



Virtual Public Meeting

**Thursday
September 17, 2020
at 9:00AM**

VIRTUAL PUBLIC MEETING REVISED AGENDA
Thursday, September 17, 2020 at 9:00AM
Livestream at:
<https://youtu.be/qgxI9DDF38w>

Call to Order

Indigenous Land Acknowledgement

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

1. Confirmation of the Minutes from the virtual meeting held on [August 18, 2020](#).

Presentations

2. July 21, 2020 from James Ramer, Chief of Police
Re: [The Toronto Police Service's People Plan: Stronger Together 2020-2023](#)
3. August 18, 2020 from James Ramer, Chief of Police
Re: [Purchase of Next Generation \(NG\) 9-1-1 Solution](#)

Items for Consideration

4. June 28, 2020 from James Ramer, Chief of Police
Re: [Toronto Police Service Board's Race-Based Data Collection, Analysis and Public Reporting Policy – Quarterly Progress Update on Implementation – Second Quarter](#)
5. August 6, 2020 from James Ramer, Chief of Police
Re: [Toronto Police Service Board's Race-Based Data Collection, Analysis and Public Reporting Policy – Quarterly Progress Update on Implementation – Third Quarter](#)

6. September 2, 2020 from Jim Hart, Chair
Re: Request for Special Funds – Annual Police Officer Excellence Awards – Exception to Special Fund Policy

7. August 17, 2020 from James Ramer, Chief of Police
Re: Revised Temporary Towing and Impound Cost Recovery Model due to COVID-19

8. August 1, 2020 from James Ramer, Chief of Police
Re: Addition of Select *Highway Traffic Act* Authorities for District Special Constables

9. July 21, 2020 from James Ramer, Chief of Police
Re: The Toronto Police Service’s Revised Uniform Promotion Process

10. September 3, 2020 from Jim Hart, Chair
Re: 2021 Budget Process

Consent Agenda

11. September 1, 2020 from Danielle Dowdy Active Executive Director and Chief of Staff
Re: Independent Civilian Review into Missing Persons Investigations – Account for Professional Services

12. August 26, 2020 from Ryan Teschner, Executive Director and Chief of Staff
Re: City of Toronto Council Decision - Free-Floating Car-Share Pilot - Review

13. August 26, 2020 from Ryan Teschner, Executive Director and Chief of Staff
Re: City of Toronto Council Decision - Metrolinx Eglinton Crosstown Light Rail Transit - Traffic and Pedestrian Safety Management along Eglinton Avenue West between William R. Allen Road and Old Park Road

14. August 25, 2020 from James Ramer, Chief of Police
Re: Capital Budget Variance Report for the Toronto Police Service - Period Ending June 30, 2020

15. August 17, 2020 from James Ramer, Chief of Police
Re: Operating Budget Variance Report for the Toronto Police Service Parking Enforcement Unit, Period Ending June 30, 2020

16. August 24, 2020 from James Ramer, Chief of Police
Re: 2020 Operating Budget Variance for the Toronto Police Service, Period Ending June 30, 2020

17. August 25, 2020 from James Ramer, Chief of Police
Re: Toronto Police Service Audit & Quality Assurance Annual Report

18. July 21, 2020 from James Ramer, Chief of Police
Re: January 1 to April 30, 2020: Use of Conducted Energy Weapons

19. February 3, 2020 from Mark Saunders, Former Chief of Police
Re: 2019 Activities and Expenditures of Community Consultative Groups

20. March 5, 2020 from Jim Hart, Chair
Re: Semi-Annual Report: Toronto Police Services Board Special Fund Unaudited Statement: July to December 2019

21. August 14, 2020 from Jim Hart, Chair
Re: Semi-Annual Report: Toronto Police Services Board Special Fund Unaudited Statement: January to June 2020

22. July 27, 2020 from James Ramer, Chief of Police
Re: Quarterly Report: Occupational Health & Safety Update for April 1 to June 30, 2020

23. May 4, 2020 from Central Joint Health and Safety Committee
Re: Public Minutes of Meeting No. 70 held on May 4, 2020

24. September 1, 2020 from James Ramer, Chief of Police
Re: Facilities Rental Contract for Garry W. Morden Centre for Toronto Police Service's Rental of Driving Track for OPC Basic Constable Training
25. September 3, 2020 from Ryan Teschner, Executive Director and Chief of Staff
Re: Service Improvement Plan - Board and Service Response to Ministry Inspection Report of November 2019
26. September 3, 2020 from James Ramer, Chief of Police
Re: Mobile Crisis Intervention Team Interim Update

Note: The above listed report has been revised to incorporate the following changes:

Under the section entitled 'Conclusion' on page 8 of the report:

- 1) A reference to future consultations with the Board's Mental Health and Addictions Advisory Panel was added, and
- 2) The date by which the Service will report back to the Board was revised to November 2020.

Adjournment

Next Meeting

Thursday, October 22, 2020

Time and location to be announced closer to the date.

Members of the Toronto Police Services Board

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

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



Toronto Police Services Board Report

July 21, 2020

To: Chair and Members
Toronto Police Services Board

From: James Ramer
Chief of Police

Subject: The Toronto Police Service's People Plan: Stronger Together 2020-2023

Recommendation(s):

It is recommended that the Toronto Police Services Board (Board) receive the following report and presentation on the Toronto Police Service's (Service) Stronger Together: People Plan 2020-2023.

Financial Implications:

The delivery and implementation of the programs outlined in the People Plan 2020-2023 will span a four year period. The required investment for each program year will be considered as part of each corresponding annual budget process.

Background / Purpose:

The final Transformational Task Force (T.T.F.) report, Action Plan: The Way Forward, approved by the Board at its February 2017 meeting (Min. No. P19/17 refers), includes recommendations designed to change how policing services are organized and delivered in Toronto.

The Way Forward describes an action plan that defines a path to excellence and includes 32 recommendations to modernize the Service.

- Recommendation #24 of The Way Forward, recommended a comprehensive culture change and human resources (H.R.) strategy. In response, the Service undertook an inclusive organizational culture assessment of the current organizational culture to determine a desired future state and define what actions need to be taken to move towards a mindful and intentional culture that supported modern policing in Toronto.

- Recommendation #30 spoke directly to enhancing the capacity of the human resources function, while modernizing and improving the organizational culture of the Service

On October 26, 2017, the Board approved the strategic direction for the modernization of the Service's human resources function as outlined in the 2017-2019 People Plan (Min. No. P228/2017 refers). The Plan provided the foundations for a strategic, credible human resource function as a key enabler and driver of the organization's broader cultural and operational transformations and brought significant changes across the Service over the past three years.

Discussion:

Building on the strong foundation created by the [2017-2019 People Plan](#), this report and the attached presentation will introduce the next phase of the Service's focus on its human resources, entitled "Stronger Together: People Plan 2020-2023" (see Appendix A). The presentation lays out the design of the strategy and how it aligns with the vision of a modernized community-focused policing service.

This is an unprecedented and rapidly changing time for the Service, with multiple pressures that will impact and shape decisions for the future of our organization. It is these pressures, both internal and external, that reinforce the importance of the work being developed and planned over the next few years, as it is the focus on the development and engagement of our membership that will truly make us stronger together. Our People Programs develop the knowledge, experience and resilience for a modern and progressive police service meeting the needs of our communities and delivering on our mission to keep Toronto the best and safest place to be.

Our Journey 2017-2019

The 2020-2023 People Plan leverages the foundations established in our first People Plan. Significant milestones were achieved from 2017 through 2019, and into 2020, creating momentum, and a renewed path towards modernization.

Highlights of significant accomplishments include:

- **Modernized Core Values and Core Competencies:** In 2017, we developed the new core competencies and values, marking the very first initiative in our modernization and People Plan programs. We worked with members and communities to define the behaviours that would create the required mindset for modernization. Together, Service and community members created a system that was well received across the organization. The new core values and core competencies set the foundation for human resources programs, as well as a new standard for collaboration and engagement within the Service and beyond. These community-centric competencies apply to all Service members and

involve four progressive tiers to provide clear and specific guidance to each level within the organization. These competencies and our process of building them were introduced to the Board on January 18, 2018 (Min. No. P2/2018 refers).

The People and Culture Pillar: Through the work of the T.T.F., the Service recognized the need for a strategic, credible H.R. function to achieve its modernization outcomes. To build this capability and the strong foundation required for its modernization plan, the Service made a significant investment in talent with the hiring of new and diverse skilled professionals possessing deep experience in H.R.

Working with industry experts, human resources services were reimagined. A new structure was designed to improve the member experience at all levels and shift the H.R. function from transactional and reactive – meeting immediate, technical needs when asked – to proactive, helping to modernize H.R. operations and drive organizational culture change across the Service. This new structure, rebranded as the People & Culture Pillar, was built with a new mix of skills and capabilities to support the Service's H.R. needs.

Organizational Culture Assessment (O.C.A.): Knowing that organizational culture plays a significant role in how the Service functions, in 2018, the Service worked with third-party experts to conduct a detailed assessment of the Service's culture; a process which was unprecedented. Until this point, much of the work to establish The Way Forward had been externally focused. This endeavour provided the means to hear from Service members about what they thought was required for modernization. As such, a comprehensive online survey was completed by 3,500 members, and the results provided deep insights into a wide range of member experiences – uniform and civilian, frontline and leadership, divisional and headquarters-based.

These results were captured in a comprehensive report, the Organizational Cultural Assessment. This report compared the Service's culture to that of other public organizations, focusing on four key organizational traits: adaptability, mission, involvement and consistency. If there is a criticism of this process, it is that the comparator organizations were neither law enforcement nor policing. This gap is because few policing agencies have undertaken such a courageous and focused examination of their organizational cultures.

The report was made available to all members and the public, including an assessment of how the Service fared against other public services – an action that reflected Command's commitment to transparency and openness. This report was posted on the internet and can be found at [Way Forward Organizational Culture Assessment](#).

The findings were both encouraging and challenging, and confirmed many assumptions. A key value of this process was the internal consultations that provided the opportunity to openly document longstanding issues, concerns, and perspectives so that evidence-based action could be taken.

Members clearly and frankly called for the following:

- More focus on professional leadership and accountability;
- More respect for frontline members;
- Greater transparency and openness at all levels;
- Increased agility in making change and meeting changing expectations;
- Stronger internal communications;
- A promotion process that is open and fair; and,
- Greater fairness and equity for civilian members.

The #MyService Program: The O.C.A. findings showed that not all aspects of the Service's culture were helping to deliver our strategic goals. Those findings allowed for a deeper conversation about how to move forward, a conversation that led to the creation of #MyService: a member-led movement, facilitated by People & Culture, to strengthen our culture and continue improving our work environment.

#MyService began with 40 focus groups and involved more than 500 members talking about where and how to move forward. These discussions were wide ranging, honest and open. Members shared their own innovative ideas, approaches and solutions, all with an emphasis on concrete actions. The process provided a valuable way for members to connect, working together to build a new and stronger culture for our Service.

Each unit across the Service has a #MyService Culture Champion to support this vision. These Champions play a critical role in evolving the Service's culture, helping to ensure that every member understands the objective of the #MyService program - why it is important, and what they can do to be part of the change. Since culture is part of how we operate, it is part of every action we take and every choice we make. By bringing the #MyService perspective to everything our members do in their day-to-day work – every conversation with a fellow member, every interaction with the public, every comment made and question asked – these Champions share helpful information with their peers and help us better understand how our culture is evolving on the frontlines.

The Journey Forward: The 2020-2023 People Plan

Building on the strong foundation created by the 2017-2019 People Plan, and the findings and recommendations developed from the #MyService Program, the 2020-2023 People Plan is the next evolution to support the Service's modernization journey.

To realize our vision of a modern People & Culture function, with programs and services that support our members, we have organized our plan into four strategic priorities. The following paragraphs describe these priorities and the programs designed to support each one.

Our People: Competent and engaged members, who are clear about the outcomes they are expected to achieve, and have the necessary capabilities to deliver community-centric services.

- **Wellness Strategy and Framework:** Sets out a vision to deliver more holistic wellness services, allowing members to enter the wellness system, and then easily understand and access the various options available as part of a broader Service commitment to a whole person approach that helps members to be healthy, safe, and well, both at work and at home. It further ensures that the Service prioritizes creating a safe and positive workplace for all members.
- **Expansion of Mentorship Programs:** In 2017, we developed and tested our first formal mentorship program – building on the organization’s long history of informal mentoring as a part of how we support each other and grow as individuals and a Service. We put two test programs in place – one for women in Sergeant and Staff Sergeant roles, and one for civilian supervisors. The programs were designed to enable coaching conversations, with participants sharing their own experiences and helping guide each other through opportunities and challenges.
- **Improving Member Communications:** Frequent, effective, two-way member communications is critical to managing change, delivering on our strategic goals, and operational effectiveness. This need extends to all of the Service’s modernization initiatives, as well as the day-to-day operations of the Service. Corporate Communications will develop the first phase of an internal communications strategy and program to address these issues and gaps, as a key support and driver of modernization. The development process will be supported by People & Culture, leveraging our culture champion network to secure input from members to assess that the strategy meets the full range of member and organizational needs. With so many members spread across the city and in the field working 24/7, we are focused on an approach that ensures all members have access to the information they need, when and where they need it, helping create more efficiency and transparency.
- **Uniform Job Descriptions:** Developed in collaboration with members, these job descriptions align with our core competencies, and are a key component of our new uniform promotion process and performance management framework. In addition, they support our recruitment activities, and professional development planning. Creating uniform job descriptions also contributes to a culture of transparency and fairness, where all members have a shared understanding of each job and what it entails, as well as helping set standards to which members can hold each other accountable. Profile development will continue into 2020-2023, with the profiles being shared with all members as they are completed and approved.

Our Leadership: Our leaders shape our members' experiences today, and into the future, as well as that of our Service. We need leaders who are highly effective and professional people managers. We also need leaders who embrace and champion change.

Building on the O.C.A. and #MyService findings, the 2020-2023 People Plan focuses on defining expectations for leaders, supporting them to be effective and holding them accountable for results. This will help create empowered leaders, skilled in public administration, accountable for supporting and developing their teams to achieve outcomes; leaders who effectively champion and enable change and innovation through the initiatives listed below.

- **Comprehensive Leadership Development Program:** Consistent, proactive, competency-based leadership development is a cornerstone of modern organizations.

In 2019, the Service launched a development program to support existing sergeants, staff sergeants, supervisors and members who aspire to future leadership roles. This program was created in collaboration with external experts in modern leadership development. The Foundations of Leadership Development Program was designed around our four competency clusters – Our Development, Our Mindset, Our Impact, and Our Connections – with four full days of practical training on effective leadership aligned to each theme. This program was developed as a requirement for promotion for all areas of the Service, beginning with our uniform members in 2020.

Going forward, the Service will focus on developing the leadership skills of our mid to senior level leaders. We will again partner with an external organization to design, develop and deliver an advanced leadership program for this level of leadership.

- **Leadership Communication Skills Development:** Among their many responsibilities, effective leaders must be strong communicators. Members frequently turn to them for information and guidance. Ensuring that people managers are fully equipped to meet this need will benefit all members. By helping people managers understand the core elements of communications, including different styles, audiences and messages, we will equip them with training and tools to better engage members every day. This initiative will also help create consistent open, two-way communications that will support the #MyService culture vision and build a forward-looking, change-ready mentality to enable the success of the Service's strategic goals and priorities.
- **Professional Development Tools for Leaders:** The Service requires leaders who can work successfully with their teams and partners to deliver results and impact, which requires insights into the individuals they are working with, as well as their own work and leadership styles. The People & Culture team will deliver a

wide range of tools and online supports to help deliver these insights and support our leaders refining how they engage others.

- **Focus on Performance Management:** Our success as a Service depends on the work of our members, who are deeply committed and do a remarkable job every day helping keep Toronto safe. Ensuring that thousands of members are working together to deliver on our mission to be where the public need us, is a real challenge that our updated performance management system is designed to address. Building upon experiences with senior leader performance assessments, we will engage members across the Service to further develop our performance management system. This updated system will be grounded in our strategic goals, and will support and reinforce modernization – enabling members to do their best work. This new system is designed to ensure that every member of the Service can identify, understand, and be accountable for operationalizing our mission, strategy, and goals every day. Leaders' accountability to develop talent, drive desired behaviours, offer constructive feedback and identify top performers will be clear. All members of the Service, from Chief and Command to the front line, will be required to focus on growth, development, and the value of bringing our best selves to work every day.
- **New Uniform Promotion Process:** In our 2017-2019 People Plan, we highlighted the importance of a new promotion process – one that incorporated our competency clusters, was based on demonstrated accomplishments, and was transparent and open. The results of the O.C.A. and #MyService consultations allowed us to hear more direct input and ideas from members at all levels within the Service. We heard that this is one of the most significant challenges facing the Service as an employer. Members want to see a process that is more transparent, consistent, and fair; one that minimizes bias. With this feedback as the starting point, a new promotion process was developed in collaboration with external experts and over 300 members across the Service.

The new process is more focused on demonstrated competencies, accomplishments, and learning and development (including completion of the new Foundations of Leadership Development Program). This process is also delivered on an annual cycle and allows candidates to plan for and develop to the requirements of the next role. At the same time each year, applications will be accepted for the various roles. In developing the new system, an equity lens was used to eliminate the potential for bias, and to ensure that successful candidates are prepared to lead, coach and mentor our members working in our communities. This process represents a fundamental shift in how the Service operates and reflects the required changes in both the behaviours and mind sets of its members.

Our H.R. Services: As the Service continues on its modernization journey, People & Culture needs to keep pace with any changes, and be significantly more agile and responsive in the delivery its H.R. services.

- **Talent Sourcing and Branding Strategy:** Talent sourcing and marketing is about bringing the right people into the organization – people who can embrace the competencies and values, support the vision and culture we are building, and deliver on our mission to keep Toronto among the safest urban cities.

In 2019, we developed a talent sourcing and marketing strategy, which included proactive and innovative approaches to recruit the people we want to be part of our future. In 2020, the Talent Acquisition team began embedding this strategy into the Service’s recruitment priorities. This strategic recruitment model is specifically focused on applicants; understanding their needs and motivations and tailoring our outreach accordingly. It will be proactive – rather than waiting for people to apply, the Service will reach out to connect with prospective applicants using channels and messaging that responds to their preferences and experiences. We will shift away from the mindset of investigating and “screening out” applicants to one that emphasizes finding and “pulling in” the right individuals through a process that is less cumbersome, costly and time-consuming – and one that is more inspiring, encouraging and meaningful.

This strategy is designed to ensure that the Service reflects the diversity of the communities we serve. In 2019, Talent Acquisition began working with the Wellesley Institute to further eliminate barriers to recruiting and hiring, and to help us attract the best talent for civilian and uniform roles (a further description of this partnership is provided later on in this report). This work will continue as a key element with the Service’s overall talent acquisition strategy.

- **H.R. Business Partnership:** As part of our 2017-2019 plan, People & Culture introduced the H.R. Business Partnership model, with senior H.R. professionals hired to work closely with senior leaders throughout the Service, providing H.R. expertise and guidance across all areas of people management, helping build and strengthen the people management capabilities of our leaders. These roles also play a key role in supporting leaders and teams in the successful adoption of all people programs envisioned within this H.R. strategy, bringing expertise in change management, organizational design and talent management. Over the next three years, we will recruit additional H.R. Business Partners and H.R. Advisors, expanding the team to support all levels of leadership across the Service, ensuring leaders have access to professional H.R. expertise and guidance to help them lead in a highly dynamic and challenging policing environment.
- **High Potential Talent Identification and Succession Planning:** Ensuring we have the strongest leaders in the future means identifying and preparing them today. Developing a high-potential talent mapping and succession planning tool will help us identify and create a pool of future leaders and connect them with development opportunities that prepare them for leadership. People & Culture will engage with leaders to develop a high potential talent strategy – defining

what high potential looks like and identifying areas within the organization where strong talent is needed and growth is possible. We will create a framework for succession planning that is thoughtful and fair, helping build a future-ready Service. The framework will leverage and bring together our competencies, new job profiles, and new performance management systems, along with the new promotion process and comprehensive leadership development program. This high potential talent mapping strategy and succession planning framework will cover all members and roles across the Service and will be part of ensuring that leadership potential is nurtured in all roles.

- **Job Evaluation Plan / Process Review:** Together with our partners at the Toronto Police Association and the Senior Officers' Organization, the Labour Relations team will embark on a review of the Service's existing job evaluation plans and processes for civilian positions in 2020. This review will modernize and standardize the way job evaluation works within the Service. We will look at the strengths and weakness of our current job evaluation plans and processes and how they measure the relative value of jobs, with a view to ensuring that jobs are classified logically and fairly based on the right measures. The new streamlined job evaluation process will increase transparency and accountability for members and ensure timely resolution of any disputes.
- **Member Engagement:** Listening to our members is an increasingly important part of how we operate today – and on our journey to modernization. Understanding the impact of our efforts to evolve is critical. To enable more effective listening on a Service-wide scale, we will introduce a new and improved member engagement survey and process. This process will support member participation and response, having leaders responsible and accountable for encouraging their teams to participate and collaborating with those teams to build action plans based on the findings. This will ensure that members have the opportunity to provide open and honest feedback and to be part of any solutions.

We will be developing and delivering new and innovative listening strategies via pulse surveys, emails, and asking for feedback. This will allow us to understand the effectiveness of our programs and implementation, as well as what matters most to our members – data we can use to make decisions and prioritize projects, and build a culture of accountability.

Our Culture and Inclusivity: Fairness, transparency, and respect remain central to our strategy, and will be an even greater focus going forward as we embrace a new model of policing reform. This priority also reflects the input we received from members at all levels and in all roles through the O.C.A. and #MyService conversations: fairness and transparency must be a focus across all activities. These principles must be part of everything we do, ensuring that policies, processes, and practices reflect and enable a culture of fairness, transparency, and respect for all members.

- **Race-Based Data Collection Strategy:** The Toronto Police Service Board's Race-Based Data Collection, Analyses and Public Reporting Policy was developed in partnership with the Anti-Racism Advisory Panel (A.R.A.P.). This policy is a first of its kind, setting the gold standard for race-based data collection in Canadian policing. It builds on Ontario's Anti-Racism Data Standards in support of public services in advancing racial equity. The Service is implementing this strategy in a phased approach to collecting, analyzing and reporting race-based data to embed best practices informed by our members, stakeholders and communities. In 2020, we implemented the collection of race-based data for use of force and level-three searches, using this experience to inform the rollout of further policies on police interactions in 2021 and beyond. Robust data and analytics will help us see where we are doing well and where we need to improve as a Service. It will enable us to better support our members to live our values and direct resources where they will be more effective in building strong community relationships.
- **Addressing Workplace Well-being, Harassment and Discrimination:** To support our vision of ensuring a respectful and inclusive work environment for all members – with zero tolerance for bias, racism and discrimination – and the modernization goal to evolve our culture, we are gathering members' perceptions and experiences and examining our policies, procedures and practices related to workplace harassment and discrimination. This work began in 2019 and is expected to be completed in 2020. The implementation of any findings will form a key part of this H.R. strategy.
- **Equity Strategy:** The Equity, Inclusion & Human Rights Unit will work closely with leaders across the Service, as well as in collaboration with external stakeholders, to develop and implement a Service-wide equity strategy, outlining steps to facilitate short, medium and long-term change, focusing on the importance of taking tangible steps with specific timelines. This will include how to address biases and identify and remove barriers, with an ultimate goal of ensuring that policies, procedures and practices provide a safe and healthy work environment where members are encouraged to contribute their unique experiences, abilities and perspectives.
- **Gender Diversity and Trans Inclusion Project:** In 2016, the Board and the Service entered into an agreement with the Ontario Human Rights Commission to revise the Service's policies, procedures, orders, forms, and officer training. An expert consultant identified 25 Board policies and 49 Service procedures in which assigned sex, gender identity and/or gender expression are pertinent and made recommendations for trans-inclusive revisions and development. The Board and the Service are making those revisions and working to facilitate a broader conversation about gender diversity and trans inclusion within the Service. Community engagement is the key to successful implementation of this initiative.

- **Modernizing Internal Support Networks** Internal Support Networks play an important role in providing ongoing support, mentorship, networking, awareness building and affinity among members. The Service will demonstrate the value of these networks by engaging their participants to support broad organizational objectives through education and awareness, conferences to promote collaboration and education, and tapping into the lived experiences of our members to leverage solutions and opportunities. It is envisioned that network participants will assist with hiring and recruiting efforts, as well as supporting our new recruits as they are oriented to the organization. They will also assist organizational leaders in understanding the realities for members on the frontlines and all areas of our Service to bolster progressive efforts and identify effective solutions to ensure a healthy workplace.
- **Strategic Partnerships:** As part of our community-centred approach, the Service is partnering with the Wellesley Institute through 2024 to assist with thought leadership, research and evaluation for the development and implementation of best practices in fostering an equitable environment for our members and to enhance our service delivery to the public. The Wellesley Institute has an excellent research group with deep international experience and subject matter expertise in socio-demographic and race-based data collection and analysis and the development of equitable services, as well as good ties to the community. The partnership with the Wellesley Institute will include a systemic examination of our recruitment, hiring, and promotion processes; the development of the Service's equity strategy; and supports for our race-based data collection strategy. Through this partnership, we aim to identify physical, attitudinal and systemic barriers to processes; ensure a robust strategic plan to support the Service's vision and goals for equity and inclusion; and assist us in framework development, analysis, reporting and evaluation for race based data collection.
- **Continuing to Strengthen our Change Capacity:** Our experience over the past three years has reinforced that success in achieving our strategic goals as a Service depends on how we prepare, equip and support our members to successfully adopt change in order to drive organizational success and outcomes. Focusing on the human enablers and impacts of change will be a priority for the Service as a whole. We also found that engaging members in creating change creates stronger results, including a better understanding of the challenges we face, better solutions and more buy-in for those solutions, and faster, smoother implementation, as well as members who are more committed to and engaged in shaping their future direction. This holds true from the biggest change initiatives, like our focus on Neighbourhood Policing, to the smallest, such as introducing a new way to organize as a team. In the coming years, we will continue to develop the Service's professional capacity to manage change through training and development, as well as embedding best practice approaches into foundational initiatives, such as the #MyService movement. Many members have already participated in a change management training

program delivered through our partnership with the City of Toronto, which introduces core principles of effective change management and provides real-world examples of how these can be applied. We will continue to leverage this training to develop Change Champions and leaders who understand and are adept at managing change.

- **Enabling Talent Mobility:** Through the O.C.A. and #MyService discussions, our members identified the ability to move jobs within the Service as a key factor in member satisfaction, motivation, and career development. Our uniform members talked about the difficulty of knowing about available job opportunities – for both promotions and lateral moves – impacting the Service’s commitment to transparency and fairness. Uniform and civilian members shared that they want to know the roles that are available, the required qualifications and how they can apply for them in a transparent and fair manner. Providing members with more opportunities and options will encourage career development, improve performance and enhance morale and motivation across the Service, allowing more members to reach their full potential. Over the next three years, we will work to ensure the technical capacity of our internal recruiting system and to update the rules and procedures around lateral posting and member movement to support this change. We will build out this program to ensure both our civilian and uniform members have access to vacant roles for all positions, including permanent and acting roles and career development opportunities. This process change is founded in fairness and transparency, supporting the Service’s need to develop talent, drive the right behaviours, and offer fair and progressive training and development opportunities to enable effective succession planning for the Service.
- **Exit interviews:** Continuing with the Service’s commitment to listening to members to continuously improve their experiences, the People & Culture team initiated a program to connect and learn from members who retired, resigned or otherwise exited the Service. We partnered with industry experts to conduct anonymous interviews with members who recently left the Service to learn more about their experiences and understand the factors that shaped their decisions. The interviews provided and continue to provide valuable insights into the Service’s culture, job satisfaction, member well-being, career development, and leadership and performance management. These insights collected through the exit interviews will continue to inform people programs and be shared broadly across the Service to support development in all areas of service delivery.
- **Award and Recognition Programs:** Members leading the way, and who represent the core values of the Service deserve recognition, and it is important to ensure that those putting in the time and effort feel valued. In alignment with our new approach to change, the People & Culture team will engage members to hear what would be most meaningful and valuable to them. Based on these inputs, we will develop a new approach to award and recognition that will align with the Service’s core competencies and values and support the #MyService

culture program. These programs will also reflect the Service's commitment to equity, inclusion and human rights.

Over the next three years, the People & Culture team will support the Service in an exceptionally challenging and complex time in policing, addressing issues and systems that are deeply embedded in how we operate every day, with the goal of ensuring we have:

- Competent and engaged members, who are clear about the outcomes they are expected to achieve and have the necessary capabilities to deliver community-centric services.
- Empowered leaders, skilled in public administration, accountable for supporting and developing their teams to achieve outcomes, who effectively champion and enable change and innovation.
- An H.R. service that is open for business, as a proactive, strategic and credible service with clear goals and objectives and seamless delivery measured at every step.
- Policies, processes, and practices that reflect and enable a culture of fairness, transparency, and respect for all members.

We cannot do any of this alone. This is a four-year plan that will be dependent upon investment and the full engagement of our members and leaders, as well as internal and external partners. While this collaborative, consultative approach may take more time, we are confident that it will ultimately deliver the changes that we want and need to succeed.

Together, we will create a stronger Service, one that we continue to be proud of, and to which we are even more committed; a Service that our members and our communities want, need and deserve.

Conclusion:

It is recommended that the Board receive this report and presentation (see Appendix B) on the Service's Stronger Together: People Plan 2020-2023.

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



STRONGER TOGETHER:

The Toronto Police Service's People Plan

2020-2023

THE ROAD TO MODERNIZATION

The 2017-2019 People Plan focused on establishing a strong foundation for modernization.



MODERN HR FUNCTION DRIVING CHANGE

People & Culture Pillar Vision

To cultivate the potential of our people by being a strategic, credible and service-oriented partner.



Providing support across the Service



Access to specialized services



Building for Service excellence

OUR JOURNEY: KEY MILESTONES & PROGRAMS



The Way Forward
(recommendations 24 & 30)



Organizational Culture Assessment



EI&HR Unit established



Uniform job Descriptions & Promotion Process



#MyService Culture Program



Wellness Unit Modernization



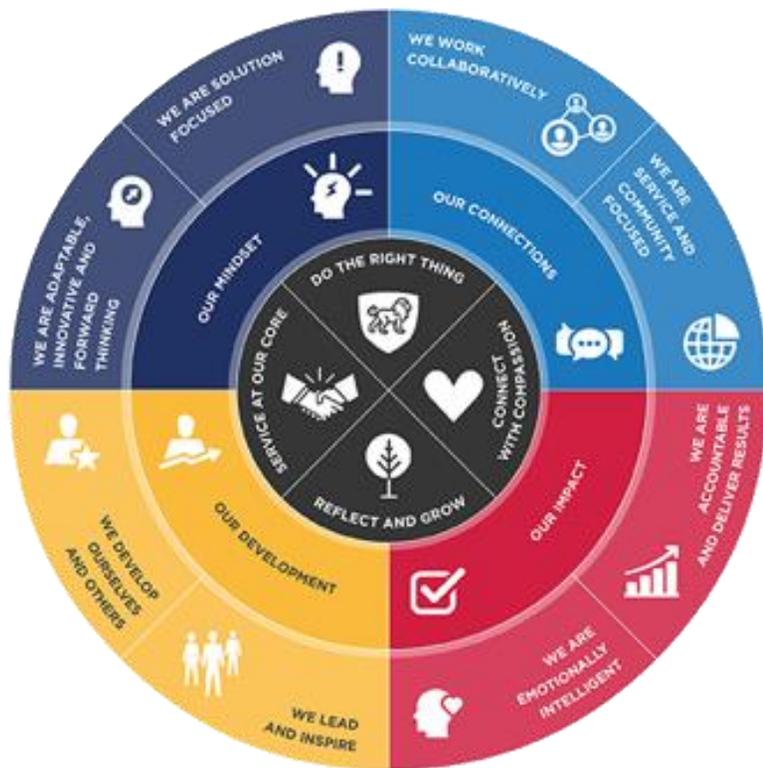
Talent Acquisition Modernization



Race-Based Data Collection Program

BUILDING OUR FOUNDATION

CORE VALUES & COMPETENCIES



CREATING A NEW PATH FOR CHANGE WITH OUR MEMBERS & COMMUNITIES



Member focus groups and surveys



Strategic interviews with internal and external leaders



Collaborating on creation



Engaging with community advocates and partners

#MYSERVICE, OUR CULTURE



MEMBER PRIORITIES



Leadership & Accountability



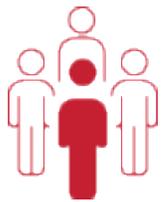
Internal Communications



Organizational Fairness

#MyService Culture Vision
The Toronto Police Service delivers professionalism and excellence. Together we work to better ourselves, our teams and our city, ensuring fulfilling careers for all members. We treat everyone with fairness, transparency and respect – because when we're at our best, we do our best work for our communities.

THE JOURNEY FORWARD: THE 2020-2023 PEOPLE PLAN



OUR PEOPLE



OUR LEADERSHIP



**OUR HR
SERVICES**



**OUR CULTURE
AND INCLUSIVITY**

STRONGER TOGETHER: KEY INITIATIVES



OUR PEOPLE

- Service-wide wellness strategy
- Mentorship programs
- Member communications
- Uniform role profiles



OUR LEADERSHIP

- Leadership development program
- Leadership communication skills development
- Development tools for leaders
- Performance Management
- Uniform promotion process



OUR HR SERVICES

- HR business partnership
- Talent acquisition sourcing and branding strategy
- High-potential talent identification and succession planning
- Labour relations specialized services
- Job evaluation plan/ process review
- Member engagement



OUR CULTURE AND INCLUSIVITY

- Service-wide equity strategy
- Race-based data collection strategy
- Workplace well-being harassment and discrimination review
- Gender diversity and trans inclusion project
- Internal Support Networks
- Strategic partnerships
- Change capacity
- Talent mobility
- Exit interviews
- Award and recognition program





OUR LEADERSHIP

COMPREHENSIVE LEADERSHIP DEVELOPMENT PROGRAM



DAY 1 - Our Development



DAY 2 - Our Mindset



DAY 3 - Our Impact



DAY 4 - Our Connections



OUR LEADERSHIP

NEW PROMOTION PROCESS

NEW PROMOTION PROCESS

- Build with members, for members
- Multi-hurdle process with developmental principles
- TPS values and competencies basis for assessment
- Predictable, sustainable, and continuously adapting to the changing needs of the community and policing



PREPARATION PROCESS

PROMOTION PROCESS



OUR LEADERSHIP

FOCUS ON PERFORMANCE MANAGEMENT



PERFORMANCE MANAGEMENT PROGRAM OVERVIEW





OUR PEOPLE

SERVICE-WIDE WELLNESS STRATEGY AND FRAMEWORK



Our vision is to deliver more holistic wellness services, allowing members to enter the wellness system, and then easily understand and access the various options available as part of a broader **TPS commitment to a whole person approach that helps members to be healthy, safe, and well both at work and at home.** It ensures that TPS prioritizes creating a safe workplace for all members.



OUR HR SERVICE



TALENT SOURCING & BRANDING STRATEGY

CAPTURE HEARTS & MINDS



MOVE FROM PASSIVE TO PROACTIVE



MOVE FROM 'SCREEN OUT' TO 'PULL IN'





**OUR CULTURE
AND INCLUSIVITY**

SERVICE-WIDE EQUITY STRATEGY



In 2020-2023, the team will focus on developing and integrating equity principles into how we operate with a Service-wide equity strategy, so all of our interactions, actions and decisions are based in equity, inclusion and fairness and promote the inherent dignity of all.

TPS' Equity, Inclusion and Human Rights Vision
A world-class police Service comprising members who reflect the rich diversity of Toronto, are recognized, and are encouraged to contribute their unique experiences, abilities and perspectives within a respectful and inclusive environment.
A Service that reflects all and is respected by all that actively supports the communities it serves.

CURRENT CONTEXT

FOCUSING ON CHANGES THAT WILL HELP US DELIVER ON OUR MISSION FOR THE SHORT AND LONG TERM

This unprecedented context requires a renewed commitment and focus on the People Plan.

- Pandemic response
- Leadership transition
- Modernization journey
- Pace of social issues affecting policing
- Policing reform
- Budget; cost containment
- Disruptive time for members – they need to see that we are focused on and supporting them
- Challenging time for our communities – they need to see that we are driving meaningful change



DELIVERABLE TIMELINE

2020

- Onboarding Program
- TPS Develops.com
- Leadership Development (Supervisor / Advanced)
- Uniform Promotion Process
- Pay for Performance
- Data & Analytics Scorecards
- Revised Job Evaluation Program
- Constable Selection System
- TA Modernization

2021

- Leadership Development (Supervisor / Advanced)
- Performance Management
- Member Engagement – Strategy & Survey(s)
- Service-wide Equity Strategy
- Modernizing Internal Support Networks
- Comprehensive and Targeted EI&HR Training
- Embedding Equity & Inclusion into TPS
- Race Based Data Collection Strategy
- Addressing Workplace Well-being, Harassment & Discrimination (Implementation)
- Gender Diversity & Trans Inclusion Strategy
- Strategic Partnerships
- Accessibility Audit
- Wellness Strategy & Implementation

2022

- Service-wide Mentorship Launch
- Expanded Performance Management
- Awards and Recognition
- Change Leadership Development Programs
- Succession Planning
- 360-degree feedback tools
- High Potential Talent Mapping
- Internal Communication Strategy
- Updated Civilian Job Profiles
- Posting all job positions (Uniform & Civilian) in an accessible format



FORWARD, TOGETHER: THREE YEARS STRONGER

Ensuring we have:

- **Competent and engaged members**, who are clear about the outcomes they are expected to achieve and have the necessary capabilities to deliver community-centric services.
- **Empowered leaders**, skilled in public administration, accountable for supporting and developing their teams to achieve outcomes, who effectively champion and enable change and innovation.
- **An HR service that is open for business**, as a proactive, strategic and credible service with clear goals and objective and seamless delivery measured at every step.
- **Policies, processes, and practices** that reflect and enable a culture of fairness, transparency, and respect for all members.





STRONGER TOGETHER

2020-2023 PEOPLE & CULTURE PLAN





Toronto Police Services Board Report

August 18, 2020

To: Chair and Members
Toronto Police Services Board

From: James Ramer
Chief of Police

Subject: Purchase of Next Generation (NG) 9-1-1 Solution

Recommendations:

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

- (1) approve a contract award to Comtech Solacom for the supply and implementation of their NG9-1-1 solution, for a five year contract term with the option of two one-year extensions, for an estimated seven year cost of \$4.7 Million (M); and
- (2) authorize the Chair to execute all required agreements and related documents on behalf of the Board, subject to approval by the City Solicitor as to form; and
- (3) authorize the Chief of Police to exercise the two one-year options to extend the contract term, subject to budget availability and satisfactory vendor performance.

Financial Implications:

Funding of \$10.95M for the NG9-1-1 project is included in the Toronto Police Service (Service)'s approved 2020-2029 Capital Budget Program (Min. No. P237/19 refers).

The estimated seven-year cost of the Comtech Solacom solution (including hardware, software, licenses, maintenance and support, and professional services) is \$4.7M. This includes a one-time cost of \$2.2M and the first year of maintenance and support of \$0.4M, both of which are included in the capital program.

Ongoing annual maintenance costs of \$0.4M for subsequent years (year two onwards) will be included in future operating budget requests (\$2.4M for the remaining six years).

The remaining \$8.7M in the Capital Budget will be utilized to build a new training room which will also function as a back-up site (including new furniture, computers, relevant

licences, radios, etc.), renovations at the 9-1-1 Call Centre primary site and contracted services.

Background / Purpose:

As mandated by the Canadian Radio-television and Telecommunications Commission (C.R.T.C.), decision 2017-182, existing Public Safety Answer Points (P.S.A.P.'s) are to undergo an evolutionary upgrade from the existing technology platforms of the current Basic (B9-1-1) and Enhanced (E9-1-1) infrastructures to NG9-1-1 for both primary and secondary/backup sites. This regulation was suspended due to COVID-19 and new timelines have been proposed by the C.R.T.C. It is expected those timelines will be mandated by regulation in the near future. Telephone service providers are now proposed to offer NG9-1-1 Voice and Real Time Text (R.T.T.) capabilities as of March 2021 and March 2022 respectively. P.S.A.P.'s are expected to convert to the new platform by July 2023, ahead of the March 2024 planned decommissioning of the Legacy 9-1-1 Networks.

The purpose of this report is to obtain Board approval for a contract award to update the existing E9-1-1 technologies to the new NG9-1-1 platform as per the C.R.T.C. mandate.

Discussion:

As per the C.R.T.C. mandate it is imperative that the Service proceed with the implementation of the NG9-1-1 solution in order to remain consistent with the C.R.T.C. mandate, as well as to better serve the community with new features such as Real Time Texting (R.T.T.), followed by multi-media capabilities. In future phases, more emphasis will be given to align the evolving technologies with the public's expectations of a modern 9-1-1 system, with picture and video sharing functionality as well as providing precise GPS coordinates of reported incidents.

Procurement Process and Result:

RFP # 1360407-19 for a Next Generation 9-1-1 solution was posted on MERX by the Service's Purchasing Services unit on December 13, 2019, and closed on February 14, 2020. Four submissions were received. A multi-stage procurement process was utilized, with an evaluation team that represented the Information Technology Services and Communications Services units. Written submissions were reviewed and scored and the three highest scoring proponents progressed to the demonstration stage. The scoring of the demonstrations were added to those of the written evaluations for one final score. Pricing was then incorporated into the evaluation.

As a result of the evaluation, Solacom emerged as the overall highest scoring proponent and, as such, is being recommended for approval by the Board. Comtech Solacom Technologies (Solacom) is a leading NG9-1-1 solution provider, with offices throughout North America, and Headquarters in Gatineau, QC. Solacom's NG9-1-1 solution is deployed globally in more than 600 P.S.A.P.s including national deployments in Australia and Grand Cayman, as well as multiple states such as New York State Police. Canadian

police customers include the Royal Canadian Mounted Police R.C.M.P. Alberta (K Division), Edmonton Police and Gatineau Police.

In addition to providing the Service with a Next Generation 9-1-1 solution, the contract award to Solacom also allows the Service to purchase the following provisional items, based on need/value and subject to budget availability:

- Workstations for softphones – to be confirmed during Enterprise Architecture requirements review
- Additional licenses for planned expansion of the Call Taker positions at the primary site
- Light polls for Call Taker positions - to allow supervisors to more effectively monitor activities / performance of the Call Takers
- Professional Services hours for potential enhancements and/or unplanned activities

Conclusion:

P.S.A.P. operators are experiencing a significant technological evolution, including 9-1-1 services. As such, the Service is on track to align with the C.R.T.C. guidelines for NG 9-1-1 compatible infrastructure, including system enhancements to improve the public and end user (P.S.A.P.) experience. The Service P.S.A.P. will evolve from the limited “voice-only, call answer and transfer” role of today to an emergency communicator role for the aggregation and dissemination of real-time multimedia emergency information.

The Board’s approval to purchase the new NG9-1-1 solution from Comtech Solacom will allow the Service to both meet the C.R.T.C. guidelines and transition into the Next Generation platform to better serve the City of Toronto.

Deputy Chief Shawna Coxon and Mr. Tony Veneziano, Chief Administrative Officer, will be in attendance to answer any questions the Board may have regarding this report. A brief presentation will be provided by Deputy Chief Coxon regarding this report.

Respectfully submitted,

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

*original copy with signature on file in Board office

NEXT GENERATION (NG) 9-1-1

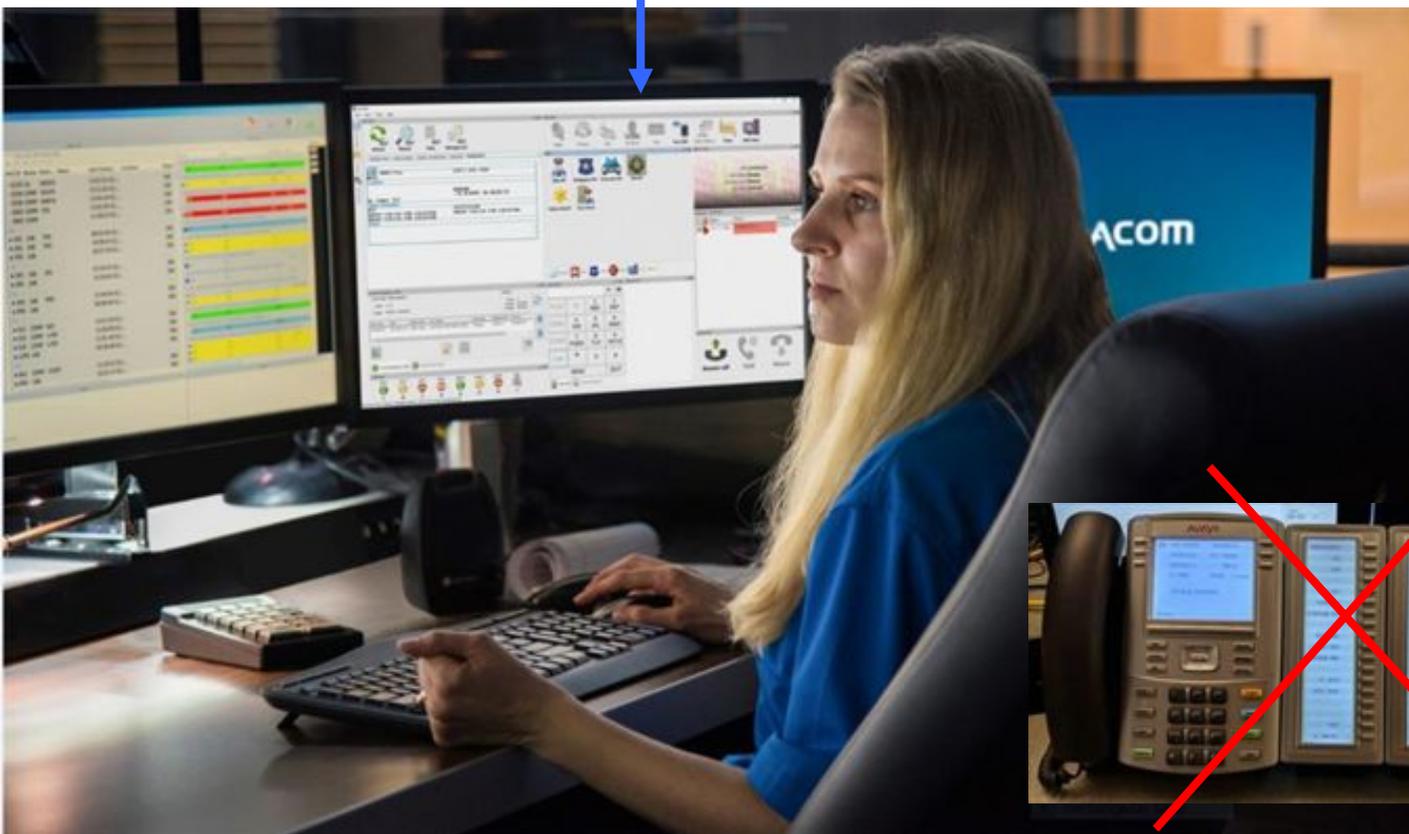


E9-1-1 of today – with big bulky hard phones



NG9-1-1 of tomorrow – with IP-based softphones

softphone



Light poll:
indicating call
taker status



NEW: Highly configurable softphone

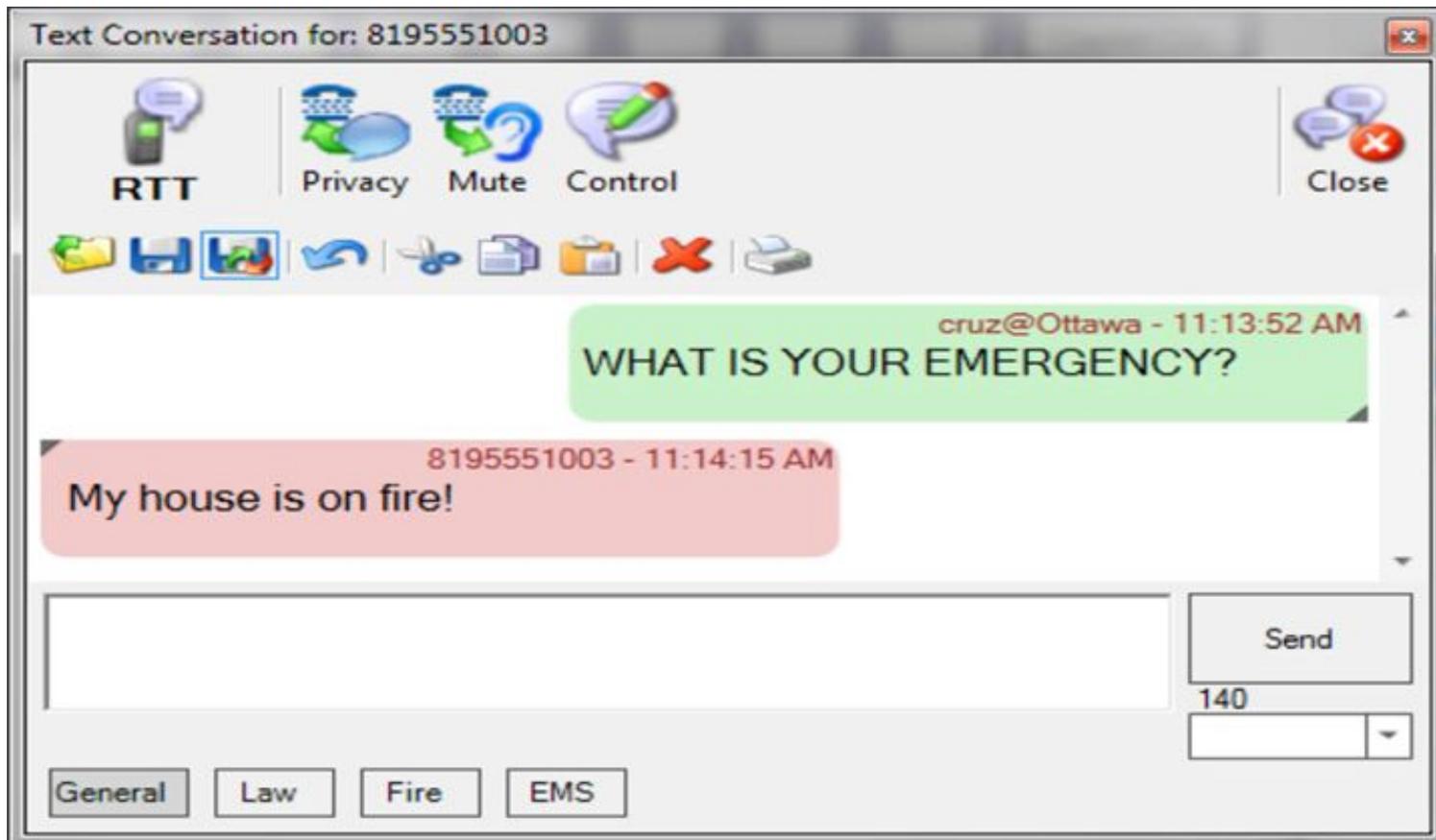
The screenshot displays a comprehensive softphone interface with the following components:

- Caller Information:** Fiona Rogers (247) 746-5217, 105 Holiday Terrace, Searcy AR 22143. Includes ESN, LAW, and EMS numbers.
- Agencies:** A grid of logos for Milwaukee Fire Dept, North Shore FD, Menomonee Falls FD, Milwaukee PD, Glendale PD, Greenfield PD, WI State Patrol, Milwaukee SO, and UWM PD.
- Call Status:** ANI: 2477465217, Presented time: 11:11:06, Caller status: Connected, Answer time: 11:11:11, Routing status: Normal, Time in call: 00:02:52.
- Smart Pad:** A numeric keypad with function keys (FLSH, QXfer, CONF, Call) and a SEND button.
- Current Emergency Calls:** A table showing call statistics and a list of active calls.
- Telephone:** A table showing call logs with columns for Status, Name, Number, and DNIS.
- Call Tools:** A vertical sidebar on the right containing icons for Tenant Make Busy, Assignments, Caller History, 911 Info, TDD, Mute, Privacy, Join, Map, and BIR.
- Bottom Bar:** Includes status indicators for Server, User, and Audio, along with icons for Answer call, Hold, Callback, Text callback, Release, and Make Busy.

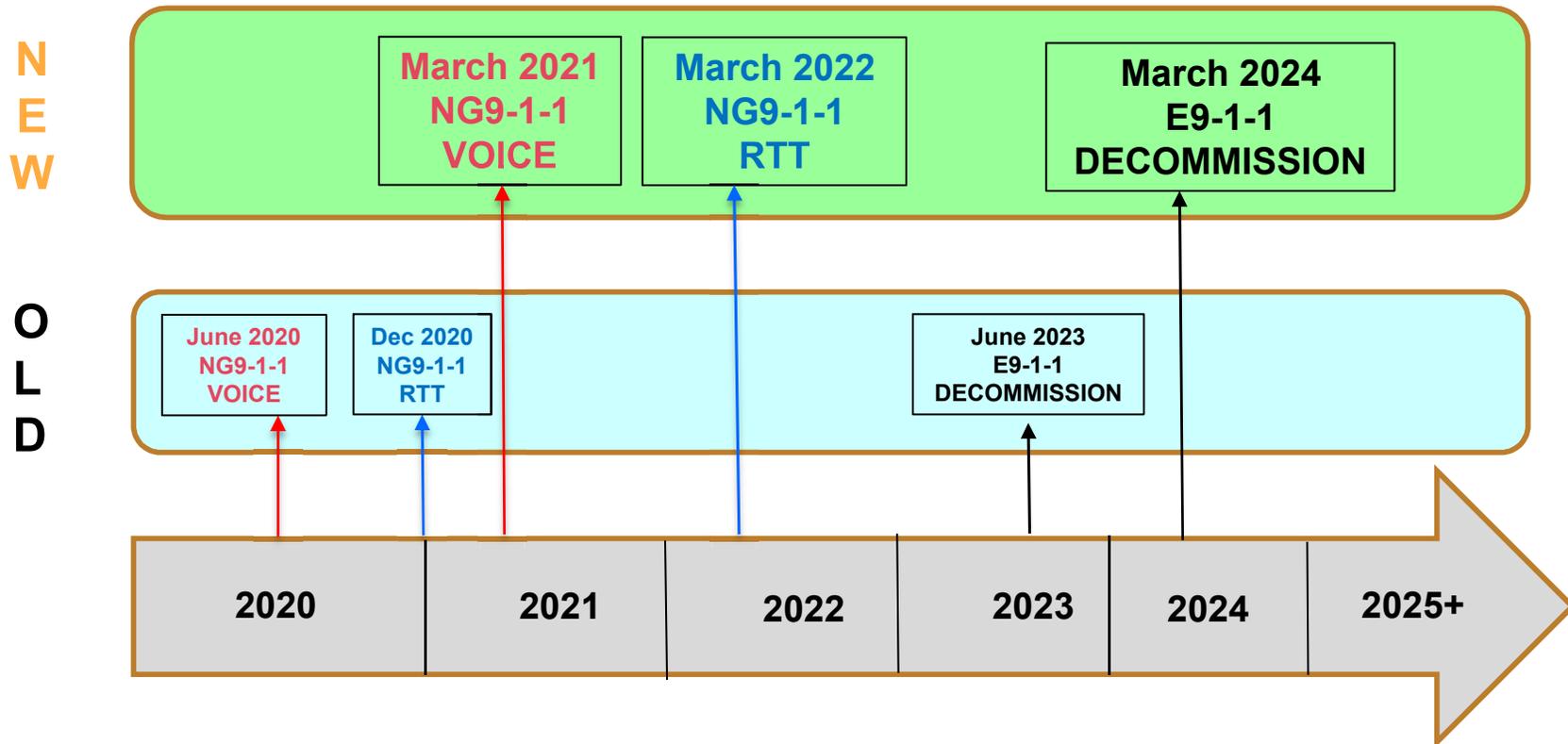
Start time	ANI	Caller name	Call status	Elapsed time
6/26/2019 11:11:06	2477465217	Fiona Rogers	Active	00:02:53

Status	Name	Number	DNIS
9-1-1 active	911 (Long Idle)		
connected	position	2415553001	
9-1-1 conn...	Fiona Rogers	2477465217	2415553201

NEW: Texting with 9-1-1



Revised CRTC-proposed timeline for NG9-1-1



Q & A





Toronto Police Services Board Report

June 28, 2020

To: Chair and Members
Toronto Police Services Board

From: James Ramer
Chief of Police

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

Recommendations:

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

Financial Implications:

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

Background / Purpose:

Quarterly Reporting on the Implementation of Race-Based Data Collection, Analysis and Public Reporting Policy

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.

At the Board meeting on December 16, 2019 (Min. No. P238/19 refers), the Board requested the Chief to provide quarterly updates to the Board's public meetings on the progress of implementing the Race-Based Data Collection, Analysis and Public Reporting Policy (Policy). The reporting structure and milestones to be covered by each quarterly report were established through consultations between the Board and the Service in early March 2020. The first quarterly report for 2020 was initially scheduled to be presented at the Board meeting on April 23, 2020. As that meeting was cancelled

due to public health emergency measures surrounding COVID-19, the report was presented instead at the Board meeting on May 21, 2020 (Min. No. P53/2020 refers).

Discussion:

This second quarterly report was initially scheduled for the Board meeting on July 30, 2020. This meeting was cancelled to enable the Board to hold four town hall meetings to hear from the community in the aftermath of anti-racism and policing protests in Toronto and around the world. This report will be presented together with the third quarterly report at the Board meeting on September 17, 2020.

Current context of anti-racism and policing protests together with unfolding COVID-19 pandemic makes it currently difficult to assess the full impact on the timelines of the Policy implementation, given the heightened sensitivity and relevance to the Service's Strategy.

a. Internal and external communication strategy

Clear and consistent messaging about the scope and various aspects of the Race-Based Data Collection (R.B.D.C.) Strategy is critical to its successful implementation.

The Service considered and applied an anti-racism lens to its communications and has engaged in conversations with its partners at the City of Toronto about the impact of its messages on the city's diverse communities. Over the last several weeks, the Service took a pause to evaluate the impact of the current environment on its communications strategy for race-based data collection. The new website (<https://www.torontopolice.on.ca/race-based-data/>) dedicated to the R.B.D.C. Strategy is regularly updated and the content has been extended to capture broader aspects pertaining to anti-Black racism. The website will be providing 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. The Service entered into agreement with Edelman Canada to provide support in developing and implementing an inclusive and wide-reaching public awareness campaign for the R.B.D.C Strategy.

b. Key findings from community engagement strategy

The R.B.D.C. Strategy can only succeed by working together with community members to achieve racial equity in policing. The Service is committed to report back to community members what it heard through the community engagement process, act upon what it heard, and be transparent and accountable about its actions.

Edelman, an external communications vendor, is providing support to design a public report that summarizes the key findings from the community engagement effort, together with a dissemination strategy to communicate the findings and engage the public who had participated in the series of engagement sessions. The timing of the

report has been tentatively scheduled for early fall as further discussions with the community in relation to the current issues about anti-Black racism are being examined.

In the meantime, the Service has been connecting with the community organizations that lead the focus groups around the R.B.D.C. Strategy to maintain collaborative relationships, seek their advice on appropriate ways of reaching back to communities, and explore virtual options to engage with members of the community. Four focus groups will be led by an Indigenous organization to raise awareness and engage members of Indigenous groups with the R.B.D.C. Strategy. The organization is currently exploring creative options to conduct the focus groups that meet the needs of Indigenous members and respect physical distancing rules.

c. Community Advisory Panel

The Policy requires the Service to establish a Community Advisory Panel (C.A.P.) to advise the Service on the analysis and public reporting of race-based data. The C.A.P. will be comprised of a racially diverse cross-section of community members with lived experience of racial discrimination, and leaders, academics, and subject matter experts. The Service partnered with Wellesley Institute, a respected thought leader in equity and its impact on community well-being, for strategic advice and support to develop the process to establish the C.A.P.

The C.A.P.'s main role is to provide advice and support to the Service with data analysis, interpretation, and dissemination of the results. Bringing together subject matter expertise in data analysis as well as lived experience of racial discrimination, the C.A.P. will act as a sounding board, ensuring transparency and accountability of the entire process of data analysis, sharing the findings with community members, and designing and implementing action plans. The C.A.P. will also be a conduit for keeping the larger community informed about the work of the R.B.D.C. Strategy, integrity of the implementation process, and outcomes. The panel will be made of eight to ten people representing various racialized communities and bringing a diverse mix of professional, academic, community, and lived experiences. The group will include two youth in their early careers, who have demonstrated interest and engagement in racial equity and race-based data, but have not yet achieved the professional experience to qualify as a panel member. The process of selecting members of the C.A.P. will comprise several steps:

- marketing and recruitment strategy that will tap into the venues of City of Toronto, community organizations, post-secondary institutions and other partners;
- online application, screening, and interviewing; and
- onboarding of selected members.

The Service is currently working with Wellesley Institute to develop the specifics of the selection process and related documents to ensure clarity and transparency at each step of the process. The intent is to have the members of the C.A.P. onboarded by the end of year.

d. Connection with international police agencies

The Service connected with international policing agencies with long histories of race-based data collection to learn from their experiences and best practices that could inform the implementation of the R.B.D.C. Strategy.

On March 1 - 4, 2020, representatives from two units of the Service's Human Resources Command, Equity, Inclusion & Human Rights (E.I. &H.R.) and Wellness visited the Los Angeles Police Department (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 partnership 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.

The Service is also considering outreach to other police jurisdictions and options to engage virtually to continue its knowledge exchange and mobilization efforts, including exploring digital fora and panels. On June 10th, the Service participated in the 11th Annual Law on Policing Conference, along with the Ontario Human Rights Commission (O.H.R.C.). E.I. & H.R.'s manager was also interviewed by C.B.C. as part of its investigating report into race-based data collection in policing.

e. Data analysis and reporting framework

The Policy requires the Service to develop and implement a framework to analyze and publicly report on the race-based data collected that:

- Permits an intersectional analysis of various factors (i.e., in addition to race: age, gender identity, etc.);
- Incorporates relevant contextual information such as demographic and census information, deployment information, etc.;
- Identifies appropriate benchmarks that are relevant to the police interaction at issue to assist in objectively identifying bias;
- Applies key performance indicators that assist in assessing whether racial disproportionalities or racial disparities in the data collected exist;
- Identifies any trends.

In addition, the analytic approach must enable the Service to:

- Assess community safety outcomes of the interaction for which the data is collected;
- Evaluate compliance with the Policy and Service procedure(s);
- Identify training needs and opportunities;

- Identify possible key performance indicators that can be applied to monitor appropriateness and effectiveness of the police interaction at issue;
- Create action plans to address any issues that arise from the Service's findings, ongoing monitoring and implementation of any action plans, tracking of progress and evaluation of outcomes.

E.I. & H.R. drafted a general analytic framework grounded in research literature on racial discrimination and profiling to provide transparent 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 the Service in its efforts to identify and address systemic racism, inform action plans, evaluate procedures, and identify training needs. The general framework will then be translated into interaction-specific data analysis plans to account for contextual factors and data availability specific to each interaction. The proposed framework also includes a qualitative analysis step to complement quantitative analysis detailed in data analysis plans, with more in-depth understanding of behaviours, practices and policies that might impact the findings of data analysis. 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.

f. Ongoing work to develop the Indigenous Engagement Strategy

It is critical that the perspectives of Indigenous communities inform the implementation of the R.B.D.C. Strategy. This requires a stand-alone strategy to meaningfully engage with and hear the perspectives of various Indigenous groups.

E.I. & H.R. engaged with the Indigenous Justice Division, Ministry of the Attorney General, for strategic advice and ongoing support. The Service was advised to conduct in-person consultations with members of the Indigenous communities.

In the context of current events layered within the ongoing COVID-19 pandemic, the Service is being considerate of the competing priorities the Indigenous groups are facing. Any further steps in developing a dedicated Indigenous engagement strategy are therefore, mindfully considered and may impact the Service's ability to engage on timelines that meet the needs of Policy implementation.

g. Self-identification pilot and implementing next phase for other interactions

The Policy requires piloting a phased-in approach to collect the self-identification data that should emphasize respect for individual and cultural dignity. The lead of the self-identification pilot was temporarily reassigned to the Emergency Management and Public Order unit, which is managing the Service's response to the COVID-19 pandemic. Despite this, the unit initiated preliminary work, together with other members of E.I. & H.R., to develop a framework for the pilot. They started by creating a flow chart of touchpoints within a specific type of interaction (arrests) to leverage for potential data collection opportunities and assessed pros and cons and resource needs for various

potential data collection points, including using different collection methods (e.g. interview, post-interaction survey, self-administered survey while in custody, and/or appropriate combinations).

E.I. & H.R. also sought advice from the Service's Chief Information Officer to ensure that the self-identification pilot is in alignment with other changes in the Service-wide data systems.

Conclusion:

The full impact of pandemic and political events for implementation of the R.B.D.C. Strategy remains unknown at this time. We continue to foresee significant impacts on plans for community engagements, stakeholder consultations on the self-identification pilot and data analysis framework, and the process to form the C.A.P.

Notwithstanding, the progress achieved so far as detailed in this report enabled the Service to:

- Develop and disseminate regular internal and external communications that apply an anti-racism lens to communicate about the R.B.D.C. Strategy and the Service's broader efforts to advance equitable policing;
- Continue to collaborate with community organizations and work together to find appropriate ways of sharing back with community members what the Service heard from community engagements around the R.B.D.C. Strategy;
- Continue to collaborate with an Indigenous organization that will facilitate four focus groups with members of Indigenous groups;
- Partner with a thought leader in equity and community well-being that is providing strategic advice and subject matter expertise to support the Service to develop and implement the process to form the C.A.P.;
- Develop a draft framework that will guide the analysis and public reporting of race-based data and initiated planning for internal and external consultations;
- Initiate preliminary work to develop a framework for the self-identification pilot; and
- Connect with international policing agencies with long histories of race-based data collection to learn from their experiences and best practices to inform the implementation of the R.B.D.C. Strategy.

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

*original copy with signature on file in Board office



Toronto Police Services Board Report

August 6, 2020

To: Chair and Members
Toronto Police Services Board

From: James Ramer
Chief of Police

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

Recommendations:

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

Financial Implications:

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

Background / Purpose:

Quarterly Reporting on the Implementation of Race-Based Data Collection, Analysis and Public Reporting Policy

Since the Board's approval of its Race-Based Data Collection, Analysis and Public Reporting Policy (Policy) on September 19, 2019, the Toronto Police Service (Service) has been working assiduously with internal and external stakeholders to develop a comprehensive strategy to implement the Policy. Key to the Race-Based Data Collection (R.B.D.C.) Strategy was to develop procedures and prepare systems to enable race data collection as of January 1, 2020. The first phase of Policy implementation started with the collection of Service members' perception of the race of an individual in Use of Force incidents and Level 3 (strip) searches.

At the Board meeting on December 16, 2019 (Min. No. P238/19 refers), the Board requested that the Chief provide quarterly updates to the Board's public meetings on the progress of implementing the Race-Based Data Collection, Analysis and Public

Reporting Policy (Policy). The reporting structure and milestones to be covered by each quarterly report were established through consultations between the Board and the Service in early March 2020. Due to the cancellation of the July 30, 2020 Board meeting, the second quarter report was deferred to the September Board meeting and will be considered alongside the third quarter report.

Discussion:

This report represents the third quarterly report for 2020 and provides updates on a range of milestones in the R.B.D.C. Strategy. Detailed timelines and key deliverables for various components of the R.B.D.C. Strategy are included in the Appendix.

The Service would like to acknowledge that the still unfolding COVID-19 pandemic continues to pose significant risks that are affecting the Policy implementation. Recent anti-racism and policing protests in Toronto and globally add another layer of complexity, which makes it difficult to assess the full impact, both positive and negative, on the timelines of the Policy implementation.

a. Update on self-identification pilot and initial planning for Phase 2 for other interactions

Collection of self-identification data is a complex undertaking that needs to build on lessons and results from Phase 1 of the Policy implementation. It is also critical to engage the community to ensure that self-identification data is collected in a culturally safe and privacy-protected manner.

In this sense, the Equity, Inclusion & Human Rights (E.I. & H.R.) unit analyzed public feedback about self-reported identity gathered through a series of 51 focus groups delivered by 30 community organizations over the period October 2019 to February 2020. Details on this community engagement were provided in the previous quarterly reports (Min. No. P53/2020 refers). The results of this analysis, together with other community feedback on the R.B.D.C. Strategy more broadly, will be published in a public report. As mentioned in the July quarterly report, the timing of the report has been tentatively scheduled for early fall as further discussions with the community in relation to the current issues about anti-Black racism are being examined.

The E.I. & H. R. unit continues refining the framework for the self-identification pilot. Different interactions are being assessed for a systematic analysis of options for the pilot in collaboration with various teams across the Service. The Service is undertaking this due diligence to minimize the risk of real and perceived harm to community members when they are asked by a police officer to identify themselves. A Working Group is currently under development to steer the development and implementation of the pilot. Specific steps and associated timelines are provided in the Appendix.

The same Working Group steering the self-identification pilot was strategically designated to also lead the implementation of Phase 2 to expand the collection of race-based data in other interactions. The work under the two streams is intimately

connected as it involves robust assessments of data management systems, development of appropriate procedures and systems, and the involvement of the Information and Privacy Commissioner (I.P.C.) and community stakeholders to design solutions that ensure privacy protection. This approach ensures effectiveness and consistency in Policy implementation on long-term. The Appendix includes detailed information on main steps and timelines.

b. Update on the Indigenous Engagement Strategy

Recognizing the importance of genuine engagement with Indigenous communities, the Service is committed to developing a stand-alone Indigenous strategy. The perspectives of diverse Indigenous communities are critical to inform every aspect of the R.B.D.C. Strategy, including the self-identification pilot and Phase 2 for other interactions.

The Service is planning virtual meetings with the Aboriginal Community Consultative Committee and the Service's Internal Support Network for advice and support to identify and properly engage Indigenous stakeholders. It continues to reach out and build relationships with local Indigenous groups for support in developing the strategy.

The Service is in the process of hiring two key positions: an Inclusion Lead, and an Equity and Stakeholder Relations Coordinator. By developing equitable and inclusive frameworks to outreach and engage diverse communities as well as internal capacity building, these two positions will play a critical role in developing and implementing an Indigenous engagement strategy that will enable continued involvement of Indigenous communities in a culturally sensitive manner.

Next steps in developing the Indigenous engagement strategy must be carefully approached in the context of current political and pandemic events. Uncertainties and unknowns will continue to affect the Service's ability to reach out and engage with Indigenous partners who may have competing resources and priorities.

c. Lessons learned from online training module

The Service developed a multi-modal R.B.D.C. curriculum that includes online and in-person modules. The 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 Service members with a consistent understanding and ability to make connections and progressively build their knowledge throughout their training journey. The R.B.D.C. curriculum is deliberately delivered in stages to ensure that learnings from one stage inform the development of the next stage.

The online module, which represents the first stage of training, was launched and available to all uniform and civilian members in December 2019. All members completed the online module by the deadline of May 31, 2020. Uniform members had the opportunity to provide feedback on the training and next steps through three engagement sessions that brought together 75 members. The feedback was positive overall, with participants appreciating the benefits of the strategy and its role in providing solid evidence to inform the Service's future actions and its efforts to demonstrate accountability and transparency and build sustainable relationships with

community. The uniform members raised important aspects, such as collecting officers' race to support intersectional analysis. They also expressed their desire to be involved in the development of data analysis and reporting framework to ensure that proper operational context informs data analysis and interpretations. Lessons learned from online training are being incorporated into the development of the in-person module, which will include a robust evaluation.

d. Independent academic or organization

One of the Policy's requirements is for the Service to enter into an ongoing partnership with an independent academic or organization to:

- conduct independent analysis of de-identified race-based data collected by the Service;
- report to the Board on the findings;
- provide the Board with recommendations to improve its Action Plans in response to the issues identified through any findings.

The Service's partnership with the Wellesley Institute is assisting in the design of a transparent process to identify and develop a research partnership with an independent academic or organization with solid expertise in equity research in policing. They are currently assessing different options and developing criteria to recruit, select and engage with qualified researcher or organization. The Board will also be consulted throughout this process.

Conclusion:

The unfolding political and pandemic events make it increasingly difficult to assess the full impact on the timelines for implementation of the R.B.D.C. Strategy. Engagement of Indigenous communities and stakeholder consultations on the self-identification pilot and the implementation of Phase 2 for other interactions are significantly impacted. The impacts will continue to be assessed and reported in future quarterly reports.

Nevertheless, the Service continues to keep momentum on this important work by identifying and leveraging opportunities, finding creative ways to address challenges, and managing competing demands to ensure sustainability of the R.B.D.C. Strategy.

The progress achieved thus far as detailed in this report enabled the Service to:

- Continue to work closely with an Indigenous organization to deliver four focus groups with members of Indigenous groups;
- Continue reaching out and build relationships with Indigenous groups. The Service is also in the process of hiring an Inclusion Lead and an Equity and Stakeholder Relations Coordinator, that are essential resources to advance the development and implementation of the Indigenous engagement strategy.

- Continue to work with community organizations to plan how to disseminate with community members the feedback gathered through community engagements about the R.B.D.C. Strategy more broadly and the self-reported identity more specifically;
- Partner with a respected leader in equity research to support the Service to develop the process to create a partnership with an independent academic or organization for conducting data analysis;
- Work to refine the framework for the self-identification pilot; and
- Initiate preliminary work to plan Phase 2 of Policy implementation and establish internal structures to enable the work under this phase.

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

*original copy with signature on file in Board office

	Deliverable	Description	Target Date	Status
		<p>feedback from communities and external stakeholders (i.e., Ontario Human Rights Commission (O.H.R.C.), Anti-Racism Directorate (A.R.D.), etc.).</p> <ul style="list-style-type: none"> • Multimodal, staged training approach that includes online and in-person modules and supporting resources. • All Service members complete C.P.K.N. module by May 31st • Develop 4 hour in-person R.B.D.C. training and strategy to deliver to all Service members. • Deliver in-person training across the Service (for Phase I collection). • Develop and deliver ongoing R.B.D.C. training related to <i>Phase II</i> collection and self-ID pilot. • Evaluate and modify existing trainings as required, with input from internal and external stakeholders, including C.A.P., communities, etc. 	<p>Q2 2020</p> <p>Q2 2020</p> <p>Q4 2020</p> <p>Q3 2021</p> <p>Q4 2021</p>	<p>Completed</p> <p>In progress</p>
4.	Communications and Public Awareness	<ul style="list-style-type: none"> • Create public-facing website that is regularly updated and includes resources, news, and FAQs. • Create intranet site with resources, news and information for members. • Procure services of Edelman to design and deliver a public awareness campaign about R.B.D.C. Strategy that reaches vulnerable populations. 	<p>Q1 2020</p> <p>Q4 2020</p> <p>Q3 2020</p>	<p>Completed</p> <p>In Progress</p> <p>In progress</p>

	Deliverable	Description	Target Date	Status
		<ul style="list-style-type: none"> Design and disseminate public report on the Service's community engagements about R.B.D.C. Strategy. Public education and awareness campaign on Self-ID pilot. 	Q3 2021	
5.	Community engagement	<ul style="list-style-type: none"> <i>Phase I</i> – engaged with Chief's Consultative Committees (C.C.C.s) / Community Police Liaison Committees (C.P.L.C.s) and held 4 town halls. Designed process and involved community agencies to facilitate focus groups about R.B.D.C. Strategy and Self-ID collection to help inform approach. Report-back to community agencies and participating members of the public, and C.C.C.s/C.P.L.C.s about progress to date, analysis and reporting framework, and <i>Phase II</i> collection. Engage with communities, C.C.C.s/C.P.L.C.s about Self-ID pilot planning. 	Q1 2020 Q1 2020 Q4 2020 Q2 2021	Completed Completed In progress Not yet started
6.	Community Advisory Panel	<ul style="list-style-type: none"> Work with Wellesley institute to design inclusive process to establish C.A.P. Recruit, select and engage members. 	Q2 2020 Q4 2020	In progress
7.	Data Analysis and Reporting Framework	<ul style="list-style-type: none"> Develop framework with input from internal and external stakeholders, including subject matter experts and communities. Take a three-tiered approach that includes a general framework to guide analyses and reporting, specific analysis plans for particular 	Q3/4 2020 Ongoing as Phase II and self-ID	In progress

	Deliverable	Description	Target Date	Status
		<p>interactions, informed by research best practices and qualitative analyses.</p> <ul style="list-style-type: none"> Engage with C.A.P. (once established). 	are added	
8.	Public Safety Data portal	<ul style="list-style-type: none"> Work with internal and external stakeholders (i.e., SolGen, I.P.C., O.H.R.C., etc.) to assess and identify open data approaches and develop R.B.D.C. Open Data Framework. Develop procedures for de-identification and release models for R.B.D.C. strategy. 	<p>Q4 2020</p> <p>Q2 2021</p>	Not yet started
9.	<p>Phase II collection of race in other interactions</p> <p>(in accordance with O.Reg. 267/18)</p>	<ul style="list-style-type: none"> Assess and identify other interactions for R.B.D.C. Convene working group to identify options and make recommendations, informed by community and stakeholder input. Assess and prepare systems as needed for the collection of R.B.D.C. in other interactions. Revise or develop procedures and routine orders. Update C.P.K.N. training, issue internal communications, and engage Unit Champions in all Divisions. 	<p>Q3 2020</p> <p>Q4 2020</p>	<p>In progress</p> <p>Not yet started</p>
10.	Self-ID pilot	<ul style="list-style-type: none"> Assess community engagement feedback, analyze and identify potential collection points and methods for consideration. Convene working groups to develop options and recommendations, assess Records Management System (R.M.S.) needs. 	<p>Q3 2020</p> <p>Q1 2021</p>	In progress

	Deliverable	Description	Target Date	Status
		<ul style="list-style-type: none"> Engage with communities and I.P.C. on options to inform operationalization and data protection. Identify, test and put in place an R.M.S. that meets privacy and other requirements. Begin Self-ID pilot – collection of self-identified race-based and other identity information 	<p>Q3 2021</p> <p>Q4 2021</p>	Not yet started
11.	Independent Academic/Organization	<ul style="list-style-type: none"> Assess and identify options and recommend approach to partner with an independent academic or organization. Develop process and criteria to recruit, select and engage with qualified researcher, with advice from Wellesley Institute and in consultation with the Board. Onboard the researcher/org and provide necessary information required, including de-identified data. 	<p>Q3 2020</p> <p>Q2 2021</p> <p>Q3 2021</p>	<p>In progress</p> <p>Not yet started</p>



Toronto Police Services Board Report

September 2, 2020

To: Members
Toronto Police Services Board

From: Jim Hart
Chair

Subject: Request for Special Funds – Annual Police Officer Excellence Awards – Exception to Special Fund Policy

Recommendation(s):

It is recommended that the Board approve an expenditure in the amount of \$1,317.02 to retroactively assist in funding the Police Officer Excellence Awards, as an exception to its Special Fund Policy.

Financial Implications:

If the recommendation contained in this report is approved, the Special Fund will be reduced in the amount of \$1,317.02. The current balance of the Special Fund is approximately \$631,771.00.

Background / Purpose:

The Police Officer of the Year Awards program was initiated in 1967 by the Toronto Region Board of Trade for the purpose of recognizing the admirable contributions made by members of the Toronto Police Service (the Service) who have gone beyond the call of duty to ensure that Toronto is one of the safest cities in the world. All nominations are initiated through the Awards Co-ordinator, Professional Standards Support, and judged by a panel of judges comprised of members of the local media, and business and community leaders.

Nominees are judged according to the following criteria:

Bravery
Humanitarianism
Superior Investigative Work; and
Outstanding Police Skills

In addition to the Police Officers of the Year, and previously, the Police Officer of the Month, awards, the following awards of note are normally presented at the event:

- **Civilian Excellence Award:** This award is given to a civilian Member(s) of the Toronto Police Service who has demonstrated superior diligence, dedication, initiative, and/or leadership which has improved the administration or operation of the Service and/or positively impacted the community.
- **Business Excellence Award:** This award is given to exceptional Service Members whose valuable contributions enable the organization to work effectively and efficiently; it was re-instituted this year.

Discussion:

The Police Officer of the Year Awards program is an extremely important initiative, which the Board has historically supported to celebrate excellence in policing and demonstrate the immense appreciation that our community has for its police officers. This initiative is in keeping with provisions in the Board's Special Fund Policy to recognize the work of Service Members in keeping our city safe.

This year, given the challenges posed by the COVID-19 pandemic, the formal awards ceremony was cancelled but, given the importance of these awards, it was decided that an event would, nevertheless, go forward, on a much smaller scale, to allow for proper distancing and adherence to requisite health and safety standards. This event took place on July 22, 2020 at Toronto Police Headquarters.

Traditionally, the Board has sponsored or funded the awards at a cost of \$10,000-\$15,000 annually. This year, as the event was much smaller and simpler, the costs were dramatically reduced. The funding referenced in this report is to pay for the cost of the awards themselves; 21 glass plaques from Custom Art Concepts Ltd.

The Board's Special Fund Policy notes at section 4 under Administration:

4. The Special Fund will not support retroactive funding of events that have already taken place.

The planning for this awards ceremony happened in an expedited fashion, given the rapidly changing dynamics around the COVID-19 pandemic, and the shifting rules regarding gatherings. There was not a great deal of lead time between the scheduling of the event and the event taking place.

As the Board did not hold a regular meeting in July 2020, the report for funding was not brought forward prior to the event taking place. In this unique circumstance, I am requesting that the Board make an exception to its Special Fund Policy.

Conclusion:

It is, therefore, recommended that, as an exception to its Special Fund Policy, the Board approve an expenditure in the amount of \$1,317.02 to retroactively assist in funding the Police Officer Excellence Awards.

Respectfully submitted,

Jim Hart
Chair



Toronto Police Services Board Report

August 17, 2020

To: Chair and Members
Toronto Police Services Board

From: James Ramer
Chief of Police

Subject: Revised Temporary Towing and Impound Cost Recovery Model due to COVID-19

Recommendations:

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

1. approve an amendment to the Service's towing agreements to revise the current cost recovery model in each agreement to a temporary flat fee rate of \$25.65 per vehicle released by each towing service provider for the period commencing March 1, 2020 up to and including December 31, 2020; and
2. authorize the Chief of Police to execute any required amendments to the current towing agreements.

Financial Implications:

Staffing costs incurred by the Toronto Police Service (Service) Traffic Services unit associated with the vehicle towing and storage services program, and revenues generated from the towing/storage contracts are included in the Toronto Police Parking Enforcement Unit's (P.E.U.) 2020 operating budget. The towing agreements assured that the P.E.U. would recover approximately \$935,000 in 2020, from the towing operators, to pay for costs associated with administering the program.

It is estimated that due to the temporary amendment being recommended, the P.E.U. will recover approximately \$661,000 in 2020. The current funding formula is sufficient to cover the costs of four police constables, one sergeant and one civilian associated with the Pounds operations. Currently there are three police constables, one sergeant and one civilian. Therefore, the revised recovery amount is sufficient to cover a good portion of the program costs.

Background / Purpose:

To meet its commitment of ensuring the safe and orderly movement of traffic across the City, while addressing and regulating parking concerns, the Service requires the services of towing and pound services providers.

Currently, the Service maintains four towing service contracts that are in place until May 31, 2021. A cost recovery amount of \$935,000 for 2020 is included in these contracts, to cover the expenses associated with the staff and equipment required to administer the Service's towing program. This is done by assigning a cost recovery value to each vehicle released, so that each of the four towing services providers pays a portion of that amount, proportional to the amount of towing services they have provided to the Service.

Based on a volume projection, the per-vehicle cost prior to the COVID-19 pandemic was assessed at \$25.65 (Q4 of 2019), in order to recover the required amount. Due to reduced towing volumes as a result of the impact from the COVID-19 pandemic on the City of Toronto, the actual recovery rate has increased to \$43.02 per vehicle towed. This has placed an unintended strain on our contracted tow service providers who must continue to pay for fixed operational costs during the current economic downturn.

The purpose of this report is to temporarily revise the cost recovery approach to provide economic relief to the towing service providers.

Discussion:

The Service has retained the services of four vehicle towing and impound service providers through agreements awarded on May 31, 2016 and extended to May 31, 2021. Through these agreements, the cost for the Service to administer the towing program is recovered through quarterly charges paid by the four towing providers to the Service. The cost recovery model is based on receiving a fixed sum of \$233,966 every quarter. The amount collected is divided between the towing providers, proportional to the percentage of the total number of vehicles released and paid for by each towing service provider. This cost per vehicle fluctuates, dependant on the total number of vehicles released by each towing service provider. Based on volume projections, this rate was set at \$25.65 in Q4 of 2019, prior to the COVID-19 pandemic.

On March 24th, 2020, the P.E.U. suspended Rush Hour Route enforcement and towing, due to a lack of vehicular volume. Additionally, the reduced vehicular traffic volume led to a diminished need for regular towing services. As a result, the actual per vehicle cost recovery amount, for the period of March to May 2020, increased significantly to \$43.02, based on the contractual requirement to recover a fixed sum.

The contracted towing providers expressed concern with the rising rates and the lack of work and requested a temporary adjustment to the recovery calculation. The Service acknowledges that there is an ongoing need for towing services, and that tow providers would sustain substantial financial loss by adhering to their current contractual obligations. Setting the rate to a fixed pre-COVID-19 rate of \$25.65 per vehicle released for the remainder of 2020 would be a fair way of ensuring the Service receives cost recovery for the program while allowing the towing service providers to mitigate further financial pressures.

Conclusion:

The impact of the COVID-19 pandemic on the City of Toronto, and the declaration of the state of emergency, led to a drastic reduction in traffic and towing volumes. The current cost recovery model set out in the Service's towing agreements is not financially sustainable for the contracted tow providers. The Service is therefore proposing a revised recovery rate to alleviate financial pressure on the service providers.

It is recommended that the Board approve an adjustment of the cost recovery fee in the Service towing agreements to a flat cost recovery rate of \$25.65 per vehicle released by each of the four towing services providers for the period commencing March 1, 2020 and ending December 31, 2020.

Deputy Chief Shawna Coxon, Communities and Neighbourhoods Command and Mr. Tony Veneziano, Chief Administrative Officer will be in attendance to answer any questions the Board may have regarding this report.

Respectfully submitted,

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

*original copy with signature on file in Board office



Toronto Police Services Board Report

August 1, 2020

To: Chair and Members
Toronto Police Services Board

From: James Ramer
Chief of Police

Subject: Addition of Select *Highway Traffic Act* Authorities for District Special Constables

Recommendation:

It is recommended that the Toronto Police Services Board (Board) grant District Special Constables police powers under the following sections of the *Highway Traffic Act*:

- Section 134 (1) Traffic Direction;
- Section 134 (2) Road Closure; and
- Section 134.1 (1),(2),(4) Removal of Vehicle, Debris Blocking Traffic

Financial Implications:

There are no financial implications associated to this recommendation.

Background / Purpose:

Since its inception, the District Special Constable (D.S.C.) program has flourished and become an integral part of frontline policing operations. The contributions D.S.Cs make to community safety could be enhanced through the addition of police powers under sections 134, 134(2) and 134.1 (1), 134.1(2) and 134.1(4) of the *Highway Traffic Act* (*H.T.A.*). These authorities would permit D.S.Cs to direct traffic, close roads and remove obstructions from roadways. The deployment of D.S.Cs in this capacity would decrease the number of police officer hours required to assist at collision and crime scenes and for major events that require road closures. This will allow for police officers to be deployed in a more efficient and effective capacity based on their skillsets and legislative abilities.

Discussion:

Effective Use of Resources:

Toronto roadways are regularly closed to ensure the safety of people working on roadways and those driving on them. Crime scene investigators and construction workers must be able to work without being struck by vehicles. Further, preventative action must be taken in cases where drivers and pedestrians could be injured by hazards on roadways. These situations may also require that T.P.S. remove vehicles and hazards from roadways to restore safe passage. Also, Toronto plays host to many major events that use roadways as part of the event/parade space. Roadways are closed and traffic is often redirected to maintain community safety in these situations. The *H.T.A.* requires anyone directing vehicular traffic on a roadway to have police powers under the applicable sections of the *Act*. Police powers are also required to close roadways without a permit.

Granting D.S.Cs the following authorities would allow them to assist with road closures, clearing roadways and traffic direction; significantly increasing the T.P.S. capacity to address these safety issues while freeing police officers to address more serious crime and safety issues:

- *HTA* section 134 (1) Traffic Direction;
- *HTA* section 134 (2) Road Closure; and
- *HTA* section 134.1 (1),(2),(4) Removal of Vehicle, Debris Blocking Traffic

Investigative Assistance:

One of the most common forms of scene requiring the closure of roadways are 'Killed or Seriously Injured' (K.S.I.) collision investigations. Each scene demands a lengthy, at scene investigation by the investigator and reconstruction experts. Priority Response Officers (P.R.U.) are assigned to close roadways to ensure these investigators can work safely.

The T.P.S. Analytics and Innovation Section recorded 129 K.S.I.s in 2019 and that a review of the 3 year trend showed an annual increase in these collisions. An average of 2.6 officers were assigned to each scene and each officer spent an average of 5.9 hours on scene. As a result, 1,979 officer hours were spent closing roadways for investigations in 2019.

Special Event Assistance:

In addition to the closure of roadways for crime and traffic scenes, in 2019, 1,131 on-duty police hours were used to fill essential paid duty positions that were safety sensitive and could not be filled by off duty officers. As a result, on duty officers were assigned to close

roads and direct traffic during parades and other major events, taking them away from emergency response.

Hazards and Homicide Scenes:

In 2019, T.P.S. responded to 78 homicides and 1,882 hazards and wires down calls for service. Again, P.R.U. officers were assigned to close the required roads and direct traffic at these locations; each time, using an average of 2.6 officers per call spending 2 hours at each hazard and 5 hours at each homicide. This resulted in a minimum of 10,800 police officer hours used at these scenes.

Authorizing the listed *H.T.A.* authorities for the D.S.Cs allow for a more effective use of approximately 13,910 officer hours per year. These officer hours could be redistributed to emergency and crime prevention efforts requiring the skill sets and authorities of a police officer.

Training:

D.S.Cs would receive the same traffic direction, road closure and roadway clearing training that T.P.S. police officers receive. This includes in-class training and practical application training.

Ministry of the Solicitor General's Position:

It is the Ministry of Solicitor General's position that the requested *H.T.A.* police powers would be approved, as long as the powers are necessary to perform the specific duties associated to the special constable appointment. Based on the T.P.S. need for additional support closing roads at crime and collision scenes and major events, the expanded D.S.C. job description and justification for the select *H.T.A.* police powers would meet the Ministry's requirement.

Paid Duty Assignments:

D.S.Cs will not be permitted to accept paid duties as current paid duty contracts and City requirements are specific for police officers and their full powers and often include added responsibilities requiring additional authorities not authorized for special constables.

Financial Implications:

Labour Relations was consulted and there would be no impact on job grade level or pay with the additional responsibilities. D.S.Cs are already assigned the mandated equipment required to direct traffic and close roads.

Conclusion:

As budgetary and resource constraints are on the forefront of frontline operations, this recommendation will allow the T.P.S. to deploy the most suitable resources, based on skillset, knowledge and legislative requirements.

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

*original copy with signature on file in Board office



Toronto Police Services Board Report

July 21, 2020

To: Chair and Members
Toronto Police Services Board

From: James Ramer
Chief of Police

Subject: The Toronto Police Service's Revised Uniform Promotion Process

Recommendation(s):

It is recommended that the Toronto Police Services Board (Board) receive and approve the following report on the Toronto Police Service's (Service) Uniform Promotion Process.

Financial Implications:

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

Background / Purpose:

The final Transformational Task Force (T.T.F.) report, Action Plan: The Way Forward, approved by the Toronto Police Services Board (Board) at its February 2017 meeting (Min. No. P19/17 refers), includes recommendations designed to change how policing services were organized and delivered.

The Way Forward describes an action plan that defines a path to excellence and includes 32 recommendations to modernize the Service.

- Recommendation #24 of The Way Forward encompasses a comprehensive culture change and human resources (H.R.) strategy. The Service undertook an inclusive Organizational Culture assessment of the current organizational culture to determine a desired future state and define what actions needed to be taken to move towards a mindful and intentional culture that supports the Service's mission and values.

- Recommendation #30 spoke directly to enhancing the capacity of the human resources function, while modernizing and improving the organizational culture of the Service

The purpose of this report is to provide an overview on the proposed changes to how the Service promotes uniform members, the new procedure and how the revised promotion process supports the development of our future uniform leaders; all which support the vision of a modernized community-focused policing service.

Discussion:

The selection of leaders is one of the most important undertakings for an organization. For the Service, selecting leaders who will inspire and motivate our members to contribute to building trust and keeping Toronto safe is essential. The Service has dedicated significant time to determining how best to evaluate its uniformed leaders. The result is the promotion process that is the subject of this report.

Over the past several years, members have provided feedback on their experiences with the Service's uniform promotional process. This feedback surfaced through the implementation of the 2017-2019 People Plan, which was presented to the Board in October 2017 (Min. No. P228/2017 refers) and the 2018 Organizational Cultural Assessment (O.C.A.), which formed the Service's response to Recommendation #24 within the Way Forward

The 2017- 2019 People Plan highlighted the importance of developing a new uniform promotion process – a process that incorporated our core competencies, was based on demonstration of specific performance accomplishments, and was transparent and open.

In 2018, the Service conducted an O.C.A., an in-depth member engagement survey, which solicited feedback from members on their experience working at the Service. These results were captured in a comprehensive report that compared the Service's culture with that of other public organizations, focusing on four key organizational traits: adaptability, mission, involvement and consistency. The report was made available to all members and the public, including an assessment of how we fared against other public services – an action that reflected Command's commitment to transparency and openness. The report can be found at [Way Forward Organizational Culture Assessment](#)

This assessment provided an honest and insightful look inside our organization, and was a critical first step in articulating the challenges facing the Service, and how we can address them together. To respond to the results of the O.C.A., the Service launched #MyService, an initiative that was created by and for our members with a mandate to identify strengths and opportunities and improve the culture and overall member engagement. The results of the O.C.A. and #MyService consultations allowed direct input and ideas from over 500 members at all levels across the Service.

Through this input and feedback, we determined that the current promotion process is one of the most significant challenges facing the Service. Members told us that the process was cumbersome for the organization and its members, and was not tied to demonstrated performance and indicators of potential. Our members told us they wanted to see a process that was more transparent, consistent and fair, and one that minimized bias. Using this feedback as our starting point, a new promotion process was developed in collaboration with external experts and over 500 members across the Service.

The new process is focused on demonstration of the core competencies, key performance accomplishments, and individual learning and development. It is divided into two parts: Preparation and Promotion.

The Preparation Phase includes the following components:

- **Readiness Assessment:** members who are considering promotion will evaluate themselves based on their performance, skills, behavioural competencies and leadership potential. The candidate's supervisory team will also conduct this same assessment and meet with the candidate to discuss strengths and areas for development. If the supervisory team agrees that the candidate is ready for promotion, the candidate will proceed to the next steps.
- Candidates competing for Sergeant and Staff Sergeant must successfully complete the Service's Foundations of Leadership Development Program prior to applying for promotion.
- A successful Procedural Exam is also required for promotion to the rank of Sergeant and Staff Sergeant. This exam will be delivered electronically on multiple occasions each year.
- All candidates must complete a case study to include with their application for promotion. The case study allows the candidate to demonstrate their skills and abilities based on the expectations of the next rank.
- The Service's Foundations of Leadership Development Program, Procedural Exam and Case Study are valid for a period of three years, allowing flexibility to promotional candidates to choose when they are ready to apply for promotion.

The Promotion Phase includes the following components:

- Candidates complete a Promotion Application. This application allows candidates to highlight their performance, skills and impact in the areas of operational experiences, community relationships, leadership and strategic planning. This application is scored and weighted based on the requirements of the next rank.
- Before the application is scored by trained panels, the identifiers of the applicant are removed to prevent potential for bias in scoring the candidate's application. This approach was based on strong feedback from our members and aligned with our fairness and equity approach in the process.

- The new process is delivered on an annual cycle, allowing candidates to plan, and develop to the requirements of the role they may be applying to. At the same time each year, applications will be accepted for the various roles.
- If the candidate's application is successful, they will complete a Promotional Interview that will include behaviour-based questions and an assigned presentation. Each interview panel member will be trained in behaviour-based interviews and will create a positive and supportive opportunity for candidates to demonstrate their skills and abilities.
- Candidates competing for the ranks of Sergeant and Staff Sergeant are required to complete a Situational Judgement Test. This test includes scenarios the candidates will likely encounter in the next rank.
- The scores from the candidate's application, interview and situational judgement test are tallied to determine those successful in the process. Once complete, candidates will receive feedback on their success or areas for development.

This process was also developed in support of Recommendation #13 of the Coroner's Inquest into the death of Andrew Loku. The new promotion process includes screening tools for members and supervisors to consider in their assessment of the skill and experience of a member in dealing with persons in crisis, members of the Black community and racialized communities, including their ability to de-escalate and negotiate during crisis situations.

The new process will be implemented throughout 2020-2023, and represents a fundamental cultural shift in how we develop and grow our leaders. During the implementation phase, we will look to adapt and adjust the process as the Service and members learn and test its elements. The process will be regularly evaluated, based on principles of transparency, consistency and fairness to ensure it accurately reflects the needs and demands of the Service, its members, and the communities we serve.

Conclusion:

In summary, this report provides the Board with the Service's revised Uniform Promotional Process for approval.

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



Toronto Police Services Board Report

September 3, 2020

To: Chair and Members
Toronto Police Services Board

From: Ryan Teschner
Executive Director & Chief of Staff

Subject: 2021 Budget Process

Recommendation(s):

It is recommended that:

1. The Toronto Police Services Board (Board) establish a Budget Committee for the purpose of reviewing the Toronto Police Service's 2021 capital and operating budget requests as well as the Board's 2021 operating budget request and the Parking Enforcement Unit's 2021 operating budget request;
2. The Board designate the Chair and Vice Chair as the members of the Budget Committee;
3. The Board approve the process and general schedule as outlined in this report for its review of the capital and operating budget estimates; and
4. The Board forward a copy of this report to the City Manager, and to the Deputy City Manager and Chief Financial Officer (CFO).

Financial Implications:

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

Background / Purpose:

On August 7, 2020, a memo was sent by the Financial Planning Division, City of Toronto, entitled, "2021 Budget Process – Timelines and Technical Instructions." This document outlines the timelines and some technical components to ensure Service staff are able to begin necessary steps and approaches that will be required for this year's process. This year's budget modernization focus is on the outcomes and associated measures that demonstrate achievement of those outcomes.

As the memo notes, given the uncertainty created by the COVID-19 pandemic, and the financial impacts we have and continue to experience, “Programs and Agencies are asked to build their Operating and Capital Budget requests with the guiding principle of addressing financial challenges that have been created by COVID-19 while providing for initiatives that will support restart and recovery efforts while clearly articulating overall impacts to critical, essential and priority services.” The memo goes on to state that “this year’s budget modernization focus is on the outcomes and associated measures that demonstrate achievement of those outcomes.”

At this point, the key dates in the 2021 budget process have not been definitively established by the City. The Board’s budget process will obviously follow the timelines established by the City, once those are set.

Discussion:

It should be noted that this year’s budget process is taking place in the context of increased transparency and public engagement with respect to the budget.

August 2020 Board Meeting included Budget Recommendations

At its meeting of August 18, 2020, the Board approved a series of recommendations that are directed at enhancing the budget process, making it more accessible and meaningful to the public (Min. No. P128/20). It should be noted that many of these recommendations arose from or mirrored Motions approved by Toronto City Council at its meeting of June 29 and 30, 2020, addressing policing in Toronto, including agenda item CC22.2, a report by the Mayor entitled “Changes to Policing in Toronto.”

In particular, the recommendations approved required that an enhanced line-by-line breakdown of the 2020 Toronto Police Service Budget be posted to the Service’s website in a machine readable, open format that would facilitate further analysis of the information; and directed the Chief of Police to provide an annual line-by-line breakdown of the Toronto Police Service’s budget request at the outset of every annual budget process. The Service has already posted the 2020 enhanced line-by-line budget, which can be found at: <https://www.torontopolice.on.ca/budget/>.

Additional recommendations approved by the Board include the following:

- Direct the Chief of Police to work with the Chair and Executive Director to develop and implement a line-by-line approach to reviewing the police budget in order to identify opportunities for service delivery improvement and efficiencies, including the possible redirection of non-core policing functions and their associated funding to alternative non-police community safety providers and/or community safety services or programming.
- Direct the Chief of Police to provide a line-by-line breakdown of the Toronto Police Service's approved budget at the end of every annual budget process.

- Direct the Chief of Police to organize all line-by-line breakdowns by individual program area, function and service delivered, subject to the need to protect investigative techniques and operations, and in such a way as to provide maximum transparency to the public.
- Direct the Chief of Police to immediately provide the Board with the annual Budget Summaries and Uniform/Civilian Staffing Summaries by command, with Approved, Proposed and Actuals for the last five budgets, and to do so for all future budgets, in a machine readable open dataset format.
- Direct the Executive Director to immediately post the annual Budget Summaries and Uniform/Civilian Staffing Summaries per command, with Approved, Proposed and Actuals for the last five budgets and for all future budgets to the Board website in a machine readable open dataset format, and to make the same available to the City of Toronto to post to its open data portal.
- Direct the Chief of Police to explore options for the Service to pay honoraria and transportation costs to otherwise unpaid community members that contribute their time, skills and experience to police training and service improvement.
- Direct the Executive Director to work with the Service and others to identify funding currently allocated to policing that can potentially be re-allocated to support alternative community safety models and/or fund other City programming and services that contribute to community safety and engage the Service to detail potential reductions to the Service budget that would result from any proposed changes to the current community safety response model, once the details of this alternative model are developed.
- Direct the Executive Director to compile these directions and any other appropriate policy guidance into a budget transparency policy, for future consideration by the Board.

Notably, the Board also approved a recommendation that it allocate funding from its Special Fund to support enhancements to the public consultation process, as follows:

Allocate funding from its Special Fund to support enhancements to the public consultation process regarding the annual proposed Toronto Police Service budget, to include the involvement of community-based partners, and, in the future, to ensure that sufficient funds are allocated annually to support public consultation during the budget process.

Establishment of Budget Committee

It is proposed that the Board establish its Budget Committee in order to engage in a process to review the capital and operating budgets. The Budget Committee will be

chaired by the Chair and the Vice Chair will be a member of the Committee. Due to the changing environment arising from the COVID-19 pandemic, it is unclear whether these will be electronic or virtual meetings at this time. All Board Members are encouraged to attend and participate in the Budget Committee's events and meetings, whatever form they end up taking.

The Budget Committee's formal meeting(s) will be convened in accordance with the Board's Procedural By-law and, consequently, will meet in public, as appropriate, with opportunity for deputations from members of the public.

Public Consultation as part of Budget Process

The Board views meaningful public input into the budget as an extremely important component of the process.

This year, public consultation will be a multi-phased approach using different communication methods (electronic, social media and real-time). The Board's virtual town halls meetings held in July 2020 were the first engagement point to discuss the budget and services delivered.

An enhanced budget disclosure document was published to the Service's website on August 18, 2020 in an effort to provide greater transparency, awareness and education on financial and staffing information by unit and line item, allowing interested stakeholders to have access to more detailed information on the budgets, and provide meaningful and informed input.

As part of this disclosure, members of the public were invited to contact the Service via email regarding any questions or feedback on the information that was published. The Board will also be posting budget information on its website in advance of the Board Budget Committee meeting(s).

While the Service is preparing and reviewing the budget internally, public engagement will occur through a variety of platforms, including social media channels. The 2021 budget will be published in advance of the deliberations by the Board and the City. The public will also have an opportunity to provide feedback and ask questions at the Board's Budget Committee meeting, the following Board meeting and any subsequent meetings where the budget will be discussed. Additional engagement points to discuss the Service's budget will be considered and the public will be informed as to how to participate.

Final consideration by the Board

At a future scheduled public meeting, the Board will consider a report from its Budget Committee recommending approval of capital and operating budget requests for 2021. Members of the public will be informed of the date of this meeting, once it has been set.

Conclusion:

Therefore, it is recommended that the Board approve the recommendations as listed in this report.

Respectfully submitted,

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

Ryan Teschner
Executive Director & Chief of Staff



Toronto Police Services Board Report

September 1, 2020

To: Chair and Members
Toronto Police Services Board

From: Danielle Dowdy
Acting Executive Director & Chief of Staff

Subject: Independent Civilian Review into Missing Persons Investigations – Account for Professional Services

Recommendation(s):

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

1. Invoice dated June 30, 2020 in the amount of \$200,303.17; and
2. Invoice dated July 31, 2020 in the amount of \$175,599.98.

Financial Implications:

The total invoiced to date, including the above invoices, is \$3,043,490.94.

Background / Purpose:

The Board established the Independent Civilian Review into Missing Persons Investigations and appointed the Honourable Gloria Epstein as the Reviewer ("the Independent Reviewer"). Ms. Epstein has appointed Cooper, Sandler, Shim and Bergman LLP as Counsel to the Review.

The City has agreed to provide funding to the Board to pay for the cost of the Review (Min.P112/18 refers). In addition, the City approved the increase of additional funding for \$1.0 million as recommended by the Board at its January 22, 2020 Board meeting (Min. P7/20).

At its meeting on September 19, 2019 (Min. P189/19 refers), the Board delegated to the Chair the authority to approve payment of all future invoices from the Honourable Gloria

Epstein and Cooper, Sandler, Shime and Bergman LLP, not to exceed an amount of \$4.0M (including the additional funding from the City, as stated above).

Discussion:

The Chair has approved the accounts referenced in these reports, pursuant to the delegated authority the Board has provided him.

I have attached a copy of the Review's account approved for services rendered, up to and including June 30, 2020 in the amount of \$200,303.17, and July 31, 2020 in the amount of \$175,599.98. Detailed statements are included on the in-camera agenda for information.

Conclusion:

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

1. Invoice dated June 30, 2020 in the amount of \$200,303.17; and
2. Invoice dated July 31, 2020 in the amount of \$175,599.98.

Respectfully submitted,



Danielle Dowdy
Acting Executive Director & Chief of Staff

ATT.

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Contract #47021797
Minute No:P189/19
CR #9325331
GR #5000112570

COOPER, SANDLER
SHIME & BERGMAN LLP
BARRISTERS & SOLICITORS

SUITE 1900
439 University Avenue
Toronto, Ontario
M5G 1Y8

TELEPHONE: (416) 585-9191
FAX: (416) 408-2372

June 30, 2020

PRIVATE AND CONFIDENTIAL

Mr. Ryan Teschner,
Executive Director
Toronto Police Services Board
40 College St.
Toronto, ON M5G 2J3

Re: The Independent Civilian Review into Missing Persons Investigations – Our File
#CTinv001

FOR SERVICES RENDERED: From March 19, 2020 to June 30, 2020

Total Fees	\$129,445.30	
HST on Fees (13%)	16,827.89	
Total Fees & HST		\$146,273.19
Disbursements Sub-total	\$47,887.90	
HST on Disbursements (13%)	6,142.08	
Total Disbursements & HST		\$54,029.98
TOTAL FEES AND DISBURSEMENTS		\$200,303.17
for this account dated	June 30, 2020	
BALANCE OWING		\$200,303.17

THIS IS OUR ACCOUNT HEREIN

Cooper Sandler Shime & Bergman LLP



Mark J. Sandler

E. & O.E.

Total HST \$22,969.97
HST #:122552227



Approved By: _____

Ryan Teschner
Executive Director

Approved By:  _____

Jim Hart
Chair

IN ACCOUNT WITH

Contract No: 47021797
Minute No: P189/19
CRO #9328575
GR#

COOPER, SANDLER
SHIME & BERGMAN LLP
BARRISTERS & SOLICITORS

SUITE 1900
439 University Avenue
Toronto, Ontario
M5G 1Y8

TELEPHONE: (416) 585-9191
FAX: (416) 408-2372

July 31, 2020

Approved By: 

RYAN TESCHNER
EXECUTIVE DIRECTOR & CHIEF OF STAFF

PRIVATE AND CONFIDENTIAL

Mr. Ryan Teschner,
Executive Director
Toronto Police Services Board
40 College St.
Toronto, ON M5G 2J3

Approved By: 

JIM HART
CHAIR

Re: The Independent Civilian Review into Missing Persons Investigations – Our File
#CTinv001

FOR SERVICES RENDERED: From June 30, 2020 to July 30, 2020

Total Fees	\$108,345.70	
HST on Fees (13%)	14,084.94	
Total Fees & HST		\$122,430.64
Disbursements Sub-total	\$50,054.10	
HST on Disbursements (13%)	6,228.39	
Total Disbursements & HST		\$56,282.49
TOTAL FEES AND DISBURSEMENTS		\$\$178,713.13
for this account dated June 30, 2020		
Return of funds for overpayment for Gandalf Invoice (this was charged twice)		\$3,113.15

BALANCE OWING

\$175,599.98

THIS IS OUR ACCOUNT HEREIN

Cooper Sandler Shime & Bergman LLP



Mark J. Sandler

E. & O.E.

Total HST \$20,313.33
HST #:122552227



Toronto Police Services Board Report

August 26, 2020

To: Members
Toronto Police Services Board

From: Ryan Teschner
Executive Director

Subject: City of Toronto Council Decision - Free-Floating Car-Share Pilot - Review

Recommendations:

It is recommended that the Board:

- 1) Refer this report to the Chief of Police for consideration and direct the Chief to liaise with City officials and others, as deemed appropriate; and,
- 2) Forward a copy of this report to the Infrastructure and Environment Committee.

Financial Implications:

There are no financial implications arising from the Board's consideration of this report.

Background/Purpose:

City Council, at its meeting on June 29th and 30th, adopted an item with respect to the new free-floating car-share offences and related system changes into the Parking Enforcement's Electronic Parking System. The motion is available at this link:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2020.IE12.7>

Discussion:

In considering this matter, City Council adopted, among other things, the following:

19. City Council forward this Item to the Toronto Police Services Board to engage the Toronto Police Service to work with Transportation Services in order to implement the new free-floating car-share offences and related system changes into the Parking Enforcement's Electronic Parking System.

It is, therefore, recommended that:

- 1) Refer this report to the Chief of Police for consideration and direct the Chief to liaise with City officials and others, as deemed appropriate; and,
- 2) Forward a copy of this report to the Infrastructure and Environment Committee.

Respectfully submitted,

Ryan Teschner
Executive Director



Toronto Police Services Board Report

August 26, 2020

To: Members
Toronto Police Services Board

From: Ryan Teschner
Executive Director

Subject: City of Toronto Council Decision - Metrolinx Eglinton Crosstown Light Rail Transit - Traffic and Pedestrian Safety Management along Eglinton Avenue West between William R. Allen Road and Old Park Road

Recommendations:

- 1) It is recommended that the Board refer this report to the Chief of Police to consider increasing Traffic enforcement in the area east of the Allen Road on Eglinton Avenue West from Glenarden Road/ Westover Hill Road to the Allen Road to deal with the unprecedented traffic safety concerns in the area of the Eglinton Crosstown construction; and,
- 2) Forward a copy of this report to the Infrastructure and Environment Committee.

Financial Implications:

There are no financial implications arising from the Board's consideration of this report.

Background/Purpose:

City Council, at its meeting on June 29th and 30th, adopted an item with respect to Metrolinx Eglinton Crosstown Light Rail Transit - Traffic and Pedestrian Safety Management along Eglinton Avenue West between William R. Allen Road and Old Park Road

The motion is available at this link:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2020.IE12.11>

Discussion:

In considering this matter, City Council adopted following:

1. City Council request the Toronto Police Services Board to increase Traffic enforcement in the area east of the Allen Road on Eglinton Avenue West from Glenarden Road/ Westover Hill Road to the Allen Road to deal with the unprecedented traffic safety concerns in the area of the Eglinton Crosstown construction.

It is, therefore, recommended that:

- 1) It is recommended that the Board refer this report to the Chief of Police to consider increasing Traffic enforcement in the area east of the Allen Road on Eglinton Avenue West from Glenarden Road/ Westover Hill Road to the Allen Road to deal with the unprecedented traffic safety concerns in the area of the Eglinton Crosstown construction; and,
- 2) Forward a copy of this report to the Infrastructure and Environment Committee.

Respectfully submitted,

Ryan Teschner
Executive Director



Toronto Police Services Board Report

August 25, 2020

To: Chair and Members
Toronto Police Services Board

From: James Ramer
Chief of Police

**Subject: Capital Budget Variance Report for the Toronto Police Service -
Period Ending June 30, 2020**

Recommendation:

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

Financial Implications:

Toronto City Council (Council), at its meeting of February 19, 2020, approved the Toronto Police Service's (Service) 2020-2029 capital program at a net amount of \$21.7M and gross amount of \$50.3M for 2020 (excluding carry forwards), and a 10-year total of \$202.9M net and \$587.2M gross. Please see Attachment A for more details.

Following discussions with the City, it should be noted that the 2019 carry forward amounts have changed from what was reported previously (from \$14.1M to \$14.8M on the net amount and from \$29.3M to \$29.9M on the gross amount). We are continuing to work with the City regarding our capital program carry forward amount and will advise the Board in future variance reports should any further changes be necessary.

Table 1 – Summary of 2020 Expenditures

Category	2020 Gross (M's)	2020 Net (M's)
2020 approved program excluding carry forward	\$50.3	\$21.7
2019 carry forwards	\$29.9	\$14.8
Total 2020 available funding	\$80.3	\$36.5
2020 Projection	\$65.3	\$25.6
Variance to available funding	\$14.9	\$10.8
Carry forward to 2021	\$12.6	\$8.7
Spending rate	81%	70%

Note: due to rounding, numbers presented may not add up precisely

The 2020-estimated gross spending rate is 81%. From the estimated 2020 gross under-expenditure of \$14.9M, \$12.6M will be carried forward to 2021. From the remaining balance of \$2.4M, \$2.1M will be returned to the City due to:

- the Automated Fingerprint Identification System project coming in \$1.5M under budget;
- the cancellation of the 12 Division project (\$0.4M), and
- the Peer to Peer Site project being delivered \$0.3M below budget.

In addition, \$0.3M will be returned to the Vehicle and Equipment reserve for fingerprint capture equipment (Live Scan).

Background / Purpose:

The purpose of this report is to provide the Board with the status of the Service's capital projects as at June 30, 2020.

COVID-19 Impact on Capital projects:

In an effort to offset the City's financial pressures stemming from decreased revenues and increased costs from COVID-19, City staff have recommended that all Agencies, Boards, Commissions and Departments (A.B.C.D.s) review their capital programs for potential deferral of non-essential projects and cancellation of projects without a firm economic justification, and if contractually possible.

To this end, and as a result of COVID 19 and other developments, the Service is reviewing all of the projects in our current capital program, to determine if they are still required and whether they should be revised, deferred or cancelled.

Discussion:

Attachment A provides the Service's approved 2020-2029 capital program.

Attachment B provides the Service's variance report as of June 30, 2020 with a status summary of the ongoing projects from 2019 as well as project description and status for projects that started in 2020.

Key Highlights / Issues:

As part of its project management framework, the Service tracks the project risk and issues to determine the status and health (i.e. Green, Yellow, and Red) of capital projects. The overall health of each capital project is based on budget, schedule and scope considerations. The colour codes are defined as follows:

- Green - on target to meet project goals (scope/functionality), on budget and schedule and no corrective action is required;
- Yellow - at risk of not meeting certain goals, some scope, budget and/or schedule issues, and minimal corrective action is required; and
- Red - high risk of not meeting goals, significant scope, budget and/or schedule issues, and extensive corrective action is required.

Table 2 - 2020 Capital Budget Variance Report as at June 30, 2020 (\$000s)

Project Name	2020 Cash Flow		Variance (Over)/ Under	Spending Rate	Carry Forward to 2021	Overall Project Health
	Available to Spend	Projected Actuals				
<u>Debt - Funded Projects</u>						
<i>Facility Projects:</i>						
54/55 Divisions Amalgamation	1,000.0	375.0	625.0	38%	625.0	Red
41 Division	2,404.0	1,020.0	1,384.0	42%	1,384.0	Red
32 Division Renovation	2,500.0	800.0	1,700.0	32%	1,700.0	Red
12 Division	375.0	0.0	375.0	0%	0.0	Cancelled
Communication Center Consulting	500.0	100.0	400.0	20%	400.0	Yellow
Peer to Peer Site	285.1	10.0	275.1	4%	0.0	Green
District Policing Program - District	2,326.6	1,984.0	342.6	85%	342.6	Yellow
<i>Information Technology Modernization Projects:</i>						
Transforming Corporate Support	1,717.6	1,317.6	400.0	77%	400.0	Red
ANCOE (Enterprise Business Intelligence and Global Search)	1,861.7	1,742.2	119.5	94%	119.5	Green
Connected Officer	288.4	288.4	0.0	100%	0.0	Green
Body Worn Camera - Phase II	2,250.0	1,100.5	1,149.5	49%	1,149.5	Green
Next Generation (N.G.) 9-1-1	5,028.1	2,725.3	2,302.8	54%	2,302.8	Green
<i>Replacements/ Maintenance/</i>						
State-of-Good-Repair	5,715.6	4,365.6	1,350.0	76%	1,350.0	Green
Radio Replacement	4,640.2	4,640.2	0.0	100%	0.0	Green
Additional Vehicles	6,750.0	6,620.6	129.4	98%	129.4	Green
TPS Archiving	163.4	132.3	31.1	81%	31.1	Green
Property & Evidence Warehouse Racking	40.0	29.8	10.2	75%	10.2	Green
Automated Fingerprint Identification System (A.F.I.S.) Replacement	3,053.0	1,581.0	1,472.0	52%	0.0	Yellow
Total Debt - Funded Projects	40,899	28,832	12,066	70%	9,944	
Lifecycle Projects (Vehicle & Equipment Reserve)						
Vehicle Replacement	7,872.4	7,872.4	0.0	100%	0.0	
IT- Related Replacements	15,174.1	14,538.8	635.3	96%	635.3	
Other Equipment	16,315.6	14,088.3	2,227.2	86%	1,973.2	
Total Lifecycle Projects	39,362.1	36,499.6	2,862.5	93%	2,608.5	
Total Gross Expenditures	80,260.8	65,332.0	14,928.7	81%	12,552.6	
Less other-than-debt Funding						
Funding from Developmental Charges	(4,437.4)	(3,204.7)	(1,232.7)	72%	(1,232.7)	
Vehicle & Equipment Reserve	(39,362.1)	(36,499.6)	(2,862.5)	93%	(2,608.5)	
Total Other-than-debt Funding	(43,799.5)	(39,704.3)	(4,095.2)	91%	(3,841.2)	
Total Net Expenditures	36,461.3	25,627.8	10,833.5	70%	8,711.4	

The subsequent section provides project updates for key, on-going projects and includes high-level project descriptions for new projects within the 2020-2029 program.

Facility Projects:

Due to COVID-19, the Province of Ontario took significant and unprecedented measures to curb transmission of the virus by closing all non-essential businesses including construction projects for a period of time. As a result, the impacts of COVID-19 comprised of delays on planned construction schedules, including labour and critical supply chain disruptions, delays to obtain required permits and possible funding shortfalls from the City of Toronto. All these factors played a significant role in the progress of the Service's facility related projects. Projections will be updated as more information becomes available, and as previously indicated, the Service is conducting a review of the projects in its current capital program to determine if any should be revised, deferred or cancelled.

54/55 Divisions Amalgamation (Red)

- The project is in the preliminary information discovery phase;
- The consultant team is working with CreateT.O. with respect to soil and site conditions;
- The process of rezoning, environmental assessment, and procurement has started and is expected to be completed by the third quarter of 2020;
- The architectural firm is proceeding to prepare the building design documentation from the first quarter of 2020 to the fourth quarter of 2021;
- A Request for Proposal (R.F.P.) is being finalized to secure construction management services with an anticipated closing date in the third/fourth quarter of 2020, with the start of construction planned for the first quarter of 2022;
- The status of the project remains at Red due to significant delays associated with the lengthy public consultation, planning and approval processes, and the impact of the COVID-19 pandemic.

41 Division (Red)

- A feasibility study was completed in 2018 with options for a phased demolition and construction of a new building on the existing site;
- An architectural consulting firm was engaged in April 2019 and work is at the design development stage;
- The construction management services contract was approved by the Board at its May 2020 meeting (Min No. P54/20 refers); Value Engineering sessions (cost saving efforts) are underway with the construction manager and consultants;
- The approved funding of \$38.9M was a preliminary estimate based on construction costs at the time the funding request was submitted as part of the 2018-2027 capital program (Min No. P58/18 refers). In order to obtain a definitive cost for the new build, the Service has retained the services of a construction manager to explore all variables that will impact the overall project

cost from inception to conclusion. This will include the provision of more refined budget estimates for all project components, following the completion of detailed design drawings by the project architect;

- The Board will be advised of the construction budget for the project following receipt of the tender submissions from various sub-contractors that will be commissioned by the construction manager to complete the construction phase of the project;
- The overall status of the project is Red as project timelines are behind schedule; the total construction cost will very likely be higher than currently budgeted due to complexity of the construction phasing that includes the demolition of a significant portion of existing 41 Division facility, constructing a new building while continuing to operate as a fully functional division.

32 Division Renovation (Red)

- The schematic design has been approved and the construction tender documents will be developed after the pandemic;
- The status of this project is Red due to delays resulting from the additional need to complete a parking feasibility study, the requirement for a re-evaluation of the number of cells needed prior to tendering for construction services, determining the extent of renovations required as 32 and 33 Divisions can no longer be amalgamated in one location due to parking limitations, and the impact of COVID-19 on construction projects;
- This project is being reviewed in terms of whether it should go forward according to the current plan/scope or whether it should be scaled down to construction to meet AODA compliance and other musts to keep the building operational for the next several years.

Communication Centre Consulting (Yellow)

- This project provides funding to acquire external expertise to assist the Service with a comprehensive review of all the requirements for a new Communication Centre, taking into account the impact of Next Generation (N.G.) 9-1-1 and other key considerations;
- The existing location for Communications Services (C.O.M) has reached the maximum capacity for personnel, workspace and technology. The current facility cannot accommodate the anticipated expansion that will be required as a result of N.G. 9-1-1;
- The estimated cost for a new Communication Centre facility is not included in the Service's 2020-2029 capital program, as the Service felt it prudent to engage external expertise as an important first step to moving this project forward. The external expert would conduct a comprehensive analysis of the impact of technological changes from N.G.9-1-1, population growth, shifts in calling behaviour (text vs. voice, videos), staffing requirements, location, size, backup site, etc.;

- The status of this project is Yellow. A Request for Quotation (R.F.Q.) for consulting services is planned to be issued in the third quarter. The feasibility and design will commence in the fourth quarter when a contract is awarded to the successful consultant. Work will be completed in 2021.

District Policing Program – District Model (Yellow)

- A high-level plan is being developed to merge divisions to form interim divisions within the existing boundaries, and then adjusting boundaries to create Districts;
- A pilot project was launched for video bail from two separate police stations in collaboration with the Ministry of the Attorney General (M.A.G.) and other external agencies to reduce the congestion and delays at the Toronto Regional Bail Centre, streamline processes, and improve prisoner management and wellbeing. The use of video for officer testimonies is also being considered;
- Evaluation of the Communication Centre’s operational dispatching ability for the district model is continuing. The radio coverage technical study concluded that the existing radio tower infrastructure would be sufficient to enable the implementation of new districts. The Calls for Service study has expanded to include dispatcher expertise to help determine how future workloads will be predicted when boundaries change;
- Divisional operational processes are being reviewed to identify opportunities for eliminating or streamlining activities. Work is being done on system enhancements for shift schedule-related activities, the review of Criminal Investigation Bureau (C.I.B.) processes, and the standardization of non-emergency event processes and workflows at every Community Investigative Support Unit (C.I.S.U.) and alignment of their duties with Primary Report Intake, Management and Entry (P.R.I.M.E.);
- The system improvements identified through these reviews will inform the new release of the Service’s records management system in 2021, including a new Court Services module that is essential to prepare for the introduction of the new Toronto Courthouse and Regional Bail Centre;
- The new shift schedules implemented January 2020 include longer working shifts. To ensure the wellbeing of front-line police officers, wellness rooms are in the process of being constructed;
- The status of the project is Yellow until internal alignment on the boundary implementation approach and subsequent timelines are approved. This project has also experienced some delays due to COVID-19 and is also under review.

Information Technology Modernization Projects:

Transforming Corporate Support (Human Resource Management System (H.R.M.S.) and Time Resource Management System (T.R.M.S.) (Red)

- Stabilization and continuous improvements to the H.R.M.S. functionality, reports and processes will continue in 2020 to increase system adoption, address gaps and increase process maturity;
- Due to ongoing resource challenges and project delays, the Service is reviewing the Phase III Time and Labour implementation scope, plan and solution options in order to determine the best, least risky and most cost efficient way to move forward;
- Options include upgrading the Service's current time and labour system or moving to the Oracle time and labour module;
- The status of this project will remain Red until the review is complete and a plan for moving forward is complete. The Board will be advised accordingly as part of future capital variance reports.

Analytics Centre of Excellence (A.N.C.O.E.) program; Enterprise Business Intelligence (E.B.I.) and Global Search (Green)

E.B.I.

- Streamlined Service processes that will make data and analytics products available to front-line members, management, and the public are in the process of being developed, as well as an enhanced reporting database and data marts for existing Service requirements from various operational data sources by the end of 2020;
- Analytical reporting environments for internal members are being established using new Power B.I., geospatial and reporting technology;
- During the third and fourth quarter of 2020, the project will focus on enhancing situational awareness capabilities for the Service in anticipation of a possible COVID-19 second wave.

Global Search

- The Service's Records Management System (R.M.S.) was changed on November 5, 2013 from e.C.O.P.S. 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;
- With the production implementation of this platform, members of the Service will be able to conduct searches of internal systems more quickly and comprehensively and retrieve critical operational information;

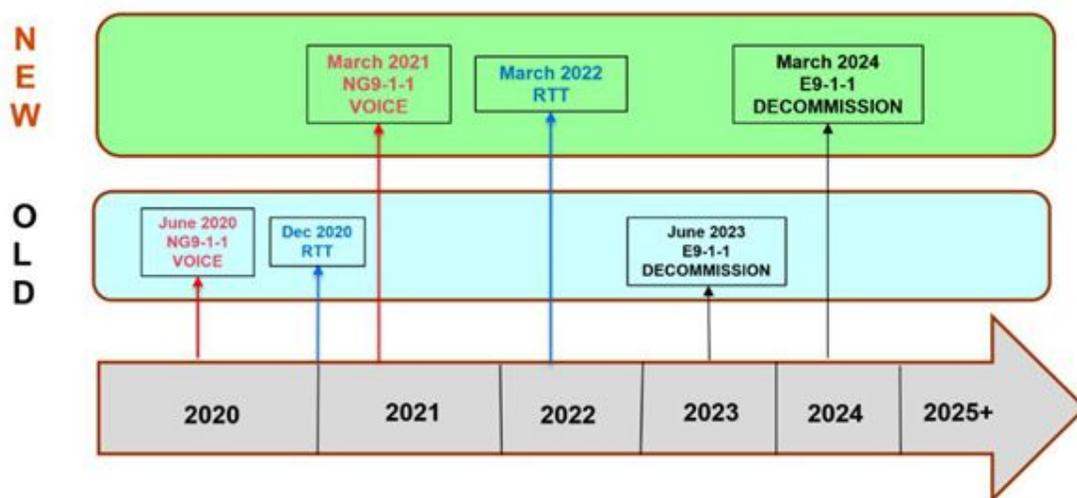
- The A.N.C.O.E. program will deliver the pilot phase of Global Search for search capabilities in several units across the Service and is estimated to be completed by the end of 2020;
- Subsequent to the completion of the pilot phase, full implementation will commence in late 2020 and will be completed in 2023;
- The project will deliver ongoing enhancements to the search platform based on member feedback and user experience best practices.

Body Worn Cameras (B.W.C.) (Green)

- A non-binding R.F.P. was issued in April 2019, for a cloud-based solution. Vendor selection and contract negotiations have been completed;
- The contract award for this project was approved by the Board at its August 18, 2020 meeting and implementation of the solution commenced immediately thereafter;
- The status of this project is now Green, but will be monitored as the Service starts the implementation process.

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

- As per the Canadian Radio-television and Telecommunications Commission (C.R.T.C.) mandate, Canadian telecommunications service providers will be upgrading their infrastructure to N.G. 9-1-1 Voice and Text Capable Networks; However, due to the COVID-19 pandemic and the resulting measures taken to contain it, the Commission understands that the maintenance of current networks, including current 9-1-1 networks, is being prioritized over work relating to the deployment of N.G. 9-1-1 networks;
- The original and revised N.G. 9-1-1 deadlines are as follows:



- The R.F.P. process has been completed, contract negotiations are underway and a recommendation for the contract award will be presented to the Board at its September 2020 meeting;
- It is anticipated that the solution will be implemented by early 2022 and will go live shortly thereafter.

Replacements/ Maintenance/ Equipment Projects:

All projects in this category are on budget and on time except for the replacement of the Automated Fingerprint Identification System. No other significant variance to report. Please refer to Attachment B for the list of projects.

Automated Fingerprint Identification System (A.F.I.S.) (Yellow)

- The current A.F.I.S. is a 2011 model first deployed in January 2013, and will reach end of life as of December 31, 2020;
- The new contract award to IDEMIA was approved by the Board Delegates on April 28, 2020;
- The status of this project is Yellow as project timing is behind the schedule based on the original timeline. It is expected that the implementation of the new A.F.I.S. will take over 8 months. Based on the progress and continuation of this project, status of this project will change to Green in future reports;
- This project will have significant funding savings as the cost is \$1.6M and the budget is \$3.1M. The surplus of \$1.5M will be returned to the City.

Lifecycle Projects (Vehicle and equipment Reserve):

Table 3 – Summary of Vehicle and equipment lifecycle replacement (\$000s)

Project Name	Carry Forward from 2019	2020 Budget	Available to Spend	Year End Actuals	YE Variance (Over)/ Under	Carry Forward to 2021	Total Project Cost	
							Budget	Life to Date
Vehicle Replacement	428.4	7,444.0	7,872.4	7,872.4	0.0	0.0	On-going	On-going
IT- Related Replacements	3,489.1	11,685.0	15,174.1	14,538.8	635.3	635.3	On-going	On-going
Other Equipment	9,943.6	6,372.0	16,315.6	14,088.3	2,227.2	1,973.2	On-going	On-going
Total Lifecycle Projects	13,861.1	25,501.0	39,362.1	36,499.6	2,862.5	2,608.5		

Projects listed in this category are funded from the Vehicle and Equipment Reserve (Reserve), which is in turn funded through annual contributions from the Service and Parking Enforcement operating budgets. The Reserve has no impact on the capital program at this time, as it does not require debt funding. Items funded through this

reserve include the regular replacement of vehicles and information technology equipment, based on the deemed lifecycle for the various vehicles and equipment.

It is important to note that as the Service modernizes, new systems that have been implemented over the years (e.g. In-Car Camera program, data and analytics initiatives) and increasing storage requirements (e.g. to accommodate video), have put significant pressure on this Reserve, as the amount of equipment with maintenance and replacement requirements continues to increase year over year. This in turn puts pressure on the operating budget, as increased annual contributions are required to ensure the Reserve can adequately meet the Service's vehicle and equipment requirements.

While the Service has taken steps to create efficiencies, the amount of equipment that must be replaced continues to increase. The Service will continue to review all projects' planned expenditures to address the future pressures, including additional contributions that may be required. The Service is also exploring other options for more efficient and less costly data storage.

Significant variances resulting in carry forwards of funding are:

- \$1.0M - Mobile Workstation – there have been delays in the procurement process for workstations and mounting solutions. A Request for Quotation (R.F.Q.) will be issued in the third quarter and it is anticipated to go to the Board for vendor selection in October.
- \$0.6M - Automatic Vehicle Locator (A.V.L.) – Installation costs for equipment deferred to 2021;
- \$0.3M - Closed Circuit Television (C.C.T.V.) – Project team has completed the Grant-funded portion of the C.C.T.V. project. Existing equipment is functioning well and does not need to change in 2020. Lifecycle replacement is delayed to 2021;
- \$0.3M - Fingerprint capture equipment (Live Scan) cost was \$254K below budget. This amount will be returned to the Vehicle and Equipment reserve;
- Various lifecycle projects such as vehicles, workstations, network equipment, server and business resumption replacement projects are on time and on budget and will continue their regular lifecycle in 2020.

Conclusion:

The 2020-estimated gross spending rate is 81%. From the estimated 2020 gross under-expenditure of \$14.9M, \$12.6M will be carried forward to 2021. From the remaining balance of \$2.4M, \$2.1M will be returned to the City due to cost savings from the Automated Fingerprint Identification System project (\$1.5M), the cancellation of the 12 Division project (\$0.4M), and underspending in the Peer to Peer Site project (\$0.3M). In addition, \$0.3M will be returned to the Vehicle and Equipment reserve for fingerprint capture equipment (Live Scan).

Resourcing constraints that still exist from the hiring moratorium, competing operational priorities and the impact of the current COVID-19 pandemic situation will have an ongoing impact on planned future activities. All projects in the Service's current capital program will be reviewed to determine their continued viability given the Service's priorities, impacts from the pandemic and the City's fiscal challenges. Projects will continue to be monitored on an ongoing basis and known issues will be actively addressed. The Board will be kept apprised of any major issues as projects progress as well as proposed capital program changes.

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

Respectfully submitted,

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

*original copy with signature on file in Board office

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

Attachment A

Project Name	Plan						Total 2020-2024 Request	2025	2026	2027	2028	2029	Total 2025-2029 Forecast	Total 2020-2029 Program	Total Project Cost
	to end of 2019	2020	2021	2022	2023	2024									
Work in Progress															
State-of-Good-Repair - Police		2,500	4,400	4,400	4,400	4,400	20,100	4,400	4,400	4,400	4,400	4,400	22,000	42,100	42,100
Transforming Corporate Support (HRMS, TRMS)	7,744	500	500				1,000		0	0	0	0	0	1,000	8,744
District Policing Program - 54/55 Amalgamation	1,184	0	5,019	6,508	11,296	10,375	33,198	4,843	0	0	0	0	4,843	38,041	39,225
District Policing Program - 32 Renovation	4,990	1,000	4,950	0	0	0	5,950	0	0	0	0	0	0	5,950	10,940
District Policing Program - 41 Division	2,956	0	12,723	12,800	10,449	0	35,972	0	0	0	0	0	0	35,972	38,928
District Policing Process Improvement	2,900	1,322	3,041	1,707	0	0	6,070	0	0	0	0	0	0	6,070	8,970
ANCOE (Enterprise Business Intelligence, Global Search)	10,842	585	485	485	485	0	2,040	0	0	0	0	0	0	2,040	12,882
Radio Replacement	25,176	4,509	5,074	3,292	0	0	12,875	0	0	14,141	4,250	6,025	24,416	37,291	62,467
Automated Fingerprint Identification System (A.F.I.S.) Replacement	3,053	0	0	0	0	0	0	3,053	0	0	0	0	3,053	3,053	6,106
Next Generation (N.G.) 9-1-1	500	4,750	5,700	0	0	0	10,450	0	0	0	0	0	0	10,450	10,950
Body Worn Camera - Phase II	1,032	2,250	1,500	0	0	0	3,750	0	0	0	0	0	0	3,750	4,782
TPS Archiving	510	140					140	0	0	0	0	0	0	140	650
Total, Work In Progress	60,886	17,556	43,392	29,192	26,630	14,775	131,545	12,296	4,400	18,541	8,650	10,425	54,312	185,857	246,743
Upcoming Projects															
District Policing Program - 13/53 Amalgamation New Build		0	400	6,316	16,596	12,896	36,208	4,164	0	0	0	0	4,164	40,372	40,372
District Policing Program - 22 Division New Build		0	0	0	0	0	0	400	6,316	15,396	12,996	5,292	40,400	40,400	40,400
District Policing Program - 51 Division Major Expansion		0	0	0	0	0	0	0	1,300	3,240	1,460	0	6,000	6,000	6,000
Additional Vehicles		6,750	0	0	0	0	6,750	0	0	0	0	0	0	6,750	6,750
Communication Centre - New Facility Assessment	0	500	0	0	0	0	500	0	0	0	0	0	0	500	500
Property & Evidence Warehouse Racking	0	40	0	0	1,000	0	1,040	0	0	0	0	0	0	1,040	1,040
Total, Upcoming Capital Projects:	0	7,290	400	6,316	17,596	12,896	44,498	4,564	7,616	18,636	14,456	5,292	50,564	95,062	95,062
Other than debt expenditure (Draw from Reserve) for Life Cycle Replacement															
Vehicle and Equipment	70,786	7,444	7,484	7,453	7,300	7,351	37,032	7,047	10,537	6,937	6,937	6,937	38,395	75,427	146,213
Remote Operated Vehicle (ROV) Marine unit	409	300	0	0	0	0	0	110	0	0	0	0	110	410	219
Workstation, Laptop, Printer- Lifecycle plan	38,815	3,800	3,287	4,233	1,970	5,496	18,786	5,095	4,493	2,770	3,674	6,183	22,215	41,001	79,816
Servers - Lifecycle Plan	43,749	2,941	4,384	3,075	4,113	6,512	21,025	4,678	3,825	3,825	3,825	3,825	19,978	41,003	84,752
IT Business Resumption	20,846	787	2,297	660	2,716	2,163	8,623	831	2,824	2,824	2,824	2,824	12,127	20,750	41,596
Mobile Workstations	24,696	500	500	0	300	10,044	11,344	1,000	0	0	0	300	9,144	10,444	46,484
Network Equipment	19,056	2,900	1,750	2,250	3,750	4,350	15,000	0	5,750	8,300	2,350	2,350	18,750	33,750	52,806
Locker Replacement	3,561	0	540	540	540	540	2,160	540	540	540	540	540	2,700	4,860	8,421
Furniture Replacement	9,660	0	500	500	500	500	2,000	500	500	475	500	500	2,475	4,475	14,135
Automatic Vehicle Locator (A.V.L.)	1,422	1,750	0	0	0	0	1,750	1,750	0	0	0	0	1,750	3,500	4,922
In - Car Camera	4,263	0	500	2,750	3,025	0	6,275	0	0	0	0	0	0	6,275	10,538
Voice Logging	1,481	0	0	0	0	500	500	0	0	0	0	0	0	500	1,981
Electronic Surveillance	2,255	0	0	0	0	1,090	1,090	0	105	0	205	0	310	1,400	3,655
Digital Photography	758	314	316	0	0	0	630	314	316	0	0	0	630	1,260	2,018
Digital Video Asset Management (D.V.A.M. I & II)	4,137	1,060	1,890	685	855	385	4,855	326	1,825	650	650	650	4,101	8,956	13,093
Property & Evidence Scanners	63	0	0	0	0	0	0	43	0	0	0	0	43	43	106
Divisional Parking Lot Network (D.P.L.N.)	499	1,500	0	0	0	0	1,500	0	1,700	0	0	0	1,700	3,200	3,699
Small Equipment (e.g. telephone handset)	1,220	750	750	0	0	0	1,500	0	750	750	0	0	1,500	3,000	4,220
Small Equipment - test analyzers	866	0	580	580	0	0	1,160	0	0	0	0	0	0	1,160	2,026
Small Equipment - In Car Camera (I.C.C.) Microphones	314	150					150						0	150	464
Small Equipment - Video Recording Equipment	866	20	70	64	78	40	272	72	82	70	58	60	342	614	1,480
Small Equipment - Video Recording Property & Video Evidence Management	6	47	30	17	0	47	141	30	17	30	17		94	235	241
Small Equipment - Auditorium Audio and Visual Equipment	0	0	0	500	0	0	500	0	0	0	500	0	500	1,000	1,000
Radar Unit Replacement	936	9	15	12	195	79	310	178	52	231	99	0	560	870	1,806
Livescan Machines	540	0	0	0	0	0	0	540	0	0	0	0	540	540	1,080
Wireless Parking System	3,738	0	0	5,023	0	0	5,023	0	0	5,023	0	0	5,023	10,046	13,784
Closed Circuit Television (C.C.T.V.)	701	275	275	0	0	0	550	300	300	0	0	0	600	1,150	1,851
Automated External Defibrillator (A.E.D.s.)	23	118	3	12	3	31	167	3	14	3	14	3	37	204	227
Conducted Energy Weapon (CEW)	1,302	675	675	0	1,210	0	2,560	1,350	0	0	1,210	0	2,560	5,120	6,422
Marine Vessel Electronics	481	0	0	785	0	0	785	0	0	600	0	0	600	1,385	1,866
Connected/Mobile Officer	0	461	824	1,551	1,236	1,570	5,642	1,236	1,588	1,236	1,607	1,236	6,903	12,545	12,545
Total Reserve Projects:	257,129	25,501	26,670	30,670	27,791	40,698	151,330	25,943	35,218	34,264	25,310	34,252	154,987	306,317	563,446
Total Gross Projects	318,015	50,347	70,462	66,178	72,017	68,369	327,373	42,803	47,234	71,441	48,416	49,969	259,863	587,236	905,251
Funding Sources:															
Vehicle and Equipment Reserve	(257,129)	(25,501)	(26,670)	(30,670)	(27,791)	(40,698)	(151,330)	(25,943)	(35,218)	(34,264)	(25,310)	(34,252)	(154,987)	(306,317)	(563,446)
DC and Grant funding applicable to Connected officer	(2,632)						0	1,029	75	1,491	1,236	3,831	1,199		
Development charges Funding	(30,610)	(3,149)	(16,185)	(14,531)	(12,332)	(6,776)	(52,973)	(6,790)	(6,368)	(6,430)	(6,558)	(2,719)	(28,865)	(81,838)	(112,448)
Total Funding Sources:	(290,371)	(28,650)	(42,855)	(45,201)	(40,124)	(47,474)	(204,303)	(32,733)	(40,557)	(40,819)	(30,377)	(35,735)	(180,021)	(384,324)	(674,695)
Total Reserve Projects:	(257,129)	(25,501)	(26,670)	(30,670)	(27,791)	(40,698)	(151,330)	(25,943)	(34,189)	(34,189)	(23,819)	(33,016)	(151,156)	(302,486)	(559,615)
Total Net Debt-Funding Request:		21,697	27,607	20,977	31,894	20,895	123,070	10,070	6,677	30,822	18,039	14,234	79,842	202,912	230,556

2020 Capital Budget Variance Report as at June 30, 2020 (\$000s)

Project Name	Carry Forward from 2019	2020 Cash Flow			Variance (Over)/ Under	Lost Funding/ Return to Reserve	Spending Rate	Carry Forward to 2021	Total Project Cost		Status	Start Date	End Date		Overall Project Health	Comments
		Budget	Available to Spend	Projected Actuals					Budget	Life to Date			Planned	Revised		
Debt - Funded Projects																
Facility Projects:																
54/55 Divisions Amalgamation	1,000.0	0.0	1,000.0	375.0	625.0	0.0	38%	625.0	39,224.8	183.8	Delayed	Jan-17	Dec-24	Dec-25	Red	Please refer to the body of the report
41 Division	2,404.0	0.0	2,404.0	1,020.0	1,384.0	0.0	42%	1,384.0	38,928.0	935.4	Delayed	Jan-18	Dec-22	Dec-23	Red	Please refer to the body of the report
32 Division Renovation	1,500.0	1,000.0	2,500.0	800.0	1,700.0	0.0	32%	1,700.0	10,940.0	358.3	Delayed	Jan-19	Dec-21	Dec-21	Red	Please refer to the body of the report
12 Division	375.0	0.0	375.0	0.0	375.0	375.0	0%	0.0	9,000.0	0.0	Not Required	Jan-19	Dec-21	Dec-21	Cancelled	This project is cancelled and is no longer required. Funding will be returned to the City
Communication Center Consulting	0.0	500.0	500.0	100.0	400.0	0.0	20%	400.0	500.0	0.0	On Time	Jan-20	Dec-20	Jun-21	Yellow	Please refer to the body of the report
Peer to Peer Site	285.1	0.0	285.1	10.0	275.1	275.1	4%	0.0	19,646.2	19,632.3	Completed	Jan-14	Dec-19	Dec-19	Green	This project is completed below budget and the surplus funding will be returned to the City
District Policing Program - District	1,004.6	1,322.0	2,326.6	1,984.0	342.6	0.0	85%	342.6	8,970.0	1,340.7	Delayed	Jan-18	Dec-23	Dec-22	Yellow	Please refer to the body of the report
Information Technology Modernization Projects:																
Transforming Corporate Support	1,217.6	500.0	1,717.6	1,317.6	400.0	0.0	77%	400.0	8,742.5	6,558.3	Delayed	Jan-14	Dec-20	Dec-21	Red	Please refer to the body of the report
ANCOE (Enterprise Business Intelligence and Global Search)	1,276.7	585.0	1,861.7	1,742.2	119.5	0.0	94%	119.5	12,881.6	10,134.9	On Time	Jan-15	Dec-18	Dec-23	Green	Please refer to the body of the report
Connected Officer	288.4	0.0	288.4	288.4	0.0	0.0	100%	0.0	2,980.8	2,817.4	On Time	Jan-17	Dec-20	Dec-20	Green	Project is on time and on budget
Body Worn Camera - Phase II	0.0	2,250.0	2,250.0	1,100.5	1,149.5	0.0	49%	1,149.5	4,782.0	882.2	Delayed	Jan-17	Dec-20	Dec-21	Green	Please refer to the body of the report
Next Generation (N.G.) 9-1-1	278.1	4,750.0	5,028.1	2,725.3	2,302.8	0.0	54%	2,302.8	10,950.0	553.3	On Time	Jan-19	Dec-21	Dec-21	Green	Please refer to the body of the report
Replacements/ Maintenance/ Equipment Projects:																
State-of-Good-Repair	3,215.6	2,500.0	5,715.6	4,365.6	1,350.0	0.0	76%	1,350.0	on-going	on-going	On Time	on-going	on-going	on-going	Green	This is to maintain the safety, condition and customer requirements of existing buildings as well as technology upgrade. The Service has developed a work-plan to use these funds to optimize service delivery and enhance efficiencies for both buildings and technology improvements. The Service continues to work on SOGR priority projects and programs
Radio Replacement	131.2	4,509.0	4,640.2	4,640.2	0.0	0.0	100%	0.0	38,050.5	27,031.6	On Time	Jan-16	on-going	on-going	Green	This is for lifecycle replacement of radios and is on time and on budget
Additional Vehicles	0.0	6,750.0	6,750.0	6,620.6	129.4	0.0	98%	129.4	6,750.0	6,593.8	On Time	Jan-20	Dec-20	Dec-20	Green	This project provides for 90 additional cars for the revised shift schedule as well as to meet the needs of district special constables. The cost includes the vehicle cost as well as the cost of various operational systems, such as in-car cameras, automated vehicle location system, mobile workstations, etc. This project is on time and on budget
TPS Archiving	23.4	140.0	163.4	132.3	31.1	0.0	81%	31.1	650.0	612.6	On Time	Jan-18	Dec-18	Dec-20	Green	The new high-density mobile storage unit for the Property and Video Evidence Management Unit has been installed and is operational.
Property & Evidence Warehouse Racking	0.0	40.0	40.0	29.8	10.2	0.0	75%	10.2	1,040.0	0.0	On Time	Jan-20	Dec-20	Dec-20	Green	This project provides for high density and pushback racking. This project is on time and on budget
Automated Fingerprint Identification System (A.F.I.S.) Replacement	3,053.0	0.0	3,053.0	1,581.0	1,472.0	1,472.0	52%	0.0	6,106.0	2,704.1	Delayed	Jan-19	Dec-20	Dec-20	Yellow	Please refer to the body of the report
Total Debt - Funded Projects	16,053	24,846	40,899	28,832	12,066	2,122	70%	9,944	220,142	80,339						
Lifecycle Projects (Vehicle & Equipment Reserve)																
Vehicle Replacement	428.4	7,444.0	7,872.4	7,872.4	0.0	0.0	100%	0.0	On-going	On-going	On-going					
IT- Related Replacements	3,489.1	11,685.0	15,174.1	14,538.8	635.3	0.0	96%	635.3	On-going	On-going	On-going					
Other Equipment	9,943.6	6,372.0	16,315.6	14,088.3	2,227.2	254.0	86%	1,973.2	On-going	On-going	On-going					
Total Lifecycle Projects	13,861.1	25,501.0	39,362.1	36,499.6	2,862.5	254.0	93%	2,608.5								
Total Gross Expenditures	29,913.8	50,347.0	80,260.8	65,332.0	14,928.7	2,376.1	81%	12,552.6								
Less other-than-debt Funding																
Funding from Developmental Charges	(1,288.4)	(3,149.0)	(4,437.4)	(3,204.7)	(1,232.7)	0.0	72%	(1,232.7)								
Vehicle & Equipment Reserve	(13,861.1)	(25,501.0)	(39,362.1)	(36,499.6)	(2,862.5)	(254.0)	93%	(2,608.5)								
Total Other-than-debt Funding	(15,149.5)	(28,650.0)	(43,799.5)	(39,704.3)	(4,095.2)	(254.0)	91%	(3,841.2)								
Total Net Expenditures	14,764.3	21,697.0	36,461.3	25,627.8	10,833.5	2,122.1	70%	8,711.4								



Toronto Police Services Board Report

August 17, 2020

To: Chair and Members
Toronto Police Services Board

From: James Ramer
Chief of Police

Subject: Operating Budget Variance Report for the Toronto Police Service Parking Enforcement Unit, 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 its December 16, 2019 meeting, the Board approved the Toronto Police Service Parking Enforcement Unit (P.E.U.) operating budget request at \$49.2 Million (M) (Min. No. P237/19 refers), a 4.1% increase over the 2019 approved budget.

Subsequently, City Council, at its February 19, 2020 meeting, approved the P.E.U.'s 2020 operating budget at the same amount.

As at June 30, 2020, the Service is currently projecting a \$1.3M favourable variance for the P.E.U.

Background / Purpose:

The P.E.U. operating budget is not part of the Toronto Police Service (Service) operating budget. While the P.E.U. is managed by the Service, the P.E.U.'s budget is maintained separately in the City's non-program budget. In addition, revenues from the collection of parking tags issued accrue to the City, not the Service.

The purpose of this report is to provide information on the P.E.U.'s 2020-projected year-end variance as at June 30, 2020.

Discussion:

While the Service is currently projecting a favourable variance of \$1.3M for the P.E.U. budget, we will continue to review spending plans to ensure the P.E.U. stays within budget. This includes reviewing the timing and pace of hiring, premium pay spending and non-salary expenditures. For planning purposes, the projections below assume that COVID-19 will continue to impact the City and the Service to varying degrees to the end of the year.

COVID-19:

Year to date P.E.U. expenditures associated with COVID-19 are approximately \$20,000 and have been limited to cleaning supplies and services. Personal protective equipment is currently being supplied from the Service’s inventory.

The impact of the pandemic has resulted in reduced parking tag enforcement activity. As a result, premium pay spending has been reduced and the P.E.U. is projecting premium pay savings attributed to COVID-19 of approximately \$0.9M. Parking tag issuance is monitored by the City on a weekly basis and the City considers the reductions in tags and associated revenues when projecting the City’s overall financial position due to COVID-19.

The following chart summarizes the variance by category of expenditure, followed by information on the variance for both salary and non-salary related expenses. The impact of COVID-19 is also shown.

Category	2020 Budget (\$Ms)	Actual to Jun 30/20 (\$Ms)	Projected Year-End Actual (\$Ms)	Fav/(Unfav) (\$Ms)	COVID-19 Fav/(Unfav) (\$Ms)	Total Fav / (Unfav) (\$Ms)
Salaries	\$32.9	\$15.1	\$32.6	\$0.3	\$0.0	\$0.3
Premium Pay	\$2.4	\$0.5	\$2.2	\$0.2	\$0.9	\$1.1
Benefits	\$8.0	\$2.8	\$7.9	\$0.1	\$0.0	\$0.1
Total Salaries & Benefits	\$43.3	\$18.4	\$42.7	\$0.6	\$0.9	\$1.5
Materials & Equipment	\$1.7	\$0.4	\$1.7	\$0.0	\$0.0	\$0.0
Services	\$5.7	\$1.3	\$5.7	\$0.0	\$0.0	\$0.0
Total Non-Salary	\$7.4	\$1.7	\$7.4	\$0.0	\$0.0	\$0.0
Revenue (e.g. T.T.C., towing recoveries)	(\$1.5)	(\$0.4)	(\$1.6)	\$0.1	(\$0.3)	(\$0.2)
Total Net	\$49.2	\$19.7	\$48.5	\$0.7	\$0.6	\$1.3

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 and Benefits (including Premium Pay):

A favourable variance of \$0.4M is projected in salaries and benefits, excluding premium pay. The P.E.U. budget assumed hiring would take place at a sufficient pace to fully staff parking enforcement and support staff positions. Three recruit classes were budgeted for this year. However, in addition to regular parking enforcement attrition, several parking enforcement staff have been successful in obtaining other positions within the Service (e.g. police officers and special constables). As a result, the P.E.U. is projected to be slightly below its funded strength of parking enforcement officers, on average, during the year.

Historically, nearly all premium pay at the P.E.U. is related to enforcement activities, such as special events or directed enforcement activities. Directed enforcement activities are instituted to address specific problems. All premium pay expenditures are approved by supervisory staff and carefully controlled. A favourable variance of \$0.2M is projected in premium pay at this time, excluding the COVID-19 impacts noted below.

COVID-19 Impact – The P.E.U. budget includes funding for three Parking Enforcement Officer (P.E.O.) classes in 2020. The first class has already been hired, and the timing of the second class, which was scheduled for July, is being reviewed as a result of the pandemic. No savings have been reflected at this time. However, the P.E.U. will take into account anticipated enforcement demands in the determination of the timing of the next class. It is important to note that continuing impacts of the pandemic are difficult to predict and it takes several weeks of training before a newly hired parking enforcement officer is independently issuing tickets.

Due to reduced enforcement during the pandemic, premium pay spending has been reduced and the P.E.U. is projecting additional premium pay savings of \$0.9M. The level of spending / savings is directly related to the timing of when enforcement levels get back to historical pre COVID-19 levels.

Non-salary Expenditures:

No variance is anticipated in the non-salary accounts at this time.

COVID-19 Impact – Year to date expenditures associated with COVID-19 are approximately \$20,000 and have been limited to cleaning supplies and services. Ongoing costs are expected to be under \$10,000 per month. However, these are expected to be offset by reduced expenditures associated with a reduction in issuance

of parking tags (e.g., tag rolls, gasoline). Personal protective equipment is currently being supplied by the Service.

Revenue:

Revenues include towing recoveries, contribution from reserves and recoveries from the Toronto Transit Commission (T.T.C.). The recoveries from the T.T.C. are for premium pay expenditures that are incurred to enforce parking by-laws on T.T.C. right of ways, which are necessitated by the continuing weekend subway closures for signal replacements maintenance. A favourable variance of \$0.1M is projected for these recoveries. However, the net impact is zero, as they are a direct reimbursement of billed premium pay expenditures.

COVID-19 Impact – As a result of COVID-19, the requirement to enforce the T.T.C. right of ways has been reduced. However, this will result in a net zero variance as there is an offsetting reduction in premium pay costs.

The P.E.U. recovers costs associated with administering the pounds operations from towing operators. With the onset of COVID-19, the number of vehicles impounded has decreased dramatically, as a result, a revenue loss of \$0.3M is projected to year-end.

Conclusion:

As at June 30, 2020, the P.E.U. operating budget is projected to be \$1.3M under spent at year-end. The financial impacts of COVID-19, currently estimated at a \$0.6M favourable variance and included in the \$1.3M variance, are difficult to accurately predict, as this pandemic is without precedent and its duration is not known. The P.E.U. is continually reviewing its spending plans to manage this risk in order to continue to stay within budget.

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

Respectfully submitted,

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

*original copy with signature on file in Board office



Toronto Police Services Board Report

August 24, 2020

To: Chair and Members
Toronto Police Services Board

From: James Ramer
Chief of Police

Subject: 2020 Operating Budget Variance for the Toronto Police Service, Period Ending June 30, 2020

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.

Financial Implications:

At its December 16, 2019 meeting, the Board approved the Toronto Police Service's (Service) budget request at \$1,076.2M (Min. No. P237/19 refers), a 3.9% increase over the 2019 approved operating budget.

Subsequently, City Council, at its February 19, 2020 meeting, approved the Service's 2020 operating budget at the same amount.

Background / Purpose:

The purpose of this report is to provide the Board with the Service's 2020-projected year-end variance as at June 30, 2020.

Discussion:

As at June 30, 2020, the Service is projecting to come in on budget. However, it is important to note that we are still responding to the COVID-19 pandemic and the financial implications are difficult to predict as they are for the most part without precedent. The Service is evaluating spending plans and opportunities to manage this risk to stay within budget, including reviewing the timing and pace of hiring, premium pay spending and non-salary expenditures. For planning purposes, the projections below assume that COVID-19 will continue to impact the City and the Service to varying degrees to the end of the year.

COVID-19:

Since mid-March, the COVID-19 pandemic has greatly impacted how the Service conducts its operations and has altered demands for service. Specifically:

- Service facilities have been closed to the public;
- most courts have shut down;
- special events have been cancelled;
- members have been in self- isolation for periods of time;
- personal protective equipment purchases have increased substantially;
- new social distancing rules have been created that require enforcement; and
- workplace adjustments to prevent COVID-19 spread have or will be made.

Despite the foregoing, the Service must still provide responsive public safety services to the communities we serve. While COVID-19 has presented service challenges, it has resulted in financial impacts as well.

As at June 30, 2020, the Service has incurred approximately \$4.8M in costs and lost revenues, and saved approximately \$4.4M, for a net pressure to the Service of \$0.4M. While the year to date COVID-19 related spending is resulting in a pressure, the Service is projecting a net favourable financial impact of approximately \$5.9M due to COVID-19, by year-end. This is mainly due to premium costs savings as a result of courts being closed and reduced medical/dental costs due to service providers being closed during portions of the pandemic.

As best as can be projected, the above pandemic impacts include:

- unfavourable impacts that may result from an increase in the lieu banks of members taking less time off;
- additional vacation pay liability that may occur at year end due to greater vacation carryforwards;
- the on-going need for personal protective equipment, sanitizer, decontamination supplies, enhanced cleaning services etc.; and
- changes that may be required to some work spaces to protect our members' health and safety.

These potential financial impacts and Service's response to them are discussed below in more detail.

Financial Controls Already Implemented:

In the Service's COVID-19 response, several steps have been taken to ensure that cost containment measures are put in place, balancing operational need with fiscal discipline:

- *Incident Command Model* – as part of an incident command system model, the Service's Emergency Management and Public Order (E.M.P.O.) unit in the COVID-19 Command Centre oversees all COVID-19 related non-salary purchases. This ensures that the Service has a coordinated approach to approving and securing the supplies, equipment and services necessary for our response and that all purchases are operationally necessary and in line with the Service's response strategy.
- *Emergency Purchases Justification Form* – a form was developed by the Finance & Business Management for emergency purchases (non-competitive purchases greater than \$5,000 and competitive purchases greater than \$25,000). This form is completed by the Incident Command Centre and has multi purposes:
 - ensures all steps have been taken to identify synergies or the availability of required items within the Service first before purchasing them;
 - outlines why the item is urgent and operationally necessary at this time for the purposes of addressing public and member health and safety;
 - addresses where the item will be used, if applicable, after the COVID-19 response;
 - justifies, if applicable, why a non-competitive purchase was necessary; and
 - ensures all appropriate reviews and approvals for the purchases.
- *Civilian Hiring* – All vacant civilian positions are being reviewed before starting the hiring process, to determine if filling the position can be put on hold or deferred. Only those positions that are deemed critical from a service, risk mitigation, cost savings or legislated perspective will be posted. The impact of the COVID-19 pandemic on the position will also be considered in terms of the immediate need to fill the position.

Some mass hiring classes have been put on hold such as for Auxiliaries and the Youth In Policing Initiatives (Y.I.P.I.s) and other classes have been deferred to later in the year (e.g. District Special Constables) to better balance resources with service demands.

- *Vacation* – In an effort to address wellness and contain costs, the Command team has encouraged all members to use their vacation time where operationally feasible. Members have been instructed to meet with supervisors to discuss the use of both 2020 vacation and carry-over time from 2019. The Command will

continue to review the use of vacation time over the course of the year.

- *Travel* - All non-essential travel has been put on hold.
- *Training* - is being limited to where it is required for policing or to maintain required designations and certifications.

Possible Additional Controls and Offset Measures:

Other measures currently being considered to control expenditures and offset costs include:

- The need for new or continued contract resources
- Potential reductions/deferral to the Service’s capital program
- Review of accounts to determine whether any spending can be reduced or deferred without creating risks or service implications

The following chart summarizes the variance by expenditure and revenue category, and provides the COVID-19 impact for each category. Details regarding these categories are discussed in the section that follows.

Category	2020 Budget (\$Ms)	Actual to Jun 30/20 (\$Ms)	Projected Year-End Actual (\$Ms)	Fav / (Unfav) (\$Ms)	COVID-19 Fav / (Unfav) (\$Ms)	Total Fav / (Unfav) (\$Ms)
Salaries	\$807.7	\$373.3	\$802.5	\$5.2	\$2.5	\$7.7
Premium Pay	\$49.6	\$23.1	\$66.3	(\$16.7)	\$7.2	(\$9.5)
Benefits	\$224.8	\$110.4	\$224.9	(\$0.1)	\$5.1	\$5.0
Non Salary	\$83.6	\$54.1	\$83.2	\$0.4	(\$0.8)	(\$0.4)
Contributions to / (Draws from) Reserves	\$19.4	\$0.0	\$19.4	\$0.0	\$0.0	\$0.0
Revenue	(\$109.0)	(\$19.1)	(\$111.4)	\$2.4	(\$8.1)	(\$5.7)
Total Net Before Grants	\$1,076.1	\$541.8	\$1,084.9	(\$8.8)	\$5.9	(\$2.9)
Net Impact of Grants	\$0.1	(\$2.4)	(\$2.8)	\$2.9	\$0.0	\$2.9
Total	\$1,076.2	\$539.4	\$1,082.1	(\$5.9)	\$5.9	\$0.0

It is important to note that expenditures do not all follow a linear pattern and therefore year-to-date expenditures cannot be simply extrapolated to year-end. Rather, the projection of expenditures to year-end is done through an analysis of all accounts, taking into consideration factors such as expenditures to date, future commitments expected and spending patterns. In addition, the Service receives significant amounts of in-year grant funding and the revenues from the grant funding offset any related

expenditures.

Salaries:

A favourable variance of \$7.7M is projected in the salaries category, including the COVID-19 impact.

Expenditure Category	2020 Budget (\$Ms)	Actual to Jun 30/20 (\$Ms)	Projected Year-End Actual (\$Ms)	Fav / (Unfav) (\$Ms)	COVID-19 Fav / (Unfav) (\$Ms)	Total Fav / (Unfav) (\$Ms)
Uniform	\$598.6	\$279.3	\$598.8	(\$0.2)	\$0.6	\$0.4
Civilian	\$209.1	\$94.0	\$203.7	\$5.4	\$1.9	\$7.3
Total Salaries	\$807.7	\$373.3	\$802.5	\$5.2	\$2.5	\$7.7

Uniform Officers - The 2020 approved budget includes funding for 341 uniform hires and assumed that there would be 230 uniform officer separations during the year. To date, 95 Officers have separated from the Service, as compared to 136 that was assumed in the budget over the same time period. As a result, the year-end projected separations has been lowered to 185. With the reduced number of separations, the Service has reduced the size of the August class to 82, from its budget of 126 cadets. The unfavourable variance from the reduced number of separations has been largely offset by a greater than budgeted number of members on unpaid leaves.

COVID-19 Impact - The Service budget includes ten lateral hires from other police services in May 2020. Due to COVID-19, these police services have not been able to provide the necessary background information to the Service that is required to process the applications for these lateral hires. As a result, these lateral hires will be replaced with cadets in the August class, with a net savings of \$0.6M.

Civilians - The 2020 approved budget includes funding to continue the hiring of Special Constables, Communications Operators and Bookers to approved staffing levels. In addition, funding was included to backfill civilian vacancies such as Court Officers and information technology staff and to continue hiring in support of transformation initiatives. While the Service has been hiring to fill critical positions, many of the positions have been filled through internal promotions thereby creating other vacancies. In addition, a greater than anticipated numbers of civilians were successful in obtaining cadet positions in the December 2019 and April 2020 recruit classes. While the Service significantly ramped up its hiring capacity in the weeks before COVID-19, it is still taking longer than anticipated to fully staff some positions and to backfill current year separations. Therefore, the Service is projecting a significant savings in civilian salaries. The longer than anticipated hiring timelines have, however, resulted in civilian premium pay pressures (pre-pandemic) as described below. In addition, not being able to fill key vacancies in a timely manner has resulted in operational service pressures and increased risk in those areas where the vacancies reside, and has impacted work on

some projects/initiatives.

COVID-19 Impact - The Service has limited hiring to critical vacancies in order to contain costs and not add to the budget pressures at the City. However, due to the past hiring freeze, the Service has a high vacancy rate and must continue to fill required positions to continue to effectively operate and support the delivery of core public safety services. With social distancing, personal contact has been greatly reduced or eliminated and therefore the Service has had to conduct interviews and background assessments over the phone or through video conference. The process is taking longer and the timing of hires has been delayed. As a result of the foregoing, the Service is projected to have an additional favourable variance of \$1.9M in civilian salaries.

Premium Pay:

An unfavourable variance of \$9.5M is projected in the premium pay category.

Expenditure Category	2020 Budget (\$Ms)	Actual to Jun 30/20 (\$Ms)	Projected Year-End Actual (\$Ms)	Fav / (Unfav) (\$Ms)	COVID-19 Fav / (Unfav) (\$Ms)	Total Fav / (Unfav) (\$Ms)
Uniform	\$44.4	\$19.8	\$56.5	(\$12.1)	\$6.8	(\$5.3)
Civilian	\$5.2	\$3.3	\$9.8	(\$4.6)	\$0.4	(\$4.2)
Total Premium Pay	\$49.6	\$23.1	\$66.3	(\$16.7)	\$7.2	(\$9.5)

Premium pay is incurred when staff are required to work beyond their normal assigned hours for extended tours of duty (e.g., when officers are involved in an arrest at the time their shift ends), court attendance scheduled for when the officer is off duty, or call-backs (e.g. when an officer is required to work additional shifts to ensure appropriate staffing levels are maintained or for specific initiatives). The Service’s ability to deal with and absorb the impact of major unplanned events (e.g. demonstrations, emergency events, and homicide / missing persons) relies on the utilization of off-duty officers which results in premium pay costs.

The 2020 operating budget includes an opening premium pay pressure of approximately \$20M, as the Service experienced an unfavourable premium pay variance of \$14.1M in 2019 and the 2020 operating budget submission includes a \$6.0M decrease to the premium pay budget. It is anticipated that moving to new shift schedules and filling more vacancies, will help reduce the requirement for premium pay. The 2019 level of premium pay expenditures is not sustainable from a financial, operational and member well-being perspective. However, it must be noted that there is a risk that the reduced premium pay budget is premised on certain assumptions, such as the timing of new hires and what the anticipated levels of service demand will be, including unanticipated events. If these assumptions change, there may be a need to rely on premium pay more than anticipated. The Service will monitor and take steps to control premium pay and will report against budget through the variance reporting process to the Board.

The Service has implemented alternative work schedules by realigning staffing hours to better reflect demand. The objective is to help reduce response times and to increase proactive community safety and engagement activities by Priority Response officers.

The implementation of the new shift schedules, along with an increase in divisional staffing levels as compared to 2019 at this same point in time, has contributed to a reduction in divisional callbacks, resulting in premium pay savings as compared to 2019. However, these savings have been partially offset by increases in premium pay spending in Detective Services units to conduct criminal investigations.

Additional premium pay is also incurred as units address critical workload issues resulting from a significant number of civilian staff vacancies across the Service. Civilian overtime and callbacks are authorized when required to ensure deadlines are met, key service levels maintained, and tasks completed in order to ensure risks are mitigated and additional hard dollar costs are avoided. Civilian premium pay is projecting unfavourable at this time. The projected higher than budgeted civilian premium pay expenditures have been fully offset by savings in civilian salaries.

COVID-19 Impact - Due to court closures for part of the year and reduced special events, the Service is projecting savings in premium pay. It is unknown how long current conditions will continue. Given this unpredictability, the impacts cannot be determined with any degree of certainty. However, it can be assumed that the longer court closures continue, the greater the savings in court premium pay. These savings have been partially offset by costs associated with the enforcement of social distancing requirements.

While premium pay spending since the start of the pandemic is lower, it is difficult to accurately project the full impact COVID-19 may have on premium pay. For example, while premium pay spending is down, members have been taking less time off when compared to last year. This has resulted in an increase in members' lieu bank balances, which can be cashed out or represent a liability at year-end. In addition, while the Command is encouraging members to take vacation where operationally feasible, COVID-19 could significantly impact on members' ability to take vacation, resulting in significant balances at year-end that would have to be set up as liabilities. The level of gun and gang violence as we approach the summer season and the Service's action plans to address it, may also impact premium pay. The Service continues to assess impacts as more information becomes available.

Benefits:

A favourable variance of \$5.0M is projected in this category.

Expenditure Category	2020 Budget (\$Ms)	Actual to Jun 30/20 (\$Ms)	Projected Year-End Actual (\$Ms)	Fav / (Unfav) (\$Ms)	COVID-19 Fav / (Unfav) (\$Ms)	Total Fav / (Unfav) (\$Ms)
Medical / Dental	\$44.5	\$17.0	\$44.5	\$0.0	\$4.9	\$4.9
O.M.E.R.S. / C.P.P. / E.I. / E.H.T.	\$139.4	\$77.4	\$138.0	\$1.4	\$0.2	\$1.6
Sick Pay Gratuity /C.S.B./L.T.D.	\$21.5	\$7.2	\$21.5	\$0.0	\$0.0	\$0.0
Other (e.g., W.S.I.B., life insurance)	\$19.4	\$8.8	\$20.9	(\$1.5)	\$0.0	(\$1.5)
Total Benefits	\$224.8	\$110.4	\$224.9	(\$0.1)	\$5.1	\$5.0

Favourable variances in the O.M.E.R.S. /C.P.P. /E.I. /E.H.T. category is a result of reduced civilian staffing levels. Year to date costs for W.S.I.B. cost are trending unfavourable and an unfavourable variance in now projected.

COVID-19 Impact - The Service has seen a reduction in-group benefit costs associated with physiotherapy, chiropractor, massages, and non-emergency dental services as social distancing has resulted in the reduction or elimination of many of these services. The amount of savings is difficult to predict, because of not only the unknown timing of the pandemic, but also the extent to which members may catch up on services when they become available again.

Non-Salary:

An unfavourable variance of \$0.4M is projected in this category.

Non Salary	2020 Budget (\$Ms)	Actual to Jun 30/20 (\$Ms)	Projected Year-End Actual (\$Ms)	Fav / (Unfav) (\$Ms)	COVID-19 Fav/ (Unfav) (\$Ms)	Total Fav / (Unfav) (\$Ms)
Vehicles (e.g. gas, parts)	\$13.3	\$11.1	\$12.3	\$1.0	(\$0.4)	\$0.6
Information Technology	\$28.7	\$25.3	\$29.3	(\$0.6)	(\$0.5)	(\$1.1)
Contracted Services	\$12.5	\$4.9	\$13.3	(\$0.8)	\$0.0	(\$0.8)
Uniforms and outfitting	\$9.4	\$5.9	\$9.3	\$0.1	\$0.0	\$0.1
Other	\$19.7	\$6.9	\$19.0	\$0.7	\$0.1	\$0.8
Total Non Salary	\$83.6	\$54.1	\$83.2	\$0.4	(\$0.8)	(\$0.4)

The projected favourable variance in Vehicles is mainly a result of lower than budgeted gasoline costs. The unfavourable variances in Information Technology, Contracted Services and Other categories are offset from recoveries and fees. The offsetting favourable variances can be found in the Revenues section below.

COVID-19 Impact - The Service needs to ensure its members have the equipment and supplies to keep them and the community safe as they do their work. As a result, there has been an on-going need to purchase gloves, masks, sanitizer and other supplies, equipment and services to keep our members, their workspace, their vehicles and equipment, free from contamination. We have also asked the City to enhance their cleaning services, with particular attention given to high touch areas. All of these measures will require funds that were not budgeted for and which will therefore cause a pressure for the Service.

In order to enhance health and safety in the workplace, as the Service plans for a gradual return to normal operations, other actions to protect our members and enable physical distancing have been taken. These measures have required the installation protective barriers and the reconfiguration of the workspace in some areas, as well as the expanded use of one-person patrol vehicles. These measures are not included in the Service's budget and would therefore cause a COVID-19 related financial pressure.

Contributions to / (Draws from) Reserves:

A net zero variance is projected in this category.

Reserves Category	2020 Budget (\$Ms)	Actual to Jun 30/20 (\$Ms)	Projected Year-End Actual (\$Ms)	Fav / (Unfav) (\$Ms)	COVID-19 Fav / (Unfav) (\$Ms)	Total Fav / (Unfav) (\$Ms)
Contribution to Reserves:						
Collective Agreement Mandated - Central Sick, Sick Pay Gratuity & Post-Retirement Health	\$17.1	\$0.0	\$17.1	\$0.0	\$0.0	\$0.0
Legal	\$0.9	\$0.0	\$0.9	\$0.0	\$0.0	\$0.0
Insurance	\$10.2	\$0.0	\$10.2	\$0.0	\$0.0	\$0.0
Vehicle & Equipment	\$22.3	\$0.0	\$22.3	\$0.0	\$0.0	\$0.0
Contribution to Reserves	\$50.5	\$0.0	\$50.5	\$0.0	\$0.0	\$0.0
Draws from Reserves:						

Reserves Category	2020 Budget (\$Ms)	Actual to Jun 30/20 (\$Ms)	Projected Year-End Actual (\$Ms)	Fav / (Unfav) (\$Ms)	COVID-19 Fav / (Unfav) (\$Ms)	Total Fav / (Unfav) (\$Ms)
Collective Agreement Mandated - Central Sick, Sick Pay Gratuity & Post-Retirement Health	(\$22.9)	\$0.0	(\$22.9)	\$0.0	\$0.0	\$0.0
Legal & Modernization	(\$8.2)	\$0.0	(\$8.2)	\$0.0	\$0.0	\$0.0
Draws from Reserves	(\$31.1)	\$0.0	(\$31.1)	\$0.0	\$0.0	\$0.0
Contributions to / (Draws from) Reserves	\$19.4	\$0.0	\$19.4	\$0.0	\$0.0	\$0.0

As part of the annual operating budget process, the Board and Council approve contributions to and expenditures from reserves. The various reserves are established to provide funding for anticipated expenditures to be incurred by the Service, and to avoid large swings in costs from year to year. The Service contributes to and/or draws from the following reserves: City Sick Pay Gratuity; City Insurance; Vehicle and Equipment; Central Sick; Post-Retirement Health; and Legal.

The adequacy of reserves is reviewed annually, based on the Service's estimated spending and asset replacement strategies. Contributions are made and expensed to the operating budget accordingly. At this time, no variance is anticipated.

Revenue:

An unfavourable variance of \$5.7M is projected in this category.

Revenue Category	2020 Budget (\$Ms)	Actual to Jun 30/20 (\$Ms)	Projected Year-End Actual (\$Ms)	Fav / (Unfav) (\$Ms)	COVID-19 Fav / (Unfav) (\$Ms)	Total Fav / (Unfav) (\$Ms)
Provincial Recoveries	(\$52.3)	(\$1.0)	(\$53.3)	\$1.0	\$0.0	\$1.0
Fees and Recoveries (e.g., paid duty, secondments, and reference checks.)	(\$31.3)	(\$9.0)	(\$32.5)	\$1.2	(\$8.1)	(\$6.9)
Paid Duty - Officer Portion	(\$24.7)	(\$8.7)	(\$24.7)	\$0.0	\$0.0	\$0.0
Miscellaneous Revenue	(\$0.7)	(\$0.4)	(\$0.9)	\$0.2	\$0.0	\$0.2
Total Revenues	(\$109.0)	(\$19.1)	(\$111.4)	\$2.4	(\$8.1)	(\$5.7)

Year to date recoveries to mid March for the paid duty administrative fees and reference checks are greater than expected. As a result, the Service is projecting a favourable

variance to year-end in fees and recoveries prior to COVID-19. Favourable variances in provincial recoveries and other recoveries are to fund specific associated expenditures.

COVID-19 Impact – A large portion of the unfavourable variance, \$3.9M, is associated with recoverable premium pay for officer off duty attendance at Provincial Offenses Act courts, which are currently closed. The loss of this recovery results in a net zero variance as premium pay spending is favourable by the same amount. The remaining unfavourable variance (\$4.2M) is from other items such as criminal reference checks and paid duty administrative fees, as there is less demand for paid duties and vulnerable sector screenings.

Grants:

A favourable variance of \$2.9M is projected in this category.

Grants	2020 Budget (\$Ms)	Actual to June 30/20 (\$Ms)	Projected Year-End Actual (\$Ms)	Fav / (Unfav) (\$Ms)	COVID-19 Fav / (Unfav) (\$Ms)	Total Fav / (Unfav) (\$Ms)
Expenses:						
Guns & Gangs	\$5.0	\$0.7	\$3.7	\$1.3	\$0.0	\$1.3
Community Safety & Policing	\$0.0	\$5.4	\$7.1	(\$7.1)	\$0.0	(\$7.1)
Other	\$0.0	\$1.2	\$1.7	(\$1.7)	\$0.0	(\$1.7)
Total Expenses	\$5.0	\$7.3	\$12.5	(\$7.5)	\$0.0	(\$7.5)
Revenues:						
Guns & Gangs	(\$4.9)	(\$0.1)	(\$6.5)	\$1.6	\$0.0	\$1.6
Community Safety & Policing	\$0.0	(\$4.1)	(\$7.1)	\$7.1	\$0.0	\$7.1
Other	\$0.0	(\$1.2)	(\$1.7)	\$1.7	\$0.0	\$1.7
Total Revenues	(\$4.9)	(\$5.4)	(\$15.3)	\$10.4	\$0.0	\$10.4
Net Impact From Grants	\$0.1	\$1.9	(\$2.8)	\$2.9	\$0.0	\$2.9

Grant funding generally results in a net zero variance, as funds are provided for expenditures to achieve specific purposes. However, a net favourable variance is projected in this category as a portion of the grant funding is going towards funded positions that are assigned to provincially supported programs.

The Service is usually aware of grant opportunities prior to budget approval; however, revenue and expenditure budgets cannot be set up if the grant contracts are not approved. In addition, as the provincial fiscal year ends on March 31st, versus December 31st for the Service, unspent provincial grant funding from 2019 is carried forward into the first quarter of 2020. The amounts being carried forward are not

finalized until well after year-end. As a result, the base budgets for grants are often zero and the grants are reflected as in year funding.

As the Service receives other grant funding during the year, future variance reports will reflect these spending plans as the grant applications are approved and agreements are finalized.

COVID-19 Impact - The Service has not been notified of any changes in grant funding due to COVID-19.

Conclusion:

As at June 30, 2020, the Service is projecting to be on budget at year-end. The financial impacts of COVID-19, currently estimated at a \$5.9M favourable variance, are difficult to accurately predict as this pandemic is without precedent and the length of the pandemic is unknown. The Service continues to evaluate spending plans and opportunities to manage this risk in order to continue to stay within budget, recognizing that unanticipated events as well as gun and gang violence could require increased action and response to keep our communities safe. The Service is also looking at action that can be taken this year to reduce budget pressures in 2021.

The Board will be kept apprised through the variance reporting process or ad hoc reports, as necessary and appropriate.

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

Respectfully submitted,

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

*original copy with signature on file in Board office



Toronto Police Services Board Report

August 25, 2020

To: Chair and Members
Toronto Police Services Board

From: James Ramer
Chief of Police

Subject: Toronto Police Service Audit & Quality Assurance Annual Report

Recommendation(s):

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

Financial Implications:

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

Background / Purpose:

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

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

The purpose of this report is to provide the Board with the Service's 2020 Audit Workplan and 2019 Project Results. This report was also provided to the Board's in-camera meeting, with items that are of a confidential nature.

Discussion:

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

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

Internal controls are:

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

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

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

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

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

implemented effectively, efficiently, economically, environmentally and ethically in response to community needs;

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

International Standards for the Professional Practice of Internal Auditing

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

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

Development of Annual Audit Workplan

Audit and Quality Assurance begins its annual workplan development process by researching and examining regulatory, environmental, technological and community issues and concerns that have the potential to affect the operations of the Service. The Unit also examines other agencies' audit reports for trends, emerging issues and topics. Audit and Quality Assurance then consults with the Command, senior management and selected unit commanders to identify risks, opportunities, strengths and weaknesses which may impact the ability of the Service to achieve its priorities, goals and strategies. At the direction of the Chief, A.&Q.A. has also consulted with the Chair of the Board regarding proposed workplan topics.

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

In formulating the workplan, A.&Q.A. also considers legislative and Service requirements. The main legislative requirement is Ontario Regulation 03/99, Adequacy and Effectiveness of Police Services. Audit and Quality Assurance is mandated by the

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

Audit and Quality Assurance cannot possibly audit every unit, process, policy, procedure or program in the Service. It is therefore important that in developing the annual workplan, careful consideration is given to prioritizing projects so that the Unit's limited resources can be utilized efficiently and effectively, and add the greatest overall value to the Service.

2020 Audit Workplan

Audit and Quality Assurance's 2020 Audit Workplan (see Appendix A) was approved by the E.A.C. at its December 6, 2019 meeting and subsequently approved by the Chief on December 18, 2019. The workplan is a working document and is designed to accommodate changes due to challenges that arise from project findings or the need to divert resources to deal with emerging issues.

Please note that the 2020 Audit Workplan was prepared and approved before the beginning of the COVID-19 pandemic. Audit & Quality Assurance is currently reviewing the workplan to:

- determine if there is opportunity to include COVID related risks/audits;
- determine if any planned projects should be cancelled or deferred; and
- consider the impact that limited resources both within A.&Q.A. and across the Service will have on any project.

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

2019 Project Results

Appendix B outlines reports issued in 2019 and Appendix C lists projects in progress at year end. A summary of project objectives and related findings are included as part of these documents. The findings and assigned risk are based on a comparison of the conditions, as they existed at the time, against pre-established audit criteria that were agreed on with management. The findings and assigned risk are applicable only to areas examined and for the time period specified.

Conclusion:

This report provides the Board with the Service's 2020 Audit Workplan and 2019 Project Results.

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

Respectfully submitted,

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

*original copy with signature on file in Board office

Appendix A – 2020 Audit Workplan

Project	Synopsis	Projected Total Hours
Service Procedures Compliance to Adequacy Standards Requirements	An ongoing review to ensure Service procedures are in compliance with Adequacy Standards requirements.	50
Risk Assessment and Workplan Development	The Institute of Internal Auditors' <i>International Standards for the Professional Practice of Internal Auditing (Standards)</i> require A.&Q.A. to conduct a yearly risk assessment in the preparation of its workplan to ensure adequate resources are deployed to audit high risk areas.	200
Quality Assurance and Improvement Program	As part of A.&Q.A.'s continuous improvement process, the Unit will review its conformance with the Institute of Internal Auditors' <i>Standards</i> on an ongoing basis. This will help to alleviate the time pressure on the next internal assessment/external validation to be performed in 2021.	500
Property and Video Evidence Management Unit – Drug Processing Section	The Property and Video Evidence Management Unit audit is broken into four areas: general warehouse, drugs, firearms and video evidence to ensure adequate coverage of all areas. Each area will be selected for a comprehensive audit every four years.	700
Ministry of Transportation Inquiry Services System Compliance Audit	To identify and report on compliance issues, in accordance with the Inquiry Services System Oversight Framework for Policing Services of the Ministry of Transportation.	500
Skills Development and Learning Plan for Supervisors (A.I.-002 and L.E.-025)	An audit of the Service's compliance with the regulatory requirements of two adequacy standards, Skills Development and Learning (A.I.-002) and Supervision (L.E.-025). Additionally, this audit will focus on the supervision of members of the Service who provide emergency response services, and more specifically the knowledge, skills and abilities that are required to supervise these members, as well as the mandatory training that supervisors are required to complete.	1200
Incident/Breach Response	An audit of the Service's incident/breach response processes and activities in relation to cybersecurity.	750

Project	Synopsis	Projected Total Hours
Production Data in Non-Production Environments	An audit of the compliance and controls for copying production data into non-production environments for activities such as information system testing.	800
Plainclothes and Priority Response Unit Patrol Allowances	An investigation into the process for adding members to these lists and taking them off these lists to ensure members are properly paid.	800
Contractors/Consultants Engagement	A value for money audit regarding the engagement and management of contractors and consultants.	1200
Various Inspections	A two member team will conduct divisional/unit inspections.	2500

Appendix B - Projects Completed in 2019

Project Name: Audit of Corporate Credit Cards

Project Objectives: The objectives of this project were to:

- verify that corporate credit cards are issued, returned and cancelled in accordance with governance; and
- verify that purchases made on corporate credit cards are appropriate, authorized and contain the supporting documentation.

Project Results: The audit team found many instances of non-compliance with Service governance in terms of goods and services purchased through corporate credit cards. Service procedures on business expenses and credit card expenditures need to be consolidated to provide clearer direction. Circumstances and limits on when it is appropriate for the Service to purchase tickets for charity events needs to be established. A Credit Card Compliance Program, similar to that at the City, should be established to further monitor and deal with non-compliance issues. The findings in this report represent a high risk to the Service.

Management Response: Routine orders have been issued reminding members that:

- All business expenses paid by the Service must have a clear business purpose, be reasonable and comply with Service procedures, regardless if paid by a Service issued credit card or other means (e.g. petty cash); and
- The use of Service funds/corporate credit cards to purchase tickets for charity events is strictly prohibited. Note: A Service procedure will be developed in this regard, if and as appropriate.

Service Procedures 18-17 “Corporate Credit Cards” and 18-18 “Business Expenses” will be merged into one Service procedure to provide clearer and more consistent direction to members. It is expected that the revised Procedure will be completed by Q4 2020.

In addition, the Service is looking at the feasibility and value of implementing a credit card compliance program to help ensure compliance with Service Procedures.

Project Name: Ministry of Transportation Inquiry Services System Compliance Audit

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

Project Results: The Board is compliant with the Memorandum of Agreement and Oversight Framework entered into with the Ministry of Transportation (M.T.O.). Minor issues were identified where the lawful purpose for queries within M.T.O. I.S.S. were not identifiable, either due to limited information being noted or the searches themselves being improper (e.g. searching of a member’s own name, colleague, or family name). These issues were addressed with the Local Administrator, Information Security Unit. The findings in this report represent a moderate to low risk to the

Appendix B - Projects Completed in 2019

Service.

Management Response: Members were further reminded of their responsibilities with respect to documentation through a Routine Order and non-compliance issues were addressed by Professional Standards.

Project Name: Audit of Workplace Harassment

Project Objectives: The objectives of this project were to:

- verify that the workplace harassment provisions of (1) Ontario's *Human Rights Code* (Code), (2) Ontario's *Occupational Health & Safety Act* (O.H.S.A.), (3) Adequacy Standard A.I.-003, Equal Opportunity; Discrimination and Workplace Harassment Prevention (Adequacy Standard A.I.-003) and (4) Board governance are addressed in Service governance;
- determine the number of Service members that have received training on workplace harassment; and
- determine if Service governance is robust enough to ensure that allegations of workplace harassment, including those that are prohibited under the Code, are reported and investigated in accordance with the requirements of the Code and the O.H.S.A.

Project Results: There are a number of areas of Service governance that require improvement in order to be compliant with the workplace harassment provisions of the Code and the O.H.S.A. and to be consistent with the guidelines set out in Adequacy Standard A.I.-003. The majority of Service members have not received workplace harassment training since Bill 132 came into force. In addition, the subject matter is complex and it is questionable whether the time allotted to this training is sufficient.

The Service has governance in place that addresses reporting and investigating complaints of workplace harassment. However, overlapping procedures, complexity of the process and the number of units involved can make understanding the process difficult, particularly for members who are going through a difficult time. The findings in this report represent a medium to high risk to the Service.

Management Response: The Service has hired consultants to conduct a Workplace Well-being, Harassment and Discrimination Review. The Audit of Workplace Harassment will be provided to the consultants for consideration in their review. Throughout the year the Service has provided a diverse range of human rights, workplace harassment and wellness training and education across ranks, units and divisions, each presented in various formats, including online, in-person/interactive trainings as well as a conference/symposium on this topic. These varied educational components run the gamut from practical training for front-line staff to specialized training for workplace harassment investigators and coordinators. The Equity, Inclusion and Human Rights unit will continue to work in collaboration with others, including the Toronto Police College, Professional Standards, and Wellness units, to expand and modernize the Service's curricula so that all members receive

Appendix B - Projects Completed in 2019

comprehensive education on their rights and responsibilities under applicable human rights legislation.

Project Name: Risk Assessment and Workplan Development

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

Project Results: The 2020 Workplan was developed and is attached to this report.

Project Name: Special Projects

Completed four special consulting reviews; one for the Chief Administrative Officer, two for Professional Standards and one for Legal Services.

Project Name: Divisional/Unit Inspections

Project Objectives: The objectives of the Inspections Team were to:

- inspect and validate whether Service procedures, policies and Standards of Conduct are being complied with by divisional/unit members; and
- provide a monitoring function to proactively detect and report on identified risk factors so that they can be addressed in an effective and efficient manner thereby reducing the associated risk to the Service.

Project Results: Inspection of Police Dog Services and 54/55 Division; Secondary Inspection of 41 Division; and a Divisional Compliance Report 2015-2018. Compliance issues were identified that could pose a risk to the Service.

Management Response: Inspection Reports are useful in identifying areas requiring additional attention, inspection, compliance and training. Command is improving compliance through directives to divisional and other units. In relation to Police Dog Services, actions are to be taken to improve ventilation and parking lot issues.

Appendix C – Ongoing Projects

Project Name: Service Procedures Compliance to Adequacy Standards Requirements

Project Objectives: An ongoing review to ensure that Service procedures are in compliance with Adequacy Standards requirements. Focus will be on changes made by the Ministry of the Solicitor General during the year.

Project Results: Any Ministry updates are followed up to ensure that Service procedure is amended accordingly.

Project Name: Quality Assurance and Improvement Program

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

Project Results: Each year specific procedures related to compliance are carried out throughout the year. A Summary of 2019 Activities report will be presented to the Executive Assurance Committee in early 2020.

Project Name: Audit of Officer Note Taking (L.E.-022)

Project Objectives: The objectives of this project are to:

- verify that Service governance is consistent with Adequacy Standard L.E.-022, Officer Note Taking;
- verify that Service governance is addressing areas of risk associated with officer note taking (e.g. supervision, access, storage, disclosure, and retention);
- determine whether training received by recruits aligns with the requirement of Service Procedure 13-17, Notes and Reports, to record all pertinent facts of arrests, investigations and significant events;
- determine if recruits feel they are receiving sufficient note taking training; and
- determine if the content of recruits' notes address the needs of Detectives and Detective Sergeants.

Project Results: This project was ongoing at year end.

Project Name: Vulnerability and Patch Management

Project Objectives: The objectives of this project are to:

- assess the methods for the identification of vulnerabilities on Service Information Technology infrastructure and systems;
- report on the analysis and prioritization of identified vulnerabilities; and

Appendix C – Ongoing Projects

- review conformance and process efficiency with Information Technology Services' Change and Release procedures when implementing patches.

Project Results: This project was ongoing at year end.

Project Name: Audit of Hate/Bias Motivated Crime & Hate Propaganda (L.E.-007 and L.E.-008)

Project Objectives: The objectives of this project are to:

- determine if Service governance is aligned with Adequacy Standard L.E.-007, Hate/Bias Motivated Crime and Adequacy Standard L.E.-008, Hate Propaganda;
- test Service member compliance with selected requirements of Service Procedure 05-16, Hate/Bias Crime;
- assess if training available to Service members covers the information required to properly respond to hate/bias crime and hate propaganda occurrences; and
- determine if Intelligence-Hate Crime is fulfilling their mandate.

Project Results: This project was ongoing at year end.

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

Project Objectives: The objectives of this project are to:

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

Project Results: This project was ongoing at year end.

Enterprise Risk Management

A.&Q.A. made a presentation to Command that resulted in agreement to further explore the implementation of Enterprise Risk Management. Corporate Risk Management will take the lead role with support from both A.&Q.A. and the Staff Superintendent of Public Safety Operations.



Toronto Police Services Board Report

July 21, 2020

To: Chair and Members
Toronto Police Services Board

From: James Ramer
Chief of Police

Subject: January 1 to April 30, 2020: Use of Conducted Energy Weapons

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:

During its meeting of February 22, 2018, the Board approved expansion of the C.E.W.s to frontline police constables (P.C.s) and, in doing so, the Chief agreed to provide the Board with quarterly reports as well as an annual report of C.E.W. usage (Min. No. P19/18 refers).

At its December 16, 2019 meeting, the Board received a report dated November 24, 2019 from Chief Mark Saunders entitled "Request to Restructure Conducted Energy Weapon (C.E.W.) Reporting" (Min. No. P246/19 refers). The report contained the following recommendations:

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

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

As a result of the Board approving the aforementioned recommendations, the reporting structure for annual and quarterly C.E.W. reports has changed. For 2020, the Chief is required to submit two interim reports and one annual report on C.E.W. use. Refer to Min. No. P246/19 for a detailed four-year reporting schedule.

The expansion of C.E.W.s to frontline P.C.s in 2018 has resulted in approximately four times the number of C.E.W. operators and this number will continue to increase until all frontline P.C.s are trained. For this reason, the Toronto Police Service (T.P.S.) deferred year to year comparisons until the 2020 reporting period at which time 2019 will be deemed the baseline year and 2020 the first comparison year. Consequently, Appendix A contains charts that compare 2020 C.E.W. usage to 2019 C.E.W. usage during the January 1 to April 30 reporting periods.

In 2018, the Board requested that an appendix be added to all future annual and quarterly reports containing the Board motion from February 22, 2018 (Min. No. P19/03 refers) which outlines T.P.S. requirements for future quarterly C.E.W. reports. This information is contained within Appendix B with page numbers referencing the various items that are contained within the body of this report.

Discussion:

As of April 30, 2020, a total of 3,590 T.P.S. officers received the three-day In-Service Training Program during the previous 12 months and there were 1770 P.C.s and 474 supervisors trained and qualified to use a C.E.W. Qualified C.E.W. users include members of the Emergency Task Force (E.T.F.), uniform frontline supervisors and P.C.s, as well as officers assigned to high-risk units such as Emergency Management and Public Order (E.M.P.O.), Hold-Up, Intelligence Services, Organized Crime Enforcement (including Drug Squad, Integrated Gun and Gang Task Force, Provincial Repeat Offender and Parole Enforcement (R.O.P.E.) and Fugitive Squad).

To provide context for this report and a greater understanding of the environment in which officers are working, from January 1 to April 30, 2020, T.P.S. officers attended 133,663 calls for service, an increase of 4.2 % over the previous year. Of the 133,663 total calls for service attended, 7,489 were classified as violent which represents a decrease of 4.4 % from the previous year. During the current reporting period, officers arrested 7,420 persons for *Criminal Code* and / or *Controlled Drugs and Substances Act* offences, representing a 13.8 % decrease from the previous year. Of the total calls for service attended, 10,070 involved persons in crisis (P.I.C.), an increase of 3.6 %. Of the P.I.C. calls for service, 3,943 resulted in apprehensions under the *Mental Health Act* (M.H.A.), representing an increase of 4.1 % over 2019 levels for the same reporting period. The following chart provides a two year comparison of the various calls for service and related arrests from January 1 to April 30.

Type of Calls for Service	2019	2020	Percentage Change
Calls for Service Attended	128,334	133,663	+4.2
Violent Calls for Service Attended	7,834	7,489	-4.4
P.I.C. Calls for Service	9,718	10,070	+3.6
M.H.A. Apprehensions	3,787	3,943	+4.1
Arrests	8,615	7,420	-13.8

This report provides a summary of C.E.W. use for all of the above users from January 1 to April 30, 2020. This information is based on C.E.W. reports that have been received and reviewed by the Use of Force Analyst. The data is provided in the form of graphs and charts and includes the following items:

- Types of use
- Types of use by rank or specialized unit
- Division of use
- C.E.W. user comparisons
- C.E.W. effectiveness
- C.E.W. effectiveness by user
- Types of use on persons in crisis
- Effectiveness of use on P.I.C.
- Mental health apprehensions
- Subject behaviour
- Subject believed armed
- P.I.C. believed armed
- Subject confirmed armed
- P.I.C. confirmed armed
- Subject description
- Subject age
- 17 years and under summary chart

Unintentional discharges of C.E.W.s that occur during spark testing at proving stations are not included within the graphs and charts, but are discussed on page 16.

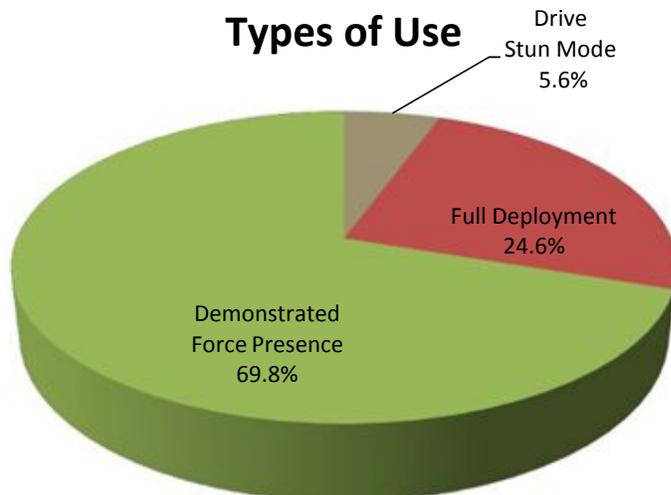
Also addressed in this report are the following items:

- Whether use of force overall increases with expanded availability of C.E.W.s
- Over-reliance or misuse of C.E.W.s and the steps taken to remedy such use including discipline and / or re-training
- Community consultation
- The number of officers trained in the three-day de-escalation training [In-Service Training Program] in the last 12 months

Types of Use

When analyzing C.E.W. use by frontline officers, it is important to do so within the context of the specific types of use. The following chart indicates the number of times a C.E.W. was used as a demonstrated force presence, in drive stun mode and as a full deployment. In accordance with the Ministry of the Solicitor General (Ministry) and T.P.S. procedure, the C.E.W. is only used in full deployment or drive stun mode (direct application) when the subject is assaultive as defined by the *Criminal Code*. Direct application of the device is only utilized to gain control of a subject who is at risk of causing harm, not to secure compliance of a subject who is merely resistant.

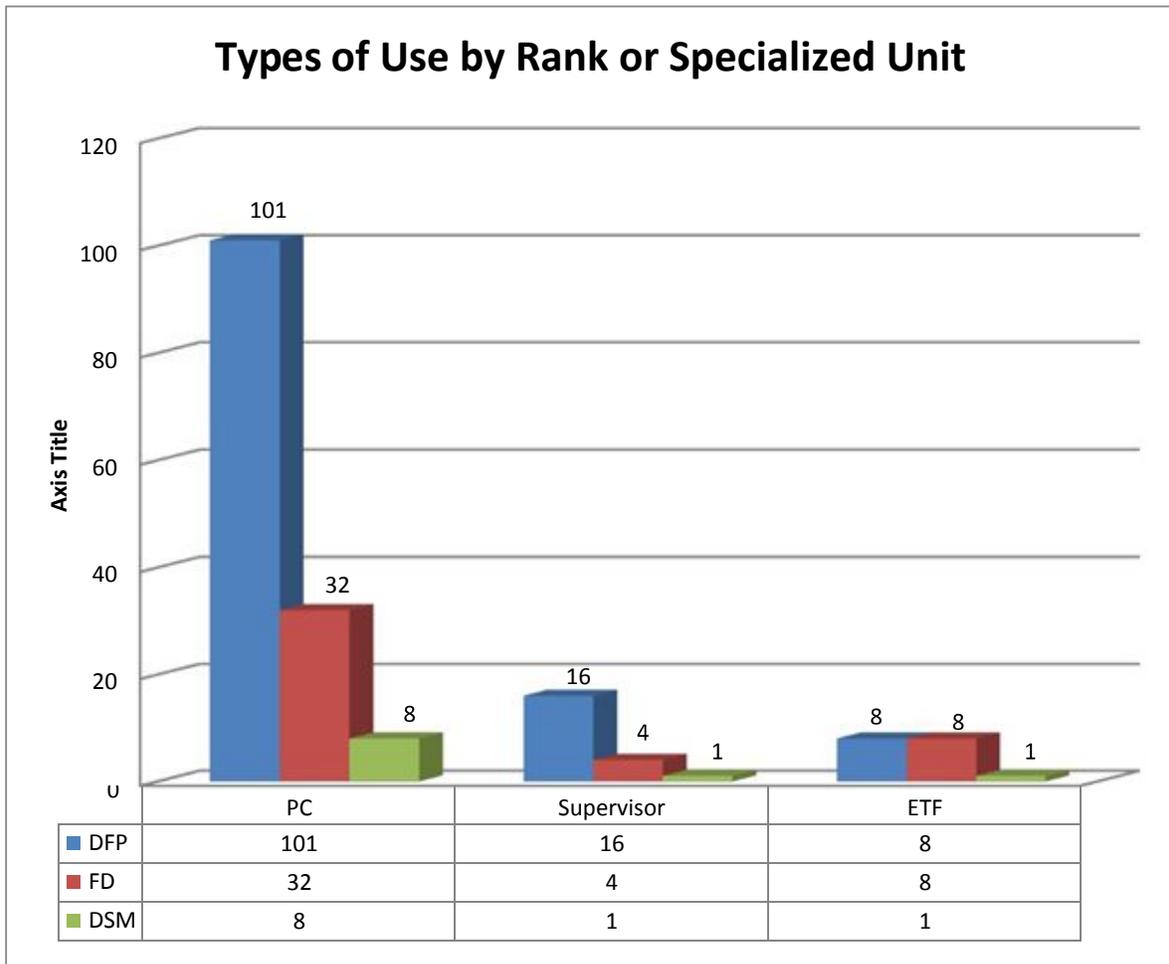
During this reporting period, C.E.W.s were used 179 times during 153 incidents involving as many as 160 subjects. Of 179 total uses, 125 or 69.8% of uses were a demonstrated force presence. Full deployment was the next highest method used at 24.6%. Full deployments are considered to be more effective than drive stun mode because this type of use promotes neuromuscular incapacitation and gives officers the opportunity to secure the subject with handcuffs. However, since the conducting wires are fragile, contact during full deployment can be broken allowing the subject to break free so officers may have to resort to drive stun mode to maintain control of the subject. In cases where full deployment and drive stun were used in combination, the number was recorded as a full deployment. The following chart depicts the types of C.E.W. use by all trained and qualified C.E.W. operators.



Types of Use	#	%
Demonstrated Force Presence (DFP)	125	69.8
Full Deployment (FD)	44	24.6
Drive Stun Mode (DSM)	10	5.6
Total Uses	179	100.0

Types of Use by Rank or Specialized Unit

The following chart differentiates the types of use by rank or specialized unit. The difference between demonstrated force presence and full deployments is much lower for the E.T.F. than frontline P.C.s and supervisors. This is likely due to the greater threat level of the calls for service that members of the E.T.F. are requested to attend.



Division of Use

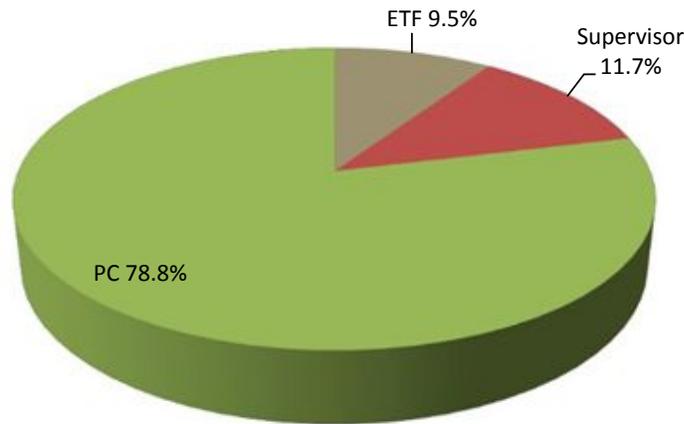
The following chart provides a breakdown, by division, of the number of calls for service; the number of violent calls for service; P.I.C. calls for service; the number of persons arrested; the number of M.H.A. apprehensions; and C.E.W. use. Due to the amalgamation of 54 Division and 55 Division, C.E.W. deployments that occurred within these geographical boundaries are now reported within the 55 Division category.

Division	Calls for Service Attended	Violent Calls for Service Attended	P.I.C. Calls for Service	Persons Arrested	M.H.A. Apprehensions	C.E.W. Use
11	6917	305	600	321	196	11
12	5812	294	335	327	174	10
13	5027	261	408	177	126	8
14	12869	555	1256	504	425	15
22	8171	402	550	327	224	12
23	6614	376	363	276	198	2
31	7208	547	439	349	223	7
32	8852	519	548	400	222	4
33	5747	333	378	161	198	7
41	8304	547	583	466	266	9
42	6532	456	375	328	188	8
43	9319	697	553	491	212	8
51	13993	776	1447	738	337	17
52	9337	461	712	512	205	6
53	6730	349	577	197	250	14
55	11833	603	945	568	420	13
Durham						1
Peel						1
TOTAL	133265	7481	10069	6142	3864	153

C.E.W. Users

The following chart specifies the type of assignment and / or rank for each C.E.W. user as a percentage and as a number. Of 179 C.E.W. uses during this reporting period, P.C.s accounted for 141 or 78.8 % of use. Supervisors accounted for the second highest number of uses at 21 or 11.7 %.

C.E.W. User

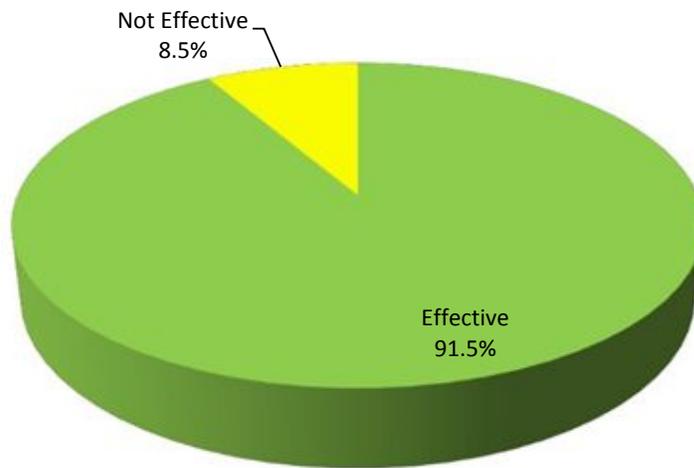


Type of User	#	%
P.C.s	141	78.8
Supervisors	21	11.7
Emergency Task Force	17	9.5
Total Uses	179	100.0

C.E.W. Effectiveness

Effectiveness is measured by the ability of officers to gain control of a subject while utilizing a C.E.W. in compliance with Ministry and T.P.S. standards and training. Of the 153 incidents of C.E.W. use during this reporting period, its effectiveness has been shown to be 91.5%. Ineffectiveness has been associated with shot placement, poor conduction (e.g. the subject was wearing heavy clothing), or situations where the subject failed to respond to the demonstrated force presence of the C.E.W. C.E.W. effectiveness is outlined in the following chart.

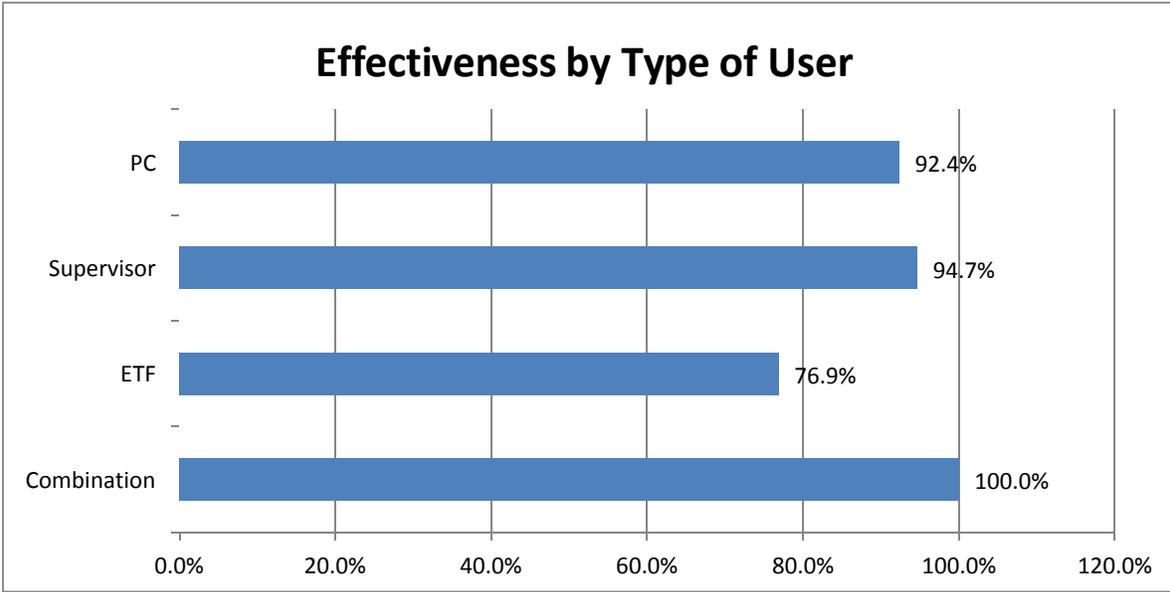
Overall C.E.W. Effectiveness



Overall C.E.W. Effectiveness	#	%
Effective	140	91.5
Not Effective	13	8.5
Total	153	100.0

Effectiveness by Type of User

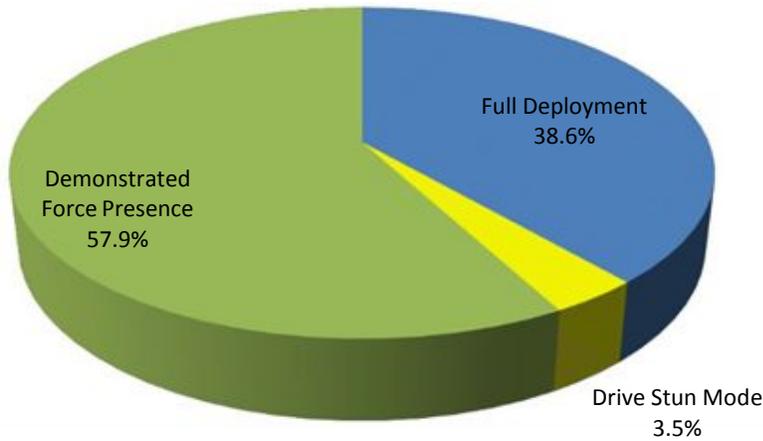
As a result of expansion to front line P.C.s in 2018, effectiveness of C.E.W. use has also been divided into categories based on type of user. The following chart shows the effectiveness for members of the E.T.F., supervisors and P.C.s. There is also a separate category for instances where any combination of a supervisor and/or a P.C. and/or a member of the E.T.F. have used a C.E.W. in conjunction at an incident. The E.T.F. has a much lower level of effectiveness than frontline P.C.s or supervisors. This is likely due to the higher number of full deployments during situations that are often dynamic and involve subjects who are highly motivated and have not responded to de-escalation attempts and/or other forms of intervention. The following chart refers.



Types of Use on P.I.C.

The chart below indicates the types of C.E.W. use on P.I.C. who may or may not have also been perceived to be suffering from the combined effects of alcohol and/or drugs. In 33 or 57.9% of cases, the type of use was reported as a demonstrated force presence. It should also be noted that of the 57 incidents involving C.E.W. use on P.I.C., there were no injuries beyond probe marks.

Types of Use on P.I.C.

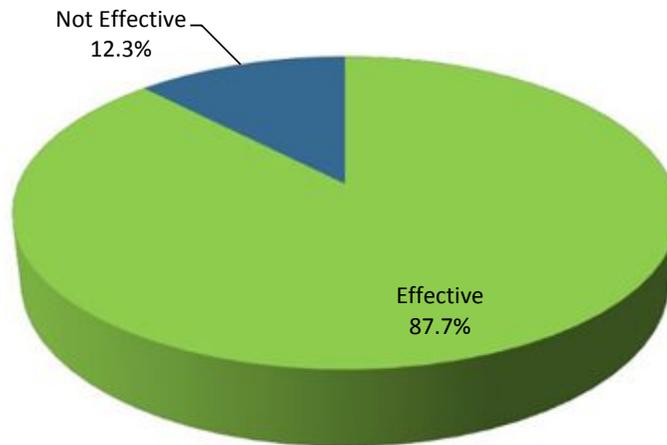


Types of Use on P.I.C.	#	%
Demonstrated Force Presence	33	57.9
Drive Stun Mode	2	3.5
Full Deployment	22	38.6
Total # of P.I.C. Incidents	57	100.0

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

In 2015, Corporate Risk Management began tracking and reporting on the effectiveness of C.E.W. use on P.I.C. The chart below includes the 57 incidents where the involved subjects were described as being in crisis or being in crisis and under the influence of drugs and/or alcohol. Of these incidents, 87.7% were deemed to be effective.

Effectiveness on P.I.C



Effectiveness on P.I.C.	#	%
Effective	50	87.7
Not Effective	7	12.3
Total	57	100.0

Mental Health Act (M.H.A.) Apprehensions

These incidents describe situations where the subject was apprehended under the M.H.A. and transported to a psychiatric facility for assessment. Out of 153 incidents, 39 or 25.5 % resulted in apprehensions under the M.H.A. The data does not capture the results of the assessment and so further caution is warranted against concluding that those apprehended were, in fact, suffering from a mental health condition at the time.

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

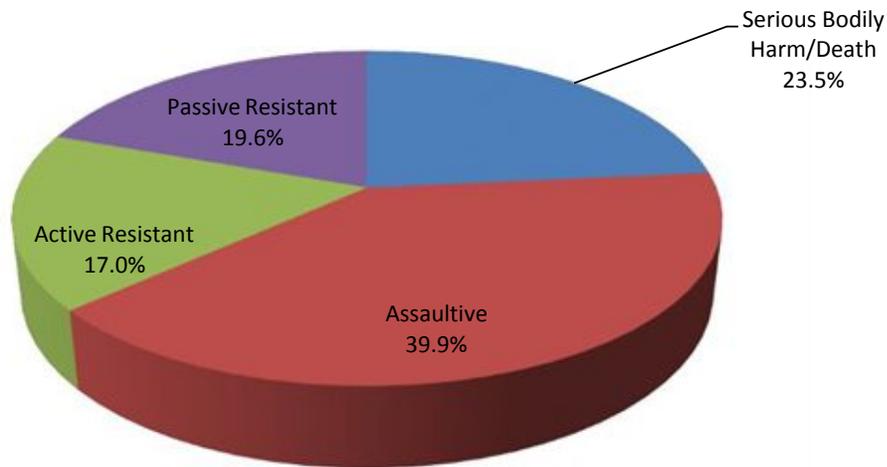
The chart below specifies C.E.W. uses where subjects were apprehended under the M.H.A. The "Not Applicable" category refers to seven group incidents and three uses on dogs.

Subject Apprehended Under the M.H.A.		
Apprehension	#	%
Yes	39	25.5
No	104	68.0
Not Applicable	10	6.5
Total	153	100.0

Subject's Behaviour/Threat Level

Subject behavior during a C.E.W. incident is described in the context of the Ontario Use of Force Model (2004) under the categories of passive resistant, active resistant, assaultive and serious bodily harm/death. The following chart illustrates the types of behavior demonstrated by the subject which resulted in the decision to utilize the C.E.W. and is represented as a percentage and a number.

Subject Behaviour



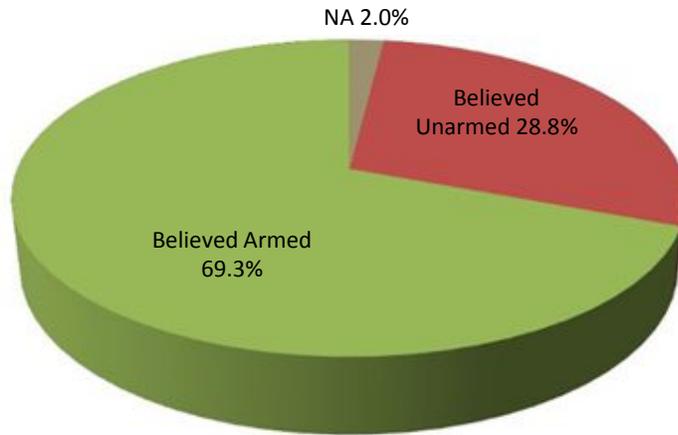
Subject Behaviour	#	%
Passive Resistant	30	19.6
Active Resistant	26	17.0
Assaultive	61	39.9
Serious Bodily Harm/Death	36	23.5
Total Incident #	153	100.0

In situations where a subject is displaying passive or active resistance, T.P.S. procedure prohibits officers from using a C.E.W. in any manner other than a demonstrated force presence. In 39.9% of incidents officers perceived the subject's behaviour as assaultive and in 23.5% of the incidents officers believed the behaviour was likely to cause serious bodily harm or death.

Subject Believed Armed

Of the situations where the C.E.W. was used, officers believed that the subject was armed in 106 or 69.3% of incidents. An officer may believe that a subject is armed based on a number of factors, including visual confirmation; subjects' verbal cues / behaviour; information from witnesses or dispatchers; or other indirect sources. The chart below indicates whether an officer believed the subject was armed. The "Not Applicable" category refers to three uses on dogs.

Subject Believed Armed



Subject Believed Armed	#	%
Believed Armed	106	69.3
Believed Unarmed	44	28.8
N/A	3	2.0
Total	153	100.0

P.I.C. Believed Armed

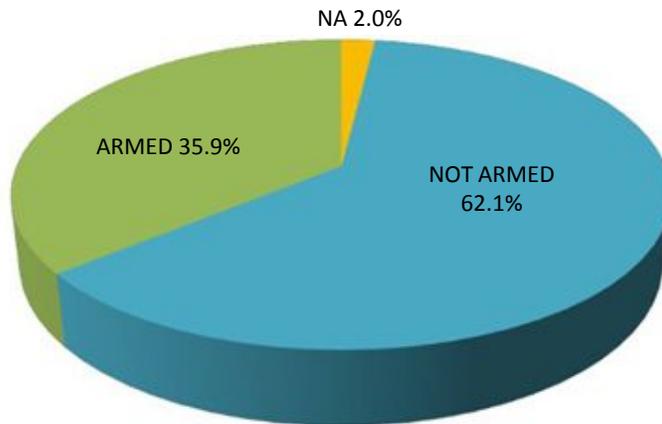
When comparing P.I.C. who were believed to be armed with all subjects, the percentage increases from 69.3 % to 71.9 %.

P.I.C. Believed Armed	#	%
Believed Armed	41	71.9
Believed Unarmed	16	28.1
Total	57	100.0

Subject Confirmed Armed

Of 153 incidents, officers confirmed the presence of a weapon 55 or 35.9% of the time. Officers are trained to continually assess, plan and act based on a number of factors, including the potential that subjects may be armed. The belief that a subject is armed or a weapon is present, however, does not, by itself, justify the direct application of a C.E.W. However, when this is combined with the belief that the subject is assaultive or likely to cause serious bodily harm or death, the officer is justified in directly applying the C.E.W. The following chart indicates, as both a percentage and a number, the subjects that were confirmed to be armed. The "Not Applicable" category refers to three uses on dogs.

Subject Confirmed Armed



Subject Confirmed Armed	#	%
Armed	55	35.9
Not Armed	95	62.1
N/A	3	2.0
Total	153	100.0

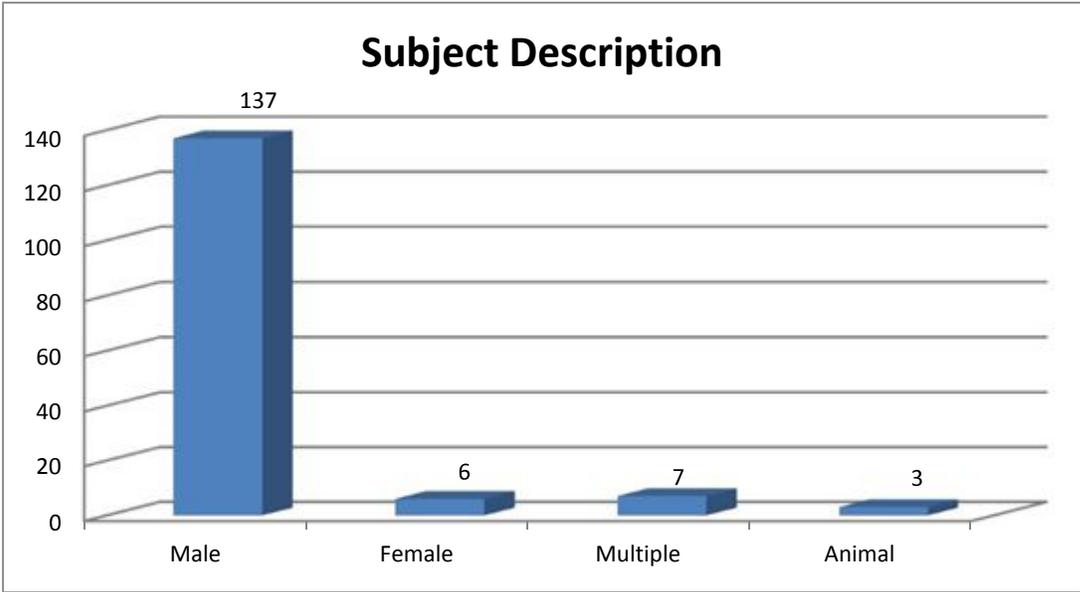
P.I.C. Confirmed Armed

When comparing P.I.C. who were confirmed to be armed with all subjects, the percentage increases from 35.9 % to 42.1 %.

P.I.C. Confirmed Armed	#	%
Armed	24	42.1
Not Armed	33	57.9
Total	57	100.0

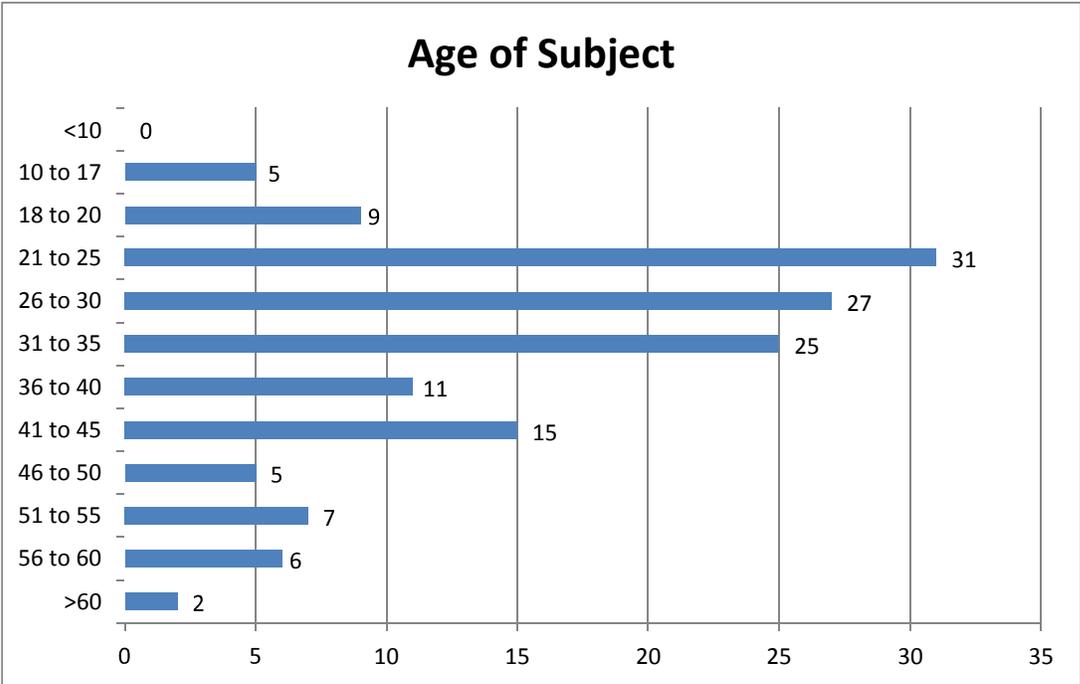
Subject Description

This chart categorizes subjects by their perceived gender. Of the 153 incidents involving C.E.W. use, 137 subjects or 89.5% were perceived to be male. Also recorded is C.E.W. use on animals and use on multiple subjects. For this reporting period, there were seven group incidents and three incidents involving dogs. In each situation, an officer used the C.E.W. as a demonstrated force presence except in two instances involving dogs. In both events, large dogs attacked smaller ones and would not release them and full deployments were required to save the lives of the smaller dogs.



Age of Subject

The C.E.W. has been used on a variety of age groups. The following chart categorizes C.E.W. use on various age groups. The highest percentage of subjects was between 21 and 35 years of age and equates to 58 % of C.E.W. use. Excluded from this chart are seven group incidents and three uses on dogs.



Use on Subjects 17 and Under

The following chart provides the type of C.E.W. use on subjects aged 17 and under with a brief summary of each incident. Of note is that that each of the five incidents involved the use of a C.E.W. as a demonstrated force presence only.

17 Years and Under Summary			
Age	C.E.W. Use	Injured	Description of Incident
14	DFP	No	Stolen vehicle used in a robbery with knives was located – subjects fled from police
14	DFP	No	Radio call regarding a subject armed with a knife
16	DFP	No	Radio call for an armed robbery
17	DFP	No	Radio call for an armed robbery with shots fired
17	DFP	No	Radio call for a subject threatening another party with a large knife

Increased Use of Force Reporting:

Police Constables can now display a C.E.W. in lieu of resorting to empty-hand techniques to control a non-compliant or assaultive subject. There is no requirement to report the use of empty-hand techniques unless a subject is injured and requires medical attention. There is, however, a requirement to report the display of a C.E.W., which has resulted in an increase in the number of reportable use of force incidents.

When comparing the C.E.W. statistics for the current reporting period with the same period during the previous year, the number of C.E.W. uses has remained relatively stable despite there being approximately 700 more officers trained and qualified to use C.E.W.s.

Unintentional Discharges

Unintentional discharges occur when the probes are fired from the C.E.W. cartridge due to officer error or device malfunction. During this reporting period, there were 10 unintentional discharges as a result of officer error. Nine of the incidents involved P.C.s, while one incident involved a front line supervisor. In all cases, officers inadvertently discharged the probes while spark testing the C.E.W.

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

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

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

Training

As a result of expansion and with the overall objective of reducing deaths without increasing overall use of force, T.P.S. Procedure 15-9 Conducted Energy Weapon has had numerous amendments and additions which were discussed in previous reports. There were no updates during this reporting period.

Due to COVID-19, C.E.W. training was suspended as of March 9; however, during the first two months of 2020 the T.P.S. was able to train 266 officers.

Over Reliance / Misuse of C.E.W.s

Each C.E.W. use is reviewed by divisional supervisors, the Use of Force Analyst and the C.E.W. Review Team. Misconduct was identified in one case during this reporting period and involved a P.C. who used a C.E.W. in drive stun mode on an actively resistant subject. This incident is under investigation at the time of this report.

Community Consultation

In March 2020, as the restrictions required by the COVID-19 pandemic response were being implemented, consultation was sought from members of the Board's Mental Health and Addictions Advisory Panel on the format for the Annual C.E.W. Report, in keeping with the Board's December 2019 motion. The Service implemented input that was provided by panel members in the 2019 annual report. This report also contains two of the panel's suggestions; "Believed armed" and "Confirmed armed" charts for P.I.C. as well as an appendix containing 2019 and 2020 comparisons.

Similar feedback for future reports will be sought from the Board's Anti-Racism Advisory Panel, which has been focused on the Loku Inquest recommendations, and the development of the Board's Race-based data collection policy.

Conclusion:

This report summarizes the frequency and nature of C.E.W. use by the T.P.S. from January 1 to April 30, 2020. The data, particularly the high percentage of demonstrated force presence, indicates that officers are using good judgement under difficult circumstances. They are making appropriate decisions to use only the force necessary to resolve tense and dangerous situations.

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

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

Respectfully submitted,

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

*original copy with signature on file in Board office

Appendix A

2019 and 2020 C.E.W. Comparison - January 1 to April 30

When comparing this reporting period to the same reporting period for 2019 the number of C.E.W. uses has declined slightly from 197 uses in 2019 to 179 uses in 2020. Full deployments rose by 7.3% for this reporting period which correlates with a similar percentage increase in confirmed weapons carried by subjects. The following chart refers.

Types of C.E.W. Use						
Jan 1 – April 30	2019		2020		+/-	
Types of Use	#	%	#	%	#	%
Demonstrated Force Presence	152	77.2	125	69.8	-27	-7.4
Full Deployment	34	17.3	44	24.6	+10	+7.3
Drive Stun Mode	11	5.6	10	5.6	-1	0
Total	197	100.0	179	100.0	-18	

The following chart compares types of C.E.W. use on P.I.C. and shows that 2020 C.E.W. use has dropped from 72 in 2019 to 57 in 2020. While the number of full deployments only increased by three in 2020, as a comparison to other modes of use, full deployments rose by 12.2% in 2020. This rise may be attributed to an increased percentage of perceived and confirmed weapons carried by P.I.C. during this reporting period.

Types of C.E.W. Use on P.I.C.						
Jan 1 – April 30	2019		2020		+/-	
Types of Use	#	%	#	%	#	%
Demonstrated Force Presence	50	69.4	33	57.9	-17	-11.5
Full Deployment	19	26.4	22	38.6	+3	+12.2
Drive Stun Mode	3	4.2	2	3.5	-1	-0.7
Total	72	100.0	57	100.0	-15	

When comparing C.E.W. usage for P.C.s, as a percentage, there has been no significant change between reporting periods. Conducted energy weapon use by supervisors has decreased by 4.0% while E.T.F. use has increased by 3.9%. The following chart refers.

C.E.W. Users						
Jan 1 – April 30	2019		2020		+/-	
User	#	%	#	%	#	%
PC	155	78.7	141	78.8	-14	+0.1
Supervisor	31	15.7	21	11.7	-10	-4.0
ETF	11	5.6	17	9.5	+6	+3.9
Total	197	100.0	179	100.0	-18	

The following chart compares C.E.W. effectiveness and shows a slight increase in effectiveness in the 2020 reporting period.

C.E.W. Effectiveness						
Jan 1 – April 30	2019		2020		+/-	
	#	%	#	%	#	%
Effective	162	90.0	140	91.5	-22	+1.5
Not Effective	18	10.0	13	8.5	-5	-1.5
Total	180	100.0	153	100.0	-27	

The following chart compares C.E.W. effectiveness on P.I.C. and indicates that there was a slight decrease of 2.6% for the 2020 reporting period.

C.E.W. Effectiveness on P.I.C.						
Jan 1 – April 30	2019		2020		+/-	
	#	%	#	%	#	%
Effective	65	90.3	50	87.7	-15	-2.6
Not Effective	7	9.7	7	12.3	0	+2.6
Total	72	100.0	57	100.0	-15	

Subjects who were believed armed in 2020 increased by 10.7% over the 2019 reporting period. The following chart refers. The “Not Applicable” category refers to three uses on dogs.

Subject Believed Armed						
Jan 1 – April 30	2019		2020		+/-	
	#	%	#	%	#	%
Believed Armed	105	58.3	106	69	+1	+10.7
Believed Unarmed	75	41.7	44	29	-31	-12.7
N/A	0	0	3	2	+3	+2.0
Total	180	100.0	153	100.0	-27	

The following chart indicates that subjects who were confirmed armed increased from 28.9% in 2019 to 35.9% in 2020. This seven percent increase in armed subjects indicates that officers are facing increasingly dangerous situations where C.E.W.s are being utilized. The “Not Applicable” category refers to three uses on dogs.

Subject Confirmed Armed						
Jan 1 – April 30	2019		2020		+/-	
	#	%	#	%	#	%
Confirmed Armed	52	28.9	55	35.9	+3	+7.0
Confirmed Unarmed	128	71.1	95	62.1	-33	-9.0
N/A	0	0	3	2.0	+3	+2.0
Total	180	100.0	153	100.0	-27	

The chart below shows a 3.8% increase for P.I.C. believed armed when comparing the previous reporting period to the current one.

P.I.C. Believed Armed						
Jan 1 – April 30	2019		2020		+/-	
	#	%	#	%	#	%
Believed Armed	49	68.1	41	71.9	-8	+3.8
Believed Unarmed	23	31.9	16	28.1	-7	-3.8
Total	72	100.0	57	100.0	-15	

The following chart shows an increase of 3.2% for P.I.C. confirmed armed for the 2020 reporting period.

P.I.C. Confirmed Armed						
Jan 1 – April 30	2019		2020		+/-	
	#	%	#	%	#	%
Confirmed Armed	28	38.9	24	42.1	-4	+3.2
Confirmed Unarmed	44	61.1	33	57.9	-11	-3.2
Total	72	100.0	57	100.0	-15	

When comparing types of C.E.W. use on subjects aged 17 and under there is no significant difference between the 2019 and 2020 reporting periods. Officers reported six and five uses respectively that were all demonstrated force presence. The following chart refers.

Age 17 & Under – Type of Use						
Jan 1 – April 30	2019		2020		+/-	
	#	%	#	%	#	%
Demonstrated Force Presence	6	100	5	100	-1	0
Full Deployment	0	0	0	0	0	0
Drive Stun Mode	0	0	0	0	0	0
Total	6	100	5	100	-1	

Assaultive behavior continues to be the predominant subject threat facing officers followed by serious bodily harm or death. The following chart shows a comparison of subject behavior between reporting periods.

Subject Behaviour						
Jan 1 – April 30	2019		2020		+/-	
	#	%	#	%	#	%
Passive Resistant	24	13.3	30	19.6	+6	+6.3
Active Resistant	29	16.1	26	17.0	-3	+0.9
Assaultive	85	47.2	61	39.9	-24	-7.3
Serious Bodily Harm/Death	42	23.3	36	23.5	-6	+0.2
Total	180	100.0	153	100.0	-27	

Appendix B

3. THAT as part of the next applicable quarterly report with respect to C.E.W.s the Board direct the Chief to include information on the following:
 - a. Input from MCIT members with respect to any proposed changes to the MCIT program, especially in light of the expansion of C.E.W.s. [\[This was included in the first quarterly report and is no longer required.\]](#)
 - b. Input from consumer survivor groups and experts in human rights and mental health including the Board's recently established anti-Black racism committee with respect to the impact of the expansion of C.E.W.s, on the lives of people with lived experience with mental health issues. [\[This will be included in all future quarterly and annual reports when feasible. Page 18 refers.\]](#)
 - c. A discussion of any possible reliance upon or misuse of C.E.W.s and the steps taken to remedy any overreliance or misuse, including additional training, and discipline where appropriate. [\[pages 17 and 18\]](#)
 - d. Analysis so that data from the phased expansion of C.E.W.s is analyzed in consideration of such factors as per The Honourable Frank Iacobucci:
 - i. whether C.E.W.s are used more frequently by primary response units, as compared to baseline information on current use of C.E.W.s by supervisors; [\[pages 5, 6 and 7\]](#)
 - ii. whether C.E.W.s are misused more frequently by primary response units, as compared to baseline information on current use of C.E.W.s by supervisors; [\[pages 17 and 18\]](#)
 - iii. the disciplinary and training responses to misuses of C.E.W.s by officers and supervisors; [\[pages 17 and 18\]](#)
 - iv. whether TPS procedures, training or disciplinary processes need to be adjusted to emphasize the objective of reducing deaths without increasing the overall use of force or infringing on civil liberties; [\[page 17\]](#) and
 - v. whether use of force overall increases with expanded availability of C.E.W.s. [\[page 17\]](#)
 - e. Number of officers who have received the three-day de-escalation training in the last 12 months, and that this be reported annually hereafter. [\[page 2\]](#)



Toronto Police Services Board Report

February 3, 2020

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

**Subject: Annual Report: 2019 Activities and Expenditures of
Community Consultative Groups**

Recommendation(s):

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

Financial Implications:

Upon receipt of the Community Consultative Process Annual Report, each committee will receive \$1,000.00 in annual funding, with exception to the Chief's Youth Advisory Committee to receive \$2,000.00 annually, which will result in the Board's Special Fund being reduced by \$30,000.00.

Background/Purpose:

In accordance with the Board's Community Consultative Groups Policy, and provisions set out in the Special Fund Policy, each consultative group will receive \$1,000.00 in annual funding from the Board's Special Fund, following the receipt of an annual report from each consultative group detailing the activities and expenditures from the previous year.

The purpose of this report is to provide the Board with an annual review of the activities and accounting of the Community Consultative Groups during the period of January 1, 2019, to December 31, 2019.

Community Consultative Process:

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

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

Community Consultative Groups includes the following:

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

The community consultative process is not meant to provide another level of police oversight but rather to establish a process that affords opportunities for enhanced community safety involving community based activities and leadership, the mutual exchange of information and the development of joint problem solving initiatives.

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

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

Community Police Liaison Committees:

A C.P.L.C. is mandated and established in each of the sixteen policing divisions.

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

The composition of the C.P.L.C.s differ across the city, as each Unit Commander is required to establish a committee that reflects the unique and diverse population served by a particular policing division. C.P.L.C. participants shall include representation from various racial, cultural or linguistic communities, social agencies, businesses, schools,

places of worship, local youth and senior groups, marginalized or disadvantaged communities and other interested entities within the local community. Each C.P.L.C. is co-chaired by a Senior Officer and a community member.

Community Consultative Committees:

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

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

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

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

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

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

Reporting:

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

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

Summary of Activities and Expenditures:

The breakdown is as follows:

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

¹ Additional funding allotted to CYAC for the purpose of enhancing efforts to engage youth (Min. No. P162/07 refers)

Appendix “A” attached to this report provides a summary of activities and expenditures for each of the consultative groups in 2019. Committees that have exceeded the allotted budget are responsible for covering any surplus.

Conclusion:

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

Constructive partnerships and positive outcomes that occur as a result of community-police interaction remain the cornerstone of a successful police service, leading to a safer community and meeting the goals of the Service:

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

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

Respectfully submitted,

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

*original copy with signature on file in Board office

APPENDIX A

COMMITTEE	Aboriginal Consultative Committee	
EXECUTIVE MEMBERSHIP	Superintendent Robert Johnson (Co-Chair) Frances Sanderson – Nishnawbe Homes Inc. (Co-Chair) Inspector Lauren Pogue	
NUMBER OF MEETINGS	10	
NUMBER OF TOWN HALL MEETINGS	0	
GOALS AND OBJECTIVES	National Aboriginal Day, Statement of Commitment and Guiding Principles – to have statement hung in every division and police headquarters. To provide additional training to the Aboriginal Liaison officers by returning to the Indian Mohawk Residential School. Seek more committee membership from various colleges / banks.	
INITIATIVES (*=Value Added Projects)	<ul style="list-style-type: none"> • Internal Service Training 2020 – one hour session for officers • Eagle Feather – provide teachings to officers at the college • Supported the Grant/Conference: Anti Human Trafficking-Ending Violence against Indigenous Women and Girls. • TPS continued partnership with Mizwi Biik – Admin clerks • Mounted Unit – Naming contest for horse involved 2 public schools to participate. • Sisters in Spirit Vigil – attend with mounted unit hosted by Native Women’s Resource Centre 	
CRIME MANAGEMENT PROCESS		
EXPENDITURES FROM TORONTO POLICE SERVICES BOARD (TPSB) FUNDING (1,000.00)		
Itemized Breakdown	Quantity	Amount
Naming Contest TPS Mounted Unit - purchase of cake	1	\$56.98
Naming Contest Plaque gifted to Eastview Public School	1	\$170.01
Naming Contest Plaque gifted to Mounted Unit	1	\$158.71
ACC meeting in September BBQ	1	\$79.61
Youth Christmas Community Dinner hosted / prepared by ACC (purchase of food)	1	\$363.00
Total Expenditures		\$828.31
Amount to be returned		\$171.69

COMMITTEE	Asia Pacific Community Consultative Committee	
EXECUTIVE MEMBERSHIP	Staff Superintendent Randy Carter Superintendent Pauline Gray	
NUMBER OF MEETINGS	7	
NUMBER OF TOWN HALL MEETINGS	1	
GOALS AND OBJECTIVES	1) Expand our membership to include more than one member of our 10 communities a. Includes broadening the membership +1 for each community at the table 2) Contribution to a Crime Stoppers video that speaks to each of our 10 communities in their language a. Crime Stoppers is an agency that works with law enforcement to provide for confidential disclosure of information about criminal activity in our neighbourhoods 3) Have TPS participation in at least one community event, for all 10 communities. a. Either from a local division or unit or from the co-chair and CPEU lead. 4) Create a sustainable committee structure from committee members a. Co-chairperson; A Secretary; a Treasurer.	
INITIATIVES (*Value Added Projects)	Crime Stoppers Video (Voice Over recordings) Talent Acquisition information session	
CRIME MANAGEMENT PROCESS	Yourchoice.ca information presentation by Sex Crimes Det. Carolann Rock. (Sexual Assault and Sexual Harassment information)	
EXPENDITURES FROM TORONTO POLICE SERVICES BOARD (TPSB) FUNDING (1,000.00)		
Itemized Breakdown	Quantity	Amount
Refreshments for Town Hall (January 7)		\$245.50
Meeting (February 19)		\$53.29
Meeting (April 16)		\$54.32
Japanese Canadian Cultural Centre		\$135.08
Sales Dynamic INC – Water bottles		\$494.06
Total Expenditures		\$982.25
Amount to be returned		\$17.75

Working together in partnership with identified communities' representatives in identifying, prioritizing and problem solving of policing issues by:

- *Being proactive in community relations, crime prevention, education, mobilization and community initiatives,*
 - *Acting as a resource to the police and the community,*
 - *Develop a strategic long term vision through the building of knowledge, education, tolerance and understanding.*
-

The APCCC represents these 10 communities of the Asia Pacific Region, in Toronto:

Korea	Japan	Thailand	Vietnam	Laos	Cambodia	Philippine
Burma	Mongolia	Malaysia				

- The APCCC currently celebrates representation from 8 of these 10 communities.
- The APCCC has been formally solving problems in these communities for approx. 8 years.

2019 Goals and Objectives

- 1) Expand our membership to include **more than one member** of our 10 communities
 - b. Includes broadening the membership +1 for each community at the table
 - c. **Metric - # of represent by Y/E**
- 2) Contribution to a Crime Stoppers video that speaks to each of our 10 communities in their language
 - a. Crime Stoppers is an agency that works with law enforcement to provide for confidential disclosure of information about criminal activity in our neighbourhoods
 - b. **Metric – 100% participation**
- 3) Have TPS participation in at least one community event, for all 10 communities.
 - a. Either from a local division or unit or from the co-chair and CPEU lead.
 - b. **Metric – UCMR to reflect APCCC event attendance with total count at year end**
- 4) Create a sustainable committee structure from committee members
 - a. Co-chairperson; A Secretary; a Treasurer.
 - b. **Metric – Elections to all three positions**

2019 Value add project

The APCCC will create a Social Media presence for the APCCC that will provide messaging content to the social media audience of the Toronto Police Service.

- 1) Social media channels including Twitter; Instagram; weChat
- 2) A strategy to build followership from our 10 communities
- 3) Focussed on community awareness to positions available now and in future

COMMITTEE	Black Community Consultative Committee
EXECUTIVE MEMBERSHIP	TPS Co-chair: Superintendent Reuben Stroble until September 2019 TPS Co-Chair: Superintendent Domenic Sinopoli – October 2019 Second in Command – Inspector Ron Khan – October 2019 Civ. Co-Chair: John O'Dell until November 2019 Civ. Co-Chair: Sarah Ali- December 2019 Treasurer: Angela Thomas Secretary: Idil Omar
NUMBER OF MEETINGS	8
NUMBER OF TOWN HALL MEETINGS	0 The Black Community Consultative Committee members had planned to host a town Hall for black youth, August 26, 2019, at the United Church. The town hall was cancelled by the civilian Co-Chair, John O'Dell due to BCCC members not being able to attend. John suggested that the BCCC hold off until they have a full committee. Members decided to host the Wraparound event to address the issue of gun violence.
GOALS AND OBJECTIVES	Support the Service with the Anti-Black Racism Strategy. Members of the BCCC were asked to assist with the strategy and reach out to their community. Outreach to the diverse communities within the Black community and collaboration with organizations and agencies. Support the TPS with the gun violence problem. To build a stronger relationship with Black youth. Outreach to the Somali community within the GTA. The BCCC has 3 members representing the Somali community.
INITIATIVES (*Value Added Projects)	See below
CRIME MANAGEMENT PROCESS	See below

**EXPENDITURES FROM TORONTO POLICE SERVICES BOARD (TPSB) FUNDING
(1,000.00)**

Itemized Breakdown	Quantity	Amount
Refreshments for meetings		\$270.65
Refreshments for a community information workshop		\$58.65
BCCC ilmpact t-shirts		\$350.00
Gift card for 3 families. Part of the gun violence initiative		150.10
Refreshment for students for coat drive		\$64.55
Gift cards for 20 students for Taylor Creek school		\$150.05
Total Expenditures		\$1,044.00
Amount to be returned		\$0.00

Black Consultative Committee Goals and Objectives 2019

Objective #1: Support the Service with the Anti-Black Racism Strategy. The BCCC hosted a meeting with the Anti-Black Racism Strategy team and were asked if the BCCC could assist in communicating their mandate to the Black community. Members of the BCCC hosted meetings with youth, leaders and organizations to address some of the issues.

Value Added Project/Outcome:

- BCCC members hosted three workshops with members of the community, organizations, and leaders to discuss issues between the Black community and the TPS.
- Suelyn Knight, Director of Diversity Management Unit attended one of the workshops and spoke about the mandate of Diversity and Inclusion and the importance of the CCC's connecting with their communities and speaking about the good work the TPS is doing.

Objective #2: iIMPACT Wraparound on Gun Violence and Early Prevention in partnership with the CPEU and the Ministry of Children and Social Services.

Value Added Project/Outcome:

- BCCC members hosted in partnership with CPEU, Ministry of Children and Social Services an event on gun violence and early prevention. 320 community members attended the event.
- Ongoing meetings with the community affected by gun violence.
- Established partnerships with youth organizations.

Objective #3: Support the TPS by working with the Somali community, one of the communities most affected by gun violence.

Value Added Project/Outcome:

- Established relationships with the Somali community.
- BCCC Somali members provided information sessions to the NCO and the new recruits.
- BCCC Somali members provided a lecture at the Extremist Violence Conference hosted at the Toronto Police College regarding some of the problems in the Somali community.

COMMITTEE	Chief's Advisory Council (CAC)	
EXECUTIVE MEMBERSHIP	Chief Mark SAUNDERS and Deputy Chief Peter YUEN	
NUMBER OF MEETINGS	1	
NUMBER OF TOWN HALL MEETINGS		
GOALS AND OBJECTIVES	To reignite and reinvigorate the CAC, embracing our partnership with the city's community representatives to ensure effective and productive consultations with the community. To meet quarterly to hold open and frank discussions about issues and/or concerns that are occurring within Toronto. To gather and provide value added input to improve community safety and quality of life. To recognize and focus on the ever-changing needs facing each community and the importance of providing support and building that long-term community connection for proactive police service delivery.	
INITIATIVES (*=Value Added Projects)	<p>In June 2019 the Chief held discussions regarding reigniting the CAC. Division Unit Commanders were tasked with selecting two engaged, committed community members to represent their communities on the CAC, to provide their unique perspective and representative voice to the Chief and Command.</p> <p>On August 22nd, 2019 the Chief met with the selected CAC members and engaged in constructive dialogue in regards to the then recently launched Project Community Space asking the CAC members to engage their communities on this and current issues so that their communities and the Service can be better prepared and informed.</p>	
CRIME MANAGEMENT PROCESS		
EXPENDITURES FROM TORONTO POLICE SERVICES BOARD (TPSB) FUNDING (1,000.00)		
Itemized Breakdown	Quantity	Amount
Total Expenditures		0.00
Amount to be returned		1,000.00

COMMITTEE	Chief's Youth Advisory Committee (CYAC)	
EXECUTIVE MEMBERSHIP	Supt. Steve Watts (uniform Co-Chair)	
NUMBER OF MEETINGS	1	
NUMBER OF TOWN HALL MEETINGS		
GOALS AND OBJECTIVES	To reignite the CYAC, embracing our partnership with the city's youth representatives to ensure effective and productive consultations with community youth. To meet regularly to hold open and frank discussions about issues and/or concerns that the youth of Toronto are facing. To gather and provide value added input to improve community safety and quality of life.	
INITIATIVES (*Value Added Projects)	<p>In May 2019, Supt. Rydzik had initiated a discussion with numerous youth agencies/services in Toronto.</p> <p>Throughout the months of May, June and July, CPEU met with various staff members from the City of Toronto and Province, identifying stakeholders, specifically from: 1) Toronto Youth Equity/Strategy & Violence Prevention, Youth and Social Development Unit; 2) Provincial Youth Outreach Worker Program; and 3) Toronto Community Housing.</p> <p>On September 27, 2019 members were identified as committed and engaged youth from a variety of neighbourhoods to sit on the CYAC.</p> <p>A meeting was held on Friday, November 15, 2019 with the eight new CYAC members, the Chief, Deputy Chief Yuen, Supt. Watts, Liaison officer and members of CPEU. Discussions were held about the CYAC and commitment going forward.</p>	
CRIME MANAGEMENT PROCESS		
EXPENDITURES FROM TORONTO POLICE SERVICES BOARD (TPSB) FUNDING (2,000.00)		
Itemized Breakdown		Quantity
Amount		
Member honorarium (\$50.00 p/p)	8	400.00
Total Expenditures		400.00
Amount to be returned		1,600.00

COMMITTEE	Chinese Community Consultative Committee		
EXECUTIVE MEMBERSHIP	Superintendent Neil Corrigan (T.P.S. Co-Chair) Inspector Warren Wilson (Second in Command) Ben Lau (Community Co-Chair) Constable David Huang (Liaison Officer)		
NUMBER OF MEETINGS	10		
NUMBER OF TOWN HALL MEETINGS	1		
GOALS AND OBJECTIVES	Pedestrian Safety Awareness Campaign Educational Video for Newcomers		
INITIATIVES (*=Value Added Projects)	Senior Pedestrian Safety Initiative Video project for international students on safety and mental health		
CRIME MANAGEMENT PROCESS	Crime prevention tips through seminars and the Chinese media (Social Media, Printed media, Websites, TV and Radio)		
EXPENDITURES FROM TORONTO POLICE SERVICES BOARD (TPSB) FUNDING (1,000.00)			
Itemized Breakdown		Quantity	Amount
Reflective arm bands for Senior Pedestrian Safety Initiative		344	\$1,000.00
Total Expenditures			\$1,000.00
Amount to be returned			0.00

COMMITTEE	French Community Consultative Committee		
EXECUTIVE MEMBERSHIP	TPS Co-chair: Kristine Kijewski until May 2019 TPS Co-Chair: Svina Dhaliwal May 2019 – August 2019 TPS 2IC: Insp. Kim O’Toole – October 2019 – December 2019 TPS 2IC: Insp. Keith Smith – December 2019 Civ. Co-Chair: Serge Paul Treasurer: Mayer Elharar		
NUMBER OF MEETINGS	8		
NUMBER OF TOWN HALL MEETINGS	0 The French Consultative Committee members were going to hold a Virtual Town Hall however there was not enough expressed interest by the French community. The FCCC will host a Virtual Town Hall meeting in 2020 with Chief Saunders. FCCC members will promote the event weeks in advance to ensure active participation from the French community.		
GOALS AND OBJECTIVES	Support the Service in its delivery of safety lectures to children within the French Schools through information sharing with parents of Francophone students regarding safety lectures delivered by the TPS to their children. Outreach to and collaboration with other CCCs/CPLCs and TPS units. Support the TPS by sharing with the Francophone community the positive activities/aspects of the TPS and by delivering information regarding the role of the TPS and the services it delivers, with a special emphasis on newcomers to Toronto.		
INITIATIVES (*Value Added Projects)	See below		
CRIME MANAGEMENT PROCESS	See below		
EXPENDITURES FROM TORONTO POLICE SERVICES BOARD (TPSB) FUNDING (1,000.00)			
	Itemized Breakdown	Quantity	Amount
	Community regalia - Magnetic Bookmarks with French CCC Contact Information Sales Dynamics Inc.	850	\$855.98
	Refreshments for CCC meeting		\$75.80
	Total Expenditures		\$931.78
	Amount to be returned		\$68.22

French Community Consultative Committee Goals and Objectives 2019

Objective #1: Support the Service in its delivery of safety lectures to children within the French Schools through: information sharing with parents of Francophone students regarding safety lectures delivered by the TPS to their children.

Value Added Project/Outcome:

- Over the course of the school year, FCCC members distributed bulletins to the parents of French School Board students to elevate their awareness of the TPS lectures provided. This year bulletins were distributed regarding bullying and cyberbullying prevention.

Objective #2: Outreach to and collaboration with other CCCs/CPLCs and TPS Units

Value Added Project/Outcome:

- FCCC members provided assistance to Talent Acquisition with respect to attending a Bilingual (English/French) Employment Fair that was held on February 7, 2019 at York University's Glendon College.
- FCCC members hosted their 9th International Francophonie Day event that was held on March 20, 2019. This event is highly attended by members of the francophone community including representatives from social agencies, school boards, community centres etc.
- FCCC members participated in the Toronto Caribbean Carnival Kick-off Event that was held on July 26, 2019.
- FCCC members participated in the Toronto Caribbean Carnival Parade that was held on August 3, 2019.
- FCCC members participated in the CPLC/CCC Conference that was held on November 16, 2019 at the Toronto Police College.

Objective #3: Support the TPS by sharing with the Francophone community the positive activities/aspects of the TPS and by delivering information regarding the role of the TPS and the services it delivers, with a special emphasis to newcomers to Toronto.

Value Added Project/Outcome:

- FCCC members regularly posted Crime Prevention messages on their Twitter, Facebook and Instagram accounts.

COMMITTEE	LGBTQ2+ Community Consultative Committee	
EXECUTIVE MEMBERSHIP	Supt. Kirkpatrick, Insp. Crooker, Lauren Young	
NUMBER OF MEETINGS	7	
NUMBER OF TOWN HALL MEETINGS	0	
GOALS AND OBJECTIVES	<ul style="list-style-type: none"> • To better connect the Toronto Police Service to members of the LGBTQ2S communities • To improve mutual awareness and effective communication between all involved • To support the goals of the Service's modernization by actively engaging members of the LGBTQ2S communities in new and different ways • To address specific issues raised by the LGBTQ2S communities <p>Enhance role of the CCC and make relationship more effective</p>	
INITIATIVES (*=Value Added Projects)	<ul style="list-style-type: none"> • Safe Place Program • LGBTQ2s Bursary 	
CRIME MANAGEMENT PROCESS	<ul style="list-style-type: none"> • Develop awareness and education around police processes • Encourage & Increase reporting 	
EXPENDITURES FROM TORONTO POLICE SERVICES BOARD (TPSB) FUNDING (1,000.00)		
Itemized Breakdown	Quantity	Amount
Ikea Blankets for Winter Kits	50	\$345.20
O'Gradys On Church – Breakfast Food for Monthly Meeting	1	\$163.84
Winter Kit - Sleeping Bags	4	\$112.95
Winter Kit - Bars	8	\$93.70
PFLAG Ally Awards Event - Tickets	3	\$180.00
Total Expenditures		\$895.69
Amount to be returned		\$104.31

COMMITTEE	Muslim Consultative Committee	
EXECUTIVE MEMBERSHIP	<ul style="list-style-type: none"> - Superintendent Greg Cole Uniform Co-Chair - Inspector Mandeep Mann (Second in Command) - Ruhksana Syed (Civilian Co-Chair) - Police Constable Haroon Siddiqui (Liaison Officer) 	
NUMBER OF MEETINGS	9	
NUMBER OF TOWN HALL MEETINGS	0	
GOALS AND OBJECTIVES	<ul style="list-style-type: none"> - Build stronger relationships with community leaders and organizations that represent various Muslim communities within the City - Attend religious facilities and institutions to educate and present on issues requested (crime prevention, drugs, gun violence, traffic safety) - Increase police interactions with the Muslim community to have mutual understanding and trust - Recruit new committee members to increase representation of the Islamic community from various sects of Islam 	
INITIATIVES (*=Value Added Projects)	<ul style="list-style-type: none"> - Learn and Play Muslim Youth Basketball Tournament on Crime prevention and Crime Stoppers - Islamic Heritage Month Celebration - Muslim girls basketball training at OVO in partnership with Hijabi Ballers - Employment Recruitment Drive at the Multi Sport Event at Go Green Community park - Presentation at Imdadul Mosque on recruitment - Presentations at Islamic Foundation Toronto and MAC Al-Furqan Center on lock downs - Sri Lanka Celebration in partnership with Sri Lankan Consulate General and Toronto Police Cricket Club 	
CRIME MANAGEMENT PROCESS	Safety and security concerns on mosques after New Zealand attacks (presentations, lock down drills)	
EXPENDITURES FROM TORONTO POLICE SERVICES BOARD (TPSB) FUNDING (1,000.00)		
Itemized Breakdown	Quantity	Amount
Refreshments for youth basketball tournament		\$107.96
Plates, napkins, gloves (youth basketball tournament)		\$20.11
Catering for community attendees (Islamic Heritage Month)		\$904.00
Total Expenditures		\$1,032.07
Amount to be returned		0.00

COMMITTEE	Seniors Community Consultative Committee		
EXECUTIVE MEMBERSHIP	Staff Superintendent Kim Yeandle (Uniform Co Chair) Kim Whaley and Andrea McEwan (Civ. Co Chairs) Inspector Paul MacIntyre (2IC) Jason Peddle (Liaison)		
NUMBER OF MEETINGS	5		
NUMBER OF TOWN HALL MEETINGS	0		
GOALS AND OBJECTIVES	To make an impact in the community via an outward facing awareness raising initiative (our previous initiatives have focused on training/awareness raising internally – i.e.: our officers)		
INITIATIVES (*=Value Added Projects)	<p>A city wide ‘Social Isolation of Seniors’ awareness campaign targeting the general public. We put together a 27 page Social Isolation of Seniors booklet (educating its reader on detection and directing re possible interventions) and have thus far distributed 10,000 copies city wide. Plus we’ve made it available electronically.</p> <p>2 ‘World Elder Abuse Awareness Day’ events/public forums – 1 where the audience were health care professionals and the 2nd where the audience were members of the general public.</p>		
CRIME MANAGEMENT PROCESS	<p>Raising awareness in the community around Elder Abuse, Social Isolation of Seniors and Frauds and Scams targeting Seniors via</p> <ul style="list-style-type: none"> • presentations • participation in panel discussions, and distribution of crime prevention literature at events and via social media networks. 		
EXPENDITURES FROM TORONTO POLICE SERVICES BOARD (TPSB) FUNDING (1,000.00)			
Itemized Breakdown		Quantity	Amount
professional creative/graphic design of ‘Seniors Isolation’ booklet			\$452.00
honorarium for provision of meeting space (for 3+ years)			\$89.25
committee promotional material			\$399.74
Total Expenditures			\$940.99
Amount to be returned			\$59.01

COMMITTEE	Persons with Disabilities Community Consultative Committee	
EXECUTIVE MEMBERSHIP	Supt. Scott Baptist (Uniform Co Chair) Esther Rhee (Civ. Co Chair) Inspector Justin VanderHeyden (2IC) Jason Peddle (Police Liaison)	
NUMBER OF MEETINGS	9	
NUMBER OF TOWN HALL MEETINGS	1	
GOALS AND OBJECTIVES	Much of our work this year was mandated in Human Rights Settlements, so our goal was to be as responsive to the directives in those settlements as we could. This included the attendance at our meetings of 2 subjects (and/or families of) Human Rights Complaints against TPS, and subsequent collaboration between these families and our committee.	
INITIATIVES (*=Value Added Projects)	Our committee partnered with TPS' College, in two separate processes (again, in collaboration with the families referenced above) in the creation of their 2020 ISTP curriculum (the Disabilities portion of the training)	
CRIME MANAGEMENT PROCESS	Raising awareness in the community regarding crimes targeting the vulnerable sector via <ul style="list-style-type: none"> - presentations/seminars, - participation in panel discussions, and distribution of crime prevention literature/resources at events and via social media networks.	
EXPENDITURES FROM TORONTO POLICE SERVICES BOARD (TPSB) FUNDING (1,000.00)		
Itemized Breakdown	Quantity	Amount
professional captioning of our anti stigma video		\$844.61
town hall expenses (speaker gifts)		\$46.40
Total Expenditures		\$891.11
Amount to be returned		\$108.89

COMMITTEE	South and West Asian Community Consultative Committee		
EXECUTIVE MEMBERSHIP	Superintendent Hussein – Uniform Co-Chair Inspector Paul Rinkoff – Second in Command Haroon Khan – Civilian Co-Chair Constable Kulvinder Mann – Liaison Officer		
NUMBER OF MEETINGS	6		
NUMBER OF TOWN HALL MEETINGS	0		
GOALS AND OBJECTIVES	<ul style="list-style-type: none"> Recruit new committee members to increase representation of the multiple South and West Asian communities in Toronto. Remain proactive in community relations, crime prevention and communication initiatives in order to bring issues and concerns to TPS. Support CPEU and TPS initiatives that involve community outreach, crime prevention, education and awareness campaigns from specialized units. Promote the committee within the TPS as a resource available to assist with investigations and provide intelligence information. Promote the committee as an alternate contact point for South and West Asian community leaders when dealing with complex community issues that might not require direct police intervention. 		
INITIATIVES (*=Value Added Projects)	<ul style="list-style-type: none"> Khalsa Day Parade Turkish Tea with the Chief Sri Ayyappa Samajam Temple Opening Ceremony South Asian Autism Awareness Walkathon Tamil Fest South Asian Recruitment Symposium Holiday Celebration and Cancer Fundraiser 		
CRIME MANAGEMENT PROCESS	Crime prevention tips provided to community through TV, radio and distribution of literature at events.		
EXPENDITURES FROM TORONTO POLICE SERVICES BOARD (TPSB) FUNDING (1,000.00)			
Itemized Breakdown		Quantity	Amount
Refreshments for community meetings		3	\$200.60
Community Holiday Celebration and Cancer Fundraiser initiative		1	\$772.05
Total Expenditures			\$972.65
Amount to be returned			\$27.35

COMMITTEE	11 Division Community Police Liaison Committee
EXECUTIVE MEMBERSHIP	Superintendent Neil Corrigan and Inspector Chris Boddy (Uniform Co-Chairs, Linda Martin (Community Co-Chair)
NUMBER OF MEETINGS	3
NUMBER OF TOWN HALL MEETINGS	1 (March, 21, 2019)
GOALS AND OBJECTIVES	<ul style="list-style-type: none"> • Increase perception of safety in vulnerable groups, specifically elderly members of the community • Increase the involvement of youth in crime prevention initiatives in the community
INITIATIVES (*Value Added Projects)	<ul style="list-style-type: none"> • Cops for Cancer • Cram the Cruiser • CP Holiday Train (Lambton Yard) • The Laneway Project • Safety Presentations • United Way Sock Drive • The International Day for the Elimination of Racial Discrimination Celebration • Neighbourhood Officer Community Activities
CRIME MANAGEMENT PROCESS	<ul style="list-style-type: none"> • CPLC members regularly advised of crime trends and year to year statistics by Crime Analyst. • CPLC promotes community policing and partnerships with 11 Division officers • CPLC meetings held at 11 Division Community room

**EXPENDITURES FROM TORONTO POLICE SERVICES BOARD (TPSB) FUNDING
(1,000.00)**

Itemized Breakdown	Quantity	Amount
International Day for the Elimination of Racial Discrimination Celebration - Water soft drinks (\$40.51), Bakery goods (\$31.50), assorted Glow sticks for candle light vigil, 6" (\$45.20)	96 9 25	\$117.20
Wish of a lifetime Fulfilment - Refreshments/Cake (\$62.60), Michaels – Frame (\$27.11), Sheilarae Awards (\$7.35) 1 box variety tea, cutlery, 1 cake, milk/cream, 1 frame 5X7, 1 silver aluminum plate engraved		\$96.03
End of School Year Community Safety celebration for local school safety advocates - Samosas (\$79.10), refreshments (\$3.95), Coffee/cream/plates (\$28.20), Cake (\$20.00)	70 48 1 cake	\$131.25
Neighbourhood Safety Partnership - \$300 to the men's shelter to purchase underwear and personal hygiene items	Donation to men's shelter	\$300.00
Laneway Project - \$300 payment to the revitalization of the laneway project	Donation of \$300	\$300.00
Total Expenditures		\$944.48
Amount to be returned		\$55.52

COMMITTEE	12 Division Community Police Liaison Committee	
EXECUTIVE MEMBERSHIP	Claire Andrews (Vice Chair), Jennifer Biggs (Treasurer), Larry Colle, Trevor Comer, Edith George, Jan Gregor, Maria Meyers, Odesia (Bertha) President, Barbara Spyropoulos (co-chair), Cathy White	
NUMBER OF MEETINGS	7 in house, 3 Neighbours Nights Out format, 1 Volunteer Appreciation Night	
NUMBER OF TOWN HALL MEETINGS	1	
GOALS AND OBJECTIVES	To convince people of their personal responsibility to make their communities safer and better places to live, work and play	
INITIATIVES (*Value Added Projects)	<ul style="list-style-type: none"> • Community Day • Stone Soup Cooking Clubs • Restorative Justice Project • Participation in Community Events (i.e.: Canada Day, Tree dedication ceremonies) • Coat Drive • Weston Santa Parade Community Float • Community Celebration of PC Jim Lambe's 47 years of service 	
CRIME MANAGEMENT PROCESS	"police report" at CPLC meetings	
EXPENDITURES FROM TORONTO POLICE SERVICES BOARD (TPSB) FUNDING (1,000.00)		
Itemized Breakdown		Quantity
		Amount
Community Celebration of PC Jim Lambe's 47 years of service		1
Stone Soup expenses		1
Community Day		1
Weston Santa Parade expenses		1
Storage locker rental		1
Volunteer appreciation night expenses		1
Purse bells supplies		1
Total Expenditures		\$1,000.00
Amount to be returned		0.00

COMMITTEE	13 Division Community Police Liaison Committee
EXECUTIVE MEMBERSHIP	Superintendent Shaun Narine Inspector Justin VanderHeyden Joanne Dileo (Vice Chair) Margo Harris (Treasurer) Nonna Rogers (Member) A/D/S Don Theriault (CIB) Det. Marcel Chiasson (CRU)
NUMBER OF MEETINGS	6
NUMBER OF TOWN HALL MEETINGS	
GOALS AND OBJECTIVES	<ul style="list-style-type: none"> • Enhance safety throughout our community. • Establish and maintain a meaningful community/police partnership. • Be proactive in community relations, crime prevention, and communicating initiatives. • Work together in identifying, prioritizing and problem solving local issues. • Create and continue with on-going partnerships with youth in our community, keeping them engaged and supported.
INITIATIVES (*=Value Added Projects)	<ul style="list-style-type: none"> • Community Events <ul style="list-style-type: none"> ○ 26th Anniversary event at 1400 Bathurst Street: Bathurst Street Children's Christmas Party. ○ 13 Division Police Week Open House Event • 'Lock it or Lose it' Campaign, creating awareness of auto theft.
CRIME MANAGEMENT PROCESS	<ul style="list-style-type: none"> • CPLC regularly advised of crime trends • CPLC regularly advised of traffic trends, complaints and consulted for traffic strategies • Meetings follow a crime management meeting style with slides.
EXPENDITURES FROM TORONTO POLICE SERVICES BOARD (TPSB) FUNDING (1,000.00)	
Itemized Breakdown	Amount
Ice Cream for Community Event – 1400 Bathurst Street Annual BBQ	\$66.88
13 Division Police Week Open House Event	\$386.53
Total Expenditures	\$453.41
Amount to be returned	\$546.59

COMMITTEE	14 Division Community Police Liaison Committee	
EXECUTIVE MEMBERSHIP	Supt. Robert Johnson, Insp. Stacy Clarke, S/Sgt. Tam Bui, PC Gordon Reid, Hans Bathija & Randall Kerr CPLC Civilian Co-Chairs, Reta Reid Secretarial/Logistic, Moneca Yardley CPLC Treasurer, 33 CPLC Community Members	
NUMBER OF MEETINGS	10	
NUMBER OF TOWN HALL MEETINGS	0	
INITIATIVES (*Value Added Projects)	Improve awareness of Crime Prevention Initiatives. Marketing and Promoting 14 Division Youth Scholarship Fundraising Initiatives. Raising Funds through various venues i.e. BIA Donations, reaching out to School Principals Marketing Scholarship to Schools through School Watch Officers.	
CRIME MANAGEMENT PROCESS	CPLC members regularly advised of crime trends and year to year statistics by Crime Analyst Brianna Hutchinson. CPLC promotes community policing and partnerships with 14 Division Officers. CPLC Meetings held at D14 Community Room every 3 rd Tuesday of the Month.	
GOALS AND OBJECTIVES	Promotes healthy strong working relationships with various BIA's Community partners and Resident Associations. Engages dialogue on various police issues, safety tips, sets goals, objectives and target dates. Proactive involvement in Community Events. 14 Division CPLC Scholarship Fundraising.	
EXPENDITURES FROM TORONTO POLICE SERVICES BOARD (TPSB) FUNDING (1,000.00)		
Itemized Breakdown		Quantity
		Amount
Cream and Milk for Coffee – community meeting		5
Timbits – community meeting		4
CPLC Banner made for CPLC Events		3
14D Open House had the following expenses:		
Duck Tape		2
Roasting Pans and Chafing Dish Fuel		16
Ice		1
Juice		1
Cups for Coffee		3
5 Gallon of Juice Jugs		2
Misc. Toys for Games @ Open House		1
Total Expenditures		\$870.20
Amount to be returned		\$129.80

COMMITTEE	22 Division Community Police Liaison Committee		
EXECUTIVE MEMBERSHIP	Sylvia Kwan, Michael Georgopoulos, France Pellerin, Michael Karst		
NUMBER OF MEETINGS	5		
NUMBER OF TOWN HALL MEETINGS	2		
GOALS AND OBJECTIVES			
INITIATIVES (*=Value Added Projects)	300%+ engagement due to adding community component to each meeting, social media, and Community focussed events		
CRIME MANAGEMENT PROCESS	Weekly Divisional Crime Management Meetings General CPLC Community Meetings CPLC Members – regularly advised of crime trends CPLC meetings held throughout the division. Crime Analyst makes presentations at CPLC meetings		
EXPENDITURES FROM TORONTO POLICE SERVICES BOARD (TPSB) FUNDING (1,000.00)			
Itemized Breakdown		Quantity	Amount
Lakeshore Village Festival Community Event			
Whites Les – Location Equipment Supply – June 14 – Rental of 5 Gas Generators			\$869.65
Costco – Food, drinks and sundry supplies for the event			\$134.18
Total Expenditures			\$1,003.83
Amount to be returned			\$1,003.83

COMMITTEE	23 Division Community Police Liaison Committee (CPLC)	
EXECUTIVE MEMBERSHIP	Co-chairs, Donata Calitri-Bellus and Inspector Ian Stratford John Anga Treasurer Lisa Kostakis- Secretary	
NUMBER OF MEETINGS	10 - do not meet in the summer months of July and August	
NUMBER OF TOWN HALL MEETINGS	1 - Seniors safety initiatives, Don't be a victim!- approximately 100 seniors attended. Local community resource agencies were present, along with Federal Member of parliament. Goal was to provide seniors in 23 division with as many tools to assist in on going scams targeting seniors.	
GOALS AND OBJECTIVES	Ongoing community engagement with police, and to be involved in ongoing crime reduction initiatives, with the target group being seniors.	
INITIATIVES (*=Value Added Projects)	Initiatives: Kids Christmas parties in Jamestown, Seniors lunch, Foodie Festival, Back to school initiatives- back packs supplied to 100 children.	
CRIME MANAGEMENT PROCESS	Crime management process. 23 CPLC has actively partnered with community agencies in 23 division to best support the community, with the specific lens of seniors safety. This year a senior's shelter was opened by the City of Toronto, (Salvation army) in 23 Division, members of the CPLC are active participants at the shelter, providing assistance and guidance when necessary.	
EXPENDITURES FROM TORONTO POLICE SERVICES BOARD (TPSB) FUNDING (1,000.00)		
Itemized Breakdown		Quantity
		Amount
Rexdale Foodie Festival – supplies for a local annual event promoting healthy living.		\$500.00
Kids Christmas party in Jamestown.		\$500.00
Total Expenditures		\$1,000.00
Amount to be returned		0.00

COMMITTEE	31 Division Community Police Liaison Committee (CPLC)
EXECUTIVE MEMBERSHIP	TPS Co-Chair: Inspector Lisa Crooker Civilian Co-Chair: Mark Tenaglia Civilian Vice Co-Chair: Massimiliano Galassi Civilian Treasurer: Gianluca Iacobellis TPS Secretary: Civilian Jennifer McGrade Approximately 20 to 30 community members
NUMBER OF MEETINGS	CPLC General Community Meetings: Five (5) CPLC/Community Organization/Agency Meetings: 34 CPLC Executive Meetings: Three (3)
NUMBER OF TOWN HALL MEETINGS	Town Hall Meetings: One (1)
INITIATIVES (*Value Added Projects)	<p>2019.01.08 – Make Your Future Production Planning Meeting at 31 Division for Second Annual Event held at Westview Centennial Secondary School in April</p> <p>2019.01.22 – Make Your Future Production Planning at 31 Division</p> <p>2019.02.04 – CPLC General Community Meeting at 31 Division</p> <p>2019.02.05 – Make Your Future Production Planning at 31 Division</p> <p>2019.02.14 – Tastes and Sounds of Jane and Finch Planning Meeting at Greenwin Inc.</p> <p>2019.02.14 – Meeting at Downsview Library with Staff, Community Crisis Response Program (CCRP) members, Toronto Public Health and Centre for Addictions and Mental Health (CAMH) representatives</p> <p>2019.02.19 – Make Your Future Production Planning Meeting at 31 Division</p> <p>2019.02.25 – CPLC Executive Committee Meeting</p> <p>2019.03.05 – Make Your Future Production Planning Meeting at 31 Division</p> <p>2019.03.19 – Make Your Future Production Planning Meeting at 31 Division</p> <p>2019.03.22 – CPLC Executive Committee Meeting</p> <p>2019.03.22 – Meeting with Toronto Catholic District School Board representative regarding parking safety</p> <p>2019.03.25 – Attendance at St. Conrad Catholic School Parent Council Meeting to discuss safety and parking issues</p> <p>2019.03.26 – Meeting with members of 31 Division to discuss safety and parking issues at St. Conrad Catholic School</p> <p>2019.03.28 – Tastes and Sounds of Jane and Finch Planning Meeting at San Romanoway</p> <p>2019.03.28 – Community Task Force Meeting with Greenwin Inc. at San Romanoway</p> <p>2019.04.08 – CPLC General Community Meeting at 31 Division</p> <p>2019.04.11 – CPLC Executive Committee Meeting at 31 Division</p>

	<p>2019.04.11 – Tastes and Sounds of Jane and Finch Planning Meeting at San Romanoway</p> <p>2019.04.14 – Make Your Future Production Planning Meeting at 31 Division</p> <p>2019.04.16 – Make Your Future Production Planning Meeting at 31 Division</p> <p>2019.04.23 – Tastes and Sounds of Jane and Finch Planning Meeting at San Romanoway</p> <p>2019.04.25 – <i>Make Your Future Event</i> – Westview Centennial Secondary School – Over 500 people including local students, employers, exhibitors, parents, sponsors, post-secondary institutions and supporters attended to hear inspirational speakers talk about potential careers for young people in the Jane and Finch area</p> <p>2019.04.30 – Make Your Future Production Planning Meeting at 31 Division – Follow-Up</p> <p>2019.05.09 – Tastes and Sounds of Jane and Finch Planning</p> <p>2019.05.10 – Town Hall – Humberlea Strong Annual Community Meeting at St. Simon Catholic School</p> <p>2019.05.16 – CPLC General Community Meeting at St. Andre Catholic School</p> <p>2019.05.23 – Community Task Force Meeting, CPLC Committee members and Greenwin Inc., at San Romanoway</p> <p>2019.06.01 – <i>31 Division/CPLC Community Open House, BBQ and Bursary Award Ceremony</i> at 31 Division</p> <p>2019.06.03 – CPLC General Community Meeting at 31 Division</p> <p>2019.06.06 – Tastes and Sounds of Jane and Finch Planning Meeting at San Romanoway</p> <p>2019.06.11 – Make Your Future Production Planning Meeting at 31 Division</p> <p>2019.06.20 – Tastes and Sounds of Jane and Finch Planning Meeting at San Romanoway</p> <p>2019.07.04 – Tastes and Sounds of Jane and Finch Planning Meeting at San Romanoway</p> <p>2019.07.09 – Make Your Future Production Planning Meeting at 31 Division</p> <p>2019.07.09 – Community Safety Meeting at Toronto Public Library, Humber Summit Branch</p> <p>2019.07.11 – Tastes and Sounds of Jane and Finch Planning Meeting at San Romanoway</p> <p>2019.07.20 – CPLC and 31 Division officers, in collaboration with Greenwin Inc., hosted the <i>Tastes and Sounds of Jane and Finch Community Event</i>, held at 10 San Romanoway</p> <p>2019.08.13 – Make Your Future Production Planning Teleconference</p> <p>2019.08.16 – CPLC Executive Committee Meeting</p>
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	<p>2019.08.19 – Tastes and Sounds of Jane and Finch Production Planning Meeting at San Romanoway – Follow-Up</p> <p>2019.09.10 – Make Your Future Production Planning Meeting at 31 Division</p> <p>2019.10.07 – CPLC General Community Meeting at 31 Division</p> <p>2019.10.08 – CPLC Community Safety Meeting at 350 Grandravine Drive</p> <p>2019.12.09 – CPLC General Community Meeting/Year-End at 31 Division</p> <p>2019.12.10 – Make Your Future Production Planning Meeting at 31 Division</p> <p>2019.12.16 – CPLC Civilian Co-Chair Mark Tenaglia attended the 23rd Annual Community Police Consultative (CPC) Conference at the Toronto Police College</p>	
CRIME MANAGEMENT PROCESS	<p>Weekly Divisional Crime Management Meetings</p> <p>General CPLC Community Meetings</p> <p>CPLC Members – regularly advised of crime trends</p>	
EXPENDITURES FROM TORONTO POLICE SERVICES BOARD (TPSB) FUNDING (1,000.00)		
Itemized Breakdown	Quantity	Amount
2019.06.01 – Expenditures associated to the Annual Divisional Open House and BBQ, hosted by 31 Division and 31 Division Community Police Liaison Committee (CPLC) – Rental cost for Cotton Candy Machine	One (1)	\$100.00
2019.11.04 – Purchase of 36 Project Kits for 31 Division ‘Build and Grow’ Project with 31 Division officers and youth from the Jane and Finch Boys and Girls Club	36 kits	\$311.00 (\$345.35 before tax adjustments)
2019.11.20 – Expenditures associated to the development and hosting of a 31 Division CPLC Website for the purpose of providing an effective method of communication with the 31 Division community about upcoming events, services offered within the community, contact information and general bulletins and announcements	One (1)	\$132.29 (\$130.00 before tax adjustments)
2019.12.09 – Expenditures associated with CPLC General Meeting – Food/Refreshments	-	\$106.56 (\$110.15 before tax adjustments)
2019.12.03 – Purchase of one (1) First Aid Kit and one (1) Trainer’s Kit in support of the NHLPA Goals and Dreams Initiative where 31 Division officers play hockey with students from St. Augustine Catholic School at the John Booth Memorial Arena in 31 Division, on a weekly basis	Two (2) kits	\$138.22 (\$153.49 before tax adjustments)
2019.12.17 – Purchase of four (4) \$25.00 No Frills gift cards to include in food baskets distributed to families in need during the holiday season	Four (4)	\$100.00
2019.12.17 – Purchase of floral arrangement on behalf of 31 Division members and 31 Division CPLC for the visitation and	One (1)	\$110.00

funeral of daughter of owner of No Frills at Yorkgate Mall – Mr. Danny Durante involved in many initiatives within the 31 Division community, working closely with 31 Division officers and 31 Division CPLC members for many years		
Total Expenditures		\$998.07
Amount to be returned		\$1.93

COMMITTEE	32 Division Community Police Liaison Committee	
EXECUTIVE MEMBERSHIP	Superintendent Bryan Bott (Chair) Steve Baklarian (Co-Chair)	
NUMBER OF MEETINGS	9 June was cancelled and we do not have meetings in July and August.	
NUMBER OF TOWN HALL MEETINGS	0	
GOALS AND OBJECTIVES	Be proactively involved in community relations, crime prevention and community improvement	
INITIATIVES (*=Value Added Projects)	Police Week Open House BBQ Student Leadership Awards/Scholarships <ul style="list-style-type: none"> Awarded to two students who demonstrated exemplary community involvement and had been accepted to a post-secondary institution Toy Drive <ul style="list-style-type: none"> New and unwrapped toys were collected 	
CRIME MANAGEMENT PROCESS	Members are regularly advised of crime trends	
EXPENDITURES FROM TORONTO POLICE SERVICES BOARD (TPSB) FUNDING (1,000.00)		
Itemized Breakdown		Quantity
		Amount
Embroidered D32 CPLC baseball caps for members		10
Police Week: Propane		2
Police Week: Food, drinks, decorations		
Total Expenditures		\$545.85
Amount to be returned		\$454.15

COMMITTEE	33 Division Community Police Liaison Committee
EXECUTIVE MEMBERSHIP	TPS: Supt. Bott (Co-chair), Insp MacKrell, A/S/Sgt Cosgrove (current), A/S/Sgt Gaudet (previous), CPO PC Henry, Civ. Auclair (maternity leave replacement for Jennifer Ogle, CRU Clerk) CPLC: Christine Crosby (Co-Chair), Claudia Brown (Treasurer) Pat Kearns (Bursary), Hamid Hashfi, Calabrina Boyajian Janet Marshall
NUMBER OF MEETINGS	3
NUMBER OF TOWN HALL MEETINGS	1
GOALS AND OBJECTIVES	<ul style="list-style-type: none"> • Promote working relationships with the community • Promote Traffic and pedestrian safety • Promote Senior Safety • Promote and encourage CPTED • Proactive involvement in Community Events • Communication and updates on crime indicators and traffic issues
INITIATIVES (*Value Added Projects)	<ul style="list-style-type: none"> • Halloween Safety Day • Singing with Seniors • Appreciation Night for Volunteers, Auxiliaries and CPLC members • Toy/Food/Coat Drives - Supporting local shelters with non-perishable food items, coats and toys • Toy Drive in partnership with AY Jackson SS supporting Sparroways Community • *Operation Jingle (Value Added Project) • 33 Division CPLC Bursary Program Fundraising
CRIME MANAGEMENT PROCESS	<ul style="list-style-type: none"> • CPLC promotes community policing and partnerships with 33 Division Officers • CPLC meetings held at D33 Community Room • Crime Prevention pamphlets regularly distributed at pamphlet displays/events by our Volunteers

**EXPENDITURES FROM TORONTO POLICE SERVICES BOARD (TPSB) FUNDING
(1,000.00)**

Itemized Breakdown	Quantity	Amount
Bursary Awards Ceremony (coffee \$6.90, fruit platter \$13.60, cake \$20.00)		\$40.50
Halloween Safety Day (lollipop tree \$48.64, suckers, pencils, stickers, loot bags \$47.80, assorted candy bars \$33.49)		\$129.93
Singing with Seniors (Chocolates \$97.56)		\$97.56
Operation Jingle (wallet anti-theft bells)		\$481.60
Appreciation Night refreshments (Lasagna, Caesar salad, water, cake, cookies, pop, nuts, napkins, cutlery, cups, plates)		\$195.35
Total Expenditures		\$944.94
Amount to be returned		\$55.06

COMMITTEE	41 Division Community Policing Liaison Committee	
EXECUTIVE MEMBERSHIP	Supt. Tony Riviere, CPLC Co-Chair Holly de Jong	
NUMBER OF MEETINGS	9	
NUMBER OF TOWN HALL MEETINGS	3	
GOALS AND OBJECTIVES	Promote healthy strong working relationships with various BIA's Community Partners. Engage dialogue on various Police issues – safety tips. Proactive involvement in Community Events.	
INITIATIVES (*=Value Added Projects)	Improve awareness of Crime Prevention Initiatives. Education of CPLC members and guests on crime and disorder/traffic issues.	
CRIME MANAGEMENT PROCESS	CPLC members regularly advised of crime trends and year to year statistics by D/Sgt. and NSU A/S/Sgt. CPLC promotes community policing and partnerships with 41 Division NSU officers.	
EXPENDITURES FROM TORONTO POLICE SERVICES BOARD (TPSB) FUNDING (1,000.00)		
Itemized Breakdown	Quantity	Amount
Purchase and distribution of Purse Bells as part of Crime Prevention – Project Jingle		\$690.32
Purchase of pencils with CPLC logo and name for marketing of the CPLC		\$309.68
Total Expenditures		\$1,000.00
Amount to be returned		\$0.00

COMMITTEE	42 Division Community Police Liaison Committee
EXECUTIVE MEMBERSHIP	Supt. Tony Riviere and A/Insp. Gerald Heaney A/S/Sgt. Scott Payne, Civ. Co-Chair Simon Ip, Civ. Secretary Suku Balasubramanian, Civ. Treasurer Eddie Cruz
NUMBER OF MEETINGS:	9
NUMBER OF TOWN HALL MEETING	0
GOALS AND OBJECTIVES:	<ul style="list-style-type: none"> • Promote working relationships with the community • Promote Traffic and pedestrian safety • Promote Senior Safety • Proactive involvement in Community Events • Communication and updates on crime indicators and traffic issues
INITIATIVES: (* = Value Added Project)	<ul style="list-style-type: none"> • Senior Safety Expo (mandatory Value Added Project) • 42 Division CPLC Bursary Program Fundraising • Reaching out to School Principals promoting bursary program to Schools through school liaison officer • 42 Outlet tags (tent) Division Community Picnic • Pedestrian Safety initiative at 6 different school zones
CRIME MANAGEMENT PROCESS:	<ul style="list-style-type: none"> • CPLC members updated at monthly meetings on the crime indicators, traffic updates and initiatives by Supt. • CPLC promotes community policing and partnerships with 42 Division Officers • CPLC Meetings held at D42 Parade Room
EXPENDITURES FROM TORONTO POLICE SERVICES BOARD (TPSB) FUNDING (1,000.00)	
Itemized Breakdown	
	Amount
Outlet Tags (tent)	\$896.00
Total Expenditures	\$896.00
Amount Returned to the Board	\$104.00

COMMITTEE:	43 Division Community Police Liaison Committee
EXECUTIVE MEMBERSHIP:	43 Division
NUMBER OF MEETINGS	8
GOALS AND OBJECTIVES:	Increase community engagement & membership
TOWN HALL MEETING:	April 11 th , 2019
INITIATIVES: (* = Value Added Project)	Open House and Picnic
CRIME MANAGEMENT PROCESS:	Crime prevention through community involvement
EXPENDITURES FROM TORONTO POLICE SERVICES BOARD (TPSB) FUNDING (1,000.00)	
Itemized Breakdown	Amount
Drinks and condiments	\$56.45
Tim Horton's – Tim bits	\$18.58
Table and chair rental	\$613.09
signs	\$45.20
ice	\$130.00
portable toilet rental	\$135.60
Total Amount Spent	\$998.92
Total Amount Returned to the Board	1.18

COMMITTEE	51 Division Community Police Liaison Committee	
EXECUTIVE MEMBERSHIP	TPS Co-Chair: Supt. Peter Moreira, CPLC Co-Chair: Wayne Peterson	
NUMBER OF MEETINGS	8	
NUMBER OF TOWN HALL MEETINGS	0	
GOALS AND OBJECTIVES	"Back To Basics" How to report crime and promote crime reporting	
INITIATIVES (*=Value Added Projects)	Presentations to the community using Auxiliaries & CPLC members on how to report crime resulting in accurate identification of crime issues and community safety concerns, therefore proper allocation of resources	
CRIME MANAGEMENT PROCESS	Advised and consult with CPLC members and stake holders on local crime trends and concerns	
EXPENDITURES FROM TORONTO POLICE SERVICES BOARD (TPSB) FUNDING (1,000.00)		
Itemized Breakdown	Quantity	Amount
Purchase Banners for Auxiliary Team "How to report a Crime"		\$256.47
Face Painting for Open House by Body Karma		\$350.00
Purchase Laptop for Subcommittee "How to report a Crime"		\$401.09
Total Expenditures		\$1,007.56
Amount to be returned		0.00

COMMITTEE	52 Division Community Police Liaison Committee		
EXECUTIVE MEMBERSHIP	Supt. Mike Barsky, Civ. Co-chair Melanie Dickson-Smith		
NUMBER OF MEETINGS	5		
NUMBER OF TOWN HALL MEETINGS	<p>Hosted one Town Hall Meeting on the following topics:</p> <ol style="list-style-type: none"> 1. Toronto Police Service Strategies for addressing Organized Crime and Gang Violence in Toronto. 2. Introduction and presentation from the new 51 & 52 Divisions Yonge Street Neighbourhood Officers. 3. "Ask Anthony": Q and A Session with 52 Division Crime Prevention Officer regarding Crime or Traffic concerns. 		
GOALS AND OBJECTIVES	<ul style="list-style-type: none"> • Our goal is to foster a strong and positive working partnership with the Toronto Police Service in order to maintain and preserve community safety in our division. • Host at least one Value added Community-Police Project and one Town Hall Forum that addresses community concerns and crime prevention strategies to improve community safety. • Recruit new members from areas not currently represented. 		
INITIATIVES (*Value Added Projects)	<ul style="list-style-type: none"> • The Committee's 2019 goals were partially met with participation by the committee and D52 CRU. • Chinatown BIA, and 52 Division Neighbourhood Officers participated in the annual ten-week project, Project Blue Hog. The goal was to assist the community with ongoing safety concerns, increase police presence in the neighbourhood to reduce crime, (particularly Thefts from Autos, Aggressive Panhandling, Trespass, Intoxication, including graffiti eradication) and to improve the quality of life for residents, business owners and tourists within the Chinatown neighbourhood. Local community members toured the police station and met with police officers in order to strengthen ties between the police and the community. Awareness was raised about personal safety, domestic and fraud scams towards newcomers to the Chinatown neighbourhood. • Unfortunately, due to ongoing major construction along Dundas Street West to University Avenue, the CPLC was unable to host our annual open house/community event. • The CPLC gained new members in 2019. There were approximately 33 member groups at year-end. 		
CRIME MANAGEMENT PROCESS	Community polled for their crime concerns. Information gathered assisted 52 Division to develop strategies to address concerns.		
EXPENDITURES FROM TORONTO POLICE SERVICES BOARD (TPSB) FUNDING (1,000.00)			
Itemized Breakdown		Quantity	Amount
1 Case Bottled Water, Napkins, Paper Plates, (Town Hall)			\$37.27

2 Take 12 Tim Hortons Coffee & 2 Packs 20 Timbits, (Town Hall)		\$52.43
4 Party Size Pizzas (Town Hall Meeting)	4	\$129.75
1 Custom Top 10X10 Tent with CPLC Logo	1	\$780.55
Total Expenditures		\$1,000.00
Amount to be returned		0.00

COMMITTEE	53 Division Community Police Liaison Committee
EXECUTIVE MEMBERSHIP	53 Division Unit Commanders
NUMBER OF MEETINGS	After the Unit Command decision was made to disband the 53 CPLC in April 2018, there were preliminary meetings with an interim committee of members leading up to one main kick-off CPLC meeting in November 2019. So total meetings held in 2019 was three (3).
GOALS AND OBJECTIVES	<ul style="list-style-type: none"> The initial part of the year was a recruiting drive to identify and recruit key stakeholders from the diverse communities of 53 Division and ensure strategic representation on the 53 CPLC During the November 2019 meeting, the CPLC Committee identified 3 Priorities: (1) Traffic Safety, (2) Auto Theft Prevention & (3) Break-Enter. Also identified was the need to partner with local stakeholders, including the Toronto Traffic Hub Coordinator, the Yorkville BIA, and local resident associations.
Town Hall Meeting:	53 Division held a Town Hall Meeting on April 11 th which included the Chief. 53 Superintendent Shaun Narine & Inspector Paul Rinkoff represented the Division. There was CPLC representation at the meeting. It was held at the Upper Canada College to discuss local and public safety concerns.
INITIATIVES (* = Value Added Project)	<ul style="list-style-type: none"> 53 Division was already the Service Leader in creating & expanding on a new format for Neighbourhood Watch. Crime Prevention / Community Safety Officer, PC Timothy Somers, along with CPLC members worked to expand her effective Neighbourhood Watch Program local that had initially been created in Lawrence Park after a significant crime occurred. Working together with Police, there are currently 17 established Groups within the city that report to & share information with police daily. In October 2019, the interim 53 CPLC held its Annual Open House at 53 Division, which brought in a staggering 800 members of the public. The format of the open house was to allow integration with Police, tour the facility & showcase the many TPS specialized units. The CRU included seminars on Forensics and Personal Safety. A number of other education and awareness topics were introduced. Local residents had the opportunity to interact with police officers, CPLC members, and Senior Officers. Media also attended to create awareness of the CPLC.
CRIME MANAGEMENT PROCESS	<ul style="list-style-type: none"> The CPLC fed into the CTOM process by identifying local CTOM issues. Officers are able to report back to the CPLC current data and outcomes. The CPLC has impact on all 53 Division Units: CIB, MCU, PRU, the CPO / CRU; resulting in several projects within the division that relate to public education, community canvassing, and promote Auxiliary & YIPI Integration into

	<p>the communities by distributing Crime Prevention Literature and creating Safety Awareness and Higher Visibility.</p> <ul style="list-style-type: none"> • 53 Division Projects stemming from local community input include the following: • Project CLEANSWEEP • Project UTOPIA • Project BROKEN WINDOWS • Project KRONOS
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EXPENDITURES FROM TORONTO POLICE SERVICES BOARD (TPSB) FUNDING (\$1,000)	
Itemized Breakdown	Amount
Comm. Symposium @ Marc Garneau CI (2019-04-04)	\$226.00
D53 open house (burgers/hotdogs/buns) (2019-10-11)	\$676.72
Total Amount Spent	\$902.76
Total Amount Returned to the Board	\$97.28

COMMITTEE	54/55 Division Community Police Liaison Committee	
EXECUTIVE MEMBERSHIP	Mary O'Reilly, Hema Murdock, Justin Vandette Pat MacDonald, Lido Chilelli, Valerie Mah, Jade Maitland	
NUMBER OF MEETINGS	D54 (10), D55 (10)	
NUMBER OF TOWN HALL MEETINGS	D54 (1), D55 (1)	
INITIATIVES (*=Value Added Projects)	<p>Police Week Community Picnic in the Park – May 2019 (D55) Seniors Movie and Breakfast at the Fox Theatre – December 19/2019 (D55) Auxiliary Officers Appreciation Breakfast (D54/55) – with recognition of 2 officers with a plaque for outstanding service; also printed T-shirt gifts to each officer - November 24, 2019 Monetary donation to Community Centre 55 – Share-A-Hamper Christmas School Crossing Guards Appreciation Event – June 2019 (D54/55) Annual CPLC Bursary to High School students – June 2019 (D54) Seniors Information Presentation – May 2019 (D54) Police Officer for a Day – Writing Competition – Elementary Schools (D54)</p>	
GOALS AND OBJECTIVES	<ul style="list-style-type: none"> • Increase outreach in the community by supporting both CRU Neighbourhood Officers' events and CPLC planned event • Hold 2 major community events: celebration of Police Week, and celebration of of Seniors at Christmas • Continue with Youth Scholarship program • Increase CPLC membership and outreach 	
CRIME MANAGEMENT PROCESS	PowerPoint presentations at CPLC meetings on crime/traffic issues, complaints and recommendations by Officers and Parking Enforcement Supervisor, to members, with aim of assisting/alleviating problem areas	
EXPENDITURES FROM TORONTO POLICE SERVICES BOARD (TPSB) FUNDING (2,000.00)		
Itemized Breakdown		Quantity
		Amount
School Crossing Guards Appreciation Event (D54/55) – Refreshments/ Gifts		\$477.62
D54 Town Hall - refreshments		\$201.84
Police Week Park Permit – May 2019 (D55)		\$384.58
Police Week Community Picnic refreshments - May 2019 (D55)		\$242.10
Auxiliary officers appreciation breakfast – recognition plaques and gift T-shirts for officers (D54/55)		\$538.32
CPLC Appreciation for retiring members – 2 plaques		\$146.00
Total Expenditures		\$1,990.46
Amount to be returned		\$9.54



Toronto Police Services Board Report

March 05, 2020

to: Members
Toronto Police Services Board

From: Jim Hart
Chair

**Subject: Semi-Annual Report: Toronto Police Services Board
Special Fund Unaudited Statement: July to December 2019**

Recommendation:

It is recommended that the Board receive the report on the Toronto Police Services Board's Special Fund un-audited statement for information.

Financial Implications:

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

Background / Purpose:

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

Discussion:

Enclosed is the un-audited statement of receipts and disbursements with respect to the Toronto Police Services Board's Special Fund for the period July 01 to December 31, 2019.

As at December 31, 2019, the balance in the Special Fund was \$650,735. During the second half of the year, the Special Fund recorded receipts of \$104,049 and disbursements of \$61,488. There has been a net decrease of \$304,194 against the December 31, 2018 fund balance of \$954,929.

Auction proceeds have been estimated for the month of December 2019 as the actual deposits have not yet been made.

For the second half of 2019, the Board approved and disbursed the following sponsorships:

Sponsorship	Total Amount
Alexandria Park Community Centre	\$90,892
Chief's Fundraising Gala/Victim Services Toronto	\$4,000
Occupational Health and Safety Awareness Day	\$4,000
Cardiac Health Fairs	\$3,716

The following unused funds were returned:

Unused Funds	Total Amount
Lesbian, Gay, Bisexual, Transgender and Queer (L.G.B.T.Q.) Conference	\$7,236
Community Consultative Groups	\$5,417
United Way	\$4,164
Lesbian, Gay, Bisexual, Transgender, Queer, and Two-Spirit (L.G.B.T.Q.2S) Youth Justice Bursar Award	\$3,000
Toronto Police Service School Crossing Guard	\$2,452
Community Police Consultative Conference	\$1,563
Auxiliary Appreciation Event	\$1,224
Asian Heritage Month	\$1,123
Pride Reception	\$803
National Aboriginal Day	\$692
Pride Month Celebrations	\$499
Day of Pink	\$498
International Francophone Day	\$468
Ontario Special Olympics – Law Enforcement Torch Run	\$367
National Victims of Crime Awareness Week	\$168
Black History Month	\$85

In addition, the Board approved and disbursed the following:

Disbursed Funds	Total Amount
Recognition of Service Members	\$40,104
Toronto Police Amateur Athletic Association	\$10,400
Canadian Association of Police Governance	\$7,500
Toronto Police Service Board (T.P.S.B.) and Toronto Police Association (T.P.A.) Retirement Dinner	\$3,724
Recognition of Board Members	\$2,078
Recognition of Community Members	\$1,234
Donations/Flowers in Memoriam	\$200

Annual Reporting

The Special Fund Policy also requires the following annual reporting:

1. Awards and Recognition

Expenditures related to the recognition of the work of Board members, Toronto Police Service members, and community members for 2019:

Disbursed Funds	Total Amount
Toronto Police Service Members	\$64,370
School Crossing Guards	\$3,548
Board Members	\$2,078
Community Members	\$1,784

2. Toronto Police Amateur Athletic Association

Funding to offset the expenses of members participating in Toronto Police Amateur Athletic Association (T.P.A.A.A.) sponsored events and competitions to a maximum of \$200 per member, per event. The total funding provided by the Board and incurred in 2019 was \$16,200.

3. Fitness Facilities

Shared Funding (1/3 payable by the Board) to offset the cost of fitness equipment located at police facilities. The balance of the costs will be shared equally by the T.P.A.A.A. and members. There was no funding provided by the Board as no fitness equipment cost incurred in 2019.

Conclusion:

As required by Toronto Police Services Board Special Fund Policy, it is recommended that the Board receive the attached report.

Respectfully submitted,

Jim Hart
Chair

File Name: 2019 second half year special funds board letter

Appendix A

The Toronto Police Services Board Special Fund 2019 Second Half Year Result with Initial Projections

Particulars	Initial Projection 2019	January 01 to June 30, 2019	July 01 to December 31, 2019	January 01 to December 31, 2019	January 01 to December 31, 2018	Comments Relating to Current Reporting Period
Balance Forward	954,929	954,929	608,174	954,929	801,215	
Revenue						
Proceeds from Auctions	165,792	56,093	139,648	195,741	219,301	
Less Overhead Cost	(80,089)	(28,495)	(65,377)	(93,872)	(105,937)	
Unclaimed Money	254,070	202,711	44,613	247,324	496,857	
Less Return of Unclaimed Money	(14,320)	(6,089)	(20,773)	(26,862)	(7,525)	
Interest	8,408	7,190	7,358	14,548	12,086	Interest income is based on the average monthly bank balance.
Less Bank Service Charges	(1,162)	(730)	(1,420)	(2,150)	(1,652)	
Others	276	18,685	-	18,685	276	
Total Revenue	332,975	249,365	104,049	353,414	613,405	
Balance Forward Before Expenses	1,287,904	1,204,294	712,223	1,308,343	1,414,620	
Disbursements						
Police Community Sponsorships - Toronto Police Services						
Community Partnerships and Engagement Unit Events	109,000	109,500	4,000	113,500	114,500	Chief's Fundraising Gala - Victim Services Toronto
Community Consultative Groups	30,000	30,000	-	30,000	30,000	
Cardiac Health Fairs	-	-	3,716	3,716	-	
New Canadian Citizenship Ceremony	-	-	-	-	1,570	
Occupational Health and Safety Awareness Day	2,000	-	4,000	4,000	2,000	
Review of Conducted Energy Weapon	80,000	80,000	(80,000)	-	-	
Workplace Harassment, Well-being and Discrimination Review	150,000	150,000	-	150,000	-	
Police Community Sponsorships - Community						
Alexandria Park Community Centre	88,000	-	90,892	90,892	-	
Lesbian, Gay, Bisexual, Transgender and Queer (L.G.B.T.Q.) Conference	80,000	80,000	-	80,000	-	
Ontario Association of Police Services Board	-	-	-	-	2,000	
Special Olympics Ontario	-	50,000	-	50,000	-	
Toronto Region Board of Trade	15,000	13,508	-	13,508	15,000	
Victim Services Program	25,000	25,000	-	25,000	25,000	
Funds Returned on Sponsorships						
Asian Heritage Month	-	-	(1,123)	(1,123)	(1,670)	
Auxiliary Appreciation Event	-	-	(1,224)	(1,224)	(968)	
Black History Month	-	-	(85)	(85)	(835)	
Board & Chief's Pride Reception	-	-	(803)	(803)	(835)	
Chief's Fundraising Gala/Victim Services Toronto	-	-	-	-	(320)	
Community Consultative Groups	-	-	(5,417)	(5,417)	(6,072)	
Community Police Academy	-	-	-	-	(117)	
Community Police Consultative Conference	-	-	(1,563)	(1,563)	(892)	
Day of Pink	-	-	(498)	(498)	(528)	
Lesbian, Gay, Bisexual, Transgender and Queer (L.G.B.T.Q.) Conference	-	-	(7,236)	(7,236)	-	
Lesbian, Gay, Bisexual, Transgender, Queer, and Two-Spirit (L.G.B.T.Q.2S) Youth Justice	-	-	(3,000)	(3,000)	-	
International Francophone Day	-	-	(468)	(468)	(395)	
National Victims Crime Awareness Month	-	-	(168)	(168)	-	
National Aboriginal Day	-	-	(692)	(692)	(1,200)	
Pride Month Celebrations	-	-	(499)	(499)	-	
Ontario Special Olympics - Law Enforcement Torch Run (LETR)	-	-	(367)	(367)	(283)	
Toronto Caribbean Carnival	-	-	-	-	(1,162)	
Toronto Police Amateur Athletic Association (T.P.A.A.A.) Assistance	-	-	-	-	(1,000)	
United Way	-	-	(4,164)	(4,164)	(7,685)	
Volunteer Appreciation Event	-	-	-	-	(1,948)	
Toronto Police Amateur Athletic Association (T.P.A.A.A.) Assistance	40,000	5,800	10,400	16,200	23,400	

**The Toronto Police Services Board Special Fund
2019 Second Half Year Result with Initial Projections**

Particulars	Initial Projection 2019	January 01 to June 30, 2019	July 01 to December 31, 2019	January 01 to December 31, 2019	January 01 to December 31, 2018	Comments Relating to Current Reporting Period
Recognition of Service Members						
Awards	118,000	21,994	28,919	50,912	22,374	
Catering	22,000	8,273	11,185	19,458	19,463	
TPS Member Funeral Cost	30,000	-	-	-	-	
Return of Unused Funding	-	-	(2,452)	(2,452)	(2,103)	TPS School Crossing Guard
Recognition of Community Members						
Awards	5,000	410	-	410	3,101	
Catering	4,000	140	1,234	1,374	2,272	
Recognition of Board Members						
Awards	1,000	-	667	667	127	
Catering	1,000	-	1,411	1,411	-	
Conferences						
Canadian Association of Police Governance	10,000	-	7,500	7,500	10,000	
Ontario Association of Police Services Board (O.A.P.S.B.)	5,000	5,000	-	5,000	5,000	
Pearls in Policing Conference	-	-	-	-	7,632	
Donations/Flowers in Memoriam	800	-	200	200	763	
Toronto Police Services Board (T.P.S.B.) and Toronto Police Association (T.P.A.) Retirement Dinner	10,500	5,281	3,724	9,005	9,005	
Event Tickets	6,000	1,100	-	1,100	1,647	
Internal Control Review Fee	7,042	-	3,399	3,399	5,933	
Other Expenses						
Funeral Cost	-	-	-	-	26,596	
Organizational Change Management Consultant	-	10,115	-	10,115	160,322	
Total Disbursements	839,342	596,120	61,488	657,608	459,691	
Special Fund Balance	448,562	608,174	650,735	650,735	954,929	



Toronto Police Services Board Report

August 14, 2020

To: Members
Toronto Police Services Board

From: Jim Hart
Chair

**Subject: Semi-Annual Report: Toronto Police Services Board
Special Fund Unaudited Statement: January to June 2020**

Recommendation:

It is recommended that the Board receive the report on the Toronto Police Services Board's Special Fund un-audited statement for information.

Financial Implications:

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

Background / Purpose:

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

Discussion:

Enclosed is the un-audited statement of receipts and disbursements with respect to the Toronto Police Services Board's Special Fund for the period January 01 to June 30, 2020.

As at June 30, 2020, the balance in the Special Fund was \$616,282. During the first half of the year, the Special Fund recorded receipts of \$111,500 and disbursements of \$145,953. There has been a net decrease of \$34,453 against the December 31, 2019 fund balance of \$650,735.

Auction proceeds have been estimated for the months of April, May, and June 2020 as the actual deposits have not yet been made.

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

Sponsorship	Total Amount
Victim Services Toronto	\$25,000
Toronto Caribbean Carnival	\$10,000
United Way	\$10,000
Community Police Consultative Conference	\$9,000
Toronto Police Service Cricket Club	\$9,000
Asian Heritage Month	\$8,000
Community Police Academy	\$8,000
Black History Month	\$7,000
National Aboriginal Day	\$6,500
Auxiliary Appreciation Event	\$6,000
International Francophone Day	\$6,000
Youth in Policing Initiative (Y.I.P.I.)	\$6,000
Day of Pink	\$5,000
Special Olympics Ontario – Torch Run	\$5,000
Pride Reception	\$4,500
Pride Month Celebrations	\$4,500
Chief's Fundraising Gala/Victim Services Toronto	\$4,000
Lesbian, Gay, Bisexual, Transgender, Queer, and 2-Spirit (L.G.B.T.Q.2S.) Youth Justice Bursary	\$3,000
Volunteer Appreciation Event	\$3,000
National Victims of Crime Awareness Week	\$1,000

We are currently working with the organizers for the return of cheques for events that we cancelled due to COVID-19 pandemic.

In addition, the Board approved and disbursed the following:

Disbursed Funds	Total Amount
Ontario Association of Police Services Board	\$5,000
Donations/Flowers in Memoriam	\$453

Conclusion:

As required by Toronto Police Services Board Special Fund Policy, it is recommended that the Board receive the attached report.

Respectfully submitted,

Jim Hart
Chair

File Name: AODA – 1st half of 2020 SPF Board Report

Appendix A

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

Particulars	Initial Projection 2020	January 01 to June 30, 2020	July 01 to December 31, 2020	January 01 to December 31, 2020	January 01 to December 31, 2019	Comments Relating to Current Reporting Period
Balance Forward	650,735	650,735		650,735	954,929	
Revenue						
Proceeds from Auctions	195,741	62,358		62,358	195,741	
Less Overhead Cost	(93,872)	(30,975)		(30,975)	(93,872)	
Unclaimed Money	247,324	85,259		85,259	247,324	
Less Return of Unclaimed Money	(26,862)	(7,184)		(7,184)	(26,862)	
Interest	8,452	4,074		4,074	14,548	Interest income is based on the average monthly bank balance.
Less Bank Service Charges	(2,150)	(2,032)		(2,032)	(2,150)	
Others	488	-		-	18,685	
Total Revenue	329,121	111,500	-	111,500	353,414	
Balance Forward Before Expenses	979,856	762,235	-	762,235	1,308,343	
Disbursements						
Police Community Sponsorships - Toronto Police Services						
Community Partnerships and Engagement Unit Events	111,000	115,500		115,500	113,500	A few events have been cancelled due to COVID-19. Funds will be returned.
Community Consultative Groups	30,000	-		-	30,000	
Cardiac Health Fairs	-	-		-	3,716	
Occupational Health and Safety Awareness Day	4,000	-		-	4,000	
Public Consultation Process Regarding Annual Proposed Toronto Police Service Budget	25,000	-		-	-	
Review of Conducted Energy Weapon	80,000	-		-	-	
Workplace Harassment, Well-being and Discrimination Review	-	-		-	150,000	
Police Community Sponsorships - Community						
Alexandria Park Community Centre	-	-		-	90,892	
Centre for Young Black Professionals	30,000	-		-	-	
Lesbian, Gay, Bisexual, Transgender and Queer (L.G.B.T.Q.) Conference	-	-		-	80,000	
Special Olympics Ontario	-	-		-	50,000	
Toronto Region Board of Trade	1,500	-		-	13,508	
Victim Services Program	25,000	25,000		25,000	25,000	
Funds Returned on Sponsorships						
Asian Heritage Month	-	-		-	(1,123)	
Auxiliary Appreciation Event	-	-		-	(1,224)	
Black History Month	-	-		-	(85)	
Board & Chief's Pride Reception	-	-		-	(803)	
Community Consultative Groups	-	-		-	(5,417)	
Community Police Consultative Conference	-	-		-	(1,563)	
Day of Pink	-	-		-	(498)	
Lesbian, Gay, Bisexual, Transgender and Queer (L.G.B.T.Q.) Conference	-	-		-	(7,236)	
Lesbian, Gay, Bisexual, Transgender, Queer, and Two-Spirit (L.G.B.T.Q.2S) Youth Justice	-	-		-	(3,000)	
International Francophone Day	-	-		-	(468)	
National Victims Crime Awareness Month	-	-		-	(168)	
National Aboriginal Day	-	-		-	(692)	
Pride Month Celebrations	-	-		-	(499)	
Ontario Special Olympics - Law Enforcement Torch Run (LETR)	-	-		-	(367)	
United Way	-	-		-	(4,164)	
Toronto Police Amateur Athletic Association (T.P.A.A.) Assistance	40,000	-		-	16,200	
Recognition of Service Members						
Awards	118,000	-		-	50,912	
Catering	22,000	-		-	19,458	
Return of Unused Funding	-	-		-	(2,452)	

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

Particulars	Initial Projection 2020	January 01 to June 30, 2020	July 01 to December 31, 2020	January 01 to December 31, 2020	January 01 to December 31, 2019	Comments Relating to Current Reporting Period
Recognition of Community Members						
Awards	5,000	-	-	-	410	
Catering	4,000	-	-	-	1,374	
Recognition of Board Members						
Awards	1,000	-	-	-	667	
Catering	1,000	-	-	-	1,411	
Conferences						
Canadian Association of Police Governance	10,000	-	-	-	7,500	
Ontario Association of Police Services Board (O.A.P.S.B.)	5,000	5,000	-	5,000	5,000	
Donations/Flowers in Memoriam	800	453	-	453	200	
Toronto Police Services Board (T.P.S.B.) and Toronto Police Association (T.P.A.) Retirement Dinner	10,500	-	-	-	9,005	
Event Tickets	6,000	-	-	-	1,100	
Internal Control Review Fee	7,042	-	-	-	3,399	
Other Expenses						
Organizational Change Management Consultant	-	-	-	-	10,115	
Total Disbursements	536,842	145,953	-	145,953	657,608	
Special Fund Balance	443,014	616,282	-	616,282	650,735	



Toronto Police Services Board Report

July 27, 2020

To: Chair and Members
Toronto Police Services Board

From: James Ramer
Chief of Police

Subject: Quarterly Report: Occupational Health & Safety Update for April 1 to June 30, 2020

Recommendation(s):

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

Financial Implications:

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

Background / Purpose:

At its meeting on January 24, 2005, the Board received an update on occupational health and safety matters relating to the Toronto Police Service (Service) (Min. No. C9/05 refers). Following consideration of the report, the Board requested the Chief of Police to provide quarterly confidential updates on matters relating to occupational health and safety. The Board, at its meeting on August 21, 2008, further requested public quarterly reports for occupational health and safety matters (Min. No. C224/08 refers).

The purpose of this report is to update the Board on matters relating to occupational health and safety issues for the second quarter of 2020.

Discussion:

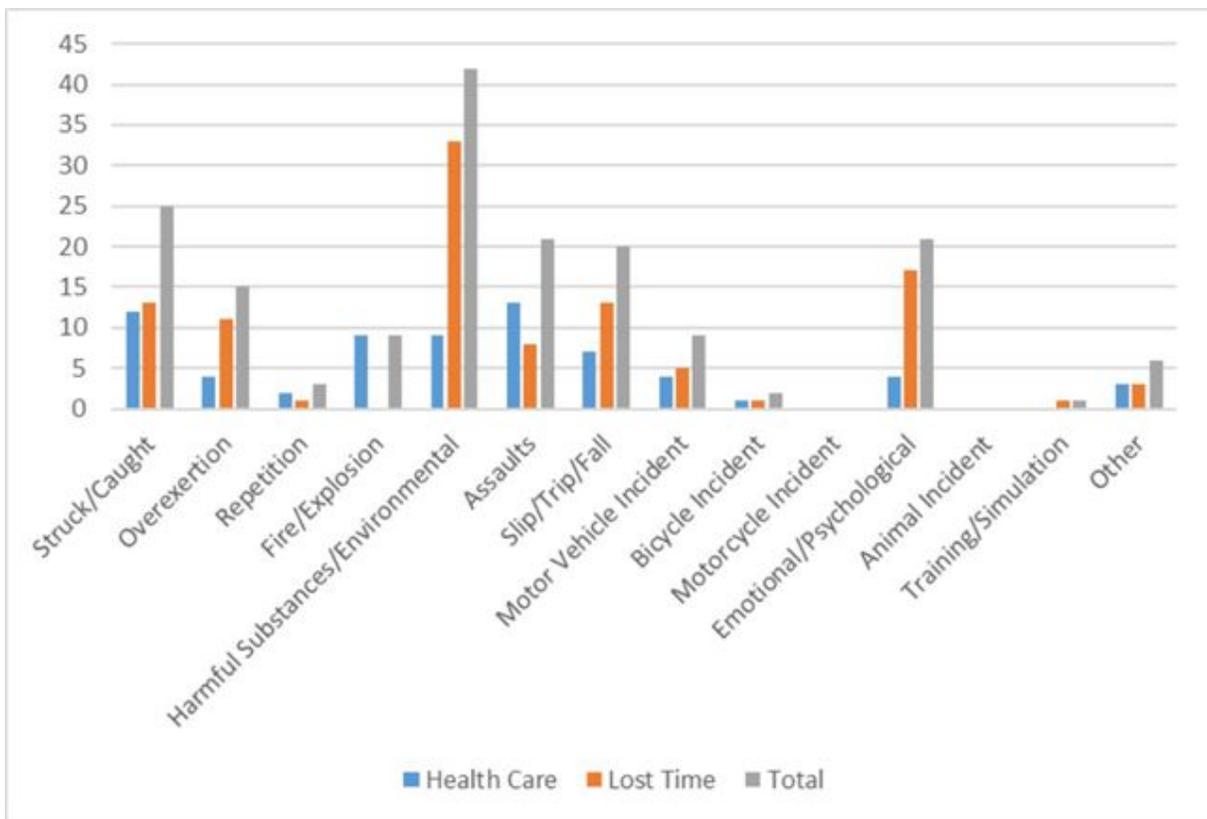
Second Quarter Accident and Injury Statistics

From April 1 to June 30, 2020, there were 174 reported workplace accidents/incidents involving Service members, resulting in lost time from work and/or health care which

was provided by a medical professional. These incidents were reported as claims to the Workplace Safety and Insurance Board (W.S.I.B.). During this same period, 11 recurrences of previously approved W.S.I.B. claims were reported. Recurrences can include, but are not limited to: ongoing treatment, re-injury, and medical follow-ups, ranging from specialist appointments to surgery.

Injured on Duty reports are classified according to the incident type. The following graph and chart summarize the Injured on Duty reports received by the Wellness Unit during the second quarter of 2020.

*Injured on Duty Reports
April 1 to June 30, 2020*



Incident Type	Health Care	Lost Time	Q2-2020	Q2-2019
Struck/Caught	12	13	25	22
Overexertion	4	11	15	49
Repetition	2	1	3	4
Fire/Explosion	9	0	9	1
Harmful Substances/Environmental	9	33	42	17
Assaults	13	8	21	46
Slip/Trip/Fall	7	13	20	25
Motor Vehicle Incident	4	5	9	15
Bicycle Incident	1	1	2	8
Motorcycle Incident	0	0	0	2
Emotional/Psychological	4	17	21	47
Animal Incident	0	0	0	1
Training/Simulation	0	1	1	9
Other	3	3	6	8
Totals	68	106	174	254

The top incident categories are:

1. Harmful Substances/Environmental: 42
2. Struck/Caught: 25
3. Emotional/Psychological: 21
4. Assaults: 21

Overall, Injured on Duty reports have decreased in the second quarter of 2020 as compared to 2019. This is the result of a decrease in the number of calls for service due to the effects of self-isolation and social distancing amongst members of the public.

The significant increase in the Harmful Substances/Environmental category is a result of the current COVID-19 pandemic. Members have reported a large number of exposures to communicable disease as a result of the requirement to continue operating as an essential service during the pandemic. Exposure risk is mitigated in part through the use of physical distancing and personal protective equipment.

Assaults by arrested parties, suspects, or members of the public typically form one of the largest categories of Injured on Duty reports due to the nature of police work. A significant portion of training received by police officers is designed to mitigate the risk of these types of injuries.

Incidents in the Emotional/Psychological category have increased in proportion to the number of incidents involving potential exposures to COVID-19. The heightened sense of awareness among members, as well as among the public in general, results in an increased level of anxiety around potential exposures. The Wellness Unit has undertaken a number of important initiatives to support members while they continue to

serve the City of Toronto, some of which are detailed below in the section titled “COVID-19 Response”.

Critical Injuries

Under Ontario’s occupational health and safety regulatory framework, employers have the duty to report all critical injuries and fatalities which occur in the workplace to the Ministry of Labour (M.O.L.), pursuant to *Section 51* of the *Occupational Health and Safety Act* (O.H.S.A.) and *Ontario Regulation 834*.

A critical injury is defined as an injury of a serious nature that:

- (a) places life in jeopardy,
- (b) produces unconsciousness,
- (c) results in substantial loss of blood,
- (d) involves the fracture of a leg or arm but not a finger or toe,
- (e) involves the amputation of a leg, arm, hand or foot but not a finger or toe,
- (f) consists of burns to a major portion of the body, or
- (g) causes the loss of sight in an eye.

In the second quarter of 2020, there was one critical injury incident reported to the M.O.L. For each critical injury incident, an investigation is conducted by the Service independent of the M.O.L. investigation, involving both the injured member’s local Joint Health and Safety Committee and the Service’s Wellness Unit. In each case, root causes are sought and recommendations are made, where applicable, to reduce the risk of similar incidents in the future.

Communicable Diseases

As part of the Communicable Disease Exposure Surveillance Program, members of the Wellness Unit reviewed reported exposures during the months indicated in the table below. The majority of these exposures did not result in claim submissions to the W.S.I.B. However, there is an obligation to ensure that a communication is dispatched to members of the Service from a qualified designated officer from the Medical Advisory Services team.

In the event that a member requires information or support regarding a communicable disease exposure, they will be contacted by a medical professional from Medical Advisory Services in order to discuss potential risk, consider treatment options as required, and to ensure that the member is supported properly with respect to stress and psychological well-being. The following chart summarizes member exposures to communicable diseases, as well as other potential exposure types including blood and bodily fluids.

*Member Exposure to Communicable Diseases
April to June, 2020*

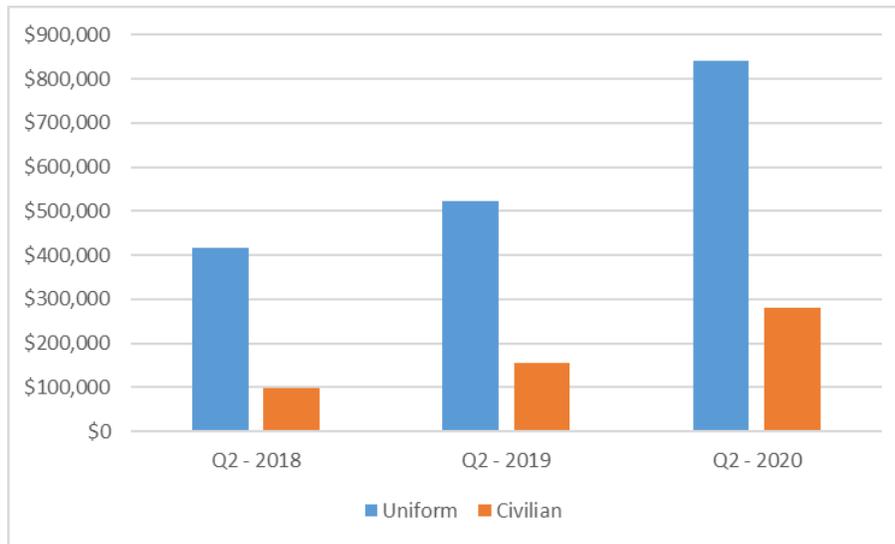
Reported Exposures	April	May	June	Q2 - 2020	Q2 - 2019
Bodily Fluids, Misc.	14	32	19	65	43
COVID-19	484	372	145	1001	0
Hepatitis A, B, & C	2	1	1	4	1
HIV	2	2	1	5	2
Influenza	0	0	0	0	0
Measles, Mumps, Rubella	0	0	0	0	0
Meningitis	0	0	0	0	0
Staphylococcus Aureus	0	0	0	0	2
Tuberculosis	0	0	1	1	2
Varicella (Chickenpox)	0	0	0	0	0
Bed Bugs	4	0	5	9	22
Other, Miscellaneous	0	0	0	0	9
Total	506	407	172	1085	81

Examples of the types of exposures which fall into the category “Other, Miscellaneous” can include, but are not limited to: ringworm, scabies, lice, pertussis, diphtheria, etc.

For the second quarter of 2020, there were a total of 1085 reported incidents involving exposures or possible exposures. The significant increase is due to the large number of reports received involving members with concerns regarding exposure to the novel coronavirus which causes COVID-19. Of the Injured on Duty reports received related to COVID-19, a total of 36 resulted in health care and/or lost time. The remaining 965 were entered as precautionary in nature. The number of potential exposures as well as the number of incidents requiring health care and/or lost time have steadily decreased from April through to the end of June as numbers of cases decrease throughout the province.

Injury and Accident Costs

As a Schedule 2 employer, the Service paid \$280,534 in W.S.I.B. health care costs for civilian members and \$841,271 in W.S.I.B. health care costs for uniform members for the second quarter of 2020.



	Q2 - 2018	Q2 - 2019	Q2 - 2020
Uniform	\$ 416,469	\$ 523,286	\$ 841,271
Civilian	\$ 98,833	\$ 155,901	\$ 280,534

The ongoing increase in health care costs has been attributed in part to the passing into law of the *Supporting Ontario's First Responders Act* in April 2016, which created the presumption of work-relatedness when first responders are diagnosed with P.T.S.D. Efforts by the Service to reduce stigma associated with reporting mental health related issues has also contributed to the increase in health care costs.

Medical Advisory Services

In 2019, the Wellness Unit undertook a comprehensive audit of short and long term disability management practices and processes to evaluate the current program, and to identify opportunities for improvement in tracking and reporting absences due to injuries and illness. The results of the audit were received during the first quarter of 2020, and will result in a set of recommendations and an action plan to implement disability management best practices for the Service. In addition, an enhanced capacity to report accurate and meaningful data associated with short and long term disability will be implemented.

Workplace Violence and Harassment Statistics

Bill 168, the *Occupational Health and Safety Amendment Act (Violence and Harassment in the Workplace) 2009*, came into force on June 15, 2010. As a result of this amendment, the O.H.S.A. now includes definitions of workplace violence and workplace harassment, and Part III.0.1 describes employer obligations with respect to violence and harassment in the workplace.

In the second quarter of 2020, there were 9 new documented complaints which were categorized by Professional Standards as having the potential to meet the criteria of workplace harassment as defined in the O.H.S.A.

COVID-19 Response

The Wellness Unit continues to operate the Pandemic Support Hotline which is available to members 24 hours a day, 7 days per week. The Hotline responds to calls and emails from members on all matters related to the Service's response to the pandemic, and assists members with finding support and resources as needed. At the date of writing, the Hotline had received and processed 4225 inquiries from members during the course of the pandemic.

The Wellness Unit is also a key stakeholder in the facilitation of expedited COVID-19 testing for Service members. In partnership with Toronto Paramedic Services and Toronto Fire Services, a second test site was established to increase availability of testing. In addition, family members and asymptomatic members are now also permitted to access the priority testing sites. This supports member health and wellness, as well as ensuring that members can be returned to operational status as quickly as practicable.

Conclusion:

This report provides an update to the Board on matters relating to occupational health and safety issues for the second quarter of 2020.

The next quarterly report for the period of July 1, 2020 to September 30, 2020 will be submitted to the Board for its meeting in November 2020.

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

Respectfully submitted,

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

*original copy with signature on file in Board office



Central Joint Health and Safety Committee

PUBLIC MINUTES

**Toronto Police Services Board
May 4, 2020 at 1:00PM
via teleconference**

Meeting No. 70

Members Present:

Jim Hart, Chair TPSB & Co-Chair, CJHSC
Jon Reid, Director, TPA & Co-Chair, CJHSC
Brian Callanan, TPA & Executive Representative
Deputy Chief Barbara McLean, TPS, Command Representative

Also Present:

Rob Duncan, Safety Planner & Program Coordinator, Wellness Unit
Ivy Nanayakkara, Manager, Wellness Unit
Diana Achim, Board Administrator, TPSB
Frank Barredo, Superintendent at 43 Division

Chair for this Meeting: Jim Hart, Chair, Toronto Police Services Board, and
Co-Chair, Central Joint Health and Safety Committee

Opening of the Meeting:

1. Co-Chair, Jim Hart, welcomed the group to the meeting and called the meeting to order.
2. The Committee approved the public Minutes from the meeting that was held on February 6, 2020.

The Committee considered the following matters:

3. FULL BODY SCANNERS

Mr. Duncan advised the Committee that the full body scanner project has been placed on a temporary hold until the Service reviews its Level 3 practices.

Status	Ongoing
Action	Mr. Duncan to provide update at the next meeting

4. RESPIRATORY PROTECTION MASKS

Mr. Duncan advised the Committee that the Service has identified the successful vendor through a competitive process but that the planning is on hold due to the fact that the fit testing process requires the destruction of N95 respirators, which could contribute to potential supply chain issues. Mr. Duncan further advised that surgical masks have been distributed for use. He confirmed that the Service will launch a fit testing program once the pandemic and state of emergency is over

Mr. Duncan further advised the Committee that the vendor said that they can provide a technician devoted to the Service and that the background check process will be initiated when the program launch date is identified.

Status	Ongoing
Action	Mr. Duncan to provide an update at the next meeting

5. BOOTLEG PROTECTORS

Mr. Duncan advised the Committee that this project is still underway but that it was delayed because PPE availability was significantly impacted by the onset of the pandemic. Mr. Duncan further advised that the Wellness Unit is currently coordinating the pilot with the planner at 55 Division, which was identified as the most suitable

division to pilot the boot protectors due to the frequency of Injured on Duty reports involving bed bugs.

Status	Ongoing
Action	Robert Duncan to provide an update at the next meeting

Next Meeting:

Date: August 24, 2020

Time: 10:00AM

Location: Teleconference

Members of the Central Joint Health and Safety Committee:

Jim Hart, Co-Chair Toronto Police Services Board	Jon Reid, Co-Chair Toronto Police Association
Barbara McLean, Command Representative, Toronto Police Service	Brian Callanan, Executive Member Toronto Police Association



Toronto Police Services Board Report

September 1, 2020

To: Chair and Members
Toronto Police Services Board

From: James Ramer
Chief of Police

Subject: Facilities Rental Contract for Garry W. Morden Centre for Toronto Police Service's Rental of Driving Track for OPC Basic Constable Training

Recommendation(s):

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

1. The Chair's execution of the Facilities Rental Contract (agreement) between the Board and the City of Mississauga in relation to the rental of the driving track at the Garry W. Morden Centre.

Financial Implications:

The cost of the rental for this location is \$13,786.14 including HST. Funding for this rental will be covered by the Toronto Police College's (T.P.C.) 2020 operating budget.

Background / Purpose:

Further to the Board report titled Agreement for Basic Constable Training Program at the Toronto Police College presented at the June 19, 2020 public Board meeting (Min. No. P121/2020 refers), part of the bona fide requirements for the Ontario Police College (O.P.C.) Basic Constable Training Program (B.C.T.) currently being conducted at the T.P.C., requires that the Toronto Police Service (Service) provide Police Vehicle Operations (P.V.O.) training. The track will be used on the following dates in 2020: August 1, 2, 8, 9, 15, and 16.

It should be noted that all other B.C.T. set out in the Agreement between the Board and the Province have been attended to.

Discussion:

A portion of the O.P.C. B.C.T. requires the use of a driving track. The Service obtained the approval from the City of Mississauga to use the driving track at the Garry W. Morden Centre for the B.C. T. The City of Toronto provided the Service with a Certificate of Insurance showing the City of Mississauga as an additional insured, however, the City of Mississauga still required that the Service indemnify the City of Mississauga. As a result, the Board was the legal entity required to enter into the agreement and the Chair of the Board executed that agreement on July 13, 2020, in order that the track could be used by the Service on August 1, 2, 8, 9, 15 and 16, 2020. It was not possible to bring this report to the Board prior to execution as the Board cancelled the July 2020 Board meeting and restricted the agenda for August

The rental agreement is appended to this report and contains an indemnity clause on page 3.

Conclusion:

The track at the Garry W. Morden Centre fulfils all the requirements needed for the T.P.C. to conduct the P.O.V. training required by O.P.C. and the rental agreement was executed by the Chair on July 13, 2020 in order that the training could take place. The Board is required to ratify the Chair's execution of the agreement.

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

Respectfully submitted,

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



Toronto Police Services Board Report

September 1, 2020

To: Chair and Members
Toronto Police Services Board

From: Ryan Teschner
Executive Director and Chief of Staff

Subject: Service Improvement Plan - Board and Service Response to Ministry Inspection Report of November 2019

Recommendation(s):

It is recommended that the Board:

1. Approve the joint Toronto Police Services Board ("Board") and Toronto Police Service's ("Service") Service Improvement Plan (SIP) which respond to the Inspection Report received from the Ministry of the Solicitor General;
2. Approve amended Board Policies LE-028 Criminal Harassment and LE-039 Homicide and Attempted Homicide Investigations, appended to this report; and
3. Forward a copy of the Service's SIP to the Ministry of the Solicitor General.

Financial Implications:

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

Background / Purpose:

Ministry's correspondence and inspection results

The Board is in receipt of correspondence dated May 20, 2020, from Ms. Jeeti Sahota, Acting Manager, Operations Unit, External Relations Branch, Public Safety Division of the Ministry of the Solicitor General regarding the results of the inspection of the Toronto Police Service pursuant to section 3(2)(e) of the *Police Services Act* (the *Act*). A copy of the inspection report is appended to this Report for information.

The Solicitor General's statutory responsibilities concerning policing

The Act sets out the statutory responsibilities of the Solicitor General under section 3. Included as part of these statutory responsibilities are requirements that the Solicitor General shall:

- conduct a system of inspection and review of police forces across Ontario; monitor police forces to ensure that adequate and effective police services are provided at the municipal and provincial levels;
- monitor boards and police forces to ensure that they comply with prescribed standards of service;
- provide to boards and municipal chiefs of police information and advice respecting the management and operation of police forces, techniques in handling special problems and other information calculated to assist; and
- develop and promote programs to enhance professional police practices, standards and training.

The Ministry conducts inspections and monitors compliance with legislative and regulatory requirements. Inspections are based on relevant legislation, regulations and guidelines contained within the Ministry's Policing Standards Manual.

Policing Standards Manual guidelines are one of the mechanisms used by the Ministry to meet the statutory requirements set out in section 3 of the *Act*. The guidelines are also one of the primary tools to assist police services boards and chiefs of police with their understanding and implementation of the *Act* and its regulations.

Major Case Management

This inspection had, as its specific focus, the Major Case Management (MCM) system. As the Ministry notes, a province-wide Major Case Management (MCM) system was established to fulfil the recommendations of Mr. Justice A.G. Campbell's 1996 review of the Bernardo investigations.

The MCM system methodology uses a multi-disciplinary approach to the investigation of designated serious crimes. It is comprised of a central coordinating body, investigative standards, standardized training, and case management database software for use by police throughout Ontario. The MCM software provides investigators with tools to organize, manage, retrieve and analyze large volumes of data collected during major case investigations. The system facilitates the identification of serial and predatory crime and the coordination of law enforcement agencies involved in multi-jurisdictional cases.

In 2004, the use of the MCM system by all Ontario police services was made mandatory by Police Services Act Regulation 354/04. The Regulation designated specific serious crimes as "major cases" and required their investigation be conducted in accordance with the Ontario Major Case Management (OMCM) Manual. The use of Minister-approved software is also required.

In particular, the requirements of the Regulation and key elements of the OMCM Manual were identified for this inspection, which focused on the following major case categories:

- homicides within the meaning of subsection 222 (4) of the Criminal Code (Canada) and attempted homicides,
- sexual assaults, including sexual interference, and attempted sexual assaults, sexual exploitation and invitation to sexual touching,
- criminal harassment where the harasser is not known to the victim.

In providing its report, the Ministry noted that the Board and the Chief are requested to provide it with a coordinated response within 90 days of receipt of the inspection report. The response to the recommendations may be captured in the Service Improvement Plan (SIP) template provided by the Ministry.

Discussion:

Inspection findings with respect to the Board

In its report, the Ministry made a number of findings. In particular, with respect to the Board Policies relevant to the focus of the inspection, it found the following.

The Sexual Assault policy includes the elements prescribed by regulation and recommended by the ministry guideline LE-034, directing the Chief of Police to develop and maintain procedures requiring compliance with the OMCM Manual. However, the policies on Homicide and Attempted Homicide and Criminal Harassment do not include the elements prescribed by regulation or the ministry guideline LE-039 and LE-028.

As a result, the Ministry recommends that the Board review the referenced Policies to ensure compliance with the relevant Regulations and Ministry guidelines.

Inspection findings with respect to the Service

The Ministry also made a number of recommendations with respect to Service Procedures and practices. These are divided into two categories: Legislative/Regulatory, and Advisory/Good practice. Instances were noted in which issues were brought to the attention of the Service during the course of the inspection.

Two of the more significant recommendations (Legislative/Regulatory) made in the report are as follows:

- The Chief of Police ensure that investigative information for threshold major cases is entered onto PowerCase in accordance with the OMCM Manual Data Entry standards (O. Regulation 354/04).
- The Chief of Police ensure that the Serial Predator Crime Investigations Coordinator is notified if there is a reasonable likelihood that the same person(s) has committed the crime(s) within a single or multi-jurisdiction within seven days as per the OMCM Manual (O. Regulation 354/04).

A number of additional Advisory/Good Practice recommendations are also made by the Ministry in its report. It should be noted that the report found considerable compliance with the MCM approach generally and stated that “[i]nterviews with investigators indicated an excellent understanding of the requirements to investigate a major case and demonstrated confidence in the resources currently available to undertake major case investigations.”

Service Improvement Plan

The SIP appended to this report was developed jointly by the Service and the Board, and fully addresses all the recommendations made by the Ministry. All outstanding responsibilities are assigned to staff, and are expected to be completed by the end of Q4, 2020.

The SIP includes the required amendments to Board Policies LE-028 Criminal Harassment and LE-039 Homicide and Attempted Homicide Investigations. These amended policies are appended to this report for Board approval, with the revised text underlined.

Beyond the inspection findings

In light of the findings of the Ministry’s report, and as part of its broader governance responsibilities, the Board Office intends to move ahead proactively to ensure compliance with all Ministry Adequacy Standards at this time.

This work will include a review of all of the Board’s Adequacy Standards Policies, and recommending to the Board amendments as necessary to bring the Policies into compliance with the Ministry’s regulations and guidelines, as well as additional governance mechanisms where appropriate.

In addition, the Board’s current 76 Adequacy Standards Policies will be incorporated as ‘chapters’ within a single comprehensive Board Adequacy Standards Policy. This work will allow for the incorporation of improved and streamlined compliance auditing and reporting requirements that will apply globally to all sections of the Adequacy Standards Policy. The single comprehensive Policy will also enable simpler and clearer public access to the content.

The Board Office will strive to bring the comprehensive and amended single Adequacy Standards Policy to the Board to consider for approval at the Board's October 2020 meeting. If and when this Policy is approved, the Board Office will continue to engage with the Service to further improve governance surrounding Adequacy Standards, including adding indicators and reporting frameworks that will assist the Board in monitoring and ensuring that the Service is providing adequate and effective policing services.

It should be noted that the Service Improvement Plan was required to be submitted to the Ministry on August 18, 2020, 90 days after the report was received. However, due to the challenges posed by a changing meeting schedule due to the COVID-19 pandemic, and a number of competing priorities that have recently arisen, the Board has informed the Ministry in advance that it will be submitting this report slightly later than the due date.

Conclusion:

Therefore, it is recommended that the Board:

1. Approve the joint Board and Toronto Police Service's Service Improvement Plan (SIP) which respond to the Inspection Report received from the Ministry of the Solicitor General;
2. Approve amended Board Policies LE-028 Criminal Harassment and LE-039 Homicide and Attempted Homicide Investigations, appended to this report; and
3. Forward a copy of the Service's SIP to the Ministry of the Solicitor General.

Respectfully submitted,

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

Ryan Teschner
Executive Director and Chief of Staff

Inspection of the Toronto Police Service - Major Case Management

November, 2019

Public Safety Division
25 Grosvenor Street,
12th Floor
Toronto ON M7A 2H3

Ontario 

Ministry of the
Solicitor General

ACKNOWLEDGEMENTS

The ministry thanks members of the Toronto Police Services Board and the Toronto Police Service for their assistance and cooperation during this inspection process.

Inspection Team:

Jeeti Sahota, Duane Sprague, Chris Herapath
Police Services Advisor(s)
Operations Unit

Randy Galantai, Ray Ward
Operations Unit, Seconded

Reviewed By:

Oscar Mosquera
Director
External Relations Branch

Richard Stubbings
Assistant Deputy Minister
Public Safety Division

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INSPECTION OVERVIEW

Legislative Responsibilities

Ministry of the Solicitor General

The *Police Services Act* (PSA) sets out the statutory responsibilities of the Solicitor General under section 3. Included are requirements that the Minister shall:

- conduct a system of inspection and review of police forces across Ontario;
- monitor police forces to ensure that adequate and effective police services are provided at the municipal and provincial levels;
- monitor boards and police forces to ensure that they comply with prescribed standards of service;
- provide to boards and municipal chiefs of police information and advice respecting the management and operation of police forces, techniques in handling special problems and other information calculated to assist; and
- develop and promote programs to enhance professional police practices, standards and training.

Police Services Board

Police services boards overseeing municipal police services are responsible for the provision of adequate and effective policing in the municipality, including the determination of the objectives and priorities respecting police services. The board fulfills one of its governance responsibilities by establishing policies for the effective management of the police service.

Chief of Police

Municipal chiefs of police are responsible for the administration and operation of their respective police services and overseeing their operation in accordance with the objectives, priorities and policies established by boards. The OPP Commissioner is responsible for providing adequate and effective policing to all municipalities that are not policed by a municipal police service.

The duties of chiefs of police include:

- establishing procedures for operational and administrative direction;
- ensuring that members of the police s carry out their duties in accordance with the PSA and the regulations and in a manner that reflects the community; and,
- maintaining discipline in the police force.

Inspection Program

The ministry conducts inspections and monitors compliance with legislative and regulatory requirements. Inspections are based on relevant legislation, regulations and guidelines contained within the ministry's Policing Standards Manual.

Policing Standards Manual guidelines are one of the mechanisms used by the ministry to meet the statutory requirements set out in section 3 of the PSA. The guidelines are also one of the primary tools to assist boards and chiefs of police with their understanding and implementation of the PSA and its regulations.

Ministry guideline content which does not address statutory or regulatory requirements is advisory in nature. Boards and chiefs of police may also consider comparable equivalents when addressing compliance with the PSA and its regulations. No recommendations will be made if policy, procedures or practices achieve compliance with statutory or regulatory requirements or they have equivalent outcomes to discretionary guideline content.

Response to Inspection Recommendations

The Board and the Chief of Police are requested to provide the ministry with a coordinated response within 90 days of receipt of the inspection report. The response to the recommendations may be captured in the Service Improvement Plan (SIP) template provided by the ministry.

The Inspection Team lead and your Police Services Advisor are available to meet with the Board and the Chief of Police to discuss the findings and recommendations, and to assist with a response.

Focussed Inspection – Major Case Management

Major Case Management System

A province-wide Major Case Management (MCM) system has been established to fulfill the recommendations of Mr. Justice A.G. Campbell's 1996 review of the Bernardo investigations.

The MCM system methodology uses a multi-disciplinary approach to the investigation of designated serious crimes. It is comprised of a central coordinating body, investigative standards, standardized training, and case management database software for use by police throughout Ontario. The MCM software provides investigators with tools to organize, manage, retrieve and analyze large volumes of data collected during major case investigations. The system facilitates the identification of serial and predatory crime and the coordination of law enforcement agencies involved in multi-jurisdictional cases.

In 2004, the use of the MCM system by all Ontario police services was made mandatory by *Police Services Act* Regulation 354/04. The Regulation designated specific serious crimes as "major cases" and required their investigation be conducted in accordance with the Ontario Major Case Management (OMCM) Manual. The use of Minister-approved software is also required.

Inspection Scope

Requirements of the Regulation and key elements of the OMCM Manual have been identified for inspection regarding the following major case categories:

- homicides within the meaning of subsection 222 (4) of the Criminal Code (Canada) and attempted homicides,
- sexual assaults, including sexual interference, and attempted sexual assaults, sexual exploitation and invitation to sexual touching,
- criminal harassment where the harasser is not known to the victim.

The inspection event data review has been limited to events reported to the police in 2016 and cleared prior to January 30, 2018. Events cleared with charges which were still before the courts on January 30, 2018 were excluded from review.

Toronto Police Service

The inspection of the Toronto Police Service commenced July 5, 2019. The on-site phase was conducted November 8 – December 18, 2019. The Service assigned Detective Sergeant LeeAnn Papizewski as liaison.

Police Services Board:	Mr. Jim Hart, Chair
Chief of Police:	Chief Mark Saunders
Police Officers:	4908
Total Staff:	7339
Population Policed:	2.9M

INSPECTION FINDINGS

Police Services Board - Policy

O.Regulation 354/04 subsection 1(1) requires boards to establish policies with respect to major cases in accordance with the OMCM Manual.

Ministry Policing Standards Manual guidelines LE-039 (Homicides), LE-028 (Sexual Assault Investigation) and LE-028 (Criminal Harassment) provide assistance to boards regarding policy within the scope of the inspection.

Findings

The Toronto Police Services Board (TPSB) has established the following policies, which are within the scope of this inspection.

- Homicide and Attempted Homicide, approved October 26, 2000
- Sexual Assault, approved November 23, 2000 and
- Criminal Harassment, approved September 28, 2000

The Sexual Assault policy includes the elements prescribed by regulation and recommended by the ministry guideline LE-034, directing the Chief of Police to develop and maintain procedures requiring compliance with the OMCM Manual. However, the policies on Homicide and Attempted Homicide and Criminal Harassment do not include the elements prescribed by regulation or the ministry guideline LE-039 and LE-028.

Recommendations

Legislative and/or Regulatory:

1. The TPSB review its policy on homicide and attempt homicide investigations to ensure compliance with O.Regulation 354/04 and ministry guideline LE-039.
2. The TPSB review its policy on criminal harassment to ensure compliance with O.Regulation 354/04 and ministry guideline LE-028.

Advisory/Good Practice:

No recommendations.

Chief of Police – Procedures

O.Regulation 3/99 (Adequacy and Effectiveness of Police Services) subsection 12(1) requires chiefs of police to develop and maintain procedures on and processes for undertaking and managing investigations into homicides and attempts, sexual assault and criminal harassment. O.Regulation 354/04 subsection 1(2) requires chiefs of police, when developing these procedures and processes, to

also develop and maintain procedures on and processes for undertaking and managing investigations into major cases in accordance with the OMCM Manual.

Findings

The Chief of Police has established procedures on investigations within the inspection scope as required by O.Regulation 3/99:

Criteria Offence	Procedure Document # and Title	Effective Date
Homicide & Attempts	05-01 Preliminary Homicide Investigation	2017-09-19
Sexual Assault	05-05 Sexual Assault	2019-08-15
Criminal Harassment	05-27 Criminal Harassment	2017-09-19

The procedure documents were reviewed and found to include procedures for undertaking and managing investigations into major cases in accordance with the OMCM Manual, with the one noted exception below:

05-01 Preliminary Homicide Investigation:

- The TPS procedure does not address the requirement for undertaking and managing investigations into attempt homicide.

Recommendations

Legislative and/or Regulatory:

3. The Chief of Police develop and maintain procedures on the process for undertaking and managing investigations into attempted homicide in accordance with O. Regulation 3/99 (Adequacy and Effectiveness of Police Services) and O. Regulation 354/04 (Major Case Management).

Advisory/Good Practice:

No recommendations.

Police Service - Practices

Findings

The Inspection Team examined data entered in the Service’s Records Management System (RMS) to identify occurrences within scope meeting the major case criteria. The examination found 2391 major case investigations, of which 54 were either on-going or before the courts and are not included in the analysis. Samples were selected and reviewed to determine their classification (threshold vs non-threshold) in accordance with the OMCM Manual. The investigations were also reviewed for compliance with other requirements of the Manual. The totals, sampling and classification for events are as follows:

Criteria Offence	Total	Sample	Threshold	Non-threshold
Homicide and Attempts	178	29	29	
Sexual Assault	2122	147	32	115
Criminal Harassment	91	30		30

Findings related to specific major case criteria offence investigations are:

Homicide and Attempts:

Homicide investigations are undertaken by a centralized Homicide Squad, while attempt homicides are retained by divisional investigative units.

The TPS Homicide Squad is comprised of Detective Sergeants, Detectives and Detective Constables assigned to one of multiple response teams. In accordance with the investigative standards for threshold major cases, homicide investigations are managed under the MCM command triangle: One Detective Sergeant is assigned as Major Case Manager; and one or more Detectives are assigned the roles of Primary Investigator and File Coordinator.

To support the flow of information onto PowerCase, the Homicide Squad manages investigative documents through an "MCM File Tree" system. This system of review moves documents into a designated folder on a shared drive, which are then accessed by civilian Indexers from the Service's Major Case Management Unit. Once entered onto PowerCase, Indexers move the documents into a subsequent folder in the file tree system, which serves as notification of entry for the File Coordinator.

Attempt homicides are investigated at the divisional level by the divisions' Criminal Investigations Bureau. Cases of attempt homicide involving the discharge of a firearm are investigated by the divisions' Major Crime Unit. Generally, within both investigative units, members are assigned roles under the MCM command triangle. However, the inspection did find some inconsistencies between actual role assignments and the documentation of assignments on PowerCase. This may be attributed to the finding of inconsistencies in the interpretation of the communication system between divisional investigators and the Major Case Management Unit.

The TPS has established a dedicated Major Case Management Unit. It is primarily responsible for providing operational and administrative support to specialized units and to the divisional Criminal Investigations Bureau (CIB) for major case investigations. This support includes electronic file coordination and entering investigative data into PowerCase. The Unit is overseen by a Detective and is comprised of two Detective Constables and 12 civilian data entry clerks (Indexers). Initial investigative information is entered onto PowerCase by the Indexers. The ongoing flow of information is performed through a communication system facilitated through one of two platforms: a common shared drive system similar to that described above for homicide investigations; or through the Versadex RMS.

The inspection team reviewed 29 homicide and attempt homicide investigations for compliance with the OMCM Manual Data Entry Standards. Since investigations of attempt homicides are decentralized, a communication system between divisional investigators and the Major Case Management Unit is necessary to support prescribed requirements for the use of PowerCase. While the inspection team notes that the Service has taken steps to implement a communication system between the Major Case Management Unit and the various divisional investigative units, the inspection found instances of non-compliance with the OMCM Manual Data Entry Standards where the upload of all investigative information onto PowerCase is required.

In addition to managing information on PowerCase, police services are required to manage and acknowledge linkage notifications generated by the MCM system. Where the MCM system creates linkages resulting in a reasonable likelihood that the same person(s) has committed a crime(s) within a single or multi-jurisdictions, a notification is required to the provincial Serial Predator Crimes Investigations Coordinator (SPCIC). Where the MCM system creates a linkage to other cases on the provincial database, the notifications relating to homicide investigations are monitored by the Major

Case Management Unit and referred to the lead investigator via an email notification. Notifications relating to attempt homicide investigations are monitored and triaged at the divisional level. Through interviews conducted by the inspection team, there does not appear to be a clear or standardized process for notifying the provincial SPCIC at the divisional level.

Sexual Assault:

The Sex Crimes Unit (SCU) is comprised of five sections: Sexual Assault Investigative Section, Human Trafficking Enforcement Team, Child & Youth Advocacy Centre, Child Exploitation Section and Behavioural Assessment Section.

The SCU is responsible for undertaking and managing sexual assault investigations that are deemed to be a threshold offence as defined in the OMCM Manual. The SCU will establish a Command Triangle and/or utilize a “command triangle” investigation methodology by following the three functional roles – Major Case Manager, Primary Investigator and File Coordinator. An Indexer(s) from the Major Case Management Unit is assigned to enter investigative data onto PowerCase.

As per the TPS Sexual Assault Procedure, the divisional CIB is responsible for undertaking and managing non-threshold sexual assault investigations that fall outside the mandate of the SCU and a divisional investigator is assigned as the lead investigator. The Major Case Management Unit assigns an Indexer that is responsible for entering the investigative data onto PowerCase.

The Inspection Team reviewed 147 sexual assault investigations. The OMCM Manual states that if there is a reasonable likelihood that the same person(s) has committed the crime(s) within a single or multi-jurisdictions, the provincial Serial Predator Crime Investigations Coordinator must be notified. The Inspection Team was not able to determine if the notifications were made in 22 of the cases referenced above. This was brought to the attention of the Service.

Criminal Harassment:

As per the TPS Procedure on Criminal Harassment, the divisional CIB is responsible for undertaking and managing criminal harassment investigations in which the offender is not known to the victim. The OMCM Manual states that this type of investigation can be assigned to an officer who is not a Primary Investigator; and who has the knowledge, skills and abilities to undertake the investigation in accordance with the criminal investigation management plan of the police service. The Inspection Team reviewed 30 of the 91 criminal harassment cases provided and found that the investigative data was entered within the 30-day timeframe as per the Data Entry Standard contained within the Manual. In addition, the OMCM Manual states that if there is a reasonable likelihood that the same person(s) has committed the crime(s) within a single or multi-jurisdiction, the Serial Predator Crime Investigations Coordinator needs to be notified. The Inspection Team was not able to determine if the notifications were made in two of the cases and it was brought to the attention of the Service.

Training:

The Inspection Team verified that the TPS has an internal capacity to conduct investigations into major cases as required by the OMCM Manual. Interviews with investigators indicated an excellent understanding of the requirements to investigate a major case and demonstrated confidence in the resources currently available to undertake major case investigations.

Recommendations

Legislative and/or Regulatory:

4. The Chief of Police ensure that investigative information for threshold major cases is entered onto PowerCase in accordance with the OMCM Manual Data Entry standards (O.Regulation 354/04).
5. The Chief of Police ensure that the Serial Predator Crime Investigations Coordinator is notified if there is a reasonable likelihood that the same person(s) has committed the crime(s) within a single or multi-jurisdiction within seven days as per the OMCM Manual (O.Regulation 354/04).

Advisory/Good Practice:

6. The Chief of Police review procedures for undertaking and managing investigations into major cases to provide further clarity and direction on procedures and processes to support the flow of investigative information to the TPS Major Case Management Unit for entry onto PowerCase.
7. The Chief of Police consider linking procedures and processes for undertaking and managing investigations prescribed as “major cases” with TPS procedures and processes for the use of PowerCase.
8. The Chief of Police consider revising the TPS procedures for undertaking and managing major cases. This would include the requirement to notify the SPCIC if there is a reasonable likelihood that the same person(s) has committed the crime(s) within a single or multi-jurisdiction within seven days as per the OMCM Manual.
9. The Chief of Police consider revising the TPS procedures for undertaking major cases to require that those officers in the Command Triangle be clearly identified.

**Ministry of Community Safety and Correctional Services
Public Safety Division**

Service Improvement Plan

Toronto Police Service

Ministry Use				Police Service			Ministry Use
#	Recommendation	Reference	Responsibility Board or Chief	Assigned to Staff	Anticipated Completion	Progress Update	Verification
Legislative/Regulatory							
1.	The TPSB review its policy on homicide and attempt homicide investigations to ensure compliance with Regulation 354/04 and ministry guideline LE-039.	O.Regulation 353/04 LE-039	Board	Executive Director Ryan Teschner	2020.10.22	The Board is expected to approve at its September 17, 2020 meeting, amendments to Board Policies LE-028 Criminal Harassment and LE-039 Homicide and Attempted Homicide Investigations, which will bring the Policies into compliance with their respective ministry guidelines. In addition, Board staff have begun a comprehensive review of the Board's Adequacy Standards policies to combine them into a single comprehensive Adequacy Standards Policy and align all	
2.	The TPSB review its policy on criminal harassment to ensure compliance with O.Regulation 354/04 and ministry guideline LE-028.	O.Regulation 354/04 LE-028	Board	Executive Director Ryan Teschner	2020.10.22		

Ministry Use				Police Service			Ministry Use
#	Recommendation	Reference	Responsibility Board or Chief	Assigned to Staff	Anticipated Completion	Progress Update	Verification
						policies with Ministry guidelines. The revised comprehensive Policy is anticipated to be brought before the Board for approval at its October 22 meeting.	
3.	The Chief of Police develop and maintain procedures on the process for undertaking and managing investigations into attempted homicide in accordance with O. Regulation 3/99 (Adequacy and Effectiveness of Police Services) and O. Regulation 354/04 (Major Case Management).	O.Regulation 3/99 O.Regulation 354/04	Chief	Supt. P. Gray	2020.06.30	Completed Routine Order published 2020.06.30. New procedure 05-34 Serious Assaults outlines process and management of attempted homicide occurrences in accordance with O. Reg. 3/99 and O. Reg. 354/04.	
4.	The Chief of Police ensure that investigative information for threshold major cases is entered onto PowerCase in accordance with the OMCM Manual Data Entry standards (O.Regulation 354/04).	O.Regulation 354/04	Chief	Lead - Supt. P. Gray	End of Q4 2020	Training currently being developed targeting Major Case Managers (MCMs) and Divisional Detective Sergeants in the field to include reinstalling data entry standards. Delay in training has been experienced due to COVID restrictions. If current restrictions remain, anticipation that training will be	

Ministry Use				Police Service			Ministry Use
#	Recommendation	Reference	Responsibility Board or Chief	Assigned to Staff	Anticipated Completion	Progress Update	Verification
						developed and delivered via WebEx with PowerPoint handout.	
5.	The Chief of Police ensure that the Serial Predator Crime Investigations Coordinator is notified if there is a reasonable likelihood that the same person(s) has committed the crime(s) within a single or multi-jurisdiction within seven days as per the OMCM Manual (O.Regulation 354/04).	O.Regulation 354/04	Chief	Lead - Supt. P. Gray	End of Q4 2020	Included direction within above mentioned Training Package and on MCM Internal Website. Review of all major case procedures ongoing and changes made where appropriate.	
Advisory							
Good Practice							
6.	The Chief of Police review procedures for undertaking and managing investigations into major cases to provide further clarity and direction on procedures and processes to support the flow of investigative information to the TPS Major Case Management Unit for entry onto PowerCase.	Good Practice	Chief	Lead - Supt. P. Gray	End of Q4 2020	Ongoing. Information also to be included in training package to Divisional Detective Sergeants and all MCMs. Included in newly published procedure for Serious Assaults and Criminal Harassment procedure	
7.	The Chief of Police consider linking procedures and processes for undertaking and managing investigations prescribed as "major cases"	Good Practice	Chief	Lead - Supt. P. Gray - with	End of Q4 2020	The new TPS Chief Information Officer has undertaken a review of interoperability of	

Ministry Use				Police Service			Ministry Use
#	Recommendation	Reference	Responsibility Board or Chief	Assigned to Staff	Anticipated Completion	Progress Update	Verification
	with TPS procedures and processes for the use of PowerCase.			assistance from Information Technology Section.		systems and software utilized by TPS. Included in review is the possibility of assisting with linking procedure and processes. This is limited to hardware and software compatibility and capability. Review is ongoing.	
8.	The Chief of Police consider revising the TPS procedures for undertaking and managing major cases. This would include the requirement to notify the SPCIC if there is a reasonable likelihood that the same person(s) has committed the crime(s) within a single or multi-jurisdiction within seven days as per the OMCM Manual.	Good Practice	Chief	Lead - Supt. P. Gray	End of Q4 2020	Review of all TPS major case procedures to include information on the requirement to notify the SPCIC if specifications met. To be included in training package. Referenced on internal MCM Website.	
9.	The Chief of Police consider revising the TPS procedures for undertaking major cases to require that those officers in the Command Triangle be clearly identified.	Good Practice	Chief	Supt. P. Gray	End of Q4 2020	Clear understanding of roles are indicated in new Serious Assaults procedure. Review of all major case procedures ongoing and changes made where appropriate. TPS will also liaise with OPC and TPC to ensure consistency in training.	

This Service Improvement Plan (SIP) template has been prepared to assist Police Services Boards, Police Services and the Ministry in the development of responses to the inspection. The SIP includes recommendations made in the Report based the relevant Legislative/Regulatory requirements, Advisory elements and/or Good Practice references, and identifies the individual responsibilities for responding to the recommendations.



TORONTO POLICE SERVICES BOARD

CRIMINAL HARASSMENT

DATE APPROVED	October 26, 2000	Minute No: P439/00
DATE(S) AMENDED	September 17, 2020	Minute No: PXXX/XX
DATE REVIEWED	September 17, 2020	Minute No: PXXX/XX
REPORTING REQUIREMENT		
LEGISLATION	<i>Police Services Act, R.S.O. 1990, c.P.15, as amended, s. 31(1)(c). Adequacy & Effectiveness of Police Services, O. Reg. 3/99, s. 12(1)(c).</i>	
DERIVATION	Adequacy Standards Regulation - LE-028	

It is the policy of the Toronto Police Services Board that the Chief of Police will develop and maintain procedures on the processes for undertaking and managing investigations into criminal harassment, which address:

1. the procedures for investigating criminal harassment complaints in accordance with the Service's criminal investigation management plan;
2. the use of enhanced investigative techniques, such as behavioural science services, as part of the investigation;
3. the provision of victims' assistance;
4. the information to be provided to police officers on criminal harassment; and
5. compliance with the Ministry's designated *Ontario Major Case Management Manual* for criminal harassment cases that fall within the definition of major case.



TORONTO POLICE SERVICES BOARD

HOMICIDE AND ATTEMPTED HOMICIDE INVESTIGATIONS

DATE APPROVED	October 26, 2000	Minute No: P439/00
DATE(S) AMENDED	September 17, 2020	Minute No: PXXX/XX
DATE REVIEWED	September 17, 2020	Minute No: PXXX/XX
REPORTING REQUIREMENT	Chief to report to Board annually Toronto Police Service - Annual Statistical Report Toronto Police Service - Annual Report.	
LEGISLATION	<i>Police Services Act</i> , R.S.O. 1990, c.P.15, as amended, s. 31(1)(c). <i>Adequacy & Effectiveness of Police Services</i> , O. Reg. 3/99, s. 12(1)(i).	
DERIVATION	Adequacy Standards Regulation - LE-039	

It is the policy of the Toronto Police Services Board that the Chief of Police will develop and maintain procedures and processes for undertaking and managing homicide and attempted homicide investigations that require compliance by officers with the procedures set out in the Ministry's designated *Ontario Major Case Management Manual*.



Toronto Police Services Board Report

September 3, 2020

To: Chair and Members
Toronto Police Services Board

From: James Ramer
Chief of Police

Subject: Mobile Crisis Intervention Team Interim Update

Recommendation(s):

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

Financial Implications:

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

Background / Purpose:

The Toronto Police Service (Service) acknowledges that new, innovative, and collaborative methods are essential with regard to responding to mental health crisis calls for service. During numerous town hall meetings members of the public voiced their concerns about the current state where the police are the first agency to respond to persons in crisis; the Board also received countless deputations from concerned citizens. The Service is committed to working alongside the City of Toronto and community partners in the mental health field to develop alternative, non-police crisis options. While these options are being developed it is important for the Service to improve upon our current mental health crisis response models, specifically the Mobile Crisis Intervention Teams (M.C.I.T.).

The Board, at its meeting on August 18, 2020, requested that the Toronto Police Service (Service) consult with stakeholders, including the Mobile Crisis Intervention

Team (M.C.I.T.) Steering Committee and hospital partners, and report back at the September 2020 meeting regarding:

- The current approach to how the Service responds to mental health crisis calls, including relevant considerations to determining the nature of the emergency response (this information is included in Appendix A to this report);
- How the Service is exploring the feasibility of having M.C.I.T.'s dispatched to as many persons in crisis calls as possible, concurrent with the implementation of the expanded M.C.I.T. Program currently being designed by the Service;
- The initiatives that the Service is currently exploring, including pilot programs, to expand the response by non-police crisis responders to mental health crisis calls; and
- For the Service to provide a more detailed report on its approach to addressing and implementing the above items at the November Board meeting.

The purpose of this report is to update the Board with an overview of the Service's response to mental health crisis calls including; current response, the M.C.I.T. Program enhancement and expansion, and the exploration of non-police response. The Service is also continuing to partner with the Board and the City as new alternative models of mental health crisis response are developed.

Discussion:

Description of the Service's M.C.I.T. Program

The M.C.I.T. mandate is to:

- Enhance the quality of service delivered to persons experiencing a mental health crisis;
- Provide a secondary response to incoming calls for service, follow-up, and referrals involving persons in crisis in their own environment;
- Remove the individual from situations where they may cause serious harm to themselves or others;
- Make an immediate on site clinical assessment of the person in crisis; and

- Arrange appropriate mental health treatment through referral to an appropriate agency or occasionally apprehending the person under the *M.H.A.*

M.C.I.T. pairs a specially trained mental health nurse from a partner hospital with a specially trained police officer. They provide a secondary response to calls for service involving individuals experiencing a mental health crisis. If appropriate, the M.C.I.T. attends, makes an assessment of the situation and arranges for appropriate medical treatment or community referral. If the person is apprehended under the *Mental Health Act (M.H.A.)*, the team attends the psychiatric facility where the expertise of the team's mental health nurse helps triage the patient.

One of the goals of the M.C.I.T. is to divert persons in crisis from both the criminal justice system and the hospital emergency room and so the teams also make community referrals. In the event the M.C.I.T. is not available, the Primary Response Unit (P.R.U.) is responsible for resolving the event.

When feasible and consistent with officer and public safety, members with M.C.I.T. training and/or additional mental health training may take the lead role in situations involving an individual experiencing a mental health crisis.

Current M.C.I.T. Operations

The M.C.I.T. operates on a daily basis, providing service and support to people in the community experiencing a mental health crisis. As noted, when a M.C.I.T. team attends a call they will: assess the person in crisis; and, connect the person to an appropriate follow-up service. M.C.I.T. will attend in response to a call from a P.R.U. involving mental health crisis including: thoughts of suicide or self-harm; distorted or psychotic thinking; anxiety; overwhelming depression; and those who may be suffering from a temporary breakdown of coping skills.

Currently there are 10 M.C.I.T. teams that operate seven days a week, and depending on the team, are available from 1100 hours to 2100 hours (7 teams that are operational 7 days/week and 3 teams that are operational 4 days/week). Sixteen officers are assigned to the teams on a permanent basis and are part of the complement of officers from their respective home divisions. In addition, hospital partners provide over 40 full-time, part time, and casual nurses, as well as a full-time program manager. Cota Health contributes one case manager and one peer support worker. From Monday to Thursday, there are 10 operational teams. From Friday to Sunday, that number decreases to seven operational teams throughout the city. Hours of operation and team deployment are based on call volume data.

To date, the Service is currently partnered with the following hospitals for the M.C.I.T. program:

- 11/14/22 Divisions are partnered with Unity Health Toronto - St Joseph's Health Centre;
- 12/13/23/31 Divisions are partnered with Humber River Hospital;
- 32/33 Divisions are partnered with North York General Hospital;
- 41/42/43 Divisions are partnered with Scarborough Health Network;
- 51/52 Divisions are partnered with Unity Health Toronto - St. Michael's Hospital; and
- 53/54/55 Divisions are partnered with Michael Garron Hospital.

A case manager works with clients to refer them to appropriate services or reconnect them with pre-existing services to continue support. The average length of service with the case manager is 77 days. If a client reaches 90 days and has not been connected to ongoing supports, they will not be discharged from the program until a connection has been established. After an interaction with M.C.I.T., if a client remains in the community, they are given the option of being connected to a case manager and a peer worker who follow up with the client within 48 business hours of the encounter with the M.C.I.T. The case manager is currently maintaining a case load of approximately 25 clients, depending on the complexity of the clients and their needs. At this time, no client referrals have been turned away from the program.

In order to perform the function of an M.C.I.T. officer or nurse, a mandatory 40-hour M.C.I.T. Level 1 course must be completed. In addition, all operational M.C.I.T. members attend 40 hours of annual in service training consisting of in class lectures and table top scenarios delivered by subject matter experts and community members with lived experience. M.C.I.T. administration canvases the operational teams and community organizations to determine what annual training should be delivered.

Current Expansion and Enhancement of M.C.I.T. Program

M.C.I.T.s as first on scene

The Service continues to implement recommendations contained within the report entitled "Police Encounters With People in Crisis." In that report the Honorable Frank Iacobucci recommends that the M.C.I.T. be notified of all calls involving a person in crisis. In 2019, M.C.I.T.s attended 6,406 calls for service. Of this total number of calls,

1,549 saw the M.C.I.T. as arriving first on scene. When first on scene, the M.C.I.T. officer's first responsibility is public safety. Once the scene has been assessed as being secure, the M.C.I.T. nurse can engage the client with the officer. This deployment model is seen as a first response to person in crisis calls in the community.

As part of the quality improvement initiative to enhance the role and involvement of the M.C.I.T. Program, the Service will be developing governance that will include direction, language, and processes to transform the M.C.I.T. into a first responder model. The Service is in the process of updating Memorandums of Understanding with the M.C.I.T. partner-hospitals.

Immediate initiatives to expand the reach of the M.C.I.T. Program without additional funding

The Service has committed to redeploy existing officers to increase the amount of M.C.I.T.s across the City. Presently 265 officers are M.C.I.T. trained; this includes nine Sergeants, three Detectives, and one Staff Sergeant. Absent of any provincial funding, the interim step the Service is taking to meet the Board's request of expansion to provide 24/7 coverage to all sixteen divisions, is to draw from the pool of 265 previously trained M.C.I.T. officers and deploy these additional units as a two officer M.C.I.T. response (without a nurse).

In order to provide a more efficient first response, program coordination will evolve to include centralized management and decentralized operations. The Service's Analytics and Innovation Unit has provided dedicated analytical resources to ensure that the teams are deploying during peak demand hours.

Other immediate initiatives to enhance the current M.C.I.T. Program

- i. New approach to embedding mental health crisis workers with 911 communications

The Service will be piloting a program which will embed a crisis worker with 911 call-takers, utilizing the current budget and measuring the success of the model by the first quarter of 2021.

In 2015, the Houston Police Department (H.P.D.), developed the Crisis Call Diversion (C.C.D.) program. The program is a multi-agency collaboration between H.P.D., the Houston Emergency Center (H.E.C.) and the Harris Center for Mental Health and Intellectual and Developmental Disabilities (I.D.D.). It is designed to identify and redirect non-emergency, non-life-threatening calls for services that are mental health crisis

related, away from first responder resources, including police and Emergency Medical Services (E.M.S.), and to the Harris Center for Mental Health & I.D.D. mental health professional tele-counselors located at the 9-1-1 call center.

Since the initiation of the C.C.D. Pilot program in the spring of 2015, under the guidance of the Mental Health Division, the C.C.D. program has made great progress diverting non-emergency Crisis Intervention Team (C.I.T.) calls away from police and E.M.S. to C.C.D. counselors whereby they link the caller to needed services rather than dispatching a police unit or H.P.D. personnel.

Crisis call diversion crisis workers have helped first responders and the Houston community in such a way that in 2017, crisis workers handled 7,264 calls for service, this resulted in 17% of calls being diverted away from police response.

Most recently, York Regional Police Service, as a result of the pandemic, ran a limited pilot program involving crisis call diversions utilizing their existing resources. Preliminary results have been very encouraging. The average time spent on a call was 42 minutes (as compared to approximately 2 hours for a traditional call), 138 calls were completely diverted and did not require any front line police response (as the project team was able to successfully deal with the call completely by phone), and 47 crisis calls that required front-line attendance met the criteria for a police response.

- ii. Other enhancements to emphasize de-escalation approaches to mental health crisis calls

In addition, other steps the Service is immediately taking to enhance the current M.C.I.T. Program and emphasize de-escalation approaches are:

- the creation of a new, standalone M.C.I.T. Procedure;
- more robust analytics associated with the work of M.C.I.T.s that allow for trend analysis and facilitates strategic deployment and ongoing improvements to training;
- M.C.I.T. annual training will be enhanced and expanded with guidance from the A.R.A.P. and the City of Toronto Anti-Black Racism Action Plan.
- the addition of new case managers and peer support workers to support the important ongoing work required to support persons in crisis after the M.C.I.T. leaves the scene;
- the creation of new job selection criteria and evaluation process for M.C.I.T. officers;
- an independent academic review of M.C.I.T.; and,
- exploration of the feasibility to create a stand-alone, collaborative, multi-sectoral unit that emphasizes cooperative, preventative approaches to respond to persons experiencing mental health issues.

iii. Changes to uniforms and vehicles based on consultation

In the report approved by the Board at its meeting on August 18, 2020, recommendation #12, which was premised on consultations with the Board's Mental Health and Addictions Advisory Panel, stated:

Direct the Chief of Police, in consultation with M.C.I.T. service users, front-line workers and Service Members, to explore and develop a plan to place M.C.I.T. police officers in a distinct uniform, specially designed to support de-escalation Mental Health and Addiction Advisory Panel (M.H.A.A.P.) #4; Anti-Racism Action Program (A.R.A.P. #18).

The Service is in consultation with internal and external program stakeholders, for alternatives to the existing M.C.I.T. member uniform. In order to gather feedback, community engagement activities will take place and include development of a survey which will be distributed internally and externally. The Service will implement this recommendation, including changes to M.C.I.T. vehicles and uniforms, by the first quarter of 2021.

Future expansion of the M.C.I.T. Program

The M.C.I.T. Steering Committee is working with stakeholders and the Province, Ministry of Health, and the Solicitor General, to formalize funding for additional Nurses and Case Managers.

If the funding for additional Nurses and Case Managers materializes, the Service is positioned to immediately deploy existing officers to fill additional M.C.I.T. teams within the current Service budget. Additional M.C.I.T.s would result in increased hours of availability and additional case managers with peer support for those in crisis.

Ongoing Exploration of Non-police Response to Mental Health Crisis Calls

The Service is partnering with Native Child and Family Services Toronto (N.C.F.S.T.) as they develop a pilot program that explores alternatives to provide Indigenous Mental Health and Victim Services to the Gabriel Dumont Non-Profit Homes and the surrounding neighbourhoods located within the boundaries of 43 Division. The proposed pilot will be developed using a holistic Medicine Wheel Model framework of intervention that focuses on the physical, emotional, psychological and spiritual aspects

of an individual and further, promotes the interrelationship between the individual, the family and the community. The proposed pilot would be a two-phase program that would first engage community members and partners in the development followed by the implementation.

In the spirit of effectiveness and efficiency in connecting with community organizations, the Service will optimize access, use, and interface processes with community organizations to support effective use of services for clients. The Service is currently in the process of connecting with and benchmarking alternate crisis response models from local and international law enforcement agencies including Vancouver Police Department, Southern Arizona Crisis System, Los Angeles Police Department, York Regional Police Service, Peel Regional Police Service, Houston Police Department, and Eugene (Oregon) Police Department. Additionally, the Service has had a preliminary meeting with City of Toronto planners tasked to develop the Alternative Public Safety Model for Community Crisis Response for the City of Toronto. The Service has an ongoing working relationship with the City of Toronto Manager of Community Safety and Wellbeing. On a regional level, the Service actively participates in meetings with the Greater Toronto Area Mental Health Working Group of Law Enforcement partners to discuss alternate response models.

On a provincial level, the Service actively participates in the M.C.I.T. Provincial Working Group. The Service has commenced a process exploring the feasibility of a call diversion pilot program with community organizations. As part of this process, the Service is conducting research into existing diversion models both locally and internationally. The service is consulting with stakeholders that have been identified as being integral to the development and implementation of a crisis call diversion program for the City of Toronto. Some external community mental health agencies that have provided input include the Canadian Mental Health Association (C.M.H.A.) and Gerstein Crisis Center. Furthermore, discussions have been conducted with York Regional Police Service (Y.R.P.S.) regarding a recent call diversion program that Y.R.P.S. piloted this past spring, as well as, Hamilton Police Service, who have a crisis line as part of their overall mental health crisis response.

The M.C.I.T. Steering Committee has been actively advocating for expansion on a provincial level. The Service believes in a response model that is community focused.

Conclusion:

The Service is continuing to explore its expansion and enhancement options to its M.C.I.T. program and review potential non-police response opportunities. Consultations with internal and external stakeholders are ongoing, specifically with the Board's Mental Health and Addictions Advisory Panel. Ensuring that an efficient and effective response

to mental health crisis calls is a Service priority. A supplementary report including further details will be provided to the Board at the November 2020 meeting.

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

Respectfully submitted,

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

*original with signature on file at Board office

Appendix A: Toronto Police Service's Current Response to Mental Health Crisis Calls

The Board, at its meeting on October 22, 2019, received a report from the Chief entitled "Toronto Police Service Mental Health and Addictions Strategy" (Min. No.P203/19 refers). The report introduced the Service's comprehensive strategy for addressing interactions with people with mental health problems and included the following commitment:

The Service is committed to preserving the lives of people who may be experiencing mental health and/or addiction issues with the goal of no deaths resulting from an interaction with police. In every encounter with people who may be in crisis, we are committed to taking all reasonable steps to de-escalate and safely resolve the situation. Responding to people who may be experiencing mental health and/or addiction issues has become a fundamental part of a police officer's job. A significant number of the calls that police attend involve people whose behaviour is likely affected by mental health and/or addiction issues, and police are often called upon to intervene and connect people with the services they need.

Currently, the Service responds to mental health crisis calls using, what we believe to be, sound, well-established practices and procedures. These practices and procedures are updated on a constant basis as a result of the latest legislation, research, benchmarking, experience, consultation with subject matter experts, and inquest recommendations.

The general process for response by Service personnel including, call-takers, dispatchers, police officers, and M.C.I.T. include the following process:

- When a call is received, call-takers at Communications Services try to gain as much understanding of the call as possible. They will ask questions to determine, for example, the nature of the incident, its location, the condition of those involved, including whether they are injured or whether there is or has been violence, whether weapons or items that can be harmful are present, and the needs of those involved. The call-takers then relay this information to the dispatchers who, in turn, direct and inform the responding police officers, and arrange for the necessary back-up or additional resources. The call-takers then try to stay on the line with the caller to reassure, reassess and relay new developments to the dispatchers who will, in turn, inform the responding officers. The call-takers contribute to the overall effort to de-escalate the event.

- The call-takers and dispatchers take an initial six-weeks of training where response to persons in crisis is included and emphasized in the curriculum. Those becoming dispatchers receive a further five-weeks of training where response to persons in crisis is again emphasized in the curriculum. In addition, throughout the year, they take in-service training to review any changes or developments in laws and practices. Call-takers and dispatchers are also guided by a unit-specific and Service Procedure dealing with persons in crisis that emphasizes information gathering, empathy and caller reassurance.
- The first officers dispatched are Primary Response officers. These are uniform officers generally assigned to radio-dispatched patrol cars. Using their training, judgement and experience, their role is to assess the safety issues and the need for apprehension, arrest, and criminal charges. When responding to a complaint of a suspected persons in crisis, the responding police officer shall request notification and attendance of the M.C.I.T, if available.
- If the person in crisis has a history of violence or the use of weapons, the Primary Response officers are instructed to notify the Emergency Task Force (E.T.F.). The E.T.F. are specially trained to bring a broader range of tactics and special equipment to these situations. The E.T.F. can also call on a psychiatrist to come to the scene to help resolve the call. While on patrol, E.T.F. units monitor radio calls that might require their support and if they hear a call, they will move into that area so they are ready to respond if requested. The involvement of the E.T.F. also depends on whether the situation can be contained. If the person in crisis is mobile and presents as an imminent threat of harm, the Primary Response officer may have to intervene and use force before calling the E.T.F. or before the E.T.F. can arrive.
- However, if the person in crisis has a history of violence or the use of weapons, the Primary Response officers are instructed to notify the Emergency Task Force (E.T.F.). The E.T.F. are specially trained to bring a broader range of tactics and special equipment to these situations. The E.T.F. can also call on a psychiatrist to come to the scene to help resolve the call. While on patrol, E.T.F. units monitor radio calls that might require their support and if they hear a call, they will move into that area so they are ready to respond if requested. The involvement of the E.T.F. also depends on whether the situation can be contained. If the person in crisis is mobile and presents as an imminent threat of harm, the Primary Response officer may have to intervene and use force before calling the E.T.F. or before the E.T.F. can arrive. Once the situation is stabilized and safe, the Primary Response officers may attempt to engage the assistance of the M.C.I.T.