



Virtual Public Meeting

**Thursday, October
22, 2020**



PUBLIC MEETING MINUTES

Thursday, October 22, 2020 at 9:00AM
Livestreamed at: <https://youtu.be/qgxI9DDF38w>

The following *draft* Minutes of the meeting of the Toronto Police Services Board that was held virtually on October 22, 2020 are subject to approval 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
Michael Ford, Councillor & Member
Lisa Kostakis, Member
Ainsworth Morgan, Member

The following individuals were also present:

James Ramer, Interim Chief of Police, Toronto Police Service
Ryan Teschner, Executive Director & Chief of Staff, Toronto Police Services Board
Diana Achim, Board Administrator, Toronto Police Services Board
Jane Burton, Solicitor, City of Toronto - Legal Services Division
Scott Nowoselski, Solicitor, City of Toronto – Legal Services Division

Declarations:

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

This is an Extract from the Minutes of the Virtual Public Meeting of the Toronto Police Services Board that was held on October 22, 2020

P156. The Board approved the Minutes of the virtual meeting that was held on [September 17, 2020](#).

The Board approved the Minutes.

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

This is an Extract from the Minutes of the Virtual Public Meeting of the Toronto Police Services Board that was held on October 22, 2020

P157. [Toronto Gang Prevention: What We Learned & Where We Are Going](#)

Detective Constable Ron Chhinzer made a presentation to the Board on this matter. The video that was presented along with the report can be accessed here:

[TPSB Gang Prevention Presentation Video - What We Learned & Where We're Going](#)

www.TorontoGangPrevention.ca and www.Engage416.ca

Deputation: Louis March

Acting Deputy Chief Myron Demkiw, Detective Constable Ron Chhinzer and Mr. Rico King answered questions from Board Members and commented on matters raised in the deputation. Detective Constable Chhinzer advised that more information is available to the public by visiting the websites listed above; this includes information such as further insights and opportunities, as well as steps going forward for gun and gang violence prevention, as part of the deliverables.

Board Members discussed this item and Mayor Tory advised that he is prepared to meet in private with both Mr. March and with Detective Constable Chhinzer and his team to further discuss this matter and continue to work towards addressing this most complex issue.

Chief Ramer said that this project is an example of a fundamental change in policing and in mobilizing resources. He said that this is an important opportunity to continue the project and engage with the community moving forward.

Chair Hart and Board Members thanked the deputant for his input and insights, thanked the Chief, Detective Constable Chhinzer and his team and noted that this was a comprehensive presentation, and good direction for the Service, and a productive discussion.

The Board received the presentation and the deputation.

Moved by: L. Kostakis
Seconded by: M. Ford

This is an Extract from the Minutes of the Virtual Public Meeting of the Toronto Police Services Board that was held on October 22, 2020

P158. Police Reform Implementation Dashboard

Mr. Ryan Teschner, the Board's Executive Director and Chief of Staff, introduced this item and Acting Staff Superintendent Robert Johnson and Mr. Ian Williams, Manager of Business Analytics made a presentation to the Board and answered questions from the Board. The Dashboard can be accessed on the Board's website at this link: <https://tpsb.ca/consultations-and-publications/police-reform-implementation-dashboard>.

Mr. Williams answered questions from Board Members and advised that if there are any areas that are currently not included in this Dashboard presentation that are part of the police reform initiatives, they will be included going forward.

Deputation: Derek Moran ([written submission included](#))

Chair Hart stated that he views this as an example of great transparency and thanked the team for their work.

The Board received the deputation and the presentation.

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

This is an Extract from the Minutes of the Virtual Public Meeting of the Toronto Police Services Board that was held on October 22, 2020

P159. [Status of Auditor General's Proposed Risk-Based Audit Plan for the Toronto Police Service](#)

The Board was in receipt of a report dated October 9, 2020 from Beverly Romeo-Beehler, Auditor General, City of Toronto.

Recommendation:

That the Toronto Police Services Board request the Auditor General, City of Toronto, conduct an audit of Public Safety Answering Point – 911 Calls, for inclusion in her 2021 Audit Work Plan.

Deputation: Derek Moran ([written submission included](#))

The Auditor General answered questions from Board Members and advised that she will do an extensive consultation at all levels of the organization and evaluate all the information against the general criteria auditor generals use when establishing a workplan. Ms. Romeo-Beehler advised that all auditor generals use the same approach, the work is very detailed and there is a methodical approach used across the City.

She further advised that the reporting relationship is always to the Board first, and the Board can subsequently refer anything back to the City's Audit Committee at its discretion. She advised that the workplan usually consists of: 1) three months of planning; 2) three months of work and 3) the reporting period itself; therefore, it usually takes approximately nine months in total for an audit to run its course.

Ms. Romeo-Beehler advised that the 2021 workplan will be considered by the Board at its November 2020 public meeting. Ms. Romeo-Beehler answered questions from the Chair and advised that the Service can continue its own risk assessment separate from her own work and that both entities can continue their respective work in particular areas that she is auditing, as it is separate in nature and has a different focus.

The Board received the deputation and the foregoing report.

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

This is an Extract from the Minutes of the Virtual Public Meeting of the Toronto Police Services Board that was held on October 22, 2020

P160. [Chief of Police Selection Process – Contract Award to Environics to Deliver Public Consultation Services](#)

The Board was in receipt of a report dated October 9, 2020 from Ryan Teschner, Executive Director & Chief of Staff, Board Office.

Recommendation:

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

- (1) Approve a contract award to Environics Research Group Limited (Environics) to deliver public consultation services as part of the Chief of Police selection process, for a four month contract term with the option to extend on a month to month basis, and at an estimated cost of \$75,000;
- (2) Authorize the Chair to exercise the options to extend the contract term, subject to budget availability and satisfactory vendor performance; and
- (3) Authorize the Chair to execute all required agreements and related documents on behalf of the Board, subject to approval by the City Solicitor as to form.

Deputation: Derek Moran ([written submission included](#))

Mr. Teschner answered questions from Board Members and advised that the contract, if approved, will not exceed the estimated cost and that if the Board wants to add on any additional services, these services would be the subject of further agreement. He also advised that there was a robust RFP process. Mr. Teschner highlighted some of the strengths that led to Environics being recommended, including its vast experience across Canada with various forms of consultation and public engagement.

Mayor Tory asked that this firm include in its workplan the ability for members of the public to register their input online. Mr. Teschner confirmed that this requirement is embedded in the report, and something that all firms that participated in the process were aware of.

The Board received the deputation and approved the foregoing report.

Moved by: L. Kostakis
Seconded by: J. Tory

This is an Extract from the Minutes of the Virtual Public Meeting of the Toronto Police Services Board that was held on October 22, 2020

P161. [Global Search Solution Project – Contract Increase for Additional Licencing and Professional Services – Michael Cizmar and Associates](#)

The Board was in receipt of a report dated October 8, 2020 from James Ramer, Chief of Police.

Recommendations:

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

- (1) Approve an increase to the value of the contract with Michael Cizmar and Associates (M.C.+A.) of \$36,000 for professional services in 2020 for inclusion of Legacy Search datasets;
- (2) Approve an increase of the annual licencing costs of \$185,000 (excluding taxes) for the period of October 1, 2020 to December 31, 2023 to M.C.+A.; and

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: L. Kostakis
Seconded by: J. Tory

This is an Extract from the Minutes of the Virtual Public Meeting of the Toronto Police Services Board that was held on October 22, 2020

P162. [Contract Award for Adobe Software, Maintenance and Support – Softchoice Canada Inc.](#)

The Board was in receipt of a report dated October 1, 2020 from James Ramer, Chief of Police.

Recommendations:

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

- (1) Approve a contract award for Adobe software support, professional services and maintenance to Softchoice Canada Inc. for one-year with an option to extend for two additional one-year periods, which would cover the period August 30, 2020 to August 29, 2023, at a total cost of approximately \$1,102,090 (excluding taxes);
- (2) Authorize the Chief of Police to exercise the two one-year extension options, subject to budget availability, satisfactory vendor performance and other considerations; and
- (3) 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: L. Kostakis

This is an Extract from the Minutes of the Virtual Public Meeting of the Toronto Police Services Board that was held on October 22, 2020

P163. [Contract Award for the Supply of Panasonic CF33 Ruggedized Mobile Workstations, Associated Accessories and Maintenance - Softchoice Canada Incorporated](#)

The Board was in receipt of a report dated October 1, 2020 from James Ramer, Chief of Police.

Recommendations:

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

- (1) Approve a contract award to Softchoice Canada Incorporated (Softchoice) for the supply of Panasonic CF33 Ruggedized Mobile Workstations, associated accessories and maintenance for a five-year period commencing

October 23, 2020, and at an estimated cost of \$3,200,000; 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: L. Kostskis
Seconded by: F. Nunziata

This is an Extract from the Minutes of the Virtual Public Meeting of the Toronto Police Services Board that was held on October 22, 2020

- P164. [Contract Award for Integrated Telecommunications Infrastructure – Bell Canada](#)

The Board was in receipt of a report dated October 1, 2020 from James Ramer, Chief of Police.

Recommendations:

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

- (1) Approve a contract award to Bell Canada for Integrated Telecommunications Infrastructure (I.T.I.) commencing October 23, 2020 and ending September 30, 2025, for the provision telephone and data carrier services and related hardware, software and professional services, by piggybacking on an existing City of Toronto (City) agreement, and at an annual cost of approximately \$1.3 Million; 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: F. Nunziata
Seconded by: J. Tory

This is an Extract from the Minutes of the Virtual Public Meeting of the Toronto Police Services Board that was held on October 22, 2020

- P165. [Contract Award for the Supply of Vehicle Equipment Installation Services – Kerr Industries Limited](#)

The Board was in receipt of a report dated October 1, 2020 from James Ramer, Chief of Police.

Recommendations:

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

- (1) Approve a contract award to Kerr Industries Limited, for the supply of vehicle equipment installation services for the period October 1, 2020 to September 30, 2025, at an estimated cost of \$2,039,000 (excluding taxes) over the five-year contract term;
- (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: L. Kostakis
Seconded by: F. Nunziata

This is an Extract from the Minutes of the Virtual Public Meeting of the Toronto Police Services Board that was held on October 22, 2020

P166. [Contract Award to Supply Havis Mounting Equipment for Vehicle Electronics Systems - Mega Technical Holdings Ltd.](#)

The Board was in receipt of a report dated October 9, 2020 from James Ramer, Chief of Police.

Recommendations:

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

- (1) Approve a contract award to Mega Technical Holdings Ltd. for the supply of Havis mounting equipment for a one-year period from October 23, 2020 to October 22, 2021, with an option to extend for an additional four one-year periods, at an estimated cost of \$3,003,720 (excluding taxes) over the five-year period;
- (2) Authorize the Chief of Police to exercise the four, one-year extension options, subject to budget availability, satisfactory vendor performance and other considerations.
- (3) 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: L. Kostakis
Seconded by: F. Nunziata

This is an Extract from the Minutes of the Virtual Public Meeting of the Toronto Police Services Board that was held on October 22, 2020

P167. [City of Toronto Traffic Agent Special Constable Appointments - October 2020](#)

The Board was in receipt of a report dated October 2, 2020 from James Ramer, Chief of Police.

Recommendation:

It is recommended that the Board approve the appointments of the individuals listed in this report as special constables for the City of Toronto (City), subject to the approval of the Ministry of the Solicitor General (Ministry).

The Board approved the foregoing report.

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

This is an Extract from the Minutes of the Virtual Public Meeting of the Toronto Police Services Board that was held on October 22, 2020

P168. [Special Constable Appointment and Re-Appointment – October 2020](#)

The Board was in receipt of a report dated September 21, 2020 from James Ramer, Chief of Police.

Recommendation:

It is recommended that the Board approve the appointment and re-appointment of the individuals listed in this report as special constables for the Toronto Community Housing Corporation (T.C.H.C.) and the University of Toronto (U. of T.), subject to the approval of the Ministry of the Solicitor General (Ministry).

The Board approved the foregoing report.

Moved by: M. Ford
Seconded by: L. Kostakis

This is an Extract from the Minutes of the Virtual Public Meeting of the Toronto Police Services Board that was held on October 22, 2020

P169. [Contract Request for Special Funds: Ontario Association of Police Services Boards \(OAPSB\) – 2020 Virtual Labour Seminar](#)

The Board was in receipt of a report dated September 24, 2020 from Ryan Teschner, Executive Director & Chief of Staff, Board Office.

Recommendation:

It is recommended that, as an exception to its Special Fund Policy, the Board approve an expenditure in the amount of \$2,000.00 to sponsor the OAPSB's 2020 Virtual Labour Seminar.

The Board approved the foregoing report.

Moved by: F. Nunziata
Seconded by: L. Kostakis

This is an Extract from the Minutes of the Virtual Public Meeting of the Toronto Police Services Board that was held on October 22, 2020

P170. [Toronto Police Service Board's Race-Based Data Collection, Analysis and Public Reporting Policy – Community Engagement Report](#)

The Board was in receipt of a report dated October 1, 2020 from James Ramer, Chief of Police.

Recommendation:

It is recommended that the Toronto Police Services Board (Board) receive the Community Engagement Report for information.

Deputy Chief Peter Yuen addressed the Board with respect this matter and answered questions from Board Members.

The Board received the foregoing report.

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

This is an Extract from the Minutes of the Virtual Public Meeting of the Toronto Police Services Board that was held on October 22, 2020

P171. [Toronto Police Service Board's Equity, Inclusion and Human Rights Unit – Progress Update on the Unit's Work](#)

The Board was in receipt of a report dated September 14, 2020 from James Ramer, Chief of Police.

Recommendation:

It is recommended that the Toronto Police Services Board (Board) receive the following report that provides progress updates on the work of Equity, Inclusion and Human Rights Unit ("EI&HR").

Deputy Chief Barbara McLean, Ms. Suelyn Knight, Ms. Rose-Ann Bailey and Ms. Mihaela Dinca-Panaitescu of the E, I & HR Unit made a presentation to the Board with respect to this matter, provided a progress update regarding the work in this Unit and answered questions from Board Members. A copy of the [presentation](#) is attached to this Minute.

Deputation: Nicole Corrado ([written submission only](#))

Chair Hart asked if there was anything heard during the consultations that surprised the Unit. Ms. Knight advised that she was pleased to see the amount of hope that the community has for what partnership could look like with the Service as well as the willingness that members of the community have to be included and participate in the process. Deputy Chief McLean advised that the reaction and acceptance of Service Members with respect to the collection of race-based data has been positive.

Ms. Knight answered questions from Board Members and advised that the Service is about to recruit an Indigenous Engagement Specialist and is currently consulting with different partners regarding the job posting and interview process prior to launching; ensuring that the Indigenous partners are included in this entire process is a critical element. She further advised that this position will be posted within the next month.

The Board received the presentation, the written deputation and the foregoing report.

Moved by: F. Nunziata
Seconded by: L. Kostakis

This is an Extract from the Minutes of the Virtual Public Meeting of the Toronto Police Services Board that was held on October 22, 2020

P172. [Toronto Police Service Open Data & Open Analytics](#)

The Board was in receipt of a report dated October 2, 2020 from James Ramer, Chief of Police.

Recommendation:

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

The Board received the foregoing report.

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

This is an Extract from the Minutes of the Virtual Public Meeting of the Toronto Police Services Board that was held on October 22, 2020

P173. [Toronto Police Service Board Special Fund – Annual Specified Procedures Report for the Year Ended December 31, 2019](#)

The Board was in receipt of a report dated September 25, 2020 from Jim Hart, Chair.

Recommendation:

It is recommended that the Board receive the annual Specified Procedures Report, performed by Price Waterhouse Coopers LLP.

The Board received the foregoing report.

Moved by: L. Kostakis
Seconded by: M. Ford

This is an Extract from the Minutes of the Virtual Public Meeting of the Toronto Police Services Board that was held on October 22, 2020

P174. [Operating Budget Variance Report for the Toronto Police Services Board, Period Ending June 30, 2020](#)

The Board was in receipt of a report dated October 6, 2020 from Ryan Teschner, Executive Director and Chief of Staff, Board Office.

Recommendation:

It is recommended that the Toronto Police Services Board (Board) forward a copy of this report to the City of Toronto (City) Chief Financial Officer and Treasurer for information and inclusion in the variance reporting to the City's Budget Committee.

The Board received the foregoing report.

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

This is an Extract from the Minutes of the Virtual Public Meeting of the Toronto Police Services Board that was held on October 22, 2020

P175. [Chief's Administrative Investigation into the Custody Injury to Complainant 2019.06](#)

The Board was in receipt of a report dated September 21, 2020 from Chief James Ramer.

Recommendation:

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

The Board received the foregoing report.

Moved by: L. Kostakis
Seconded by: M. Ford

This is an Extract from the Minutes of the Virtual Public Meeting of the Toronto Police Services Board that was held on October 22, 2020

P176. 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
Mr. Michael Ford, Councillor & Member
Ms. Lisa Kostakis, Member
Mr. Ainsworth Morgan, Member

A motion to adjourn the meeting was moved by Lisa Kostakis and seconded by Mayor Tory.

Next Board Meeting

Date: Tuesday, November 24, 2020

Time and location to be determined and announced publicly prior to that date.

Minutes Approved by:

-original signed-

Jim Hart
Chair

Members of the Toronto Police Services Board

Jim Hart, Chair
Lisa Kostakis, Member
Michael Ford, Councillor & Member
Ainsworth Morgan, Member

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



TORONTO GANG PREVENTION

WHAT WE LEARNED & WHERE WE'RE GOING

Prepared for: The Toronto Police Service & The Toronto Police Services Board

Prepared by: Detective Constable Ron Chhinzer #9402

Toronto Police Service - Integrated Gang Prevention Task Force

ron.chhinzer@torontopolice.on.ca

Date: October 22nd, 2020

Version Number: 1.4

ACKNOWLEDGEMENTS

THE TORONTO POLICE SERVICE OFFICERS WHO PARTICIPATED IN THE FACILITATION OF THE GANG PREVENTION TOWN HALLS

Detective Jason KONDO #4337	Detective Constable Ron CHHINZER #9402
Police Constable Jimmy MARTIN #9535	Police Constable Greg KOWALSKI #65869
Police Constable Chris HOMAN #10483	Police Constable Lisa PRECHOTKO #88666
Police Constable Dale SWIFT #10358	Police Constable Julia ROIZMAN #11020
Detective Constable Clayton TANNER #9215	Detective Constable Vijay DE GUERRA #10712
Detective Constable Kyle NEADLES #10905	Detective Constable Ken BATEMAN #8166
Detective Constable Marlon LAPTISTE #9796	

THE UNIVERSITY OF GUELPH-HUMBER STUDENTS WHO PARTICIPATED IN THE PLANNING & FACILITATION OF THE GANG PREVENTION TOWN HALLS

Gianluca TATONE	Hannah DRENNAN
Afifa ABBASZADEH	Emma GOMES
Joanne CHANG	Allyson SANDER
Ryan FENECH	Alanna COFFEN
Natalya KORONCHEVSKA	Victoria DUARTE
Teighan MERCER	Kevin SIERY

THE INTEGRATED GANG PREVENTION TASK FORCE

Founded in December of 2016 by (then) **Deputy Chief Jim RAMER #4951**, the Toronto Police Service's Integrated Gang Prevention Task Force was formed to solve the following problem statement: ***"How do we get a gang member out of a gang?"***.

Since that time, the Integrated Gang Prevention Task Force has conducted extensive research, global benchmarking, and the development & execution of several evidence-based pilot projects in efforts of successfully identify a sustainable, and real world, solution.

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18	2. "Politicians are only around when it's an election time and police are only around when there's a crime a scene"
19	3. "People are generally afraid to leave their house"
20	4. "We need community events that have consistency"
21	5. "Engage people and strategies collectively"
22	6. "Our kids don't like the police because we don't like the police"
23	7. "There are two types of people - condo people and housing people"
24	8. "We are not proud of being in housing"
25	9. "The elderly are afraid to go outside because of the news"
26	10. "Communities acknowledge that they have a responsibility in creating relationships with police as well"
27	11. "In some cases, it's difficult to communicate with an officer in a uniform because the uniform represents different things to different ethnicities, backgrounds, and experiences"

OPPORTUNITIES PROVISION Insights & Opportunities

- 28 12. “Gang violence has been normalized. I’m more annoyed that I have to walk around a crime scene to get home more than the fact that there was a crime in my neighbourhood”
- 29 13. “Mistrust of the police pushes youth towards gang involvement as gangs foster an ‘Us versus Them’ mentality”
- 30 14. “People are living in past experiences, even beyond their level of police involvement, and passing it onto their kids”
- 31 15. “We need fathers for our children”
- 32 16. “People feel that if they say something, that their whole family will be targeted”

OPPORTUNITIES PROVISION Insights & Opportunities cont...

- 33 17. “Youth are not exposed to anything outside of their neighbourhood, some schools don’t even have any field trips too how gang involved youth anything outside of their neighbourhood”
- 34 18. “Labelling has real issues”
- 35 19. “Kids are vulnerable the day they go to kindergarten”

SOCIAL INTERVENTION Insights & Opportunities

- 36 20. “I am in depression but I need to stand because if I don’t, who will”
- 37 21. “Before kids get into gangs, they’re doing nothing”
- 38 22. “The first question to ask parents is, ‘Do you want help?’”
- 39 23. “The gang mentality is that you can’t come back”
- 40 24. “We are going to be back here in five years and nothing is going to be done about it, like always”
- 41 25. “We can’t even access our programs”
- 42 26. “Why aren’t police in schools?”
- 43 27. “Broken families got us into gangs and human trafficking, but loving families got us out”
- 44 28. “Mentors and opportunities are both very closely linked”
- 45 29. “Grassroots organizations are more effective than some government services because as they operate at later hours”
- 46 30. “Youth cannot self-identify what their own problems are”
- 47 31. “If the child is the support system at home, they are most loose when they’re out of the house because it’s the only time that they can actually be a child”

SUPPRESSION Insights & Opportunities

- 48 32. “You have to give me a few days”
- 49 33. “Shootings became a problem when they started happening in places they weren’t supposed to happen”
- 50 34. “Grassroots policing is key”
- 51 35. “Police priority systems need to be adjusted to link with the value system of individuals and families”

ORGANIZATIONAL CHANGE & DEVELOPMENT Insights & Opportunities

- 52 36. “We are not under serviced, we’re poorly serviced”
- 53 37. “Communities want to be informed of strategies at their level and in forms that they value - face to face. They want input and follow-up”

54 CONTACT INFORMATION

EXECUTIVE BACKGROUND

THE GANG PREVENTION TOWN HALLS

Funded by the Ministry of Community Safety and Correctional Services Proceeds of Crime (POC) Front-line Policing (FLP) 2018-20 grant, the Toronto Police Service's Integrated Gang Prevention Task Force aimed to host 31 Gang Prevention Town Halls in the City of Toronto's 31 lowest equitable, and gang impacted, neighbourhoods with the following intent and goals:

1. To facilitate internal, stakeholder, and community education on gangs and gang prevention
2. To identify areas of improvement on the strategic deployment of front-line uniform officers and focused community outreach, and
3. To promote the Toronto Police Service's Integrated Gang Prevention Task Force and the gang-exit strategy.

GANG PREVENTION TOWN HALL OBJECTIVES

1. To educate front-line uniform officers of the Toronto Police Service, partners stakeholders of the Integrated Gang Prevention Task Force, and engaged community members in the City of Toronto's 31 lowest-equitable neighbourhoods on various aspects of gang prevention.
2. To provide networking opportunities with agencies working in the community domain to build protective factors, such as; bringing people together, promoting positive interactions between adults and youth, and integrating various cultural communities.
3. To provide support for social agencies and community members to come together to discuss and develop plans to address issues of gang risk factors, gang recruitment, gang membership, and gang violence to increase their capacity to deal with the issues of gangs at the community level.
4. To utilize community insights and input from youth, and the community as a whole, to guide the development of programs and services to help youth avoid gang recruitment, criminality, victimization, and involvement in the criminal justice system.
5. To assist organizations to deliver services to fill identified gaps in services by acting as a convenor to link services to gang prevention and intervention initiatives to ensure new services developed are integrated into a comprehensive approach to prevent youth involvement in gangs.

6. To develop systems and supports to sustain an asset-based network of support around families and to support collaborative practices around gang prevention and intervention.
7. To develop and implement action plans and strategies directed towards the prevention, intervention, and suppression of gang violence.
8. To provide collected data and guidance to funding agencies, community departments, and community groups that will help develop policies and programs to support the reduction of gang victimization, gang violence, and gang membership.
9. To facilitate the development of protocols which would articulate the relationships, level of partnership, and information sharing among impacted stakeholders.

GANG PREVENTION BENEFICIARIES

1. The Toronto Police Service and local police services.
2. Gang involved persons, including: youth at risk fo gang involvement, gang associates, and gang members.
3. Community members, including: parents of gang involved persons, siblings of gang involved persons, community members living within gang impacted neighbourhoods, victims of gang violence and crimes, and local businesses, employees, and owners.
4. Social service agencies.
5. Various criminal justice entities.

GANG PREVENTION TOWN HALL FORMAT

All of the Gang Prevention Town Halls were conducted in the following format and manner:

6:00 PM - 6:30 PM	Doors were open for community members, social service agencies, and other stakeholder agencies and attendees - who were all spoken to individually to determine their reason(s) for attending the Gang Prevention Town Hall.
6:30 PM - 7:30 PM	Integrated Gang Prevention Task Force presentation and engagement.
7:30 PM - 9:00 PM	An open, confidential, and moderated open discussion involving all of the participants to gather their insights and experiences. The large majority of the insights shared in this report were gained during this period of conversation.

GANG PREVENTION TOWN HALL REPRESENTED ORGANIZATIONS & PARTICIPANTS

Over **1,600 participants** and **75 government and non-government organizations** attended the Gang Prevention Town Halls. Below is a breakdown of the participating body.

ORGANIZATIONS

Toronto Police Service
Toronto Police Services Board
Community Policing and Liaison Committee Members
Peel Regional Police Service
Hamilton Police Service
City of Toronto
City of Toronto Parks, Forestry, and Recreation
Toronto Community Safety and Wellbeing Unit
Toronto Community Housing Corporation
Halton Community Housing Corporation
Safe & Caring Schools Toronto
Toronto District School Board
Toronto Catholic District School Board
Service Canada
Ministry of the Attorney General
Toronto Anti-Gun & Gang Probation & Parole
Safe City Mississauga
Liberal Party of Canada
Green Party of Canada
Conservative Party of Canada
National Democratic Party of Canada
Canadian Nationalist Party of Canada
Ryerson University
University of Guelph-Humber
Humber College
Fleming College
Centennial College
Yorktown Family Services
Albion Neighbourhood Services
The John Howard Society
For Youth Initiative
Project iRise
The One by One Movement
The Toronto Youth Cabinet
Unison Health & Community Services
Bible-Way Pentacostal Church
Community Action Resource Centre
Toronto Children's Aid Society
Toronto Kiwanis Boys & Girls Club
Delta Family Resource Centre
West Scarborough Neighbourhood Community Centre

United Way Greater Toronto Area
East Scarborough Storefront
Progress Place Mental Wellness
Toronto Artscape Foundation
Midaynta Community Services
Jane Alliance Neighbourhood Services
Give Proof To Our Youth
Toronto Globe & Mail
Mindfulness Everyday
Operational Pre-Frontal Cortex
Black King Entertainment
Urban Promise Toronto
Brampton FOCUS
George Brown College
Fred Victor Organization
Toronto Public Library
Salvation Army
Community Benefits
Big Brothers Big Sisters Toronto
TAIBU Community Health Centre
Youth Speak Performance Charity
International Women Achiever's Award
Jamaica Diaspora Advisory Board of Canada
Mozia Professional Business Centre
Black Youth Helpline
Griffin Centre
Hope and Happiness Counselling Toronto
The Stelex Centre BBS
University Health Network
Zero Gun Violence Movement
Crossroads of Danforth Business Improvement Area

COMMUNITY MEMBERS

Neighbourhood residents
Gang members
Ex-gang members
Human trafficking survivors
Families of gang members
Families of victims of gang violence
Gang violence victims
Gang violence witnesses

GANG PREVENTION TOWN HALLS CONDUCTED

DIVISION	NEIGHBOURHOOD	DATE CONDUCTED
23	Mount Olive - Silverstone - Jamestown	September 5th, 2019
41	Ionview	September 11th, 2019
51	Regent Park	September 12th, 2019
31	Humber Summit	September 19th, 2019
12	Keelestdale - Eglinton West	September 26th, 2019
41	Oakridge	October 3rd, 2019
31	Humbermede (Jamaican Canadian Association)	October 8th, 2019
12	Beechborough - Greenbrook	October 9th, 2019
33	Flemingdon Park	October 10th, 2019
43	Morningside	October 17th, 2019
31	Glenfield - Jane Heights	October 23rd, 2019
14	South Parkdale	October 24th, 2019
12	Weston	November 20th, 2019
31/32	York University Heights	November 21st, 2019
23	Elms - Old Rexdale	November 28th, 2019
41/43	Eglinton East	December 5th, 2019
31/32	Downsview - Roding - CFB	December 11th, 2019
53	Thorncliffe Park	December 12th, 2019
12	Rockcliffe - Smythe	December 19th, 2019
23/31	Thistletown - Beaumont Heights	January 2nd, 2020
33/54	Victoria Village	January 9th, 2020
12/13	Rustic	January 16th, 2020
43	West Hill	January 23rd, 2020
54	Crescent Town	January 30th, 2020
23/31	Kingsview Village - The Westway	February 6th, 2020
12	Mount Dennis	February 12th, 2020
41	Kennedy Park	February 13th, 2020
43	Woburn	February 20th, 2020
31	Humbermede	February 27th, 2020
43	Scarborough Village	March 5th, 2020
31	Black Creek	CANCELLED DUE TO COVID-19
11/12	Weston - Pellam Park	CANCELLED DUE TO COVID-19

INTRODUCTION

Violent crime in Toronto has been relatively low compared to other major urban centres around the world. According to the Safe Cities Index 2019 (SCI), Toronto ranked 6th, trailing only Tokyo, Singapore, Osaka, Amsterdam and Sydney, on the ability to provide safety to citizens (Safe Cities Index 2019, Economist). In determining what is meant by safe, the SCI draws on a number of factors such as the level of police engagement, street crime data, gun regulations and enforcement, rate of drug use, organized crime and citizen's perception of safety. Despite the impressive ranking, Toronto like other cities in Canada, has recently faced an increase in violent crime.

VIOLENT CRIME IN CANADA

The National Crime Prevention Centre (NCPC) deems gang activity and gun violence as a notable concern for many Canadian communities (Public Safety Canada, 2018). This is understandable as Canada continues to experience an increase in violent crime that is specifically related to street gang activity. In 2014, there were 497 homicides across the country that had a known link to organized crime or a street gang. Over the span of four years ending in 2018, there was a 7.62% increase in homicides in Canada (Statistics Canada, 2020). In response, the Federal Government allocated \$328 million over five years, and \$100 million annually thereafter, for a multi-level government action plan to tackle gun-related violence and gang activity on a national level. Furthermore, the Summit on Gun and Gang Violence, hosted by the Minister of Public Safety and Emergency Preparedness Canada, met to discuss national trends in violence, identify priority actions, and determine how to advance efforts in the prevention, intervention, and suppression of gun and gang violence (Public Safety Canada, 2018). With over 180 representatives from the law enforcement, criminal justice, academic, and government sectors, the Summit made clear the significance of gun and gang-related violence in Canadian communities (Public Safety Canada, 2018).

VIOLENT CRIME IN TORONTO

The Mayor of Toronto, John Tory, noted that about 65% of gun-related homicides in Toronto were linked, in one way or another, to gang activity (Public Safety Canada, 2018). Recent statistics support the urgency for action. Toronto saw 96 murders in 2018, a record number, surpassing the so-called 'summer of the gun' murder rate by 20%, recorded 13 years earlier. Notably, approximately 14% of the number of people killed in 2018 were the result of two dreadful incidents - the North York van attack and the Danforth shooting. Additionally, in 2019, while the number of homicides in Toronto fell slightly and those killed by a gun also decreased, there was a 16% increase in shootings from the previous year (Statistics Canada, 2019). Arguably, the latter statistics provides a clearer picture of the extent of gun violence in Toronto.

The Toronto Police Service (TPS) has prioritized combatting gang violence and is actively addressing the issue by implementing the Transformational Task Force's objectives outlined in the *TPS's Action Plan: The Way Forward*. The document sets out criteria aimed at modernizing policing practices and cultures with an emphasis on the active integration of the diverse perspectives of Toronto's residents and communities in shaping neighbourhood-centric policing practices. The report stressed the necessity of inviting the communities most affected by violent crime to share their concerns as to how to combat gun and gang violence.

The Toronto Integrated Gang Prevention Task Force (IGPTF) has been responsive to the need for a greater community voice. The IGPTF's mandate is to reduce gang membership and violence through a multi sectoral approach focused on education, prevention, intervention, and suppression in partnership with like-minded stakeholders (Toronto Police Service, 2020). To enhance community engagement, the IGPTF partnered with students from the University of Guelph-Humber Justice Studies program and organized Community Town Hall Meetings (CTHM) in 30 low equitable and Toronto Strong 2020 Neighbourhood

Improvement Areas. These meetings offered insight into what the residents had to say about gun and gang activity in their neighbourhoods.

COMMUNITY TOWN HALL MEETINGS

The IGPTF officers and students from the University of Guelph-Humber organized 30 CTHM at various locations throughout the Toronto Strong 2020 Neighbourhood Improvement Areas. The purpose of these meeting was to establish a coordinated response to the complex needs of high-risk and gang involved youth. Studies suggest that, “the best results in addressing the youth gang problem come from the community working together” (Dunbar 2017). The community members who attended these meetings were asked to register, however, this was strictly voluntary and consequently, the number of participants recorded may not be an accurate indication of the true number of people who attended. Furthermore, the listed participants included the organizing police officers and students. Nevertheless, the total number of registered people in attendance at the 30 meetings totalled 1,353.

Initially, the organizers planned to host 31 CTHM and distribute community surveys to attendees at the final seven sessions. However, the COVID-driven social and physical distancing measures forced the organizers to cancel the final two meetings. Therefore, surveys were available for participants at five meetings, at which there were 264 attendees and of those, 86 completed the community surveys. Furthermore, 15 individuals who worked in a sort of social outreach capacity in these neighbourhoods completed social agency surveys. These surveys had slightly different questions than posed to the community members. All participants were advised that the purpose of the surveys was to ascertain their perspective in what they believed to be the contributing factors leading to gang activity, as well as what they considered to be possible solutions or preferred next steps to address the problem of gang activity in their neighbourhood. All participants were advised that the surveys would remain anonymous.

Demographically, out of the 86 community members who completed the surveys, 60 identified as female

(70%) and 26 identified as male (30%). On the question regrading race/ethnicity, the majority identified as White (45%), followed by Black/Canadian African (19%), East/Southwest Asian (12%), and South Asian 10%).

To the question: *Please pick the top three concerns that you have about your community, if any*, the majority of community members indicated robbery/theft (51%), drugs (45%) and gang activity (38%) (see figure 1).

Figure 1: Top Concerns of the Community

1. Robbery/Theft (51.2%)
2. Drug Dealing/Use (45%)
3. Gang Activity (37.5%)
4. Unemployment (30%)
5. Homicide (23.8%)
6. Insufficient Street Lighting (22.5%)
7. Low Police Activity (21.3%)
8. Unkept Property (17.5%)
9. Domestic Violence (12.5%)
10. Vandalism (12.5%)
11. Graffiti (10%)
12. Loud Music (7.5%)
13. High Police Activity (1.3%)
14. Sexual Harassment (1.3%)
15. City Planning (1.3%)
16. Income Inequality (1.3%)
17. Speeding (1.3%)
18. Shooting (1.3%)
19. Lack of Youth Safe Space After 6 PM (1.3%)

Of the 78 community members who responded to the question: *Do you feel safer in the community now than you did two years ago?* The majority responded that they did not feel safer (60%). Some of the reasons offered for their unease was an apparent increase in gun related incidents, such as shootings or shots fire in the building in which they lived. To the question: *In the past year, has gang activity in your community increased, decreased or remained about the same?* the majority of community members indicated that there was an increase (54%) while fewer felt it remained the same (40%). Very few community members believed gang activity was declining in their neighbourhood. Interestingly, although most

community members believe that gang activity was increasing in their neighbourhood, for those with children, the majority felt that their children would not be involved (72%). As for the social agency members working in the neighbourhoods, to the question: *Among the youth that you serve, do you believe that gang activity is increasing, decreasing or staying the same?* the majority (73%) believed that there was an increase, while fewer felt gang activity had remained the same (27%). No social agency worker believed that gang activity was declining in the neighbourhood in which they worked.

To the question; *Please pick the top three reason you believe gang activity exists in your community*, the top responses were poverty (58.4%), lack of activities (32%) and family problems (32%) (see figure 2).

Figure 2: Contributing Factors

1. Poverty (58.4%)
2. Lack of Activities (32.1%)
3. Family Problems (32.1%)
4. School Problems (29.8%)
5. Family/Friends in Gangs (27.4%)
6. To Feel Love/Sense of Belonging (26.2%)
7. Boredom (22.6%)
8. Power (22.6%)
9. Police Labeling (14.3%)
10. Protection (14.3%)
11. Gangs Are Not A Problem Here (4.8%)
12. Toxic Masculinity (1.2%)
13. Everything (1.2%)
14. Income Inequality (1.2%)
15. Family Legacy (1.2%)

Comments by community members and social agency workers to this question included, little encouragement to pursue education or employment, family breakdown, peer pressure, racism, discrimination, lack of mentors, underfunded initiatives to assist youth, and a lack of accountability in the justice system. The major strategies that community members felt would alleviate the gang problem in their area was an increase in mentorship (73%), increase in job training (61%) and tutoring (35%) (see figure 3).

Figure 3: Notable Strategies

1. Mentoring (72.6%)
2. Programs/Recreation (65.5%)
3. Job Provision and Job Training (60.7%)
4. More Police Protection (36.9%)
5. Tutoring (34.5%)
6. Gangs Are Not A Problem Here (8.3%)
7. More Educational Programs (1.2%)
8. School Intervention (1.2%)
9. Focus Table (1.2%)
10. Education (1.2%)
11. Prison (1.2%)

Out of the 84 community members who answered the question on solutions, only one indicated that an increase in incarceration was a feasible option for solving the problem.

Finally, community members were asked what they were willing to do, if anything, to address gang activity in their community. Encouragingly, the majority of community members responded that they were eager to get involved. For instance, many were willing to help with mentorship (54%), assist in teaching skills (41%), neighbourhood outreach programs (40%), and were prepared to become youth group leaders (35%). A few community members (13%) indicated that they had no desire to assist in anyway (see figure 4).

Figure 4: Areas of Community Involvement

1. Mentor (54.4%)
2. Teach Skills (41.2%)
3. Neighbourhood Outreach (39.7%)
4. Become a Youth Group Leader (35.3%)
5. Tutor (22.1%)
6. Form/Coach Sports Leagues/Teams (22.1%)
7. Nothing (13.2%)
8. Other (11.8%)

APPROACHES TO SUPPRESSING GANG VIOLENCE

There is considerable debate as to how to effectively tackle gun and gang violence. Reasonable approaches include regulations and restrictions on gun ownership, a stronger stance at the border, reflective sentences for those illegally in possession of guns and

those who use them for violent crime, as well as providing positive alternatives for youth, especially the most vulnerable. Clearly, from the perspective of the people who live and work in vulnerable neighbourhoods and who are negatively impacted by gang violence, the focus should shift to the positive alternatives for youth. Citing poverty, lack of activities and family problems as the reasons why their neighbourhoods are disrupted by gang activity, the community members logically point to increased social services such as mentoring programs, job training and tutoring as viable solutions to make a dent in the problem.

While we know that the vast majority of young people are not involved in criminal activity or gangs, there are a number of Canadian and American studies that suggest certain risk factors that contribute to gang involvement (Howell 2019; Rossiter and Rossiter 2009). The risk factors include negative influence in the lives of youth, limited attachment to the community, over reliance on antisocial peers, alcohol and drug abuse, limited employment opportunities as well as a lack of sense of (community) belonging (Howell 2005). It has also been documented that those living in the greatest levels of inequality and social disadvantage are the most susceptible to gang association (Ngo et al. 2013). For instance, in one study surveying individuals with a history of criminal gang involvement, the results suggest that those living in poverty with family and school problems are more likely to be involved in gang activity (Ngo et al. 2017). These risk factors identified in studies mirror those opined by the community members.

In the Canadian study directed by Ngo et al., the gang-involved respondents were primarily from working class or low-income families. Approximately 33% of the respondents indicated that they had lived in poverty for an extended period of time. The majority of the respondents disclosed inadequate parental guidance and the absence of fathers was identified as being particularly problematic. In fact, the respondents had difficulty in identifying *any* positive adult figures in their lives. Almost all of the respondents endured persistent academic struggles that started early in their education. The majority expressed negative

perceptions of the community in which they lived and they did not have a sense of belonging. Finally, the majority of respondents were either unaware of services in their community or did not access them. The few who did connect with social services, did so because of a court order (Ngo et al. 2017). These studies and the concerns raised by the individuals at the CTHM suggest that, “there is a need for a wide range of policy and service strategies to provide family-based, school-based and community-based support to high-risk and gang involved youth” (Ibid).

POLICE/COMMUNITY RELATIONS

While the organizers of the CTHM were alive to the fact that they would have to accept the rough with the smooth, they were uncertain as to how the CTHM would play out. While some police agencies offer open-house presentations on gang violence, this was the first time in Canada that a police service organized this many engagements with so many neighbourhoods focusing on a single issue. Nonetheless, the sessions ran relatively smoothly after some slight modifications. For instance, on a number of occasions, the meeting commenced with some community members voicing their negative experience with the police. This triggered others to complain and while it is understandable that people wanted to express their opinions about the police, this changed the purpose of the meeting. The IGPTF officers allowed the members to express their opinions and then reminded the audience that the focus of the meeting was on gang violence. Second, the community members made it known that they were uncomfortable speaking with officers in uniform and preferred that they attend in casual dress. Third, the community members were sceptical of city counsellors or police senior officers attending for self-centred reasons. If the officials were there to contribute to finding effective solutions to the problem, then the community members were more than willing to discuss their concerns. At a few of the sessions, senior officers, members of the Police Services Board and city counsellors were well accepted as they positively participated in discussions. While some sessions were less agreeable than others, the organizers of the CTHM believe that every meeting ended on a positive note.

The main hurdle for the organizers was the difficulty in notifying members of the public of upcoming sessions. Information about the CTHM were posted on the IGPTF website and city counsellors passed on the information through their social media outlets, however, many community members advised that they heard about the event at the 'last minute'. Most of the residents said that they became aware of the event after noticing a poster in the lobby of their building. Better communication of the events and more widely publicized information are the goals for future sessions.

FOCUSSED DETERRENCE STRATEGIES AND CRIME CONTROL

Increasingly in the United States, focused deterrence strategies have been used as an approach to address gun and gang violence. Briefly, the intent of these strategies is to change the behaviour of the offender through mobilizing efforts of the police, community and social services (Kennedy 2011). These approaches include direct communication of increased enforcement risks as well as social service assistance to the targeted individuals (Braga 2018). Some researches see great potential in this approach in not only reducing violent crime, but also improving relationships between community members and the police officers who serve them (Meares 2009). On the other hand, these types of methods aren't without critics, primarily due to weak evaluations (Seabrook 2009). Nevertheless, there are studies to suggest that the implementation of these programs has been associated with a statistically significant reduction in crime (Braga 2018). Researchers conclude, "focused deterrence strategies, designed to change offender behaviour through a blended enforcement, social service and opportunity provision and community-based action approach, are effective in controlling crime" (Braga 2018, P. 240). While it may be countered that due to cultural differences between Canada and the United States, Canadian police services should be skeptical of introducing American programs, there are studies to suggest that this approach is effective in reducing gang violence in other countries as well (Deuchar 2013). Therefore, programs should be motivated by evidence-based studies as well as remaining broadminded when considering the different approaches.

At the CTHM, the organizers had invited guest speakers to share their experiences with gangs and to offer practical deterrent strategies. One such speaker was film producer Rico King, best known for producing *Tears in the Bayou*, a documentary recounting the non-stop gun violence in Houston, Texas. His charitable work also includes 'No Shoot Zones', an initiative dedicated to assisting communities play a greater role in addressing gun violence in their neighbourhoods. The community members were responsive to these types of initiatives and saw the importance in actively helping to restore order and quality of life to their neighbourhood. The organizers intend to include other community-focused initiatives in future meetings.

CONCLUSION

Gun and gang violence is a reality in many of the disenfranchised neighbourhoods in Toronto. At the CTHM, community members identified poverty, and a lack of activities for youth and family problems as the underlying causes of gang involvement and see mentorship, job training and education as key factors for protecting youth. These protective factors to confront gang violence are supported by a number of studies that suggest stable families, job training, educational achievement and employment are essential insulators against gang involvement (Howell 2019).

There is no single cure for gun and gang violence in Toronto or any city for that matter, however, any gang reduction approach must include city officials, social agencies, police and the community members themselves. The CTHM provided a welcoming platform, where all concerned can work together to establish a comprehensive campaign to provide help to those who need it to stop those who continue their violent behaviour.

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CATEGORY & STRATEGICAL BREAKDOWN OF INSIGHTS & OPPORTUNITIES

COMMUNITY MOBILIZATION

- The involvement of community members, including former gang-involved persons, community groups, social service agencies, and the coordinations of programs and staff functions within and across stakeholder agencies.

OPPORTUNITIES PROVISIONS

- The development of a variety of specific education, training, and employment programs targeting gang-involved youth and their families.

SOCIAL INTERVENTION

- Involving community social service agencies, schools, grassroots groups, faith-based organizations, police, and other justice entities in “reaching out” to gang-involved persons and their families, and linking them within conventional world and needed social services.

SUPPRESSION

- Formal and informal social control procedures, including close supervision and monitoring of gang-involved persons by justice entities and community-based agencies, schools, and grassroots groups.

ORGANIZATIONAL CHANGE & DEVELOPMENT

- The development and implementation of policies and procedures that result in the most effective use of available and potential resources, within and across all internal units, stakeholder agencies, and social services to better address the gang problem.

As suggested and outlined in the Office of Juvenile Justice and Delinquency Prevention’s Comprehensive Gang Model: Best Practices To Address Community Gang Problems.

COMMUNITY MOBILIZATION

INSIGHTS & OPPORTUNITIES

1. “The distrust starts at home”

INSIGHT

- Community members who reside in gang and crime impacted neighbourhoods don't only distrust the police, but they have a general distrust of the world.
- When a community member is a victim of a homicide that occurs within the community that they reside in, often times the surviving family members believe that people in their own neighbourhood are aware of who committed the murder. However, that information is rarely shared with the surviving family members.
- Family members of homicide and/or shooting victims carry a general distrust, fuelled by anxiety and trauma, in almost every level of interaction they have throughout their day - with the exception of other family members, close friends, and religious institutes.
- These experiences become adopted experiences within their family and social circles.
- Police only account for an approximate 10% of their overall distrust in life.

OPPORTUNITIES

- Sharing this perspective with police officers may increase their optimism of developing a healthy and trusting relationship with otherwise distrusting community members.
- Police officers may be able to utilize this deeper understanding of the real and perceived obstacles that impacted community members feel on a daily basis to foster healthy, trusting, and prosocial relationships.
- Police officers who feel confident in their understanding of this perspective may be able to re-share this perspective back to impacted community members who may not be consciously aware of their outlook on life, and work with them to identify their personal risk factors and the appropriate social services that may benefit them.

ACTION

- This insight is being actioned via the Toronto Police Service's Project #Engage416 through strategic deployment and collaboration of police officers, social services, and community members in 12, 23, and 31 Division in 12 gang and crime impacted neighbourhood improvement areas.
- This insight is being actioned via the Toronto Police Service's Project #Engage416 through the effective development and use of internal and external lectures, training, and social media content to raise public awareness.

COMMUNITY MOBILIZATION INSIGHTS & OPPORTUNITIES

2. “Politicians are only around when it’s an election time and police are only around when there’s a crime scene”

INSIGHT	<ul style="list-style-type: none"> • Some community members residing in gang and crime impacted neighbourhoods feel disconnected from both the police and local government officials, citing that they only have interactions with local government officials when it’s during an election period and with the police when there’s a crime scene. • This perception, in combination with various personal life events, contributes to general feelings of being devalued, unimportant, and having no voice in the implementation of initiatives and strategies within their own neighbourhood. • Community members advised that they would be welcoming and open to conversations with local political leaders and police officers of all ranks if they came to their neighbourhood regularly, out of a uniform or business attire, and outside of critical election periods and crime scenes.
OPPORTUNITY	<ul style="list-style-type: none"> • Consistency in professional and personal relationships was identified a shared ingredient in the recipe for healthy, positive, and valued relationships with gang and crime impacted communities. • Creating positive relationships in otherwise disengaged communities requires an effort to bring the relationship directly to them, as opposed to having them come to various government offices in the downtown core.
ACTION	<ul style="list-style-type: none"> • This insight is being actioned via the Toronto Police Service’s Project #Engage416 through strategic deployment and collaboration of police officers, social services, and community members in 12, 23, and 31 Division in 12 gang and crime impacted neighbourhood improvement areas. • This insight is being actioned via the Toronto Police Service’s Project #Engage416 through the effective development and use of internal and external lectures, training, and social media content to raise public awareness.

COMMUNITY MOBILIZATION INSIGHTS & OPPORTUNITIES

3. “People are generally afraid to leave their house”

INSIGHT

- Some community members residing in gang and crime impacted neighbourhoods advised that they have a strong general fear of leaving their residence on a daily basis.
- The fear stems from local crime incidents, homicides, shootings, news coverage, social media, adopted experiences from other community members, and a general feeling of distrust.
- Contrary to what may appear as popular opinion, most gang and crime impacted community members advised that they wanted more of a uniform police presence in their neighbourhood to increase their general feelings of safety and foster a healthy community, including; going out to the park with their children, being able to get groceries for their family without fearing for their safety, being able to work shift work without feeling as though they will be a victim of a random shooting, and being able to socialize and build relationships with local community members, leaders, and social services.

OPPORTUNITY

- Developing trust and positive relationships in gang and crime impacted communities is an obstacle that every major metropolitan police service faces.
- Strategically deploying uniformed officers to these communities with the intent of combining a provided sense of safety while proactively engaging residents may help build bridges in otherwise distrusting neighbourhoods.

ACTION

- This insight is being actioned via the Toronto Police Service's Project #Engage416 through strategic deployment and collaboration of police officers, social services, and community members in 12, 23, and 31 Division in 12 gang and crime impacted neighbourhood improvement areas.
- This insight is being actioned via the Toronto Police Service's Project #Engage416 through the effective development and use of internal and external lectures, training, and social media content to raise public awareness.

COMMUNITY MOBILIZATION INSIGHTS & OPPORTUNITIES

4. “We need community events that have consistency”

INSIGHT

- A youth, who self identified as a gang member, shared that the lack of social activities within their interests led to their recruitment into their gang and was also the reason that they don't leave the gang.
- The youth gang member stated that they didn't care who ran consistent athletic programs or events (police or otherwise), but if there was something happening on a consistent level in a place of safety, they would participate, champion, and encourage other gang involved youth to participate.
- The youth gang member advised that the most ideal event or sport would be *“basketball, as stereotypical as that may sound. I don't care who is organizing it. It could be police, jails, hospitals - I don't care. I just need something that I want to do, not forced on me”*.

OPPORTUNITY

- Bridging the gap between youth at risk of gang involvement and positive adult role models has been, in evidence-based studies, one of the highest returns of social investment in curbing delinquent behaviour, encouraging pro-social attitudes, and reducing recidivism.
- Police officers who are naturally inclined to show an interest in pursuing such types of events should be highly encouraged to bridge the gaps in relationships with law enforcement, gang involved youth, youth involved in the criminal justice system, their siblings, and their families.
- Additionally, community members advised that when police officers are participating in community events and are disengaged or disinterested, it creates a further divide when they feel as though they've taken the effort and time out of their day to show up. They also acknowledged that they don't expect every single officer to see the value and importance of having community focused relationships within their neighbourhood, but were critical of police management identifying disengaged officers as the most ideal officers for community events.

ACTION

- This insight is being actioned via the Toronto Police Service's Project #Engage416 through strategic deployment and collaboration of police officers, social services, and community members in 12, 23, and 31 Division in 12 gang and crime impacted neighbourhood improvement areas.
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COMMUNITY MOBILIZATION INSIGHTS & OPPORTUNITIES

5. “Engage people in strategies collectively”

INSIGHT	<ul style="list-style-type: none">• Community members residing in gang and crime impacted neighbourhoods advised that when government strategies or initiatives were development and implemented in their neighbourhoods, they were often unaware of the initiative until either the projects were being implement or closed.• They advised that they feel disengaged from government efforts as their needs haven't been solicited or included in the high level problem assessments that would be of high value to them.
OPPORTUNITY	<ul style="list-style-type: none">• Government agencies must consult with community members in the planning stages of projects, initiatives, and/or strategies to gain community support, insight, an in depth needs assessment, the identification of values versus priorities, and ensuring that the best method of delivery is identified.• Strategically and efficiently engaging community members in the planning phases also fosters positive community relationships, true empowerment, and localized advocacy work.
ACTION	<ul style="list-style-type: none">• This insight is being actioned via the Toronto Police Service's Project #Engage416 through strategic deployment and collaboration of police officers, social services, and community members in 12, 23, and 31 Division in 12 gang and crime impacted neighbourhood improvement areas.• This insight is being actioned via the Toronto Police Service's Project #Engage416 through the effective development and use of internal and external lectures, training, and social media content to raise public awareness.

COMMUNITY MOBILIZATION INSIGHTS & OPPORTUNITIES

6. “Our kids don’t like the police because we don’t like the police”

INSIGHT

- Several Gang Prevention Town Halls had participants that were parent(s) of children who had died as a result of gun and gang violence. In several of the Gang Prevention Town Halls, these parent(s) shared their unfortunate experiences of finding their deceased child and the associated trauma associated with the loss of a child.
- In one case, a parent shared that they had taught their children that the “*police are the enemy*”. The parent continued to grieve and pleaded that they felt as though they had a part to play in the death of their child. The parent shared that after the death of their child, some of the most supportive people in their life were the Homicide investigators.
- Having a positive experience with police during a traumatic moment dramatically changed this parents perspective on police and the community that they reside in.
- The parent plead to the participants in the Gang Prevention Town Hall that their children had adopted their negative mindset towards various forms of authority (*including the police and teachers*) and it impacted their ability to develop positive and pro-social relationships with adult role models.

OPPORTUNITY

- Connecting influential community leaders with strategic neighbourhood initiatives are a bridge of trust within gang and crime impacted neighbourhoods.
- Highlighting, encouraging, and empowering community members who have lived experiences that are valuable to the greater good has the ability and impact to greatly influence the perspectives of communities as whole, organically and efficiently - from the inside out.

ACTION

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COMMUNITY MOBILIZATION INSIGHTS & OPPORTUNITIES

7. “There are two types of people - condo people and housing people”

INSIGHT	<ul style="list-style-type: none">• Community members who reside in Toronto Community Housing revealed that they felt as though they are serviced differently by various government and non-government organizations.• In particular, community members who reside in rejuvenated neighbourhoods with a mix of both private condominium owners and Toronto Community Housing tenants had the perspective of discrimination on a daily basis. They felt as though they get treated different at the grocery store, at local schools, their interactions with police, and when attending various government municipal services (Ontario works, the Ministry of Transportation Ontario, etc.).• As a result of this perspective, impacted community members advised that they often felt isolated, disengaged, and devalued. Some community members advised that these feelings lead them to pursue negative habits as a coping mechanism, including drug and alcohol use, negative self talk, and general feelings of isolation and disconnect.
OPPORTUNITY	<ul style="list-style-type: none">• Ensuring a high quality of professional service in interactions with community members residing in gang and crime impacted neighbourhoods will strengthen community trust, foster healthier family structures, and encourage pro-social attitudes.
ACTION	<ul style="list-style-type: none">• This insight is being actioned via the Toronto Police Service's Project #Engage416 through strategic deployment and collaboration of police officers, social services, and community members in 12, 23, and 31 Division in 12 gang and crime impacted neighbourhood improvement areas.• This insight is being actioned via the Toronto Police Service's Project #Engage416 through the effective development and use of internal and external lectures, training, and social media content to raise public awareness.

COMMUNITY MOBILIZATION INSIGHTS & OPPORTUNITIES

8. “We are not proud of being in housing”

INSIGHT

- Some community members who reside in Toronto Community Housing indicated that they felt a sense of shame for residing in community housing.
- The overwhelming members of the community who reside in Toronto Community Housing shared that they wished for a better life, however, had no direction, access to information, feasible education, or guidance communicated to them on a level of understanding that they felt confident with, to successfully implement a strategy to change the course of their future.
- Surrounded by mixed private and community housing within the same neighbourhood, some community members residing in Toronto Community Housing shared that they felt unaccomplished, insecure, and upset about their own lives when they would see high end vehicles in their shared parking lots and other private tenants wearing high valued clothing and jewellery. These community members were capable, intelligent, and willing to pursue their individual personal and professional goals, however, lacked either the capital, mentorship, or guidance to be able to develop a feasible action plan to pursue their goals.
- This perspective and experience creates a local community divide that manifests feelings of insecurity and dependence, resulting in anti-social behaviour.

OPPORTUNITY

- Understanding this perspective may afford police officers with an insightful understanding, empathy, and perspective to successfully engage community members residing in Toronto Community Housing, and gang and crime impacted neighbourhoods at an impactful level.
- This will strengthen relationships among the Toronto Police Service and gang and crime impacted communities, foster a higher quality of service, and encourage pro-social attitudes.
- Being able to understand this perspective may allow for members of the Toronto Police Service to resonate with, and mitigate, any of the associated risk factors associated to the community members that they’re dealing with and re-route conversations to practical next steps in the pursuit of community goals, achievements, and fulfillment.

ACTION

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COMMUNITY MOBILIZATION INSIGHTS & OPPORTUNITIES

9. “The elderly are afraid to go outside because of the news”

INSIGHT	<ul style="list-style-type: none"> • The elderly population residing in gang impacted communities advised that they felt disengaged from their community and local government services, fearful of the violence in their neighbourhood, and vulnerable. • In many of the testimonials, the elderly population advised that they had the time, experience, and wisdom to be able to influence their local community, however, felt as though they lacked the support and access to be able to facilitate community events, strategies, and initiatives effectively. • The elderly population advised that they’re fearful to leave their residence as they have feelings of extreme vulnerability to personal attacks, random acts of violence, and intimidation from local gang members residing in their community.
OPPORTUNITY	<ul style="list-style-type: none"> • Engaging the elderly population in gang impacted neighbourhoods may strengthen pro-social attitudes among pillar community and neighbourhood members, positively support feelings of security within a vulnerable population, and encourage true empowerment within local community champions to feel able and competent in driving sustainable solutions for an extended period of time, absent of police involvement.
ACTION	<ul style="list-style-type: none"> • This insight is being actioned via the Toronto Police Service’s Project #Engage416 through strategic deployment and collaboration of police officers, social services, and community members in 12, 23, and 31 Division in 12 gang and crime impacted neighbourhood improvement areas. • This insight is being actioned via the Toronto Police Service’s Project #Engage416 through the effective development and use of internal and external lectures, training, and social media content to raise public awareness.

COMMUNITY MOBILIZATION INSIGHTS & OPPORTUNITIES

10. “Communities acknowledge that they have a responsibility in creating relationships with police as well”

INSIGHT	<ul style="list-style-type: none"> Community members who attended Gang Prevention Town Halls advised that they were aware that their participation in initiatives, strategies, and root cause solutions were essential in the solutions surrounding gang membership, violence, and recruitment. Community members stated that they'd be willing to participate and lead strategies, however, the strategies and initiatives had to be in alignment that would not compromise their personal safety. Strategies focused on community mobilization, creating opportunities, improving the economic condition of their neighbourhood, fostering an environment of care, and creating localized educational opportunities were ideas that would be most supported by the community. Enforcement led initiatives were perceived as problematic strategies for community members residing in gang and crime impacted neighbourhood to participate in, or publicly champion.
OPPORTUNITY	<ul style="list-style-type: none"> By identifying what the immediate concerns are of communities impacted by crime, the Toronto Police Service can effectively engage and encourage community members to participate in strategies that are in alignment with both their personal interests and personal safety. In most cases, the community members advised that they wanted to feel empowered in the leadership of localized initiatives.
ACTION	<ul style="list-style-type: none"> This insight is being actioned via the Toronto Police Service's Project #Engage416 through strategic deployment and collaboration of police officers, social services, and community members in 12, 23, and 31 Division in 12 gang and crime impacted neighbourhood improvement areas. This insight is being actioned via the Toronto Police Service's Project #Engage416 through the effective development and use of internal and external lectures, training, and social media content to raise public awareness.

COMMUNITY MOBILIZATION INSIGHTS & OPPORTUNITIES

11. “In some cases, it’s difficult to communicate with an officer in a uniform because the uniform represents different things to different ethnicities, backgrounds, and experiences”

INSIGHT	<ul style="list-style-type: none"> • The City of Toronto is extremely diverse and has cultural and religious representation from all over the world. • Several community members advised that they were unaware of the model of policing within Canada. Often times, they shared that they originated from countries riddled with obvious police and government corruption. Those experiences remained with them and, while they attended a police-led Town Hall, they advised that they did so out of desperation and fear from their own neighbourhood. • Once they grew an understanding of how the Toronto Police Service operated, what the mission statement was, and the aim of a community centric approach, the initially hesitant community members became very forthcoming, positive, and eager to participate.
OPPORTUNITY	<ul style="list-style-type: none"> • The Toronto Police Service can utilize effective outreach, engagement, and messaging to address the cause and concern of the many community members who originate from countries with historical police and political corruption. • By combating their previous experiences, community members who would otherwise not communicate with, support, or report crimes to police would cooperate with police and effectively combat localized crime, while fostering strong community relationships.
ACTION	<ul style="list-style-type: none"> • This insight is being actioned via the Toronto Police Service’s Project #Engage416 through strategic deployment and collaboration of police officers, social services, and community members in 12, 23, and 31 Division in 12 gang and crime impacted neighbourhood improvement areas. • This insight is being actioned via the Toronto Police Service’s Project #Engage416 through the effective development and use of internal and external lectures, training, and social media content to raise public awareness.

OPPORTUNITIES PROVISIONS

INSIGHTS & OPPORTUNITIES

12. “Gang violence has been normalized. I’m more annoyed that I have to walk around a crime scene to get home more than the fact that there was a crime in my neighbourhood”

INSIGHT	<ul style="list-style-type: none"> • An insightful youth, who resides in a gang impacted neighbourhood, advised that they were more bothered by having to take a different route home as a result of a crime scene than a crime having taken place in their neighbourhood. • This youth advised that the normalization and conditioning of gang and crime impacted neighbourhoods fosters a cultural norm at the community and neighbourhood level of acceptance and tolerance for delinquent behaviour. • Subsequently, additional community members across all Gang Prevention Town Halls echoed this sentiment and stated that they wished for positive changes within gang and crime impacted communities, but felt as though the compassion for the victims has been lost in the acceptance of residing in a gang controlled neighbourhood.
OPPORTUNITY	<ul style="list-style-type: none"> • Effectively identifying, engaging, and empowering insightful and motivated youth in community initiatives within gang and crime impacted neighbourhoods may be source of influence to promote prosocial attitudes, adjust the cultural norms that are accepting of gang violence and behaviour, and prevent the increase of gang recruitment and membership.
ACTION	<ul style="list-style-type: none"> • This insight is being actioned via the Toronto Police Service’s Project #Engage416 through strategic deployment and collaboration of police officers, social services, and community members in 12, 23, and 31 Division in 12 gang and crime impacted neighbourhood improvement areas. • This insight is being actioned via the Toronto Police Service’s Project #Engage416 through the effective development and use of internal and external lectures, training, and social media content to raise public awareness.

OPPORTUNITIES PROVISIONS

INSIGHTS & OPPORTUNITIES

13. “Mistrust of the police pushes youth towards gang involvement as gangs foster an ‘Us versus Them’ mentality”

INSIGHT

- A self identified ex-gang member stated that they were influenced by family members, friends, and music to dislike and distrust the police and other authoritative figures. As a result, they not only avoided attempts of engaging police officers who had attempted to reach out in the past, but also any attempts by authoritative adult role models, including; teachers, guidance counsellors, and local community leaders.
- At a young age, the self identified ex-gang member was groomed by like-minded adult gang members who further substantiated their individual belief system.
- As the self identified ex-gang member got older, they began to have positive interactions with members of the police, teachers, and social workers who influenced them to change their perspective and pursue a life outside of gangs and crime.
- The self identified ex-gang member stated that persons in authority must understand the perspective of obstacles that gang members feel everyday - and the importance of being consistent in outreach efforts.
- The self identified ex-gang member shared that an individual police officer was consistently around, positive, fair, and professional in the arrest of them and their associates in the past. As a result, the gang as a whole had a level of respect for this individual police officer - which led to this particular gang member befriending the police officer and pursuing new relationships with positive adult role models.

OPPORTUNITY

- The importance of consistency in bridge building, outreach efforts, and professional conduct have impacts greater than a single layer. Consistency requires patience, understanding, and a belief in a vision. Combined with effective communication, consistency is a long term requirement for cementing the foundation of stable relationships.

ACTION

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OPPORTUNITIES PROVISIONS

INSIGHTS & OPPORTUNITIES

14. “People are living in past experiences, even beyond their level of police involvement, and passing it onto their kids”

INSIGHT

- Several community members who attended the Gang Prevention Town Halls were re-living experiences that they had with the Toronto Police Service - some being 20 years ago.
- These experiences, alongside adopted experiences from their social circle, were continually passed on to their children, friends, and family - and cycled through their additional circles respectively.
- As a result, community members had negative views of police officers without having a single encounter, experience, or interaction with any police officer at any point in time.
- These unaddressed cycles of experience directly lead to poor relationships between the police, gang impacted communities, and victims of crime.
- If addressed effectively, this will decrease the levels of anxiety, paranoia, and distrust that impacted communities may have adopted towards the police.
- Many community members were unaware of the developments in police protocols, training, education, and outreach to increase service delivery and adjust to the voice of the community.
- While some conversations became hostile and aggressive, the emotions eventually subsided and a healthy, constructive, and appreciated integrative conversation prevailed that focused on the future, safety, and individual success of all those impacted.

OPPORTUNITY

- Engaging in effective public education, marketing, advertising, and public relations may break the cycle of negative, outdated, and inaccurate perceptions of the Toronto Police Service which may lead to increased public support, increased reporting of crime, and a decrease in anti-social behaviours.

ACTION

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OPPORTUNITIES PROVISIONS

INSIGHTS & OPPORTUNITIES

15. “We need fathers for our children”

INSIGHT

- A mother shared her experience of finding her child - shot on her driveway, deceased. As she shared her grief and experience, she brought forward the belief that an absentee father was a critical element in her deceased child’s life that pushed them towards being gang involved.
- A male participant responded and stated that he has been trying to have a relationship with his teenage child for several years, however, court orders and his child’s mother have prevented him access from being an involved in his child’s life.
- This father stated that he had a lengthy criminal past, however, as he has aged and matured in life, he has been steadily employed and wishes for nothing more than to be a part of his child’s life. He expressed his frustration and was desperately seeking some resolve.

OPPORTUNITY

- Identifying with males who are criminally involved, father’s, and/or before the courts on orders that limit their involvement with their children are opportunities for members of the Toronto Police Service to develop meaningful, influential, and valued relationships with those who might otherwise continue to view the police as the enemy.
- Being able to relate to a person in this situation is invaluable in connecting purpose with positive action and the development of prosocial attitudes to mitigate the risk factors associated with generational cycles of gang involvement and abuse.
- Recognizing and being able to attempt to identify appropriate social services to facilitate a re-connection between a parent and a child are immeasurable and may have a priceless value to those that are impacted.

ACTION

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OPPORTUNITIES PROVISIONS

INSIGHTS & OPPORTUNITIES

16. “People feel that if they say something, that their whole family will be targeted”

INSIGHT

- Community members residing in gang and crime impacted neighbourhoods indicated that they had direct knowledge, information, and insight into a variety of gang offences, including: homicide, human trafficking, sexual assault, and shooting offences.
- When they were canvassed as to what actions, if any, they took to relay that information to law enforcement, the overwhelming majority of them indicated that they feared for their, and their family's, personal safety and never relayed any information to police.
- When participants in the Gang Prevention Town Halls were advised on the potential, and limitations, in providing confidential information to the police about crimes, many of them were unaware of the privilege that they would receive. Many of the participants had based their working knowledge of providing confidential information based on poor and incorrect representations in the media, movies, and word-of-mouth from within their social circle.
- Many community members advised that they weren't aware of the options available to provide information anonymous through Toronto Crime Stoppers.

OPPORTUNITY

- Educating community members on both the option of providing confidential information to police, but also Toronto Crime Stoppers, is an invaluable asset to gang and crime impacted communities and the Toronto Police Service.
- Engaging in an intensive outreach and educational strategy to highlight the available of providing confidential information to the police directly, or utilizing Toronto Crime Stoppers, may yield in much needed information to prevent criminal offences and foster valuable sources of information to aid and assist in the administration of justice.

ACTION

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OPPORTUNITIES PROVISIONS

INSIGHTS & OPPORTUNITIES

17. “Youth are not exposed to anything outside of their neighbourhood, some schools don’t even have any field trips to show gang involved youth anything outside of their neighbourhood”

INSIGHT

- An educator advised that they had organized a field trip to take some of their behavioural students two hours outside of the City of Toronto. The educator advised that during and after the trip, the most at risk youth had stated that they have never been more than five city blocks away from their residence and weren’t aware of the world outside of their neighbourhood.
- In one particular case, the educator stated that a student (who was a known and self admitted gang member) confided to them that after experiencing the field trip, they had a new outlook on life and wanted to pursue an alternative, non criminal path. Unfortunately, the motivation from the single event dwindled and the at risk youth continued to become criminally involved while failing to achieve academic success.
- Several educators from all over the City of Toronto had attended the Gang Prevention Town Halls. When advised of this particular incident, there was unanimous agreement that the scope of exposure to a life outside of their neighbourhood was extremely limited in the most gang impacted and at risk youth.

OPPORTUNITY

- In efforts to build trusting and prosocial relationships with at risk youth and their families, the Toronto Police Service can utilize similar types of expeditions with at risk youth - with or without partner stakeholders.
- Providing an alternative experience and scope of life creates intimate bonds and fosters pro-social relationships with positive adult role models.

ACTION

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OPPORTUNITIES PROVISIONS

INSIGHTS & OPPORTUNITIES

18. “Labelling has real issues”

INSIGHT

- A 15 year old youth was shot and killed in a gang impacted neighbourhood within a two year timeframe of a particular Gang Prevention Town Hall, in which their surviving family and friends attended.
- Their family and friends advised that even though they knew the youth was gang involved, they never viewed the youth as a gang member.
- After the murder of the youth, a press conference was held in which a member of the Toronto Police Service stated that the homicide was gang involved.
- The family and friends of the deceased youth advised that relating the death with gang involvement was perceived as devaluing the death of their loved one.
- A lengthy discussion as head with the family and friends of the deceased youth in efforts to identify some level of common ground. They were advised of the importance of acknowledging the involvement of gangs in the youth’s death in driving solutions forward. They stated that they understood the acknowledgement of gang involvement, but wished that there would have been a follow up statement along the lines of, *“even though this may be gang related, this is still a loss of a life”*.

OPPORTUNITY

- Adjusting our language during press conferences can aid and assist in mending bridges with fragile relationships, both with the community and surviving family members of gang involved youth who become victims of homicides in the City of Toronto.

ACTION

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SOCIAL INTERVENTION INSIGHTS & OPPORTUNITIES

19. “Kids are vulnerable the day they go to kindergarten”

INSIGHT	<ul style="list-style-type: none"> • A self identified ex-gang member advised that they would routinely pay attention to elementary schools, during the after-school hours, to identify young children who were loitering, unattended, or left on their own to walk short (or long) distances home. • The self identified ex-gang member stated that they would identify those children as the most easily recruited into gangs, as they lacked positive adult supervision. • The self identified ex-gang member stated that they would often engage these young children with positive words, small gifts, and encouragement. Over the course of years, these young children developed positive and reliant relationships with older gang members who would continue to recruit them into their gang, encouraging criminal acts and victimization.
OPPORTUNITY	<ul style="list-style-type: none"> • To prevent gang violence and recruitment, the Toronto Police Service can utilize this same strategy to identify youth that may be at risk of gang involvement, those that may be recruited not the gang lifestyle, and families that may require mitigating and protective services to mitigate their risk factors with protective factors, encourage community-led supervision programs, and connect social service and programming agencies with the communities that may need it.
ACTION	<ul style="list-style-type: none"> • This insight is being actioned via the Toronto Police Service's Project #Engage416 through strategic deployment and collaboration of police officers, social services, and community members in 12, 23, and 31 Division in 12 gang and crime impacted neighbourhood improvement areas. • This insight is being actioned via the Toronto Police Service's Project #Engage416 through the effective development and use of internal and external lectures, training, and social media content to raise public awareness.

SOCIAL INTERVENTION INSIGHTS & OPPORTUNITIES

20. “I am in depression but I need to stand because if I don’t, who will”

INSIGHT	<ul style="list-style-type: none"> • Several family members, including parents and siblings, of gang involved youth who attended the Gang Prevention Town Halls had expressed they personal struggles with mental health, trauma, anxiety, and depression due to various personal issues surrounding their own childhood trauma, lived experiences, drug use and abuse, and poverty. • Across several Gang Prevention Town Halls, parents had all expressed emotional exhaustion and fatigue that coincided with a defeated mentality. They advised that they wished to participate as a healthy parent in their child’s life - however, they needed help themselves.
OPPORTUNITY	<ul style="list-style-type: none"> • By being sensitive to this insight, the Toronto Police Service may be able to effectively identify root cause solutions with gang impacted youth by strategically engaging not only youth at risk of gang involvement, but their pillars at home - their parents and siblings. • While individual relationships with police officers may be an effective protective factor, a stronger and more sustainable strategy is to strengthen the family structure as a whole by referring them to much needed professional and social services in alignment with their respective risk factors.
POTENTIAL	<ul style="list-style-type: none"> • This insight is being actioned via the Toronto Police Service’s Project #Engage416 through strategic deployment and collaboration of police officers, social services, and community members in 12, 23, and 31 Division in 12 gang and crime impacted neighbourhood improvement areas. • This insight is being actioned via the Toronto Police Service’s Project #Engage416 through the effective development and use of internal and external lectures, training, and social media content to raise public awareness.

SOCIAL INTERVENTION INSIGHTS & OPPORTUNITIES

21. “Before kids get into gangs, they’re doing nothing”

INSIGHT	<ul style="list-style-type: none"> • A self-identified gang member advised that they, and many other gang members, lack activity, engagement, and perceived opportunities that lead them to the belief that their only option in acquiring income is to become a gang member. • The self-identified gang member stated that when there are no other alternatives of occupying time outside of school hours, they tend to congregate outdoors or utilize social media to find their place within the local youth social structure. Unfortunately, in gang impacted neighbourhoods, the social structure for youth living in low equity is to become gang involved, earn money through illicit methods (drug trafficking, robbery, human trafficking, extortion, etc.), and establish an influential social media presence. • The self identified gang member stated that after school programs, when parents weren’t around or at work, would be an essential step required in gang impacted neighbourhoods to prevent youth at risk of gang involvement from becoming recruited into a gang.
OPPORTUNITY	<ul style="list-style-type: none"> • The Toronto Police Service can utilize this insight to engage identified stakeholders, youth at risk of gang involvement, and local social services in supporting collaborative program development, supports, and address the localized need of gang and crime impacted neighbourhoods.
ACTION	<ul style="list-style-type: none"> • This insight is being actioned via the Toronto Police Service’s Project #Engage416 through strategic deployment and collaboration of police officers, social services, and community members in 12, 23, and 31 Division in 12 gang and crime impacted neighbourhood improvement areas. • This insight is being actioned via the Toronto Police Service’s Project #Engage416 through the effective development and use of internal and external lectures, training, and social media content to raise public awareness.

SOCIAL INTERVENTION INSIGHTS & OPPORTUNITIES

22. “The first question to ask parents is, ‘Do you want help?’”

INSIGHT

- A parent of a gang involved youth advised that their child had a lengthy criminal history, had been arrested multiple times, and is well known to police. The parent advised that in the large majority of their interactions with police, officers were respectful, professional, and forthcoming with the reason for their interaction with their child.
- The parent shared that they felt like a failure and, if provided the opportunity, they would be open to participating in parenting classes, furthering their education, and pursuing mental health assistance in identifying and working through childhood trauma.
- The parent stated that they have several other children that are not criminally involved and wished to be a stronger pillar within their family structure.

OPPORTUNITY

- When dealing with repeat young offenders, police officers can take an additional prevention and intervention step by speaking to family members to determine if they require assistance to aid and assist in mitigating their risk factors, promoting pro-social behaviours, and developing positive relationships within their household.
- Additionally, strengthening the parent pillar in a household will mitigate the risks of the other siblings pursuing a criminal lifestyle and, hopefully, reduce the likelihood of the currently criminally involved person from continual involvement in the criminal justice system.

ACTION

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SOCIAL INTERVENTION INSIGHTS & OPPORTUNITIES

23. “The gang mentality is that you can’t come back”

INSIGHT	<ul style="list-style-type: none"> • A self identified gang member shared that the culture within a gang is one that doesn’t foster any potential of ever leaving. • The self identified gang member revealed that gang members, in private, have discussed leaving the gang but are fearful of the repercussions of leaving, being viewed as an informant for the police, or being viewed as a liability and facing deadly consequences.
OPPORTUNITY	<ul style="list-style-type: none"> • Advising identified gang members, gang associates, and persons at risk of gang involvement of the Toronto Police Service’s Gang Exit Program will supply an unseen demand for an alternative life path.
ACTION	<ul style="list-style-type: none"> • This insight is being actioned via the Toronto Police Service’s Project #Engage416 through strategic deployment and collaboration of police officers, social services, and community members in 12, 23, and 31 Division in 12 gang and crime impacted neighbourhood improvement areas. • This insight is being actioned via the Toronto Police Service’s Project #Engage416 through the effective development and use of internal and external lectures, training, and social media content to raise public awareness.

SOCIAL INTERVENTION

INSIGHTS & OPPORTUNITIES

24. “We are going to be back here in five years and nothing is going to be done about it, like always”

INSIGHT

- A well known, respected, and influential community leader shared that they have been a part of several conversations surrounding the prevention and intervention of marginalized youth, their families, and communities for decades.
- This community leader was appreciative of the Gang Prevention Town Halls, however, did not have high expectations for an action plan to be executed at the conclusion of the events.
- This perspective was adopted and echoed by other community residents within the Gang Prevention Town Hall.
- The general feeling among the participants of various Gang Prevention Town Halls is that their participation in police and government led initiatives and strategies do not amount to any meaningful action within an understandable timeframe.

OPPORTUNITY

- Keeping the community members informed, updated, and educated on strategies that they had a voice in developing is a key element of fostering trust, establishing a positive relationship, and establishing credibility among community members living in gang and crime impacted neighbourhoods.

ACTION

- This insight is being actioned via the Toronto Police Service’s Project #Engage416 through strategic deployment and collaboration of police officers, social services, and community members in 12, 23, and 31 Division in 12 gang and crime impacted neighbourhood improvement areas.
- This insight is being actioned via the Toronto Police Service’s Project #Engage416 through the effective development and use of internal and external lectures, training, and social media content to raise public awareness.

SOCIAL INTERVENTION INSIGHTS & OPPORTUNITIES

25. “We can’t even access our programs”

INSIGHT

- As the City of Toronto commences rejuvenation efforts in several low-equity neighbourhoods, there are a variety of multimillion dollar community centres being included to provide much needed programs, spaces, and services to gang and crime impacted communities that house a large population of at risk youth.
- Unfortunately, a wide variety of participants across several Gang Prevention Town Halls stated that they were having extreme difficulty in booking their children in programs within the newly developed community centres. They advised that families from more affluent areas were routinely pre-booking their children into the programs at the community centres and driving or commuting in.
- A specific issue with booking their children into the available youth programming had to do with the majority of it being done online. They advised that not every community member has access to reliable internet connections and that calling via phone was a tedious process that was often trumped by the ease and speed of online bookings from other Toronto residents.
- In particular, Toronto Community Housing residents felt discriminated against, isolated, and devalued in access youth specific programming at newly developed community centres. These feelings were amplified by their general perceptions of defeat.

OPPORTUNITY

- The Toronto Police Service can act as advocates for both the community centres and the residents residing in Toronto Community Housing within rejuvenated communities by acting as a bridge for both.
- The potential for joint partnerships between the City of Toronto and the Toronto Police Service to identify, engage, and encourage both families and youth at risk of gang involvement to pursue alternative methods of booking or delivery may yield the wanted results, promote inclusiveness, and foster a sense of value among Toronto Community Housing residents.

ACTION

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SOCIAL INTERVENTION INSIGHTS & OPPORTUNITIES

26. “Why aren’t police in schools?”

INSIGHT

- Why police officers were removed from the schools was a common question asked in almost every Gang Prevention Town Hall, either privately or publicly among the participants.
- Both gang impacted, and non-gang impacted, families advised that they felt as though having a police officer within the school setting provided a sense of safety and security to them while their children were at school.
- When they were advised that the program was removed at the request of the Toronto District School Board trustees, many of them were visibly upset and stated that it was not feasible to expect that the most impacted families would have the ability to spend a day in downtown Toronto advocating for the positive impacts the School Resource Officer program had on not only their children, but on the mental health and wellness of the parents and families.

OPPORTUNITY

- Youth at risk of gang involvement, youth gang members, and youth at risk of gang victimization, develop their social circles within the school environment. To effectively mitigate and identify unaddressed risk factors in a true collaborative efforts requires a wraparound approach with every impacted stakeholder, including the school in the City of Toronto
- The Toronto Police Service can foster future consultative discussions with gang and crime impacted communities, the Toronto District School Board, and the Toronto Catholic District School Board to revisit the potential of reimplementing a version of the School Resource Officer program in the future - with a thorough annual evaluation process.

ACTION

- This insight is being actioned via the Toronto Police Service’s Project #Engage416 through strategic deployment and collaboration of police officers, social services, and community members in 12, 23, and 31 Division in 12 gang and crime impacted neighbourhood improvement areas.
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SOCIAL INTERVENTION INSIGHTS & OPPORTUNITIES

27. “Broken families got us into gangs and human trafficking, but loving families got us out”

INSIGHT

- In one particular Gang Prevention Town Hall, a self identified ex-gang leader and a human trafficking survivor were both in attendance.
- They both stated that a broken family environment was critical in their involvement in gangs and human trafficking.
- They also both stated that being reconnected with a family structure is what got them both out.
- The self identified ex-gang leader advised that he had a loving relationship with a significant person in their life who encouraged them to see a life with a positive future.
- The human trafficking survivor gave birth to a child and wanted to pursue a life outside of constant victimization.
- Both of them instilled family structure, values, and health as the greatest motivator, facilitator, and protective factor to combat gang and human trafficking recruitment.

OPPORTUNITY

- Police officers who have routine dealings with youth at risk of gang involvement and human trafficking should extent their outreach efforts to the family of the youth, including siblings, parents, and grandparents - if possible.
- By identifying the familial risk factors, issues, and history, they may be able to refer or connect families to much need social and professional services to strengthen the family structure, environment, and relationships in efforts of preventing, intervening, and suppressing further victimization.
- A needs assessment of the family structure is as important as the needs assessment of youth that are criminally involved in the justice system.

ACTION

- This insight is being actioned via the Toronto Police Service's Project #Engage416 through strategic deployment and collaboration of police officers, social services, and community members in 12, 23, and 31 Division in 12 gang and crime impacted neighbourhood improvement areas.
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SOCIAL INTERVENTION INSIGHTS & OPPORTUNITIES

28. “Mentors and opportunities are both very closely linked”

INSIGHT

- Community members residing in gang and crime impacted neighbourhoods shared their economic struggles as a primary reason they were absent from much needed involvement with their children.
- Community members stated that they either had unrecognized educational qualifications from other countries that limited their current income potential, had to work multiple jobs that required an extended period of time away from the family home, were under constant stress to ensure that bills get paid, and were mentally exhausted during times that they were with their children.
- Community members further stated that it was not feasible for them to enrol in furthering their education through traditional post-secondary streams, certifications, or other forms of continuing education as it required an extensive amount of time, travel, or cost that they could not manage. As a result, they shared that they felt trapped in their income potential.
- Further, insightful immigrant community members stated that they also lacked access to Canadian mentors in a variety of fields that can provide them with much needed real world information, education, and direction to help them achieve their entrepreneurial goals and plans that would allow a reduction in stress, connect them with projects that they're passionate about, and invigorate them with a Canadian purpose.

OPPORTUNITY

- Connecting franchised community members with the disenfranchised communities in the form of facilitating mentorship, training sessions, and access is a low-cost method of empowering community members, families, and struggling residents in the City of Toronto with real world skills, tips, and networks that may mitigate many of the familial risk factors associated gang involvement and strengthen the family structure as a whole.

ACTION

- This insight is being actioned via the Toronto Police Service's Project #Engage416 through strategic deployment and collaboration of police officers, social services, and community members in 12, 23, and 31 Division in 12 gang and crime impacted neighbourhood improvement areas.
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SOCIAL INTERVENTION INSIGHTS & OPPORTUNITIES

29. “Grassroots organizations are more effective than some government services because as they operate at later hours”

INSIGHT

- Community members advised that some their concerns and limitations in participation in government initiatives, programs, and strategies surrounded the hours of operation. They stated that most government offices are only open to the public during Monday to Friday, with daytime or early evening closures.
- For community members residing in low equity neighbourhoods, taking a day off of work to attend a government office has very impactful economic consequences.
- Impacted community members also shared that while most of the working class population has access to vehicles or the GO train lines, they have to utilize low-cost alternatives - primarily the TTC. As a result, what would appear as an eight hour work day becomes a 12 hour work day (due to commute). Additionally, childcare implications can make their 40 hour work week become an 80 hour work week with the inclusion of transportation time. Many community members stated that they work additional jobs on the weekend to support their financial demands.
- The unseen demands of living in low equity and having extended periods of travel result in a lack of energy and participation in much need social services, government initiatives, and grassroots groups that aren't within walking distance of gang and crime impacted neighbourhoods.
- Additionally, community members advised that they don't feel accurately represented in various government and civilian committees focused on actioning overall wellness strategies as they don't have the ability to attend meetings at either Toronto Police Service Headquarters or Toronto's City Hall.

OPPORTUNITY

- The Toronto Police Service should consider hosting and facilitating community focused committee work within the communities that need them the most. Consistently hosting committee meetings during the work week, during weekday hours, and in downtown Toronto may not facilitate an accurate and fair representation of the most impacted communities, their voice, their perspectives, and the potential implementation of solutions.

ACTION

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SOCIAL INTERVENTION INSIGHTS & OPPORTUNITIES

30. “Youth cannot self-identify what their own problems are”

INSIGHT

- Community members and some social service agencies advised that mistakes some organizations make when dealing with at risk youth is that they allow the youth to direct initiatives without an oversight or controller with both professional and life experience.
- The assumption that at risk youth are inherently aware of real world solutions, their individual risk factors, and how to achieve long term and sustainable goals is unrealistic and, in some cases, setting them up for future failure.
- While it is important to conduct intensive outreach with at risk youth, it is equally as important to strategically provide them with direction, insight, and oversight to ensure that their lack of experience and education in particular social solutions aren't overstated and underachieved.

OPPORTUNITY

- Strategies aimed at empowering at risk youth to identify and provide solutions should be strongly directed by an experienced, educated, and professional adult with a proven background of management, coaching, and delivery.

ACTION

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SOCIAL INTERVENTION INSIGHTS & OPPORTUNITIES

31. “If the child is the support system at home, they are most loose when they’re out of the house because it’s the only time that they can actually be a child”

INSIGHT

- A youth at risk of gang involvement advised that their single parent had a lengthy history of substance abuse issues, mental health illnesses, and was unemployed. As a result, this at risk youth shared that they’re the oldest child among several siblings and is the primary pillar within the household.
- The at risk youth stated that when they’re at home, they have taken the responsibility of ensuring that their siblings are fed, make it to school, and make it home while their parent is absent, abusing substances, or is suffering from mental illness episodes.
- The at risk youth shared that the only time that they can feel like a “kid” is when they’re at school or they’re not acting in the guardian role for their younger siblings. As a result, they advised that they tended to act out and become involved in the criminal justice system.

OPPORTUNITY

- Providing this insight to police officers may be of value in identifying root cause familial issues, align interview and relationship questions with purpose, and aid and assist in developing trusting, meaningful, and impactful relationships with at risk youth to foster pro-social attitudes and perspectives.

ACTION

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SUPPRESSION

INSIGHTS & OPPORTUNITIES

32. “You have to give me a few days”

INSIGHT

- Community members shared that when a homicide occurs in their neighbourhood, a crime scene is set up, a strong presence of uniform officers are felt, the media attends with video cameras, and every community member is looking out of their windows. The impact of the heightened attention, in combination with the loss of life, generate a fearful response in community members.
- When uniform officers commence a systematic door knock in efforts to identify any potential witnesses to the homicide, community members are aware that their walls of their residence are thin, other community members are observing, the media is recording the interactions, and that the potential suspect or suspect’s family is aware of anyone potentially cooperating with police. Out of an initial fear of repercussion, many community members who had indicated that they had some level of knowledge of homicides in their neighbourhood chose to either not answer the door, or advise canvassing officers that they didn’t see anything.
- Community members advised that they understood the requirement to conduct an immediate canvass, but also shared that if a secondary canvass was conducted by non-uniformed officers who appeared similar to the demographic of their neighbourhood was completed up to two-weeks post-homicide, during the evening hours when other neighbours couldn’t see clearly, they would be open to sharing much needed information that would aid and assist in the ongoing investigations.
- Community members also stated that in the two weeks post-homicide, information (whether hearsay or credible) was routinely passed along through neighbourhood members. Generally, the information involved the potential motive, who was potentially involved, and/ or specific details of the homicide itself.

OPPORTUNITY

- Strategic extended canvasses by plainclothes officers, who represent the demographics of a particular neighbourhood, in the late evening hours may increase the gathering of information and witnesses to homicides occurring in gang and crime impacted neighbourhoods.

ACTION

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SUPPRESSION

INSIGHTS & OPPORTUNITIES

33. “Shootings became a problem when they started happening in places they weren’t supposed to happen”

INSIGHT

- Community members who reside in gang and crime impacted neighbourhoods advised that they felt and perceived as though shooting incidents in the City of Toronto only became problematic when they started to occur in areas that did not have a history of being gang impacted or having shootings incidents occur in them.
- Community members further stated that they felt disconnected and devalued as a result of the perceived police and public outrage response as these types of crimes have been historically happening in their neighbourhoods for decades.

OPPORTUNITY

- No shooting, homicide, or violent offence that is potentially linked to gang activity should be condoned in any particular area and any particular time. A public acknowledgement of this in future homicide and shooting investigations will foster public support, trust, and value in gang and crime impacted neighbourhoods - encouraging positive relationships in communities that house the most violent gang members.

ACTION

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SUPPRESSION

INSIGHTS & OPPORTUNITIES

34. “Grassroots policing is key”

INSIGHT

- Community members advised that what they needed and required by members of the Toronto Police Service was a constant professional and engaging presence by police officers within their neighbourhood.
- Several of the most gang and crime impacted communities spoke of retired officers and their impact on knowing everyone in the community, being a professional and respected member of the community, and the focus that they provided on their small, everyday problems that were impactful to the communities needs. Some of those problems included light bulb delivery, assistance in CPTED audits, facilitating graffiti removal, hosting community events, and fostering immediate action on the localized criminal problems through the use of actioning information confidentially.
- Community members in gang and crime impacted neighbourhoods routinely advised that they appreciated the implementation of streamlined technology to aid in reporting some offences to police, but they preferred having an actual police officer in their community to deal with, develop a relationship with, and as a uniform presence.

OPPORTUNITY

- Shooting incidents, homicides, and human trafficking are all major offences - however, the smaller offences within gang and crime impacted communities are the daily nuisances that are of high priority to citizens that slowly destroy the sense of community among gang and crime impacted neighbourhoods.
- The small incidents need to be thoroughly and immediately addressed to mitigate the larger incidents, foster the belief in the competence of the Toronto Police Service, and encourage trust in communication and action.

ACTION

- This insight is being actioned via the Toronto Police Service’s Project #Engage416 through strategic deployment and collaboration of police officers, social services, and community members in 12, 23, and 31 Division in 12 gang and crime impacted neighbourhood improvement areas.
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SUPPRESSION

INSIGHTS & OPPORTUNITIES

35. “Police priority systems need to be adjusted to link with the value system of individuals and families”

INSIGHT

- A community member who resides in a heavily gang and crime impacted neighbourhood shared her experience in reporting a stolen bicycle in which they were referred to online reporting. This community member stated that they wanted to speak to an officer and not report it online, as the bicycle had tremendous value to their family. The officer arrived, conducted an investigation, and completed a report.
- The community member stated that they were extremely disappointed in the lack of follow-up for their reported stolen bicycle, and while they understood the likelihood of ever having their bicycle recovered was slim, however, they wanted the matter to be treated at the same value that it meant to them.
- The community member closed off their experience by sharing that, *“If you can’t even treat my stolen bicycle with some level of respect, why do you think I’ll ever tell you about a murder?”*.

OPPORTUNITY

- The Toronto Police Service justly utilizes a priority response system to ensure that preventing the loss of life is of utmost importance. This is recognized, valued, and appreciated by the majority of community members in the City of Toronto - as it should be.
- Within gang and crime impacted low equitable neighbourhoods, recognizing the value and impact of the reported incident is extremely important in developing long lasting, trusting, and positive relationships during an opportunity generated by a community member. Treating low priority responses on their value system increases the public’s perception of police response, competency, sensitivity, and professionalism which translates directly into the level of communication and cooperation impacted communities have during high priority responses.
- Utilizing the opportunity to respond to low priority calls in highly gang and crime impacted neighbourhood is an opportune moment to develop positive relationships in otherwise distrusting environments.

ACTION

- This insight is being actioned via the Toronto Police Service’s Project #Engage416 through strategic deployment and collaboration of police officers, social services, and community members in 12, 23, and 31 Division in 12 gang and crime impacted neighbourhood improvement areas.
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ORGANIZATIONAL CHANGE & DEVELOPMENT INSIGHTS & OPPORTUNITIES

36. “We are not under serviced, we are poorly serviced”

INSIGHT	<ul style="list-style-type: none"> • An influential community leader in the City of Toronto spoke of the variety of social services in the City and stated that it wasn't the lack of services available, but the quality of the services. • Community members indicated that some social services have major issues in implementation and may not be true to their mission statement, including; a lack of space to meet with youth, only catering to specific age categories, lacking stability in funding, building trust in both the community and with the target youth, they have a limited programming, intake assessments, program waitlists, getting and keeping parents and mentors involved, and being easily accessible to gang and crime impacted.
OPPORTUNITY	<ul style="list-style-type: none"> • The Toronto Police Service is in a unique position to readily identify reputable social service agencies, facilitate a safe space for social service providers and their target market to meet, establish partnerships to secure strategic funding from government grants, and assist in problem and community assessments. • The Toronto Police Service also has the ability to develop an audit system with the City of Toronto to ensure that social services are delivering on their desired outcomes and servicing the community efficiently, effectively, and within their best interest.
ACTION	<ul style="list-style-type: none"> • This insight is being actioned via the Toronto Police Service's Project #Engage416 through strategic deployment and collaboration of police officers, social services, and community members in 12, 23, and 31 Division in 12 gang and crime impacted neighbourhood improvement areas. • This insight is being actioned via the Toronto Police Service's Project #Engage416 through the effective development and use of internal and external lectures, training, and social media content to raise public awareness.

ORGANIZATIONAL CHANGE & DEVELOPMENT INSIGHTS & OPPORTUNITIES

37. “Communities want to be informed of strategies at their level and in forms that they value - face to face. They want input and follow-up”

INSIGHT

- Community members residing in gang and crime impacted neighbourhoods expressed a strong interest in wanting to participate in community-led initiatives, strategies, projects, and programs within the scope of their needs and passions.
- Community members advised that they would be more inclined to participate if the strategies were run from, and in, the impacted communities.
- Community members further stated that follow-up was an essential component of involvement in initiatives - on both ends, from the police to the community, and from the community to the police.

OPPORTUNITY

- Bringing community strategies, projects, and initiatives into the community as opposed to having the community attend a police facility are necessary steps to establish a positive and productive relationship within the most gang and crime impacted neighbourhoods.

ACTION

- This insight is being actioned via the Toronto Police Service's Project #Engage416 through strategic deployment and collaboration of police officers, social services, and community members in 12, 23, and 31 Division in 12 gang and crime impacted neighbourhood improvement areas.
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Toronto Integrated
Police Gang Prevention
Service Task Force

FOR MORE INFORMATION, PLEASE VISIT

www.TorontoGangPrevention.ca
www.Engage416.ca

Status of Auditor General's Proposed Risk-Based Audit Plan for the Toronto Police Service

Date: October 9, 2020
To: Toronto Police Services Board
From: Auditor General
Wards: All

SUMMARY

The Auditor General's audits and investigations provide independent information for City Council to hold City administrators accountable for providing stewardship over public funds. The Auditor General's work helps to identify and mitigate risks the City faces, improve accountability, strengthen management controls, and enhance the efficiency and effectiveness of City operations.

The Auditor General undertakes a risk-based approach to audit selection. To identify audit priorities for her risk-based Audit Work Plan, every five years the Auditor General performs an extensive risk assessment of the operations of the City divisions and its major agencies and corporations included in her mandate. The results of the Auditor General's last city-wide risk assessment were reported in 2015. In accordance with the Auditor General's 2020 Audit Work Plan, the Auditor General initiated a city-wide risk and opportunity assessment in early 2020.

At the request of the Toronto Police Services Board in December 2019, the Auditor General is completing a risk assessment to inform a proposed risk-based audit plan of the Toronto Police Service. Although the Auditor General has conducted many performance audits of the Toronto Police Service in the past, this is the first time the Toronto Police Service is being included in the Auditor General's city-wide risk and opportunity assessment process.

The purpose of this report is to provide an update to the Toronto Police Services Board on the status of developing our proposed risk-based audit plan for the Toronto Police Service, and to outline two higher priority audit projects for the Board.

The Auditor General's risk assessment process of the Toronto Police Service is still in progress. However, our preliminary results identify a higher priority area as a potential audit - Public Safety Answering Point, 911 call centre. The Board has already requested the Auditor General perform a Cyber Security audit, also a higher priority area, and this

work has recently begun. We plan to report our proposed risk-based audit plan to the Toronto Police Services Board at its November 24, 2020 meeting.

We plan to incorporate the two higher priority audit projects, as requested by the Board, in the Auditor General's 2021 Work Plan to be presented to City Audit Committee on November 19, 2020.

It is important to note that our city-wide risk and opportunity assessment of the City's divisions, agencies and corporations is still in process. The risks and potential audit projects of the Toronto Police Service will be considered together with the rest of the City's, to inform the prioritization of the audit projects included in the Auditor General's 2021 Audit Work Plan. The audit projects to be completed is subject to available resourcing.

RECOMMENDATIONS

The Auditor General recommends that:

1. The Toronto Police Services Board request the Auditor General, City of Toronto, conduct an audit of Public Safety Answering Point – 911 Calls, for inclusion in her 2021 Audit Work Plan.

FINANCIAL IMPACT

The recommendations and information provided in this report have no financial impact.

DECISION HISTORY

The Auditor General's mandate, powers, and responsibilities are set out in the City of Toronto Act, 2006 and Chapter 3 of the Toronto Municipal Code. The Auditor General's mandate includes all of the divisions of the City and the majority of the City's agencies and corporations. For certain City entities, such as Toronto Police Services Board, the Auditor General may undertake financial (excluding attest), compliance, and performance audits, and provide recommendations to the Board, *upon request by the Board*.

The Toronto Police Services Board Chair's letter dated December 12, 2019, stated that "*on behalf of the Toronto Police Services Board, I invite you to conduct an overall risk assessment as well as a cyber security audit of the Toronto Police Service*".

City Council recommendations made at its June 29, 2020 meeting and recommendations made by the Toronto Police Services Board at its August 18, 2020 meeting, both reinforced the support for the Auditor General's audits of the Toronto Police Service. Various recommendations in both the Council and Board reports requested the Auditor General to develop an independent audit work plan in order to

identify opportunities to more effectively and efficiently deliver police services in the City of Toronto.

Council's report on Changes to Policing which was considered by Council on June 29, 2020:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2020.CC22.2>

The Toronto Police Services Board's report on Policing Reform Initiatives which was considered at its Board meeting on August 18, 2020:

<https://tpsb.ca/component/jdownloads/send/32-agendas/631-august-18-2020-agenda>

The Auditor General included the Toronto Police Service within the scope of the 2020 city-wide risk and opportunity assessment.

COMMENTS

The Auditor General undertakes a risk-based approach to audit selection. To identify audit priorities for her Audit Work Plan, every five years the Auditor General performs an extensive risk assessment of the operations of the City divisions and its major agencies and corporations included in her mandate. The results of the Auditor General's last city-wide risk assessment were reported in 2015. In accordance with the Auditor General's 2020 Audit Work Plan, the Auditor General initiated a city-wide risk and opportunity assessment in early 2020.

The purpose of the Auditor General's city-wide risk and opportunity assessment is to inform the development of her risk-based Audit Work Plan. It helps to ensure that all significant areas of the City are evaluated from an audit risk perspective by using uniform criteria to identify areas that may warrant audit attention. Determining which areas to audit and the appropriate allocation of audit resources is essential in maximizing the value of an effective audit process.

The Auditor General will present her 2021 Audit Work Plan at the November 19, 2020 City Audit Committee meeting. This work plan considers audits that are in process, those which have not yet started, and new proposed audits. The available resources are a major factor in determining which priority projects are included in the 2021 Audit Work Plan.

Police Included in Auditor General's Risk-Based Audit Planning Process

In December 2019, the Board Chair on behalf of the Toronto Police Services Board, requested the Auditor General to complete both a cyber security audit as well as a risk assessment of the Toronto Police Service.

In early 2020, the planning for the police risk assessment and the cyber security audit began. All staff in the Auditor General's Office performing audit work at the Toronto Police Service began and have since completed the Toronto Police Service background

security clearance. Due to COVID-19, both the risk assessment and cyber security audit work were temporarily put on hold until the summer 2020.

In June 2020, certain events in the United States as well as Canada caused a public outcry demanding police accountability and changes to policing. In response, City Council recommended for the Toronto Police Services Board to take action to allow the City's Auditor General to independently develop an audit work plan and conduct audits of the police, including examination of systemic issues. City Council recommendations made at its June 29, 2020 meeting and recommendations made by the Toronto Police Services Board at its August 18, 2020 meeting, both reinforced the support for the Auditor General's audits of the Toronto Police Service.

During the summer 2020, the Auditor General resumed work on both the risk assessment and the cyber security audit at the Toronto Police Service. We continue to complete interviews and review information requested from management. The Auditor General will report on the proposed risk-based audit work plan for the Toronto Police Service at the Board's November 24, 2020 meeting.

Auditor General's Risk Assessment Process

Our risk assessment process involves research, a review of publicly available information, interviews with management, and a review and analysis of both quantitative and qualitative information requested of management.

We are using the following 10 risk factors of our city-wide risk and opportunity assessment in evaluating the risks of the Toronto Police Service:

1. Cyber Security and Information and Technology Exposure
2. Legal Exposure (includes Environmental, Regulatory, Litigation)
3. Susceptibility to Fraud, other Wrongdoing, or Waste
4. Complexity and Significant Changes in Operations and Service Delivery
5. Alignment of Strategic / Business / Service Planning
6. Staffing Levels & Organization Competence
7. Financial Exposure (Materiality and Impact)
8. Contractual Exposure
9. Adequacy of Policies, Procedures, Processes and Controls
10. Public and Political Interest

See Attachment 1 for the descriptions of the above risk factors. For audit areas of higher risk we identify potential audit projects and consider these of highest priority when developing the risk-based audit plan.

Emerging Higher Priority Areas for Potential Audit Projects

Table 1 below outlines two higher risk audit areas for potential audit projects.

The Auditor General's risk assessment process is still in progress, however the 911 call centre has emerged as a higher priority area for a potential audit. The Public Safety Answering Point, better known as 911 emergency call centre, is a critical area that has

never been reviewed by the Auditor General. Dialing "9-1-1" in Toronto links a caller to an emergency dispatch centre operated by the Toronto Police Service. The 911 emergency call centre is the gateway to reactive police services, provides critical information for prioritizing the Toronto Police Service's response to emergency calls, and affects other important emergency response services in the City, such as fire and paramedics.

Given that the Auditor General plans to present her 2021 Audit Work Plan at the November 19, 2020 Audit Committee meeting, we wanted to inform the Board of this preliminary higher priority audit area that has emerged from our risk assessment. Pursuant to the Board's request, the Auditor General plans to include this project in her 2021 Audit Work Plan.

The other higher priority area of cyber security is a high risk area for most organizations, and our work for the City in 2019 highlighted these risks. We have begun a cyber security audit at the request of the Board. A Memorandum of Understanding is in place regarding the cyber security audit currently in process.

Performance audits help in identifying opportunities to deliver services more effectively, efficiently, and to obtain the greatest value from public funds. Audits also help management and boards to continuously improve and strengthen policies, controls, and processes, improve accountability, and often identify potential cost savings. The scope for each audit area will be defined during the planning stage of the project.

Table 1: Higher Priority Audit Areas for Potential Audit Projects

	Audit Area	Potential Audit Project
1.	Information Technology	<p>Cyber Security - Currently in process at the Board's request</p> <p>This project includes IT vulnerability assessment and penetration testing of the Toronto Police network, systems, and applications. We will also use social engineering techniques to test police information technology cyber security risks.</p>
2.	Priority Response Command	<p>Public Safety Answering Point - 911 Calls</p> <p>Dialing "9-1-1" is intended for emergency purposes, such as fires, when someone can't speak, breathe, or has passed out and if a crime is happening or there is a serious car accident. Of the 1.24 million calls for service received in 2019 by the emergency call centre, 34% required a police unit to attend.</p>

The Auditor General will report on the proposed risk-based audit work plan for the Toronto Police Service at the Board's November 24, 2020 meeting. A Memorandum of Understanding is being drafted to formalize the working relationship between the Auditor General and the Toronto Police Service and the Toronto Police Services Board for future audit work and will be presented at a future Board meeting.

Auditor General's Previous Audits of the Toronto Police Service

The Toronto Police Board's 81 recommendations approved during its August 18, 2020 meeting included reference to following up on the previous audits of the Auditor General.

Table 2 below lists the previous Auditor General's audit reports of the Toronto Police Service reported from 1999 until the date of this report. The table highlights the extensive audit work completed in the past by the Auditor General for the Toronto Police Services Board.

Table 2: Auditor General Audit Reports of the Toronto Police Service

	Audit Report Title	Year
1	Review of Integrated Records and Information System (IRIS)	2011
2	Parking Enforcement Review	2011
3	Police Paid Duty - Balancing Cost Effectiveness and Public Safety	2011
4	The Auditor General's Second Follow-up Review on the Police Investigation of Sexual Assaults	2010
5	Police Training, Opportunities for Improvement - Toronto Police Service – Follow-Up Review	2010
6	Fleet Review	2008
7	Review of Court Services	2008
8	Review of Police Training, Opportunities for Improvement -	2007
9	Enterprise Case and Occurrence Processing System (eCOPS) Project Review	2005
10	Review of the Enterprise Case and Occurrence Processing System (eCOPS) Project (APPENDIX 1)	2005
11	Follow-up Review on the October 1999 Report Entitled: "Review of the Investigation of Sexual Assaults"	2005
12	Overtime	2003
13	Performance Audit – The Public Complaints Process	2002
14	Six-month Air Support Unit Pilot Project	2002
15	Revenue Controls Review	2002
16	Information Technology Services Unit	2002
17	Vehicle Replacement Policy	2000
18	Toronto Police Service Audit Reports	2000
19	Review of Parking Enforcement Unit	2000
20	Review of Controls Relating to Overtime and Premium Pay	2000
21	Review of the Investigation of Sexual Assaults	1999
22	Radio Communications System - Toronto Police Services and Toronto Fire Services	1999
23	Review of Metropolis Project	1999

The Auditor General completes a regular follow-up process to review the status of audit recommendations made in previously issued audit reports. At the time of this report, all police audit recommendations of previous Auditor General Reports have been addressed and none remain outstanding. Given that some of these audits occurred

several years ago, it is possible that risks and practices have changed over time and we are still considering the above areas as part of our risk assessment process.

A report on this matter was before the Board on June 15, 2017 and is recorded in the Board minute *P130 - Toronto Police Service: Results of 2017 Follow-Up of Previous Audit Recommendations*. <https://tpsb.ca/component/jdownloads/send/42-2017/567-june-15>

Thank You to the Toronto Police Service and its Board

We would like to extend our appreciation to the Toronto Police Service and Toronto Police Services Board, for their professional courtesy and cooperation as we complete both the risk assessment process and cyber security audit during these challenging times.

We look forward to working together in the future on audits that will add value for the Toronto Police Service and its Board, as well as for the residents of the City of Toronto.

CONTACT

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SIGNATURE



Beverly Romeo-Beehler
Auditor General

ATTACHMENT

Attachment 1: Description of Risk Factors

**Attachment 1: Description of Risk Factors
2020 City-wide Risk Assessment
Auditor General's Office**

1) CYBER SECURITY AND INFORMATION AND TECHNOLOGY EXPOSURE

Given the dependence of business operations on information technology, the risks related to availability of systems, confidentiality, and integrity of data, are often considered among the top risks to organizations.

In recent years, many municipalities and other public/private sector organizations in Canada and the U.S. have been affected by cyber-attacks. These cyber-attacks have resulted in loss of sensitive information and confidential data, and caused denial of service in a number of instances where municipalities and organizations were not able to provide services to their citizens, businesses, and other stakeholders. These cyber-attacks also resulted in significant financial losses and litigation issues.

The City provides a number of services, such as information about and registration of various programs for kids, communities, and businesses through the internet. The City's IT infrastructure stores a significant amount of confidential and sensitive data, such as information about employees' and citizens' personal records. It also maintains a large number of systems that are critical to the City's operations and providing services, such as water, fire services, transportation, and emergency response to the citizens of Toronto.

Weaknesses in information technology controls could lead to potential cyber-security risks, exposing the City to compromise confidential information, or the potential shutdown of critical technology systems that are relied upon to provide services to citizens.

The following are some important factors that impact the IT security exposure of an operating unit:

- Existence of an IT Governance framework, adequacy of policies and procedures
- Security over data collection, management and storage, such as data relating to personally identifiable information, financial records, including credit card information, etc.
- IT access controls, monitoring, and change management
- Pace of adoption of new technologies, comparison with industry benchmarks, and compliance with cyber security standards
- Business continuity, applications and systems change management, and disaster recovery procedures
- Employee training and awareness on information technology and cyber security

2) LEGAL EXPOSURE (INCL. ENVIRONMENTAL, REGULATORY, LITIGATION)

Exposure to risk can be introduced by non-compliance with internal and external policy, procedure, regulatory, and statutory matters. Non-compliance can result in public embarrassment and/or monetary loss due to improper business practices, the levy of fines or litigation, loss of funding sources, disallowed costs from funding agencies, and in certain cases may compromise privacy or health and safety.

The complexity and clarity of internal / external requirements impacts an organization's ability to comply, and therefore influences the degree of exposure to risk. Compliance risk may be mitigated if external third parties / government sectors are required to perform independent monitoring / audits.

Consideration should be given to:

- Crisis management (i.e. health-related pandemics, mass public violence, natural disasters)
- People and equity (i.e. diversity and inclusion, mental health awareness, harassment)
- Climate change (i.e. reducing the carbon footprint, risks to infrastructure)
- Health and safety

3) SUSCEPTIBILITY TO FRAUD, OTHER WRONGDOING, OR WASTE

The Disclosure of Wrongdoing and Reprisal Protection policy, part of the Toronto Public Service By-law (Chapter 192), includes a duty for employees to report allegations of wrongdoing. Specifically, the By-law requires:

- all City employees who are aware that wrongdoing has occurred to immediately notify their manager, their Division Head, or the Auditor General's Office
- allegations of wrongdoing received by Division Heads, Deputy City Managers or the City Manager to be immediately reported to the Auditor General
- employees who report wrongdoing in good faith to be protected from reprisal.

Exposure to potential losses from fraud, other wrongdoing, or waste may be impacted by various factors including the degree of:

- pressure on employees to achieve performance goals
- opportunities from weak internal controls (e.g. inadequate segregation of duties) or management override of controls
- liquidity of assets
- potential conflicts of interest or collusion

Fraud and wrongdoing in the following areas have been identified in recent years:

- irregular procurement practices
- misuse of City resources
- subsidy claim fraud
- employee benefits fraud
- sick leave abuse / overtime
- conflict of interest

An effective way to deal with fraud or other wrongdoing is to identify and document fraud risks. In the consideration of risk, it is important to assess the extent of fraud or other wrongdoing that has occurred and the adequacy of fraud prevention and awareness activities. Fraud risks are not limited to theft and misappropriation of cash or physical assets, but should consider emerging trends and historic trends in the program area.

4) COMPLEXITY AND SIGNIFICANT CHANGES IN OPERATIONS AND SERVICE DELIVERY

The degree of risk is influenced by the complexity, size, scope, and magnitude of a unit's operations, activities, and service delivery. Units may deal with a high volume of transactions and/or a portfolio of programs and services of varying size and complexity, the people, process, and technology to support them, and all of the related regulations.

The complexity of a unit's operations must be considered within the context of interdependencies and agreements with third parties, (i.e. general contractors, subcontractors, housing providers, etc.), divisions, agencies, and corporations, and the City as a whole. It may be difficult to establish clear accountability for process and control ownership, and alignment of risk decisions and tolerances.

In addition, structural changes, reorganizations, changes in third-party relationships, and key management turnover, can all potentially increase risk for established operations.

5) ALIGNMENT OF STRATEGIC / BUSINESS / SERVICE PLANNING

The development and implementation of strategic and long-term business plans define the key initiatives and priorities of a unit. A Division/Agency/Corporation business plan links funding requirements to organizational goals and objectives in the short-term (annual) and for a longer-term period (3-5 years).

These plans also establish the formal goals and objectives for the organization and communicate them to staff. This allows staff to develop performance objectives which are aligned with the organizational objectives. Both personal and organizational objectives should include measurable performance targets and indicators.

Without clearly defining goals, objectives, performance measures/targets, and outcomes, it is not possible to track and evaluate the effectiveness of a unit. It is important that the outcomes set are also aligned with the City's goals and help the City to move forward. Also, without a periodic refresh, and continuously measuring outcomes, the strategic plan and business plans may lose relevance, increasing the risk that operations will not meet stakeholder expectations.

6) STAFFING LEVELS & ORGANIZATION COMPETENCE

There must be sufficient personnel with appropriate experience and capability to manage day-to-day operations in accordance with policies and procedures, make decisions, and maintain internal controls. To limit organizational exposure, these individuals need to understand their roles and responsibilities and be accountable for their actions or lack thereof.

Changes in an organization's management personnel, structure or systems influence risk. For example:

- Reorganization of responsibilities and activities can result in significant changes that compromise the internal control environment.
- Significant downsizing, inadequate succession planning, and process reengineering efforts may also increase risks if there are inadequate protocols in place to transfer knowledge or the control environment is not carefully analyzed and preserved. For example, adequate levels of authorization balanced with adequate segregation of duties.
- Every new election may present new City Council priorities that may impact existing systems or processes.

7) FINANCIAL EXPOSURE (MATERIALITY AND IMPACT)

Large dollar amounts either flowing through a system or committed to an activity or project will increase financial risk. Any potential financial loss (impact) depends on the dollar value of revenues and / or expenditures that a program manages.

Financial risks can also impact the adequacy of City reserve and reserve fund balances which are Council-approved:

- for planned future expenditures;
- to protect the City against unbudgeted or unforeseen events;
- to smooth out future program expenditures which may fluctuate from one year to the next;
- or to accumulate funds for future capital expenditures or irregular or occasional expenses (such as municipal elections every four years).

It is also important to note that some Divisions may have relatively small operating / capital budgets but are responsible for managing or administering significant funds (i.e. Engineering and Construction Services, Accounting Services (Accounts Payable, Accounts Receivable), PPEB – Employee Benefits, Revenue Services (Property Tax Collection, Water Billings, etc.)). These represent "at risk" dollars that need to be considered when assessing financial risk.

8) CONTRACTUAL EXPOSURE

All contracts present some level of risk. Risks can be increased or mitigated by the manner in which contracts for service providers and suppliers are procured and managed. Contract risk exposure is impacted by the degree to which:

- Oversight of procurement has been centralized (i.e. through PMMD)
- Compliance with procurement policies
- Formal, open, competitive procurement processes are used
- Wording of contract deliverables, outcomes, and any consequences for non-performance, etc. is clearly defined and clearly understood by all parties
- Irregular purchasing activities have been identified
- Contract management practices have been implemented by knowledgeable staff
- Potential conflicts of interest have been identified and addressed

9) ADEQUACY OF POLICIES, PROCEDURES, PROCESSES AND CONTROLS

Policies and procedures should be in place so that activities efficiently and effectively support the achievement of an organization's objectives in a consistent manner. Policies and procedures need to be communicated so that staff understand what is expected of them and the scope of their freedom to act. Authority, responsibility and accountability should be clearly defined so that the appropriate people make decisions and take action.

Even if policies and procedures are well-defined, processes must be in place to monitor adherence with requirements and address instances of isolated and/or recurring non-compliance in a timely manner.

10) PUBLIC AND POLITICAL INTEREST (INCL. ADVERSE PUBLICITY)

Events can occur which erode public confidence in the City of Toronto. As the level of visibility, political and/or public interest, or potential for public embarrassment increases, the degree of exposure will increase. The amount of interest that Council expresses in a particular unit or function could also impact this factor.



Toronto Police Services Board Report

October 9, 2020

To: Board Members
Toronto Police Services Board

From: Ryan Teschner
Executive Director & Chief of Staff

**Subject: CHIEF OF POLICE SELECTION PROCESS - CONTRACT
AWARD TO ENVIRONICS TO DELIVER PUBLIC
CONSULTATION SERVICES**

Recommendation(s):

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

1. approve a contract award to Environics Research Group Limited (Environics) to deliver public consultation services as part of the Chief of Police selection process, for a four month contract term with the option to extend on a month to month basis, and at an estimated cost of \$75,000;
2. authorize the Chair to exercise the options to extend the contract term, subject to budget availability and satisfactory vendor performance; and
3. 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 Board has estimated that the budget for these services is approximately \$75,000. No specific budget allocation for these public consultation services was included in the Board's approved 2020 budget. However, every effort will be made to accommodate the costs from within the Board's current budget.

Background / Purpose:

One of the Board's most significant responsibilities is to recruit and appoint a Chief of Police. Robust and deep public engagement to hear from Toronto's diverse

communities on the attributes, skills and priorities for the next Chief of Police is a key priority in the upcoming selection process – and, in particular, given the significant attention on driving policing reform. The Board Office has every intention of ensuring that the public engagement for the upcoming Chief selection process sets a new high watermark, both in respect of the Board’s past engagements of this kind, and more broadly with respect to Chief selection processes in Canada.

On July 31, 2020, Chief Mark Saunders retired from the Toronto Police Service (Service). As set in out in section 31(d) of the *Police Services Act*, the Board has the statutory responsibility to “recruit and appoint the chief of police.” Currently, James Ramer is serving as Interim Chief of Police until such time as a new Chief is appointed. The Board has commenced a two-part Chief selection process, which includes robust and wide-ranging public consultation, as well as the retention of an executive search firm to provide expertise and support during the recruitment stage.

The purpose of this report is to obtain Board approval for the retention of Environics to provide public consultation services.

Discussion:

At its meeting of August 18, 2020, the Board approved 81 recommendations that put into place a roadmap for comprehensive policing reform and included building new community safety response models, initiatives to address systemic racism and concrete steps to improve trust with our communities. (Min. No. P129/20 refers). The report also specifically addressed the forthcoming Chief selection process and recommendations related to that process. In describing the forthcoming process, the report stated:

The Board takes the selection of and hiring process associated with the next Chief of Police very seriously. The Board values and has prioritized public consultation in the selection process for the Chief of Police in the past and recognizes the importance of further improving its engagement efforts. In particular, it values input from the public and community stakeholders on the values, skills and other criteria deemed integral to the success of the Chief of Police for Toronto. During the town hall meetings, as well as at City Council, the selection process and criteria associated with the Chief of Police was the subject of much discussion.

The Board will soon begin the public procurement process to select firms to assist with the executive search for the next Chief, as well as for the public consultation process which will inform the executive search. The Board will receive Requests for Proposals (RFP) from interested firms, and will then follow the procedural steps of receiving, evaluating, and selecting firms to execute the executive search and public consultation processes. It is anticipated that a Board report recommending the

successful firms will be brought before the Board for approval in Q4 2020. The firms will begin their work following the Board's approvals.

Competitive Procurement Process for Public Consultation Services:

On August 17, 2020, a Request for Proposal (RFP) for public consultation services, was issued on MERX, with a closing date of September 22, 2020. Thirty-two vendors downloaded the RFP. A question was submitted during the posting period, asking what the budget was for this RFP. The response provided indicated that the budget was approximately \$75,000. Ultimately, four proposals were received. The proposals were assessed by an Evaluation Committee, which included a member of the newly struck Police Reforms committee, operating out of the City of Toronto's City Manager's Office. This committee is tasked with implementing the decisions that were adopted relating to police reform at the June 29 and June 30 City Council meeting. It was determined that including a member from this committee, with the relevant expertise at the City level would be an asset to the selection process. The Evaluation Committee consisted of the following members:

- Ryan Teschner – Executive Director & Chief of Staff, Board Office
- Danielle Dowdy – Advisor, Strategic Policy & Stakeholder Relations, Board Office
- Vanessa Ferrone – Senior Corporate Management and Policy Consultant, City Manager's Office, City of Toronto

The proposals were assessed on the criteria outlined in the RFP, which included proponents being required to outline their demonstrated experience in:

- performing public consultation projects for large, complex and unionized organizations with preference to policing, public sector, and/or large community-based organizations; and
- managing public exposure, including media attention, as a result high-profile projects.

Proponents were also required to:

- demonstrate the qualifications of proposed project team members effectively engaging a broad spectrum of community partners and stakeholders for large, complex and unionized organizations with preference to policing, public sector, and/or large community-based organizations;
- outline their proposed plan, schedule and approach; and
- provide sample public consultation projects in their proposal.

Successful Vendor Being Recommended:

All of the proponents were scored using the above-noted criteria. Environics scored the highest and is recommended for award. Environics price submission was \$75,000.

Environics has a strong reputation for working across organizations and communities with actionable, evidence-based solutions to real business problems. Headquartered in Toronto, Environics also has offices in Ottawa and Calgary.

Environics' consultants are specialists in all aspects of consultation design, recruitment and analysis, with a reputation for accuracy, project management and special interpretative expertise. Environics possesses the internal expertise and resources that will enable them to successfully deliver on all components of the public consultation, within an appropriate timeframe.

Environics has a team of experts with extensive experience in helping public sector organizations develop and implement public consultation strategies in many different sectors. Notably, they have delivered consultation and engagement services for many public sector and unionized clients, including:

- TransCanada Pipeline Consultations (2015)
- PRESTO Transit Data Privacy (2017)
- Opioid Use - Anonymous Client (2019)
- OSSTF – Equity Focus Groups (2019)
- Durham Region Anti-Black Racism public consultation (2020)

Environics was selected, based on their relevant experience and demonstrated ability to engage a broad spectrum of communities and key stakeholders – including those from marginalized and/or vulnerable groups for whom tailored methods of engagement may be required.

Upon Board approval, Environics will commence the process of consulting with the public in the coming months, following planning discussions with the Board Office and the City. Specifically, upon Board approval, Environics will be retained to, at a minimum:

- Facilitate four two-hour sessions at locations in Scarborough, North York, Etobicoke and downtown Toronto;
- Facilitate a focus group with youth organizations, with a requirement that the chosen firm works with a pre-identified third-party organization in the planning and facilitation of these meetings;
- Facilitate a focus group with the Service's Community Police Liaison Committees (CPLCs) and the Community Consultative Committees (CCCs);
- Facilitate roundtable meetings with elected officials (for example: City Councillors, school board trustees, MPPs, and MPs, among others);
- Facilitate roundtable meeting(s) with business leaders and key stakeholders;
- Facilitate roundtable meetings with community leaders and organizations, prioritizing community leaders or organizations that work within vulnerable and marginalized communities;
- Facilitate internal consultations with:
 - the Toronto Police Association;
 - the Senior Officers' Organization; and

- the Service's Internal Support Networks (ISNs).

Given the current public health pandemic guidelines, these sessions will likely be held virtually. Environics' approach to public engagement is flexible both in terms of timing and methods used, all with a view to maximizing broad public engagement from Toronto's diverse communities.

Environics will also facilitate an open session for Service Members, and will employ an online tool to collect and analyze written and on-line submissions. At the conclusion of the process, Environics will prepare a final report on the feedback received through the consultations, which will ultimately feed into the development of a new job description, competency profile and selection criteria for the Chief of Police, which will inform the search process that will then unfold.

Conclusion:

Therefore, I am recommending that the Board approve a contract award to Environics, to provide public consultation services for the Chief of Police selection process. Based on their submitted proposal and presentation, I am confident that they will successfully deliver these services in a manner that effectively engages a broad spectrum of Toronto's communities. If the Board approves this report, Board Staff will work closely with Environics to set out a broad vision for community and stakeholder engagement and consultation, which will ultimately inform the recruitment of the next Chief of Police.

It should be noted that the process for selecting the executive search firm remains ongoing at this time. A recommendation for the selection of a firm to provide executive search services will be brought to the Board's November 2020 meeting.

Respectfully submitted,



Ryan Teschner
Executive Director & Chief of Staff



Toronto Police Services Board Report

October 9, 2020

To: Chair and Members
Toronto Police Services Board

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

Subject: Global Search Solution Project – Contract Increase for Additional Licencing and Professional Services – Michael Cizmar and Associates

Recommendations:

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

- (1) approve an increase to the value of the contract with Michael Cizmar and Associates (M.C.+A.) of \$36,000 for professional services in 2020 for inclusion of Legacy Search datasets;
- (2) approve an increase of the annual licencing costs of \$185,000 (excluding taxes) for the period of October 1, 2020 to December 31, 2023 to M.C.+A.; and
- (3) 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 tables below summarize the costs of both past and future professional services, software license fees, maintenance and support, for this project.

Table 1- Previously Approved / Approved Budget - May 2020 (Min. No P58/20)

Timing	Professional Services	Software License Fees	Maintenance and Support Fees	Total
Previously Approved Expenditures	\$455,000	\$217,000		\$672,000
<i>Contract Extension:</i>				
April 01, 2020 – December 31, 2020	\$100,000	\$211,000	\$46,400	\$357,400
Jan 1, 2021 - December 31, 2021	\$140,000	\$281,300	\$61,900	\$483,200
Jan 1, 2022 - December 31, 2022	\$140,000	\$281,300	\$61,900	\$483,200
Jan 1, 2023 - December 31, 2023	\$140,000	\$281,400	\$61,900	\$483,300
Total contract extension amount	\$520,000	\$1,055,000	\$232,100	\$1,807,100
Total contract amount	\$975,000	\$1,272,000	\$232,100	\$2,479,100

Table 2- Request for Approval of Revised Estimated Costs - October 2020:

Timing	Professional Services	Software License Fees	Maintenance and Support Fees	Total
Previously Approved Expenditures	\$455,000	\$217,000		\$672,000
<i>Revised Contract Extension:</i>				
April 01, 2020 – December 31, 2020	\$136,000	\$257,300	\$46,400	\$439,700
Jan 1, 2021 - December 31, 2021	\$140,000	\$466,300	\$61,900	\$668,200
Jan 1, 2022 - December 31, 2022	\$140,000	\$466,300	\$61,900	\$668,200
Jan 1, 2023 - December 31, 2023	\$140,000	\$466,300	\$61,900	\$668,200
Total contract extension amount	\$556,000	\$1,656,200	\$232,100	\$2,444,300
Total contract amount	\$1,011,000	\$1,873,200	\$232,100	\$3,116,300

The recommended contract adjustments for professional services and additional software license fees will increase the contract with M.C.+A. by \$637,200 to December 31, 2023.

Expenditures to date for this initiative have been funded by the 2017/18 and 2018/19 Policing Effectiveness and Modernization (P.E.M.) Grants, and the Toronto Police Service's (Service) 2020-2029 Capital Program.

Funding for future expenditures for this initiative have been included in the Service's 2020-2029 Capital Program and operating impact from capital (Min. No. P237/19 refers).

Background / Purpose:

The Service's Records Management System (R.M.S.) was changed on November 5, 2013 from eCOPS to Versadex. Since that time, users have not been able to concurrently perform an integrated search of the current Versadex R.M.S. and the legacy databases through a single interface.

The value of timely and accurate information for the purposes of public safety investigations and primary response has always been vital for officers. Searching for such information currently involves searching multiple data repositories through separate interfaces, each returning results in differing formats. The Service requires the ability to search information through a single interface, with the goal of searching and retrieving all relevant content from file system repositories as well as document and content management systems through a Global Search solution.

With the production implementation of this platform, members of the Service will be able to conduct searches of internal systems more quickly and comprehensively than is currently possible. This will save valuable time in support of investigations and increase officers view to the connectivity of key information across systems, which will be a notable improvement from the current state.

In January 2018, the Service conducted a Request for Proposal process for a Global Search solution. This resulted in the selection of Attivio software as the Service's standard for Global Search software and the selection of Michael Cizmar and Associates (MC+A) for the provision of required professional services including installation, configuration, testing and training.

The Global Search project is being managed in an innovative manner using an agile approach, which began with a phased Proof of Concept (P.O.C.). The P.O.C. has involved implementing the technology, identifying long-term applications of the technology through lessons learned, and creating a foundation based on core R.M.S functionality. The Service examined the capabilities, limitations and scalabilities of the solution and began development of appropriate governance and security measures. In addition, a detailed examination of maintaining and supporting the application was evaluated.

Expenditures to date for this initiative have been funded by the 2017/18 and 2018/19 Policing Effectiveness and Modernization (P.E.M.) Grants.

In 2019, the Board approved an initial one-year production license, related professional services and future year maintenance and upgrade for a total contract value of \$687,000, with a total spending of \$672,000 (Min. No. P74/19 refers).

The next phase was a limited initial production license rollout to the Toronto Police Service and in May 2020, the Board approved the current \$2,479,100 contract value (Min. No. P58/20) as shown on table 1. Funding for future expenditures for this initiative have been included in the Toronto Police Service's 2020-2029 Capital Program and Operating impact from Capital (Min. No. P237/19 refers).

The changes herein will enable the service to transfer the search of legacy records management solutions into the Global Search solution. This will in turn allow for the full decommissioning of the legacy solutions themselves with an anticipated savings in the infrastructure in future years.

Discussion:

The benefits of the Global Search solution include enhanced situational awareness, improved public and officer safety and increased officer efficiency conducting searches.

The current phase of the initiative will be to continue the pilot production rollout in operational and investigative units, as well as including the additional information currently held within legacy search. This phase of the project will enable investigative and operational units to search across vital internal systems simultaneously. Further, officers will be able to search and visualize the requisite connectivity of critical investigative information in support of investigations.

M.C.+A. is the exclusive reseller and professional service provider of the Attivio software in Canada, and as such the Service recommends approving the additional costing to include legacy data as part of the Global Search environment.

Conclusion:

The Service is seeking approval for an increase in the value of the contract with Michael Cizmar and Associates of \$36,000 for professional services and an additional \$185,000 in annual licencing for a total contract increase of \$637,200. As the project progresses, it is possible that other opportunities to rationalize systems may become available, and where financially or operationally beneficial, the Service will explore whether they can be addressed through the Global Search solution. Any further opportunities will be presented to the Board for approval.

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

Respectfully submitted,

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

*copy with original signature on file at Board Office



Toronto Police Services Board Report

October 1, 2020

To: Chair and Members
Toronto Police Services Board

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

Subject: Contract Award for Adobe Software, Maintenance and Support – Softchoice Canada Inc.

Recommendations:

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

- (1) approve a contract award for Adobe software support, professional services and maintenance to Softchoice Canada Inc. for one-year with an option to extend for two additional one-year periods, which would cover the period August 30, 2020 to August 29, 2023, at a total cost of approximately \$1,102,090 (excluding taxes);
- (2) authorize the Chief of Police to exercise the two one-year extension options, subject to budget availability, satisfactory vendor performance and other considerations; and
- (3) 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 support, professional services and maintenance cost for the first year will be \$341,782 (excluding taxes), of which \$113,927 relates to 2020 costs and is included in the Service's 2020 operating budget. Future year costs will be included in the respective operating budget requests, for a three-year total cost of approximately \$1,102,090 (excluding taxes).

Under the financial bylaw, the Toronto Police Service (Service) has the authority to commit to the first year of this contract and has done so to enable the continued use of this important software. As the total cost of the contract (approximately \$1.1 Million), including the option years, would exceed the \$1 Million commitment authority delegated to the Chief under the by-law, Board approval is being requested.

Background / Purpose:

The Service utilizes Adobe products to censor and obscure text, create Portable Document Format (P.D.F.) documents, photos and audio files for legal and/or security purposes. In addition, Adobe products assist with several automated workflow processes and Service form generation.

The purpose of this report is to obtain Board approval for a contract award for support and maintenance of our current Adobe software licenses and for future ad hoc purchases and corresponding services as required by the Service.

Discussion:

The suite of Adobe software products are utilized by operational and support units across the Service.

Historically, the licenses for different Adobe products have been purchased separately, which has resulted in additional effort and resources to maintain the separate agreements.

With the recent and upcoming expiration of several of these agreements, it was decided to take the opportunity to reduce administration effort and issue a Request for Quotation (R.F.Q.) to establish a vendor for all Adobe products used by the Service.

On July 16, 2020, the Service's Purchasing Services Unit issued a R.F.Q. (#1398675-20), which was posted on MERX, to establish a V.O.R. for support and maintenance for the Service's Adobe licenses for a one-year period with an option to renew for two additional one-year periods.

Twelve suppliers downloaded the R.F.Q. from MERX, and one response was received from Softchoice Canada Inc. The bid from Softchoice is compliant and meets the Service's requirements, and is therefore being recommended for the award.

Conclusion:

Following a competitive process, the recommended contract award to Softchoice Canada Inc. enables the continued use of Adobe products from August 30, 2020 to August 29, 2023.

Mr. Colin Stairs, Chief Information Officer and Mr. Tony Veneziano, Chief Administrative Officer, will be in attendance to answer any questions from the Board.

Respectfully submitted,

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

*original copy with signature on file at Board office



Toronto Police Services Board Report

October 1, 2020

To: Chair and Members
Toronto Police Services Board

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

Subject: Contract Award for the Supply of Panasonic CF33 Ruggedized Mobile Workstations, Associated Accessories and Maintenance - Softchoice Canada Incorporated

Recommendations:

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

- 1) approve a contract award to Softchoice Canada Incorporated (Softchoice) for the supply of Panasonic CF33 Ruggedized Mobile Workstations, associated accessories and maintenance for a five-year period commencing October 23, 2020, and at an estimated cost of \$3,200,000; 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:

Funding of \$2,700,000 for the lifecycle replacement of the current Mobile Workstation (M.W.S.) devices is included in the Toronto Police Service's (Service) approved 2020-2029 Capital Budget Program (Min. No. P237/2019 refers). These costs are included in the Vehicle and Equipment Reserve as part of the M.W.S. project.

Provisional pricing for additional devices, accessories, and maintenance was also requested in the Request for Quotation (R.F.Q.). This pricing was requested in order to meet future ad hoc requirements that cannot be estimated at this time. These requirements are dependent on additional quantity, frequency and nature of support work required during the contract term. A provisional amount of \$500,000 over the five-year term of the contract has been included, increasing the total contract value to approximately \$3,200,000. Any additional purchases, however, would be subject to operational requirements and the availability of funds.

Background / Purpose:

The purpose of this report is to obtain Board approval for a contract award for the supply of Panasonic CF33 Ruggedized M.W.S. and associated accessories and maintenance necessary to keep the devices in a state of good repair.

The Panasonic CF33 will provide the Service with the mobile computing platform that front line officers need to access the systems and information that are required on a daily basis.

Discussion:

The Service's Telecommunications Services Unit (T.S.U.) and Information Technology Customer Service unit (C.S.U.) manage the installation, maintenance and lifecycle replacement of approximately 680 M.W.S devices in Service vehicles.

The current model M.W.S. devices that were installed during the period 2013 to 2015, are no longer manufactured and are now at end of product support. They must, therefore be replaced in order to maintain M.W.S. service availability for officers, which is critical to policing operations.

R.F.Q. #1355008-20 was issued on MERX on August 6, 2020 by the Purchasing Services Unit to establish an authorized reseller of Panasonic CF33 Ruggedized Mobile Workstations, associated accessories and maintenance. The R.F.Q. closed on September 3, 2020. Two responses were received, with Softchoice providing the lowest price.

The contract term as defined in the R.F.Q., includes a five-year warranty maintenance support and provides an annual review for the Service to address and adapt to technological changes or any significant changes to Service vehicles.

Conclusion:

Based on the results of a competitive procurement process, Board approval is being requested for a contract award to Softchoice Canada Incorporated for the supply of Panasonic CF33 Ruggedized Mobile Workstations, associated accessories and maintenance at an estimated cost of \$2,700,000 over a 5-year period.

Provisional pricing to meet ad hoc requirements during the term of the contract could result in a further amount of up to \$500,000 being required over the five-year contract term, increasing the total contract value to approximately \$3,200,000 (excluding taxes). Any spending beyond the \$2,700,000 quoted in response to the R.F.Q would be subject to operational need and the availability of funds.

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

Respectfully submitted,

James Ramer M.O.M.
Chief of Police

*original with signature on file at Board office



Toronto Police Services Board Report

October 1, 2020

To: Chair and Members
Toronto Police Services Board

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

**Subject: Contract Award for Integrated Telecommunications
Infrastructure – Bell Canada**

Recommendations:

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

- 1) approve a contract award to Bell Canada for Integrated Telecommunications Infrastructure (I.T.I.) commencing October 23, 2020 and ending September 30, 2025, for the provision telephone and data carrier services and related hardware, software and professional services, by piggybacking on an existing City of Toronto (City) agreement, and at an annual cost of approximately \$1.3 Million; 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:

Annual expenditures under this agreement are approximately \$1.3 Million (M) for data and telephony services. Funds for this purpose are provided for in the Service's approved 2020 operating budget, and will be included in future year budget requests.

Background / Purpose:

The Toronto Police Service (Service) is currently utilizing the City's Integrated Radios Infrastructure (I.T.I.) agreement with Bell Canada for data and telephony services to support its operations, including E911 support.

The I.T.I. contract was based on the City's Request for Proposal (R.F.P.) #2104-09-3006 for the I.T.I. and related services, which was awarded to Bell Canada. The I.T.I. contract is comprised of ten service bundles, as set out below:

- 1) Centrex and other telephone carrier services;
- 2) Low-medium speed Wide Area Network (W.A.N.) data communication services;
- 3) Session Initiation Protocol (S.I.P.) Trunking Services;
- 4) Low-medium speed Internet Protocol (I.P.) VPN data communication services;
- 5) Business internet and business internet dedicated services;
- 6) Professional services;
- 7) Bell Network Distributed Denial of Services (D.D.o.S.) security Protection Services;
- 8) Cloud Connect Services;
- 9) Network cabling, equipment and services; and
- 10) A Unified Communications (U.C.), Voice over Internet Protocol (V.o.I.P) solution which consists of I.P. telephony, I.P. telephones, unified messaging, call centre management services and other related equipment and services.

The R.F.P. and contract specified an initial five-year term, with a provision for extension of up to five additional separate one-year terms at the same pricing, condition and terms.

On July 7, 2015, the City approved a one-year renewal option for its operations. On August 20, 2015, the Board also approved the one-year renewal option for use by the Service for the period commencing September 15, 2015 and ending September 15, 2016 (Min. No. P229/15).

On September 30, 2015, the City approved a four-year extension of this contract, ending no later than September 30, 2020. On April 20, 2016, the Board approved a similar extension for the same period (Min. No. P84/16)

The City has amended the I.T.I. agreement with Bell effective October 1, 2020, to extend the agreement for an additional five one-year terms. The I.T.I. agreement includes a provision for agencies, boards and commissions to access the agreement under the established terms and conditions.

Discussion:

The Service's Information Technology Services (I.T.S.) unit has reviewed the delivery of services under the City's I.T.I. Agreement and is satisfied that they meet the Service's current and future operational needs. The Service does not currently utilize all the services within the I.T.I. service bundles, but does require telephone carrier services, wide area network services, I.P. V.P.N services, cabling services, equipment, Customer Premise Equipment (C.P.E.) services and S.I.P. Trunking services. The Service may leverage other services in the future if a need arises, based on the business requirements and subject to budget availability. Each of these services will require telephone carrier, hardware and software, maintenance, repair and professional services.

The Board's Purchasing Bylaw provides authority for the Service's Purchasing Manager to participate (piggyback) in a procurement made by another public body (in this case the City) for goods and services. Joining the City new I.T.I. Agreement meets the needs of the Service, requires less procurement administration effort, and enables the Service to benefit from the economies of scale and efficiencies which will be available to all participants in the City I.T.I. Agreement.

Conclusion:

Bell Canada has met all of the Service's terms, conditions and requirements since April 7, 2011. The pricing structure is deemed to be competitive with respect to all services required for the Service's required solutions. Accordingly, the Service is recommending that the Board approve the amended I.T.I. agreement with Bell, as it meets our requirements and provides the potential for future savings.

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

Respectfully submitted,

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

*copy with original signature on file at Board office



Toronto Police Services Board Report

October 1, 2020

To: Chair and Members
Toronto Police Services Board

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

**Subject: Contract Award for the Supply of Vehicle Equipment
Installation Services – Kerr Industries Limited**

Recommendation(s):

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

- 1) approve the contract award to Kerr Industries Limited, for the supply of vehicle equipment installation services for the period October 1, 2020 to September 30, 2025, at an estimated cost of \$2,039,000 (excluding taxes) over the five-year contract term;
- 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 cost of this contract is allocated across several projects, as shown in Table 1, that have funding under the Service's approved 2020 - 2029 Capital Budget Program (Min. No. P237/2019 refers). Funding of \$20,000 is included in the Service's 2020 operating budget request for any additional unplanned work such as repurposing functionality of the cars and cars that are written off. Future year funding will be included in the respective future annual operating budget requests.

Table 1 - Projects that include Installation Costs:

Project	Number of units/5-year contract	Total Cost	Funding source
Automated Vehicle Locator	900	\$227,700	Capital Budget - Vehicle and Equipment Reserve
Vehicle & Equipment Lifecycle - Vehicle Preparation	450	\$566,000	Capital Budget - Vehicle and Equipment Reserve
Emergent cars	100	\$91,000	Operating Budget
Radio Lifecycle	1,000	\$309,000	Capital Budget
Mobile Workstation	535	\$845,200	Capital Budget - Vehicle and Equipment Reserve
Total		\$2,039,000	

The term of the contract is based on the Request for Quotation (R.F.Q. #1391553-20) issued on July 31, 2020. Included in the five-year term contract is the installation of electronic devices such as Sierra Wireless devices, associated accessories, Automated Vehicle locator (A.V.L.) devices, Mobile Workstations (M.W.S) and In Car Camera (I.C.C.) equipment and voice radios in vehicles used by the Service. The installation services cover all models of cars currently available in the Service's fleet.

Background / Purpose:

The purpose of this report is to request Board approval of a Vendor of Record (V.O.R.) for the supply of services to install, remove and relocate electronic devices installed in the Service vehicles, which are due for lifecycle replacement.

Discussion:

The Service manages a fleet of more than 1,600 vehicles to maintain its operational service levels. The vehicles include a wide variety of makes and models. These vehicles are fitted with electronic systems such as I.C.C., M.W.S., A.V.L., mobile radio systems and antennae required for policing operations. The configuration of electronic equipment is not the same for all vehicles and depends on what role a particular vehicle performs. The equipment fit varies from a full install, which includes all electronic systems, to partial and custom installs with only select equipment.

The lifecycle upgrade of vehicles and electronic systems is an ongoing process and is undertaken when the assets reach the end of life. The electronic equipment currently installed in the vehicles has reached end of life and the process of replacing the equipment has commenced. In addition, the Service procures new vehicles each year to phase out the older vehicles.

The R.F.Q. (#1391553-20) was issued on July 31, 2020 to establish an Authorized Vendor to:

- (a) Install the electronic equipment in new vehicles; and
- (b) Remove old electronic equipment from vehicles (not being phased out) and replace the same with new electronic equipment.

The R.F.Q. closed on September 3, 2020 and three (3) submissions were received by the Service's Purchasing Services Unit. Kerr Industries Limited met all of the specifications and requirements in the R.F.Q. and submitted the lowest bid.

Conclusion:

The vehicle equipment installation services will ensure that all Service vehicles are equipped with the latest and most secure electronic devices, and that the various devices are reliable, which is essential to policing operations.

The Service therefore requests Board approval of Kerr Industries Limited, as the vendor for the provision of installation services for vehicle equipment at an estimated contract amount of \$2,039,000 (excluding taxes), which includes provisional pricing.

The contract award is for a five-year term, commencing October 1, 2020 to September 30, 2025.

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

Respectfully submitted,

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

*copy with original signature on file at Board office



Toronto Police Services Board Report

October 9, 2020

To: Chair and Members
Toronto Police Services Board

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

Subject: Contract Award to Supply Havis Mounting Equipment for Vehicle Electronics Systems - Mega Technical Holdings Ltd.

Recommendations:

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

- 1) approve the contract award to Mega Technical Holdings Ltd. for the supply of Havis mounting equipment for a one-year period from October 23, 2020 to October 22, 2021, with an option to extend for an additional four one-year periods, at an estimated cost of \$3,003,720 (excluding taxes) over the five-year period;
- 2) authorize the Chief of Police to exercise the four, one-year extension options, subject to budget availability, satisfactory vendor performance and other considerations.
- 3) 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 Vehicle and Equipment reserve in the 2020 - 2029 Capital Budget Program includes funding for the lifecycle replacement of the current mounting equipment for Mobile Workstation (M.W.S.) devices of \$1,158,470 and Vehicle and Equipment Lifecycle - Vehicle Preparation of \$1,845,250, for a total of \$3,003,720 (excluding taxes), Min. No. P237/2019 refers.

The equipment costs are based on historical averages for vehicle replacements. Any change in the number of vehicles being outfitted will alter this cost.

This funding covers Havis mounting equipment, including all parts and components, to enable the installation of the new model M.W.S. for the current primary response vehicles, for the period 2021 – 2025.

Background / Purpose:

The purpose of this report is to obtain Board approval for a vendor to supply mounting equipment, including required parts and components for the outfitting of Toronto Police Service (Service) vehicles.

Discussion:

The Service's Telecommunications Services Unit (T.S.U.) manages the installation, maintenance and lifecycle replacement of electronic devices such as Automated Vehicle locator (A.V.L.), M.W.S., Radio and In Car Camera (I.C.C.) in all Service vehicles. 631 vehicles are currently outfitted with an M.W.S. and T.S.U. plans to have all vehicles refitted with the Havis mounting solution by the end of 2021 as part of the ongoing lifecycle replacement of the M.W.S.

In addition, approximately 90 Havis mounting systems per year will be required for the years 2021-2025 during the annual vehicle and equipment lifecycle replacement of the Service's vehicles.

A series of field trials were conducted. Four different mounting solutions were tested by field officers. The results of the field trials by the officers were inputted through an interactive polling system. Based on the results of the poll, the preferred solution is the Havis mounts. The Havis mounting solution was identified as the best hardware and configuration to meet the operational needs of the officers.

An independent third party conducted an ergonomics study of the various mounting solutions under consideration, which also recommended the Havis mounting solution.

Three vehicle models and model years of the Service's primary response vehicles were sent for air bag deployment testing to ensure the safe operation of airbags in a collision with the Havis mounting deployment. These tests confirmed that the airbag remained operational with the proposed Havis mounting solutions.

A Request for Quotation (R.F.Q.) #1387630-20 was issued on MERX by the Purchasing Services Unit on July 29, 2020 to establish a vendor of record for Havis mounting equipment. The R.F.Q. closed on August 26, 2020 and five submissions were received. Mega Technical Holdings Ltd met all of the Service's requirements and submitted the lowest price.

As the mounting hardware needs to adapt to the variation in model years of the vehicles selected by the Service, the Havis part numbers and costs for each year will change. As the proposed contract is for a one-year term with the ability to extend for four one-year

extensions, the materials required may be modified year to year. The R.F.Q. provides for an annual review by T.S.U. to address vendor performance issues and to adapt to technological changes or any significant changes to vehicles.

The lifecycle and replacement of the electronic devices will continue to enable a high level of operational availability of Service vehicles for policing operations. Havis mounting equipment is vital for the installation and retrofit of the electronic devices in Service vehicles.

Conclusion:

Based on the results of the R.F.Q. the Service is requesting Board approval of a contract award to Mega Technical Holdings Ltd. at an estimated contract amount of \$3.0M (exclusive of taxes).

The contract award is for a one year term, with an option to renew for four additional one-year periods at the discretion of the Chief.

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

Respectfully submitted,

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

*original copy with signature on file at Board office



Toronto Police Services Board Report

October 2, 2020

To: Chair and Members
Toronto Police Services Board

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

**Subject: City of Toronto Traffic Agent Special Constable
Appointments - October 2020**

Recommendation:

It is recommended that the Board approve the appointments of the individuals listed in this report as special constables for the City of Toronto (City), subject to the approval of the Ministry of the Solicitor General (Ministry).

Financial Implications:

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

Background / Purpose:

Under Section 53 of the *Police Services Act (P.S.A.)*, the Board is authorized to appoint and re-appoint special constables, subject to the approval of the Ministry. Pursuant to this authority, the Board has agreements with the University of Toronto, Toronto Community Housing Corporation, Toronto Transit Commission and the City governing the administration of special constables (Min. Nos. P571/94, P41/98, P289/13 and P158/19 refer).

The Service received a request from the City to appoint the following individuals as special constables:

Table 1: Name of Agency and Special Constable Applicant

Agency	Name	Status Request	Expiry
City	Tenisha Downes	New Appointment	5 Years
City	Joshua Eveleigh	New Appointment	5 Years
City	Keinon Forrester-Marshall	New Appointment	5 Years
City	Shane Palmer	New Appointment	5 Years
City	Chris Sabourin	New Appointment	5 Years
City	Matthieu Viera	New Appointment	5 Years

Discussion:

City Traffic Agent special constables will be appointed to enforce select sections of the *Highway Traffic Act (H.T.A.)* to relieve traffic congestion at identified intersections 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 and 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 City advised the Service that the above individuals are currently in training which is set to be completed on October 18, 2020. At the Board’s October 22, 2020 meeting, the Chief of Police will confirm the names of the individuals who successfully completed their required training; this will then satisfy all of the appointment criteria as set out in their agreement with the Board. The City’s approved strength and current complement are indicated below:

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

Agency	Approved Complement	Current Complement
City	16	0

Conclusion:

The Service continues to work together in partnership with the City to identify individuals to be appointed as special constables who will contribute positively to the safety and well-being of drivers, cyclists, pedestrians and transit riders on roadways within the City of Toronto.

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

Respectfully submitted,

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

*copy with original signature on file at Board Office



Toronto Police Services Board Report

September 21, 2020

To: Chair and Members
Toronto Police Services Board

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

**Subject: Special Constable Appointment and Re-Appointment –
October 2020**

Recommendation:

It is recommended that the Board approve the appointment and re-appointment of the individuals listed in this report as special constables for the Toronto Community Housing Corporation (T.C.H.C.) and the University of Toronto (U. of T.), subject to the approval of the Ministry of the Solicitor General (Ministry).

Financial Implications:

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

Background / Purpose:

Under Section 53 of the *Police Services Act*, the Toronto Police Services Board (Board) is authorized to appoint and re-appoint special constables, subject to the approval of the Ministry. Pursuant to this authority, the Board has agreements with the U. of T., T.C.H.C. and the Toronto Transit Commission (T.T.C.) governing the administration of special constables (Min. Nos. P571/94, P41/98 and P289/13 refer).

It is the position of the Special Constable Liaison Office that the appointment and re-appointment of the individuals listed in this report are of operational urgency as the T.C.H.C. and the U. of T. have recently lost several members of their special constable complement to employment with the Toronto Police Service (Service) and other GTA police services.

As external special constables respond to a significant amount of calls for service that would ordinarily require a police response, ensuring that T.C.H.C and U. of T.'s complement of special constables can be maintained is paramount in ensuring public safety and frontline operational continuity for the Service.

The Service received a request from the U. of T. to appoint the following individual as a special constable:
Table 1 Name of Agency and Special Constable Applicant

Agency	Name	Status Request	Expiry
T.C.H.C.	Darrin Sutcliffe	New Appointment	N/A
U. of T. Scarborough Campus	James Cowan	Re-Appointment	November 19, 2020
U. of T. St. George Campus	Emerson Evelyn	New Appointment	N/A

Discussion:

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

The agreements between the Board and each agency require that background investigations be conducted on all individuals who are being recommended for appointment and 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 satisfy all of the appointment and re-appointment criteria as set out in their agreements with the Board. The T.C.H.C. and U. of T.’s approved strengths 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	163
U. of T. Scarborough Campus	25	15

Conclusion:

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

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

Respectfully submitted,

James Ramer, M.O.M.

Chief of Police

*copy with original signature on file at Board Office



Toronto Police Services Board Report

September 24, 2020

To: Chair and Members
Toronto Police Services Board

From: Ryan Teschner
Executive Director & Chief of Staff

Subject: Request for Special Funds: Ontario Association of Police Services Boards (OAPSB) – 2020 Virtual Labour Seminar

Recommendation(s):

It is recommended that, as an exception to its Special Fund Policy, the Board approve an expenditure in the amount of \$2,000.00 to sponsor the OAPSB's 2020 Virtual Labour Seminar.

Financial Implications:

If the Board approves the recommendation contained within this report, the Special Fund will be reduced by \$2,000.00. The approximate balance of the Special Fund as at September 24, 2020 was \$568,207.

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 fulfil 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 hosts two main events each year; its Annual Spring Conference & AGM, which took place on May 27-30, 2020 and its Labour Seminar, which will take place on November 12-13, 2020.

Given the challenges surrounding the COVID-19 Pandemic, and in the best interest of the health and safety of its Members, the OAPSB Board has opted to host its labour seminar virtually.

The annual Labour Seminar is an opportunity for professional development for Board members and Board Office staff, including the opportunity to discuss common issues facing police services boards in the context of Ontario labour relations developments and trends. The seminar will feature speakers addressing topical subjects relating to immediate and emerging labour issues, which is especially important right now considering the challenges that all police services boards are facing in the midst of the COVID-19 Pandemic.

The Board has historically supported the Annual Conference & AGM but, as an exception to the Special Fund, I am recommending that, this year, the Board also support the virtual Labour Seminar to assist with offsetting the OAPSB's expenses related to delivering this virtual event.

Conclusion:

It is, therefore, recommended that, as an exception to its Special Fund Policy, the Board approve an expenditure in the amount of \$2,000.00 to sponsor the OAPSB 2020 Virtual Labour Seminar.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "R. Teschner".

Ryan Teschner
Executive Director & Chief of Staff



ONTARIO ASSOCIATION OF POLICE SERVICE BOARDS

180 Simcoe Street, London Ontario, N6G 1H9

TEL. 1-519-659-0434

Seeking Your Support! – PSB Members

The Ontario Association of Police Service Boards' 2020 Labour Seminar is being held from November 12-13, 2020 using a virtual seminar format. Each year our seminar features engaging speakers addressing topical subjects relating to labour. The program is shaping up to be really good this year – but we need your help!

Each year we rely on participation and sponsorship to help make the seminar successful. We ask that your board (and zone) consider sponsoring the seminar.

Gold - \$2,000 plus

- Feature as Gold Sponsor on one session
- Recognition in the conference program
- Recognition on the OAPSB website

Silver - \$1,000 to \$2,000

- Featured as Silver Sponsor on all event materials
- Recognition in the conference program
- Recognition on the OAPSB website

Bronze – Up to \$999

- Recognition in the conference program
- Recognition on the OAPSB website

Added benefits: Funding received for OAPSB events is used to:

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

Please contact Holly Doty at oapsb@oapsb.ca or 1-800-831-7727 to take advantage of one or more of these unique sponsorship opportunities listed below.

Respectfully,

A handwritten signature in black ink, appearing to read 'Patrick Weaver'.

Patrick Weaver
Chair

A handwritten signature in black ink, appearing to read 'Fred Kaustinen'.

Fred Kaustinen
Executive Director



Toronto Police Services Board Report

October 1, 2020

To: Chair and Members
Toronto Police Services Board

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

Subject: Toronto Police Service Board's Race-Based Data Collection, Analysis and Public Reporting Policy – Community Engagement Report

Recommendation:

It is recommended that the Toronto Police Services Board (Board) receive the Community Engagement Report for information.

Financial Implications:

There are no financial implications arising from this report.

Background / Purpose:

The Toronto Police Service (Service) developed procedures and prepared systems to enable race data collection as of January 1, 2020. It started with the collection of Service members' perception of the race of an individual in Use of Force incidents and Level 3 (strip) searches.

An integral part of the Service's Race-Based Data Collection (R.B.D.C.) Strategy is community engagement. Over the period October 2019 to February 2020, the Service engaged in its largest community engagement endeavor ever to raise awareness about the R.B.D.C. Strategy and gather public feedback to inform Service decisions throughout the implementation process.

A multi-pronged approach guided the Service's community engagement to ensure feedback from a geographical and demographical diversity of voices. A series of 69 engagement opportunities led by 30 community organizations brought together over

880 members of diverse communities to voice their opinions about the Service's R.B.D.C. Strategy.

The consultation strategy itself represents the concerted effort of various units across Service (Communities & Neighbourhoods Command; Equity, Inclusion & Human Rights; Corporate Communications) and a range of community organizations serving diverse groups across the city.

Discussion:

This report, "In the Communities' Words: The Toronto Police Service's Race-Based Data Collection Strategy", outlines the key findings and themes emerging from the series of engagements with diverse communities across the city. The report also covers the steps the Service is taking to incorporate the communities' feedback in our strategy.

Overall there was cautious optimism as members of various community groups recognized the R.B.D.C. Strategy as an opportunity to identify and address racial disparities and develop cultural awareness amongst police officers to enable better interaction with diverse groups.

Collectively, participating community members provided clear opinions on how best to proceed with the Strategy both in terms of relationship building and data management.

As we move forward with implementing the suggestions we heard during our 2019/2020 community engagements, it is important to note that this is only the first phase of our strategy. The Service is committed to continuing to engage with communities every step of the way.

Conclusion:

The Service recognizes the importance of genuine engagement with Indigenous communities, given the historical tensions in their relationships with police. The perspectives of Indigenous communities are particularly necessary and require a special focus and stand-alone strategy to meaningfully engage these perspectives. Four focus groups will be led by an Indigenous organization to raise awareness and engage members of Indigenous groups. The Service is also building relationships with various Indigenous groups to develop a dedicated Indigenous engagement strategy.

The Anti-Racism Data Standards require public engagement to inform how the Service implements the collection of self-reported identity in a culturally safe and privacy-protected manner. It is expected this feedback will guide the Service on how it should collect, use, and report self-identified race-based data in a way that would increase public comfort with the Service collecting this information. The Service will also be consulting with key stakeholders on the development of the self-identity pilot, including: justice sector partners, Indigenous communities, the Ontario Human Rights

Commission (O.H.R.C.), Anti-Racism Directorate, The Wellesley Institute, the Information and Privacy Commissioner (I.P.C.), and other key relevant stakeholders.

The Service is currently exploring creative options to conduct this second phase of engagements while respecting physical distancing and other Covid-19 public health guidelines.

All of this work continues to unfold within a more robust discussion at the Toronto Police Service. The Service knows it is not enough to apply the regulations under legislation, nor is it enough to simply reflect on incidents of anti-Black racism and anti-Black violence.

Deputy Chief Peter Yuen, Priority Response Command, who led the Community Engagement Sessions, and Deputy Chief Shawna Coxon, Communities and Neighbourhoods Command, as the Executive Sponsor of the Race-based Data Collection Strategy, will both be available to answer any questions the Board members may have regarding this report.

Respectfully submitted,

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

*original copy with signature on file in Board office

In the Communities' Words: The Toronto Police Service's Race-Based Data Collection Strategy

We would like to acknowledge the work of the community agencies who led the community focus groups on behalf of Toronto Police Service. This report would not have been possible without their trust and guidance.

September 2020

Forward

Thank you for participating in our engagements about the Toronto Police Service's Race-based Data Collection Strategy.

We recognize it can be difficult to come out and talk to us about race and racism.

But you gave us a chance. From the focus groups to the Town Hall Meetings to the community sessions, you made yourself available, trusting that we would listen and make meaningful changes.

We did hear you. We heard that in order to get this right we must do much more to gain your trust and acknowledge our mistakes.

Many of you are concerned that race-based data collection will further stigmatize communities and deepen the divide that already exists. We cannot let that happen. We will use this data, with your input, to identify how and why some people do not receive, or even have access to, the same level of policing services as others.

We also heard your concerns over the collection, storage, and access to the data. From privacy to community access, we listened and we hope you will see how your voices impact on our decision-making going forward.

We also heard your strong desire to keep being a part of the conversation. This report is one step in that journey. It is a reflection of our commitment to you to continue in a two-way exchange of ideas.

We hope you will see your voices reflected in this report and join us again as we move forward together.

- Toronto Police Service

Introduction

In order to appreciate the importance of the Race-based Data Collection (RBDC) Strategy to the Toronto Police Service, it is important to know where we are in our journey to become a modern and efficient police service.

The Transformational Task Force started its work in February 2016 and was mandated to look beyond the way policing was being done in order to propose a modernized policing model that is innovative, sustainable, and affordable. The final report – delivered in January 2017 – contained 32 recommendations including the disbanding of the Toronto Anti-Violence Intervention Strategy (TAVIS) and a comprehensive culture change within the Service. The new model for the Toronto Police Service places communities at its core, is intelligence-led, optimizes resources/technology; and embraces partnerships as a means of enhancing capability and capacity.

At the same time, in 2017, Ontario's *Anti Racism Act* was passed to establish a legal framework for eliminating systemic racism and advancing racial equity. Further, in April 2018, the provincial government mandated the collection of race-based data by organizations in the public sector, specifically child welfare, education and justice sectors, and established the Anti-Racism Data Standards to provide guidance on the collection and analysis of the data.

In response, the Toronto Police Services Board worked with stakeholders to develop and inform a new policy to identify, monitor and eliminate potential systemic racism through the collection of race-based data, starting with use of force.

This is not new. Various reports dating back to 1975 have touched on race-based data collection and thousands of police services across the world already engage in this practice. These reports and the best practices of those police organizations are also guiding our efforts to develop a strategy that works for us and the people of Toronto.

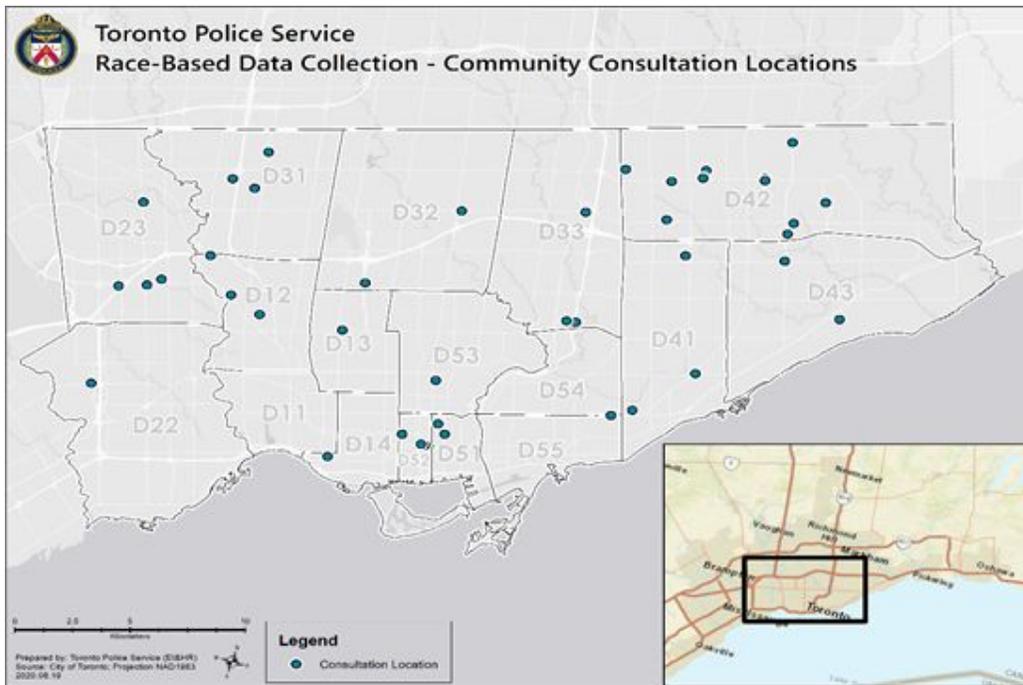
For instance, the recent report from the Office of the Independent Police Review Director (OIPRD) on Level 3 Searches – otherwise known as Strip Searches – led us to go one step further than the provincial regulation and add those interactions to the collection of race-based data.

Community engagement represents an integral part of this strategy. Over the period October 2019 to February 2020, we engaged in our largest community engagement endeavor ever to raise awareness about the RBDC Strategy and gather public feedback to inform TPS' decisions throughout the implementation process.

A multi-pronged approach guided the Service's community engagement to ensure feedback from a geographical and demographical diversity of voices. It represents the concerted effort of various units across TPS (Communities & Neighbourhoods Command; Equity, Inclusion &

Human Rights; Corporate Communications) and a range of community organizations serving diverse groups across the city.

A series of 69 engagement opportunities led by 30 community organizations brought together over 880 members of diverse communities to voice their opinions about the Service’s RBDC Strategy. The map below shows the locations of community consultations across the city. More information on the types of engagements as well as a list of participating organizations and the demographic information of attendees can also be found in Appendix A.



The next section of this report outlines the key findings and themes emerging from the series of engagements with diverse communities across the city. For those interested in the methodology used to analyze the results of our surveys and the limitations of our community engagement approach, please review Appendix B.

While this report covers what we heard from communities and the steps we are taking to incorporate those voices in our strategy, it is just as important to recognize the shortcomings of this engagement effort.

First, we are mindful of the point in time in which these engagements took place. Our community discussions took place before the murder of George Floyd in May 2020 and the ensuing protests that galvanized North America. This has created a new sense of urgency; not only in how we move forward with future engagements but in how this report was written. Tragic incidents will continue to influence us going forward as we respond with fluidity and adjust our approach, cognizant of the trauma felt by our diverse communities.

Second, we acknowledge the compressed timelines we were working under and the limitation these placed on our ability to provide adequate notice, especially to the broader public. The Service attempted to compensate by making these sessions available online but we also appreciate that solution is not suitable for everyone. Though committed to ensuring all can participate, the truncated timelines also made it difficult to ensure that all facilities were accessible and all materials were presented in a way that aligned with our obligations under the *Access for Ontarians with Disabilities Act*. For that, we apologize.

Lastly, our engagement efforts did not, at the time, include a robust strategy to engage Indigenous peoples in Toronto. The perspectives of Indigenous community members are particularly important given the unique history of colonization and forced assimilation. Therefore, an emphasis was placed on dedicated focus groups and a distinct strategy to meaningfully engage with Indigenous people in Toronto about the Race-based Data Collection strategy. A separate report will present findings from a series of focus groups with Indigenous community members currently being planned.

In the last sections, we will share how these lessons have informed our processes so far and what we are doing with our future plans for the Service's Race-based Data Collection Strategy. Appreciating the impact of Covid-19 pandemic on both the Toronto Police Service and the communities we serve, the day-to-day work of policing and our commitment to building trust and working towards more equitable policing services will not stop.

As past and present events remind us, this work is more important than ever.

Findings

All across the city, trends and themes emerged from our engagement sessions. With cautious optimism, members of various community groups recognized the RBDC Strategy as an opportunity to identify and address racial disparities and develop cultural awareness amongst police officers to enable better interaction with diverse groups.

Collectively, community members provided clear opinions on how best to proceed with the Strategy both in terms of relationship building and data management.

Relationship Building

Reconciliation and Trust

Members of the communities asserted the need for the Service to acknowledge its mistakes and harm caused before embarking on new data collection. People consider it an act of humility that validates their experiences and an important step to reconciliation with various communities.

Community members hope that the RBDC Strategy will help improve the relationships between residents and police, especially in communities that experience tensions and tragic events involving police. They also hope that the strategy will provide evidence resulting in more resources for disadvantaged communities.

Community Engagement

Community members consistently voiced their expectation to stay engaged throughout the entire process of the RBDC Strategy implementation. Participants expect the Service to create a process that allows them to stay informed and provide feedback at key stages of the Strategy.

Public Awareness

Most community members were unfamiliar with the Service's RBDC Strategy and the broader provincial mandate for collecting race and identity-based data. The Strategy was perceived by some as another version of "carding" or "carding 2.0". Given the lack of familiarity with the Service's Strategy, participants stressed the need for public awareness campaigns with clear and accessible messages about the RBDC Strategy, its connection with the broader provincial framework, and its role in advancing racial equity in policing.

While emphasizing the importance of broad campaigns to reach out to the public, participants also identified specific groups that would particularly benefit from these campaigns: new immigrants, youth, persons with mental health issues, and people with more frequent contact with police such as those experiencing homelessness and those working in the sex trade. Community members also advocated for accessibility and the inclusion of people with disabilities in the public awareness campaigns.

Data Management

Data Purpose

The need for collecting new data was the number one question among participating community members. Participants felt that racism in policing was sufficiently documented in several high-profile reports for TPS to take concrete steps now. Therefore, they did not see the value in collecting more information without making efforts to address systemic racism.

Despite skepticism and concerns about TPS collecting race and identity-based information, many community members hope for a positive impact of the RBDC Strategy.

Participants recognized this initiative as an opportunity to hold the Service accountable for its actions in the community. They also underscored the opportunity for police officers to develop cultural awareness and acquire skills to enable their better interaction with diverse groups, which will ultimately lead to improved police services. They also hope that the strategy will provide evidence to bring more resources into disadvantaged communities.

Good Faith Use

Community members are concerned about the Service not using the data in good faith. People worried that the data will be used to reinforce stereotypes and further stigmatize certain communities. Participants also questioned whether the RBDC Strategy would result in the Service genuinely acting upon the data findings. They also questioned whether a single strategy would be enough to address systemic racism, which is deeply ingrained in Canadian society.

Data Collection

Participating community members debated the merits of perception versus self-reported race and identity-based data collection. Most participants considered perceived race 'guesswork' and inaccurate as officers' perceptions might differ from an individual's self-identification.

Some community members recognized the importance of collecting perception data as perception could influence an officer's reaction and decision-making in an interaction and lead to disparities in outcomes. Participants also recognized perception data as an alternative to self-reported data, as many people are reluctant to share their information.

In contrast to perception data, participants considered self-reported data as accurate information and a more respectful approach to data collection. They also regarded self-identification as a form of ownership, as people have the opportunity to self-identify instead of being labelled by others in pre-determined boxes.

Though self-identification was considered more respectful, many participants gave nuanced feedback on the factors that would be barriers or enablers to sharing that information.

In general, people were reluctant to share their information. Survey results show that about four in ten (44.9%) of the participants in the focus groups said that they would prefer not to be

asked about their identity by police officers. Specifically, respondents were less likely to agree or strongly agree that they would feel comfortable with police officers asking them about their sexual orientation, ethnicity, race, and Indigenous identity. However, they would be more comfortable to provide information about their gender identity and age.



Figure #: Responses to survey question “In general, I would be comfortable with police officers asking me about my race-based identity” (N=453-496); Neutral responses not shown

Regardless of the type of interaction, participants made it clear that explaining the ‘why’ behind the officer’s request for their information should be a prerequisite. Participants also emphasized they need to know how that information is relevant to their specific interactions with police. Almost three quarters of survey respondents (74.1%) agreed or strongly agreed that they would feel more comfortable with police officers asking them about their race-based information if they are told why the information is requested.

Participants also indicated they would feel more open about sharing their information if the officers reveal their names and badge numbers first. People would also feel most comfortable to provide their information to a Neighbourhood Community Officer, compared to other police officers, which highlights the value of this program and its ability to build trust with the public.

The timing of the request for self-reported information is a critical factor in voluntary disclosure, given the personal nature of asking for race and identity-based information. Over 7 in 10 survey participants (75.2%) reported that they would prefer to be asked about their information either at the end or after the interaction. After the interaction was the most preferred timing to ask for race-based data (40.3%).

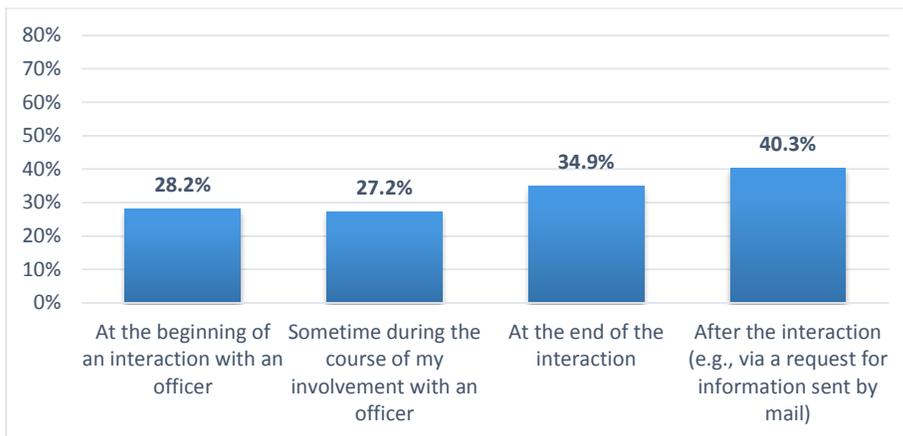


Figure #: Survey question: *I would be more likely to provide my race-based information if asked (check all that applies)* (N=390)

Community members also made recommendations on how to increase individual comfort during the collection of self-reported data. Some participants recommended that an officer who was not involved in the interaction would collect the information. This way, people would be less concerned about how their information would affect the outcome of their interaction with police.

Another recommendation most endorsed by focus group participants was to conduct a follow-up call or survey with individuals upon conclusion of the interaction. While some participants would be comfortable with police sending the survey, most community members preferred third party rather than police collect this information.

Participants inquired whether the Service would collect race and identity-based information of the officers. They considered it both a matter of fairness and relevant information to better understand an interaction and its outcome. During internal engagement sessions, officers had also proposed collecting their self-reported race information, regarded as a relevant factor to include in intersectional analyses, which help to understand the combined influence of a range of factors on the outcome of an interaction.

Data Protection, Analysis, Reporting

Community members asked about the protection of race and identity-based data, and the mitigation strategies the Service would implement in order to protect the data. Participants unanimously supported open access to data and long-term retention to enable trend analysis and inform the Service’s decision-making for systemic change.

Participants also stressed the need for an independent party to analyze the race and identity-based data, to ensure transparency. They suggested the creation of a committee comprised of diverse members with analytical skills to audit the process of data analysis.

Focus group discussions raised the importance of applying an intersectional lens in analyzing race and identity-based data to understand how various aspects of a person's identity such as race, gender, class, sexuality, and ability might combine and interact with contextual factors to create unique modes of discrimination. Participants spoke about the importance of considering individual characteristics, such as the subject's mental health, in combination with broader contextual factors. They also said that it is critical to understand the neighbourhood-specific conditions as well as other broader factors such as poverty rates when interpreting data findings.

Our Commitment

Sharing back what we heard in our engagements with members of communities represents only the first step from which to move forward. We are committed to acting upon what we heard, being transparent and accountable in our actions, and continuing to engage with communities throughout our journey together to continuously improve policing.

We will work to acknowledge mistakes and harms caused in the past and remain committed to work hard to restore our relationship with you. The Service also recognizes the importance of getting communities engaged throughout the RBDC Strategy.

Relationship Building

Community Engagements and public awareness campaign

Genuine engagement with Indigenous Peoples and other missing voices is critical to the success of the RBDC Strategy. Indigenous perspectives are particularly important given the unique experiences and challenges Indigenous communities face. Public awareness campaign is also important for clear and transparent communication with the public on the RBDC Strategy.

- The Service is committed to developing a dedicated Indigenous engagement strategy in collaboration with Indigenous groups to inform the implementation of the RBDC Strategy.
- The Service is committed to developing mechanisms that facilitate engagement with young people, those living with disabilities, including mental health, and other members of vulnerable groups.
- The Service is working to develop a public awareness campaign to reach out to diverse communities and clearly communicate the scope, relevance, and key undertakings under the RBDC Strategy.

Building Trust through Training

It is critical for Service members to understand the purpose and foundational concepts of race and identity-based data collection to promote bias-free policing and enhance community trust.

- The Service is developing a training curriculum that builds on community feedback and it will roll out the training across the entire Service to enable transformation from within.

Community Advisory Panel

A Community Advisory Panel (CAP) comprised of community members with lived experience, academics, and subject matter experts will work closely with the Service to advise data analysis, interpretation of results and reporting.

- The Service is working with thought leaders with expertise in this area to develop a transparent process to forming the CAP.

Data Management

Data Analysis

Identifying, monitoring and eliminating systemic racism and racial bias relies on robust data analysis that considers the complexity of interactions and the contexts in which they occur. This analysis must be focused on systemic changes and be grounded in the literature and best practices in evaluating systems change efforts.

- The Service is developing an analytic framework to guide the analysis of race and identity-based data and will engage internal and external stakeholders to reflect operational and community realities.
- The Service is procuring an independent third party to conduct and publish an independent data analysis.

Data Collected through Self-Identification

Collecting self-identification data is a complex and sensitive process that requires thoughtful planning to ensure respect for individuals, cultural dignity, safety and protection of personal privacy.

- The Service will evaluate the pilot and continue to engage communities to build trust in the process and inform post-pilot decision-making.

Data Protection

It is critical to address the genuine concerns of community members about data protection, access, and retention, and how the data will be used.

- The Service is consulting with the Information and Privacy Commissioner and other key stakeholders with expertise in this area to develop robust protocols for data protection.
- An open data framework will be developed to provide public access to de-identified data and analytics for research, policy making, and advocacy.

Next Steps

As we move forward with implementing the suggestions we heard during our 2019/2020 community engagements, it's important to note that this is only the first phase of our strategy. Within the landscape of a global pandemic, we are looking for more appropriate ways in which we can reengage with members of our diverse communities.

As we committed to during phase one, our next opportunity must be a more thorough conversation with the community on data collection through self-identification. Coinciding with the future launch of the self-identification pilot project, we need to hear from you about when, where, and how that data collection could take place.

We are also mindful of the next phase of the *Anti Racism Act* which requires police services to collect race-based data for all other types of interactions where a police report is completed. Understanding what that means for police officers and for the public is key to our future relationships and engagements.

All of this work continues to unfold within a more robust discussion at the Toronto Police Service. Anti-Black racism actions are initiated at every level of the organization. The Service knows it's not enough to apply the regulations under legislation, nor is it enough to simply reflect on incidents of anti-Black racism and anti-Black violence.

We are motivated to make cultural and systemic change and we are motivated to be better for our communities. We hope you will continue to join us on this journey.

Appendix A: Community consultations, participants and organizations

A series of 69 engagement opportunities brought together over 880 community members to voice their opinions about the Service's Strategy. While varying in format, these engagements started with a presentation about the RBDC Strategy and the broader provincial framework for race and identity-based data collection to ground the conversations in consistent messaging.

The TPS' community engagement enabled the following series of engagement opportunities:

Community engagement sessions

The Communities & Neighbourhoods Command led eight sessions that involved members of the Community Police Liaison Committees and Community Consultative Committees – Asia Pacific, Black, Chinese, Indigenous, Muslim, French, Disability, Seniors, and Lesbian, Gay, Bisexual, Transgender, Queer, Two-Spirited (LGBTQ2S) Committees. About 120 people (15 on average per session) participated in these sessions. Deputy Chief Peter Yuen delivered the presentation on the RBDC Strategy and opened the floor for questions, opinions and concerns.

Town halls

Four public town halls took place in neighbourhoods representing different areas of the city - Alexandra Park, Black Creek, Regent Park, and Malvern. The town halls had a similar format to the sessions described above. About 60 people (15 on average per town hall) participated in the town halls. They were also livestreamed on Facebook in an attempt to reach a broader audience.

Focus Groups

Fifty-one focus groups led by 30 community organizations created a safe space for conversations. About 665 people participated in the focus groups (15 on average per focus group), mainly from Black, East/Southeast Asian and South Asian communities, immigrants, and people with lower economic status.

Participating organizations received financial support to recruit, plan and facilitate focus groups on behalf of the Service over the period of November 2019 to February 2020. They were selected because of their diverse geographical locations across the city and their trusted relationships with members of the community. Without police presence at the sessions, community members could freely express their views and engage in deeper conversations about the RBDC Strategy.

Participants also completed a survey right after the Service's 30 minute presentation to understand the demographics of focus groups and capture general attitudes and feelings. The survey was voluntary and anonymous.

Annual Engagements on Public Safety

A third party organization hosted six focus groups as part of the Service’s annual community engagement to better understand how safe the public feels in Toronto and how policing services impact residents’ feelings of safety. The 2019 focus groups were leveraged to include a conversation about the RBDC Strategy and how people feel about sharing their race and identity-based information. Forty-one people of different races and ages and living in various neighborhoods participated in these focus groups.

Type of community engagement	Number of events	Event Statistics (i.e. attendance)	
Sessions	8	120 participants	
Town halls	4	60 in-person participants	33, 653 reached on Facebook 10, 800 views on Facebook livestream 2,398 engagements through Facebook
Focus groups conducted by community organizations	51	665 participants	30 organizations leading the focus groups
Focus groups conducted by research entity as part of TPS’ annual community engagement on public safety	6	41 participants	
Total	69	886 participants	

Socio-demographic profile of participants in focus groups who completed the survey

	Percentage	Frequency
Gender identity		
Man	34.9%	176
Women	64.0%	323
Transgender	0.2%	1
Non-binary	0.6%	3
Two-spirit	0.6%	3
None of the above	1.0%	5
Total		505
Age		
Under 24	21.5%	107
25-34	15.7%	78
35-44	12.7%	63
45-54	16.1%	80
55-64	20.7%	103
65+	13.5%	67
Total		498

Education		
Less than high school	18.8%	94
High school diploma	16.2%	81
Trades certificate/college diploma	20.0%	100
Some university education	5.6%	28
University degree	25.0%	125
Post-graduate degree	14.6%	73
Total		501
Immigration status		
Born in Canada	29.9%	157
Not born in Canada	70.2%	369
Total		526
Race		
Black	43.2%	215
East/Southeast Asian	27.9%	139
Indigenous	1.0%	5
Latino	2.0%	10
Middle-Eastern	5.0%	25
White	4.2%	21
South Asian	15.7%	78
Other	5.6%	28
Total		498
Income		
Less than \$20,000	37.4%	167
\$20,000 - \$49,999	32.3%	144
\$50,000 - \$69,999	12.1%	54
\$70,000 - \$89,999	7.6%	34
\$90,000 - \$149,999	6.7%	30
\$150,000+	3.8%	17
Total		446
Disability		
No disability	73.0%	354
Sensory	4.7%	23
Physical	9.7%	47
Cognitive	6.2%	30
Communication	2.5%	12
Mental health-related	13.2%	64
Other	3.7%	18
Total		485

*Total numbers differ as some respondents skipped certain socio-demographic questions.

List of community organizations leading the focus groups:

Agincourt Community Services Association
Arab Community Centre of Toronto
Association of Sri Lankan Graduates of Canada (ASGC)
Canadian Association Caribbean African Canadian Social Services (CAFCCAN)
Canadian Multicultural Council
Canadian Tamil Congress
Chinese professionals association of Canada (CPAC)
Council of Agencies Serving South Asians (CASSA)
Creative Nepalese Community
Delta Family Resource Centre
Dixon Community Services
Frontier College
Hong Fook Mental Health Association
Lawrence Heights Interagency Network
Midaynta Community Services
Nikki Knows / Project LUCID
MJKO (Mentoring Juniors Kids Organization)
Noor Cultural Centre
One Mic Educators
Possibly Thinkers Group
Progress Place
RISE Edutainment
Scarborough Food Security Initiative
SEAS Centre
Somali Women and Children's Support Network
South Asian Alliance Against Aids Prevention (ASAAP)
South Asian Legal Clinic
TAIBU Community Health Centre
The Chinese and Southeast Asian Legal Clinic (CSALC)
Toronto Development Association of Youth (TODAY)

Appendix B: Methodology

This report is grounded in a qualitative study design to facilitate gathering in-depth information on the perceptions and opinions of community members participating in the TPS' community engagement about the Service's RBDC Strategy.

Analyses of Results

Data analysis consisted of identifying themes among focus groups, engagement sessions, and town halls notes using NVivo 12 software. Descriptive analyses were conducted on data collected through the survey completed by focus group participants to complement the information and insights captured through the series of community conversations. Quotes included in this report underwent minor edits for readability, without affecting the original statement.

While extensive, this community engagement approach is not without limitations. The recruitment strategy includes a targeted sample rather than a representative sample as a more appropriate approach to ensure that diverse groups, especially racialized, immigrant, and low-income groups that are most impacted, had the opportunity to provide feedback on the RBDC Strategy. Furthermore, a qualitative approach rather than a large-scale quantitative survey better reflects the scope of this community engagement, mainly directed at an in-depth understanding of the views, attitudes and concerns of communities about the Service's Strategy.

Pull Out Definitions for Edelman:

Racism

- Racism is an ideology that either directly or indirectly asserts that one group is inherently superior to others. It can be openly displayed in racial jokes and slurs or hate crimes but it can be more deeply rooted in attitudes, values and stereotypical beliefs. In some cases, these are unconsciously held and have become deeply embedded in systems and institutions that have evolved over time. Racism operates at a number of levels, in particular, individual, systemic and societal.

Systemic Racism

- Systemic racism consists of organizational culture, policies, directives, practices or procedures that exclude, displace or marginalize some racialized groups or create unfair barriers for them to access valuable benefits and opportunities. This is often the result of institutional biases in organizational culture, policies, directives, practices, and procedures that may appear neutral but have the effect of privileging some groups and disadvantaging others.

Officer Perception

- The information that is derived from a police officer making a determination about the race of an individual, solely based on the officer's own perception.

Self-identification

- The information that is derived from an individual providing their race in response to being asked this information by a police officer

Use of Force

- All police services in Ontario are mandated to submit a report under the Police Services Act every time an officer uses force. Use of force is defined as every time a member uses physical force that results in an injury requiring medical attention; draws a handgun in the presence of the public; discharges a firearm; points a firearm; and/or uses a weapon other than a firearm (including a CEW – Taser) on another person

Level 3 Search

- A Level 3 Search includes the removal of some or all clothing and a visual inspection of the body; it is also known as a Strip Search

Race

- A term used to classify people into groups based mainly on physical traits such as skin colour. Racial categories are not based on science or biology but on differences that society has created, with significant impact on people's lives. Racial categories may vary over time and place and can overlap with ethnic, cultural or religious groupings.

Race Based Data

- Information about an individual's race, ethnic origin, Indigenous identity, and religion. It is also referred as race and identity-based data.

Racial Bias

- A predisposition, prejudice or generalization about a person or group based mainly on race

Racialization

- The process of categorizing people by primary reference to physical appearances and other characteristics. In this process, societies construct races as 'real,' different, and unequal in ways that matter to economic, political, and social life.

Racial Equity

- The condition that would be achieved if one's racial identity no longer predicts, in a statistical sense, how one fares and fair treatment, opportunities and outcomes apply across race. Racial equity is the systemic fair treatment of all people. It results in equitable opportunities and outcomes for everyone.

Intersectionality

- The process by which people's lives are shaped by their multiple identities which altogether can produce unique and distinct experiences for an individual or group, creating additional barriers, opportunities, and/or power imbalances.

Systemic Change

- Change that transforms how the whole system functions, with all its components and the relationships between them.

Pull Out Explainers for Edelman:

Transformational Task Force

In 2016, the Transformational Task Force, co-chaired by Andy Pringle, then-Chair of the Toronto Police Services Board and Mark Saunders, then-Chief of the Toronto Police Service, conducted a comprehensive review of policing in Toronto. A vision document, “The Way Forward: Modernizing Community Safety in Toronto Interim Report”, was tabled with the Toronto Police Services Board in the summer and over the next several months, significant work was done to obtain feedback - through consultations, livestreams, town halls, informal conversations, focus groups and working groups - which validated the interim report’s 24 recommendations. Eight new recommendations were added because of feedback from the public, communities and the Service. The Transformational Task Force final report was released in January 2017, entitled “Action Plan: The Way Forward” and proposed a modernized policing model for the city, one that was innovative, sustainable, and affordable. The model placed communities at its core, was intelligence-led, optimized the use of resources and technology, and embraced partnerships as a means of enhancing capacity and capability. The work of the Transformational Task Force and the goals set out in The Way Forward continue to guide the Toronto Police Service.

Ontario’s *Anti Racism Act*

The act was passed in 2017 to provide a framework for the Ontario government to identify and eliminate systemic racism and advance racial equity in the province. The legislation sets out requirements to maintain an anti-racism strategy and establish targets and indicators to measure the effectiveness of the strategy.

Data Standards for the Identification and Monitoring of Systemic Racism

Data standards to guide public sector organizations to fulfill their obligations under the Anti-Racism Act and establish the consistent collection, management, use (including analyses), de-identification and public reporting of race-based information. They are also known as Ontario’s Anti-Racism Data Standards.

Neighbourhood Community Officer

The Toronto Police Service implemented its first Neighbourhood Officer Program (NOP) in 2013 in selected neighbourhoods across all of its 17 Divisions. The primary objectives were to reduce crime, increase public safety, and improve public trust in the police by increasing police presence and addressing community problems associated with crime patterns within particular neighbourhoods. The enhanced Neighbourhood Community Officer Program was launched as a six-month pilot on October 1, 2018 in divisions 11, 22, 41 and 42. The program has now been enhanced and there are Neighbourhood Community Officers in every division. The NCOs attend a five-day, basic training program at the Toronto Police College. This training was created in consultation with Command Officers, Senior Officers, Police Officers, community members, current best practices and a review of academic literature. Neighbourhood Community Officers wear distinctive uniforms, which include “Neighbourhood Community Officer” wording on their

vests and baseball hats. This helps them to be readily recognized as NCOs. The NCOs have designated NCO vehicles with “Neighbourhood Community Officer” decals displayed on them. This helps the community easily identify them while on patrol in a neighbourhood.

RACE-BASED DATA COLLECTION STRATEGY

COMMUNITY ENGAGEMENT



Presentation to:
Toronto Police Services Board
Date:
Thursday, October 22, 2020

Community Engagement approach



30

Community organizations & agencies

51

Focus groups

8

Community Police Liaison Committees & Community Consultative Committees (CCC)

Public town halls

4

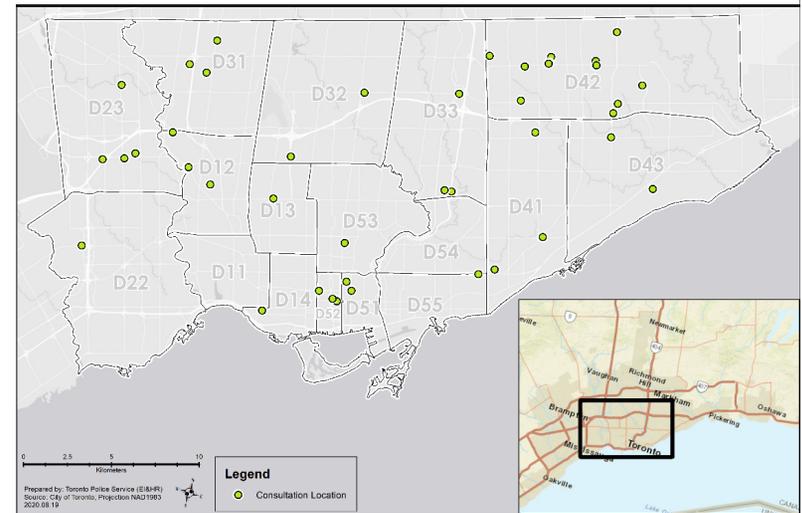
152,652 reached on Instagram & Twitter
33,653 reached on Facebook
10,800 views on Facebook livestream
886 attendees at town halls, focus groups, CCCs & CPLC meetings



We took a multi-pronged approach to engage a geographic & demographic diversity of voices



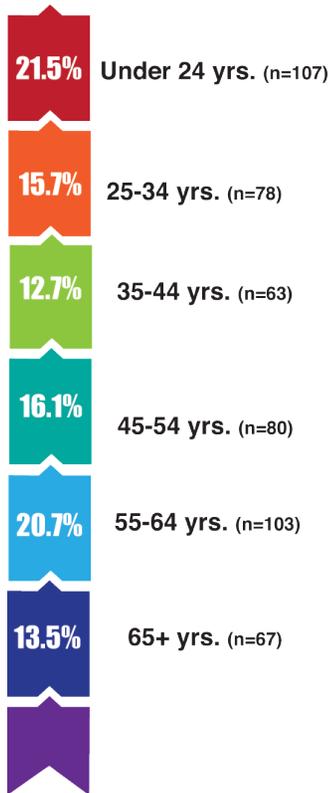
Toronto Police Service
Race Based Data Collection - Community Consultation Locations



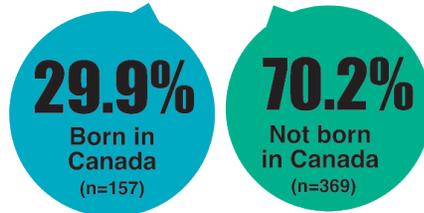
Focus Groups: Who We Heard From



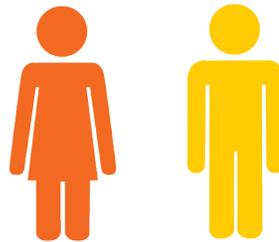
AGE



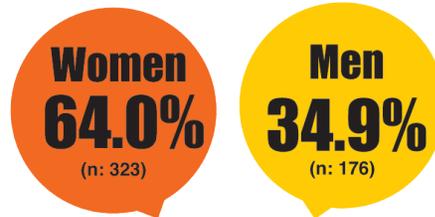
*Focus group demographics



IMMIGRATION STATUS

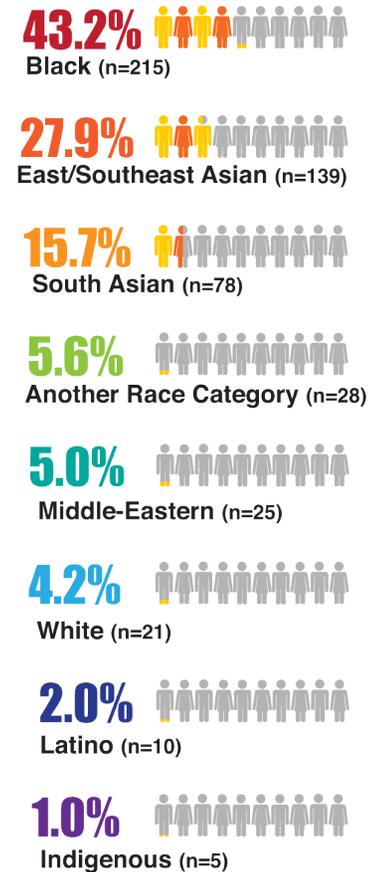


GENDER IDENTITY



Transgender: 0.2% (n=1) • Non-binary: 0.6% (n=3)
Two-spirit: 0.6% (n=3) • None of the above: 1.0% (n=5)

RACE



What We Heard



Key Themes: Relationship Building

Reconciliation and Trust

"We have to have a convo with how we are... it is part of reconciliation, which is validating what we have experienced. This is what we need from you to be accountable and improve going forward."

"Build trust with the community. This program (RBD) requires a high degree of trust."

Community Engagement

"We need PARTICIPATION, not INPUT. Police should have public participation at every step of the process."

"Consult with the public every step of the way, analysis, interpretation and implementation. The public should have the most say in what happens because it is directly affecting them."



What We Heard



Key Themes: Data Management

Data Purpose

"Other reports say what we already know. That was done in the community, how is this data different? Will you be doing something different with it?"

"There has been a lot of research of how systemic racism plays out in TPS and in the country more generally. What is preventing the TPS from addressing systemic racism now?"

Good Faith Use

"It might be used to confirm deep seated biases against racialized communities... and victimize particular sections of racialized minorities, resulting in over policing."

"Although the data could serve as evidence of racial discrimination, the data alone would not be sufficient to solve the systemic racial discrimination."

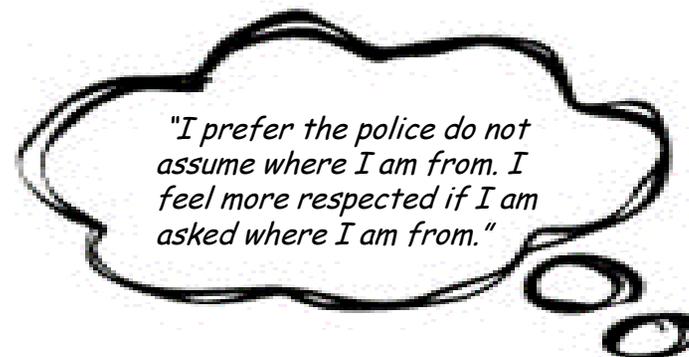
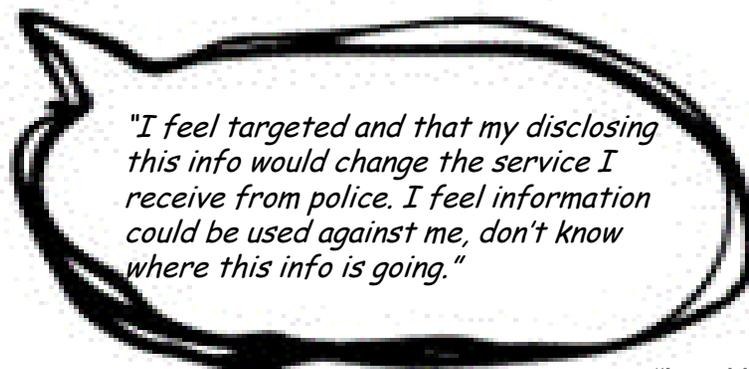


What We Heard



Key Themes: Data Collection

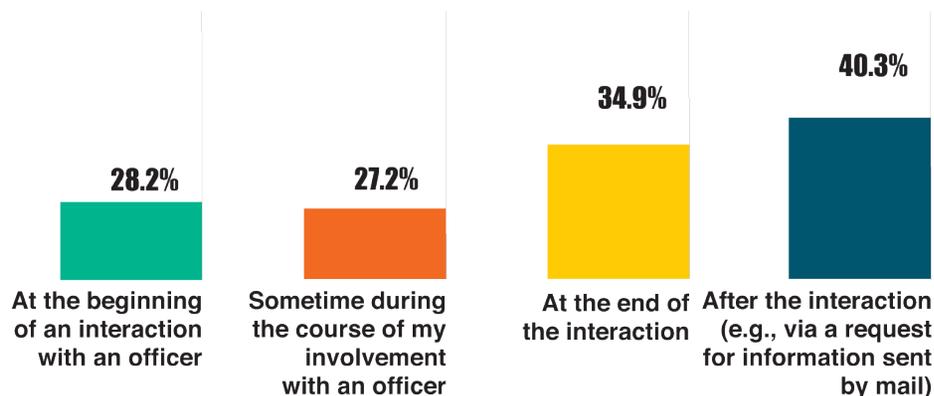
Self-identification data



"I would be more likely to provide my race-based information if asked..."
(check all that applies) (n=390)

Factors influencing people's decision to share their information:

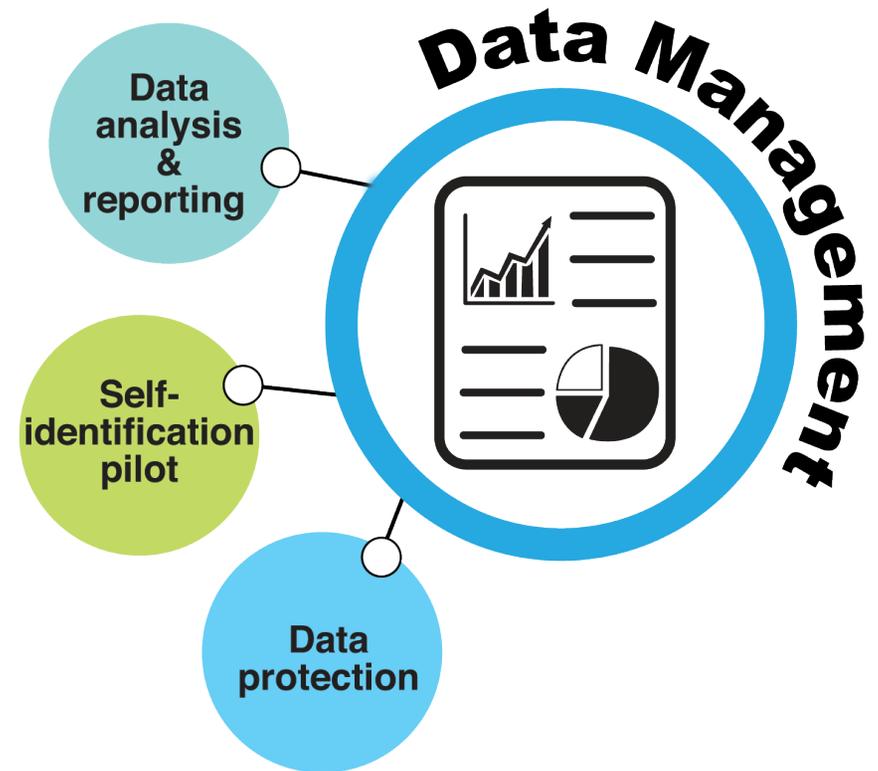
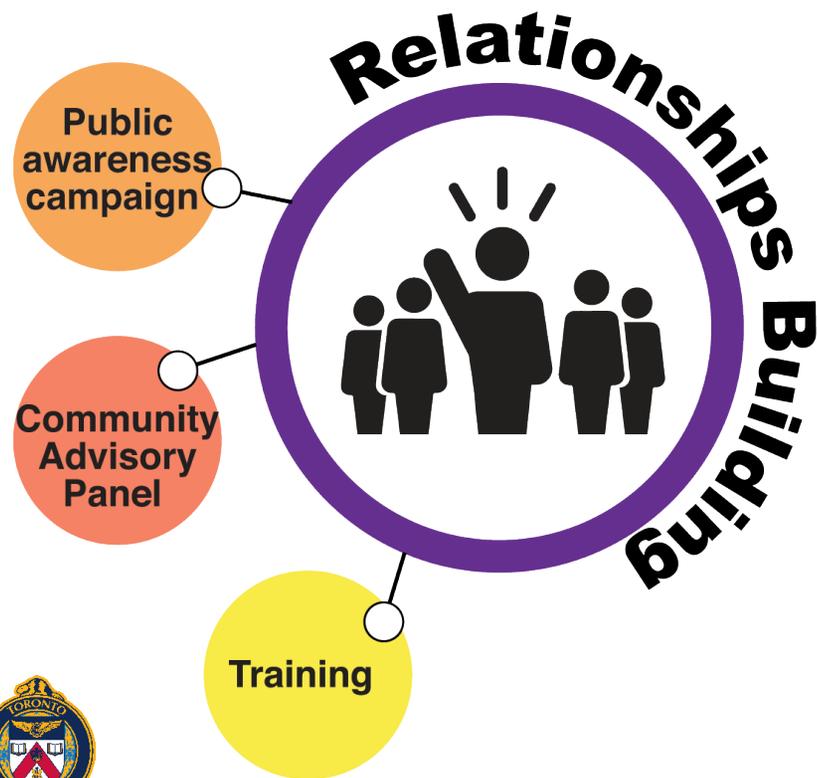
- Explain the **"why"** behind the officer's request
- People feel more comfortable to provide their info to a **Neighbourhood Community Officer**
- **Timing** of the request is critical

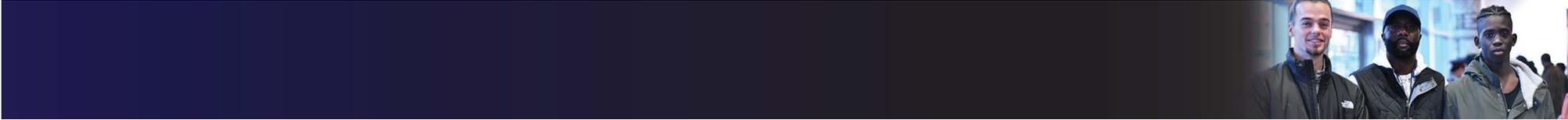


Our Commitment: Act upon what we heard



Continue to meaningfully engage with diverse communities throughout.





Thank you!



*** Being Accountable and Transparent * Building Community Trust**
*** Telling Our Own Narrative * Identifying and Addressing Systemic Racism**



Toronto Police Services Board Report

September 14, 2020

To: Chair and Members
Toronto Police Services Board

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

Subject: Toronto Police Service Board's Equity, Inclusion and Human Rights Unit – Progress Update on the Unit's Work

Recommendations:

It is recommended that the Toronto Police Services Board (Board) receive the following report that provides progress updates on the work of Equity, Inclusion and Human Rights Unit.

Financial Implications:

There are no immediate financial implications arising from this report.

Background / Purpose:

Twenty-first century policing of diverse and complex communities requires services and practices grounded in principles of equity, fairness, and anti-racism. As the largest municipal police service in Canada that serves a rapidly growing and diverse city, the Toronto Police Service (Service) embarked on a modernization program to build strong partnerships and demonstrate accountability and transparency with its internal members and its external partners.

In support of this modernization, the Service created the Equity, Inclusion and Human Rights (E.I. & H.R.) unit, the first of its kind in Canadian policing. Established with strategic direction from the Service's modernization plan, The Way Forward, the E.I. & H.R. unit is a Centre of Excellence led by a team of subject matter experts, utilizing best practices in the promotion of inclusion and human rights to champion a progressive equity agenda for the Service.

The vision for a rebranded unit, the unit structure, and a prioritized approach to staffing the unit with critical positions were presented and approved at the May 2019 Board meeting (Min. No. P106/2019 refers).

Discussion:

This report provides an overview of key areas of work advanced by the E.I. & H.R. since its inception, along with key achievements to date, challenges and opportunities, and key streams of work that lie ahead.

A Multi-Pronged Framework Guiding the Work of the Service's Equity, Inclusion & Human Rights Unit

The E.I. & H.R. unit is taking an evidence-based, analytical systems approach to advance an innovative equity and human rights agenda and to profile the Service as a progressive institution and community partner. The unit guides its work through a multi-pronged framework to identify and address systemic barriers that may exist in the Service's policies, programs and practices, while developing the capacity of its members to understand and engage with the city's diverse communities. This framework consists of several interconnected pillars:

- **Community Engagement** - Enabling an active engagement of a diversity of voices and experiences across the city.
- **Partnerships and Collaborations** - Fostering a growing network of partnerships and collaborations to build expertise, innovation and inspiration.
- **Training** - Building capacity in equity, inclusion and human rights for the Service's members.
- **Change Management and Communication** – Enabling an inclusive internal culture and consistent messaging on why, what, and how things are being done.
- **Research and Evaluation** – Grounding actions in solid evidence, research and innovations in equity and human rights, and measurable impact.
- **Policy Analysis and Development** – Driving robust reviews of policies, procedures, and practices to identify barriers and inform proper solutions.
- **Program Development** – Integrating an equity lens in the design and implementation of programs.
- **Strategic Advice** – Providing Service-wide strategic advice and expertise from Command to frontline members.

This framework enables E.I. & H.R to complete work on a range of high-profile initiatives described in the next section. It also aligns with the work required to support the implementation of related Police Reform recommendations in the following areas:

- Data sharing and information transparency;
- Conduct accountability;
- Police training;
- Consultation with experts and communities;
- Building public confidence; and,
- Ensuring change

The unit is well positioned to deliver on a complex portfolio, having a strong team of subject matter experts leading the work grounded in best practices in equity, inclusion and human rights and engaging Command leadership in the delivery of specific streams of work. An All-of-Command approach enables an effective implementation of E.I. & H.R.'s portfolio.

The remainder of this report provides a progress update on the current initiatives advanced by E.I. & H.R. since its inception, along with key challenges, opportunities, and important areas of work moving forward.

Key Initiatives – Progress Update

The E.I. & H.R. unit is leading a range of high-profile initiatives that drive work through the multi-pillar framework described above. The impact of these initiatives will ultimately create a more equitable, inclusive work environment and long-lasting positive changes within the Service and in its interactions with the community and other external stakeholders. It can also provide a template for other policing agencies as they look towards meeting the increasingly complex needs of the communities they serve and addressing systemic racism.

Race-Based Data Collection Strategy

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 refers). Guided by the legal principles of the *Ontario Human Rights Code* and Ontario's *Anti-Racism Act* and grounded in a process of consultations, the Policy is the expression of the collective expertise of the Anti-Racism Advisory Panel (A.R.A.P.), internal members, subject matter experts, and community members with lived experiences.

The Service is going one step further to also collect and analyze race data in arrests related to strip searches, as a response to the Office of Independent Review Director's report "Breaking the Golden Rule: A Review of the Police Strip Searches in Ontario." Collecting, analyzing and reporting on race-based data is critical to achieving the Board's and the Service's goal of eliminating racial bias and promoting equitable and anti-racist police services in Toronto.

To implement the Policy through a phased approach, the Service developed a Race-Based Data Collection (R.B.D.C.) Strategy that has brought together internal experts with operational police expertise and expertise in data management systems, along with community stakeholders and subject matter experts on race-based data collection and analysis. E.I. & H.R. provides subject matter expertise and leads the implementation of the R.B.D.C. Strategy by collaborating with internal teams across the Service and external stakeholders. The team reports quarterly to the Board on the progress of strategy implementation (Min. No. P53/2020 refers). The last two updates were included in last month's meeting agenda.

Key achievements aligned with framework:

Pillar	Key achievements	Details
Community Engagement		Community engagement represents an integral part of the R.B.D.C. Strategy. Over the period October 2019 to February 2020, the Service engaged in its largest community engagement endeavor to date to raise awareness about the Strategy and invite members of the public to express their views and concerns.
	69 engagement opportunities	<p>4 town halls took place in neighbourhoods representing different areas of the city - Alexandra Park, Black Creek, Regent Park, and Malvern;</p> <p>8 sessions with members of the Community Police Liaison Committees and Community Consultative Committees – Asia Pacific, Black, Chinese, Indigenous, Muslim, French, Disability, Seniors, and Lesbian, Gay, Bisexual, Transgender, Queer, 2 Spirited (L.G.B.T.Q.2.S) Committees;</p> <p>51 focus groups led by community organizations to create a safe space for conversations. About half (43%) of participants were members of Black community;</p> <p>6 focus groups conducted by a third-party organization as part of the Service’s annual community engagement on public safety.</p>
	30 community organizations	These organizations that led the focus groups serve diverse communities across the city.
	850 diverse community members	These members voiced their opinions, concerns, and preferences about collecting race-based data.
	4 Indigenous-specific focus groups	Led by an Indigenous organization, these focus groups are under planning, currently exploring creative options to conduct these focus groups to meet the needs of Indigenous members and respect physical distancing rules.
	Community engagement report	The Service committed to report back to community members what it heard through

Pillar	Key achievements	Details
		the community engagement process, act upon what it heard, and be transparent and accountable about its actions. The report on community feedback will be presented at the upcoming Board meeting on October 22, 2020.
	Indigenous engagement strategy initiated	The Service is also committed to developing a dedicated Indigenous engagement strategy in collaboration with Indigenous communities and stakeholders, recognizing that the genuine engagement of Indigenous communities is critical to the success of the R.B.D.C. Strategy. In the context of current events layered on the ongoing COVID-19 pandemic, the Service is exploring further steps in developing the dedicated strategy, being considerate of the needs and priorities of Indigenous members of the public and Indigenous organizations in Toronto.
Partnerships & Collaborations	The R.B.D.C. Strategy is a complex undertaking that is greatly benefitting from external stakeholders that provide strategic advice and subject matter expertise.	
	Partnership with Wellesley Institute	Wellesley Institute is a unique organization with deep international and local expertise in equity research and community well-being. Wellesley provides research and evaluation support for successful implementation of the R.B.D.C. Strategy and strategic advice and support to establish a Community Advisory Panel (C.A.P.) to work with the Service on the analysis and public reporting of race-based data and develop action plans.
	Partnership with Confronting Anti-Black Racism (CABR)	The Service works with the CABR Unit of the City of Toronto through the City Leads Circle. Comprised of City division, agencies, boards and commissions, the Circle collaborates on implementation of the 22 recommendations in the five-year Toronto Action Plan to Confront Anti-Black Racism.

Pillar	Key achievements	Details
	Partnership with Dr. Grace-Edward Galabuzi	Associate Professor in the Politics and Public Administration Department of Ryerson University, who has unique expertise gained through extensive work in anti-racism, social justice, and social development policy as well as his leadership in the community. Dr. Galabuzi supports the development of a staged, multi-modal training approach for all Service members that is informed by communities and key stakeholders.
	Partnership with Edelman Canada	To design a public report that summarizes key findings from the community consultations on the R.B.D.C Strategy.
	Collaboration with Information and Privacy Commissioner (I.P.C.)	I.P.C. provides ongoing advice throughout the process of developing data extraction, management and procedures to ensure data privacy and security.
	Collaboration with Anti-Racism Directorate (A.R.D.)	A.R.D. delivered seven technical briefings on Anti-Racism Data Standards to Service members; it provides subject matter expertise and ongoing support on various aspects of the strategy such as training curriculum and community engagement.
	Indigenous Justice Division (I.J.D.), Ministry of the Attorney General	I.J.D. provides strategic advice and ongoing support to inform the development of the Indigenous engagement strategy and the training curriculum.
	Collaboration with Ontario Human Rights Commission (O.H.R.C.)	O.H.R.C. is regularly consulted to ensure its feedback informs the process of implementing the R.B.D.C. Strategy.
	Service-wide internal collaborations	Engage Service members throughout the process of strategy implementation and internal experts to assess and improve data systems for proper data collection, protection, and analysis.
Training	Developing a solid training curriculum and training the Service members represent an essential element of the R.B.D.C. Strategy.	

Pillar	Key achievements	Details
	Multi-modal training curriculum:	Builds on existing relevant training provided through the Toronto Police College, such as the Anti-Black Racism module and the Policing and Indigenous perspectives module. This approach equips the members with consistent understanding and ability to make connections and progressively build their knowledge throughout their training journey. The curriculum consists of two main components delivered in stages to support the Strategy's phased approach to data collection:
	Online training	Represents the first stage of training, available to uniform and civilian members since December 2019. All members have completed the online module.
	In-person training	Consists of a four-hour training developed in consultation with community and stakeholders; Unit champions will deliver it through a train-the-trainer model to all members.
	Curriculum evaluation	Captures participants' feedback, track progress and effectiveness, and inform further refinements of the curriculum as well as the development of other modules once new interactions will be added.
Change Management and Communications	A supportive organizational environment with leaders leading by example and members informed and involved throughout the implementation process represents the foundation of the R.B.D.C. Strategy. Clear, consistent, and regular communications about expectations, progress, and challenges is also vital to the successful implementation of the Strategy.	
	Internal sensitization sessions	Delivered to promote understanding of the Policy, provide updates on the R.B.D.C. Strategy, and facilitate ongoing peer support:
	Unit Champions and co-chairs of Internal Support Networks (I.S.N.)	Presentations to Unit Champions and co-chairs of I.S.N.s

Pillar	Key achievements	Details
	Staff/Detective Sergeants and Courts Shift Supervisors	Sessions involving about 75 Staff/Detective Sergeants and Courts Shift Supervisors
	Communications strategy grounded in anti-racism lens	The Service has applied an anti-racism lens to its communications and engaged in conversations with its partners at the City of Toronto about the impact of its messages on the city's diverse communities. In alignment with this broader communications strategy, a range of products and tools were developed to disseminate information specifically on the R.B.D.C. Strategy.
	A communication message package	Disseminate consistent messages to internal and external stakeholders.
	<i>A range of materials</i>	Presentations, speaking notes, frequently asked questions.
	New website	Dedicated to the R.B.D.C. Strategy to provide the public and the Service's members with a one-stop shop on the Service's position and efforts to address biased policing and anti-Black racism more specifically.
	Social media	152, 652 community members reached on Instagram & Twitter 33, 653 community members reached on Facebook 4, 886 views on Facebook livestream
	Panels and conference presentations	Presentation with the O.H.R.C. at the Law of Policing Conference on June 10, 2020
Research and Evaluation	Research innovations in the field of racial equity and best practices and lessons from other policing jurisdictions inform planning and implementation of the R.B.D.C. Strategy.	
	Connections with other Canadian and	Jurisdictions with history of race-based data collection to learn from their experiences and

Pillar	Key achievements	Details
	international policing jurisdictions	best practices, exchange knowledge and strategies, and build collaborations.
	Ottawa Police Service	On Sept 27 and November 29, 2019, E.I. & H.R. met with representatives of Ottawa Police Service to share lessons learned, initiatives, tools and resources for the collection, analyses and reporting of race data in traffic stops. They provided information about their community engagement approach, internal change management, academic partnerships and analyses that supported action plans to address racial disparities found.
	Los Angeles Police Department (L.A.P.D.)	On March 1 - 4, 2020, representatives from two units of the Service’s Human Resources Command, E.I. & H.R. and Wellness visited the L.A.P.D. in an exchange of knowledge, strategies and operations, outcomes and lessons learned. The L.A.P.D. shared insights, challenges and successes in policing a large, dynamic and diverse city with complex social needs. E.I. & H.R. met with senior leaders and officers to discuss the L.A.P.D.’s efforts to address racial disparities in policing, community safety, and public trust through a range of initiatives: race-based data collection and analytics, recruitment and training, its community safety program, and employment equity and workplace mediation. The L.A.P.D. committed to continue a partnership of knowledge transfer and collaboration with the Service to advance equity and professionalism in policing.
	Data analysis and reporting framework	Grounded in research literature on racial discrimination and profiling to provide guidance on how the Service will approach the analysis of race-based data. This framework articulates foundational concepts, guiding principles, key research questions, and methodological approaches to support

Pillar	Key achievements	Details
		the Service in its efforts to identify and address systemic racism, inform action plans, evaluate procedures, and identify training needs. The general framework will guide and apply to interaction-specific data analysis plans to account for contextual factors and data specific to each interaction. E.I. & H.R. is currently planning engagement sessions with internal Service members. It will also consult with key external stakeholders, subject matter experts, and community organizations to ensure that the analytic framework brings together operational, methodological, and community perspectives.

Gender Diversity and Trans Inclusion (G.D.T.I.) Project

In 2016, the Service and the Board entered into an agreement with the Ontario Human Rights Commission to revise policies, procedures, orders, forms, and training in which assigned sex, gender identity and/or gender expression are pertinent and make recommendations for trans inclusive revisions and development. By engaging with gender diverse and trans communities and service providers, the initiative aims to: 1) build the Service’s capacity to meet community needs; 2) inform gender diverse and trans inclusive policing practices; and 3) improve relations between community members and the Service

Key achievements aligned with framework:

Pillar	Key achievements	Details
Community Engagement	Active engagement of members of gender diverse and trans communities is vital to start conversation and help repair and build relationships between the Service and the community.	
	Most extensive engagement with the trans and gender diverse community in the Service’s history:	
	Community consultation plan and website	Developed to reach out to community members
	Community member interviews	Took place from August 2019 to October 2019.
	External consultant	Engaged to review policies and procedures, make recommendations, and

Pillar	Key achievements	Details
		provide strategic advice on community engagement and training development.
	Online survey	Conducted with community members over January 2020.
	Public forum	Brought together about 25 community members on January 21, 2020 to present the initiative and respond to community questions and concerns.
	Full-day community consultation	Brought together eight community advisors, organizational representatives and individuals on February 4, 2020 to vet procedural changes, make recommendations and inform training priorities.
Partnerships and collaborations	Developing relationships with representatives of the gender diverse and trans community and service providers is critical to the successful implementation of the G.D.T.I. Project.	
	Collaborations with key community stakeholders:	The 519 Church Street Community Centre Rainbow Health Ontario Maggie's Toronto
Policy Analysis and Development	A robust analysis of policies, procedures, and practices pertaining to police interaction with gender diverse and trans community is vital to foster the systemic and cultural change needed for bias free and trans inclusive policing.	
	Comprehensive review	Conducted by a consultant with subject matter expertise.
	Recommendations vetted with community	
	Recommendations submitted to O.H.R.C.	

Addressing Workplace Well-being, Harassment and Discrimination

To ensure a respectful and inclusive work environment for all members, this initiative enables gathering members' perceptions and experiences, and examining the Service's policies, procedures and practices related to workplace harassment and discrimination. The initiative advances multiple streams of work: 1) hosting workplace harassment symposia where leading experts in the community share best practices and members can ask questions; 2) contracting third-party experts to conduct a comprehensive review of the Service's workplace culture and processes relating to harassment and discrimination to inform an actionable roadmap for tangible culture change; and 3) facilitating access to E.I. & H.R.'s expertise as a resource and source of support for members.

Key achievements aligned with framework:

Pillars	Key achievements	Details
Change Management and Communications	Creation of an internal culture free of discrimination and harassment starts with capacity building for all members to become change agents.	
	The largest workplace harassment symposium in the Service's history	On October 31, 2019, the Service held its first-ever Workplace Harassment Symposium at Headquarters in an open-forum setting to hear about organizational trends and best practices concerning workplace harassment, how organizations support individuals impacted by these issues, and ways to foster a positive and inclusive work environment. Over 200 people attended virtually and in-person to hear from the Command team as well as guest speakers from the Ontario Human Rights Commission, Bernardi Human Resource Law, the Canadian Armed Forces, the Board's Anti-Racism Advisory Panel, Deloitte, and the Service's Professional Standards unit.
	The second workplace harassment symposium	The second symposium took place on September 28 and 29, 2020.
	Expertise and support provided by E.I. & H.R.	Provided on an ongoing basis to Service members to address their experiences of harassment and discrimination.

Pillars	Key achievements	Details
Policy analysis and development	Comprehensive analysis of policies, procedures, and practices pertaining to harassment and discrimination represents a stepping-stone in the process of creating an inclusive and respectful work environment.	
	Comprehensive approach and methodology	Developed to assess relevant Service policies, procedures and programs.
	Insights gathering	Implemented the approach to review existing policies and procedures and examine past cases and management strategies.
	Online survey	Designed to gather members' perspectives.
Partnerships and collaborations	Creating strong internal and external networks is key to the successful implementation of this initiative.	
	Partnership with Deloitte	To conduct a comprehensive review of the Service's culture and processes related to harassment and discrimination and develop recommendations.
	Collaboration with the Canadian Armed Forces (C.A.F.)	To learn about their harassment model. In early March 2020, E.I. & H.R. met with leaders of the C.A.F.'s Integrated Conflict and Complaint Management team to learn about their integrated harassment, grievance, human rights, and alternative dispute resolution systems. Their learnings about the key factors to the program's success as well as shortcomings in implementation will inform the Service's approach around workplace harassment and discrimination.
	Collaboration with Los Angeles Police Department (L.A.P.D.)	To learn about their mediation program. The L.A.P.D.'s Ombuds Office shared information with members of E.I. & H.R. about alternative dispute resolution model using early mediation and conciliation approaches, challenges and successes in reducing minor misconducts, resolving workplace conflicts, supporting healthy workplaces and employee wellness.

Pillars	Key achievements	Details
	Internal partnership with the Service's Professional Standards	To develop a modernized intake, investigation and resolution process to address workplace harassment and discrimination
Program development	Designing programs informed by evidence collected through the comprehensive review represents an important step in creating tangible culture change.	
	Initial steps in developing a modernized intake, investigation and resolution process	Modernization of this process will also involve updating systems to track complaints, proactively address systemic issues, and build capacity for members across ranks.

Comprehensive & Targeted Training

Besides developing and providing training related to specific initiatives, E.I. & H.R. also delivers various training modules across the Service to foster an understanding of the concepts of equity and inclusion and how it impacts every member in their work.

Key achievements to date:

- **Anti-Black Racism training for all members:** Expanded to include sessions of in-Service training with focus on de-escalation and community scenarios;
- **Ongoing equity, inclusion and human rights training** for members, new recruits, and newly-promoted uniform members to foster understanding of equity and inclusion concepts and impact their work;
- **Targeted coaching and training** to specific groups, units, or divisions to resolve or head-off conflicts early on;
- **Train-the-trainer and capacity building** for College instructors and Unit Champions;
- **Multi-modal staged R.B.D.C. training curriculum** to support the Service to deliver the R.B.D.C. Strategy that meets the Policy requirements and is consistent with the *Anti-Racism Data Standards and Anti-Racism Act*.

Support to Multiple Police Agencies

As a centre of excellence, E.I. & H.R. has lent its expertise and shared training materials with various policing agencies across Canada to support them in their efforts to addressing systemic racial inequities.

Key achievements to date:

- **Training resources on anti-Black and systemic racism:**
 - Supporting the Canadian Association of Chiefs of Police in drafting a training deck on systemic racism to distribute to their membership and initiate conversations on the importance of the subject within a Canadian policing context;
 - Supporting other Canadian police services with anti-Black racism training: Kennebecasis Regional Police Force (New Brunswick), Peel Region Police Service, York Region Police Service, Ontario Provincial Police, and the Canadian Border Service Agency.
- **Framework to collect race-based and Indigenous identity:** E.I. & H.R. advised and drafted a framework for the collection of race-based and Indigenous identity data for the Police Information and Statistics Committee to present to the Canadian Association of Chiefs of Police Board of Directors.
- **Sharing lessons at public forums and conferences:** The innovative model in equity, inclusion and human rights guiding the E.I. & H.R.'s work and lessons learned to date will be showcased at a conference organized by Public Sector Network and the International Association of Chiefs of Police, Canadian Associations of Chiefs of Police and the Ontario Association of Chiefs of Police conferences.

Challenges and Opportunities

While a range of key initiatives have been successfully implemented to date, there are several challenges to address:

- A new structure for E.I.& H.R. – the unit's current structure and staffing needs to be reassessed to ensure that it is structured and resourced (financial and human resources) to adequately meet the growing demands of the Service, the expectations of the current climate and the work in implementing the Board's recommendations on police reform.
- Gaps in data systems – existing data is collected for operational and administrative functions and it requires repurposing to use for systemic racial equity analyses.
- In any organization there are inevitably challenges to progress in respect of equity and inclusion - in the policing environment one of those is that historically it has been male dominated and not always representative of the wide range of diversity existing in our city. Changing this landscape sometimes causes discomfort. This means that the E.I.H.R.'s work is dedicated to removing internal barriers, in addition to delivering on high-profile initiatives and ongoing operational duties.
- The Service is working towards delivering services to support members' well-being and wellness. These efforts are now being further supported by E.I.H.R. through an equity lens to ensure that diverse members receive culturally competent supports. More work is needed in this area.

Despite challenges, there are a range of opportunities that can be leveraged to advance this important work and achieve the objective of creating an equitable and inclusive police services:

- Committed leadership at many levels and places within the Service to drive organizational change and set strategic direction to re-imagine policing with equity and human rights at its core.
- Redesign data systems that can better serve the Service's operational, investigative and strategic needs enabled by the digital transformation efforts under the Way Forward modernization.
- Foster new collaborations and partnerships across different organizations, communities and jurisdictions to advance racial equity and systemic change.
- Contribute to knowledge base and best practices on equity in policing by publishing a range of knowledge dissemination products such as research reports and journal articles and presenting at relevant conferences.

Moving forward

Besides sustained efforts to continue implementing, monitoring, and tracking progress of current initiatives, E.I. & H.R. will also initiate work in the following areas:

- **Service-wide Equity and Inclusion Strategy:** E.I. & H.R. will work closely with leaders across the service to develop and implement a Service-wide equity strategy, with steps to facilitate short, medium and long-term change. The equity strategy will include how to address biases and identify and remove barriers, with the ultimate goal of ensuring policies, procedures and practices provide a safe and healthy work environment where members are encouraged to contribute their unique experiences, abilities and perspectives.
- **Accessibility Audit:** E.I. & H.R. will be contracting with a third-party expert to conduct a Service-wide review of its policies, procedures, programs and practices to identify existing systemic barriers for individuals with disabilities, both internally and externally via the Service's interactions with the community. The audit will be informed by community consultations and focus groups and conclude with an actionable roadmap for Service-wide implementation.
- **Continued training for members** building upon what the Service is already doing as a result of H.R.T.O.'s case McWilliam v. T.P.S.B.
- **Support the Service in implementing the recommendations** from the Board's report on police reform in Toronto

Conclusion:

E.I. & H.R. is a Centre of Excellence and the first of its kind in Canadian policing. The unit plays a vital role in advancing the modernization of the Service and enabling a progressive equity agenda for the Service, a cornerstone of the 2020-2023 People Plan. E.I. & H.R. is driving a range of initiatives that will ultimately create long-lasting positive changes within the Service and in its relationship with members of the public to support the Service's journey towards bias-free and equitable policing.

The Unit's work to date enabled the Service to:

- Initiate its largest community engagement endeavor to date to raise awareness and involve community members in the collection of race data;
- Initiate its most extensive engagement with the trans and gender diverse community in its history to advance gender diverse and trans inclusive policing practices;
- Foster a growing network of partnerships and collaborations with diverse community stakeholders, research institutes, academics, and government to leverage their expertise to inform its equity agenda;
- Build capacity for Service members on equity, inclusion and human rights through a series of trainings such as anti-Black racism, race-based data collection and its role in bias-free policing, targeted coaching, and ongoing equity, inclusion and human rights training;
- Initiate a comprehensive review of its policies, processes and practices relating to harassment and discrimination to inform an actionable roadmap for tangible culture change.

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,

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

*copy with original signature on file at Board Office



Equity, Inclusion & Human Rights Unit: Progress update

**Presentation to: Toronto Police Services Board
Date: Thursday, October 22, 2020**



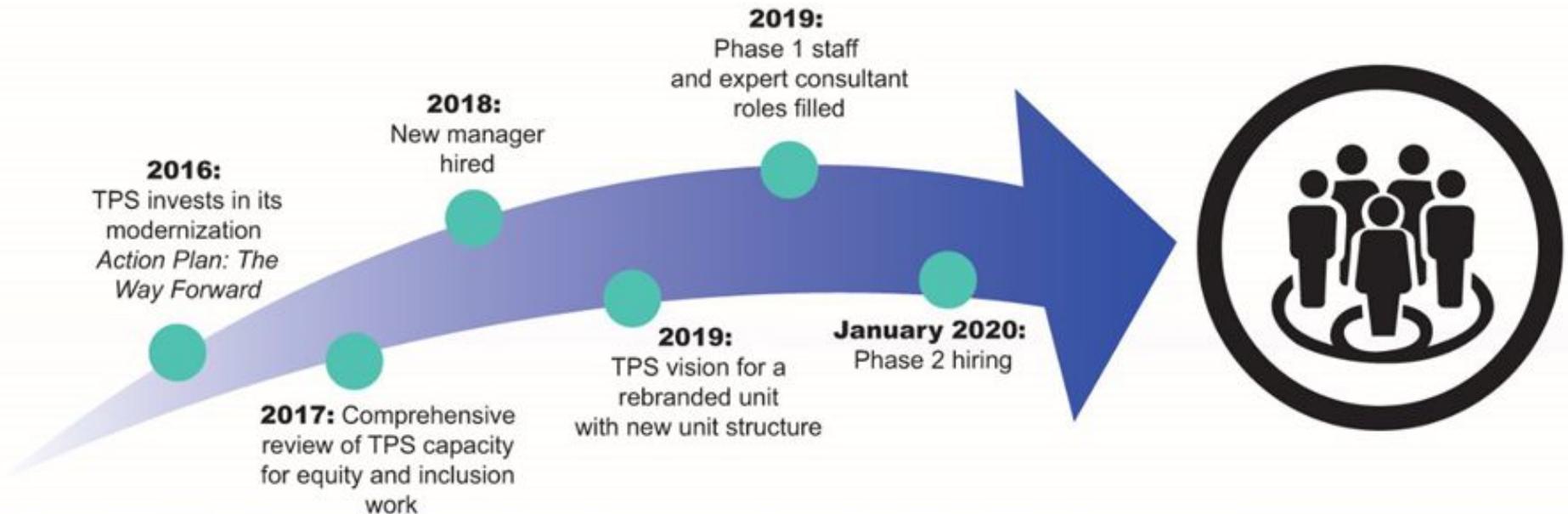
Toronto Police Service Equity, Inclusion & Human Rights Centre of Excellence



- An effective team of subject matter experts to support a progressive equity and human rights agenda and The Way Forward
- Brand the Toronto Police Service as a progressive institution and community partner
- Deliver on several high profile initiatives for the Service

Equity, Inclusion & Human Rights Unit

EIHR is first of its kind in Canadian policing. The team takes an evidence-based, analytical systems approach to identify, remove barriers and address biases that may exist in our policies, programs and practices.



Vision

A world class police service that is comprised of members who reflect the rich diversity of Toronto and who are recognized and encouraged to maintain and contribute through their unique experiences, abilities, and perspectives within a respectful and inclusive environment that enables us to better serve the residents and communities within the City of Toronto.

Mandate

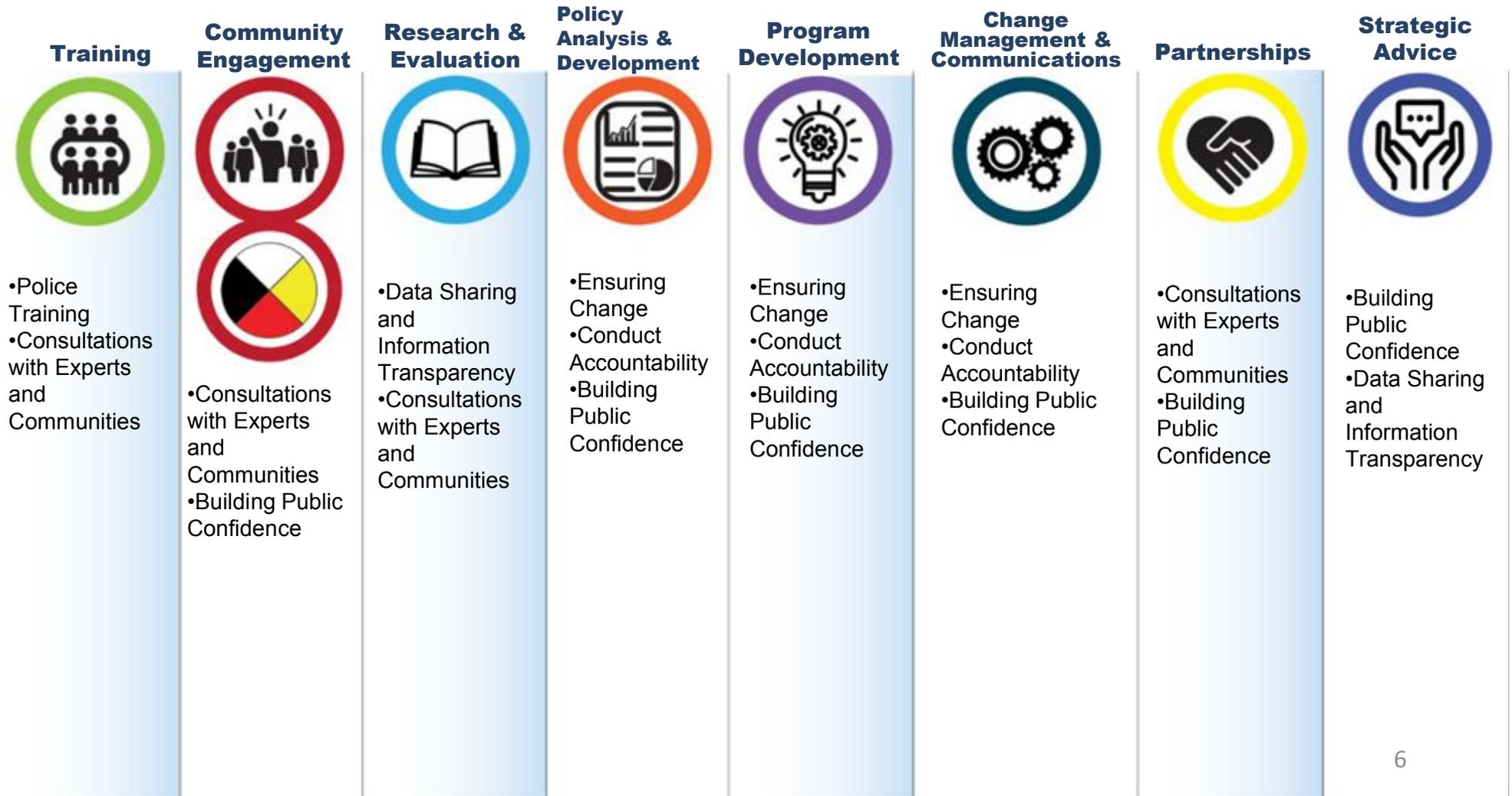
To lead an effective team of subject matter experts to support a progressive equity and human rights agenda and ***The Way Forward***; to brand the Toronto Police Service as a progressive institution and community partner; and, to deliver on several high profile initiatives for the Service.



Pillars of EI&HR



Pillars Advancing the Board's Police Reform Recommendations



All-Of-Command Approach to enable EIHR's portfolio



Role	Key Functions
Manager, Equity, Inclusion & Human Rights	Leads and develops a highly skilled team of subject matter experts on progressive outcomes for the Service. Leads the development of the Equity Strategy and its implementation. Supports the P&C pillar to ensure and embed diversity lens
Special Projects Consultant, Equity & Inclusion	Implements and manages high-profile initiatives, including race-based data project, gender diversity and transgender inclusion project and the IDI program
Researcher	Leads research in socio-demographic data collection and bias-free policing in recruiting and community interactions. Measures, monitors and reports on diversity initiatives and their effectiveness
Human Rights & Accessibility Consultant	Ensures Service compliance with applicable human rights legislation. Leads the accessibility audit and implementation of recommendations
Inclusion Lead	Works to understand the diversity needs at all levels and supports the information flow to and from the front-lines. Ensures successful uptake of diversity initiatives at all levels
Analyst	Provides analysis and administrative supports to socio-demographic data collection, gender diversity and transgender inclusion project. Supports the development of reports and requests for information
Equity and Stakeholder Relations Specialist	Coordinates and ensures effective communication in all diversity work in the Service to ensure alignment with diversity strategy (ISN's, Consultative committees etc.)
Workplace Dispute Resolution Consultant	Responsible for strategically employing alternative dispute mechanisms to address workplace conflict, harassment and discrimination for service members.
Uniform Project Lead	Lead Projects to support the EI&HR vision. Provide insight to the uniform experience and perspective. Provide support to other members of EI&HR in navigating TPS systems

Key Initiatives

Progress update

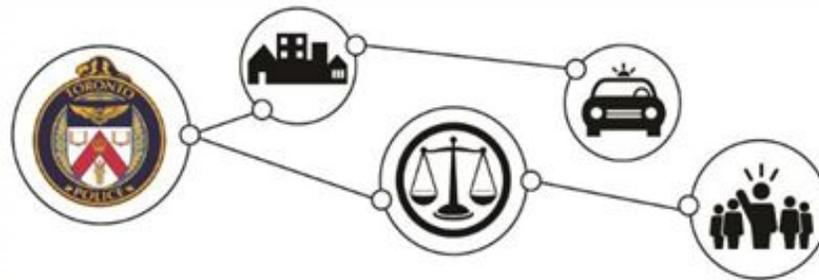


Race-Based Data Collection (RBDC) Strategy



The Board Policy sets direction for a phased approach to race and identity-based data to identify, monitor and eliminate potential systemic racism and racial bias.





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

Key achievements:

- Most extensive community engagement in TPS history bringing together diverse community stakeholders and members.
- Unique partnerships and collaborations to inform successful implementation of RBDC Strategy:
 - **Partnerships:** Wellesley Institute and Dr. Grace-Edward Galabuzi
 - **Collaborations:** Anti-Racism Directorate, Indigenous Justice Division, Information and Privacy Commissioner, Ontario Human Rights Commission
- Comprehensive training curriculum that reinforces and aligns with other TPS training modules (Anti-Black Racism, Policing and Indigenous perspectives).
- Strong Service-wide collaborations to engage members, assess and improve data systems, and deliver consistent communications.



Race-Based Data Collection Strategy



The Way Forward



Phase 1

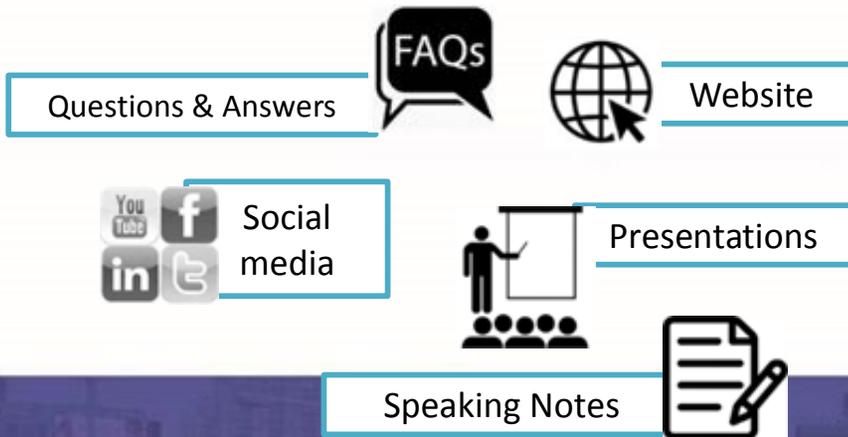
Phase 2



RBDC Strategy: Communication Strategy and Change Management

Communication Strategy

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

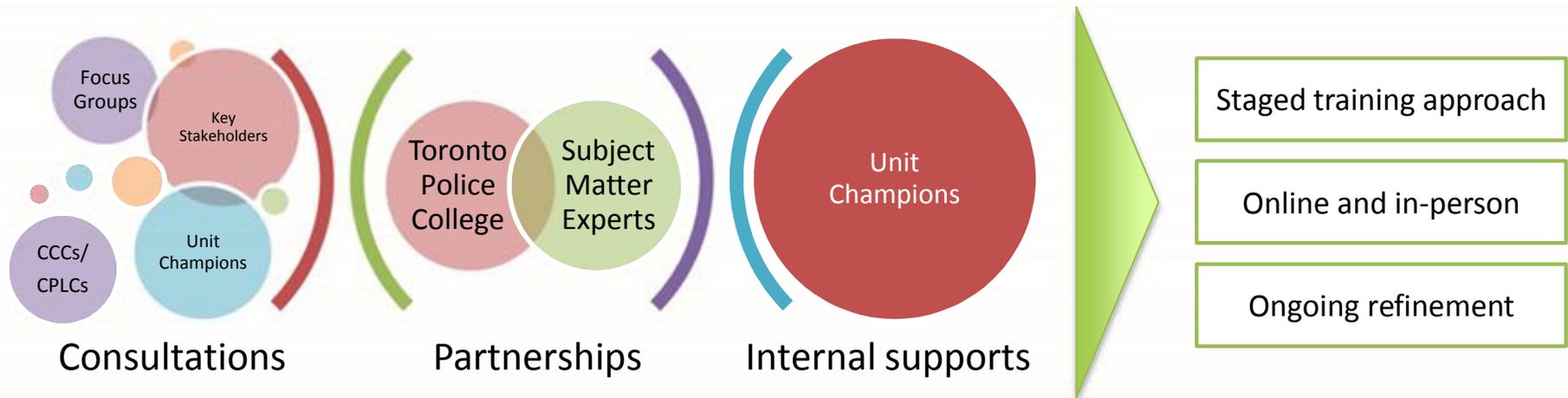


Internal Engagements

- The Anti-Racism Directorate provided 7 technical briefings to the Service on the Anti-Racism Data Standards.
- Between October 2019 and February 2020, change management leads held information sessions in Divisions:
 - 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.



RBDC Strategy Training Development



Training Service members is critical to the success of the Race-Based Data Policy. Effective and appropriate training curriculum is informed by community collaboration, internal and external input.





RBDC Strategy Community Engagement and Strategic Partnerships

To raise awareness and hear from diverse communities across the city, the Service took a multi-pronged approach to engaging with diverse members of the communities.

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

152, 652 reached on Instagram & Twitter
 33, 653 reached on Facebook
 4, 886 views on Facebook livestream
 845 attendees at town halls, focus groups, CCCs & CPLC meetings



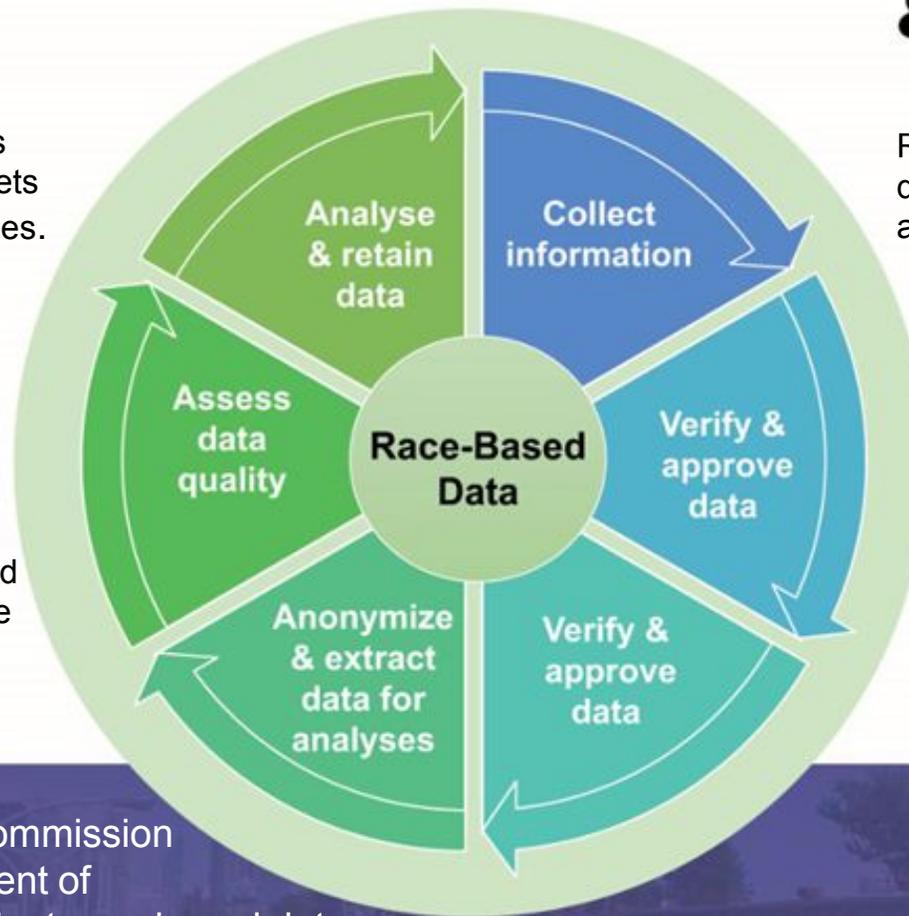
RBDC Strategy: Data Collection, Management & Protection

EI&HR analyses and reports results of RBD, and securely retains datasets for 20 years to enable trend analyses.

Designated EI&HR staff accesses anonymized datasets and assesses data quality before use.

Designated staff extracts anonymized data from data systems into separate RBD datasets.

The Information and Privacy Commission was consulted in the development of procedures to manage and protect race-based data.



Reporting officers collect race data in Use-of-Force Reports and arrests.

Information submitted is verified by records quality clerk, Supervisor and/or Officer in Charge.

Information collected is stored securely in TPS' data systems.



Addressing Workplace Well-being, Harassment and Discrimination

Gathering members' perceptions and experiences; examining our policies, procedures and practices as they relate to workplace harassment and discrimination through:

- 1) **Hosting workplace harassment symposia** where leading experts in the community share best practices and members can ask questions.
- 2) Contracting Deloitte to **conduct a comprehensive review of our workplace culture** and processes to inform an actionable roadmap.
- 3) Encouraging members to reach out to **EI&HR as a resource and source of support** if they have questions or concerns.



Addressing Workplace Well-being, Harassment and Discrimination

Key achievements:

- Development of comprehensive approach and methodology to **assess relevant TPS policies, procedures and programs.**
- **Insights gathering** – implement the approach to review existing policies and procedures, and examine past cases and management strategies.
- **Design of online survey and focus groups** to gather members' perspectives.



Addressing Workplace Well-being, Harassment and Discrimination

Partnership with PRS

- The **co-created design of a new, modernized intake and assessment process** for workplace harassment and human rights complaints
- **Ongoing consultative advice** and support by EI&HR to PRS on investigations
- Collaborative approach to identify and **address systemic issues** and implementation of **alternative dispute mechanisms**



Gender Diversity and Trans Inclusion Project

- In 2016, TPS entered into an agreement with the Ontario Human Rights Commission to:
 - revise policies, procedures, and trainings in which assigned sex, gender identity and/or gender expression are pertinent
 - make recommendations for trans inclusive revisions and development.
- Revisions to be informed by consultations with gender diverse and trans communities and service providers.



Gender Diversity and Trans Inclusion Project

Key achievements:

Most extensive engagement with the trans and gender diverse community in TPS history to start conversation, help repair and build relationships:

- Development of a **community consultation plan and website** to reach out to community members
- **In-depth interviews** with community members from August 2019 to October 2019
- **Online surveys** conducted with community members over January 2020
- **Public forum** bringing together about 25 community members on January 21, 2020
- **Full-day community consultation** bringing together 8 community advisors, organizational representatives and individuals on February 4, 2020
- Recommended changes to TPS policies and procedures vetted by community and will be submitted to OHRC.



Comprehensive & Targeted Equity, Inclusion and Human Rights Training

- **Anti-Black Racism training for all members:** Expanded to include sessions of In-Service training with focus on de-escalation and community scenarios.
- **Ongoing equity, inclusion and human rights training** for members, new recruits, and newly-promoted uniform members to foster understanding of equity and inclusion concepts and impact their work.
- **Targeted coaching and training** to specific groups, units, or divisions to resolve or head-off conflicts early on.
- **Train-the-trainers and capacity building** for College instructors and Unit Champions.



Supporting other police agencies

- **Training resources on anti-Black and systemic racism:**
 - Supported the Canadian Association of Chiefs of Police in drafting a training deck on systemic racism to distribute to their membership;
 - Supported several police services: Kennebecasis Regional Police Force (New Brunswick), Peel Region Police Service, York Region Police Service, Ontario Provincial Police, and the Canadian Border Service Agency.
- **Framework to collect race-based and Indigenous identity** drafted for the Police Information and Statistics Committee to present to the Canadian Association of Chiefs of Police Board of Directors.
- **Sharing lessons at public forums and conferences** such as International Association of Chiefs of Police, Canadian Association of Chiefs of Police, and Ontario Association of Chiefs of Police conferences.



Wellesley Partnership

First ever partnership in TPS history with Wellesley Institute, thought leader in equity research and community well-being.

Wellesley Institute is a distinct charity organization which has an excellent research group with deep international experience in socio-demographic data collection, race-based analysis, and the development of equitable services. No other suitable organization have been identified. Other aspects that make Wellesley Institute unique include its reputation and non-partisan experience in the field of equity, links to community agencies, and expertise in developing social policy by building the GTS's capacity to improve wellness and reduce inequities by driving change through applied knowledge mobilization and innovation.



Kwame McKenzie, Kofi Hope, Camille Orridge



Wellesley Partnership

Wellesley Institute provides strategic advice and deep subject matter expertise on various TPS' initiatives:

- **RBDC Strategy** – data analysis framework, Community Advisory Panel.
- **Service-wide Equity Strategy** – strategy design, implementation plan, and evaluation framework.
- **New TPS constable selection & new uniformed officer promotional processes** – design and implementations of new processes.
- **Racial equity impact assessment of TPS psychologists' work** –assessment process design and recommendations for capacity building.
- **Executive Leadership Development for senior TPS leaders** – building the capacity of senior leadership to effectively lead, manage and integrate equity, inclusion, and human rights based organizational change at Toronto Police Service.



Challenges

- A new structure for E.I.H.R – restructuring and resources are needed to adequately meet the growing demands of the Service, the expectations of the current climate, and the work in implementing the Board’s recommendations on police reform.
- Gaps in data systems – existing data is collected for operational and administrative functions and it requires repurposing to use for systemic racial equity analyses.
- Organizational barriers - changing current policing landscape causes discomfort and challenges arise in the form of resistance, micro aggregation, and lack of understanding and support.
- Communication barriers - Competing interests, such as ongoing modernization efforts and daily operational pressures, and sometimes lack of recognition for the importance of equity work present challenges in the delivery of effective communications and advocacy for equity initiatives.



Opportunities

- Committed leadership to drive organizational change and set strategic direction to re-imagine policing with equity and human rights at its core.
- Redesign data systems that can better serve the Service's operational, investigative and strategic needs enabled by the digital transformation efforts under the Way Forward modernization.
- Foster new collaborations and partnerships across different organizations, communities and jurisdictions to advance racial equity.
- Contribute to knowledge base and best practices on equity in policing by publishing a range of knowledge dissemination products such as research reports and journal articles and presenting at relevant conferences.



Moving forward



- Ongoing implementation and progress tracking of current initiatives
- Development of an Equity and Inclusion Strategy
- Continued training for members building upon the Service's training as a result of HRTO's case McWilliam v. TPSB
- Implementation of a series of recommendations from the Board's Police reform report (August 18, 2020)



Thank you





Toronto Police Services Board Report

October 2, 2020

To: Chair and Members
Toronto Police Services Board

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

Subject: Toronto Police Service Open Data & Open Analytics

Recommendation(s):

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

Financial Implications:

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

Background / Purpose:

On May 30, 2019, the Board received a report (Min. No. P118 refers) from Chair Andy Pringle and recommended the Toronto Police Service (Service) respond to a motion from City of Toronto Council (City Council) to report back to the Executive Committee on the implementation of the Service's Open Data Plan, including:

1. Provide its annual reports in a proper digital format;
2. Convert files currently provided in a portable document format (P.D.F.) on the Toronto Police Service Public Safety Data Portal; and
3. Share datasets on the City of Toronto Open Data Portal.

On July 28, 2020 (EX15.19), the City of Toronto Executive Committee adopted on consent the following motion:

1. City Council request the Chair, Toronto Police Services Board, to report to the December 9, 2020 meeting of the Executive Committee, on the progress made by the TPSB to release its Open Data Sets to the City of Toronto's Open Data Portal.

To expand on these requests above, on August 18, 2020, the Board received a report from Chair Jim Hart with the following requests (Min. No. P129 refers):

37. Direct the Chief of Police to share regularly updated datasets from the Toronto Police Service's Open Data Portal, subject to the need to protect personal privacy and to comply with any privacy legislation (City Council #16)
38. Direct the Chief of Police to convert the Toronto Police Services Board's annual reports and any files currently provided on the Toronto Police Service's open data portal in P.D.F. format into appropriate digital format for use and distribution on the City's Open Data Portal. (City Council #16).

Discussion:

Open data is defined as structured data that is machine-readable, freely shared, used and built on without restrictions. Since the launch of the Service's Public Safety Data Portal (Portal) in June of 2017, the Service has invested significant resources to make the necessary changes to our infrastructure, updating processes, policies and guidelines for facilitating the continuous release of open data.

The Service has taken steps to provide value and insights beyond the release of Open Data and includes Open Analytics for public use.

The Service's Public Safety Data Portal is a comprehensive public safety tool that provides valuable police information. The Portal is a platform used to provide downloadable open datasets, but most importantly it is leveraged as an Open Analytics and a reporting mechanism for public safety information, including that which may not be readily available or provided as open data to be downloaded.

The Service considers the delivery of information essential for public safety and transparency. We have invested significant efforts and resources in identifying ways to provide valuable information to the public while protecting privacy data.

The Service recognizes the importance of providing Open Data and Open Analytics in support of the Police Reform Recommendations with some recommendations having been implemented through the Public Safety Data Portal.

Data Sharing with City of Toronto, Open Data Team

Existing Datasets

Over the past few months, the Service has been working with the City of Toronto Open Data team to create a sustainable process for sharing Toronto Police Service open datasets with the City of Toronto.

Currently there are sixteen (16) datasets provided for download as open data on the Portal including:

- Assault
- Auto Theft
- Break and Enter
- Robbery
- Theft Over
- Homicide
- Bicycle Thefts
- All Major Crime Indicators
- Killed or Seriously Injured Collisions
- Fatal Traffic Collisions
- Budget
- Field Information Reports (F.I.R.)
- Police Divisions
- Patrol Zones
- Police Facilities
- Neighbourhood Crime Rates

As of the submission of this report, all datasets have been successfully shared with the City of Toronto and published on the City of Toronto's Open Data Portal.

New Datasets

A process has been established with the City of Toronto Open Data team members and the Service to publish Toronto Police Service open data to the City's Open Data Portal. Moving forward, any new dataset made available by the Toronto Police Service will be shared with the City of Toronto Open Data team. The two teams will continue to work together to streamline the publishing process as we continue to cross-publish these open datasets.

Budget data is currently available on the Service's Public Safety Data Portal and has been shared on the City of Toronto Open Data site in .xls format. Once the data is prepared in machine readable format, it will be updated accordingly.

Annual Statistical Report (A.S.R.)

The Service has evaluated the information currently provided in its Annual Statistical Report (A.S.R.) for release as open data. We have assessed every section and data point currently provided in the A.S.R. to determine the level of granularity in which the dataset can be released as downloadable datasets.

Datasets for the following sections of the A.S.R. will be available for download in the Open Data Section of the Portal:

- Reported Crime
- Persons Charged
- Victims of Crime
- Search of Persons
- Firearms
- Traffic
- Personnel & Budget
- Calls for Service
- Public Complaints Filed with the Office of the Independent Police Review Director (O.I.P.R.D.)
- Regulated Interactions
- Administrative

The delivery of the A.S.R. is comprised of various components designed to enhance public use, application and interpretation of statistical police information. It will include supportive documentation, open datasets, and an annual P.D.F. report and interactive analytical tools. The static annual P.D.F. reports will be provided for as well. To ensure that the most up-to-date information is available in our Records Management Systems (R.M.S.), and due to the dynamic nature of some of the data contained within this report, the annual refresh of the downloadable datasets will require a complete update of the dataset. However, the Service is committed to ensuring that the data will be provided for all available years.

In accordance with our commitment to work with the City's Open Data team, the A.S.R. open datasets will be available in the City's Open Data Portal. The release of the Annual Statistical Report and its accompanying datasets will occur in the fourth quarter of 2020.

Race-Based Data

Race-based data collection commenced on January 1, 2020, and will be released in 2021.

Conclusion:

The Service understands the value of providing police information as open data for public safety and awareness.

The Service has worked diligently to comply with the requests from the Board regarding transferring static reports into a downloadable format and sharing the Service's open data with the City of Toronto. To date, all currently available open datasets have been shared and published on the City of Toronto Open Data Portal. The Service will continue to work with the City of Toronto's Open Data team to make information accessible through the City's Open Data Portal.

The Annual Statistical Report is under construction with an estimated completion by the end of Q4 2020. The data will be published as open data in the most granular format where possible. The data contained within the A.S.R. will be provided in the following formats:

- Interactive dashboard;
- Static P.D.F. report, and
- Maps.

Mr. Colin Stairs, Chief Information Officer, will be in attendance to answer any questions that the Board members may have regarding this report.

Respectfully submitted,

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

*copy with original signature on file at Board office



Toronto Police Services Board Report

September 25, 2020

To: Members
Toronto Police Services Board

From: Jim Hart
Chair

Subject: Toronto Police Service Board Special Fund – Annual Specified Procedures Report for the Year Ended December 31, 2019

Recommendation(s):

It is recommended that the Board receive the annual Specified Procedures Report, performed by Price Waterhouse Coopers LLP.

Financial Implications:

There are no financial implications associated with the recommendation contained in this report.

Background / Purpose:

Attached is the Specified Procedures Report which provides results of the audit of the Police Services Board Special Fund, for the year ending December 31, 2019. The audit is performed by independent external auditors, to assist the Board in evaluating the application and disbursement procedures and processes related to the Special Fund.

It was determined that an audit that assesses the Special Fund procedures and processes is a more useful approach, as it tests the degree to which the Board is adhering to its Policy governing the Special Fund.

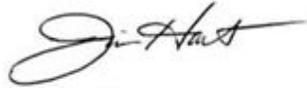
The 2019 audit included a review of Special Fund disbursements, bank statements, bank deposits, disbursements that are an exception to the policy, account balance, record keeping, signatories, etc. The audit revealed that the Board is in compliance with the administrative processes as outlined in the Board's Special Fund Policy.

A copy of the auditor's findings is attached to this report.

Conclusion:

It is, therefore, recommended that the Board receive the annual Specified Procedures Report, performed by Price Waterhouse Coopers LLP.

Respectfully submitted,

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

Jim Hart
Chair



September 24, 2020

Report in connection with the Toronto Police Services Board Special Fund (the TPSB Special Fund)

To the Toronto Police Services Board:

As agreed with you, we have performed the procedures enumerated in Appendix 1, solely to assist you in evaluating the application and disbursement procedures and processes related to the TPSB Special Fund during the year ended December 31, 2019.

As a result of applying the procedures outlined in Appendix 1, we report our findings attached in Appendix 2.

These procedures do not constitute an audit of the TPSB Special Fund as at and for the year ended December 31, 2019 and, therefore, we express no opinion on these account balances as at December 31, 2019 or the transactional activity for the year ended December 31, 2019. Had we performed additional procedures or had we made an examination of the account balances and transactional activity of the TPSB Special Fund, other matters might have come to our attention that would have been reported to you.

It is understood that this report is intended solely for the information of the Toronto Police Services Board. Consequently, the report should not be distributed to other parties. Any use that a third party makes of this report, or any reliance or decisions made based on it, are the responsibility of such third party. We accept no responsibility for any loss or damages suffered by any third party as a result of decisions made or actions taken based on this report.

/s/ PricewaterhouseCoopers LLP

Chartered Professional Accountants, Licensed Public Accountants

*PricewaterhouseCoopers LLP
PwC Tower, 18 York Street, Suite 2600, Toronto, Ontario, Canada M5J 0B2
T: +1 416 863 1133, F: +1 416 365 8215, www.pwc.com/ca*

"PwC" refers to PricewaterhouseCoopers LLP, an Ontario limited liability partnership.



Appendix 1: Specified procedures

Application and disbursement procedures

Haphazardly select 25% of the number of annual disbursements (cheques) from the Toronto Police Services Board Special Fund (TPSB Special Fund) general ledger and:

1. Ensure that Board approval has been obtained for the disbursement.
2. Ensure that the cheque amount agrees to the approved amount, and that such amount is recorded in the TPSB Special Fund general ledger (book of accounts).
3. Ensure that a Board report which includes an overview of the funding proposal is submitted to the Board for approval in accordance with the TPSB Special Fund Policy.
4. Ensure that the cheque is signed by the appropriate signatories in accordance with the TPSB Special Fund approval guidelines and policies.

General procedures

5. Haphazardly select ten disbursements from the TPSB Special Fund and ensure that the funding is provided prior to the date of the event/activity, as specified in the funding application.
6. Haphazardly select six bank statements and ensure that the account balance does not fall below \$150,000 during the period covered by the statement, as set out in the TPSB Special Fund Policy.
7. Request the Board office to provide a listing of disbursements which were exceptions to the policy, and ensure that the Board approved the disbursement despite the exception by reference to the Board minutes.
8. Haphazardly select ten deposits within the bank statements and ensure that they are from authorized revenue sources as allowed by the Police Services Act.



Appendix 2: Findings

- 1.-4. We haphazardly selected 21 disbursements from the TPSB Special Fund bank statements for testing, itemized below, for the year ended December 31, 2019, representing 25% of the total number of annual disbursements for the year ended December 31, 2019.

For each disbursement selected, we completed procedures 1 through to 4 and have noted no exceptions.

Disbursements (cheque numbers)

1423	1427	1428	1432	1434	1436
1438	1439	1441	1450	1459	1465
1467	1468	1494	1500	1501	1506
1508	1510	1518			

5. We haphazardly selected ten disbursements, itemized below, from the TPSB Special Fund bank statements and ensured that the funding was provided prior to the date of the event/activity, as specified in the funding application.

For each disbursement selected, we have noted no exceptions.

Disbursements (cheque numbers)

1423	1427	1428	1438	1439
1441	1468	1500	1501	1510

6. We haphazardly selected six bank statements of the TPSB Special Fund, itemized below, and ensured that the account balance did not fall below \$150,000 during the period covered by the statement, as set out in the TPSB Special Fund Policy.

We have noted no exceptions as a result of completing this procedure.

Monthly bank statements

February 2019	March 2019	May 2019
July 2019	September 2019	November 2019

7. Based on enquiry of Sheri Chapman (Executive Assistant to the Chair, Toronto Police Services Board), there were 12 exceptions to the policy, itemized below, during the year ended December 31, 2019. We have reviewed the minutes of the Board meeting outlining the exception. No issues noted as a result of completing this procedure. No further exceptions to report.



The following are exceptions as they do not fall into one of the six approved categories according to the Toronto Police Services Board Special Fund policy:

Exceptions to the policy		
Exception #	Description	Board minutes reviewed
1	TPSB Support to Funeral Costs for Police Constable	BM – December 18, 2018
2	TPSB Support to Funeral Costs for Police Constable	BM – December 18, 2018
3	TPSB Support to Funeral Costs for Police Constable	BM – December 18, 2018
4	TPSB Support to Funeral Costs for Police Constable	BM – December 18, 2018
5	TPSB Support to Funeral Costs for Police Constable	BM – December 18, 2018
6	Retention of Organizational Change Management Consultant	BM – August 24, 2017
7	TPSB Support To The CAPG 2019 Annual Conference	BM – February 21, 2019
8	TPSB Support To Workplace Well-Being, Harassment and Discrimination Review	BM – March 26, 2019
9	Retention of Organizational Change Management Consultant	BM – August 24, 2017
10	International Review of Best Practices Regarding The Use Of Force Options	BM – February 22, 2018
11	TPSB Support To The CAPG 2019 Annual Conference	BM – July 31, 2019
12	TPSB Support To The Cardiac Health Fair	BM – October 22, 2019

8. We haphazardly selected ten deposits to the TPSB Special Fund, itemized below, and ensured that they were from authorized revenue sources as allowed by the Police Services Act.

We have no exceptions to report as a result of completing this procedure.

Deposit date	Revenue source
February 13, 2019	Unclaimed Cash
April 3, 2019	Police Auction Proceeds
April 17, 2019	Unclaimed Cash
May 15, 2019	Unclaimed Cash
May 15, 2019	Police Auction Proceeds



Deposit date	Revenue source
August 19, 2019	Police Auction Proceeds
November 28, 2019	Police Auction Proceeds
December 11, 2019	Police Auction Proceeds
December 3, 2019	Police Auction Proceeds
December 3, 2019	Police Auction Proceeds



Toronto Police Services Board Report

October 6, 2020

To: Chair and Members
Toronto Police Services Board

From: Ryan Teschner
Executive Director and Chief of Staff

Subject: Operating Budget Variance Report for the Toronto Police Services Board, Period Ending June 30, 2020

Recommendations:

It is recommended that the Toronto Police Services Board (Board) forward a copy of this report to the City of Toronto (City) Chief Financial Officer and Treasurer for information and inclusion in the variance reporting to the City's Budget Committee.

Financial Implications:

At this time, the Board is anticipating a zero variance on its 2020 operating budget.

Background / Purpose:

The Board, at its December 16, 2019 meeting, approved the Toronto Police Services Board's 2020 operating budget at a net amount of \$1,930,400 (Min. No. P237/19 refers), a 1.4% increase over the 2019 operating budget.

Subsequently, City Council, at its February 19, 2020 meeting, approved the Service's 2020 operating budget at the same net amount; however, the Council approved budget included an additional \$1.0M gross, zero net, to fund the expanded scope of the Missing Persons Investigations Review, discussed further below.

The purpose of this report is to provide information on the Board's 2020 projected year-end variance.

Discussion:

As at June 30, 2020, a \$75,000 favourable variance is anticipated. Details are discussed below.

COVID-19

While COVID-19 has had a significant impact on the way the Board conducts its business and how it interacts with the public, the net financial impact has been marginal on the Board's budget.

The Board Office has leveraged technology and facilitated virtual Board meetings during the period of the pandemic, in line with the advice from Toronto Public Health. These virtual Board meetings have also continued to ensure that members of the public can effectively engage with the Board through the virtual deputation process, and that members of the public and media can listen live to Board meetings through a YouTube livestream. Fortunately, the costs associated with establishing this virtual meeting approach have been negligible (in that existing technology has been used or adapted to suit the Board's purpose) or internally absorbed. As a result, no variances are projected at this time due to COVID-19.

The following chart summarizes the Board's variance by expenditure category. Details regarding these categories are discussed in the sections that follow.

Expenditure Category	2020 Budget (\$000s)	Actual to Jun 30/20 (\$000s)	Projected Year-End Actual (\$000s)	Fav/(Unfav) (\$000s)
Salaries & Benefits	\$1,330.3	\$597.7	\$1,255.3	\$75.0
Non-Salary Expenditures	\$600.1	\$303.9	\$600.1	\$0.0
Total	\$1,930.4	\$901.6	\$1,855.4	\$75.0

It is important to note that expenditures do not all follow a linear pattern and therefore year-to-date expenditures cannot be simply extrapolated to year-end. Rather, the projection of expenditures to year-end is done through an analysis of all accounts, taking into consideration factors such as expenditures to date, future commitments expected and spending patterns.

Salaries & Benefits

Board Staff, similar to Service Staff, have salary steps and progress through the salary steps as they accrue seniority. At the time of budget preparation it was assumed that all Board Staff would be at the top of their salary range, as it was unknown at what salary step new staff would be placed. As most Board Staff are not yet at the top step of their salary range, a favourable salary and benefits variance of \$75K is projected to year end.

Non-salary Budget

The majority of the costs in this category are for arbitrations/grievances and City charge backs for legal services.

The Toronto Police Services Board cannot predict or control the number of grievances filed or referred to arbitration as filings are at the discretion of bargaining units. In order to deal with this uncertainty, the 2020 budget includes a \$424,800 contribution to a Reserve for costs of independent legal advice. Fluctuations in legal spending will be dealt with by increasing or decreasing the budgeted reserve contribution in future years' operating budgets so that the Board has funds available in the Reserve for these variable expenditures.

Chief Vacancy, Public Consultation and Selection Process - The Board authorized commencing the process for two outside firms to assist the Board with (i) broad public consultation to determine what criteria should be used in selecting the next Chief, and (ii) the executive search process. Costs for these services are part of a current RFP process and not yet determined; however, every effort will be made to accommodate any 2020 costs within the Board's existing operating budget.

City Legal Services

While the Board uses external legal counsel for labour relations and other matters, where external counsel is required, the Board also obtains legal services from the City of Toronto's Legal Services division. Prior to 2020, City Legal Services recovered the costs of providing these services through an interdepartmental chargeback to the Board. As a part of the City's plan to modernize the budget process, a policy change has been made that required 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. However, as the amount of legal services the Board requires can put a significant strain on City Legal Services, it was subsequently decided that City Legal Services would still receive cost recovery for the Services they provide to the Board. The costs of these services would be funded from the Board's Legal Reserve. In order to facilitate the cost recovery, the Board's gross operating budget was increased by \$575,000, the estimated cost of legal services to be provided by the City for 2020. This results in a net zero increase to the Board's approved operating budget, as the cost would be funded from the Board's Legal Reserve.

Independent Missing Persons Investigations Review

The Board, at its June 21, 2018 meeting, approved the Missing Persons Investigation Review Working Group – Review's Terms of Reference and Budget Report (Min. No. P112/18 refers). The Board approved terms of reference for an independent review of the policies, practices and actions of the Board and the Toronto Police Service in relation to missing person reports and investigations. The Board also approved a request to the City of Toronto's Executive Committee to allocate and transfer to the Board funding for the review in an amount not to exceed \$3.0M and that such funds be made available to the Board beginning in 2018 and until the conclusion of the Review. Subsequently, Toronto City Council, at its July 23, 2018 meeting, approved up to \$3.0M for the Missing Persons Investigations Review. The Review is expected to require funding over the 2018, 2019 and 2020 budget years.

During 2019 it became evident that the interests of the community would best be serviced if the scope of the review were to be expanded. The cost of expanding the scope of the review, estimated at \$1.0M, was approved by City Council at its meeting of February 19 2020, to be funded from a \$1.0 million draw from the Tax Rate Stabilization reserve, bringing the total estimated cost of the review to \$4.0M. Costs incurred from 2018 to 2019 totalled \$1.6M. For 2020, it is projected that \$2.3M in costs will be incurred and, as a result, \$2.3M is included in the Council approved 2020 Board operating budget being funded from the Tax Rate Stabilization Reserve. The Board will only draw on the reserve to the extent needed to fund the expenditure associated with the review.

The expanded scope of Independent Civilian Review into Missing Persons Investigations will have a high positive equity impact for many equity-seeking groups. With this expansion, this Review will now include an examination of the specific circumstances involving the investigations into the disappearances of victims associated with Bruce McArthur, which were previously excluded due to criminal proceedings being active at the time the Terms of Reference were established for this Review. The expanded scope will mean that additional significant and valuable experiences and perspectives of individuals, including members of the City's LGBTQ2S+ community, and some of Toronto's most marginalized and vulnerable communities, will be included in this Review, and will directly impact the recommendations that will be made. The expanded scope will ensure that the Review's ultimate conclusions and recommendations, which will be presented to the Toronto Police Service Board by January of 2021, are developed having regard to the specific and unique context of the Review, and informed by the people most impacted by the circumstances that gave rise to it, leading to recommendations aimed to promote efficient, effective and bias-free policing and improved trust between the Toronto Police Service and members of the affected communities.

Conclusion:

As at June 30, 2020, a \$75,000 favourable variance is projected. However, this projection does not include the costs associated with the Chief Selection Process, and, in particular, the two RFPs related to that process.

Respectfully submitted,



Ryan Teschner
Executive Director and Chief of Staff



Toronto Police Services Board Report

September 21, 2020

To: Chair and Members
Toronto Police Services Board

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

Subject: Chief's Administrative Investigation into the Custody Injury to Complainant 2019.06

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 23, 2019, at 0232 hours, a resident of 25 West Lodge Avenue called to report that a female, later identified as complainant 2019.06, had broken a window and was inside the neighbouring apartment.

Officers from 11 Division were dispatched and arrived at 25 West Lodge Avenue and found evidence of a break and enter. The officers cleared the apartment and did not locate any suspects.

While investigating this incident, officers accompanied by a Toronto Community Housing (T.C.H.) Special Constable located 2019.06 in a stairwell nearby the burgled unit. The officers believed 2019.06 was involved in the break and enter and was investigated. During this investigation information was received that 2019.06 was bound by a recognizance with a house arrest condition, and was in breach.

Officers placed 2019.06 under arrest for failing to comply with the recognizance and attempted to gain control of 2019.06. 2019.06 pulled away from the officers and attempted to exit through a side door of the apartment building.

The officers, together with the T.C.H. Special Constable, brought 2019.06 to the ground where they gained control and placed 2019.06 in handcuffs. Once 2019.06 was under control, officers observed 2019.06’s foot had become stuck between the exit door and the door jam. 2019.06’s foot was released and 2019.06 was subsequently walked out of the building to a T.P.S. scout car.

2019.06 was transported to 11 Division and paraded before an Officer in Charge. While being paraded, 2019.06 complained of a sore foot. 2019.06 was transported St. Joseph’s Health Centre, was examined by a physician and diagnosed with a non-displaced distal fracture to the left ankle. 2019.06 was treated and returned to 11 Division and held for a show cause hearing.

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

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

In his letter to the T.P.S. dated October, 25, 2019, Interim Director Joseph Martino of the S.I.U. stated that *“the file has been closed and no further action is contemplated. In my view, there were no grounds in the evidence to proceed with criminal charges against the subject officer”*.

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 05-03 (Break and Enter)
- 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)

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 involved in this event was examined and it was found that two officers were in breach of T.P.S. procedure 15-17 (In-Car Camera System). Misconduct was substantiated and the matter was adjudicated at the unit level.

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,

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

*original copy with signature on file in Board office

**Toronto Police Services Board
Virtual Public Meeting
October 22, 2020**

**** Speakers' List ****

Opening of the Meeting

2. Toronto Gang Prevention: What We Learned & Where We Are Going

Deputation: Louis March
Zero Gun Violence Movement

3. Police Reform Implementation Dashboard

Deputation: Derek Moran ([written submission included](#))

4. Status of Auditor General's Proposed Risk-Based Audit Plan for the Toronto Police Service

Deputation: Derek Moran ([written submission included](#))

5. Chief of Police Selection Process – Contract Award to Environics to Deliver Public Consultation Services

Deputation: Derek Moran ([written submission included](#))

16. Toronto Police Service Board's Equity, Inclusion and Human Rights Unit – Progress Update on the Unit's Work

Deputation: Nicole Corrado ([written submission only](#))

THIS IS NOTICE THAT ORDERS SIGNED BY PREMIER FORD ARE NOT PART OF THE PUBLIC DOMAIN, AND THAT I DIRECT THE TORONTO POLICE SERVICES TO PUT LINKS TO THEM ON THEIR NEW 'DASHBOARD'

1. On the link to this 'dashboard' it says - "...concrete steps to improve trust with our communities....The dashboard...provides links to relevant public reports, as soon as they are available."

2. While following up on a question that was initially asked of Chief Pegg, I recently heard Deputy Chief Demkiw mention "enforcing the orders." While Mayor Tory was on 'The Rush' recently talking about protesters, who will be holding a Santa Clause parade planned by Chris Sky in December – and I'm sure you're all invited, Mayor Tory spoke of them as - "flouting the law," by not following the "health orders."

3. Premier Ford to Covid protesters: "There is NO (government) agenda." - https://youtu.be/vKUKqRy_1oI?t=1659

4. **TAKE NOTICE** what the Supreme Court of Canada had to say in regards to - "the public's right to know the law and to understand its application":

[Endean v. British Columbia](#), 2016 SCC 42 (CanLII), [2016] 2 SCR 162

2016-10-20 | 42 pages | cited by 58 documents

video link — open court principle — superior — inherent jurisdiction — outside

[...] It must be understood as an "ensemble of practices" and principles that are called upon in various contexts to serve our society's democratic ideals, one of which being **the public's "right to know the law and to understand its application"**: E. Cunliffe, "Open Justice: Concepts and Judicial Approaches" (2012), 40 Fed. L. [...]

5. Know what's NOT part of the "public domain," and generally KNOWN to the public? These "Orders" signed by Premier Ford. Cuz if we have the right to KNOW the law, then it stands to reason we also have the right to SEE the law - in this case, to SEE these "Orders," and, to see if they've actually been signed by Premier Ford and the lieutenant-governor.

6. **TAKE NOTICE** what the Federal Court of Appeal had to say in regards to specific information being in the "public domain"

[Canada \(Health\) v. Merck Frosst Canada Ltd.](#), 2009 FCA 166

2009-05-26 | 40 pages | cited by 5 documents

government institution — information — disclosure — trade secret — records

[...] [83] In **Canadian Imperial Bank of Commerce v. Canada** (Canadian Human Rights Commission), 2007 FCA 272, Justice Pelletier, writing for the Court, **emphasized the importance of checking whether the specific information is in the public domain**: [...]

7. **TAKE NOTICE** what the Ontario Superior Court said the definition for "PUBLIC DOMAIN" is:

[Elbakhiet, Ahmed v. Palmer, Metcalfe Realty Company Limited and Kingsway General Insurance Company](#), 2018 ONSC 105

2018-03-14 | 10 pages | cited by 1 document

sealing — manuals — exhibits — testing — motion

[...] In the **Dictionary of Canadian Law**, 4th ed. "**public domain**" is defined as "**the sphere in which the public operates. Something is in the public domain if it is generally known to the public**". [...]

8. **TAKE NOTICE** what the Ontario Court of Appeal had to say in regards to – "the public's right to know":

495793 Ontario Ltd. (Central Auto Parts) v. Barclay, 2016 ONCA 656 (CanLII) — 2016-1

Court of Appeal for Ontario — Ontario

standard of care — police — stolen — investigation — auto

[...] **As in Webb v. Waterloo Regional Police Services Board** (2002), 161 O.A.C. 86, 2002 CanLII 41983 (ONCA), 2002 CanLII 41983 (C.A.), **standard police media policies and practices and the public's right to know have to be considered.** [...]

THIS IS NOTICE TO THE AUDITOR GENERAL THAT I HAVE VERY GOOD REASONS TO BELIEVE THAT THE TORONTO POLICE SERVICES ARE BEING PRESSURED TO VIOLATE THE DOCTRINE OF IMPLIED INVITATION AND/OR THE COMMON LAW RIGHT TO LIBERTY AND/OR THE FREEDOM OF ASSOCIATION, WITH THEIR 'SOCIAL GATHERING UNIT' SEARCHES



1. **TAKE NOTICE** this is what the Alberta Court of Appeal had to say in regards to all persons being legally bound to take notice of the laws of the country where they are:

Neilson v. Underwood, 1933 CanLII 476 (AB CA)

Court of Appeal — Alberta

1933-07-24 | 39 pages | cited by 3 documents

solemnization of marriage — ceremony — marriage — marriage of minors — contract

[...] **All persons are legally bound to take notice of the laws of the country where they are domiciled.**

2. **TAKE NOTICE** of O. Reg. 364/20: RULES FOR AREAS IN STAGE 3 – <https://www.ontario.ca/laws/regulation/200364>
Reopening Ontario (A Flexible Response to COVID-19) Act, 2020 - <https://www.ontario.ca/laws/statute/20r17>



2. No **person** shall attend a social gathering held at the place of more than,

i. 10 people if the gathering is held indoors, or

ii. 25 people if the gathering is held outdoors.

3. Email to TPSB Chair Jim Hart- “Hi Chair Hart, So Chief Pegg here says in this clip - <https://youtu.be/dHqLvvhUhHI?t=1118>

“...i remind everyone that the limits on gatherings are no more than 10 **people** indoors, and no more than 25 **people** outdoors....” Really? Where does it say that?”

4. **TAKE NOTICE** of the definition for “PERSON” from the Ontario Legislation Act:



“person” includes a **corporation**; (“personne”)

5. **TAKE NOTICE** what the Ontario Attorney General had to say in regards to the word “INCLUDES” involving definitions:

Cochrane v. Ontario (Attorney General), 2007 CanLII 29973 (ON SC)

2007-07-27 | 24 pages

pit bull terrier — dogs — pit bulls — dog — breeds

[...] While the Attorney General agrees that, as a result of my decision, the definition of “pit bull” should be limited to the three specified breeds and those dogs substantially similar to those three breeds, **the Attorney General submits that the list is exhaustive even with the word “includes”**. [...] [39] **The Attorney General suggests**, in the alternative, that the problem could be addressed by either adding the word “only” such that the definition reads “**includes only**” or **replacing the word “includes” with the word “means”**. [...] The **appropriate** remedy is to read in “**means**” to replace the word “includes” in “pit bull includes” in s. [43] **The better course is to read in the word “means” to replace the word “includes”**. [...]

6. TAKE NOTICE what the Ontario Court of Appeal (“ONCA”) had to say in regards to the doctrine of implied invitation:

[R. v. Tricker, 1995 CanLII 1268 \(ON CA\) — 1995-01-05](#)

Court of Appeal for Ontario — Ontario

deceased — arrest — trespasser — jury — licence

[...] However, **the licence ends at the door to the house, and may be revoked by directing the person on the property to leave.** [...] The law is clear that the occupier of a dwelling gives implied licence to any member of the public, including a **police officer**, on legitimate business to come on **to the property.** [...] **Such implied licence can be rebutted by express refusal of it, as in this case the Robsons could no doubt have rebutted the implied licence to the police officers by putting up a notice on their front gate “No admittance to police officers”;** but that was not done **in this case.** [...]

7. TAKE NOTICE what the British Columbia Court of Appeal had to say in regards to - “the right of free movement”;

[Buhlers v. British Columbia \(Superintendent of Motor Vehicles\), 1999 BCCA 114](#)

1999-02-24 | 45 pages | cited by 95 documents

motor vehicle — liberty — driving prohibition — licence — person

[...] The particular function of **liberty** in the trilogy of life, liberty and security of the person touches on **the right of free movement.**

8. TAKE NOTICE what the ONCA had to say in regards to everyone having a - “common law right to liberty”:

[Figueiras v. Toronto \(Police Services Board\), 2015 ONCA 208 \(CanLII\)](#)

2015-03-30 | 44 pages | cited by 38 documents

police — demonstrators — liberty — officers — freedom of expression

[...] [79] Quite apart from s. 7 of the Charter, **everyone has a common law right to liberty.** [...] (4) The liberty interfered with was not a qualified liberty like the right to drive, but rather **the fundamental right to move about in the community;** [...] **The common law liberty infringed here was the right to circulate freely in the community, just as in Brown .** [...]

9. TAKE NOTICE of the maxim-of-law that – “An affirmative statute does not take away from the common law”:

Statutum affirmativum non derogat communi legi.

An affirmative statute **does not take away** from the common law.

10. TAKE NOTICE what the Supreme Court of Canada (“SCC”) had to say in regards to common law rights not being abrogated:

[Pioneer Corp. v. Godfrey, 2019 SCC 42 \(CanLII\)](#)

2019-09-20 | 135 pages | cited by 18 documents

discoverability — limitation period — purchasers — class — loss-related questions

[...] [85] Turning to Toshiba’s other argument, the starting point in deciding whether a common law right of action has been legislatively ousted is **the presumption that Parliament does not intend to abrogate common law rights** (R. Sullivan, Sullivan on the Construction of Statutes (6th ed. 2014), at p. 538). [...]

11. TAKE NOTICE what the SCC had to say in regards to the freedom of association:

[Dunmore v. Ontario \(Attorney General\)](#), [2001] 3 SCR 1016, 2001 SCC 94 (CanLII) — 2
Supreme Court of Canada — Canada (Federal)

associational — freedom of association — exclusion of agricultural workers — labour — farm

[...] In the **Alberta Reference**, *supra*, Dickson C.J. elaborated on the role of freedom of association as follows, at p. 334: [...] Freedom of association is the freedom to **combine together** for the pursuit of **common purposes** or the advancement of **common causes**. [...] It is one of the **fundamental freedoms guaranteed** by the Charter, a sine qua non of any free and democratic society, **protecting** individuals from the vulnerability of **isolation** and ensuring the potential of effective participation in society. [...]

[Dunmore v. Ontario \(Attorney General\)](#), [2001] 3 SCR 1016, 2001 SCC 94 (CanLII) — 2
Supreme Court of Canada — Canada (Federal)

associational — freedom of association — exclusion of agricultural workers — labour — farm

[...] In every area of human endeavour and throughout history individuals **have formed associations for the pursuit of common interests and aspirations**. [...] Through association individuals are able to ensure that **they have a voice** in shaping the circumstances **integral** to their needs, rights and freedoms. [...] 112 In

[Dunmore v. Ontario \(Attorney General\)](#), 2001 SCC 94, [2001] 3 SCR 1016

2001-12-20 | 139 pages | cited by 367 documents

associational — freedom of association — exclusion of agricultural workers — labour — farm

[...] This purpose commands a single inquiry: **has the state precluded activity because of its associational nature, thereby discouraging the collective** pursuit of common goals? [...] In particular, there will be occasions where a given activity does not fall within the third and fourth rules set forth by Sopinka J. in PIPSC, *supra*, but **where the state has nevertheless prohibited that activity solely because of its associational nature**. [...] The overarching consideration remains whether a legislative enactment or administrative action **interferes with the freedom** of persons to join and act with others in common pursuits.

12. TAKE NOTICE what the SCC had to say in regards to the term “liberty” having a broad range of meanings:

[B. \(R.\) v. Children's Aid Society of Metropolitan Toronto](#), 1995 CanLII 115 (SCC), [1995] 1 SCR 315

1995-01-27 | 142 pages | cited by 529 documents

liberty — principles of fundamental justice — child — costs — transfusion

[...] The term **"liberty"** has yet to be authoritatively defined in this Court, although comments have been made on both ends of the spectrum. [...] In *Singh v. Minister of Employment and Immigration*, 1985 CanLII 65 (SCC), [1985] 1 S.C.R. 177, Wilson J., speaking for Dickson C.J., Lamer J. (as he then was) as well, noted that it was incumbent upon the Court to define "liberty", and conceded that the concept was susceptible of a **broad range** of meanings. [...] "While this Court has not

THIS IS NOTICE OF AN ACTUAL DEPUTATION FOR THE TORONTO POLICE SERVICES BOARD TO APPOINT DEPUTY CHIEF Shawna COXON TO BE THE NEXT CHIEF OF THE TORONTO POLICE SERVICES

1. I just wanna say by me speaking at this meeting this shall not be deemed to be in any way my consent express or implied and doing so is fraud God Bless Her Majesty the Queen and long live Her Majesty the Queen, and let the record show as "PERSON" is defined as a CORPORATION in the Legislation Act of Ontario if I have ever led the Toronto Police Services and/or this Board to believe in any way that i am the PERSON then that would be a mistake and that i ask all of you to please FORGIVE ME?

2. Let the record show that I do not consent to this item as it is not in the public's interest to let the Corporation of the City of Toronto Operating As: JOHN TORY waste another \$75,000 of the public's money when there is a perfectly good candidate now who could be rubber-stamped at today's meeting and just get it over with.

3. **WHEREAS** the definition in the Canadian Oxford Dictionary for "DEPUTATION" reads as:

depu·ta·tion /,depju:'teɪʃən/ *noun* a group of people appointed to represent others, usu. for a specific purpose; a delegation.

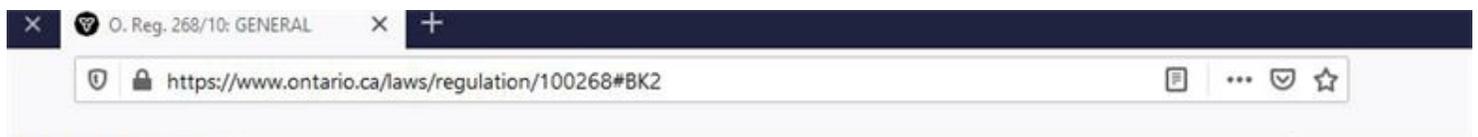
4. **WHEREAS** the Court of Queen's Bench for Saskatchewan in 1999 said in Lac La Ronge Indian Band v. Canada:

Lac La Ronge Indian Band v. Canada, 1999 SKQB 218
Court of Queen's Bench for Saskatchewan — Saskatchewan
1999-11-30 | 246 pages | cited by 7 documents
lands — land — treaty — acres — reserves

[...] Within itself the word "depute" contains the notion of superior and inferior. [...] The former possesses authority, but passes it on or shares it with the latter. [...] In each instance it is necessary to ascertain what authority was conveyed to the deputy. [...]

5. I wish to make an actual deputation. I appoint the Toronto Police Services Board to act as the trustee for me in this matter, with instructions directing them to appoint Deputy Chief Shawna COXON as the next chief of the Toronto Police Services.

6. **TAKE NOTICE** in the regulations of the Police Services Act, the last line in the oath-of-office a police officer takes says – "So help me God":



Police officer, etc.

2. The oath or affirmation of office to be taken by a police officer, special constable or First Nations Constable shall be in one of the following forms set out in the English or French version of this section:

I solemnly swear (affirm) that I will be loyal to Her Majesty the Queen and to Canada, and that I will uphold the Constitution of Canada and that I will, to the best of my ability, preserve the peace, prevent offences and discharge my other duties as (insert name of office) faithfully, impartially and according to law.

So help me God. (Omit this line in an affirmation.)



Shawna Coxon ✓
@ShawnaCoxon

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Very #blessed to spend this morning at @StMikesCathTO for the Emergency Services Mass. An inspiring sermon on getting to the heart of our lives through **loving God & people**. #HappySunday everyone!



11:26 AM - 4 Mar 2018

ROMANS 2:11

“For there is **no respect of persons** with God.”

KING JAMES VERSION (KJV)

[Regina v. Roestad](#), 1971 CanLII 568 (ON SC)

1971-03-15 | 18 pages | cited by 15 documents

equality — cruel — preventive detention — dangerous sexual offender sections — inoperative

[...] **The law is no respecter of persons.** Chief Justice Wells goes on to say: [...] In my opinion everyone charged with an offence under the law enjoys equality before the law and the protection of the law if the matter is dealt with objectively in the manner explained by Mr. Justice Mackay in *r. v. Jackson* [unreported], if he has a fair trial and if in addition to that he has the right by ss.

GENESIS 1:26

“And God said, Let us make **man** in our image, after our likeness: and let them have **dominion** over the fish of the sea, and over the fowl of the air, and over the cattle, and **over all the earth**, and over every creeping thing that creepeth upon the earth.”

KING JAMES VERSION (KJV)

It is essential that every Community Consultative Committee has members from the community it represents. The TPS have been making an effort to include representatives from many diverse backgrounds and lived experiences on most of its various EI and HR Community Consultative Committees.

However, the current Persons With Disabilities Community Consultative Committee has, to my knowledge, only one civilian, and no persons with disabilities on it. This current committee should be replaced with a civilian committee consisting of persons with disabilities, to be consistent with the other Community Consultative Committees. |