Disbursements &amp; HST</b>		<b>\$78,802.62</b>
<b>TOTAL FEES AND DISBURSEMENTS</b>		<b>\$152,389.80</b>
for this account dated	October 31, 2019	
<b>BALANCE OWING</b>		<b>\$152,389.80</b>



## Toronto Police Services Board Report

---

December 6, 2019

To: Chair and Members  
Toronto Police Services Board

From: Ryan Teschner  
Executive Director

**Subject: Toronto Police Services Board Nominee to the Ontario Association of Police Services Board's (OAPSB) Board of Directors**

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

1. That the Board replace the current nominee, Councillor Michael Ford and nominate the Chair of the Board instead to represent the Toronto Police Services Board, for the balance of the term, on the OAPSB Board of Directors; and,
2. That the Board advise the OAPSB of its new nominee.

### **Financial Implications:**

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

### **Background / Purpose:**

The OAPSB is the leading voice of police governance in Ontario. The OAPSB serves its members and stakeholders, as well as the general public, by:

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

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

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

- the OAPSB Board of Directors meets 4-5 times per year, usually on weekday evenings for 4-5 hours at locations near the Toronto Pearson Airport;
- attendance at OAPSB-hosted events is expected, including: 2020 OAPSB OPP Governance Summit ( January 30, 2020 in Mississauga, ON) and 2020 Spring Conference and AGM (May 27-30, location: Toronto, ON)
- attendance at Zone/Big 12 meetings: 2-3 per year, each is typically a ½ day; and
- the OAPSB currently has 3 internal (voluntary) committees (that hold short meetings by phone) and participates on 18 provincial committees (usually the President and/or the OAPSB Executive Director is the representative).

### **Discussion:**

The by-laws of the OAPSB provide that one seat on its Board of Directors is reserved for a member of the Toronto Police Services Board. Councillor Michael Ford was the TPSB's representative on the OAPSB Board for the past year. It has been common practice for the Chair of the Board to fulfill this position on the OAPSB Board and the previous Chair of the Board, Andy Pringle, held that position previously. Now that Jim Hart has been elected as Board Chair, the opportunity arrives to make Mr. Hart the OAPSB nominee.

The OAPSB bylaws state:

#### **4.04 Nomination of Directors**

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

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

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

#### **4.05 Term of Office**

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

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

#### **4.02 Qualification of Directors**

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

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

#### **Conclusion:**

It is, therefore, recommended that

1. That the Board replace the current nominee and nominate the Chair of the Board to represent the Toronto Police Services Board, for the balance of the term, on the OAPSB Board of Directors; and,
2. That the Board advise the OAPSB of its nominee.

Respectfully submitted,



Ryan Teschner  
Executive Director



## Toronto Police Services Board Report

---

December 2, 2019

To: Chair and Members  
Toronto Police Services Board

From: Mark Saunders  
Chief of Police

**Subject: Supply and Delivery of 90 Mobile Workstations and Associated Equipment and Services**

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

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

- (1) approve a contract award to Softchoice Canada Inc. for the supply of 90 mobile workstations and associated mounting hardware, as well as installation services for the full equipment fit up of each vehicle, at an estimated cost of \$1.27 Million (M); 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 cost to procure Mobile Workstations (M.W.S.) and associated mounting hardware, as well as installation services for the M.W.Ss and other equipment required in each vehicle is \$1.27M.

Funding for this net new equipment has been included in the Toronto Police Service's (Service) 2020-2029 capital budget request, as part of the "Additional Vehicles" project. This project will fund the estimated cost (\$6.8M) of 90 fully equipped vehicles required by the Service, as a result of the new shift schedule and new District Special Constable (D.S.C.) program.

## **Background / Purpose:**

The purpose of this report is to obtain the Board's approval to purchase 90 mobile workstations and mounts, as well as required installation services (including consumables, e.g., wires, connectors) for the full fit up of each vehicle.

This purchase is necessary to meet an urgent operational requirement as a result of the recent (October 2019) agreement on a new shift schedule for divisional priority response officers, as well as vehicles for the Service's new D.S.C. program.

Under the Board's Purchasing By-law, the Chief can use his authority to purchase goods and services under a non-competitive exemption for up to \$500,000, excluding taxes, however, as this purchase will exceed the Chief's authority, Board approval is required.

## **Discussion:**

The Service's front-line vehicles are equipped with several important pieces of technology to meet our officers' operational and other requirements. The equipment includes the following:

- M.W.S. computer
- Automatic Vehicle Location (A.V.L.) system
- Police Radio
- In Car Camera (I.C.C.) system
- Lights and Sirens
- Printer

The M.W.S.s and associated equipment are critical tools utilized by the Service's front-line members on a daily basis. The M.W.S. provides essential access to the Service's databases and information, as well as electronic communication capabilities. Without an M.W.S., officers cannot adequately perform their duties allowing for the potential for officer and public safety to be compromised.

### *Request for Proposal (R.F.P.):*

The Service will be issuing an R.F.P. to replace its current inventory of 650 M.W.S.s, which are past their life-cycle period and are no longer supported by the vendor. This R.F.P. is in the process of being developed, however, it is not anticipated to be completed, with a recommended contract award to the Board, until Q3 2020.

### *Additional Vehicles Required for New Shift Schedule and D.S.C Program:*

In the interim, as a result of the new shift schedule being implemented in divisions in January 2020, there is an urgent operational requirement that must be met to ensure the increased number of service vehicles are adequately equipped. In addition, the new

D.S.C. Program that was started earlier this year is maturing and therefore requires equipped vehicles for these members.

The achievement of a new shift schedule was a collaborative effort between the Service, the Board and the Toronto Police Association, and will enable members to be where and when they are needed the most, as well enable more proactive public safety activities. The changeover to the new shift schedule will take place in January 2020, and as a result of more officers being available on each shift, 48 additional vehicles are required.

The hiring of new D.S.C.s also commenced this year and will be completed in 2020. This program will have 136 new D.S.C.s in place, when the hiring is completed in 2020, and will require 42 vehicles to properly perform all aspects of their duties.

To support these two initiatives, 90 additional fully equipped police vehicles are needed, including the M.W.S.s outlined in this report.

*Procurement of 90 Mobile Workstations, Mounts and Installation Services:*

The Service's M.W.S. standard is currently Motorola, however, Motorola no longer manufactures mobile workstation technology, and a new standard is therefore required.

As previously indicated, the Service will be issuing an R.F.P to replace its current inventory of 650 M.W.S devices with a new M.W.S. standard. To meet the Service's immediate requirement to provide fully equipped vehicles in support of the upcoming shift schedule change as well as the new D.S.C. program, mobile workstation technology from Panasonic will be utilized for the 90 units required.

The Service does not currently have a contract to supply Panasonic mobile workstations. The Service does, however, have a contract for the *Supply of Desktop and Related Equipment and Services* with Softchoice Canada, which includes endpoint technology and full installation services. In addition, the M.W.S.s currently in our vehicles were purchased under the Softchoice contract. The Service is therefore leveraging this relationship and contract to provide M.W.S.s, as well as the mounts and installation services, on a limited basis and to meet our immediate/urgent operational needs.

**Conclusion:**

The Service requires 90 net new police vehicles to enable the move to the new shift schedule in late January 2020 as well as ensure the new D.S.C.s have the vehicles and equipment to carry out their duties.

With the exception of M.W.S.s and mounts, the purchase of the vehicles, radios, and the A.V.L. and I.C.C. systems required in the vehicles, can be done under existing contracts.

The Service is recommending that the purchase of M.W.S.s and mounts as well as required installation services, to meet this urgent but limited need, be done through its current endpoint device vendor of record, Softchoice Canada, at an estimated cost of \$1.27M.

It is important to note, however, that the Service has started a competitive procurement process for the purchase of 650 M.W.S.s as well as associated hardware and services, and the majority (650 out of 740) of the MWSs will therefore be procured through that process.

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



## Toronto Police Services Board Report

---

November 24, 2019

To: Chair and Members  
Toronto Police Services Board

From: Mark Saunders  
Chief of Police

**Subject: Request to Restructure Conducted Energy Weapon  
(C.E.W.) Reporting**

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

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

- 1) One of the reporting schedules outlined within this report, and
- 2) Approve a request to forego resubmitting the "September 2018 Quarterly Report: Conducted Energy Weapon Use" as requested at the October 2018 meeting.

### **Financial Implications:**

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

### **Background / Purpose:**

At its meeting on February 22, 2018, the Board approved the expansion of the C.E.W.s to frontline police constables (P.C.s) as a less lethal option in the desire to achieve zero deaths. In doing so, the Chief agreed to provide the Board with quarterly reports, as well as an annual report of C.E.W. use (Min. No. P19/18 refers).

At its meeting on October 25, 2018, the Board considered a report from the Chief entitled: September 2018 – Quarterly Report: Conducted Energy Weapon Use (being renamed in future reporting Q3-2018 Quarterly Report: Conducted Energy Weapon Use). At the same meeting, the Board approved the following Motions (Min. No. P204/18 refers):

THAT the Board direct the Chief to:

1. Ensure that all future quarterly reports concerning C.E.W.s contain the following additional information:
  - a. A definition of a “person in crisis;” and
  - b. Quarter-to-quarter comparisons for the calendar year and the previous calendar year.
2. Ensure that the outstanding reports on C.E.W.s requested by the Board at its February 2018 meeting be provided to the Board no later than its December 18, 2018 meeting.
3. Ensure that future quarterly reports on the use of C.E.W.s also address the same areas and include the same level of detail as that which is included in the “Annual Report: Use of Conducted Energy Weapons”.
4. Resubmit the “September 2018 Quarterly Report: Conducted Energy Weapon Use” to ensure that it conforms to the direction provided by the Board in the motion.

As the Service began work on drafting the Q4-2018 Quarterly Report: Conducted Energy Weapon Use, it quickly became evident that producing this report while working on the Annual Report concurrently was a challenge. The current staffing level within the Use of Force Analyst Office (Analyst’s Office), as well as the delay in receiving accurate C.E.W. use data, did not allow for the production of concurrent Board reports as directed in the above motions.

To meet the increased scope requested at the October 2018 meeting, a restructured schedule was proposed at the March 2019 meeting. This schedule proposed the following:

- Three reports be submitted in 2019 – two partial year reports and an annual report;
- Three reports be submitted in 2020 – two partial year reports and an annual report;
- Two reports be submitted in 2021 – a semi-annual report and an annual report; and
- One annual report for 2022.

However, the Board withdrew this report prior to the public meeting. Since the March meeting, Deputy Chief Barbara McLean has initiated discussions with members of the Board, as well as Board staff about the context for the restructuring request. This report formally requests that the Board approve one of the two proposed reporting options while the Service continues to modernize its Use of Force data practices.

This report is being submitted at the December meeting so that the Service can obtain direction from the Board, as the Use of Force Analyst is once again tasked with preparing the next quarterly report and the annual report at the same time. A discussion in December will enable the Use of Force Analyst to organize her work accordingly.

## **Discussion:**

In 2018, with the approved expansion of the C.E.W., the Service began training frontline constables. This training started in May 2018. As of November 2019, there were approximately 1,054 qualified C.E.W. operators. This number will continue to increase until all frontline P.C.s are trained.

The original schedule for quarterly C.E.W. reports started as of May 15, 2019, which was the first day that trained frontline constables were deployed with the C.E.W. See below for a quarterly reporting based on this program start date.

- May 15 – August 14
- August 15 – November 14
- November 15 – February 14
- February 15 – May 14

Producing four quarterly reports consisting of two months of reviewed and corrected information that was primarily statistical in nature was achievable, in addition to the analysis contained within the Annual Report. However, since the expanded deployment of the C.E.W. to the frontline, the program administration required of the Use of Force Analyst's Office has increased. The Analyst's Office, which produces the C.E.W. Board reports, is now faced with producing quarterly reports of an increased scope, given the approved October 2018 motion, as well as the Annual Report during the same timeframe. Current business processes and limited human resource assignment in the Analyst's Office have challenged the Service's ability to fulfil this requirement.

Compounding this situation is the paper-based process used for C.E.W. reporting. This process requires the completion of a Service form to capture the information that the Board requested, along with the provincial Use of Force form. These forms are reviewed for accuracy before their content is entered into the database for analysis. This due diligence is in place to ensure that training and governance changes accurately reflect Service reality.

This practice had been sufficient for previous C.E.W. deployment to supervisors and specialized units. However, the expanded C.E.W. deployment has challenged the production of quarterly reports with the level of detail requested by the Board at its October 2018 meeting.

In 2018, the Service attempted to mitigate this issue by assigning an additional staff member to the Analyst's Office. The Service also began reviewing its business process for use of force analysis and reporting. The Analyst's Office engaged the Analytics & Innovation Unit and the Strategy Management Unit to process map the reporting practice. Professional Standards – Support has been tasked with researching a more effective technological solution. While this work is currently ongoing, the Service has

not been able to meet the timing and analytics required of the increased scope for quarterly reporting.

Until the Use of Force Analyst's Office can modernize and streamline its reporting and analysis, the Service is proposing two options: (1) quarterly reporting with less contextual analysis, or (2) less frequent reporting with the inclusion of the October 2018 motion requirements. These options recognize 2019 as the first full calendar year for the expanded C.E.W. deployment. As such, it will be the baseline year to which the following years are compared for C.E.W. use only. See below for a description of both options and their proposed schedules. These schedules consider the data review process, as well as the current time lines and due dates required for submitting Board reports.

While preparing for this proposal, the Service has continued to produce quarterly updates to report publicly on the use of the C.E.W. The Service has also continued to monitor the supervision, training, and governance surrounding this program, reporting any modifications in the quarterly reports.

The following options are submitted for the Board's consideration:

#### Option One

This option requires adjusting the submission date for the Annual Report from the March meeting to the April meeting.

<u>Reporting Period</u>	<u>Month Submitted</u>
May 15 – August 14	November
August 15 – November 14	February (if the Annual Report is submitted in April)
November 15 – February 14	May (if the Annual Report is submitted in April)
February 15 – May 14	July
January 1 – December 31	April

Quarterly reports will mirror the report submitted for the October 2018 meeting, but will include the following additional information:

- Definition of person in crisis
- Subject behaviour chart
- Subject description chart
- Effectiveness separated for supervisors and constables
- Effectiveness on persons in crisis

Quarter to quarter comparisons will be limited to the above information.

#### Option 2

This option allows for the Use of Force Analyst to prepare in-year and annual reports that comply with the expanded scope within the October 2018 motion.

<u>2020</u>	<u>Month Submitted</u>
January 1 – April 30, 2019	July 2019
May 1 – August 31, 2019	November 2019
January 1 – December 31, 2019	March 2020
<u>2021</u>	<u>Month Submitted</u>
January 1 – April 30, 2020	July 2020
May 1 – August 31, 2020	November 2020
January 1 – December 31, 2020	March 2021
<u>2022</u>	<u>Month Submitted</u>
January 1 – June 30, 2021	October 2021
January 1 – December 31, 2021	March 2022
<u>2023</u>	<u>Month Submitted</u>
January 1 – December 31, 2022	March 2023

Note: The Service has been requested to resubmit the “September 2018 Quarterly Report: Conducted Energy Weapon Use” in a form that meets the October 2018 Board motion. As was mentioned above, the production of the Q4-2018 Quarterly Report: Conducted Energy Weapon Use at the same time as writing the 2018 Annual Report proved too much for the staff assigned to the Use of Force Analyst’s Office.

The information and analysis that would be contained within the re-submitted report and the Q4 report was included in the 2018 Annual Report that was submitted at the March 2019 Board meeting. As such, the Service is requesting Board approval to forego reproducing these quarterly reports.

### Program Enhancements

At its June 2019 meeting, the Service included several program enhancements in its quarterly report for the period of November 15, 2018 to February 14, 2019. These enhancements included initiatives to improve program management, and included enhanced and timely oversight of report submission to improve data quality; adjustments to training; additional resources to review C.E.W. incidents, and monthly reports to the staff superintendent in charge of Corporate Risk Management.

These enhancements were designed to address any concerns with program expansion in a timely manner. Collective implementation of these enhancements, along with further exploration of technological reporting solutions, are designed to address and mitigate risk, as well as demonstrate the Service’s commitment to transparency, and its ability to self-identify gaps in current processes.

**Conclusion:**

Beginning in 2018, and continuing throughout 2019, efforts have been undertaken to modernize the current paper-based reporting process for C.E.W. use. In the meantime, this report outlines two reporting options with their associated frequency and proposed content that represent what the Use of Force Analyst's Office can realistically achieve, given the limitations outlined in this report.

It is recommended that the Board approve one of the proposed options outlined within this report to provide direction for 2020 (and beyond) reporting expectations, while the Service continues to modernize its business processes.

Deputy Chief Barbara McLean, Human Resources Command, will be in attendance to respond to any questions the Board may have in regard to this matter.

Respectfully submitted,

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

\*original copy with signature on file in Board office



## Toronto Police Services Board Report

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November 12, 2019

To: Chair and Members  
Toronto Police Services Board

From: Mark Saunders  
Chief of Police

**Subject: Special Constable Appointments and Re Appointments –  
December 2019**

### **Recommendation:**

It is recommended that the Board approve the appointments and re-appointments of the individuals listed in this report as special constables for the Toronto Community Housing Corporation (T.C.H.C.), Toronto Transit Commission (T.T.C.) and the University of Toronto, St. George Campus (U of T), subject to the approval of the Ministry of the Solicitor General.

### **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 Ministry of the Solicitor General. 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 the T.C.H.C, T.T.C. and the U of T 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.	Philip FOGAH	Re - Appointment
T.C.H.C.	Darlene HURLEY	Re - Appointment
T.C.H.C.	Jamie POWELL	Re - Appointment
T.C.H.C.	Crystal TEETER	Re - Appointment
T.T.C.	James BENNETT	Re - Appointment
T.T.C.	Brian LIA	Re - Appointment
T.T.C.	Stephen RICHARDS	Re - Appointment
T.T.C.	Aleksandar FUNDUK	Re - Appointment
T.T.C.	Carlos UNCAO	Re - Appointment
U of T	Venicio FERRIERA	Appointment
U of T	Anastassiya SHIMANSKY	Appointment
U of T	Ruben SHIDHU	Appointment
U of T	Leonardo VIVEIROS	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 agencies have 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 Complement and Current Complement of Special Constables

Agency	Approved Complement	Current Complement
T.C.H.C.	300	154
T.T.C.	91	85
U of T	50	24

**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., T.T.C. and U of T 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



## *Central Joint Health and Safety Committee*

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### **PUBLIC MINUTES**

**40 College Street, 7<sup>th</sup> Floor Board Room  
Monday, November 18, 2019  
11:00 AM**

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#### **Meeting No. 67**

##### Members Present:

Jim Hart, Chair TPSB & Co-Chair, CJHSC  
Jon Reid, Director, TPA & Co-Chair, CJHSC  
Deputy Chief Barbara McLean, TPS, Command Representative  
Brian Callanan, TPA & Executive Representative

##### Also Present:

Rob Duncan, Safety Planner & Program Coordinator, Wellness Unit  
Ivy Nanayakkara, Manager, Wellness Unit  
Diana Achim, Board Administrator, TPSB

Chair for this Meeting: Jon Reid, Director, Toronto Police Association, and  
Co-Chair, Central Joint Health and Safety Committee

##### Opening of the Meeting:

1. The Chair welcomed the group to the meeting and called the meeting to order. He welcomed the new Chair of the Board, Mr. Jim Hart.
2. The Committee approved the public and confidential Minutes from the meeting that was held on August 28, 2019.

**The Committee considered the following matters:**

3. FULL BODY SCANNERS

Deputy Chief McLean advised the Committee that Deputy Chief Peter Yuen will present to the Board on this matter during the Public Board Meeting scheduled for Thursday, November 21, 2019. She further advised that the funds from the Community Safety Grant will be used to purchase this equipment and to be installed in 14 Division.

<b>Status</b>	<b>Ongoing</b>
<b>Action</b>	<b>Deputy Chief McLean to provide update at the next meeting.</b>

4. FIRE SCENES N95 MASKS

Deputy Chief McLean advised the Committee that respirator fit testing services will be listed in the 2020 operation budget request as a new initiative for a third party to come in and do the testing. She confirmed that the draft RFP is currently being fast tracked and that Mr. Duncan is working on it and the plan is to have it as a priority item during the first quarter in 2020.

<b>Status</b>	<b>Ongoing</b>
<b>Action</b>	<b>Deputy Chief McLean to provide an update at the next meeting.</b>

5. BOOTLEG PROTECTORS

Mr. Duncan advised the Committee that he looked at a wide range of models and reduced it down to fifteen (15) models. He then met with the Service's Vendor of Record and reduced it to three (3) models which could be potentially suitable. A pilot project will be proposed in 55 Division to test it out and report back on this item.

<b>Status</b>	<b>Ongoing</b>
<b>Action</b>	<b>Robert Duncan to provide other samples and find out if they are recyclable.</b>

6. SCREENING FOR HEART DISEASE

Ms. Nanayakkara advised the Committee that this project is in partnership with UHN and that there were three on-site cardiac screening for members so far. The screenings took place at: 1) Headquarters – approximately 60/70 participants, 60% civilians and 40% uniform members; 2) Police College - approximately 20/30 participants; and 3) 51 Division – approximately 25/35 participants. The next events are scheduled to take

place at 23 Division, 41 Division and Communications Unit. Ms. Nanayakkara advised that the feedback received from the participants was positive. She said that the challenge is how to increase the participation of members. She confirmed that if members stop by and engage it is considered as participating. Mr. Reid advised that the Association will also promote engagement and participation in this screening and will post it on their website.

<b>Status</b>	<b>Ongoing</b>
<b>Action</b>	<b>Deputy Chief McLean to provide an update at the next meeting.</b>

## 7. WELLNESS DAY

Ms. Nanayakkara advised the Committee that the annual Wellness Day took place on October 16, 2019. She further confirmed that the event went well and the feedback was positive, the room was at its capacity and the event filled up within four days from sending the invitations out. She said that the Wellness Unit continues to encourage the attendance of members in senior roles as well as frontline roles. She advised that for next year, they will also consider setting aside a specific number of seats for specific units and Divisions to allow more members from the field to attend and act as agents or messengers where they can take the information back to their teams.

<b>Status</b>	<b>Resolved</b>
<b>Action</b>	<b>The Committee has agreed that this item has been resolved and there is no action required at this time.</b>

### **Next Meeting:**

Date: Tuesday, December 17, 2019

Time: 10:00AM

Location: Teleconference

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### **Members of the Central Joint Health and Safety Committee:**

Jim Hart, Co-Chair Toronto Police Services Board	Jon Reid, Co-Chair Toronto Police Association
Barbara McLean, Command Representative, Toronto Police Service	Brian Callanan, Executive Member Toronto Police Association



## Toronto Police Services Board Report

---

November 18, 2019

To: Members  
Toronto Police Services Board

From: Jim Hart  
Chair

**Subject: Paid Duty Rates – January 1, 2020**

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

It is recommended that the Board receive the attached notification from the Toronto Police Association dated November 13, 2019, with respect to paid duty rates to take effect January 1, 2020 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 June 1, 2019, the rate for all classifications of police constables was \$73.00 per hour. The attached notice establishes a new rate of \$74.00 per hour for constables. For greater context, the chart below provides a summary of paid duty rates from 2009 – 2020:

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
2020 (Jan)	74.00	Yes

**Conclusion:**

It is recommended that the Board receive the attached notification from the Toronto Police Association dated November 13, 2019, with respect to paid duty rates to take effect January 1, 2020 and provide this information to the Chief of Police so that these new rates can be operationalized.

Respectfully submitted,



Jim Hart  
Chair



**TORONTO  
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*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*

November 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: 2020 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 2020 hourly paid duty rates. Effective January 1, 2020 the paid duty rates will be as follows:

	<b><u>January 1, 2020</u></b>
Constables (All classifications)	\$74.00 (minimum \$222.00)
Sergeants	\$85.00 (minimum \$255.00)
Staff Sergeants	\$94.00 (minimum \$282.00)

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 2020 Paid Duty PSB]

**WE PROTECT THOSE WHO PROTECT OTHERS**



## Toronto Police Services Board Report

---

October 29, 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. Todd Feairs**

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

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

- (1) receive the following report for information; and
- (2) forward a copy of the following report to the Chief Coroner for the Province of Ontario.

### **Financial Implications:**

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

### **Background / Purpose:**

A Coroner's inquest into the death of Mr. Todd Feairs was conducted in the City of Toronto during the period of May 6 to May 8, 2019. As a result of the inquest, the jury made two recommendations directed to the Toronto Police Service (Service).

The purpose of this report is to inform the Board of the Service's review for potential implementation of the jury recommendations.

The following is a summary of the circumstances surrounding the death of Mr. Todd Feairs and issues addressed at the inquest, as delivered by Mr. David Eden, Presiding Coroner.

### **Summary of the Circumstances of the Death:**

*Todd Feairs was forty-one years old at the time of his death. On October 12, 2016, Mr. Feairs was struck by a car while working in a construction site. Mr. Feairs' death due to an injury at a construction site required a mandatory inquest under the Coroners Act.*

*The jury heard evidence that the construction site was on Eglinton Avenue near Midland Avenue in Toronto. It is a busy arterial road. The construction zone was clearly signed, and lanes had been closed with pylons.*

*Approximately 500 metres away, at Kennedy Road and Eglinton Avenue, a Toronto Police officer in a marked cruiser identified a car which was being driven in a manner that the officer considered suspicious, and which bore unattached plates that were not authorized to be affixed to that motor vehicle. The officer attempted to pull the car over. The driver of the car swerved into a closed lane, then accelerated away at high speed from the cruiser in the closed lane. The officer in the cruiser opted not to pursue because the risk to public safety outweighed the benefit of apprehending the driver. The officer saw the construction site, identified the possible danger, and honked the cruiser's horn in an effort to warn workers.*

*The car entered the construction zone at a speed later determined to be almost 100 km/h. Workers there, including a paid duty police officer, were not aware of the approaching vehicle and had no opportunity to evade it, because of factors including the fact that their attention was directed to their work, and the construction site noise. The car struck Mr. Feairs, inflicting fatal traumatic injuries and throwing his body underneath a construction vehicle parked nearby. The driver did not stop or return to the collision scene.*

*The death was investigated by police, coroner, the contractor, and Ministry of Labour. The police investigation resulted in the arrest of the driver, and a criminal conviction in Mr. Feairs' death. Enbridge Gas Inc. conducted an internal review following the incident and determined all applicable procedures and standards were followed. The Ministry of Labour identified no workplace safety issues.*

*The jury sat for three days, during which time they heard evidence from eight witnesses, reviewed 16 exhibits and deliberated for two hours in reaching their verdict.*

### **Discussion:**

Professional Standards Support – Governance was tasked with preparing responses for the jury recommendations directed to the Service from the Coroner's inquest into the death of Mr. Feairs.

Service subject matter experts from the Toronto Police College (T.P.C.), Telecommunications Services, Emergency Management and Public Order and the joint

management/association Clothing and Equipment Committee contributed to the responses contained in this report.

## **Response to the Jury Recommendations:**

### **The Chief of the Toronto Police Service Should:**

#### **Recommendation 1:**

*That the Toronto Police College review the facts of this inquest in future training of police cadets and police officers in relation to suspect apprehension pursuits.*

The Service concurs and is in compliance with this recommendation.

In accordance with Ontario Regulation 266/10, Suspect Apprehension Pursuits of the *Police Services Act*, the Service's Police Vehicle Operations (P.V.O.) unit has provided mandatory Suspect Apprehension Pursuit (S.A.P.) training accredited by the Ministry of the Solicitor General to all front line officers, supervisors and civilian communications personnel. This training includes interactive classroom activities, practical in-car training, and the use of a driving simulator. The driving simulator targets better decision making and increases awareness of the limitations faced while driving, by enabling officers to drive in and observe, a variety of common emergency response and S.A.P. scenarios. These scenarios have been customized and developed from a variety of sources and analysis. By combining S.A.P. training with a cooperative driving system, customized simulation exercises and practical in-vehicle training, it ensures members are knowledgeable of provincial legislation and Service Procedure 15-10 "Suspect Apprehension Pursuits", reinforcing classroom lectures and discussions. Members are trained with a focus on identifying risks associated in pursuing vehicles with public safety being the paramount consideration that includes instruction on alternative strategies to engaging in pursuits. In addition to S.A.P. specific training, P.V.O. has incorporated S.A.P. training into all emergency vehicle driving instructions and S.A.P. refresher training is required every two years. The "Suspect Apprehension Pursuits Basic Refresher 2019" course is currently offered through the Canadian Police Knowledge Network (C.P.K.N.) portal with a mandatory completion date of December 31, 2019.

New police officers receive mandatory training at the Ontario Police College. The Service's P.V.O. unit continually researches and implements best practices in police driving, to ensure members receive the most advanced training possible. A discussion of the circumstances of Mr. Todd Feairs death has been incorporated into the S.A.P. classroom portions of all P.V.O. courses starting in September 2019.

## **Recommendation 2:**

*That the Toronto Police Service review how paid duty officers working in noisy construction sites can maintain necessary communications with police radio and construction workers, especially in situations where personal ear protection is used.*

The Service is considering this recommendation.

The Service continually analyses and evaluates new technology development and sources the latest equipment that is most effective and practical to assist officers. As such, Telecommunications Services, in consultation with various Service stakeholders has been researching and testing a headset that hardwires to the police radio providing:

- hearing protection suppressing hazardous noise;
- environmental microphone allowing for face-to-face conversations and situational awareness;
- noise-cancelling boom microphone for clear speech transmission; and
- two-way radio connectivity for communication in high noise environments.

Currently, some specialized units within the Service's T.P.C. and Emergency Task Force have a deployment model of the headset for use in particular situations/environments, such as the gun range. However, further research and evaluation would need to be conducted to determine whether paid duty officers at construction zones are issued these headsets. Some factors for consideration include operating parameters and determination of the radio band a paid duty is monitoring, issuance of the headset and whether other paid duty environments outside of construction zones would require them, training on the use of these headsets and total monetary costs involved, as well as responsibility for these costs.

The Service will continue to research and assess these headsets and any other options that may provide a feasible solution to this recommendation.

## **Conclusion:**

As a result of the Coroner's inquest into the death of Mr. Todd Feairs and the subsequent jury recommendations, the Service has conducted a review of Service governance, training and current practices.

In summary, the Service concurs with and has implemented recommendation #1. The Service is considering recommendation #2 and will continue to review technology and any other possible options in order to make an informed decision with respect to the feasibility of implementing this recommendation.

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 (Feairs Inquest)



## Toronto Police Services Board Report

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September 27, 2019

To: Chair and Members  
Toronto Police Services Board

From: Mark Saunders  
Chief of Police

**Subject: Quarterly Report for May 15, 2019 to August 14, 2019:  
Conducted Energy Weapon Use**

### **Recommendation:**

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

### **Financial Implications:**

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

### **Background / Purpose:**

The purpose of this report is to provide the Board with a quarterly status update on frontline use of conducted energy weapons (C.E.W.s).

At its meeting on February 22, 2018, the Board approved expansion of C.E.W.s to frontline constables (P.C.s). In doing so, the Chief agreed to provide the Board with quarterly reports as well as an annual report of C.E.W. use (Min. No. P19/18 refers).

### **Discussion:**

In addition to supervisors and officers of specialized units, C.E.W.s are now available as a use of force option to frontline P.C.s who are often first on scene at emergency calls-for-service. As of August 14, 2019, there were 1099 P.C.s and 449 supervisors trained and qualified to use a C.E.W. These numbers do not include members of the Emergency Task Force or training constables currently assigned to the Toronto Police College (T.P.C.). This report provides a summary of C.E.W. use for frontline P.C.s and supervisors for the period from May 15, 2019 to August 14, 2019. This information is

based on C.E.W. reports that have been received and reviewed by the Use of Force Analyst. The data is provided in the form of graphs and charts and includes the following items:

- Types of use
- C.E.W. user comparisons
- C.E.W. effectiveness
- C.E.W. effectiveness by user
- Types of use on persons in crisis (P.I.C.) by user
- Effectiveness of use on P.I.C. by user
- Subject behaviour
- Subject description
- Subject age
- Types of use on persons 20 and under

Unintentional discharges of C.E.W.s that occur during spark testing at proving stations are not included within the graphs and charts, but are discussed on page 13.

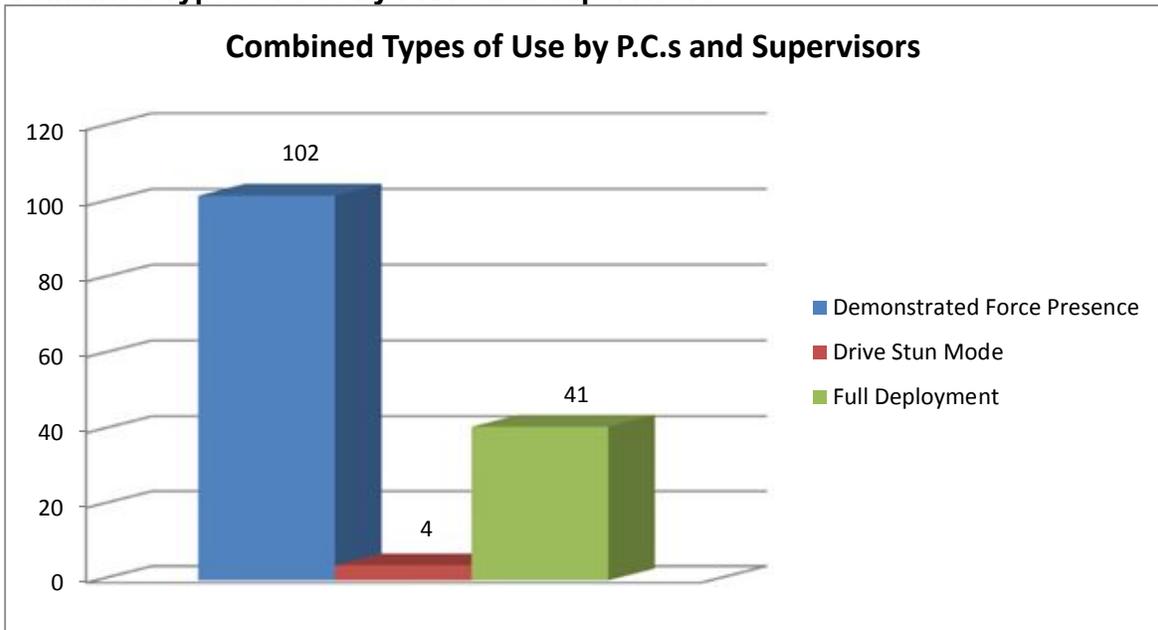
Also addressed in this report are the following items:

- Over-reliance or misuse of C.E.W.s and the steps taken to remedy such use including discipline and / or re-training
- Whether use of force overall increases with expanded availability of C.E.W.s
- The number of officers trained in the three-day de-escalation training [In-Service Training Program] in the last 12 months

### **Types of Use:**

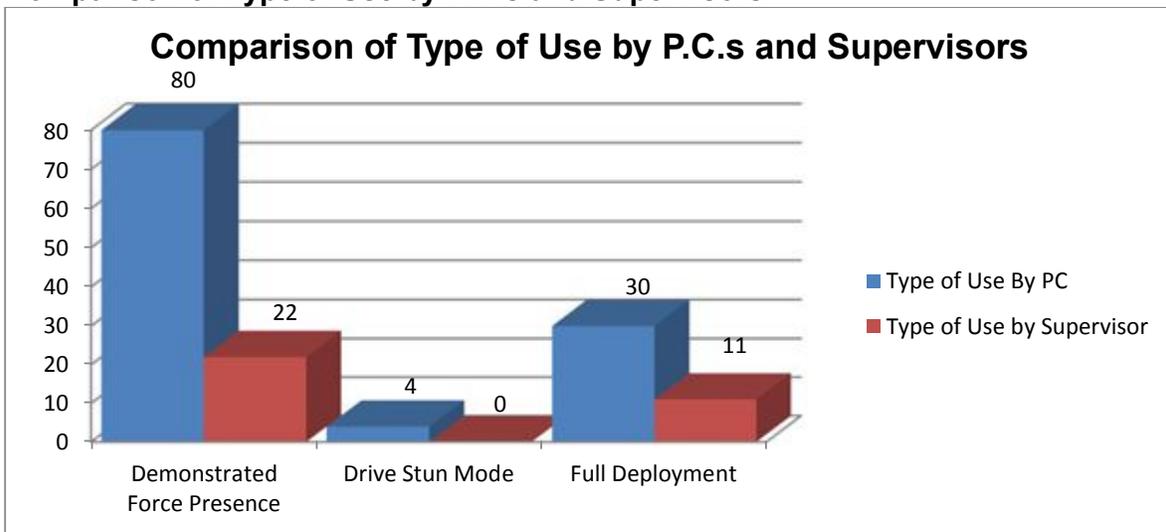
When analyzing C.E.W. use by frontline officers, it is important to do so within the context of the specific types of use. The following chart indicates the number of times a C.E.W. was used as a demonstrated force presence, in drive stun mode and as a full deployment. In accordance with the Ministry of the Solicitor General (Ministry) and Toronto Police Service (T.P.S.) procedure, the C.E.W. is only used in full deployment or drive stun mode (direct application) when the subject is assaultive as defined by the *Criminal Code*. Direct application of the device is only utilized to gain control of a subject who is at risk of causing harm, not to secure compliance of a subject who is merely resistant. During this reporting period, C.E.W.s were used 147 times during 133 incidents involving as many as 142 subjects. Of 147 total uses, 102 or 69.4 % of uses were a demonstrated force presence. Throughout this report, in cases where full deployment and drive stun were used in combination, the number is recorded as a full deployment. The following chart depicts the types of C.E.W. use by P.C.s and supervisors combined.

### Combined Types of Use by P.C.s and Supervisors



The chart below differentiates between types of use by P.C.s and supervisors. It is anticipated that as more P.C.s have C.E.W.s as part of their issued equipment, the variance between P.C. and supervisor use will increase with P.C.s making up the majority of C.E.W. use. At the end of this reporting period, a total of 1099 P.C.s were trained and qualified on C.E.W. use as compared to 449 supervisors. For this reporting period, P.C.s accounted for 114 of 147 uses or 77.6% of use.

### Comparison of Type of Use by P.C.s and Supervisors



The next table indicates the types of C.E.W. use by P.C.s as a number and a percentage. Police constables utilized the C.E.W. as a demonstrated force presence in 80 of 114 instances or 70.2% of the time. This can be attributed to P.C.s choosing to display a C.E.W. in lieu of resorting to empty-hand techniques or other intermediate force options to resolve potentially volatile situations. Given that C.E.W.s are more effective and less injurious than other intermediate force options, it is anticipated that there will be an increase in usage as more P.C.s become equipped with C.E.W.s.

**Types of Use by P.C.s**

<b>Use</b>	<b>#</b>	<b>%</b>
Demonstrated Force Presence	80	70.2
Drive Stun Mode	4	3.5
Full Deployment	30	26.3
Total	114	100

The table below indicates the types of C.E.W. use by supervisors as a number and a percentage. Of the 147 uses of the C.E.W. during this reporting period, supervisors accounted for only 33 or 22.4% of total use with 66.7% of use being a demonstrated force presence.

**Types of Use by Supervisors**

<b>Use</b>	<b>#</b>	<b>%</b>
Demonstrated Force Presence	22	66.7
Drive Stun Mode	0	0.0
Full Deployment	11	33.3
Total	33	100

**C.E.W. Effectiveness:**

Effectiveness is measured by the ability of officers to gain control of a subject while utilizing a C.E.W. For P.C.s, C.E.W. use has been shown to be 85.1% effective. Conducted energy weapon effectiveness for P.C.s is outlined in the following table.

**C.E.W. Effectiveness for P.C.s**

<b>Effectiveness</b>	<b>#</b>	<b>%</b>
Effective	97	85.1
Not Effective	17	14.9
Total	114	100

The following table indicates the effectiveness of C.E.W. use for supervisors. For supervisors issued with a C.E.W., its use has been shown to be 78.8% effective. It is

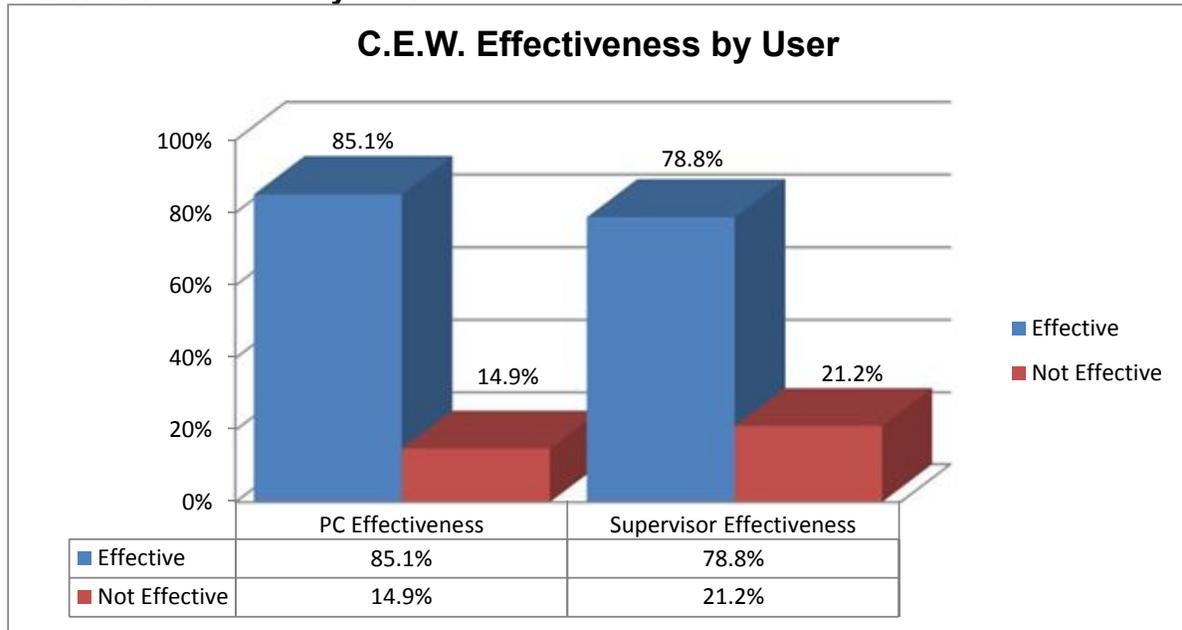
anticipated that effectiveness may be lower for supervisors as they often respond to calls after other means of resolving situations by P.C.s have failed.

### C.E.W. Effectiveness for Supervisors

Effectiveness	#	%
Effective	26	78.8
Not Effective	7	21.2
Total	33	100

The chart below provides a comparison of the effectiveness of the C.E.W. based on the user in percentage. For this reporting period, C.E.W. use has shown to be 78.8% effective for supervisors and 85.1% effective for P.C.s.

### C.E.W. Effectiveness by User



### Types of Use on Persons in Crisis (P.I.C.):

The next table indicates the types of C.E.W. use by P.C.s involving persons who were perceived to be in crisis and may or may not include the combined effects of alcohol and / or drugs. Of the 114 C.E.W. uses by P.C.s, 44 or 38.6% of use involved persons in crisis, with the majority of the incidents (70.4%) being a demonstrated force presence.

### Types of Use on P.I.C. by P.C.s

Use	#	%
Demonstrated Force Presence	31	70.4
Drive Stun Mode	1	2.3
Full Deployment	12	27.3
Total	44	100

The table below indicates the types of C.E.W. use by supervisors involving persons who were perceived to be in crisis and may or may not include the combined effects of alcohol and / or drugs. Of the 33 C.E.W. uses by supervisors, 10 or 30.3% involved persons in crisis, with 70.0% of the uses being a demonstrated force presence.

### Types of Use on P.I.C. by Supervisors

Use	#	%
Demonstrated Force Presence	7	70.0
Drive Stun Mode	0	0.0
Full Deployment	3	30.0
Total	10	100

Of 147 C.E.W. uses involving front line P.C.s and supervisors, the number of uses of a C.E.W. involving persons in crisis was 54 or 36.7% of the total C.E.W. use. Of the 54 uses on P.I.C., 38 or 70.4% were a demonstrated force presence.

### Effectiveness on P.I.C.:

The table below shows C.E.W. effectiveness involving persons in crisis by P.C.s. Of the incidents where the subjects were perceived to be P.I.C. and / or under the influence of drugs and / or alcohol, C.E.W. use by P.C.s was effective 88.6% of the time.

### C.E.W. Effectiveness on P.I.C. by P.C.s

Effectiveness	#	%
Effective	39	88.6
Not Effective	5	11.4
Total	44	100

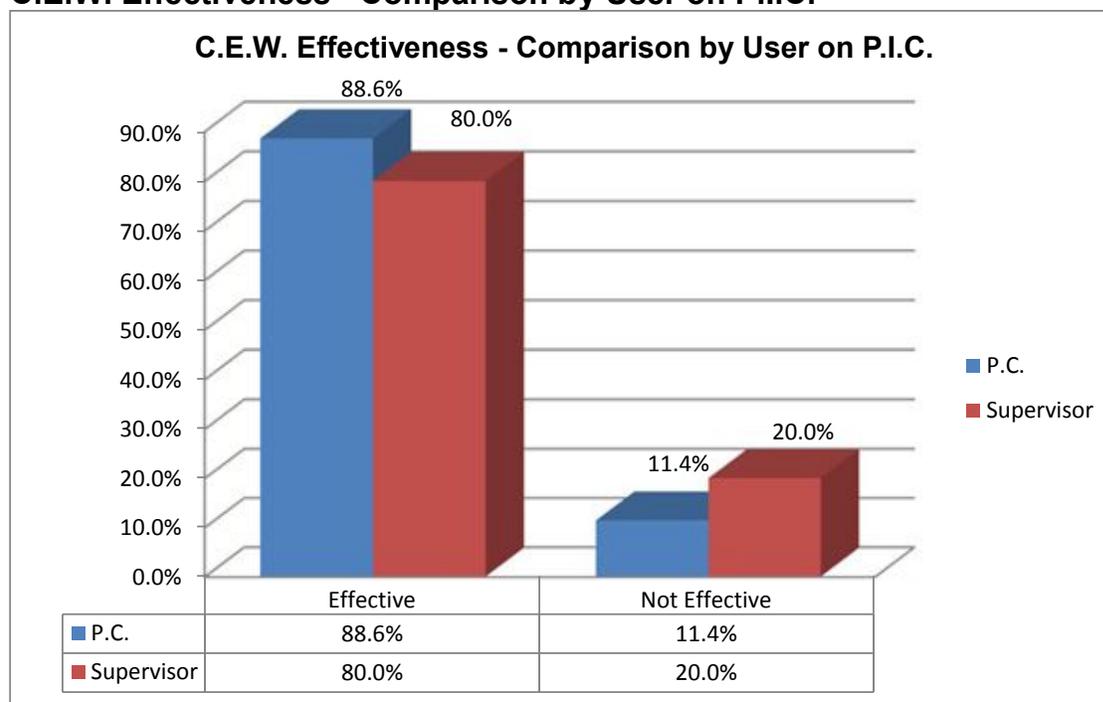
The table below shows the effectiveness of C.E.W. use involving persons in crisis by supervisors. Of the incidents where the subjects were perceived to be P.I.C. and / or under the influence of drugs and / or alcohol, C.E.W. use by supervisors was effective 80.0% of the time.

### C.E.W. Effectiveness on P.I.C. by Supervisors

Effectiveness	#	%
Effective	8	80.0
Not Effective	2	20.0
Total	10	100

The next chart provides a comparison of C.E.W. effectiveness involving persons in crisis based on the user as a percentage. Although supervisors are often requested to attend the most serious of P.I.C. incidents where attempts by P.C.s to resolve situations peaceably have failed, they have maintained a high level of effectiveness.

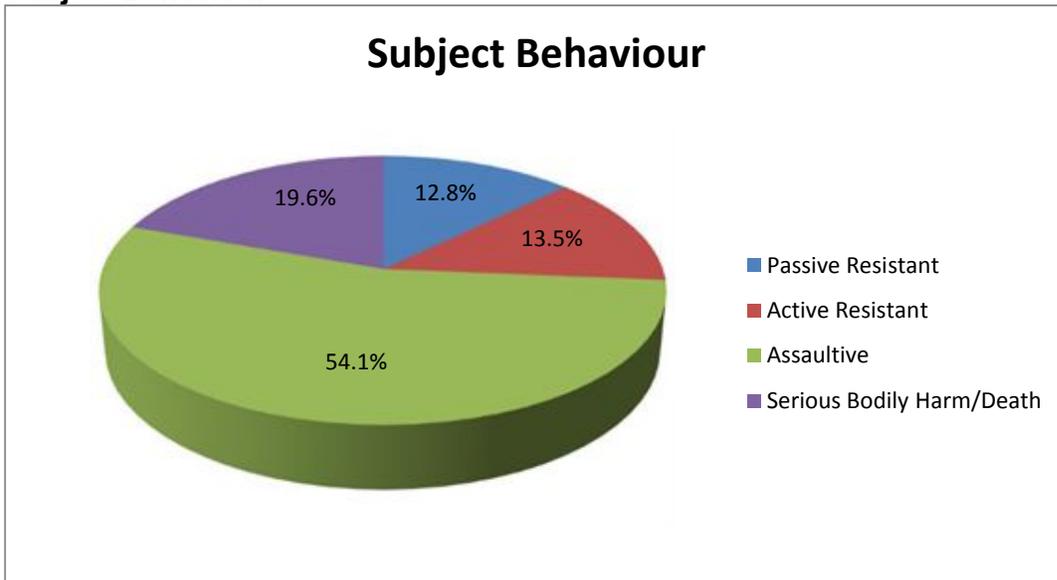
### C.E.W. Effectiveness - Comparison by User on P.I.C.



### Subject's Behaviour:

Subject Behavior during a C.E.W. incident is described in the context of the Ontario Use of Force Model (2004) under the categories listed in the following chart. This chart illustrates the types of behavior demonstrated by the subject, which resulted in the decision to utilize the C.E.W. and is represented as a percentage.

## Subject Behaviour

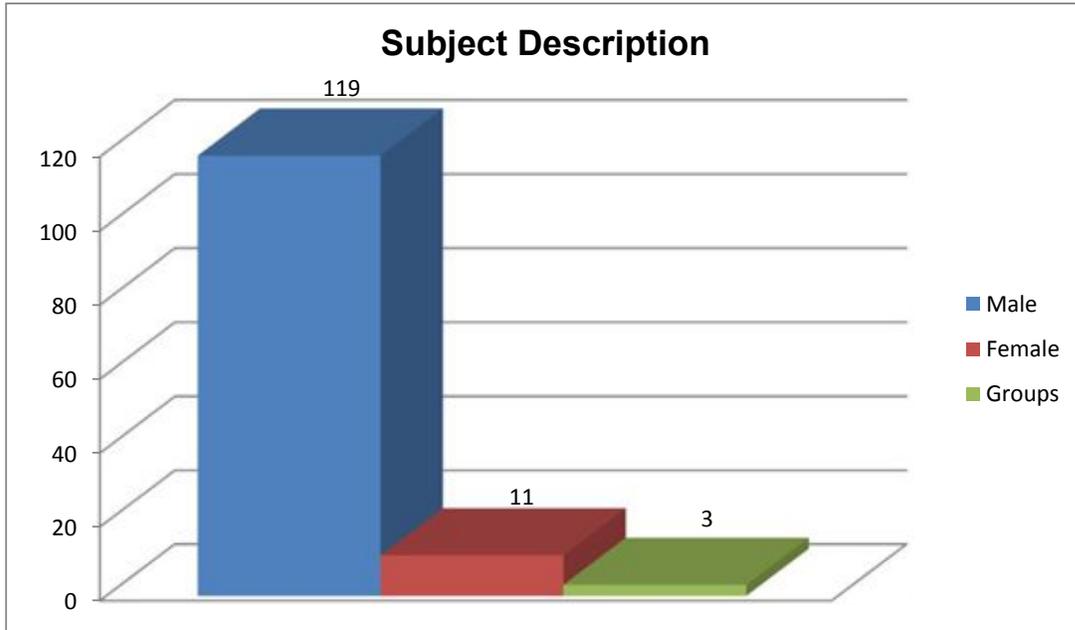


In 54.1% of all incidents where the C.E.W. was utilized, the subject displayed behaviour that the officer perceived to be assaultive. In 19.6% of the incidents, the subject exhibited actions that the officer reasonably perceived was intended to, or likely to cause serious bodily harm or death to any person, including the subject.

## Subject Description:

The chart found on the following page categorizes subjects by their perceived gender as a number. Of the 133 incidents involving C.E.W. use, 119 or 89.5% of incidents involved a subject who appeared to be male. As group incidents often involve multiple genders, it is given a category independent of any gender.

## Subject Description



The table below categorizes subjects by their perceived gender as both a number and a percentage.

### Subject Description

Description	#	%
Male	119	89.5
Female	11	8.3
Groups	3	2.3
Total Incident #	133	100

## Subject Age:

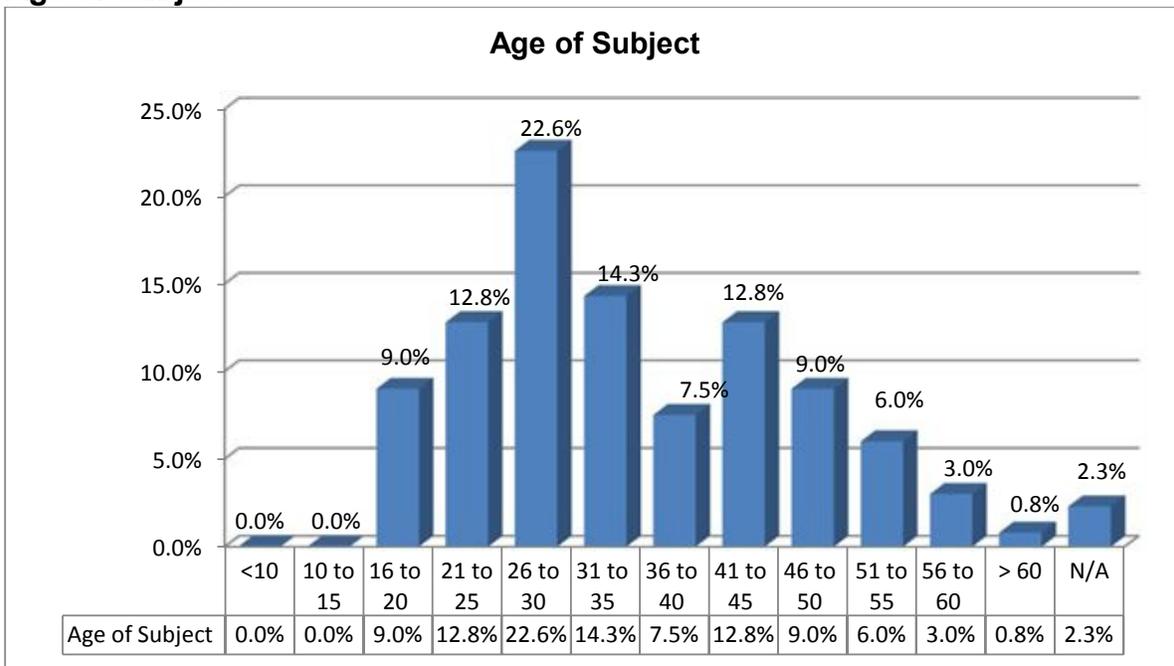
During this reporting period, the C.E.W. was used on a number of subjects who varied in age. The table found on the following page provides a summary of C.E.W. use based on subject age groups. Similar to the previous quarter, the highest use of the C.E.W. involved subjects in the 26 to 30 age group and equated to 22.6% of use. The 'not applicable' category includes three group incidents.

### Age of Subject

Age of Subject	#	%
<10	0	0.0
10 to 15	0	0.0
16 to 20	12	9.0
21 to 25	17	12.8
26 to 30	30	22.6
31 to 35	19	14.3
36 to 40	10	7.5
41 to 45	17	12.8
46 to 50	12	9.0
51 to 55	8	6.0
56 to 60	4	3.0
>60	1	0.8
N/A	3	2.3
<b>Total Incident #</b>	<b>133</b>	<b>100</b>

The below chart illustrates C.E.W. usage based on various age categories as a percentage. Almost half (49.7%) of C.E.W. use is within the 21 to 35 age range.

### Age of Subject



### Types of Use on Persons Age 20 and Under:

The next table indicates the types of C.E.W. use by P.C.s involving persons who were age 20 and under. Of the 114 C.E.W. uses by P.C.s, 10 or 8.8% of use involved persons age 20 and under, with 60.0% of the incidents being a demonstrated force presence.

#### Types of Use on Persons Age 20 and Under by P.C.s

Use	#	%
Demonstrated Force Presence	6	60.0
Drive Stun Mode	0	0.0
Full Deployment	4	40.0
Total	10	100

The table below indicates the types of C.E.W. use by supervisors involving persons who were age 20 and under. Of the 33 C.E.W. uses by supervisors, 4 or 12.1% involved persons aged 20 and under, with all of the uses being a demonstrated force presence.

#### Types of Use on Persons Age 20 and Under by Supervisors

Use	#	%
Demonstrated Force Presence	4	100.0
Drive Stun Mode	0	0.0
Full Deployment	0	0.0
Total	4	100

Of 147 C.E.W. uses involving front line P.C.s and supervisors, the number of uses of a C.E.W. involving persons age 20 and under was 14 or 9.5% of the total C.E.W. use. Of the 14 uses on persons age 20 and under, 10 or 71.4% were a demonstrated force presence.

### Input from the Mental Health Community:

During the previous quarterly reporting period, members of the Board's Mental Health Sub-Committee, as well as other members of the community were solicited to provide their opinions and express their concerns with regard to C.E.W. expansion and the impact that it has had on people who are experiencing a mental health and / or addiction issues. Members of the T.P.S. Armament and Incident Response Training sections posed the following three questions during the March 22, 2019 community consultation day:

1. Have you noticed a difference from when only supervisors were issued C.E.W.s?
2. What are your concerns with regards to C.E.W. expansion?
3. How can the T.P.S. alleviate your concerns?

This community input was included in a previous quarterly report (Min. No. P142/19).

During this reporting period, there has been no further opportunity to elicit further input. With the recent formation of the Board's Mental Health and Addictions Advisory Panel, consultation with the mental health community will be sought and included in future reports, when feasible.

### **Input from the Anti-Racism Advisory Panel:**

Input from the Anti-Racism Advisory Panel has yet to be solicited. Efforts will be made to arrange this for the next C.E.W. quarterly report or for the annual report.

### **Over-Reliance / Misuse of C.E.W.s:**

Each use of a C.E.W. is reviewed by divisional supervisors, the Use of Force Analyst and the C.E.W. Review Team. Of the 147 uses during this period, one P.C. was directed to attend the T.P.C. for remedial training. There were also two incidents involving the use of C.E.W.s by P.C.s that instigated investigations of misconduct.

### **Toronto Police Service Procedures and Training:**

As a result of expansion and with the overall objective of reducing deaths without increasing overall use of force, T.P.S. Procedure 15 – 09 Conducted Energy Weapon has had numerous amendments and additions which were discussed in the September 2018 Quarterly Report: Conducted Energy Weapons Use. There was a further update to this procedure during the May 2019 Quarterly Report: Conducted Energy Weapons Use reporting period, that being the prohibition of the deployment of a C.E.W. on an individual in handcuffs. While procedures are continually reviewed and modified to reflect current training and best practices, there were no updates during this reporting period.

The initial C.E.W. training for P.C.s is equivalent to that of supervisors, consisting of two 10-hour days of instruction by certified Ministry use of force instructors at the T.P.C. This training exceeds the provincial standard by eight hours. To augment training, the T.P.C. also added a one-hour on-line course that P.C.s are required to complete prior to attending the T.P.C. to ensure a general understanding of the function and application of C.E.W.s.

Spark test training has been augmented to address the increased number of unintentional discharges of C.E.W.s that occurred during the previous reporting period. Officers who have had an unintentional discharge are required to attend the T.P.C. for re-training and are now taught to use their thumb to conduct spark tests instead of their finger; a practice that was contributing to inadvertent trigger pulls resulting in cartridges being discharged into proving stations.

### **Increased Use of Force Reporting:**

Police constables can now display a C.E.W. in lieu of resorting to empty-hand techniques to control a non-compliant or assaultive subject. There is no requirement to report the use of empty-hand techniques unless a subject is injured and requires medical attention. There is, however, a requirement to report the display of a C.E.W., which has resulted in an increase in the number of reportable use of force incidents.

When comparing the C.E.W. statistics for the current reporting period with the previous period, the number of C.E.W. uses has remained relatively stable. This is likely due to the fact that less P.C.s are being trained on C.E.W. use per quarter in 2019 as compared to 2018, when expansion to frontline P.C.s began. At the end of the previous reporting period, there were 993 P.C.s trained and qualified to use the C.E.W. compared to 1099 P.C.s trained at the end of the current reporting period.

### **Unintentional Discharges:**

Unintentional discharges occur when probes are fired from the C.E.W. cartridge due to officer error. During this reporting period there were 12 unintentional discharges by P.C.s. During these incidents, officers accidentally discharged the probes while conducting their daily spark test at the commencement of their duties. All 12 of these incidents were properly reported and the involved officers were directed to attend the T.P.C. for remedial training with a qualified C.E.W. instructor to review safe handling practices. Unintentional discharges can also occur due to a device malfunction. This information will be reported on within the annual C.E.W. Board report.

### **In-Service Training Program:**

The Board requested that the number of officers trained in the three-day de-escalation training (In-Service Training Program) in the last 12 months be included in this report. From May 15, 2018, to May 14, 2019, there were 3617 T.P.S. officers who received this training. This number does not include members who were trained but have since retired or resigned from the T.P.S.

### **Additional Discussion and Context:**

Toronto Police Service members are dedicated to delivering policing services in partnership with our communities to keep Toronto the best and safest place to be. During each interaction with members of the public, officers strive to achieve the safest outcome for all parties involved. Expansion of C.E.W.s to frontline P.C.s has proven to be an extremely effective tool that has assisted in preventing injuries to subjects, police officers and members of the public.

Officers are trained to conduct a proper threat assessment to determine the amount of reasonable force necessary to resolve a given situation. Within this reporting period,

there were 182,351 calls for service attended by the T.P.S. Conducted energy weapons were only used during 133 of these incidents for which only 41 required a full deployment.

During this quarter, there were 253,996 documented contacts with members of the public. These contacts were generated by the actions of Service members, as well as calls for service by citizens who work, visit or live in the City of Toronto, who felt that their safety was, or may have been, compromised.

There were a further 2,893 *Mental Health Act (M.H.A.)* apprehensions that took place during this quarter, 37 of which involved the use of a C.E.W. It is important to note that the C.E.W. is only utilized during a small fraction of all T.P.S. public contacts. During this reporting period, a C.E.W. was utilized in one out of every 1,371 attended calls for service.

Furthermore, during this period there were 137 young persons under the age of 16 years who were arrested for Criminal Code and Controlled Drugs and Substances Act offences and 71 persons within this age group were apprehended under the Mental Health Act. The C.E.W. was not used during this period upon persons within this age group.

Also during this period, 692 young persons between the ages of 16 - 20 years were arrested for Criminal Code and Controlled Drugs and Substances Act offences and 236 persons within this age group were apprehended under the Mental Health Act. The C.E.W. was used 14 times during this period involving 12 persons between the ages of 16 - 20 years.

## **Conclusion:**

This report provides a quarterly summary of C.E.W. use for frontline P.C.s and supervisors and covers the period of May 15th, 2019 to August 14th, 2019. While this quarterly report shows that P.C.s use of C.E.W.s is above that of supervisors, this continues to be an expected outcome of expansion. Frontline constables are typically the first responders to emergency (9-1-1) calls for service that often involve higher risk, where officers need to seek a balance between using minimal force required for the circumstances and using sufficient force to prevent unjustified harm by subjects. This balance requires the exercise of judgement often under great stress.

Police constables used demonstrated force presence in 70.2% of incidents where they felt that the use of a C.E.W. was the most viable and least injurious force option. This illustrates that they are making sound decisions and using only as much force as is necessary to resolve unpredictable and often perilous situations.

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

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November 29, 2019

To: Members  
Toronto Police Services Board

From: Ryan Teschner  
Executive Director

**Subject: City of Toronto Council Decision The City of Toronto 2019  
– 2023 Green Fleet Plan and 2014-2018 Green Fleet Plan Results**

### **Recommendations:**

It is recommended that the Board:

- 1) Refer this report to the Chief of Police for consideration and direct the Chief to liaise with City officials and others, as deemed appropriate, and report back to the Board with respect to Council's recommendation; and,
- 2) Forward a copy of this report to the General Government and Licensing 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 October 29 and 30, 2019 adopted an item with respect to the The City of Toronto Green Fleet Plan. The motion is available at this link:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.GL8.16>

### **Discussion:**

In considering this matter, City Council adopted, among other things, the following:

7. City Council request the Exhibition Place Board of Governors, the Toronto Community Housing Board of Directors, the Toronto Parking Authority Board of Directors, the Toronto Police Services Board, the Toronto Public Library Board, the Toronto Transit Commission Board and the Toronto Zoo Board of Management to adopt and implement The Pathway to Sustainable City of Toronto Fleets Plan.

It is, therefore, recommended that:

- 1) Refer this report to the Chief of Police for consideration and direct the Chief to liaise with City officials and others, as deemed appropriate, and report back to the Board with respect to Council's recommendation; and,
- 2) Forward a copy of this report to the General Government and Licensing Committee.

Respectfully submitted,



Ryan Teschner  
Executive Director



## Toronto Police Services Board Report

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November 29, 2019

To: Members  
Toronto Police Services Board

From: Ryan Teschner  
Executive Director

**Subject: City of Toronto Council Decision – Request to Establish a Community Police Office in Lawrence Heights**

### **Recommendations:**

It is recommended that the Board:

- 1) Request that the Chief of Police assess Council's recommendation and report to the Board on the results of his assessment; and,
- 2) Forward a copy of this report to City Council via 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 October 29 and 30, 2019 adopted an item with respect to establishing a Community Police Office in Lawrence Heights. The motion is available at this link:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.MM11.1>

### **Discussion:**

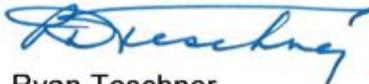
In considering this matter, City Council adopted the following:

1. City Council request the Toronto Police Services Board, as part of the newly announced neighbourhood officers' program, to establish a Community Police Office in Lawrence Heights.

It is, therefore, recommended that the Board:

- 1) Request that the Chief of Police assess Council's recommendation and report to the Board on the results of his assessment; and,
- 2) Forward a copy of this report to City Council via the Executive Committee.

Respectfully submitted,



Ryan Teschner  
Executive Director



## Toronto Police Services Board Report

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May 23, 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. Jonas Beattie**

### **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 April 26, 2018, at 0825 hours, the Toronto Police Service (T.P.S.) received a call to attend the Starbucks coffee shop located at 255 Morningside Avenue, for an assault in progress. Officers from 43 Division responded to the call.

An officer arrived on scene and was informed that a male, later identified as Mr. Jonas Beattie, had become aggressive inside the Starbucks, assaulted two employees, and had threatened to return with a firearm to shoot them. Mr. Beattie had left the scene and was located by this officer a short distance away.

Two other officers arrived on scene to assist the first responding officer. Mr. Beattie was arrested by the officers after he became verbally aggressive and attempted to head butt one of the officers. Mr. Beattie resisted being arrested and a struggle ensued. Mr. Beattie was taken to the ground by all three officers who gained control of him and placed him in handcuffs.

Once in custody, Mr. Beattie immediately complained of pain to his left arm. Paramedics were called and attended the scene. Mr. Beattie was transported to Rouge Valley Health System-Centenary site for medical examination.

Mr. Beattie was diagnosed and treated for a fracture to the left arm below the elbow. He received medical treatment and was discharged from the hospital and was taken to 43 Division where he was processed on several criminal charges and outstanding warrants.

The S.I.U. was notified of Mr. Beattie’s injury and invoked its mandate.

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

In a letter to the T.P.S. dated May 22, 2019, Interim Director Joseph Martino of the S.I.U. advised that the investigation into this incident was completed, the file has been closed and no further action is contemplated.

Interim Director Martino states in part,

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

In Mr. Martino’s report to the Attorney General dated May 3, 2019, and in specific reference to the subject officers’ actions toward Mr. Beattie he stated in part,

*“While it is clear significant force was used to restrain the Complainant and take him to the ground, the Complainant was resisting a lawful arrest, ignoring commands and had exhibited violence towards WO #1. Taking him to the ground in a controlled manner in order to apply handcuffs was justified in the circumstances. As such, I am unable to form reasonable grounds to believe the SO or any other TPS officer committed a criminal offence in relation to the Complainant’s injury and the file will be closed.”*

The S.I.U. published a media release on May 23, 2019. The media release is available at:

[https://www.siu.on.ca/en/news\\_template.php?nrid=4905](https://www.siu.on.ca/en/news_template.php?nrid=4905)

The Director’s Report of Investigation is published on the link:

[https://www.siu.on.ca/en/directors\\_report\\_details.php?drid=315](https://www.siu.on.ca/en/directors_report_details.php?drid=315)

### **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 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

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May 30, 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. Sean Fraser**

### **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 21, 2018, at about 1430 hours, several members of 32 Division Major Crime Unit (M.C.U.) were in the area of 6020 Bathurst Street. The officers were in plain clothes and operating unmarked Toronto Police Service (T.P.S.) vehicles. Despite the fact that they were unmarked, they were equipped with flashing headlights, red and blue emergency lights in the front grille, passenger visor and rear window.

The officers located a Ford Fusion with Ontario license plates, BPAK 106 in the parking lot of that address. The vehicle was registered on the Canadian Police Information Centre (C.P.I.C.) as ‘*stolen*’.

Two officers set up static surveillance in the parking lot, where the stolen vehicle was located. They were in separate vehicles and intended to wait for a potential suspect to arrive and move the vehicle. They were going to utilize a boxing technique to prevent the escape of the driver and the vehicle. Other officers remained in the general area as backup if required.

At 1438 hours, a male, later identified as Mr. Sean Fraser, approached the stolen vehicle and with the keys in hand, entered and started the engine. The officers put their plan into motion. One officer pulled his vehicle in front of the stolen Ford and blocked its exit from the parking lot; the other pulled in behind. The officers yelled at Mr. Fraser that they were police officers and exited their vehicles showing their police badges and warrant cards. One officer opened the driver’s door and ordered Mr. Fraser to step out from the vehicle with the intention of placing him under arrest.

Mr. Fraser reversed his vehicle and struck another parked vehicle and then fled from the parking lot by driving over raised curbs and lawns. He turned south bound onto Bathurst Street and fled the scene. The officers entered their vehicles and also exited the parking lot and travelled south on Bathurst Street in an effort to stop Mr. Fraser.

The other officers were alerted to the events and moved into the area to assist in the apprehension of Mr. Fraser. One officer upon becoming aware of the presence of

another officer's approach, took the opportunity to maneuverer himself to a position in front of Mr. Fraser.

In the event related to the blocking of Mr. Fraser, he struck one police vehicle from behind and then sideswiped the other police vehicle, but eventually came to a stop. Mr. Fraser exited his vehicle and fled the scene on foot armed with a knife. The officers pursued Mr. Fraser on foot into the parking lots behind several apartment buildings, located at 4979 Bathurst Street.

A passing motorist observed the events of the collisions and the escape of Mr. Fraser. He took it upon himself to follow Mr. Fraser in his vehicle and overtook the pursuing officers. He overtook Mr. Fraser and exited his vehicle and took Mr. Fraser to the ground face first by grabbing him by the shoulders.

The officers arrived on scene of where Mr. Fraser and the citizen were on the ground, within seconds, and took control of Mr. Fraser and placed him under arrest.

Mr. Fraser appeared to have suffered a facial injury and Toronto Paramedic Services (Paramedics) attended the scene. Mr. Fraser was transported to North York General Hospital where he was diagnosed and treated for a fracture to his jaw.

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

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

In a letter to the T.P.S. dated February 11, 2019, 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 press release dated February 14, 2019.

[https://www.siu.on.ca/en/news\\_template.php?nrid=4705](https://www.siu.on.ca/en/news_template.php?nrid=4705)

The link to the S.I.U. Director's public report of investigation is below.

[https://www.siu.on.ca/en/directors\\_report\\_details.php?drid=204](https://www.siu.on.ca/en/directors_report_details.php?drid=204)

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

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

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

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

- Procedure 01-01 (Arrest)
- Procedure 01-02 (Search of Persons)
- Procedure 01-03 (Persons in Custody)
- Procedure 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 15-01 (Use of Force)
- Procedure 15-02 (Injury/Illness Reporting)
- Procedure 15-10 (Suspect Apprehension Pursuit)
- 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 266/10 (Suspect Apprehension Pursuits)
- 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

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June 7, 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. Jean-Luc Bertram**

### **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 9, 2018, at approximately 2000 hours, a male, later identified as Mr. Jean-Luc Bertrand was at Serena Gundy Park located in 53 Division. He was in the park with a large American Pit Bull type of dog and did not have the dog on a leash.

An unrelated family was also in the park, a husband, wife and their 12 year old daughter. The family had two dogs, a small 20 pound Cockapoo and a 10 week old Cockapoo puppy. The larger Cockapoo was on a leash and the puppy was in the arms of the 12 year old girl. The dog under the control of Mr. Bertram attacked the leashed Cockapoo and caused severe injuries and then attacked the puppy in the child’s arms. The child suffered minor bite wounds, was transported to hospital for treatment and released. The puppy was killed as a result of the attack. Mr. Bertram took control of his dog after the attack and without identifying himself, fled the park.

The family reported the attack to both the Toronto Police Service (T.P.S.) and Toronto Animal Services (T.A.S.). A significant amount of media attention and further investigation lead T.A.S. to the discovery of the offending dog’s location and owner.

On May 11, 2018, members of T.A.S. obtained a Public Health Order to seize the offending dog. The T.A.S. requested the assistance of T.P.S. officers in the execution of the order.

At 1830 hours, four uniform members of 53 Division under the direction of a Sergeant arrived at 31 Brentcliffe Road with members of T.A.S. The T.A.S. officers made contact with one of the residents of 31 Brentcliffe and presented the order for seizure. That person, was identified as Ms. Irina Dadashyan, who was Mr. Bertram’s girlfriend, who she surrendered the dog to T.A.S. personnel without incident.

There was a Recognizance in effect that prohibited Mr. Bertram from being within 100 metres of Ms. Dadashyan and when she was questioned about Mr. Bertram’s whereabouts, she replied that he was not at the residence. Mr. Bertram suddenly appeared at the doorway and violently attacked one of the uniformed officers without

warning, by throwing several punches at his face and head. At one point he attempted to gouge out the officer's eyes.

One of the officers drew his baton and delivered several strikes to Mr. Bertram and the Sergeant deployed his issued Conducted Energy Weapon (C.E.W.) twice in their efforts to subdue and arrest Mr. Bertram.

He was subdued, arrested and placed in handcuffs. Immediately after the arrest, he complained of severe pain to his arm. Toronto Paramedic Services (Paramedics) attended and he was transported to Sunnybrook Health Sciences Centre, where he was diagnosed and treated for a fractured right ulna bone.

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

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

In a letter to the T.P.S. dated May 22, 2019, Interim Director Joseph Martino of the S.I.U. advised that the investigation was completed, the file has been closed and no further action is contemplated.

The S.I.U. published a press release dated May 24, 2019.

[https://www.siu.on.ca/en/news\\_template.php?nrid=4911](https://www.siu.on.ca/en/news_template.php?nrid=4911)

The link to the S.I.U. Director's public report of investigation is below.

[https://www.siu.on.ca/en/directors\\_report\\_details.php?drid=309](https://www.siu.on.ca/en/directors_report_details.php?drid=309)

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

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

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

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

- Procedure 01-01 (Arrest)
- Procedure 01-02 (Search of Persons)
- Procedure 01-03 (Persons in Custody)
- Procedure 08-03 (Injured on Duty Reporting)
- Procedure 08-04 (Members Involved in a Traumatic Critical Incident)
- 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)
- 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

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July 22, 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 2018.36**

### **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 June 30, 2018, officers from 41 Division were dispatched to attend a senior’s residence regarding a report of an assault. A staff member at the home reported that a resident, later identified as 2018.36, may have assaulted another resident resulting in a head injury.

Toronto Paramedic Services (Paramedics) were dispatched and arrived prior to police officers. Paramedics began to treat the injured female when they were attacked by 2018.36 who was swinging their arms and bit a Paramedic on the hand. Paramedics were forced to physically place 2018.36 on the ground in order to repel the attack on them.

Officers from 41 Division arrived and commenced their investigation. The officers located 2018.36 in a room nearby, lying on a bed. They advised 2018.36 that they were under arrest for assault and asked them to sit up. 2018.36 then attempted to kick and bite the officers, however 2018.36 did not make contact.

2018.36, who was 74 years old, had been suffering with dementia; therefore, the officers took precaution in applying the handcuffs on them. The officers handcuffed 2018.36 to the rear, using two sets of handcuffs.

After consulting with divisional detectives, officers decided to continue the detention of 2018.36 as an apprehension under the *Mental Health Act* (M.H.A.), in lieu of laying criminal charges. 2018.36 was transported to The Scarborough Hospital – General Site where they were held under the *M.H.A.* Form 1.

On July 1, 2018, a Detective from 41 Division Criminal Investigation Bureau, was contacted by staff at the senior’s residence and was advised that 2018.36 had been released by the hospital and returned to the residence. Upon arrival, 2018.36 complained to staff members of pain and was taken back to the hospital for assessment. Staff at the facility advised that 2018.36 was then diagnosed with a fractured rib, a broken ulna bone in their right arm, and a fractured right wrist.

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

The S.I.U. designated one officer as a subject officer; one other officer was designated as a witness officer.

In a letter to the T.P.S. dated July 9, 2019, Interim Director Joseph Martino of the S.I.U. advised that the investigation was complete and no further action was contemplated. Interim Director Martino advised that the file has been closed and no further action is contemplated.

The S.I.U. public Report of Investigation can be found at the following link:

[https://www.siu.on.ca/en/directors\\_report\\_details.php?drid=363](https://www.siu.on.ca/en/directors_report_details.php?drid=363)

On July 11, 2019, the S.I.U. issued a news release exonerating the involved officers. This news release can be found at the following link:

[https://www.siu.on.ca/en/news\\_template.php?nrid=5019](https://www.siu.on.ca/en/news_template.php?nrid=5019)

The S.I.U. investigation determined that the only injury suffered by 2018.36, as a result of the events that occurred on June 30, 2018, was the fractured right wrist. 2018.36's fractured right arm and rib did not occur during this time period.

The S.I.U. commented specifically regarding the officer's sensitivity in dealing with 2018.36, who was elderly and in crisis. The S.I.U. described their use of force as minimal and proportional to the circumstances.

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

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

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

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

- Procedure 01-01 (Arrest)
- Procedure 01-02 (Search of Persons)
- Procedure 01-03 (Persons in Custody)
- Procedure 06-04 (Emotionally Disturbed Persons)
- Procedure 13-16 (Special Investigations Unit)

- Procedure 13-17 (Notes and Reports)
- Procedure 15-01 (Use of Force)
- 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 s.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. However, more specifically, the involved officers are to be commended for their response to an elderly person who was in crisis.

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

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August 1, 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. Jason Davis**

### **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 December 25, 2017, at 0048 hours, the night manager of the Pantages Hotel Toronto Centre, located at 200 Victoria Street, called police to report there was unknown trouble in room 1704. Specifically, it was reported that a female could be heard screaming from within that unit. Hotel security had attempted to make contact with the occupants but had been unsuccessful.

At 0048 hours, officers from 51 Division were dispatched to attend.

The officers arrived on scene and proceeded to the seventeenth floor where they encountered a male, later identified as Mr. Jason Davis. Mr. Davis was naked outside of room 1704, yelling and pounding on the door.

When Mr. Davis saw police coming down the hallway he immediately engaged them, attempting to punch one of the officers and shoving another into the wall. Officers were able to force Mr. Davis to the ground, where he continued to violently resist. At one point, he placed his hand over one an officer’s firearm and attempted to remove it from its holster.

After a prolonged struggle Mr. Davis was subdued, placed under arrest, and handcuffed. Due to Mr. Davis’s behaviour and a suspicion that he had consumed a quantity of alcohol and narcotics, Mr. Davis was taken to St. Michael’s Hospital by Toronto Paramedic Services (Paramedics), who were at the hotel on an unrelated call.

Mr. Davis was examined by an emergency room physician who ordered a Computed Tomography (C.T.) scan.

Mr. Davis was medically cleared and transported back to 51 Division, where he was charged and held for a show cause hearing.

On March 14, 2019, the S.I.U. advised the T.P.S. that it was invoking its mandate after being contacted directly by Mr. Davis. Mr. Davis, in his report to the S.I.U., alleged that

he had suffered a fractured nose, fractured ribs and sustained a concussion during his interaction with the officers on December 25, 2017.

The S.I.U. designated four officers as subject officers; eleven other officers were designated as witness officers.

In a letter to the T.P.S. dated July 16, 2019, Interim Director Joseph Martino of the S.I.U. advised that the investigation was complete. Interim Director Martino advised that the file has been closed and no further action is contemplated.

Interim Director Martino stated,

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

The S.I.U. public Report of Investigation can be found at the following link:

[https://www.siu.on.ca/en/directors\\_report\\_details.php?drid=371](https://www.siu.on.ca/en/directors_report_details.php?drid=371)

On July 17, 2019, the S.I.U. issued a news release exonerating the involved officers. This news release can be found at the following link:

[https://www.siu.on.ca/en/news\\_template.php?nrid=5023](https://www.siu.on.ca/en/news_template.php?nrid=5023)

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

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

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

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

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

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

- *Police Services Act* Section 113 (Special Investigations Unit)
- Ontario Regulation 267/10 (Conduct and Duties of Police Officers Respecting Investigations by the Special Investigations Unit)
- Ontario Regulation 926 s.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 involved officers complied with applicable provincial legislation and applicable T.P.S. procedures. The officers were faced with a dangerous situation with an individual who was attempting to disarm an officer. The involved officer's use of force was reasonable given the threat presented by Mr. Davis' actions.

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

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March 28<sup>th</sup>, 2019

To: Chair and Members  
Toronto Police Services Board

From: Mark Saunders  
Chief of Police

**Subject: Chief's Administrative Investigation: Alleged Sexual Assault of Sexual Assault Complainant Complainant 2019-C**

### **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 December 15, 2017, Toronto Police Service (T.P.S.) officers from 51 Division responded a company alarm at 38 Regent Street (Children’s Services Center).

Officers from 51 Division arrived on scene and found it to be insecure. Toronto Police Dog Services was notified, attended and located Sexual Assault Complainant 2019-C (Complainant 2019-C) within the premises.

Complainant 2019-C was placed under arrest and transported to 51 Division.

Due to the circumstances and reasons for Complainant 2019-C’s arrest, their history of drug use and the recovery of drug paraphernalia at the time of arrest, a level three search was authorized by the Officer in Charge.

On March 1, 2018, Complainant 2019-C filed a complaint with the OIPRD. Complainant 2019-C alleged they had been sexually assaulted during their level three search by officers. Complainant 2019-C alleged that these acts occurred in the presence and viewing of the authorizing officer.

On March 14, 2018, T.P.S. was made aware of the O.I.P.R.D. complaint. The S.I.U. was notified and invoked its mandate.

The S.I.U. designated two officers as subject officers and five other officers were designated as witness officers.

In a letter to the T.P.S. dated February 4, 2019, Director Tony Loparco of the S.I.U. advised that their investigation had been closed and no further action was to be contemplated.

### **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.

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

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

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

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

- Procedure 01-01 (Arrest)
- Procedure 01-02 (Search of Persons)
- Procedure 01-03 (Persons in Custody)
- Procedure 04-27 (Use of Police Dog Services)
- Procedure 15-17 (In-car Camera System)
- Procedure 13-16 (Special Investigations Unit)
- Procedure 13-17 (Notes and Reports)

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

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

The P.S.S. investigation determined that the T.P.S.'s policies and procedures 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

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April 9, 2019

To: Chair and Members  
Toronto Police Services Board

From: Mark Saunders  
Chief of Police

**Subject: Chief's Administrative Investigation: Alleged Sexual Assault of Sexual Assault Complainant 2019-D**

### **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, death or allegation of sexual assault, 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 April 13, 2018 staff from Eva’s Place Shelter located at 360 Lesmill Road reported to the Toronto Police Service (T.P.S.) that two residents had been involved in a physical altercation. The victim of the assault was identified as Sexual Assault Complainant 2019-D (Complainant 2019-D)

Checks completed on Complainant 2019-D revealed they were wanted on warrants in Peel Region, Bradford, Ontario and two separate warrants in the first instance, held by T.P.S.

On April 14, 2018 T.P.S. officers from 33 Division responded to the call and located Complainant 2019-D.

When Officers informed Complainant 2019-D that they were wanted and would be arrested, they attempted to pull away and actively resisted handcuffing.

Complainant 2019-D was subdued, handcuffed and arrested on the strength of the outstanding warrants.

One of the officers took control of Complainant 2019-D’s arm and conducted a pat search of Complainant 2019-D to ensure they did not have any weapons or means of escape on their person.

When the search was completed Complainant 2019-D alleged that the searching Officer had sexually assaulted them.

The arrest and search of Complainant 2019-D was conducted in full view of an Officer from 33 Division and Eva’s Place Staff.

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

The S.I.U. designated one officer as a subject officers and one officer was designated as a witness officer.

In a letter to the T.P.S. dated February 11, 2019 Director Tony Loparco of the S.I.U. advised that their investigation had been closed and no further action was to be contemplated.

### **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.

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

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

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

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

- Procedure 01-01 (Arrest)
- Procedure 01-02 (Search of Persons)
- Procedure 01-03 (Persons in Custody)
- Procedure 15-17 (In-car Camera System)
- Procedure 13-16 (Special Investigations Unit)
- Procedure 13-17 (Notes and Reports)

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

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

The P.S.S. investigation determined that the T.P.S.'s policies and procedures 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  
December 16, 2019**

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**\*\* 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 Public Minutes from November 21, 2019

Deputation: Kris Langenfeld

3. December 6, 2019 from Jim Hart, Chair  
**Re: 2020 Budget Recommendations**

Deputation: Miguel avila-velarde\* ([written submission included](#))

- 3.1 November 29, 2019 from Mark Saunders, Chief of Police  
**Re: Toronto Police Service 2020 - Operating Budget Request**

Deputation: Kris Langenfeld

- 3.2 November 29, 2019 from Mark Saunders, Chief of Police  
**Re: Toronto Police Service 2020-2029 Capital Program Request**

Deputation: Kris Langenfeld

- 4 November 12, 2019 from Mark Saunders, Chief of Police  
**Re: Toronto Police Service Board's Race-Based Data Collection, Analysis and Public Reporting Policy – Progress Update on Implementation**

Deputations: Miguel avila-velarde

Clinton Reid  
Rayon Brown  
Shaquille Bulhi  
Antonio Rumere  
Christopher Ambanza

- 5 December 5, 2019 from Jim Hart, Chair  
**Re: Memorandum of Understanding between the Toronto Police Services Board and Midaynta Community Services**

Deputations: Mahad Yusuf\* (written submission included)  
Shamso Mohamoud  
Shamso Elmi  
*Midaynta Community Services*

- 12 November 24, 2019 from Mark Saunders, Chief of Police  
**Re: Request to Restructure Conducted Energy Weapon (C.E.W.) Reporting**

Deputation: Kris Langenfeld

- 17 September 27, 2019 from Mark Saunders, Chief of Police  
**Re: Quarterly Report for May 15, 2019 to August 14, 2019: Conducted Energy Weapon Use**

Deputation: Kris Langenfeld

- 24 August 1, 2019 from Mark Saunders, Chief of Police  
**Re: Chief's Administrative Investigation into the Custody Injury to Mr. Jason Davis**

Deputation: Kris Langenfeld

The Somali-Canadian community is proud and resilient. In times of celebration, and in times of tragedy, we come together to support each other. Mending a Crack in the Sky is a true representation of the spirit of our community. The mothers of Mending a Crack in the Sky have been selfless and dedicated in addressing the crisis of gun and gang violence in the Northwest of Toronto. At great personal sacrifice, they have worked to ensure that those affected by gun violence in our communities are supported- that they know the loss of any child, is a loss that we all feel. They have worked tirelessly to remind our youth that they are important, that they are worthy of protection, and that their choices in life are boundless.

These mothers are true professionals and role models for every Canadian. They have committed years of volunteer services to improve the safety of their community. Their commitment is undeniable. For five years, they have been meeting as early as 7 am every Saturday to plan and organize how to rebuild their neighbourhood; they have been showing up at hospitals to embrace and support victims; they have been meeting families in their homes to mediate conflicts and to connect grieving families to resources; they have been hosting town halls to cultivate knowledge and empowerment in the community toward the end of transformative change.

As the Executive Director of Midaynta Community Services, I am proud to know that Mending a Crack in the Sky is a part of our organization, and I am elated at the strides the group has made. The mothers are now often the first level of non-medical support available to victims of gun violence. They understand, more than anyone else, how critical their presence and support is to victims. Our community leans on this group for support and it is for this reason that we are working tirelessly to fund and formalize the Mother Outreach Worker (MOW) positions. The mothers' work has been fruitful as many members of our community will attest, and their progress must be sustained.

Today, the work of Mending a Crack in the Sky will bear new fruit as we sign a Memorandum of Understanding with the Toronto Police Services Board. The Memorandum of Understanding will establish a formal and equal working partnership to ensure that there is transparency, trust and sincere understanding in the pursuit of safety in our communities.

I firmly believe that building equal partnerships between government agencies and community groups is the appropriate model to generate holistic solutions for our biggest challenges. We are embarking on an unprecedented partnership and we are grateful to everyone that has played a role in bringing it to fruition. I am especially grateful to the mothers of Mending a Crack in the Sky for their diligence and selflessness, and to the Toronto Police Services Board for their commitment as we worked toward this milestone.

I look forward to a successful partnership, and I am eager to see the positive impact this initiative will have for our community, especially our youth.

With thanks,

Mahad Yusuf, Executive Director, Midaynta Community Services

## **POLICE BUDGET 2020 and the ROOT CAUSES of VIOLENCE**

### **POVERTY, Poverty , Poverty!.**

**Brother and Lawyer Knia Singh on Friday spoke on the lack of proper support where POC , mainly, are in need of jobs for our youth to divert them to follow a job that will pay his young family members in our communities, on CP24 news.**

**The final numbers for Project Community Space, the 15-week \$4.5 million endeavor in response to gun violence in Toronto this summer, are out and despite hundreds of arrests, total shootings also increased during its time.**

**The mission that was supposed to go until the end of October, but was extended four weeks later, included 463 arrests and 1,145 charges laid. WE OPPOSE to that Request we want that MONEY TO go to our Communities.**

**We are dealing with trouble ( father is absent) and hungry kids trying to be the bread winners of the family, it is true, My daughter came to city hall from Scarborough, to speak on the “poverty reduction strategy” She explained to you Mayor Tory and members of the Executive that Young Boys, The Elders members of the Family have to engaged in Criminal Activities because there is not enough money in the house , a MacJob salary does not fill up a hungry stomach. Many kids are dealing with Trauma and She also said PUBLIC TRANSIT should be FREE for those on Low Income not just those on ODSP /OW**

**Its easy each time the summer guns comes to this Board and City Council the Executive Item, passes Unanimously the request for millions of dollars from the city account, but for Poverty Reduction Strategy oh no we need the Province and the Feds to help.**

**Mr Knia is right , Kids are not born criminals, they act out of desperation, because they live in Extreme Poverty, Welfare RATES should go up that is the CHANGES that you can address**

**with the Doug Ford Government, the rates remain low, and housing is unaffordable, Those low pay jobs does not cover all the needs of the growing family, we should be a proactive city hall, help those families that are lead by a single mother to gain training, education, to get a career, a FAMILY SUPPORT PROGRAMS ,Conflict resolution to make peace among our community members many people have dies and they are resented, more diversion programs for our youth,Jobs!!!Not just Social Workers ,Legal Staff and Police Salaries they are the only one who at the end of the day get paid while we have to survive on the crumbs that fall of the table of the rich like Food Banks etc..**

**A Community Member have this to say as well, my brother David,**

**This is not about public safety it's about make work projects to hire more bullies to trample thru communities designated by racists as communities that needs to be kept down and used to enrich the Police budget, courts and it's staff and prisons and it's staff. If you over police and over surveillance and stop and frisk, card, any community in Toronto you will get the statistics you need to designate it as 'crime ridden' and 'drug infested'. Any community. The downtown core has the highest crime rates yet the Toronto Police concentrates their attacks on communities with higher populations of POC. Since Trudeau opened the immigration gates the racists politicians has used the Police to make sure that communities of immigrants are kept from ever prospering. They have an agenda to make sure such immigrant families lose their Fathers as breadwinners and make sure each and every young person of color is 'known to police' and have a record and that destroys their opportunity to prosper. With their husbands in jail on trumped up charges, their sons tied up in court many Moms are left to single handedly raise their families adding even more to the incidences of youth defending themselves by ganging up. Carding every young person of color**

**even though they have committed no crime, there is no reasonable suspicion of criminal behavior. By targeting POC they can fill the courts up with POC attending on trumped up charges and sway public opinion as to who are criminals.**

**The money the Toronto Police Services spends on these racist programs are best spent giving opportunities to the youth in these communities so they have a future to look forward to rather than one of being a target because of who they are.**

**Abolish the Toronto Police. Let's find safer alternatives for community security.**