



Virtual Public Meeting

**Thursday,
March 31, 2022
at 9:00AM**



VIRTUAL PUBLIC MEETING AGENDA
Thursday, March 31, 2022 at 9:00AM
Livestreaming at <https://youtu.be/yATm1-JODc>

Call to Order

Indigenous Land Acknowledgement

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

Chief's Monthly Verbal Update

1. Confirmation of the Minutes from the virtual meeting held on [February 28, 2022](#).

Items for Consideration

2. March 10, 2022 from Ryan Teschner, Executive Director and Chief of Staff
Re: [The Board's 2022-23 Business Plan](#)
3. March 14, 2022 from Ryan Teschner, Executive Director and Chief of Staff
Re: [Toronto Police Services Board Nominee to the Ontario Association of Police Services Board's \(OAPSB\) Board](#)
4. February 22, 2022 from James Ramer, Chief of Police
Re: [Pre-qualification of General Contractors for Interior Renovation and Construction Projects](#)
5. February 22, 2022 from James Ramer, Chief of Police
Re: [Contract Award to POI Business Interiors LP for the Supply, Delivery, Installation and Maintenance of Steelcase Furniture](#)
6. March 17, 2022 from James Ramer, Chief of Police
Re: [Contract Award - Next Generation \(N.G.\) 9-1-1 Training Room Renovations](#)

7. February 17, 2022 from James Ramer, Chief of Police
Re: Special Constable Appointments and Re-Appointments – March 2022
8. February 22, 2022 from James Ramer, Chief of Police
Re: Toronto Police Service Response to City Council Motion Ex26.15

Consent Agenda

9. March 2, 2022 from Jennifer Chambers and Steve Laurie, Co-Chairs, Mental Health and Addictions Advisory Panel
Re: Update from Board's Mental Health and Addictions Advisory Panel (MHAAP)
10. January 24, 2022 from James Ramer, Chief of Police
Re: 2021 Secondment Listing
11. March 23, 2022 from James Ramer, Chief of Police
Re: January 1st to December 31st, 2021: Use of Conducted Energy Weapons
12. February 28, 2022 from James Ramer, Chief of Police
Re: Quarterly Report: Occupational Health and Safety Update for October 1, 2021 to December 31, 2021 and Year-End Summary and Update on the Well-being Strategy
13. February 21, 2022 from James Ramer, Chief of Police
Re: Annual Report: 2021 Secondary Activities
14. March 23, 2022 from James Ramer, Chief of Police
Re: Annual Report: Labour Relations Counsel and Legal Indemnification: Cumulative Legal Costs from January 1 - December 31, 2021
15. February 21, 2022 from James Ramer, Chief of Police
Re: Annual Report: Write-off of Uncollectible Accounts Receivable Balances January 1, 2021 to December 31, 2021

16. December 16, 2021 from Central Joint Health and Safety Committee
Re: Public Minutes of Meeting No. 77 held on December 16, 2021

17. **Chief's Administrative Investigation Reports**
 - 17.1 January 28, 2022 from James Ramer, Chief of Police
Re: Chief's Administrative Investigation into the Firearms Injury of Complainant 2021.08

 - 17.2 February 2, 2022 from James Ramer, Chief of Police
Re: Chief's Administrative Investigation into the Firearms Injury of Complainant 2021.25

 - 17.3 January 21, 2022 from James Ramer, Chief of Police
Re: Chief's Administrative Investigation into the Custody Injury of Complainant 2021.61

Board to convene in a Confidential meeting for the purpose of considering confidential items pertaining to legal and personnel matters in accordance with Section 35(4) of the *Police Services Act*

Adjournment

Next Meeting

Monday, May 2, 2022

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

Frances Nunziata, Vice-Chair & Councillor
Ann Morgan, Member
John Tory, Mayor & Member



Toronto Police Services Board Report

March 10, 2022

To: Chair and Members
Toronto Police Services Board

From: Ryan Teschner
Executive Director and Chief of Staff

Subject: The Board's 2022-23 Business Plan

Recommendation(s):

It is recommended that the Board:

1. Approve the proposed 2022-23 Business Plan, attached as Appendix 'A;'
2. Direct the Executive Director and Chief of Staff, in collaboration with the Chief of Police and other partners, and utilizing wide-ranging public engagement, to develop a Strategic Plan that will include, in addition to elements required by legislation:
 - a. Priorities that will guide the work of both the Toronto Police Service (the Service) and the Board throughout the term of the Strategic Plan;
 - b. Measurable goals and targets across all Board priorities;
 - c. An initial action plan for the implementation of the Strategic Plan;
 - d. A data collection plan and KPI framework to facilitate the evaluation of the effectiveness of the Strategic Plan and its implementation; and
 - e. A continuous Improvement component that will facilitate evidence-based changes to the action plan in response to data as it becomes available, and the development of new initiatives that respond to the Strategic Plan's priorities throughout its term; and
3. Direct the Executive Director and Chief of Staff to present the proposed Strategic Plan before the Board by Fall 2023.

Financial Implications:

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

Background / Purpose:

O. Reg. 3/99 (Adequacy and Effectiveness of Police Services) of the *Police Services Act* requires every police services board to prepare a business plan for its police force at least once every three years.

Most recently, at its meeting of February 23, 2017 (Min. No. P19/17 refers) the Board approved the Transformational Task Force's Action Plan, *The Way Forward*, as its business plan for 2017-2019. Since 2020, the Board has operated on the continued basis of *The Way Forward* as its effective business plan.

The *Community Safety and Policing Act 2019* (CSPA), once in force, will require police boards to move away from a business plan, and, instead, develop a strategic plan that will be subject to review at least once every four years. The strategic plan will include all the components of the business plan, as well as additional components.

In anticipation of the coming into force of the CSPA's strategic plan requirements, this report recommends approval of a business plan, entitled *A Time of Change*, that will guide the Board's and Service's work to the end of 2022 and up to the completion of the development process of a Strategic Plan in 2023. This will allow the Board and Service to continue to make progress on established priorities and initiatives, while also creating the time for consultations and the more extensive work that will be required to develop a strategic plan in accordance with the new legislation and any regulations that may be published. The proposed timeline will also allow for the involvement of the new Chief of Police, once they are selected, in the development of the strategic plan that will be in place throughout their term.

Discussion:

The context for the recommended business plan

The last two years have been unlike any other period in policing. A number of global and local factors have combined to create this period in our history, reducing our ability to predict what the future will look like, but also opening new opportunities to shape a better future: the COVID-19 pandemic, the protests around systemic racism in policing

and the calls for reform, legislative changes, and the search for a new Chief of Police for the Service, to name but a few.

There have been calls for significant change in policing and, among some police boards and services, a commitment to engage in substantial evolving reforms that are evidence-based. Recognizing the many elements in flux currently, we propose a short-term business plan focused on implementing some critical reports and a number of key initiatives, which will serve to improve the policing services provided to the public and strengthen communities' trust in the Service across Toronto. Importantly, given the multi-sector and multi-partner approach to creating safe communities that is being infused into the Board's, Service's and City's approaches to a range of community safety issues, this proposed plan was developed in alignment with the City's SafeTO Community Safety and Well-being Plan, and reflects its priorities.

The recommended business plan

The proposed business plan would set the direction for continued progress in the following priority areas:

- **The Board's 81 Recommendations on Policing Reform:** Since August 2020, the Service and the Board have worked together to implement the ambitious plan set out by the Board to reform policing in Toronto to address systemic racism, explore alternative community safety and crisis response models, and build new confidence in public safety. These reforms are grounded in commitments to create greater transparency, accountability and evidence-based decision-making to ultimately improve the services provided by the Service to the public. To date, over 60% of the recommendations have been implemented, and the business plan would see the majority of the remaining recommendations completed by the end of 2022, with a small number of longer-term recommendations extending into 2023 and beyond. All of these initiatives will form a key component of this business plan.
- **Missing and Missed:** In April 2021, The Honourable Gloria J. Epstein presented the Board with the findings of the Independent Civilian Review into Missing Persons Investigations. This report included 151 recommendations with respect to how police investigations to find missing people in our community are conducted, and a number of related topics. The Missing and Missed Implementation Team presented a full implementation plan to respond to all 151 recommendations at the Board's meeting of December 13, 2021 (Min. No. P2021-1213-2.0 refers). Given the volume, scope and significance of many of the recommendations, the implementation plan is expected to extend beyond the term of this proposed business plan. Nevertheless, it forms a key focus of the proposed plan.

- **Completing the Implementation of *The Way Forward*:** A small number of recommendations from *The Way Forward* are still at the implementation phase or at the development stage. The business plan will see these final components of the Action Plan realized.
- **Anti-Guns and Gangs, and Crime Reduction Initiatives:** The Service will continue to focus resources in line with the Service's Gun and Gang Strategy Framework, presented to the Board at its meeting of March 2021 (Min. No. P2021-0323-3.0. refers). The focus on preventative work, building in a public health approach and collaborating with a broad range of partners and impacted communities, seeks to continue improving safety and the sense of safety that all residents of Toronto deserve to enjoy.
- **Neighbourhood Community Officer Program:** The Neighbourhood Community Officer Program is integral to the Service's approach to its community safety mandate: focusing on community-centric policing and embracing partnerships to find sustainable solutions to community safety and well-being concerns. The Program has received recognition as one of the Service's greatest successes. The proposed business plan would direct the Service to prioritize the expansion and enhancement of the Program while more broadly infusing community policing approaches in the Service's delivery model.
- **Mobile Crisis Intervention Teams and Persons in Crisis:** A key component of the Board's reform agenda has been enhancing and strengthening the Service's response model for persons experiencing crisis. While the majority of the recommendations concerning MCIT expansion have already been implemented and are being measured and evaluated, the Service will continue to work with partners and stakeholders to explore and implement new ways of providing the most appropriate response to people experiencing a mental health crisis. Other alternative crisis response initiatives currently under development or in pilot phases include the Service's crisis call diversion pilot in partnership with Gerstein Crisis Centre, and the City's Community Crisis Support Service (Min. No. P2021-0624-2.1. refers).
- **Equity and Inclusion:** Throughout the business plan's term, the Equity, Inclusion and Human Rights (EI&HR) Unit will continue to develop and implement a Service-wide Equity Strategy, enhance training on diversity and inclusion, and support the enhancement of the recruitment process to attract and promote a workforce that represents the communities served by the Service. In addition, EI&HR will continue to expand the implementation of the Board's Race-Based Data Collection Policy, including conducting a comprehensive analysis that engages community voices to ensure relevant context and lived experience informs any findings and action plans. Through all of these activities, the Service will continue to apply an equity focus in its delivery of services to communities, and to our own Members.

- **Information Technology and Innovation:** In 2020, the Board appointed the Service's first Chief Information Officer, recognizing that having a dedicated Command Pillar responsible for this function and the right level of expert leadership responsible for the Pillar is fundamental to the future success of the Service. Under the leadership of Colin Stairs, the Service has engaged in a number of information technology initiatives to modernize service provision, increase efficiency and lower costs, while ensuring compliance with legislation, including privacy legislation. Key projects within the business plan include the Platform and Transformation Program, records management modernization, Next Generation 9-1-1, and digital evidence integration through the Evidence.com platform.
- **Board Modernization:** Throughout the Business Plan's duration, the Board will continue enhancing its approach to governance and oversight through improved engagement with both the Service and the public. The Board will continue to enhance its transparency, and ensure a progressive and responsive governance framework is in place. The Board will also continue to support the expansion and professionalization of the support provided by the Office of the Board.

In addition, as required by legislation, the business plan also discusses resource and capital planning over the term of the plan.

Next Step: The Board's Strategic Plan

During the term of the proposed Business Plan, the Board Office, in collaboration with the Service, will engage stakeholders and the public to develop a Strategic Plan. This engagement is necessary to define the top priorities and goals that the Board and Service should focus on over the next few years to respond to public expectations and needs.

A clear definition of what it is the public wants to achieve, and what success looks like, will enable the Board to establish Key Performance Indicators and targets by which to measure the effectiveness of the Service's implementation of the plan. Once these are established, the Service will be able to identify data collection gaps in its current systems, and work with the Board to develop an effective evaluation plan.

A powerful Strategic Plan will also be able to quickly pivot when the data shows that the actions taken are not achieving their goals. The Strategic Plan will therefore include a continuous evaluation and improvement component, which will allow the Board to view the Plan's impacts in real-time, and allow the Service to identify opportunities for new pilots and initiatives that respond to the Board's priorities and goals as they arise.

We anticipate that a proposed Strategic Plan will be brought before the Board by Fall of 2023. Once approved, the Strategic Plan will replace the Business Plan.

Conclusion:

A Time of Change, if approved by the Board, will help see the Service through the challenging period that lies ahead. Under Chief Ramer's leadership, the implementation of the plan will continue to position the Service as a continued international leader in community safety. Through this extensive work, and by taking on new challenges and seizing new opportunities, the Service will be responsive to the communities it serves and distinguish itself as a true international leader in community safety and policing.

Respectfully submitted,



Ryan Teschner
Executive Director and Chief of Staff

Contact

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Attachments

Appendix 'A' - A Time of Change: Toronto Police Services Board Business Plan,
2022-23

A Time of Change

**Toronto Police Services Board
Business Plan 2022-23**



A Time of Change: Toronto Police Services Board Business Plan, 2022-23

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1. Context and Purpose for the 2022-23 Business Plan

We live now in a time of change, instability, and for many, significant precarity. The COVID-19 pandemic and the uncertainty it has created has impacted institutions and organizations across society. Like them, the Toronto Police Service (the Service) has felt both operational and financial impacts. More specifically in the policing context, global unrest and protests sparked by the murder of George Floyd in the United States highlighted significant and systemic community-police issues. As a result, policing and police governance are facing unprecedented calls for change and reform. This short-term Business Plan for the Toronto Police Services Board (the Board) focuses on answering these calls and building on the important groundwork we have established to make a real, marked, sustained and positive change in the lives of the members of communities across Toronto, and strengthen the trust of communities across the City of Toronto in the Service. The Board will use this period of time to consult with the public and our stakeholders to develop a long-term strategic plan that will solidify these gains and enhance service delivery for all communities.

Background

In January 2017, the Transformational Task Force released its final report, laying out the Service's Action Plan, titled *The Way Forward*. This modernization plan set out to reimagine how the complex policing needs of North America's fourth largest city could be addressed more accountably, transparently, inclusively and sustainably. In implementing *The Way Forward*, the Service enhanced the technological tools used by Service Members to improve efficiency, continued to develop its Neighbourhood Community Officer program, and expanded its roster of partnerships, among other improvements. Overall, the implementation of *The Way Forward* has resulted in cumulative cost avoidance and savings of approximately \$400 million since 2016, primarily through reductions in staff complements.

Modernization, however, requires ongoing re-evaluation and adjustment to changing needs. Today's priorities are different from those of four years ago, and the means to address them have evolved. Despite all the progress made through *The Way Forward*, our indicators, and the public voices we have heard show that more must be done – in partnership with the communities we serve – to move the needle on many of the issues that matter most to Toronto's communities, and to the Service's Members.

The Board took up the public calls for change, and extensively consulted with members of Toronto's communities and experts on their concerns, conducted independent research, and sought the advice of its Anti-Racism Advisory Panel and Mental Health and Addictions Advisory Panel. The result was a broad and comprehensive policing reform agenda captured in the 81 recommendations, which were unanimously approved by the Board in August 2020.

The Board's and Service's police reform work continue to be informed by findings of inquiries and reviews of the Service, including the Ontario Human Rights Commission's ongoing Public Inquiry into Racial Profiling and Racial Discrimination of Black Persons, and the recently released report of the Independent Civilian Review into Missing Persons Investigations. The Board has also partnered with the Auditor General of Toronto to carry out

independent audits of the Service, and provide the Board with their recommendations for improving the effectiveness and cost-efficiency of the policing services provided to Toronto’s communities.

Finally, the legislated requirements governing policing in Ontario, as well as the Adequacy Standards which apply to the delivery of police services are also in flux, as we look towards the coming into force of the *Community Safety and Policing Act, 2019* and its associated regulations. The commencement of the Act will, among many other things, change the requirement that the Board approve a Business Plan, requiring instead that the Board develop a different, more comprehensive Strategic Plan every four years. New legislation also requires the City of Toronto to collaborate with the Board, Service and other partners in the development of a Community Safety and Well-being Plan.¹ These significant documents will certainly impact any future strategic directions taken by the Board.

Purpose

It is with an eye to these many changes – current and forthcoming – that the Board has developed a short-term Business Plan, based on the principles and goals set in *The Way Forward*, focused on the continued progress to be made on police reform and other important initiatives already underway. The time period for this Plan will be utilized to consult with the public and stakeholders and to develop a new, comprehensive, forward-looking, evidence-based and objective-oriented Strategic Plan, with a fully developed evaluation framework, and that will set the direction for the Board and Service in the years to come.

This Business Plan outlines key projects, initiatives and programs that will be implemented over the Business Plan’s period. Guided by the voices of the public that the Board has heard at various times and on various issues, these key initiatives are connected to one common, key objective: **strengthen the public’s trust in the Service**. Our success over the next months until the development of a new Strategic Plan will be measured by our ability to achieve this fundamental objective, as demonstrated by enhanced public opinion of the Service and the community safety services it delivers, the effectiveness of outreach initiatives, increased collaboration with community organizations on safety priorities, and the effectiveness of the Service’s crime prevention initiatives. These results must be accompanied by a continued commitment to delivering adequate and effective policing, and a pledge to ensure the safety of the residents of all communities across Toronto at all times, as well as continued consultation with the community on the measurement of our impact and the effectiveness of our initiatives.

¹ See [SafeTO: Toronto’s Ten-Year Community Safety and Well-Being Plan](#).

2. Police Reform in Toronto: Systemic Racism, Alternative Community Safety and Crisis Response Models and Building New Confidence in Public Safety

Background

In August 2021, the Board approved 81 recommendations for police reform to address systemic racism, the creation of alternative community safety and crisis response models, and build new confidence in public safety. The Board and the Service continue to make notable progress in the implementation of the Board's recommendations. To date, the Board and Service have fully implemented over 50% of the recommendations, and are working collaboratively with partners to implement the balance of the recommendations.

Key Achievements

The Service and Board have already implemented many of the 81 recommendations, across each of the ten themes identified in the report: alternative community safety response models, police budget and budgetary transparency, independent auditing and service accountability, chief selection criteria, information sharing and transparency, conduct accountability, police training, consultation with experts and communities, building public confidence, and ensuring change. The following represent only a few of the important achievements to date in this ambitious reform agenda.

Improved Response to Persons in Crisis: In partnership with Ontario's Ministry of Health and in consultation with the Mental Health and Addictions Advisory Panel (MHAAP), the Service increased the number of specialized Mobile Crisis Intervention Teams (MCIT) deployed within the City of Toronto, from 10 to 13 teams working seven days a week. Additional MCIT program enhancements include supplementary training for Members, increased coverage hours, a new design for MCIT uniforms and vehicles, and the introduction of the Divisional Crisis Support Officer completing a 24-hour coverage of MCIT-trained assistance to persons in crisis. These enhancements positively impact service delivery within the City of Toronto, maximizing positive outcomes when a person is in crisis and the police are called.

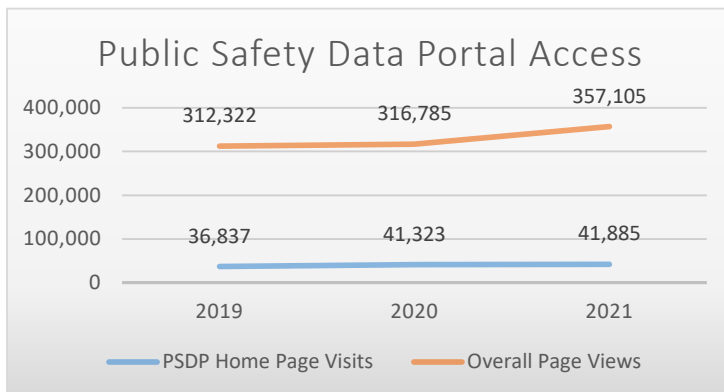
In addition and in conjunction with community partners, the Service has launched a crisis call diversion pilot project in the downtown area in July 2021. This significant initiative – the first of its kind for the Service and unique when compared to other initiatives of this nature - involves a co-located crisis worker from the Gerstein Crisis Centre operating within the Service's Communications Centre to provide immediate mental health support to callers, connecting them with appropriate community resources, and divert calls away from police response. In addition to the lessons learned from the implementation of this pilot, processes and procedures developed for the Gerstein pilot will be applied to the City of Toronto's alternative Community Crisis Support Service initiative. For further details, see page 16.

Community-developed "Know Your Rights" Campaign: In consultation with members of PACER 2.0,² the Service has completed most components of the "Know Your Rights" campaign and related [website](#) initiative, including a Know Your Rights video. Also included in the outward-facing campaign is the development of a police training curriculum that includes Anti-Black Racism Training, Integrated Lived Experiences, Fair and Unbiased Service

² The original Police and Community Engagement Review (PACER) committee was formed in 2012 and submitted its final report with 31 recommendations intended to address bias-free delivery of policing services. In 2020, following the Board's Police Reform report, the Chief reconvened the committee as PACER 2.0.

Delivery and Mental Health Crisis Response Training. The Service is in the process of procuring a third-party vendor to implement a framework for assessing the impact of the professional development courses.

Enhanced Transparency: In line with the Board’s direction and commitment to making more transparent the work of policing, the Service has made and continues to make public detailed information about matters of public interest, including: the budget, procedures that apply to the work of our members, and the disciplinary process. Heeding calls from the public to provide more detailed and accessible information about the police budget, the Service posted a



detailed, program-specific, line-by-line breakdown of the 2021-operating budget on the Service Budget webpage for members of the public to access and to enhance transparency with respect to how public funds are spent. In addition, the Service's budget data has been converted to a machine-readable, open data format to provide the public with better access to information, and is currently posted on the Service’s website, as well as on the City of Toronto’s website. Work is also underway to ensure that regularly updated datasets from the Service's open data portal are also available on the City of Toronto's open data portal. Files currently available in PDF format only are being converted into appropriate digital formats.. Additionally, the Service now posts the schedule of Tribunal Hearings and Decisions on its public website to inform members of the public of upcoming hearings. Hearings are open to the public, however COVID-19 related restrictions may apply.

Stronger Consultation with the Community: The Board has determined that both its advisory panels, the Mental Health and Addictions Advisory Panel (MHAAP), and the Anti-Racism Advisory Panel (ARAP), will be made permanent, and their mandates expanded to ensure the Board has access to robust community input on a broad field of areas of public interest. MHAAP’s members continue to meet regularly and advise the Board, and ARAP has recently concluded the recruitment of a new complement of members, and has concluded a series of informational sessions to introduce the new members to key areas of the Service and begin discussing some of the key issues facing the Board and the Service, on which they will be asked to advise the Board.

Next Steps

By December 2022, the Service expects to have implemented over 80% of the reform recommendations. Of the remaining nine recommendations, the Service has identified five as long-term initiatives that require additional time for research and implementation, and the remaining four are awaiting input from other sources to inform their implementation and associated strategies. The final initiative will be an audit of the implementation of the 81 recommendations, in accordance with recommendation 81. **The Board and Service remain committed to fully implementing all 81 recommendations.** However, as noted in the August 2020 report, these recommendations were not meant to be an end point in this critical work but, rather, an important beginning. The Board, in partnership with the Service, continues to explore other evidence-based reform initiatives that will achieve the objectives set out as part of this important work.

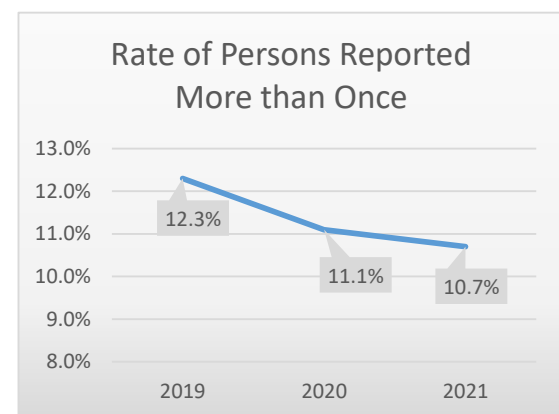
3. Recommendations of the Independent Civilian Review into Missing Persons Investigations

Background

In June 2018, the Board appointed The Honourable Gloria J. Epstein to lead an Independent Civilian Review into Missing Persons Investigations conducted by the Service, and the related adequacy of Board Policies. In April 2021, the Review’s report, entitled *Missing and Missed*, was presented to the Board, and included 151 recommendations with respect to how police investigations are conducted in efforts to find missing people in our community. On accepting the report on behalf of the Board, Chair Jim Hart noted that the Board accepts all of the Review’s findings and commits to implementing all of the recommendations. Chief James Ramer also confirmed that the Service will act on every recommendation identified, through real community partnerships, and with a transparent process that will include regular public reporting on progress. He commented that the Service deeply regrets the impact its actions, and inactions, had, and continue to have, on the lives on members of the community. To solidify this joint commitment, Chief Ramer immediately appointed two officers, including the Chair of the Chief’s LGBTQ2S+ Community Consultative Committee to select and lead a Service team focused on the full implementation of the recommendations.

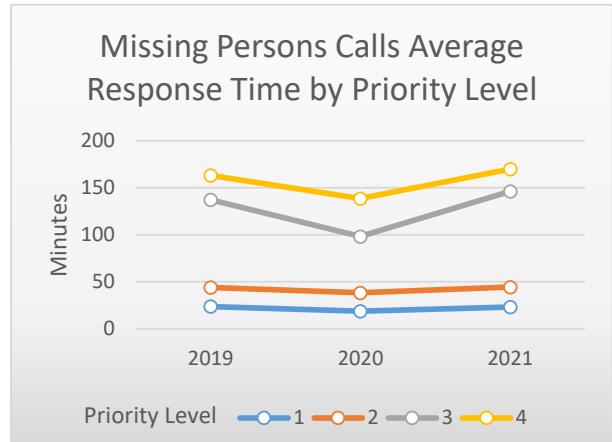
Community Engagement

In recognizing the need for a modern, collaborative, community-informed, and transparent approach to the full implementation of the 151 recommendations, immediate steps were taken to connect with recognized community leaders and stakeholders. To date, this engagement has included ongoing consultations with members of the LGBTQ2S+ Community Consultative Committee, and members of Judge Epstein’s Community Advisory Group that advised and supported her through the Independent Civilian Review. It must be acknowledged that these dedicated community members have given freely of their time to help shape the needed framework for the Missing Persons Recommendations Implementation Team (MPRIT).



Due to a CAD database technical issue, standard CFS reporting/analysis is only available up to November 27, 2021

The Chair of the LGBTQ2S+ Community Consultative Committee has agreed to support the development of the MPRIT as Interim Co-Chair, on behalf of the community with a Service Co-Chair. The selection of the Co-Chairs was a critical first step in the implementation of these important recommendations. Together, they identified and selected a Steering Committee comprised of experienced and insightful community and Service Members with lived experiences and a commitment to positive change. In turn, the members of the Steering Committee have interviewed and selected the principal members of the MPRIT that will solidify the Service’s commitment to taking action on each and every recommendation. The selection of a full-time Community Co-Chair is currently on-going.



As outlined within the [Missing and Missed](#) report, in the implementation of these recommendations, the Board and Service have an opportunity for transformational change as it relates to the building of meaningful relationships with some of the most vulnerable members of our community, and it is the goal of the MPRIT to develop and implement a plan that will lead the way focused on this critical objective. Public trust is the essential cornerstone of community safety and well-being, strongly linked to the ever-important community perceptions of respect, inclusion, empathy, and compassion. The MPRIT will lead change to modernize internal systemic processes, advocate for necessary changes in external processes that are beyond the control of the Service, and assist in developing meaningful lines of communication between the Service and all of the people that it serves – and, with respect to missing persons investigations in particular, Toronto’s diverse LGBTQ2S+ communities.

Implementation Strategy

Some recommendations will take time to fully implement, but the MPRIT is committed to leading the changes that are within the reach and control of the Service. Concurrently, the members will monitor other community-led and community-inspired initiatives at the federal, provincial, and municipal levels that may intersect with the MPRIT goals, to ensure synergy where possible, and address any potential conflicts at the very onset. For example, the members must ensure full alignment with the City of Toronto’s [SafeTO: A Community Safety and Wellbeing Plan](#) in matters of social development, prevention, risk intervention, and incident response.

Recommendation 146 in the Review includes seven sub-components as foundational pieces to the development of the MPRIT, including a June 30, 2021 due date to assemble the proposed membership composition. This has been achieved with an applicant selection process that involved both community members and the Service’s senior officers. In the months ahead, the MPRIT will build on this truly community-collaborative partnership approach to develop an implementation plan that identifies the goals, projected timelines, and measurable outcomes. In this way, impacted communities will lend their perspectives, expertise and insights to architect the significant changes the Service will work to deliver on.

Recognizing the importance of ongoing transparency, the implementation plan was made publicly accessible through an [online portal](#) and through a public presentation to the Board in December 2021. Future periodic reports will continue to inform the public on progress in this implementation. Similarly, if it is determined that the implementation of a specific recommendation should not proceed, or that a delay or modification is necessary, detailed public information will be provided that outlines the rationale and an articulation of how the related and underlying objectives will be met through some alternative form.

4. The Way Forward

Background

The modernization action plan was premised on the Community Safety Mission of the Toronto Police Service:

We are dedicated to delivering police services, in partnership with our communities, to keep Toronto the best and safest place to be. Our mission focused on four guiding principles by being:

- *actively accountable and trusted;*
- *transparent and engaged;*
- *inclusive and collaborative;*
- *and sustainable and affordable*

In implementing *The Way Forward* action plan, the Service is working to always achieve three goals that define what it means to be a modern police service:

1. Be where the public needs the Service the most;
2. Embrace partnerships to create safe communities; and,
3. Focus on the complex needs of a large city.

Key Recent Achievements

- **PushPin:** a fully customized GIS (Geographic Information System) application that is used to provide situational awareness and improved officer safety throughout the Toronto Police Service. PushPin is used as a Proactive Policing “digital bulletin board”, allowing officers to have quick access to up to date investigative information. Bulletins are entered in by Officers and Crime Analysts, and each bulletin is mapped and connected to all known and associated addresses, allowing officers to visualize the relevant bulletins based on their current location. All bulletins are categorized and searchable.
- **Analytics Centre of Excellence (ANCOE) Projects:** The implementation of ANCOE was completed in 2020. ANCOE supports and maintains GIS (an enterprise mapping solution), PowerBI (a business intelligence tool that provides the Service with more advanced data extraction and reporting capabilities, and the ability to create interactive dashboards). This assists the Service with analytics, and with delivering on the promise of greater transparency and accountability.
- **Global Search pilot program:** The implementation of Global Search was completed in 2020. Global Search provides Service members with the ability to more easily find data across the Service’s own legacy and current platforms, providing greater efficiency and effectiveness.
- **Remote Video Bail pilot:** In summer 2020, in collaboration with the Ministry of the Attorney General (MAG) and various other stakeholders, the Service initiated the Remote Video Bail pilot project in 14 and 23 Divisions. This initiative, now further expanded to 51 and 43 Divisions, with further expansions planned, adheres to the principles of modernization, reducing prisoner transportations to and from detention facilities and courts, streamlining the process for bail hearings, while continuing to provide safe access to justice.

Outstanding Work

Alternative Reporting and Follow-up for Non-Emergencies: The Service is in phase 2 of implementing the Community Investigative Support Unit (CISU), the last piece to complete this recommendation. Efforts are underway to establish processes to standardize the program Service-wide. Once fully implemented and

operationalized, the CISU program will provide high-quality reporting and follow-up for non-emergencies, while freeing up uniform Service Members to respond to emergency calls.

Shift Schedules: 15 Divisions and Traffic Services are currently piloting an alternative shift schedule intended to facilitate a more effective deployment of front-line uniform members, increase member wellness and reduce the need for overtime. Pursuant to an agreement between the Board, the Service, and the Toronto Police Association, Service members piloting the 5/4, 12-hour shift and the 7/7, 11-hour shift, voted in October 2021 to remain on their respective alternative schedules until December 2022. At present, only members from 22 Division voted to stay on the Compressed Work Week (CWW). Following a separate vote for the Divisional CIB's in November of 2021, several CIB members voted to pilot the corresponding alternative shift schedule aligned with their divisional PRU. The Service continues to evaluate the outcomes of this pilot.

911 Cost Recovery: In light of the significant costs associated with the provincial requirements for Next Generation 911 services, Service and Board representatives (along with other emergency services organizations) have been meeting with provincial representatives to discuss three high-level recommendations concerning Funding, Governance, and Education associated with Next Generation 911, aimed at facilitating sustainable and effective implementation. These discussions are ongoing.

On Hold: As a result of the current pandemic, several of the outstanding recommendations have been put on hold; however, the current audit of the Service by the City's Auditor General relate to these same recommendations. Information resulting from the audit may help inform the following 'on hold' recommendations:

- #9 – A Risk-Based Response to Special Events;
- #15 – Overhauling Paid Duty; and,
- #16 – City-Wide Divisional Boundary and Facilities Realignment.

5. Anti-Gun and Gang Violence, and Crime Reduction Initiatives

Background

In March 2021, the Service’s Anti-Gun & Gang Strategy Framework was presented to the Board with the strategic goal of continuously improving our prevention, intervention and enforcement efforts as they relate to gun and gang violence. This framework recognizes the negative unintended consequences that previous efforts have had on communities, and reflects a desire to improve the Service’s relationships with communities as a critical component in any

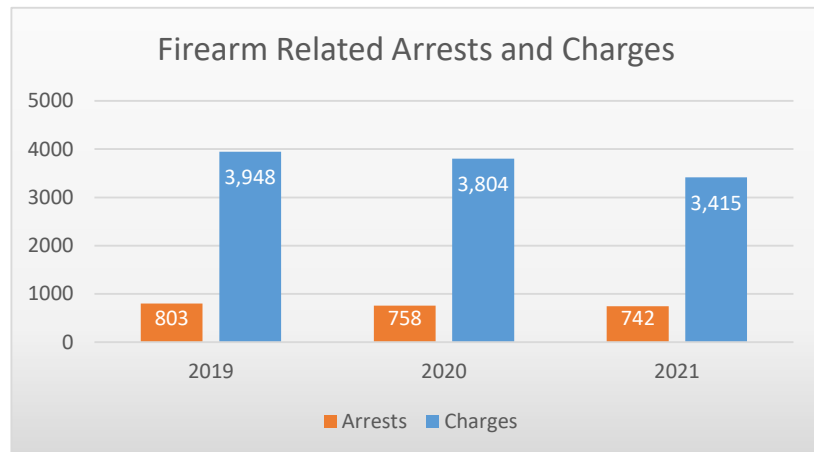
effective long-term approach to addressing serious violent crime within a community. Building on the foundation of prevention and enforcement efforts already underway, the Strategy Framework is dedicated to enhancing co-ordination of efforts that are collaborative and proactive, and include an integrated approach both across the Service, and in partnership with our communities.

The Service has embraced a co-design approach for this work, engaging community leaders, organizations, partners and members of the public to inform the Strategy Framework with a continued commitment to engaging voices from across the city, and our community partners, as we implement and evolve the Framework on a continuous basis. The Strategy Framework seeks to engage with a broad range of initiatives, underpinned by five key pillars: Prevention, Intervention, Enforcement, Coordination/Collaboration, and Continuous Improvement.

Initiatives in Progress

No one can deny the significant and long-term impacts that gun and gang violence have on victims, their loved ones, and the broader communities in which these offences occur. Given these significant impacts, the Board and Service are necessarily ambitious about what we hope to achieve under the current Framework. The desired outcomes of the Anti-Gun & Gang Strategy Framework include a sustained reduction of shooting incidents and gang activity, an increase in public trust and meaningful community engagement/participation, and a permanent multi-sectoral response to gun and gang activities in Toronto, both in terms of prevention and enforcement. To support these outcomes, a number of initiatives are already underway, and will continue to be developed over the next 12 to 24 months, including:

The Community Safety Partners Executive Table: This Table has been formed to convene executive decision-makers from city agencies, including the Service, the City of Toronto, the Toronto Community Housing Corporation (TCHC), Toronto Public Health, the Toronto Transit Commission (TTC), and the Toronto District School Board (TDSB), to meet on a regular basis to share, coordinate and combine individual institutional programs, services and resources in an effort to have a greater combined effect on achieving community safety



Included are charges resulting from and properly linked to an arrest in Versadex

when it comes to gun and gang violence specifically. This approach to engagement will assist in fulfilling the Service's crime prevention and enforcement mandates, with a view to addressing risk factors early and with the appropriate partners, in order to reduce the potential for these risks to become elevated and require more significant interventions.

Short-Term Community Safety Plan: The Community Safety Partners Executive Table has supported a city-led Short-Term Community Safety Plan. This Plan is a collaboration of partners, government, institutions and communities, to pilot interagency coordination to address gun violence, as well as other community safety concerns in seven neighbourhoods during the summer of 2021. Data indicates that the shooting incidents in the pilot communities were lower than expected during the pilot period. The Service will continue to evaluate new data as it becomes available to better understand this possible relationship. Lessons learned during the Short-Term Plan informed the development of *SafeTO*: Toronto's Ten-Year Community Safety and Well-Being Plan – a significant, whole-of-city initiative in which the Board and Service are deeply engaged. The Service will continue working with the City and other partners to collaboratively design and evaluate initiatives to improve community safety in Toronto.

Information-sharing Protocols: Recognizing that inter-agency information sharing is critical to the success of a co-ordinated community safety and well-being model, the Anti-Gun & Gang Strategy Framework will advance the development of information-sharing protocols to support enhanced collaboration between agencies at the Community Safety Partners Executive Table.

Development and implementation of the Executive Crime Traffic Order Management (eCTOM): A collaborative crime management process to problem-solve, support, integrate and align resources to identify and address pressing public safety issues. The eCTOM aims to improve collaboration and coordination between commands and units within the Service, and to increase each unit's awareness of crime trends, to assist with the alignment of resources and the infusion of intelligence-led policing into the Service's operations.

Bail System Enhancements: In partnership with the Board and the City of Toronto, the Service will seek opportunities to engage with the federal and provincial levels of government to advance meaningful reforms and policy enhancements to the bail system. Proposed enhancements include enhanced bail conditions to compel offenders to access community supports while on bail when relevant and appropriate to their circumstances, in an effort to break the cycle of offending, maximize the potential for reintegration after a judicial process, and improve community well-being overall.

Evaluation

With advances in the Service's approach to data analysis, the evaluation of the Anti-Gun & Gang Strategy Framework will involve a more comprehensive analysis of metrics and activities as they relate to gang prevention than has been undertaken previously. This will include analyses of referral and bail compliance data; data regarding shootings and related trends (year over year); violent crime indicators and associated clearance rates; and data that speaks to outcomes associated with the Service's prevention, intervention and enforcement efforts. Uniquely and importantly, the Anti-Gun & Gang Strategy Framework proposes that the evaluation framework include a public health lens. As a result, the Service is collaborating with partner agencies, including Toronto Public Health, to develop an evaluation framework that considers public health outcomes above and beyond traditional policing metrics and analysis. This modernized analytical approach will ensure that some of the most significant community safety issues we face are understood for what they are: the manifestation of multifaceted and complex risk factors that negatively impact actual safety, and our communities' sense of safety. By infusing this approach to the way we conceive of offending behaviour, the Service will be a more sophisticated partner in addressing these risks proactively.

6. Neighbourhood Community Officer Program

Background

In 2018, as part of *The Way Forward* Action Plan, and as a result of extensive community consultations and recommendations from two independent academic evaluations, the Board and Service enhanced the Services' neighbourhood policing program, renamed the Neighbourhood Community Officer Program (NCOP).

With its focus on community-centric policing and embracing partnerships to find sustainable solutions to community safety and well-being concerns, the NCOP is an integral part of ensuring community safety in Toronto. The NCOP is currently staffed by 159 Neighbourhood Community Officers with specialized training, and 13 dedicated divisional NCOP Sergeants. All Neighbourhood Community Officers must remain in this role, within their particular neighbourhood, for a minimum of four years, ensuring that officers develop close ties with the community and local knowledge, and helping gain the trust of community members. The NCOP is firmly established in 38 City of Toronto neighbourhoods, across all 16 Divisions, including the most recent expansion in the Waterfront community, Downsview-Roding-CFB, and Weston neighbourhoods. The current neighbourhoods were selected based on Service data related to resource utilization (e.g., Crime Severity Index, Person in Crisis Calls for Service, and Motor Vehicle Collisions) and City of Toronto demographic data (e.g., Lone parent families, Unemployment, and fear of violence). These metrics also help Neighbourhood Community Officers, in collaboration with the community, to develop strategies tailored to the needs of their specific community.



Based on survey results from the "Evaluation of the TPS Enhanced Neighbourhood Officer Program"
Social Sciences & Humanities Research Council & Humber College

The NCOP was recognized in Judge Epstein's report of the Independent Civilian Review Into Missing Person Investigations, *Missing and Missed*. Judge Epstein described the NCOP as "one of the Service's greatest successes," which improves community relations, and is subject to an independent evaluation based on clear and measurable goals. The NCOP's positive impacts were also highlighted in a 2017 pilot study by a research team from Humber College, which reported that:



[The NCOP] has increased the level of community members’ trust and confidence in the TPS in neighbourhoods staffed with [Neighbourhood Community Officers], and ... the quality of relationships between [Neighbourhood Community Officers] and community members has improved over time. The reduced number of calls for service across the 8 [Neighbourhood Community Officer] neighbourhoods involved from the beginning of the pilot study suggests higher community reliance on the [Neighbourhood Community Officers] rather than the central call service.³

These findings were reinforced in a 2021 follow-up study, which found that:



The TPS is helping empower communities to take back control of their neighbourhoods by supporting the NCOP’s mandate. Moreover, it may also be helping visible minorities in those communities gain a better understanding of the TPS’s mission, vision, and core values, thereby slowly gaining their trust. [...] In an era where credibility is lacking, the NCOP may well be humanizing the badge, which will not only help make the TPS more professional and trustworthy, but will also help the police gain greater legitimacy in the eyes of all Torontonians.⁴

Deployment

There are four Neighbourhood Community Officers in each of the following City of Toronto Neighbourhoods:

D12	Beechborough-Greenbrook	D23	Mount Olive Silverstone Jamestown
D31	Blackcreek	D14	Niagara
D55	Blake Jones	D51	North St. James Town
D51	Cabbage Town - South St. James Town	D41	Oakridge
D52	Church-Yonge Corridor	D13	Oakwood
D31	Downsview-Roding	D55	O'Connor-Parkview
D22	Etobicoke West Mall	D51	Regent Park
D55	Flemingdon	D23	Rexdale Kipling
D31	Glenfield-Jane Heights	D11	Roncesvalles
D33	Henry Farm	D12	Rustic
D22	Islington City Ctr West	D43	Scarborough Village
D41	Kennedy Park	D55	South Riverdale
D14	Kensington-Chinatown	D53	Thornccliffe Park
D23	Kingsview Village - The Westway	D51	Waterfront
D11	Lambton Baby Point	D43	West Hill
D42	L'Amoreaux	D23	West Humber Clairville
D42	Malvern	D12	Weston
D43	Morningside	D11	Weston Pelham Park
D51	Moss Park	D32	Yorkdale Glen Park

³ Webber, J., Thomson, D., Ferns, A., Brown, S., Gamble, M., Neale, H., and Cooray, N. (2017). *Neighbourhood Policing Program Evaluation: Final Report*.

⁴ Blauer, R., Mehmi, S., & de Gannes, K. (2021). Building trust in modern day policing: A neighbourhood community officer evaluation. *Journal of Community Safety and Well-Being*, 6(1). <<https://doi.org/10.35502/jcswb.186>>

Key Recent Achievements

Enhanced Training: To equip NCOPs with the perspective, information and awareness to best address community safety issues that come to their attention, the NCOP training requirements have been expanded and enhanced. In addition to some basic training curriculum, NCOPs receive specific training on: the Scan-Analysis-Response-Assessment (SARA) problem-solving model, the “5 Y’s” root cause analysis process for problem-solving, Adverse Childhood Experiences, youth diversion, crisis response, how to assess for acute elevated risk and make referrals to Furthering Our Community by Uniting Services (FOCUS) Toronto, alternate dispute resolution and mediation, and training on the intersectionality between mental health and racialized communities. Officers are also provided with training by community agencies, like the Gerstein Crisis Centre, on issues related to non-police crisis responses and community support services.

Health Metrics: The Service developed Neighbourhood community health metrics in alignment with the *SafeTO* Plan. These metrics include social development, crime prevention, risk intervention and incident responses that are available in a neighbourhood. An internal portal available to Neighbourhood Community Officers provides access to a holistic view of the metrics, as well as related analytical tools designed to support the development of proactive activities that is tailored to the specific characteristics and needs of the community. Through this portal, the Service can help officers build a culture of prevention within their communities.

Next Steps

- As part of the 2022 budget, the Chief has committed to continue expanding the NCOP into new City of Toronto neighbourhoods based on analytics demonstrating highest need.
- Alignment of the NCOP with the City’s new 158 neighbourhoods.
- Development and integration of real-time analytics at a neighbourhood level focusing on neighbourhoods’ community health, and ultimately linking to the City of Toronto’s Community Safety and Well-Being Plan.
- Continued enhancement of NCOP training through community and academic insights.
- Continued independent academic evaluation of the effectiveness of the NCOP, with Program improvement based on identified recommendations.
- Upgraded NCOP Uniforms - designed to be visible, approachable, and professional while meeting the performance requirements of the role.

7. Mobile Crisis Intervention Teams and Evolving Persons in Crisis Response

Background

The Mobile Crisis Intervention Team (MCIT) Expansion Working Group has developed a comprehensive plan to enhance and expand the MCIT Program in consultation with the MCIT Steering Committee, hospital partners, and with input from the Board's Mental Health and Addiction Advisory Panel (MHAAP). The expansion plan has been designed to align directly with the Board's police reform recommendations that focus specifically on mental health crisis response.

Key Achievements

New Deployment Model: A new MCIT deployment model and operating procedure have been developed, evolving the MCITs from a secondary/support response to a primary/co-responder with front-line officers to events where people are in crisis, in line with recommendation 48 of the Honourable Frank Iacobucci's report on the Independent Review of Police Encounters with People in Crisis.

24 hours/day coverage: The Service has prioritized an increase to the number of teams and hours of MCIT coverage, as well as the creation of the Divisional Crisis Support Officer (DCSO) Program. DCSOs are given additional crisis training and function primarily as a first response to mental health crisis-related calls for service in support of both first responding police cars and MCITs, as well as providing coverage for mental health crisis response during hours where MCITs cannot operate due to contractual restrictions of our mental health nurse partners. Combined, these two expansion components maximize the Service's ability to provide specialized mental health crisis response 24 hours/day across the city.

Increased Capacity: Following the Board's approval of its 81 police reform recommendations, the Service took the immediate step of increasing the complement of MCIT officers from 17 to 26 officers. By Q4 of 2021, it is anticipated that the Service will have an additional 272 specially trained DCSO dedicated to mental health crisis response.

Enhanced Training: The Service has increased its MCIT Level 1 training, for both officers and nurse partners, from 40 to 80 hours, as well as requiring annual supplemental training that encompasses the intersectionality between mental health and racialized communities. These training enhancements were based on the advice of the MCIT Steering Committee and the Board's Mental Health and Addiction Advisory Panel (MHAAP).

Revised Recruitment Criteria: The recruitment priorities for becoming an MCIT officer reflects an even greater emphasis on demonstrated anti-racist and anti-oppressive practices, a commitment to human rights, and an awareness of lived experience of mental health and/or addictions related issues and diversity, equity and inclusion.

Specialized Uniforms: MCIT uniform changes contribute to a focus on de-escalation by trying to reduce the perception of authority often associated with the traditional police uniform, and aligned to a more trauma-informed care model.

Post-Response Supports: There has been an expansion of post-response care for clients the MCIT have responded to, specifically in the Scarborough Health network area through the Access to Resources & Community Supports - Mobile Crisis Intervention Team.

Transparency: The Service is developing both public-facing and internal-facing analytical dashboards that will report on MCIT interventions and support the continued evolution of the Service’s crisis response and implementation of various Board police reform recommendations focused on alternative response options. A public-facing dashboard containing data on [interactions with Persons in Crisis](#) is already available.

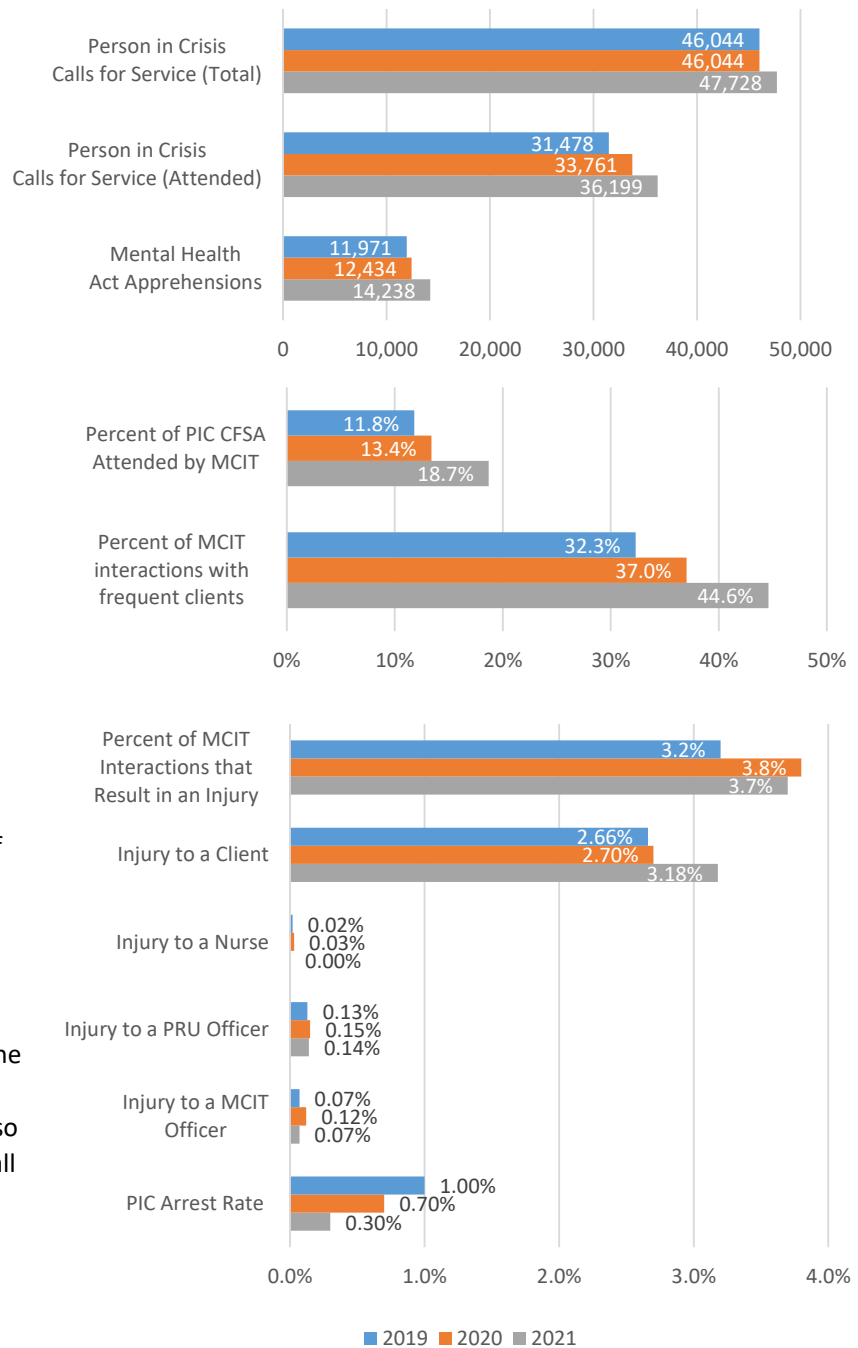
Public Engagement: Expansion of the MCIT Steering Committee to further include members of MHAAP and the Board’s Anti Racism Advisory Panel (ARAP), Executive Directors/CEOs of community-based mental health and addictions agencies, delegates of the Board and members of the broader Toronto community with lived experience in mental health and addictions. A representative of the Confronting Anti-Black Racism Unit of the City of Toronto (CABR) is also expected to join the Steering Committee.

Next Steps

Crisis Call Diversion Pilot: Based on the Board’s police reform recommendations, the Service has also developed an innovative 911 Crisis Call Diversion Pilot Program, in collaboration with the Gerstein Crisis Centre. This is a one-year pilot program, funded entirely by the Service, which co-locates a Gerstein crisis worker in the Service’s 911

Communications call centre to accept the diversion of appropriate crisis calls away from the police, and which instead can be serviced by a trained crisis worker on the telephone. The Service will complete a six-month mid-term and year-end evaluation report on this pilot. The Board and Service look forward to leveraging the

Mobile Crisis Intervention Units and Person in Crisis



experience from this innovative pilot to support alternative crisis response diversion approaches for calls that do not require a police response.

Community Crisis Support Service: The Service Members leading the Service's activities for persons in crisis events are also working with the City of Toronto to support the development of the City's alternative community crisis response model pilot, anticipated to begin in March 2022. The Service has been providing data, sharing experiences with its own 911 Crisis Call Diversion Pilot Program, and providing other supports to the City as it works to establish its pilot.

Further Uniform Enhancements: The Service will be implementing further changes to MCIT officers uniforms and the display of their use-of-force options, with the goal of reducing any perceived sense of confrontation, and further enabling de-escalation through appearance.

8. Traffic Safety

Background

In 2017, the City of Toronto adopted the *Vision Zero Road Safety Plan* (“*Vision Zero*”), which is based on the basic premise that collisions causing fatalities and serious injuries on our roads can be prevented through a comprehensive and focused, multi-faceted approach to road safety. The Toronto Police Service is a key partner in the City’s plan, responsible primarily for providing collision investigation services, focused traffic enforcement programs, and public safety messaging.

Through *Vision Zero*, the Service’s approach to traffic safety has been critically reviewed and improved. In 2019 the City renewed its commitment by endorsing “*Vision Zero 2.0*” with more extensive, proactive and targeted initiatives. The Service remains steadfast in its commitment to *Vision Zero*. A data-driven approach is being taken to continually improve our traffic safety efforts in line with the plan’s ultimate goal of achieving zero deaths and injuries from collisions on Toronto roadways.

Initiatives in Progress

Vision Zero objectives are the responsibility of all frontline uniform police officers. Traffic Services is the organization’s corporate lead unit addressing *Vision Zero*, reporting to the Chief of Police and Command through the Field Services pillar of Community Safety Command. While some of the Service’s *Vision Zero* responsibilities are addressed by the organization’s long-standing “Traffic Management, Traffic Law Enforcement, and Road Safety Plan” (Ontario Adequacy Standard LE-017), others have been the focus of new and targeted initiatives, intended to elevate the Service’s *Vision Zero* commitment.

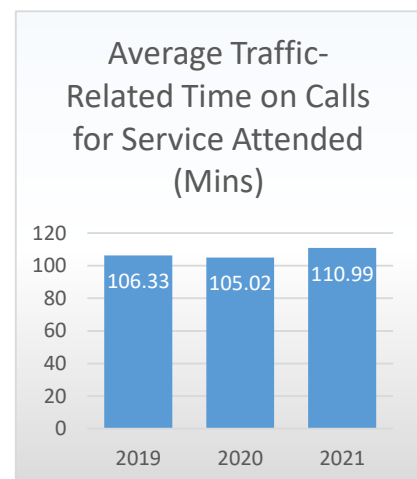
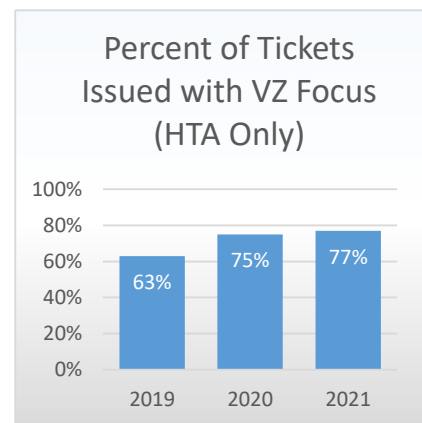
- **Vision Zero Enforcement Team (VZET)**

In October 2020, a dedicated enforcement team was permanently established, focusing exclusively on “the Big 4” behaviours underlying Toronto’s most serious collisions: speeding, distracted driving, aggressive driving, and impaired driving. This 18 member team is deployed from satellite locations in the central-east and south-west ends of the City, to locations specifically identified through collaboration with Toronto Transportation as areas with the highest potential for safety improvement gains through enforcement.

In August 2021, the VZET initiative was recognized by the Canadian Association of Chiefs of Police by being awarded the 2021 National Police Award for Traffic Safety. The judging panel remarked that the initiative was unique and highly deserving due to the strong business intelligence framework employed as well as for the initiative’s innovative use of various technologies, equipment, and legislation.

- **Service-wide Enforcement Performance (Vision Zero)**

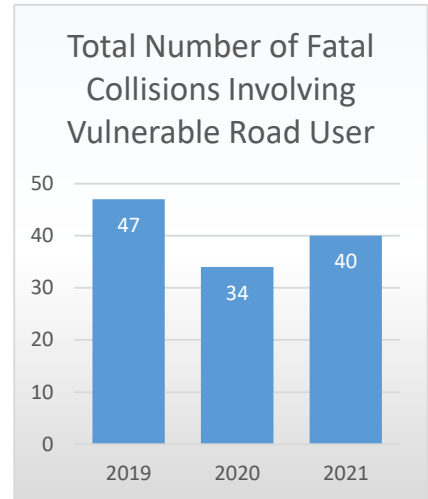
Recognizing the need to focus the Service’s enforcement efforts directly on *Vision Zero*-related objectives, the organization has established performance management tools and metrics to better support the field. Unit Commanders and supervisors now have



access to *Vision Zero*-specific dashboards as part of eCTOM (“Executive Crime, Traffic, Order Management”), that allow them to more accurately determine the performance of their unit, sub-units, and personnel in regards to *Vision Zero* objectives, ensuring improved outcomes through a more directed enforcement approach.

- **Traffic Communications Program**

Traffic Services utilizes traditional mainstream media and a variety of social media platforms to disseminate traffic safety messaging. While the approaches traditionally employed have been well received by the community and various traffic safety partner organizations, the recent success of the unit’s “TikTok” account has been unprecedented. Traffic Services now hosts a daily interactive chat program via this account that regularly reaches nearly 2,000 participants, addressing a broad array of traffic safety issues and concerns. The Traffic Services TikTok account now has upwards of 200,000 followers and has been used by TikTok itself in delivering training to the Federal Bureau of Investigation (FBI) as the “model” police account for enhancing meaningful community interaction.



Vulnerable road users are motorcycle, pedestrian, and cyclist

- **Active Partnerships with Key Traffic Safety Influencers**

Through Traffic Services, the Toronto Police Service actively partners with a wide variety of stakeholders committed to traffic safety objectives. These groups include Mothers Against Drunk Driving (MADD), Arrive Alive – Drive Sober, the Canadian Coalition on Distracted Driving, Drop It and Drive, the Ontario Safety League, Ryerson University, and the Traffic Injury Research Foundation. Long-standing and effective partnerships are also in place with the provincial Ministry of Transportation and the City’s Transportation Services, ensuring that TPS activities are focused on desired outcomes and greater community satisfaction with police activities.

9. Equity, Inclusion and & Human Rights

Background

Policing within the diverse and multi-dimensional communities of Toronto requires services and practices grounded in principles of equity, fairness, and anti-racism. To respond to the needs of our diverse communities, the Service recognizes that change starts from within. While we enhance our understanding and connections to community to build trust in the Service, we must simultaneously tackle issues within our internal culture to ensure that our workplace is safe, inclusive and bias-free for all Members. This emphasis on the 'inside' will support the work that Members do within our communities. Equity must be embedded Service-wide in all of our policies, programs, processes, procedures and systems. It must be a defining feature of the Service's culture.

Key Achievements

Formerly the Diversity and Inclusion Unit, the Equity, Inclusion and Human Rights (EI&HR) Unit was re-profiled in 2019, with a broadened mandate. With the guidance and support of EI&HR, over the past two years, the Service has made demonstrable progress in its modernization efforts towards systemic reform, while also fostering stronger partnerships with both Members, and external partners.

As part of this transformation, the Service has not only developed new change initiatives, but has also revisited and revised long-standing programs, processes and procedures that required change. Notable achievements include:

- Flowing from the Board's leading Policy on race-based data collection (RBDC), development of a comprehensive Collection, Analysis and Reporting of Race and Identity-Based Data Procedure, and subsequent strategy, to identify, monitor and eliminate potential systemic racism and racial bias in the delivery of police services through the collection, analysis and public reporting of race- and identity-based data. Part of this strategy development included the most extensive community engagement in the Service's history, bringing together diverse community stakeholders and members to provide input and perspective on these issues.
- Establishment of partnerships and collaborations with leading organizations, such as the Wellesley Institute, and provincial organizations such as Ontario's Anti-Racism Directorate (Ministry of the Solicitor General), its Indigenous Justice Division (Ministry of the Attorney General), as well as the Information and Privacy Commissioner and the Ontario Human Rights Commission.
- Hosting of Workplace Harassment symposiums in 2019 and 2020, where leading experts in the community shared best practices and Service Members were engaged.
- Development of a comprehensive approach and methodology to assess relevant TPS procedures and programs through an equity lens.
- Ongoing development of a modernized intake and resolutions process for harassment and discrimination complaints related to the workplace that is victim and trauma informed, and restorative in its focus.
- Creation of the Community Advisory Panel for Training to advise the Toronto Police College on training and training reforms.
- Redesign of the cadet recruitment and promotional processes to reduce barriers, increase transparency and incorporate greater equity in the process.
- Significant investment in Service-wide training around human rights-related topics. Specifically:
 - Development of comprehensive training related to anti-racism, policing and Indigenous perspectives, and anti-harassment – and subsequent delivery to many units and various levels of leadership across the Service, including the Board and Board Office.

- Establishment of the Foundations of Leadership Development Program and Advanced Leadership Program – both programs include time dedicated to diversity and inclusion topics and are targeted at sergeants, staff sergeants, civilian supervisors, Inspectors, Superintendents and Managers as they progress into leadership roles within the Service.
- Intercultural Development Inventory (IDI) Assessment Tool pilot to be used for all newly promoted Inspectors to raise cultural awareness at an individual level.
- Training provided to Talent Acquisition by the EI&HR and Community Partnership and Engagement Unit on anti-Black racism and better understanding of LGBTQ2S+ and Indigenous communities, with an aim to identifying and addressing any unconscious bias that may be present in our recruitment processes.
- Two-part Equity and Inclusion Training Presentation to all Senior Officers, facilitated by an independent expert.

Next steps

Embedding equity and human rights into all of the Service's actions will enable us to become a more accountable, effective and responsive policing organization. The journey continues, and work that will be undertaken over the coming years includes:

- Completion and launch of the Service's Equity Strategy
- Launch of a Service-wide Equity and Inclusion survey, to obtain and measure detailed Member feedback as well as baseline the Service' demographic data
- Working with the College on enhancements to training, including:
 - Launch of two eLearning courses focused on Gender Diversity and Trans Inclusion
 - Updates to the College's annual and cadet training curriculum, with a greater emphasis on community experience and additional time dedicated to diversity, inclusion and human rights topics
 - Continue Service-wide training, including the expansion of the anti-harassment training program for all front-line leaders and supervisors
- Publication of the results for phase 1 of the RBDC strategy, and launch of future phases as required by the Board's Policy, including expanding the types of interactions where race-based data is collected, analyzed and reported on
- Expand upon current efforts to collect demographic and diversity data within the Service, so that this is collected at various different points of a Member's professional journey; this data will aid the Service in identifying and addressing barriers and biases that may be having an impact on the inclusivity of the Service
- Support an updated performance management process, with human rights competencies embedded
- Support the implementation of *Missing and Missed* recommendations,
- Further refinement of processes:
 - in order to recruit, develop and promote a workforce that represents the communities we serve
 - to foster a bias-free, safe and inclusive workplace
- Continue to build our internal capacity by hiring members that come with lived experience and an equity lens.

10. Toronto Police Service Member Well-Being Strategy

Background

In December 2020, the Service and the Board committed to a Member Well-being Strategy (Strategy) that is driven to build and maintain optimal strength and enable sustainable high performance of the Members, and to foster an ever growing culture of high-performance health, safety and well-being for the Service.

The Strategy has been developed to be equitable, fair and inclusive. This Strategy recognizes that our Members are not a homogeneous workforce. Our Members have unique health and well-being needs that change and evolve depending on individual circumstances, including identity, role, rank, race, ethnicity, socio-economic status and other social determinants of health.

We know that Members of the Service who are well-supported in their own health and well-being are better able to meet the ever-changing demands and challenges of policing in Toronto.

The themes of the Strategy are:

- **Confidence, Trust and Access:** Integrate Member health and well-being resources under one unit for greater operational efficiency. Starting with the Member experience, build inter-departmental collaboration in delivering consistent, compassionate care. Members will have the tools, programs and knowledge to help them thrive at work and in life, in terms of their total health and well-being. Members will recognize, trust and rely on resources in times of need that will promote health and aim to prevent and minimize harm.
- **Health Promotion and Illness/Injury Prevention:** Expand the health and well-being mandate from reacting to illness and injury, and shift towards preventative approaches for long term health and wellness. Leverage data to identify and address hazards and factors that can influence poor individual health outcomes in the Service to design workplace action plans that will prevent and mitigate risk.
- **Ecosystem of Care and Support:** Expand the holistic and inclusive ecosystem of health supports and programs for Members and their families to access well-being resources at the right time through a technology-enabled “no wrong door” approach, and make it easier for members to understand the available programs that meet their unique needs through system navigation support.
- **Culture and Behaviours and Member Experience:** All Members, supervisors and leaders support and nurture a work experience and culture of high-performance health, safety and well-being, relying partially on the services, advice and programs delivered by the Wellness unit to ensure that all Members across the Service have fair and consistent support for their individual well-being.

By focusing on these strategic themes, the Service aims to be a leader in the policing sector in supporting a culture of high performance health, safety and well-being for Members.

Toronto Police Service Well-Being Framework

To provide the proper health and well-being supports to Members, the Service has developed a well-being framework to shape our actions and planning for the next several years. The framework will evolve over time to reflect new research and evidence on high-performance health and well-being, as well as the early results of pilot programs.

Next Steps

The strategic goals of building and maintaining optimal strength and enabling sustainable high performance of the Members of the Toronto Police Service will be realized when:

- Members have the resources that they need in times of health, illness and recovery;
- Members trust the Service and each other to nurture a culture of high performance health, safety and well-being;
- the Wellness unit and the Service have the data to understand how to respond to the root causes of health, illness and injury issues at the earliest opportunity; and
- the Public experience reflects the impact of the health and well-being of Members.

The modernized approach to member well-being has begun and will continue to be implemented through the delivery of the strategy.

11. Resource Planning

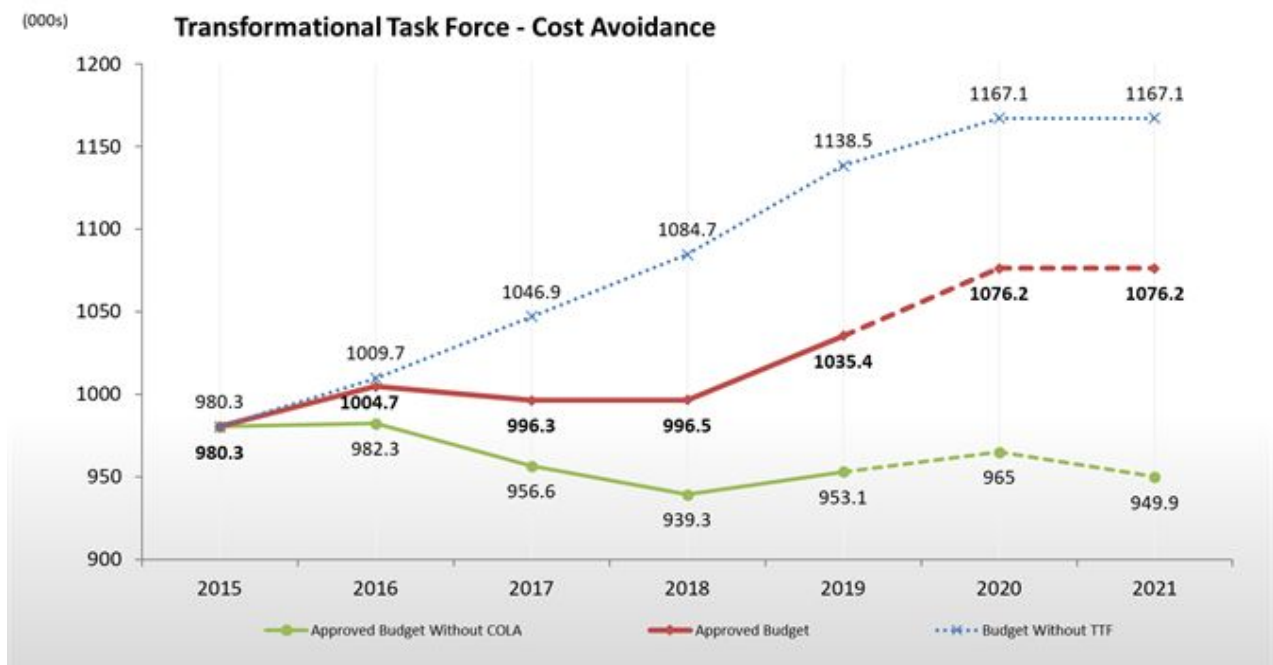
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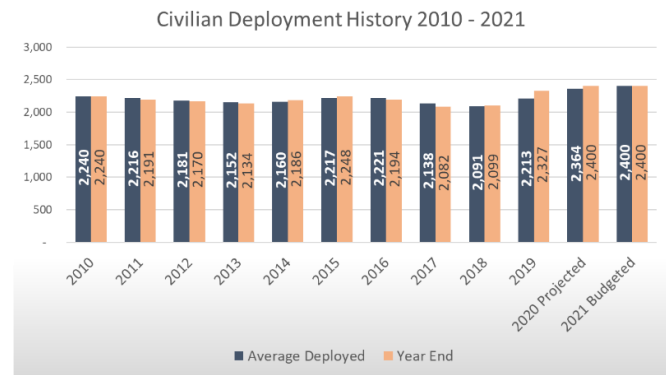
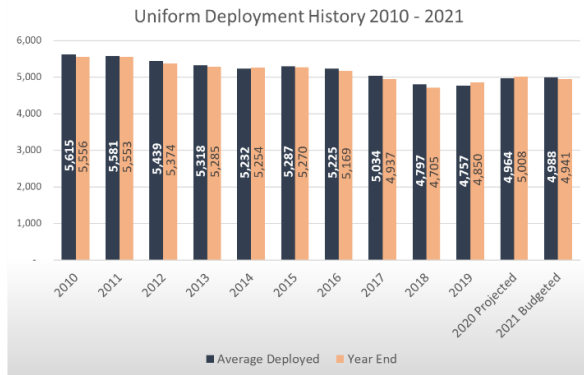
Police budgets and resourcing have garnered significant public interest, with calls for greater accountability and transparency as well as a greater demonstration of efficiencies, resource optimization and value for money. The Board and Service have always been committed to affordability, aiming to do more with less, by modernizing the delivery of policing services, increasing capacity and optimizing our workforce through innovation and prioritized deployment. Budget transparency practices, established as part of the Board’s 81 recommendations for policing reform, ensure that the public now has more insight than ever before into the prudent manner in which the Service deploys its resources. With a budget that is approximately 90% staffing costs, the Board and Service are committed to the most effective deployment of resources, while still maintaining adequate and effective policing services and keeping Toronto safe.

Key Achievements

The implementation of the recommendations in *The Way Forward* (TWF) has led to the achievement of significant cost avoidance and savings since 2016. Actions taken by the Board and Service to modernize and transform service delivery have improved the affordability of policing services and saved taxpayers of Toronto over \$400M since 2016 (cumulative cost avoidance), along with a 2021 budget that is \$90M lower than it otherwise would have been without the implementation of these approaches. Additionally, over the last 10 years, the Service has sustained a staffing reduction of over 450 positions, and during this time period, the Service took the necessary steps to modernize service delivery and ensure the reduced staffing levels are sustainable.

These are significant and sustained achievements, made possible through disciplined execution, prioritization, sound controllership and service delivery modernization.





Supporting the achievement of these efficiencies were improvements and increased rigor in managing the Service’s financial and human capital, including:

- Introduction of the Resource Management Committee, which undertakes a monthly review of resource allocation, prioritization of hiring, and organizational needs
- Introduction of complement management, a position management framework that identifies and integrates staffing levels, positions, and the associated funding needed to deliver the organization’s services, which supports budget planning, **outcome based budgeting and service planning**
- Human Resources (HR) System upgrades that **enabled more cost-effective, modern and automated processes to administer and report on the Service’s people and human resources related activities (e.g., employee record management, payroll, benefits administration, and time and labour recording)**
- Workforce analytics powered by a monthly dashboard that provides monthly and year-over-year trends on key metrics, such as absenteeism, hiring, promotions, separations and overtime
- Improved budget controllership, variance monitoring and more robust context/analysis of the Service’s budget requests

More recently, as part of the Board’s 81 recommendations on policing reform, the Service has enhanced the transparency of its budget, in order to improve public engagement with the budget development process. Line-by-line budgets have been released for recent budget years, and all data was made available in a machine-readable format which allows researchers, the media, and the general public, to more easily analyze and understand the information.

Next steps

With the growing demands of a large and complex city, further complicated by the impacts of the COVID-19 pandemic, there is a need to continually revisit how resources are utilized and prioritized, along with investing in technology and modernizing processes to enable better evidence-based decision making in budget and HR processes.

In order to continue to deliver effective, affordable and transparent services, and to respond to the emerging and shifting needs of the public in a growing city, the following activities will be undertaken over the next 24 months:

- Fully implement a complement management system and framework that uses appropriate metrics to determine staffing decisions

- Enhance the linking of resource decision-making to financial data, to better support an outcome-based budgeting process that identifies resources and actions required to maintain appropriate service levels based on requirements and need, while addressing shifting priorities
- Enable better technology and data to prioritize placing the right resources in the right places at the right times, to deliver policing in a responsive and accountable manner
- Develop budgets and resourcing plans based on relationships between funding and desired service results
- Enhance workforce insights by developing indicators and metrics around diversity, absenteeism, wellness, staffing movements and requirements
- Further system upgrades to better account for time spent, reduce manual efforts and errors, and enhance financial analysis for better decision making.

12. Capital Program

Background

Capital projects, by their nature, require significant initial financial investments. However, they also provide long-term organizational benefits and impacts. They address needs such as the Service’s aging facility infrastructure, rationalizing our footprint, updating or replacing core systems, and the maintenance of our existing equipment. There is also a compelling need to improve and modernize how the Service delivers public safety and internal support services, which has become part of the overall strategic objective of both the Board and the Service.

The Capital program objectives include:

- Optimize internal and public-facing service delivery
- Achieve efficient and intelligence-led operations
- Maintain a working inventory of assets that meet operational requirements
- Ensure the continued health and safety of our members and the public
- Maintain adequate physical presence in the City

The Service will continue to make capital investments with the goal of improving achievability and affordability. This includes developing plans based on actual capacity, continuing to stage-gate project timelines, and leveraging other government funding, where possible.

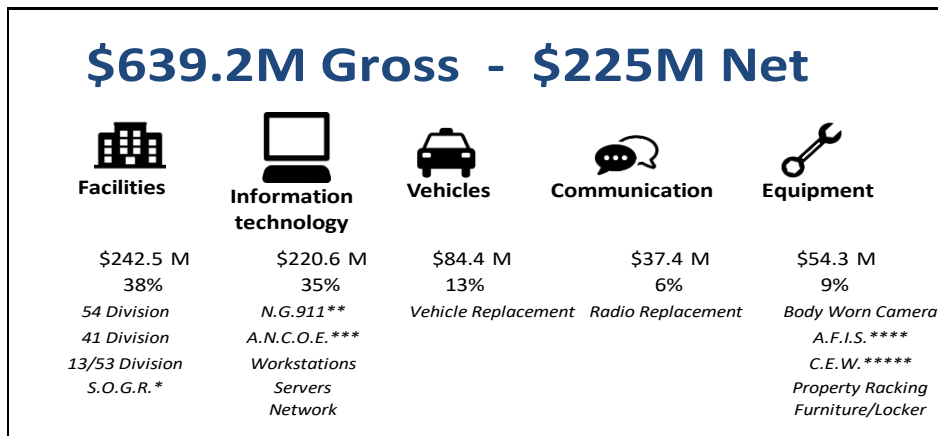
Capital Program

The 2021-2030 capital program will enable the Service’s modernization efforts through the funding of the following types of projects:

Facilities

The location and number of facilities are being carefully examined with the objective of enhancing operational flexibility, improving aging facility infrastructure, optimizing resources, and, where possible, reducing the Service’s facilities’ footprint so it most efficiently enables effective deployment and service delivery.

In addition, every year funding is assigned to “State of Good Repair” projects, for the repair, maintenance and enhancement of Service facilities.



TPS Capital Program 2021-2030

*S.O.G.R. - State Of Good Repair **N.G.911 – Next Generation 911 ***A.N.C.O.E. – Analytics Center of Excellence
****A.F.I.S. - Automated Fingerprint Identification System *****C.E.W. – Conducted Energy Weapon

Examples of projects in this category for 2021/22 are: State of Good Repair, the 41 Division project, and 54/55 Divisions amalgamation.

Information Technology

Capital investment in technology continues through the rollout of key projects, such as Connected Officer, Body-Worn Cameras and Evidence.com. For additional information, see below in section 13: Information Technology and Innovation – Key Projects.

Vehicles and Equipment

Past investments in technology require ongoing support, maintenance, replacement and upgrades so that they can continue to deliver value for the Service. Some of the main projects in this category are: vehicles, workstations/laptops, servers, IT business resumptions, mobile workstations, in-car camera, and wireless parking/photo system, among others. Asset custodians continue to maximize the use of current assets and prolong lifecycle replacements as much as possible, to ensure the sustainability of the Reserve on a long-term basis.

Examples of projects in this category for 2021/22 are: replacements of radios, vehicles, workstations and laptops, Servers and IT business resumption, locker and furniture, mobile workstation, among others.

Please refer to the [2021-2030 Capital Program](#) for a more detailed view.

13. Information Technology and Innovation – Key Projects

Background

In 2020, the Board has appointed the Service's first Chief Information Officer (CIO), Mr. Colin Stairs. Subsequently, the Chief has created an independent Information Technology Command (ITC) under the CIO's leadership, responsible for information management, analytics and technology services throughout the organization, with a vision to make the Service a leader in the community safety IT space. The creation of the ITC acknowledges the importance of progressive information and technology as a key component of modernization within the context of broader transformational change at the Service. Under the CIO's leadership, the Service will continue to identify transformational opportunities in information technology (IT), that will unlock potential, leverage and connect data to improve insights and evidence-based policing, and drive efficiencies.

Key Programs

Platform & Transformation Program

The Platform & Transformation Program is the use of platform technologies, or toolsets, to achieve continuous improvement of community services and front-line officer tools, while reducing service-delivery costs and improving engagement with communities. The Program will provide the Service with increased capabilities, the means to improve community relations and services, and more efficient and effective operational and administrative capabilities. This is a significant transformation from current practice, and requires both new technology and innovative thinking.

Work in 2021 has focused on building the foundations, including governance, reference architecture, resourcing, and prioritization of the many potential use cases. In 2022, the Service will bring components of the reference architecture online and address increasingly complex community-visible experiences, pending budget and resourcing.

The initial roadmap for the Platform and Transformation program will focus on delivery of citizen engagement tools: Current reporting and online engagement services are dated, and don't reflect the modern digital services the public is accustomed to. Many of these reporting services fall into the Call Diversion mandate – for instance, Communications Services receives frequent complaint calls about the current online reporting process and the public's inability to submit a report efficiently. Leveraging platforms to deliver modern digital reporting services will offload complaint calls to 911 and increase public confidence in the Toronto Police Service.

Body-Worn Cameras (BWC) and Evidence.com

The BWC Program is one means by which the Service is increasing transparency, accountability, and officer safety, with the desired outcome of enhanced community trust, among others. The Service has been a leader in conceiving and now implementing its BWC Program – one of the largest of its kind in Canada. By end of 2021, 2,111 BWCs were deployed to front-line officers (92% of front-line officers).

In conjunction with BWCs, *Evidence.com*, a cloud-based digital evidence management platform, will facilitate the creation, collection, management and disclosure of digital evidence. Implementation of this initiative represents a complete transformation of the Service's digital evidence process, with outcomes including: cost reduction in evidence storage and collection; efficiencies in workflow from officers to the courts; streamlined disclosure; and heightened accountability.

There are several metrics in place to determine the success of various phases of these two Programs. Throughout 2022, the Service will continue to see an increase in the number of calls for service, traffic stops and other police/community interactions that have accompanying BWC video footage. As Evidence.com is

implemented, the Service anticipates seeing a reduction in Member hours spent collecting and disclosing evidence, as well as measurable efficiencies (for both the Service and the Ministry of the Attorney General) in the disclosure process as cases make their way through the courts.

Targets for completion by end of 2022 include complete overhaul of digital evidence disclosure to all court locations and levels, and complete integration of digital evidence systems into Evidence.com.

Records Management

Enabling officers with digital and mobile capabilities will eliminate paper record-keeping and streamline the flow of information from front-line officers, through the investigative process, to the courts and partner organizations. Enhanced records management also better enables the Service to use analytics to drive operational decision-making, prioritize prevention efforts, and utilize enforcement more strategically. By improving the integration between the Records Management System (RMS) and the provincial Major Case Management (MCM) system, we can address key recommendations in Judge Epstein's report, *Missing and Missed*. Furthermore, by reducing the information disconnects, we will reduce the staffing required to remediate information flows and save money. The business case for this project is the current focus of efforts, and will be presented to the Board in 2022.

Next Generation 9-1-1

Next Generation 9-1-1 (NG 9-1-1) is an initiative to modernize the infrastructure and technology that is used by first responders and 9-1-1 call centres. This significant initiative is federally mandated by the Canadian Radio-television and Telecommunication Commission (CRTC). This modernization will see the current 9-1-1 system move from antiquated wire and switch technology to an IP-based network system. The current system was designed in the era of landline telephones and assumes that most emergency calls originate from fixed, known devices. The reality of today is that most emergency calls originate from smart phones and IP devices, most often away from the home of the call originator. This change will enhance 9-1-1 services to create a faster, more resilient and reliable system allowing for voice, data, text messages, photos, videos and telematics to flow from the public to 9-1-1 call centres.

Current requirements have aspects of NG 9-1-1 launched in Q4 2021. There will be no measurable impact in 2021/2022 when NG 9-1-1 goes live with phase 1, which lays the infrastructure that will later allow for service improvements. It is expected that significant benefits will be derived from subsequent phases.

14. Board Modernization

Background

Both the current *Police Services Act* and the forthcoming *Community Safety and Policing Act* identify the Board as the civilian governance and oversight body whose duty it is to provide adequate and effective policing within the City of Toronto. Over the past several years, in response to public reports including, in particular, the 2012 report of the *Independent Civilian Review Into Matters Relating to the G20 Summit* by the Honourable John W. Morden, the Board has taken a number of steps to modernize its approach to governance and oversight. These steps included enhancing the reciprocal information exchange between the Board and the Service, becoming more proactive in engaging the Service and directing the Chief to address the priorities of the public that the Board represents, and expanding the ways in which the Board engages directly with stakeholders and the public.

To support this modernization process, the Office of the Police Services Board has undertaken an ongoing expansion and professionalization, in alignment with the Board's broader interpretation of its mandate and responsibilities. This professionalization aligns the Office of the Board with best practices in the public sector, and helps the Board meet public expectations.

Key Achievements

Advisory Panels: The Board has built capacity for engagement with the public and expects through two advisory panels, the Anti-Racism Advisory Panel (ARAP) formed in 2018 and made permanent in 2020, and the Mental Health and Addictions Advisory Panel (MHAAP) formed in 2019 as a permanent advisory panel. Both panels had their mandate expanded as part of the Board's 2020 police reform agenda. The panels review a variety of plans and programs developed by both the Service and the Board, monitor implementation, and make recommendations to the Board.

Race-Based Data Collection, Analysis and Public Reporting Policy: In 2019, the Board has developed, through an innovative and far reaching collaboration with the community, a leading Policy on the collection of race-based data by the Service. The data collected in accordance with this Policy will allow the Service and the Board to identify the impacts of systemic racism, and design the means to address and minimize them.

Body-Worn Cameras Policy and Use of Artificial Intelligence Technologies Policy: In 2020, the Board has once again engaged in an innovative process of policy development which culminated in a leading, progressive Policy on the use of Body-Worn Cameras. Through engagement with regulators, the Service, and the public, the Board's Policy created a robust governance structure that ensures that the body-worn cameras approved for use by the Service will achieve their goals of improving the Service's accountability, and the quality of the service provided to the residents of the City. Building on the experience of this process, the Board developed a world-leading Policy governing the process for the adoption of artificial intelligence technologies, through extensive consultation with stakeholders, experts, and the public.

Police Reform in Toronto: The Board has also approved 81 recommendations covering a wide range of areas in policing, including increased access to Mobile Crisis Intervention Teams, improved accountability, and greater transparency of the Service. The development of the reforms benefited from the submissions of hundreds of members of the public who participated in a four-day town-hall event, which helped identify the priorities and preferences of the public. For more information on the on-going implementation of this reform agenda, see section 2: *Police Reform in Toronto: Systemic Racism, Alternative Community Safety and Crisis Response Models and Building New Confidence in Public Safety*, below.

Next Steps

The Board has initiated a number of initiatives to improve its transparency and the clarity of its priorities and directions.

- The Board Office is currently redesigning the Board’s website to make information more easily accessible and discoverable by the public. Changes include accessible versions of the Board’s Policies, easier access to information on Board Meeting agendas, and easier access to key reports and received by the Board.
- The redesigned website will also include a revamped Board governance dashboard that will identify and track Key Performance Indicators (KPIs) for the key initiatives described throughout this business plan. This up-to-date information will help the Board’s own decision making, as well as help the public keep the Board accountable for its effective governance of the Service.
- The Board has initiated a full review of its own policies, in order to modernize and streamline them, identify gaps, and develop a comprehensive and consistent governance and oversight framework. By creating innovative, leading policies across all areas of police governance, the Board will ensure that the Chief has clear direction on the priorities of the Board, and the Board and the public will gain access to the information necessary to effectively oversee the Service.
- The Board is currently in the process of selecting a new Chief of Police for the Toronto Police Service. This process already included a broad public engagement to identify priorities and preferences. Findings from this engagement are now guiding the executive search process, set to conclude in Fall 2022.



Toronto Police Services Board Report

March 14, 2022

To: Members
Toronto Police Services Board

From: Ryan Teschner
Executive Director and Chief of Staff

Subject: Toronto Police Services Board Nominee to the Ontario Association of Police Services Board's (OAPSB) Board of Directors

Recommendation(s):

It is recommended that:

- 1) The Board nominate Board Member, Ms. Ann Morgan, to represent the Toronto Police Services Board on the OAPSB's Board of Directors for a one-year term; and,
- 2) The Office of the Police Services Board advise the OAPSB of the Board's nomination.

Financial Implications:

The OAPSB will pay reasonable and necessary costs incurred by members of its Board of Directors such as conference registration, accommodation, etc. As a result, no financial impacts are anticipated in relation to the Board's 2022 operating budget.

Background / Purpose:

The OAPSB is the leading voice of police governance in Ontario. The Toronto Police Services Board and Office of the Toronto Police Services Board is engaged with, and a contributor to, the OAPSB's work on provincial police governance matters. The OAPSB serves its members and stakeholders, as well as the general public, by:

- helping local police service boards fulfill their legislated responsibilities, by providing training and networking opportunities, and facilitating the transfer of knowledge; and,

- advocating for improvements in public safety laws and regulations, practices and funding mechanisms.

The OAPSB membership includes police services board members, police and law enforcement officials, and others people involved in policing and public safety.

In terms of workload and time commitment for a member of the Board of Directors, the following is an estimate of the requirements:

- the OAPSB Board of Directors meets 4-5 times per year, usually on weekday evenings for 4-5 hours;
- attendance at OAPSB-hosted events is expected, including the 2022 Spring Conference and AGM and the 2022 Fall Labour Seminar;
- attendance at Zone/Big 12 meetings: 2-3 per year, each is typically a ½ day; and,
- the OAPSB currently has 3 internal (voluntary) committees (that hold short meetings by phone) and participates on 18 provincial committees (usually the President and/or the OAPSB Executive Director is the representative).

Discussion:

Nomination of Ms. Ann Morgan

The by-laws of the OAPSB provide that one seat on its Board of Directors is reserved for a member of the Toronto Police Services Board. Chair Jim Hart is currently the Board's representative on the OAPSB Board, until the elections take place for the 2022-2023 term at its annual general meeting in May 2022. Chair Hart's term on the Toronto Police Services Board will expire during the OAPSB term. Therefore, the Board must select one of its members to put forward for the Board's dedicated seat at the upcoming annual general.

In addition, by way of background, on February 17, 2022 the Canadian Association of Police Governance (CAPG) contacted Mr. Teschner as a result of a vacancy on its board of directors, seeking representation by one of our Board Members on an urgent and interim basis. As Ms. Morgan had already been identified as the representative for the OAPSB, it was determined that Ms. Morgan would also serve on the CAPG Board in an interim capacity to maximize alignment and effectiveness of these board roles. The CAPG accepted Ms. Morgan for this interim role.

OAPSB By-laws

With respect to the nomination of directors, the term of office, and the qualification of officers, the OAPSB by-laws state as follows:

4.04 Nomination of Directors

Not less than forty-five (45) days prior to the annual meeting of members, each of the following shall notify the Board of its nominee or nominees for election to the board at such annual meeting:

- (i) Each Zone shall submit one nominee;
- (ii) The Big 12 (excluding Toronto) shall submit four (4) nominees; and
- (iii) The Toronto Police Services Board each shall submit one nominee.

At each such annual meeting, the representatives of the Police Services Boards operating pursuant to Section 10 of the PSA shall select and advise of three (3) nominees, one (1) selected by such Boards in Zones 1 and 1A, one (1) selected by such Boards in Zones 2 and 3 and one (1) selected by such Boards in Zones 4, 5 and 6.

4.05 Term of Office

Subject to the by-laws, the term of office for a director shall be one (1) year, and shall terminate at the close of the annual meeting held during such term. Provided, however, that a director shall be eligible to be re-elected for additional terms of office, but no director shall serve more than an aggregate of nine (9) consecutive terms.

The qualifications to be elected and hold office are the following:

4.02 Qualification of Directors

Any Member in good standing of the Association is eligible to run for and hold an elected position as a director on the Board; provided that such individual shall be eighteen (18) or more years of age; shall be a member of a Police Services Board in Ontario; and provided further that such individual shall, at the time of his election or within ten (10) days thereafter and throughout his term of office, be a member in good standing of the Association.

Provided, however, that not more than one (1) member of any Police Services Board in Ontario may be a Director at any one time.

OAPSB Spring Conference

The OAPSB's Annual Spring Conference and AGM is scheduled to take place from May 25 to 27, 2022. Given the COVID-19 pandemic, and in the best interest of the health and safety of its members, the OAPSB has opted to host its Spring Conference and AGM both in-person and online, with all attendees able to choose their method of attendance.

The Spring Conference will be an important opportunity for professional development for Board Members and Board Office staff, including the opportunity to discuss common issues with fellow board colleagues from across Ontario, including the coming into force of the *Community Safety and Policing Act, 2019* and related impacts on police services board governance and oversight functions. Members of the Board Office staff have also been asked to deliver presentations at the upcoming conference related to the Board's most recent police reform, policy development and community engagement initiatives.

Conclusion:

The Board's continued support for the provincial organization that is the voice of police governance is extremely important. Through the nomination of Ms. Morgan, the Board will continue to remain engaged and active in the significant work of the OAPSB and CAPG.

Respectfully submitted,



Ryan Teschner
Executive Director and Chief of Staff

Contact

Sheri Chapman
Executive Assistant to Chair, Jim Hart
Email: Sheri.Chapman@tpsb.ca



Toronto Police Services Board Report

February 22, 2022

To: Chair and Members
Toronto Police Services Board

From: James Ramer
Chief of Police

Subject: Pre-qualification of General Contractors for Interior Renovation and Construction Projects

Recommendation:

It is recommended that the Toronto Police Services Board (Board) approve six pre-qualified vendors for the provision of general contracting services for interior renovation and construction projects at Toronto Police Service (Service) facilities, for a period of three years commencing on April 1, 2022 and ending on March 31, 2025.

The recommended pre-qualification list of general contractors for interior renovations and construction work with an estimated value of \$100 Thousand (K) to \$3 Million (M) is as follows:

1. Elite Construction Inc.
2. B.D.A. Inc.
3. Buttcon Limited
4. Gen-eer Construction Limited
5. Chart Construction Management Inc.
6. Magil Construction Ontario Inc.

Financial Implications:

General contracting services for various interior renovation and construction fit-up projects required by the Service are funded from approved renovation and state of good repair projects in the Service's capital budget, and subject to the availability of funds.

Background / Purpose:

The purpose of this report is to establish a roster of general contracting firms that will be eligible to participate in competitive procurements for interior renovation and construction projects, with a value of \$100K to \$3M.

The Board's approval of the recommended pre-qualified list will assist the Service's Facilities Management unit in shortening the turnaround time to select and engage a general contractor for construction projects, and in turn get work completed more expeditiously, while maintaining a level of competition in the process.

Discussion:

The Facilities Management unit manages a number of small and large scale projects on a continuous basis to maintain the Service's facilities in a state of good repair. It also completes approved larger scale renovation projects that encompass interior renovations or new interior construction, modification and upgrading of existing facilities.

Procurement Process:

On April 21, 2021, the Service's Purchasing Services unit issued a Request for Pre-Qualification (R.F.P.Q. # 1446535-21) to establish a list of pre-qualified general contractors to oversee interior commercial renovation projects at various Service facilities. The R.F.P.Q. was posted on MERX, an electronic tendering service that allows interested suppliers to download tender documents and submit a bid electronically. The R.F.P.Q. closed on May 3, 2021, with 73 suppliers downloading the documents, and 20 bids being submitted.

The R.F.P.Q. indicated that the top six scoring contractors meeting the mandatory criteria and minimum scoring threshold would be permitted to bid on future renovation and construction projects valued between \$100K and \$3M.

Evaluation Process:

The vendor responses were evaluated by Facilities Management staff in two stages. In Stage 1, proponents were evaluated to ensure that the mandatory requirements were met. Seventeen proponents met the mandatory criteria and advanced to Stage 2 of the evaluation process.

These proponents were evaluated using pre-established weighted criteria that were included in the R.F.P.Q., and considered construction and project management experience, site supervision, construction methodologies and occupational health and safety strategies to achieve/maintain workplace safety.

Within each of these weighted criteria, points were assigned by the evaluators based on a pre-established rating system.

Conclusion:

Following an evaluation of R.F.P.Q. respondent submissions, six general contractors have been recommended for pre-qualification. These contractors will be eligible to participate in a competitive process for construction and renovations projects valued between \$100K and \$3M, for the period April 1, 2022 to March 31, 2025.

It should be noted that services related to new construction projects estimated at more than \$3M are out of scope for this pre-qualification list. Construction work estimated to cost less than \$100K is assigned and completed by the Service's handyman vendor of record.

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

February 22, 2022

To: Chair and Members
Toronto Police Services Board

From: James Ramer
Chief of Police

Subject: Contract Award to POI Business Interiors LP for the Supply, Delivery, Installation and Maintenance of Steelcase Furniture

Recommendations:

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

- 1) approve a contract award to POI Business Interiors LP for the supply, delivery, installation and maintenance of Steelcase furniture at various Toronto Police Service (Service) facilities for a three-year term commencing April 1, 2022 to March 31, 2025, with an option to extend for two additional one-year periods at an estimated cost of \$1.25 Million (M) excluding taxes, over the five-year contract term;
- 2) authorize the Chair to execute all required agreements and related documents on behalf of the Board, subject to approval by the City Solicitor as to form; and
- 3) authorize the Chief of Police to exercise the two additional one-year option periods, subject to budget availability, satisfactory performance of the vendor and other considerations.

Financial Implications:

The Service spends approximately \$250,000 annually on the replacement of and repairs to existing Steelcase furniture. Funding for this purpose is included in the Service's 2022 operating budget, and will be included in future year's operating budget requests. Funding is available in the 2022-2031 Capital Program for Furniture Lifecycle Replacement projects, as well as other facility-related capital projects.

Background / Purpose:

Steelcase furniture has been the Service's furniture standard for the last number of years and is installed in all Service facilities.

The purpose of this report is to obtain Board approval for a contract award for the supply of Steelcase furniture.

Discussion:

The Service requires a supplier to repair and supplement existing furniture in order to maintain continuity of furniture standards, reconfigure existing workstations, and lifecycle aging furniture with current product lines.

Procurement Process:

On November 9, 2021, the Service's Purchasing Services unit issued a Request for Quotation (R.F.Q. #1422098-21) on MERX, an electronic tendering system, to establish a supplier to supply, deliver, install, and repair Steelcase furniture at Service facilities across the City.

The R.F.Q. stipulated that all products must come with a ten-year standard manufacturer's warranty. Bidders were asked to include a description of the warranty and any particular stipulations as part of the bid submission. The requirement to adhere to product and technical standards was detailed in the R.F.Q. document.

The R.F.Q. closed on December 6, 2021, with only one bid submission from POI Business Interiors LP, who is the incumbent vendor.

The bid submission was evaluated by representatives of the Service's Facilities Management unit, and meets all of the requirements outlined in the R.F.Q. document.

Conclusion:

POI Business Interiors LP is therefore recommended for the supply and maintenance of Steelcase furniture at Service facilities at an estimated cost of \$250,000 annually or approximately \$1.25M over the five-year period of the contract, if all extension options are exercised by the Service.

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

March 17, 2022

To: Chair and Members
Toronto Police Services Board

From: James Ramer
Chief of Police

Subject: Contract Award - Next Generation (N.G.) 9-1-1 Training Room Renovations

Recommendations:

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

1. approve a contract award to Stevens & Black Electrical Contractors Ltd. for required renovation services for the Next Generation (N.G. 9-1-1) Training Room at an estimated cost of \$1,045,000 excluding taxes; and
2. authorize the Chair of the Board to execute all required agreements and related documents on behalf of the Board, subject to approval by the City Solicitor as to form.

Financial Implications:

Funding of \$10.3 Million for the Next Generation (N.G.) 9-1-1 capital project, which includes the cost of renovating the N.G.9-1-1 Training Room, was approved as part of the Toronto Police Service's (Service) 2022-2031 capital program (Min. No. P2022-0111-3.3 refers).

Background / Purpose:

The purpose of this report is to request the Board's approval for a contract award for the planned renovations.

Discussion:

Canadian Radio-television and Telecommunications Commission (C.R.T.C.) Requirements:

As mandated by C.R.T.C. decision 2017-182, existing Public Safety Answer Points (P.S.A.P.) are to undergo an evolutionary upgrade from the existing technological platforms of current Basic (B9-1-1) and Enhanced (E9-1-1) infrastructure, to N.G.9-1-1 for both primary, secondary/backup sites.

The Service is the P.S.A.P. for the City of Toronto.

Telephone service providers, such as Bell Canada, are mandated to offer N.G.9-1-1 Voice as of March 2022 and Real Time Text (R.T.T.) as of April 2024. P.S.A.P.s are expected to convert to the new platform by July 2024, ahead of the March 2025 planned decommissioning of the legacy E9-1-1 Networks.

In order to stay ahead of the C.R.T.C. mandated timelines, a new N.G.9-1-1 Training Room has to be constructed as soon as possible. This will allow the new N.G. platform to be installed and tested in time for the planned Go-Live in 2023. The renovations in the new N.G.9-1-1 Training Room consist mainly of electrical and mechanical work, with some structural and architectural components.

Request for Quotation (R.F.Q.) Process and Contract Award:

An engineering and architectural firm was engaged by the Service, to prepare the designs for the N.G.9-1-1 Training Room renovations.

Following the finalization of design plans, a Request for Quotation for the renovation work required, was issued on March 1, 2022 and closed on March 17, 2022.

One bid was received, from Stevens & Black Electrical Contractors Ltd., with a price of \$1,045,000, and as such is recommended for award.

Conclusion:

The Board's approval for this contract award will allow the Service to meet the C.R.T.C. mandated deadlines and transition to N.G.9-1-1 capability, to better serve the City.

Mr. Colin Stairs, Chief Information Officer, Mr. Tony Veneziano, Chief Administrative Officer and Acting Deputy Chief Kim Yeandle 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

February 17, 2022

To: Chair and Members
Toronto Police Services Board

From: James Ramer
Chief of Police

**Subject: Special Constable Appointments and Re-Appointments –
March 2022**

Recommendation:

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

Financial Implications:

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

Background / Purpose:

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

The Service received requests from T.C.H.C. to appoint the following individuals as special constables (Appendix 'A' refers):

Table 1 Name of Agency and Special Constable Applicant

Agency	Name	Status Requested	Current Expiry Date
T.C.H.C.	Muayad ABTAN	Appointment	N/A
T.C.H.C.	Ryan G. ARSENAULT	Appointment	N/A

Agency	Name	Status Requested	Current Expiry Date
T.C.H.C.	Nikolaj M.B. BENDSEN	Appointment	N/A
T.C.H.C.	Aaron BARRETT-HUBBARD	Appointment	N/A
T.C.H.C.	Jessica E. JEFFERSON	Appointment	N/A
T.C.H.C.	Ravinder Singh MUHAR	Appointment	N/A
T.C.H.C.	Mohammed PARVEZ	Appointment	N/A
T.C.H.C.	Omar RAMISH	Appointment	N/A
T.C.H.C.	Robert WHALEN	Appointment	N/A
T.C.H.C.	Jonathan WILLIAMS	Appointment	N/A

Discussion:

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

The agreements between the Board and each agency require that background investigations be conducted on all individuals who are being recommended for appointment and re-appointment as special constables. The Service's Talent Acquisition Unit completed background investigations on these individuals, of which the agencies are satisfied with the results. Re-appointments have been employed by their agency for at least one 5-year term, and as such, they are satisfied that the members have satisfactorily carried out their duties and, from their perspective, there is nothing that precludes re-appointment.

The agencies have advised the Service that the above individuals satisfy all of the appointment criteria as set out in their agreements with the Board. The T.C.H.C. approved and current complements are indicated below:

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

Agency	Approved Complement	Current Complement
T.C.H.C.	300	159

Conclusion:

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

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

Respectfully submitted,

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

*copy with original signature on file at Board Office

Toronto Community
Housing Corporation
931 Yonge Street
Toronto, ON
M4W 2H2



February 9, 2022

Special Constable Liaison Office
40 College Street
Toronto, Ontario
M5G 2J3

DELIVERED VIA ELECTRONIC MAIL

Re: Request for Toronto Police Services Board Approval for Appointment of Special Constables

In accordance with the terms and conditions set out in the Memorandum of Understanding between the Toronto Police Services Board and Toronto Community Housing, the Board is authorized to appoint special constables, subject to the approval of the Ministry of the Solicitor General.

The following individuals are fully trained, meeting all Ministry requirements, and have shown they possess the required skills and ability to perform at the level required to be a special constable. Both new appointments and re-appointments have undergone a background check, conducted by the Toronto Police Service, and we are satisfied with the results of those checks. Re-appointments have been employed by Toronto Community Housing for at least one 5-year term, and as such, we are satisfied that the members have satisfactorily carried out their duties and, from our perspective, there is nothing that precludes reappointment.

Name	Type	Current Term Expiry
Muayad ABTAN	New Appointment	N/A
Ryan ARSENAULT	New Appointment	N/A
Aaron BARRETT-HUBBARD	New Appointment	N/A
Nikolaj BENDSEN	New Appointment	N/A
Jessica JEFFERSON	New Appointment	N/A
Ravinder MUHAR	New Appointment	N/A
Mohammed PARVEZ	New Appointment	N/A
Omar RAMISH	New Appointment	N/A
Robert WHALEN	New Appointment	N/A
Jonathan WILLIAMS	New Appointment	N/A

It is requested that the Board approve this submission and forward the applicants to the Ministry of the Solicitor General for appointment of a five-year term.

Should you require any further information, please contact Kristina Seefeldt, Specialist-Compliance, Training & Quality Assurance at 416-268-8365.

Respectfully,

A handwritten signature in black ink, appearing to read 'Allan Britton', written in a cursive style.

Allan Britton

Acting Senior Director, Community Safety Unit
Acting Chief Special Constable | Badge #31194

Toronto Community Housing

931 Yonge St, Toronto, ON M4W 2H2

T: 416 981-4116

torontohousing.ca



Toronto Police Services Board Report

February 22, 2022

To: Chair and Members
Toronto Police Services Board

From: James Ramer
Chief of Police

**Subject: Toronto Police Service Response to City Council Motion
Ex26.15**

Recommendations:

It is recommended that the Toronto Police Services Board (Board) receive this report and forward a copy of this report to the City of Toronto (City's) Executive Committee.

Financial Implications:

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

Background / Purpose:

The Board requested that the Toronto Police Service (Service) provide a response to City Council Motion EX26.15 – Protecting Vulnerable Persons and Reducing Homelessness. The purpose of this report is to respond to the Board's request. The Equity, Inclusion & Human Rights Unit prepared this response in consultation with the Service's Community Partnerships and Engagement Unit, the Disabilities Community Consultative Committee (Disabilities C.C.C.) and the Toronto Police College.

City Council Motion EX26.15 is as follows:

"1. City Council request the Toronto Police Services Board to conduct a review of any existing policies educating, or informing officers and residents of the Human Rights Code Duty to Accommodate as it pertains to people living with disabilities, landlords and their agencies, and to report back to City Council by the second quarter of 2022, outlining existing policies, any gaps and recommendations on how to address them, including the feasibility of:

a. an educational campaign, pamphlets or other accessible documents that list health, disability, legal clinics and other community supports available for the regions each Police Division serves and protects; and

b. arranging appropriate supports when it is likely that the rights of people with disabilities under the Human Rights Code are not being addressed, including but not limited to:

i. healthcare;

ii. disability;

iii. legal clinics;

iv. Office of the Public Guardian and Trustee; and,

v. family, or another appropriate support person.

Discussion:

Existing Polices, Partnerships, and Programs on the Duty to Accommodate for People with Disabilities:

The Service has a number of procedures, programs, training and practices that educate officers and community members on their rights and obligations under the *Ontario Human Rights Code* (Code), and pertaining to the duty to accommodate for individuals with disabilities, as required by the Board's Accommodation Policy. These organizational resources give officers the tools to provide, and/or to work with housing and service providers to provide effective communications and supports to those with disabilities.

1. Service Governance

Procedure 13-20, "Accessibility for Persons with Disabilities," contains the Service's requirements under the *Accessibility for Ontarians with Disabilities Act* (A.O.D.A.). Certain provisions of the A.O.D.A. overlap with the Duty to Accommodate Code provisions, including but not limited to reasonably accommodating members of the public who request sign language interpreters, documents in accessible formats, and service animals. In addition, the principles and practical implications of the Duty to Accommodate are embedded throughout Service Governance, including instructions for officers on when and how to provide accommodations for or otherwise take into account people with disabilities, including during communications with landlords and their agencies, during arrest and release, in detention facilities, and during other police interactions.

2. Training and Education

The Service also delivers mandatory training courses that ensure its members are aware of and abide by the Duty to Accommodate legislative provisions. The Service delivers an in-person¹ course as part of its In-Service Training Program (I.S.T.P.) that specifically focuses on officer interactions with community members with visible and non-visible disabilities. Service Members are also required to take A.O.D.A. training, which includes information on the Service's Customer Service Plan as well as education on the Code as it relates to persons with disabilities.

Furthermore, all new recruits receive Equity, Inclusion & Human Rights training, which includes education on applicable laws and Service procedures on accommodating individuals with disabilities. Newly-promoted Sergeants also receive this training, but more nuanced and tailored to their role as a supervisor. Officers receive key learning points woven throughout various mandatory trainings that instruct them to take into account individuals with disabilities when providing services to or otherwise engaging with the community, including during interactions with housing providers. This past year, the law firm Hicks Morley provided an in-depth, half-day presentation on the Code's Duty to Accommodate requirement to all Senior Officers.

3. Partnerships, Programs and Initiatives

The Service also has an established number of partnerships, programs and initiatives that help support and educate Service and community members with disabilities. The Disabilities Community Consultative Committee (C.C.C.) is co-chaired by a community member and a Superintendent from the Service, and is comprised of members of different ranks, as well as members, service providers and advocates from the community. The Disabilities C.C.C. works to strengthen partnerships within the diverse communities of Torontonians with disabilities. The Service also has a Seniors C.C.C., to support the lived experiences of older adults in the community. Internally, the Beyond Disabilities Internal Support Network provides a forum for Service Members who seek support or resources, and serves as a key stakeholder in advancing equitable and inclusive initiatives related to individuals with disabilities.

In 2019, the Service produced and publicly released an internal training video entitled "The Invisible Me – Understanding People Living with Invisible Disabilities" with direction and guidance from the Disabilities C.C.C., as a training tool for police officers. The goal of this officer training video is to help with normalizing or demystifying disabilities, so that officers would be more likely to "look beyond" any disability a person might have, and see the person first.

The Disabilities C.C.C. has also supported the Service with a number of other initiatives, including:

- Assisting in discussions related to contracting American Sign Language Interpretation Services and the related procedural amendments required;

¹ When feasible due to ongoing waves of COVID-19 restrictions.

- Providing ongoing input to enhance the Service’s Vulnerable Person’s Registry (a voluntary database that provides important information to first responders about issues that vulnerable members of the community might be coping with), ensuring that this service is meaningful and well-received; and
- Providing guidance to the Toronto Police College in the creation of the Disabilities portion of the I.S.T.P. curriculum (as mentioned above).

The Service also creates and develops events, awareness campaigns, and other educational resources to support individuals with disabilities, including the following:

- A Town Hall meeting held in 2020, which was live streamed with available captioning, resulting in 3450 views, regarding the demystification of policing for community members and advocates
- Creation and (internal) distribution of a 28-page “Elder Abuse Guide” for officers
- Creation and (external) distribution of a 28-page “Social Isolation of Seniors” book
- International Guide Dog Day internal awareness campaign, reinforcing requirements for member’s provision of accommodation for persons accompanied by a guide dog under the *Blind Persons’ Rights Act*
- Hosting of two “World Elder Abuse Awareness Day” events, which displayed the work of the Seniors C.C.C. and served as the public launch of the C.C.C.’s Social Isolation of Seniors campaign
- Delivery of a Seniors Pedestrian Safety Traffic campaign

The Service monitors compliance of these policies, trainings, partnerships, programs and initiatives through key Service-wide strategies that ensure accountability and transparency. The Service has a Multi-Year Accessibility Plan and an A.O.D.A. Customer Service Plan, which outlines the Service’s strategies to meet its legislative obligations under the A.O.D.A. In 2021, the Service created a Human Rights Strategy, which includes strategic priorities, goals and objectives related to providing equal access and opportunities to individuals from marginalized communities, including those with disabilities. The Human Rights Strategy will be incorporated into a broader Equity Strategy for the Service, which will be released in Q2, 2022.

Compliance is also ensured via timely review by several stakeholders in the Service of applications to and decisions from the Human Rights Tribunal of Ontario (H.R.T.O.). Over the past decade, all 18 applications made to the H.R.T.O. where the applicant alleged adverse treatment in the delivery of policing services by the Service based upon the prohibited ground of disability, were dismissed (summarily or following a hearing).

Opportunities for Improvements:

The Service has a comprehensive array of policies, programs and initiatives that collectively enhance capacity building for its members in helping to remove barriers for individuals with disabilities, both internally for its members as well as for the communities it serves. The recent inclusion of training on the topic during I.S.T.P. has had a positive impact in giving officers the tools and information they need in order to

ensure that persons with disabilities have equal opportunities, access and benefits when carrying out their duties.

As a common practice, the Service regularly, whether proactively or upon request, provides referrals and supports to community members with disabilities. Most often, officers make referrals by contacting 211 or 211ontario.ca on behalf of the person, or by referring the individual directly to 211. At times, officers may also contact the divisional Community Relations Officer or the Vulnerable Persons Coordinator for further inquiries as to what supports may be available. The Vulnerable Persons Coordinator will, in certain situations, reach out to members of the Disabilities C.C.C. for further suggestions on possible available supports.

Officers also provide specific supports, as per Service Governance, in certain contexts. In circumstances where there is a complaint of abuse of an elder or other vulnerable person, officers are required, as per Procedure 05-22 (“Elder and Vulnerable Adult Abuse”) to advise the victim of their options, including, for example, the availability of legal support from the Advocacy Centre for the Elderly or assistance via Ontario’s Office of the Public Guardian and Trustee. When interacting with a person who requires communication via a sign language interpreter or an interpreter in a language other than English, officers engage the Canadian Hearing Society or Language Line Service for round-the-clock services at no cost to the individual. Procedure 05-22 (“Elder and Vulnerable Adult Abuse”) is posted publically to the Toronto Police Service website (Toronto Police Services Board Report, “*Police Reform in Toronto: Systemic Racism, Alternative Community Safety and Crisis Response Models and Building New Confidence in Public Safety.*” Recommendation #36).

As to 1(a) of the City Council Motion regarding the feasibility of an educational campaign, pamphlets or other accessible documents that list health, disability, legal clinics and other community supports available for the regions each Police Division serves and protects: the upside is there are those in the community who would value pamphlets or other accessible documents and who cannot obtain them digitally or otherwise. The practical downside, however, is that resources and contact information change so frequently that the time it takes to produce them outpaces their shelf life.

If such a campaign were to be considered, we would suggest making it city-wide, rather than creating Division-specific resources, by determining which resources are the most established and offer the greatest value for members of the public, because of the ever-changing landscape of information as described above. Triage city information centres such as 211 would be better equipped to provide more specific resources, and officers can help liaise in those situations.

With respect to 1(b) of the City Council Motion regarding the feasibility of arranging appropriate supports when it is likely that the rights of people with disabilities under the Code are not being addressed: we believe the best approach is to instil in officers’ education that city-based or other specialized resource portals will best be able to help people find support where referrals are required, and ensure that officers are equipped to use them on behalf of those who are unable to do so independently. Given the sheer number of different types or avenues of resources and services available that evolve

over time, it would be impracticable for officers to direct individuals to correct channels if an issue arises.

The Service would be able to deliver information to officers of certain broad-based programs, such as ReportON, for example, which allows community members to report actual or suspected abuse or neglect of adults with a developmental disability, or the Community Asset Portal, where officers can look up local resources to which they can refer individuals. The Service can also continue to augment its communications-related supports to community members with invisible disabilities by liaising with organizations that provide communication intermediaries for those with language barriers related to a cognitive or developmental disability.

Conclusion:

The Service has a robust set of policies, programs and practices that support officers' ability to effectively communicate or otherwise interact with individuals with disabilities in the community. At the same time, the Service is continually reviewing and monitoring for improvements to service delivery, and would welcome opportunities to work collaboratively with other public service organizations in Toronto to identify and collate resources and supports for individuals with disabilities.

Mr. Tony Veneziano, Chief Administrative Officer, 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

March 2, 2022

To: Chair and Members
Toronto Police Services Board

From: Jennifer Chambers
Co-Chair
Mental Health and Addictions Advisory Panel (MHAAP)

Steve Lurie
Co-Chair
Mental Health and Addictions Advisory Panel (MHAAP)

Subject: UPDATE FROM BOARD'S MENTAL HEALTH AND ADDICTIONS ADVISORY PANEL (MHAAP)

Recommendation(s):

It is recommended that the Board receive the update from the Mental Health and Addictions Advisory Panel (MHAAP).

Financial Implications:

There are no financial implications resulting from the recommendations contained in this report at this time

Background / Purpose:

The Board, at its meeting of February 21, 2019, approved the establishment of the Mental Health and Addictions Advisory Panel (MHAAP), to supersede its Mental Health Sub-Committee (MHSC), as outlined in Terms of Reference. (Min. No. P26/19 refers)

As noted at the time of its establishment, the work of MHAAP has as its main objective "to review the implementation of the Mental Health and Addictions Strategy and to provide ongoing advice to the Board with respect to this important work."

The Terms of Reference were drafted with input from former MHSC members, with recognition of the critical and evolving role that an advisory body of this type can most effectively play in shaping Board policy with respect to how the police interact with people who may appear to be experiencing mental health and/or addictions issues.

As the Terms of Reference note, MHAAP is comprised of “members of the Board, members of the Service and members of the community, ensuring that this includes representatives from organizations run by and for people with lived experiences.

Discussion:

In 2021, MHAAP held seven virtual meetings, each three hours in length. The major issues and themes addressed in 2021 were as follows:

- Input into the development of the City's Community Crisis Support Service (CCSS) Pilots
- Input into the expansion of, and changes to, the Service's Mobile Crisis Intervention Team (MCI) program, including a recommendation that the Service's MCI expansion be accommodated within the existing budget.
- Ongoing monitoring of the implementation of the Service's Mental Health and Addictions Strategy
- Enhanced focus on data analysis, and input into the development of the Mental Health Data Portal
- Service Member wellness
- Discussion about Use of Force and the Service's use of Conducted Energy Weapons (CEWs)

Looking Forward to 2022

As a group, MHAAP has designed a workplan for 2022, focused on those themes and items viewed as a priority at this time.

The proposed major themes and areas of focus for 2022 are as follows:

- Ongoing monitoring of the implementation of the Service's Mental Health and Addictions Strategy
- Continued input into/discussion about City's Community Crisis Support Service (CCSS) Pilots and the evaluation of those pilots
- Renewed focus on training/Toronto Police College
- Data Analysis – Use of Force, Mental Health Act apprehensions, raced-based data with a focus on evaluation and intersectionality
- More emphasis on addictions issues and the opioid crisis
- Service Member Wellness, including as a component in the Mental Health and Addictions Strategy and the Service's Member Well-being Strategy
- Planning, along with ARAP and the Board, a policy forum to engage stakeholders in our collective work on policing in Toronto
- Consideration of the implications of any changes to police-response level to mental health calls and police referrals to community-based services

MHAAP has emphasized the importance of working collaboratively with community, including an explicit connection with the City's Community Crisis Support Service (CCSS) Pilots, and an increased focus on the opioid crisis and overdose issues.

In order to ensure MHAAP's work is as focused, effective and productive as possible, MHAAP has determined that it will be important to articulate objectives, and to create deliverables that members want to see, especially as they relate to the specific aims and action items of the Strategy.

In order to enhance MHAAP member involvement, and hear from a wide variety of perspectives more often, there will be a focus on highlighting the voices of all members. MHAAP members will also be encouraged to volunteer to lead particular agenda items, in which they have interest or expertise.

Review of Membership

Recommendation 63b) of the Police Reform recommendations approved by the Board in August 2020 (Min. No. P129/20 refers) requires that the membership of MHAAP be reviewed "at least every 3 years or when otherwise required."

As the original membership of MHAAP took effect in May of 2019 (Min. No. P100/19 refers), we anticipate this review taking place in the near future. This will include determining the possible continuation of current members, and the recruitment and selection of new members. One overarching and important objective will be to ensure that MHAAP adequately represents the broad perspective of community voices, including people with lived experience, and caregivers, including those working in the mental health and addictions sectors.

MHAAP's Work within a Broader Context

Central to many of MHAAP's discussion is a recognition that any work being done to improve police response to those dealing with mental health and addictions issues should be seen within the broader, and changing, context of all of the stakeholders and sectors dealing with these issues. The Board's 81 Police Reform recommendations approved in August 2020 established a roadmap for comprehensive policing reform in Toronto, and included building new community safety response models, various initiatives to address systemic racism, and concrete steps to improve trust with our communities. The Board has stated that it views this work as a beginning; one that proposes immediate action and a commitment to change through ongoing consultation, and a reimagining of our current approach to community safety.

MHAAP shares that view, and the notion that ideally, a response to people in crisis is a non-police response, community-based, noncoercive, and free of force wherever possible, while recognizing that police will attend when there is an element of risk to public safety. As initiatives are built and strengthened to prevent crises from occurring, and to support people through the use of properly funded community-based resources, it is our hope that, over time, there will be fewer crisis calls that require police response.

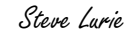
Conclusion:

It is recommended that the Board receive the update from the Mental Health and Addictions Advisory Panel (MHAAP).

Respectfully submitted,



Jennifer Chambers
Co-Chair
MHAAP



Steve Lurie
Co-Chair
MHAAP



Toronto Police Services Board Report

January 24, 2022

To: Chair and Members
Toronto Police Services Board

From: James Ramer
Chief of Police

Subject: 2021 Secondment Listing

Recommendation:

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 of January 25, 2001, the Board directed that the Chief of Police report annually on secondments of Toronto Police Service (Service) members (Board Min. No P5/01 refers). This report is submitted in compliance with the Board's direction.

Discussion:

In 2021, a total of 56 Service members (50 uniform and 6 civilians) were seconded to various provincial, federal and American partner organizations. Of this total, 30 uniform and 6 civilians were seconded to various agencies at full cost recovery for salaries and benefits to the Service. The remaining 20 uniform members were seconded with no cost recovery to the Service.

The unfunded secondment positions include partnerships with federal and provincial government agencies, with both the Service and the partner agencies benefitting from the working relationship. These partnerships are necessary and enable more effective and efficient strategies and action to help address various crime and security issues, which cross national boundaries, as well as create key liaisons with various entities.

Conclusion:

A list of funded and unfunded secondment positions filled by Service members during 2021 is appended to this report (see Appendix A).

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

Appendix A

No. of Members	Rank	Location	Term			Cost
2	Sergeant	Royal Canadian Mounted Police Asian Organized Crime	2011.04.15	to	Ongoing	U.F.D.
2	Police Constable	Royal Canadian Mounted Police Asian Organized Crime	2019.07.22	to	Ongoing	U.F.D.
1	Staff Sergeant	Royal Canadian Mounted Police Combined Forces Special Enforcement Unit (C.F.S.E.U.)	2019.02.18	to	Ongoing	U.F.D.
2	Sergeant	Royal Canadian Mounted Police Combined Forces Special Enforcement Unit (C.F.S.E.U.)	2019.05.27	to	Ongoing	U.F.D.
4	Police Constable	Royal Canadian Mounted Police Combined Forces Special Enforcement Unit (C.F.S.E.U.)	2020.02.01	to	Ongoing	U.F.D.
1	Inspector	Royal Canadian Mounted Police Integrated National Security Team (I.N.S.E.T.)	2021.01.01	to	2023.12.31	F.C.R.
1	Police Constable	Royal Canadian Mounted Police Integrated National Security Team (I.N.S.E.T.)	2020.12.01	to	2023.11.30	F.C.R.
2	Police Constable	Royal Canadian Mounted Police (M.S.E.R.T.)	2018.01.01	to	Ongoing	F.C.R.
1	A09 Civilian	Royal Canadian Mounted Police National Weapons Enforcement Support Team (N.W.E.S.T.)	2020.02.22	to	2023.02.20	F.C.R.
1	Police Constable	Royal Canadian Mounted Police Pearson International Airport	2021.07.19	to	2024.07.19	U.F.D.
1	Z34 Civilian	Royal Canadian Mounted Police National Advisor Race Relations	2021.11.01	to	2023.05.01	F.C.R.
1	Police Constable	Corrections Canada Community Corrections Liaison Officer (C.C.L.O. Liaison Officer)	2021.04.01	to	2023.03.31	U.F.D.
1	Deputy Chief	Government of Canada M.C.C. Nova Scotia	2021.01.01	to	2022.09.01	F.C.R.
1	Police Constable	Government of Canada	2021.12.13	to	2023.12.12	F.C.R.
2	Sergeant	Ministry of Community Safety & Correctional Services Biker Enforcement (B.E.U.)	2020.06.08	to	Ongoing	U.F.D.
1	Police Constable	Ministry of Community Safety & Correctional Services Biker Enforcement (B.E.U.)	2014.09.03	to	Ongoing	U.F.D.
2	Police Constable	Ministry of Community Safety & Correctional Services Chief Firearms Office (C.F.O.)	2021.04.01	to	2026.03.31	F.C.R.

No. of Members	Rank	Location	Term			Cost
				to		
1	Sergeant	Ministry of Solicitor General Provincial Anti-Terrorism (P.A.T.)	2021.01.04	to	2023.12.29	F.C.R.
1	Police Constable	Ministry of Solicitor General Provincial Anti-Terrorism (P.A.T.)	2021.03.15	to	2024.03.17	F.C.R.
2	Acting Staff Sergeant	Ministry of Solicitor General C.I.S.O.	2021.04.02	to	2022.04.26	F.C.R.
1	Staff Sergeant	Ministry of Solicitor General C.I.S.O.	2019.12.17	to	Ongoing	F.C.R.
1	Police Constable	Ministry of Solicitor General V.i.C.L.A.S.	2019.10.14	to	2022.10.14	F.C.R.
1	Police Constable	Ministry of Solicitor General V.i.C.L.A.S.	2021.07.12	to	2024.07.12	F.C.R.
1	Sergeant	Ministry of Solicitor General Public Safety Division	2019.07.01	to	2023.06.30	F.C.R.
1	Police Constable	Ministry of Solicitor General Human Trafficking (I.J.F.S.)	2021.03.29	to	2025.03.31	F.C.R.
1	A09 Civilian	Ministry of Solicitor General Human Trafficking (I.J.F.S.)	2021.02.01	to	2026.03.31	F.C.R.
1	Sergeant	Ontario Police College Basic Constable Training	2018.09.04	to	2022.08.05	F.C.R.
1	Sergeant	Ontario Police College Basic Constable Training	2020.09.14	to	2022.08.05	F.C.R.
2	Police Constable	Ontario Chief Coroner Coroner's Inquest	2019.07.01	to	2022.06.30	U.F.D.
1	Inspector	Ontario Provincial Police Provincial Repeat Offender Parole Enforcement (R.O.P.E.)	2020.01.01	to	Ongoing	F.C.R.
2	Sergeant	Ontario Provincial Police Provincial Repeat Offender Parole Enforcement (R.O.P.E.)	2021.06.02	to	2025.01.01	F.C.R.
7	Police Constable	Ontario Provincial Police Provincial Repeat Offender Parole Enforcement (R.O.P.E.)	2021.06.22	to	2025.01.01	F.C.R.
2	C04 Civilians	Ontario Provincial Police Provincial Repeat Offender Parole Enforcement (R.O.P.E.)	2021.11.09	to	2025.01.01	F.C.R.
1	Sergeant	United States Immigration	2021.09.27	to	2024.09.26	U.F.D.
1	Sergeant	New York Police Department	2021.03.01	to	2022.04.17	U.F.D.
1	Police Constable	United States Postal Service Telemarketing	2020.02.04	to	Ongoing	F.C.R.
1	A08 Civilian	United States Postal Service Telemarketing	2020.02.04	to	Ongoing	F.C.R.

Legend:

F.C.R. - Full Cost Recovery

U.F.D. - Unfunded



Toronto Police Services Board Report

March 23, 2022

To: Chair and Members
Toronto Police Services Board

From: James Ramer
Chief of Police

Subject: January 1st to December 31st, 2021: Use of Conducted Energy Weapons

Recommendation:

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:

The purpose of this report is to provide information on C.E.W. use by Toronto Police Service (Service) officers for the period of January 1st to December 31st, 2021. The report consists of two components: an explanation of terminology and information regarding the classification of data; and tables containing the aggregate data.

The information presented is based on C.E.W. reports that have been received and reviewed by the Use of Force Analyst and includes the following items:

- Types of use
- Division/Region of incident
- Types of use by rank or specialized unit
- Incident Type
- Subject Condition
- Type of use on Person In Crisis (P.I.C.)
- Mental Health Act apprehensions

- Subject behaviour
- Subject believed armed
- P.I.C. believed armed
- Subject confirmed armed
- P.I.C. confirmed armed
- Subject description
- Age of subject
- Use on subjects under the age of 18 years
- Number of cycles
- C.E.W. effectiveness by type of use
- C.E.W. overall effectiveness
- C.E.W. effectiveness on P.I.C.
- De-escalation techniques used by officers
- Force options used prior to C.E.W. use

Unintentional discharges of C.E.W.s were excluded from the data contained within the tables, but are reported upon within the body of the report in the section titled “Unintentional Discharges”.

Discussion:

Highlights – Expansion and Use of C.E.W.s:

Having commenced in 2018, the Conducted Energy Weapon (C.E.W.) expansion to front line officers continues. A year to year analysis of the data shows that while the percentage of use has increased with the enhanced availability of CEW’s to the front line, proportional use by our members is down. As I observed during the September 27, 2021 Board virtual meeting:

“Despite the broader deployment of C.E.W.’s across the organization, the Service is exercising restraint in using them and our officers as a whole are employing this tool only when it is the best option. The data shows restraint and a downward trend in terms of use of C.E.W.s. Our officers resolve the overwhelming majority of calls without any use of force and when confronted with dangerous or violent situations they are equipped with the tools necessary to defend themselves and those under their care. I want to emphasize that the Service has demonstrated a commitment to oversight of the use of C.E.W.s by its members. We exceed provincial standards on supervisory review of C.E.W.s. Furthermore, as recently pointed out by MNP in its independent review of C.E.W. use by the Service, we lead the way in reporting to the Board and the public on C.E.W. use. .”

This annual report further confirms the comments made by Chief Ramer. Annual highlights found that:

- C.E.W. users have increased by 6% from 2020 and calls for Service attended have increased by almost 11% over the same period. When comparing C.E.W. related events proportionately to the calls attended, there has been an 8% decrease in events where a C.E.W. is involved.
- Despite an increase in the number C.E.W. users, the Service has seen a proportionate decrease of individual C.E.W. deployments by 9%.
- When compared to 2020, there was a proportionate increase in C.E.W. usage in Drive Stun Mode (4.1% vs 5.7% of all C.E.W. uses) and Full Deployment + Drive Stun Mode (3.5% vs 3.8%).

Current Training and Certification:

As of December 31st, 2021, a total of 2,460 officers were qualified to use the current C.E.W. Service standard, Taser X-2 model or the newer, T-7 model. In 2021, the Toronto Police College (T.P.C.) began the first stage of training members on the Taser 7 (T-7) model. As of December 31st, 261 front line members had been trained on this model. Qualified C.E.W. users include members of the Emergency Task Force (E.T.F.), uniform frontline supervisors and police constables (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, and Organized Crime Enforcement (O.C.E.) (including Drug Squad, Integrated Gun & Gang Task Force, Provincial Repeat Offender and Parole Enforcement (R.O.P.E.) and Fugitive Squad).

Number of officers holding CEW licences (year end)	#
2019	1867
2020	2322
2021	2460

Calls for Service:

To provide context for this report and a greater understanding of the environment in which officers are working, it is important to look at some of the broad statistics.

Between January 1st and December 31st, 2021, the Toronto Police Service received 1,360,571 calls for service, of which 46,710 were calls involving violence (calls for service are designated a call type based on the initial information received by the call taker at Communications Services). This represents a 3.6% decrease from the number of violent calls attended in 2020. In 2021, officers arrested 22,395 persons for *Criminal Code* and/or *Controlled Drugs and Substances Act* offences, representing a 3.5% increase over 2020.

Of the total calls for service attended, 35,430 involved P.I.C., an increase of 7.2% which resulted in 8,742 apprehensions under the *Mental Health Act* (M.H.A.), representing an increase of 14.5% from 2020.

Type of Calls for Service Jan 01-Dec 31	2020	2021	Percentage Change
Total calls for service	1,305,839	1,360,571	+4.2%
Total calls attended	617,263	684,377	+10.9%
Violent calls for service attended	48,460	46,710	-3.6%
P.I.C. calls for service attended	33,059	35,430	+7.2%
M.H.A. apprehensions following P.I.C. calls for service	7,637	8,742	+14.5%
Arrests	21,640	22,395	+3.5%

In accordance with the Ministry of the Solicitor General (Ministry) Standards and Service procedures, the C.E.W. threshold for deployment (full deployment or drive stun mode - direct application) is when an individual's behaviour is assaultive, as defined by the *Criminal Code*. This includes threatening behaviour if the officer believes the person intends and has the ability to carry out the threat, or where the person presents an imminent threat of serious bodily harm or death, which includes suicide threats or attempts. Therefore, deployment of the C.E.W. is only utilized to gain control of a person who is at risk of causing harm, not to secure compliance of a person who is merely resistant.

Between January 1st and December 31st, 2021, there were 478 events in which C.E.W.'s were deployed. For any given reporting period, there have always been more deployments than events as some situations involve the deployment of more than one C.E.W. Since the expansion of C.E.W.'s to the front line, it is common for more than one C.E.W. equipped officer to attend a given call and sometimes more than one device is required should one officer's deployment fail to be effective. Of the total C.E.W. related events, there were 581 total individual deployments. Both usage and the number of C.E.W. related events are down from 2020 which saw 488 events and 604 individual deployments.

Annual C.E.W. Usage	2020	2021	Change
Licensed Users	2322	2460	+138
Individual Deployments.	604	581	-23
C.E.W. Related Events	488	478	-10

Types of Use:

There are three methods of deploying a C.E.W.:

(1) Demonstrated Force Presence

The C.E.W. is un-holstered and/or pointed in the presence of the individual, and/or a spark is demonstrated, and/or the laser sighting system is activated. This mode is justified for gaining compliance of a person who is displaying passive or active resistance and, under certain conditions, may be effective in situations where a subject is assaultive or presents a threat of serious bodily harm or death.

(2) Drive Stun Mode

This term, coined by the manufacturer, describes when the device is placed in direct contact with the individual and the current is applied without firing the probes. Due to the minimal distance between the contact points on the C.E.W., drive stun is primarily a pain compliance tool. This mode is only justified to gain control of a person who is assaultive or where the person presents an imminent threat of serious bodily harm or death.

(3) Full Deployment

Probes are discharged at a person and the electrical pulse applied. In this mode, the device is designed to affect the person's nervous system by overriding both the sensory and motor functions causing neuro-muscular incapacitation. As with drive stun, this mode is only justified to gain control of a person who is assaultive or where the person presents an imminent threat of serious bodily harm or death.

A person under the influence of drugs, alcohol, or in crisis may often possess a higher pain threshold. Traditional intermediate force options such as the baton, Oleoresin Capsicum (O.C.) spray and empty hand strikes rely on pain compliance to gain control of an individual.

Nonetheless, C.E.W.s are often more effective than other intermediate force options. The charts below illustrates the type of C.E.W. use as both a number and a percentage (demonstrated force presence, in drive stun mode, and full deployment).

Type of Use	2019		2020		2021	
Demonstrated Force Presence (D.F.P.)	442	70.05%	426	70.53%	396	68.15%
Full Deployment (F.D.)	158	25.04%	132	21.85%	130	22.38%

Type of Use	2019		2020		2021	
Drive Stun Mode (D.S.M.)	12	1.90%	25	4.14%	33	5.68%
Full Deployment + Drive Stun Mode	19	3.01%	21	3.48%	22	3.79%
Total Uses	631	100%	604	100%	581	100%

Demonstrated force presence was used 68.15% of the time followed by full deployment at 22.38% and drive stun mode at 5.68%.

When necessary and justified, full deployment is the most effective application of the C.E.W. This provides officers greater distance and increases the spread of the probes promoting a larger area of neuromuscular incapacitation. However, there are several factors that impact the effectiveness of a C.E.W. in full deployment. If the person is wearing heavy / bulky clothing, probes may not penetrate the layers or a single probe can miss or be deflected from the target. Also, the conducting wires are breakable so contact during full deployment may be interrupted allowing the person to once again become assaultive. Officers may have to also apply a drive stun mode (third point of contact) to maintain control of the individual. This explains the instances where full deployment and drive stun were used in combination (accounting for 3.79% of total uses).

C.E.W. Use by Geography:

The following table refers to the police divisions within the City of Toronto, or to the location outside of Toronto, where Service members used a C.E.W. 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.

# Events Per Division/Region	2020	2021
D11	24	29
D12	24	25
D13	19	19
D14	51	48
D22	31	33
D23	17	23
D31	30	31
D32	24	32
D33	23	19
D41	29	30
D42	25	14
D43	39	31
D51	46	42
D52	30	40
D53	31	23
D55	39	36

# Events Per Division/Region	2020	2021
Halton Region	-	1
Peel Region	2	1
Durham Region	1	1
Brantford	1	-
St. Catherines	1	-
Waterloo Region	1	-
Total	488	478

Occasionally, investigations take our members outside the borders of Toronto. Regardless of where our members perform their policing duties, they are expected to follow Service procedures. Between January 1st and December 31st, there were three C.E.W. uses which took place in municipalities outside of Toronto. One of the users is a member of the Repeat Offender Parole Enforcement (R.O.P.E.) unit. One user is a member of the Public Safety Response Team (P.S.R.T.) and the other is a member of the Emergency Task Force (E.T.F.).

C.E.W. Use by User Group:

Since the expansion of C.E.W.s to frontline Officers in 2018, the C.E.W. reports include separate reporting parameters by unit, E.T.F., and other front line members - both uniformed and plain clothes.

The E.T.F. is a support unit of Specialized Operations and often responds to calls for service where the initial dispatched officers have been unable to resolve a dangerous situation and specialized resources are required. The E.T.F. is also mandated to attend high-risk search warrants, barricaded persons and weapons calls. Due to the high-risk nature of their calls for service, members of the E.T.F. are the only users who reported a higher number of full deployments than demonstrated force presence.

The below table refers to the types of use by rank or tactical unit (Emergency Task Force).

C.E.W. Use by User Group:

C.E.W. User	2020						2021					
	D.F.P.	D.S.M.	F.D.	F.D + D.S.M.	Total	%	D.F.P.	D.S.M.	F.D.	F.D + D.S.M.	Total	%
P.C.	360	20	83	9	472	78.14	344	28	85	12	469	80.72
Supervisor	43	2	14	3	62	10.26	33	0	11	1	45	7.75
E.T.F.	23	3	35	9	70	11.60	19	5	34	9	67	11.53
Total Uses	426	25	132	21	604	100	396	33	130	22	581	100

D.F.P. = Demonstrated Force Presence

D.S.M. = Drive Stun Mode

F.D. = Full Deployment

Of the C.E.W. uses between January 1st and December 31st, 2021, P.C.s accounted for 469 or 80.7% of uses. The E.T.F. accounted for the second highest number of uses at 67 or 11.5%. Front line supervisors made up 7.7% of users with 45 deployments.

Type of Incident:

The following table indicates the type of incident that officers were responding to when the C.E.W. was used (478 events). A description of the incident is based on the initial call for service received by the attending officers. This information is collected from the Use of Force Report (U.F.R. Form 1) that must be completed subsequent to each C.E.W. use, as mandated by Service Procedures 15-01, "Use of Force" and 15-09, "Conducted Energy Weapon". In cases where the original call type did not correspond with one of the denoted categories on the form, the submitting officer placed the incident into a category that best reflected the nature of the call. In some instances, the Use of Force Analyst re-categorized the incident after reviewing the Intergraph Computer Aided Dispatch (I.C.A.D.) report and the officers' memorandum notes.

Incident Type	#	%
Break and Enter	24	5.02
Weapons Call	154	32.22
*Other Disturbance	187	39.12
Person in Crisis	52	10.88
Suspicious Person	6	1.26
Domestic Disturbance	22	4.60
Robbery	10	2.09
Unintentional Discharge	23	4.81
Total Incidents	478	100

*Includes 105 priority call types

Subject Condition at Time of C.E.W. Use:

Officers often interact with people who are in crisis, under the influence of drugs and / or alcohol, or experiencing a mental health issue, as well as any combination of these. Officers categorize their perception of the condition of the person at the time of C.E.W. use in the applicable sections of the Conducted Energy Weapon Use Report (Form 584). An officer's perception is based on experience, knowledge, training, and observations made at the time of the incident. For the purpose of C.E.W. reporting, a P.I.C. also includes any person who has mental health issues. Below are the definitions of the various terms.

- **Person in Crisis***
Means a member of the public whose behavior brings them into contact with emergency services, either because of an apparent need for urgent care within the mental health system, or because they are otherwise experiencing a mental, emotional or substance use crisis involving behavior that is sufficiently erratic, threatening or dangerous that emergency services are called in order to protect the person or those around them. This includes persons who may require assessment under the Mental Health Act (M.H.A.).
*In December 2021, Service Procedure 06-04 “Emotionally Disturbed Persons” was renamed ‘Persons in Crisis’.
- **Alcohol**
A person is believed to be under the influence of alcohol.
- **Drugs**
A person is believed to be under the influence of drugs.

The below table indicates a person’s condition as perceived by the reporting officer on a Form 584. The “Not applicable” category refers to situations where an officer did not believe that there were any external factors affecting the person’s behaviour.

Of the 581 uses of a C.E.W., 161 or 27.7% involved persons whom officers believed were in crisis. The figure increases to 254 or 43.7% when P.I.C. were also believed to be under the influence of alcohol and/or drugs.

Subject Condition	2020		2021	
	#	%	#	%
Alcohol Only	64	10.59	57	9.81
Alcohol + Drugs	26	4.30	18	3.10
Alcohol + Drugs + P.I.C.	22	3.64	18	3.10
Alcohol + P.I.C	23	3.80	20	3.44
Drugs	58	9.60	31	5.33
Drugs + P.I.C.	14	2.31	55	9.46
P.I.C.	165	27.31	161	27.72
Not Applicable	232	38.41	221	38.04
Total Uses	604	100	581	100

Type of Use on P.I.C.:

The below table indicates the type of C.E.W. use on P.I.C. who may or may not have also been perceived to be under the influence of the combined effects of alcohol and/ or drugs (254 uses fall into this category). In 59.8% of cases, the type of use was reported as a demonstrated force presence. It should also be noted that of the 254 C.E.W. uses on P.I.C.s, there were no injuries sustained apart from the typical transitory probe marks or burns commonly associated with full deployments and drive stuns.

Type of Use on P.I.C.	2019		2020		2021	
	#	%	#	%	#	%
Demonstrated Force Presence (D.F.P.)	147	66.5	106	62.0	152	59.84
Full Deployment (F.D.)	63	28.5	47	27.5	81	31.89
Drive Stun Mode (D.S.M.)	11	5.0	5	2.90	14	5.51
Full Deployment + Drive Stun Mode (D.S.M.)	*	*	13	7.60	7	2.76
Total Uses on P.I.C.	221	100	171	100	254	100

*In 2019 combinations for this category were not reported

The Service continues to see a year over year increase in calls for Persons in Crisis. In 2021, officers attended 35,430 calls for service involving P.I.C., an increase of 7.2% over 2020. Of these, the C.E.W. was used 254 times or in 0.72% of calls of this type. This represents a slight percentage increase from 2020, which saw 171 uses, or 0.52% of the total. The Service, therefore, attended significantly more calls for P.I.C. with a marginal increase in C.E.W. use.

Mental Health Act Apprehensions:

These incidents describe situations where a person was apprehended under the *Mental Health Act* (M.H.A.) and transported to a psychiatric facility for assessment. Out of 478 events, 183, or 38.3% resulted in apprehensions under the M.H.A. This represents an 11% increase in apprehensions from 2020. 2020 saw a 10.8 percent increase over 2019 in which, out of 557 incidents, 152 or 27.5% resulted in MHA apprehensions.

The data does not capture the results of the assessment by a physician.

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 an M.H.A. apprehension. Officers are trained that C.E.W. use is in response to the person's behaviour and not because of the person's condition.

2021 saw a marked increase in both the number of P.I.C. related calls attended and M.H.A. apprehensions stemming from those calls. In 2021, officers attended 35,430 P.I.C. related calls which was an increase of 7.2% from the previous year. There were 8,742 M.H.A. apprehensions stemming from those calls which is an increase of 14.5% over 2020 which saw 7,637 apprehensions. The use of the C.E.W. in 183 instances which resulted in M.H.A. apprehensions represents its use in 2.1% of total M.H.A. apprehensions where officers attended P.I.C. calls for service. When compared to 133 C.E.W. related apprehensions out of 7637 for 2020, we see a usage increase of 0.4%.

Subject's Behaviour/Threat Level:

The below table refers to subject behaviour as perceived by the C.E.W. user in the 581 deployments. The Ontario Use of Force Model and related definitions is found in Appendix 'A'.

Subject Behaviour	2019		2020		2021	
	#	%	#	%	#	%
Active Resistant	86	13.62	109	18.0	135	23.23
Assaultive	294	46.59	230	38.1	227	39.07
Passive Resistant	76	12.04	98	16.2	105	18.08
Serious Bodily Harm/Death	172	27.25	151	25.0	111	19.10
Not applicable	3	0.47	16	2.6	3	0.52
Total deployments	631	100	604	100	581	100

In situations where an individual is displaying passive or active resistance, Service procedure prohibits officers from using a C.E.W. in any manner other than a demonstrated force presence.

In 39% of incidents, officers perceived the subject's behaviour to be assaultive and in 19% of the incidents, officers believed the behaviour included was likely to cause serious bodily harm or death.

Appendix 'B' provides some real life examples where the deployment of the C.E.W. by an officer potentially saved a life.

For all calls attended by members in 2021 (684,377), 478 involved the deployment of a C.E.W. The C.E.W. was used in 0.07% of all calls for service attended. Contrasting C.E.W. use with violent calls (46,710), this value increases to 1.02%.

Subject Believed Armed:

Of the situations where the C.E.W. was used, officers believed that the individual was armed in 415 of 581 instances or 71.4% of the uses. An officer may believe that a person is armed based on a number of factors, including visual confirmation; the person's verbal cues / behaviour; information from witnesses or dispatchers; or other indirect sources. The chart below indicates whether an officer believed an individual was armed. The chart that follows applies to persons in crisis that officers believed were armed on unarmed.

	2019		2020		2021	
	#	%	#	%	#	%
Subject Believed Armed						
Believed Armed	406	64.34	436	72.19	415	71.42
Believed Unarmed	217	34.38	159	26.32	163	28.06
N/A - Animal	8	1.28	9	1.49	3	0.52
Totals	631	100	604	100	581	100

P.I.C. Believed Armed	2019		2020		2021	
	#	%	#	%	#	%
Believed Armed	152	75.62	131	76.61	196	77.17
Believed Unarmed	49	24.38	40	23.39	58	22.83
Totals	201	100	171	100	254	100

Subject Confirmed Armed:

Officers confirmed the presence of a weapon 271 times out of the 415 times they believed a weapon was present. Therefore, the officer's perception that an individual was armed (based on available information at time of C.E.W. deployment) was correct 65.3% 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 does not by itself justify the direct application of a C.E.W. However, when the possibility that a subject may be armed 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 table below indicates, as both a percentage and number, the subjects that were confirmed to be armed at the conclusion of all uses.

Subject Confirmed Armed	2019		2020		2021	
	#	%	#	%	#	%
Armed	225	35.66	277	45.86	271	46.64
Unarmed	398	63.08	318	52.65	307	52.84
N/A - Animal	8	1.27	9	1.49	3	0.52
Total	631	100	604	100	581	100

When comparing C.E.W. use towards only P.I.C. who were confirmed to be armed, the percentage is higher at 74.5% (146/196).

P.I.C. Confirmed Armed	2019		2020		2021	
	#	%	#	%	#	%
Armed	98	44.35	92	53.80	146	57.48
Unarmed	123	55.65	79	46.20	108	42.52
Total	221	100	171	100	254	100

Subject Description:

This chart categorizes subjects by their perceived gender. Of the 581 C.E.W. uses, subjects were perceived to be male in 518 instances or 89.15% of the time. There were five occasions in which an officer was unable to perceive gender at the moment the decision was made to deploy a C.E.W.

Subject Description	2019		2020		2021	
	#	%	#	%	#	%
Male	588	93.19	567	93.87	518	89.15
Female	40	6.34	31	5.13	55	9.47
*Not perceived at time of deployment	3	0.47	6	0.99	8	1.38
Total	631	100	604	100	581	100

*includes uses on animals

Age of Subject:

The below table categorizes C.E.W. use on various age groups. The largest age demographic represented is that between 21 and 35 years of age and equates to 48.9%, of C.E.W. use – down 2.1% from 2020, which saw this age demographic represented in 51% of C.E.W. uses. For 2021, age was not determined/specified in 13 C.E.W. related events.

Age of Subject	2019	2020	2021
10-17	14	10	19*
18-20	31	23	19
21-25	82	71	61
26-30	118	88	91
31-35	92	90	82
36-40	60	55	59
41-45	53	48	49
46-50	46	30	31
51-55	27	20	26
56-60	14	24	20
Over 60	7	13	11

Age of Subject	2019	2020	2021
N/A or not determined	13	16	13
Total	557	488	478

* 2 incidents involved more than one young person (1 x group of 2, 1 x group of 3).

Use on Subjects Under the age of 18 years:

The following table indicates the number and type of C.E.W. use on subjects who were under the age of 18.

Age	2019					2020					2021				
	D.F.P.	D.S.M.	F.D.	F.D. + D.S.M.	Total	D.F.P.	D.S.M.	F.D.	F.D. + D.S.M.	Total	D.F.P.	D.S.M.	F.D.	F.D. + D.S.M.	Total
11	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0
12	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0
13	0	0	0	0	0	1	0	0	0	1	3	0	0	0	3
14	1	0	0	0	1	2	0	0	0	2	1	0	1	0	2
15	2	0	0	0	2	1	0	0	0	1	4	0	0	0	4
16	6	1	0	0	7	2	0	0	0	2	2	0	1	0	3
17	1	0	1	0	2	3	1	0	0	4	6	0	0	0	6
Total	12	1	1	0	14	9	1	0	0	10	16	0	2	0	18

D.F.P. = Demonstrated Force Presence

D.S.M. = Drive Stun Mode

F.D. = Full Deployment

Between January 1st and December 31st, 2021, a total of 18 young persons (as defined by the Youth Criminal Justice Act, were subjects of C.E.W. deployments deemed necessary to control potentially harmful situations. In all of these instances the presence of / or possibility of the presence of weapons was perceived or the subject was engaged in assaultive behaviour. 16 of the deployments were in the demonstrated force presence mode. There were two full deployments and no drive stuns.

C.E.W. Usage Details:

Number of Cycles:

During training and recertification, officers are instructed to apply the current only as long as it takes to gain control of the subject. Control is achieved when the subject is placed in restraints, such as handcuffs, and is no longer considered a threat. After the initial application of a single cycle, an officer is instructed to re-assess the subject's behaviour before continued or renewed application of the current. The following chart reports whether single or multiple cycles were used. A complete cycle is five seconds in duration. A partial cycle of less than five seconds can occur when the C.E.W. is manually disengaged or the power is shut off. For the purpose of this report, partial cycles are recorded as a single cycle.

Number of Cycles	2019	2020	2021
	#	#	#
Single	70	85	79
Multiple	119	109	106
None (Demonstrated Force Presence)	442	410	396
TOTAL	631	604	581

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 Service standards and training. Of the 581 incidents of C.E.W. use in this reporting period, its overall effectiveness has been shown to be 83%. 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. The C.E.W. effectiveness for this reporting period is shown in the below table.

Mode of Use	2019			2020			2021		
	Effective	Not Effective	% Effective	Effective	Not Effective	% Effective	Effective	Not Effective	% Effective
D.F.P.	398	44	90.04	384	42	90.14	344	52	86.86
F.D.	94	40	70.15	90	42	68.18	98	32	75.38
D.S.M.	23	8	74.19	24	1	96.0	29	4	87.87
F.D & D.S.M	19	5	79.16	15	6	71.42	13	9	59.09
Overall effectiveness	534	97	84.6%	513	91	84.9%	484	97	83.3%

D.F.P. = Demonstrated Force Presence

D.S.M. = Drive Stun Mode

F.D. = Full Deployment

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

In 2015, Corporate Risk Management (C.R.M.) began tracking and reporting on the effectiveness of C.E.W. use on P.I.C. The below table includes the 254 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 deployments, 80.7% were deemed to be effective.

Effectiveness on Persons in Crisis	#	%
Effective	205	80.71
Not Effective	49	19.29
Total	254	100%

De-escalation Techniques Used by Officers:

Of the 581 deployments, officers reported using or attempting to use de-escalation techniques in 559 of these incidents. This represents 96.2% of the total. When completing the C.E.W. report (Form 584), an officer is required to indicate whether or not de-escalation techniques were used. If the member selects “no,” a dropdown field appears in which the member is required to indicate “Imminent threat-immediate action required” or enter another explanation in the space provided. In the 22 incidents where de-escalation techniques were not attempted, the reason given was “Imminent threat – immediate action required” in 19 of these. Three of the instances represent uses on dogs.

Other Use of Force Option Used (Prior to C.E.W. Use)

C.E.W.s are one of several force options available to Service officers. Other force options include impact weapons, physical control, O.C. spray and firearms.

Force options are not necessarily used or intended to be used incrementally or sequentially. Events that officers are trained to deal with can unfold rapidly and are often very dynamic. Officers are trained to use a variety of strategies to successfully de-escalate volatile situations; however, there is no single communication method, tool, device, or weapon that will resolve every scenario. Therefore, the use of a C.E.W. or any other force option is the result of careful deliberation by the officer(s) involved. The data shows that other force options were used first in 12.2% of encounters, before using the C.E.W. The below chart indicates what, if any, other force option was utilized by the C.E.W. equipped officer prior to their use of a C.E.W.

Force Options Used Prior to C.E.W. Use	2019		2020		2021	
	#	%	#	%	#	%
Firearm Display	17	2.69	24	3.97	15	2.58
Firearm Display + Physical Control	2	0.32	-	-	-	-
Impact Weapon	2	0.32	2	0.33	-	-
Physical Control	55	8.72	61	10.10	56	9.64
None	555	87.95	517	85.60	510	87.78
Total	631	100%	604	100%	581	100%

Unintentional Discharges:

Unintentional discharges occur when the probes are fired from the C.E.W. cartridge due to officer error or device malfunction. In this reporting period, there were 23 unintentional discharges as a result of officer error. Nineteen of the incidents involved P.C.s, while four incidents involved a frontline supervisor. In 21 incidents, the officer accidentally deployed their C.E.W. in the proving station while either loading or unloading the device. Two accidental deployments occurred in the field. These two situations were non dynamic and were not witnessed by any member of the public. The total number of

unintentional discharges is down from the same reporting period in 2020 in which there were 27 such incidents.

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

In this reporting period, there were no device malfunctions to report.

Subject Injuries:

When deployed in drive stun mode, the C.E.W. may leave minor burn marks on the skin where the device makes contact. When the C.E.W. is fully deployed, the subject may receive minor skin punctures from the darts. As each of these injuries is anticipated when the C.E.W. is used, they are not included in the classification of "injury" for the purposes of this report. The more notable risk is a secondary injury from a fall. Subjects will often immediately collapse to the ground upon receiving a full deployment and, since the major muscles are locked, they will not be able to break the fall. Officers are trained to consider the best location and environment when using the C.E.W. and to use caution as part of their decision-making process.

Between January 1st and December 31st, 2021, there were no reported injuries (apart from probe/burn marks) directly related to C.E.W. use. Injuries in previous reporting periods have been typically described as minor cuts, bumps or scrapes.

In the last five years, the Service has averaged 6.6 injuries per year that were directly attributed to C.E.W. use. The small number of injuries each year indicates that officers are taking environmental factors and probe placement into consideration prior to use.

Deaths:

There were no deaths attributed to C.E.W. use in this reporting period.

Civil Action:

In this reporting period there were two separate C.E.W. related civil actions initiated against the Service. In the first action the plaintiff alleges a C.E.W. was unlawfully used

against him in the drive stun mode in an incident that occurred in 2019 in the area of Yonge Street and St. Clair Avenue.

The second action does not stem from a Service related C.E.W. incident but involves the use of a C.E.W. by a member of the Peel Regional Police Service in Brampton in 2020. The Service has been named as a defendant as one of our off duty members assisted the Peel Regional Police Service member in the apprehension of the plaintiff.

In the last five years, the Service has been named in a total of ten C.E.W. related lawsuits, ranging from zero to four annually as shown in the table below. Since the expansion of C.E.W.s to frontline P.C.s in 2018, this number has remained relatively stable

Year	C.E.W. Related Lawsuits
2017	3
2018	0
2019	4
2020	1
2021	2

Training:

All C.E.W. training is conducted by a Ministry-certified use of force instructor on the specific weapon used and approved by the Service. For initial training, authorized Service officers received 20 hours of training, which is 8 hours longer than the provincial standard. This training includes theory, practical scenarios, and a written examination. The additional 8 hours includes in-class training that emphasizes judgement training, decision making and de-escalation, which is conducted in accordance with the guidelines established by the Ministry. Officers are also required to complete a 1-hour on-line tutorial prior to attending C.E.W. training at the T.P.C. Recertification training takes place at least once every 12 months, in accordance with Ministry guidelines and Ontario Regulation 926 of the *Police Services Act* (P.S.A.).

Service training emphasizes that before a C.E.W. is used against any subject, officers should consider de-escalation as a first priority whenever it is safe and practical to do so. It is important to note that de-escalation often begins with the call taker from Communications Services. The call taker is trained to reduce the person's anxiety while eliciting information about the situation for responding officers. As previously mentioned, de-escalation was utilized by officers during 96.2% of incidents requiring the use of a C.E.W.

Other operational considerations include disengagement, distance, time, cover, concealment and the use of other force options, when appropriate.

Misconduct:

In this reporting period, 23 members have attended the T.P.C. for refresher training as a result of having experienced unintentional C.E.W. discharges. There were no other reports of C.E.W. related misconduct for this reporting period.

Governance – Changes to Procedures and Forms:

As a result of the expansion in 2018, and with the overall objective of reducing deaths without increasing overall use of force, Service Procedure 15–09 Conducted Energy Weapons has had numerous amendments and additions. One of the changes included the reporting responsibilities of P.C.s who are assigned a C.E.W. for daily patrol. These responsibilities include the need to notify both the communications dispatcher and a supervisor of all uses of C.E.W.s, including demonstrated force presence. Also added into the procedure were the responsibilities of a communications dispatcher and supervisor, upon being advised of a C.E.W. deployment. These responsibilities now include mandatory notification to the Toronto Police Operations Centre (T.P.O.C.) and Officer-in-Charge (O.I.C.) of the division where a C.E.W. was used. Currently, the O.I.C. of T.P.O.C. is responsible for notifying both the Duty Senior Officer and the members of Command of the details related to Full Deployment and Drive Stun use.

The Form 584 required by all officers who deploy a C.E.W. has also been updated since the expansion to the frontline P.C.s. The form now records de-escalation techniques attempted prior to deploying a C.E.W. An added feature to the form, is the inability for officers to print a hard copy report until they have emailed the form to the Use of Force Analyst. This ensures that all Service accountability and reporting processes are engaged at the time of reporting.

In September 2021, Procedure 15-09 – Conducted Energy Weapons, was updated (please see R.O. 2021.09.16-0893) to include the following:

Police officers when appropriate, before using a C.E.W. as a force option shall consider

- *using de-escalation techniques or verbal commands*
- *be aware of the risk of secondary injury*
- *use demonstrated force presence/laser paint techniques to gain compliance*
- *be mindful of C.E.W.s capabilities in relation to the context and environment*
- *delivering the minimal amount of cycles necessary in order to gain compliance*
- *avoid extended or multiple cycles where practical*
- *have reasonable and appropriate alternate force options available when practical*
- *consider cover and distance tactics*
- *be aware of “containment pressure” and when appropriate, consider disengagement*
- *consider a subject’s fall zone*
- *when practical, have at least one additional officer present to control/cup the subject under power*

Further, police officers shall NOT use a C.E.W. for the sole purpose of gathering digital video and audio evidence, or as a form of coercion or punishment.

International Review of C.E.W. Reporting:

In 2020, the Service commissioned an independent C.E.W. use of force review (MNP Report). This report with its findings and recommendations was provided to the Board's June 2021 meeting (Min. No. P2021-0624-4.1 Refers).

The MNP Report found that the Service provides more in-depth C.E.W. related information, and reports information more frequently than most of the police services examined, specifically, the information collected regarding perceived subject behaviour and condition, number of cycles and type of incident. It was noted in the report that of all of the police services reviewed, the Service is the only one that produces "stand alone" reporting on C.E.W. usage.

Conclusion

This report summarizes the frequency and nature of C.E.W. use by the Service. The number of reportable incidents (581) has actually decreased from 2020 which saw a total of 604 deployments.

Previously reported year to year increases in use, were attributed to P.C.s having the option of displaying 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.

Since each C.E.W. use undergoes a rigid examination to ensure compliance with training and procedures, increased reporting has resulted in greater oversight in relation to use of force incidents. 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. Moreover, members are consistently utilizing de-escalation techniques whenever possible. De-escalation was attempted in 96.2% of C.E.W. related incidents in this reporting period.

There were no subject injuries or deaths during the reporting period, and the Service is confident that the C.E.W. is an effective tool that has helped avoid injuries to both the public and police officers. Additionally, C.E.W. related civil actions against the Service are rare. There have only been ten such actions initiated the past five years.

Therefore, the Service believes that through proper policy, procedures, training, monitoring and accountability, the C.E.W. is an appropriate use of force option that can help maintain public and officer safety.

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

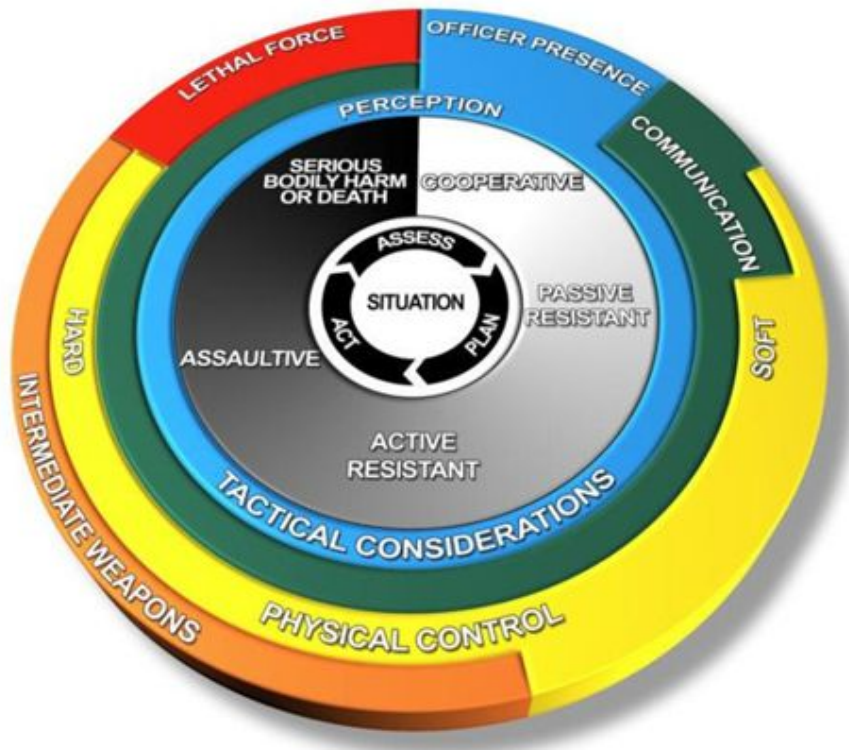
Respectfully submitted,

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

*original copy with signature on file in Board office

Appendix “A” – Ontario Use of Force Model and definitions

Ontario Use of Force Model



The 2004 Ontario Use of Force Model is used to assist officers in determining appropriate levels of force and articulation. It represents the process by which an officer assesses, plans, and responds to situations that threaten public and officer safety. The assessment process begins in the centre of the model with the situation confronting the officer. From there, the assessment process moves outward and addresses the person’s behaviour and the officer’s perception and tactical considerations. Based on the officer’s assessment of the conditions represented by these inner circles, the officer selects from the use of force options contained within the model’s outer circle. After the officer chooses, a response option the officer must continually reassess the situation to determine if his or her actions are appropriate and / or effective or if a new strategy should be selected. The whole process should be seen as dynamic and constantly evolving until the situation is brought under control.

A significant aspect of the model is Communication. This represents not only the constant and evolving evaluation of the incident by officers but also the emphasis on de-escalation and resolving incidents with the least amount of force necessary.

Subject's Behaviour/Threat Level

A person's behaviour during a C.E.W. incident is described within the context of the Ontario Use of Force Model (2004), which is described under the following categories:

- Passive Resistant

The person refuses, with little or no physical action, to cooperate with an officer's lawful direction. This can assume the form of a verbal refusal or consciously contrived physical inactivity.

- Active Resistant

The person uses non-assaultive physical action to resist an officer's lawful direction. Examples would include pulling away to prevent or escape control, or overt movements such as walking or running away from an officer.

- Assaultive

The person attempts to apply, or applies force to any person, or attempts or threatens by an act or gesture to apply force to another person, if they have, or cause that other person to believe upon reasonable grounds that they have, the present ability to carry-out their purpose. Examples include kicking and punching, but may also include aggressive body language that signals the intent to assault.

- Serious Bodily Harm or Death

The person exhibits actions that the officer reasonably believes are intended to, or likely to, cause serious bodily harm or death to any person, including themselves. Examples include assaults with a weapon or actions that would result in serious injury to an officer or member of the public, and include suicide threats or attempts by that person.

Appendix “B” – Examples of Real Life C.E.W. Stories That Helped Avoid Injury or Saved a Life

PSRT – January 3, 2021. Demonstrated Force Presence

Police attended a residence for a report of a threatening suicide. A male had called 911 and advised the call taker that he was armed with a knife, was seeing demons and wanted to kill himself. When attending officers made contact with the male he was observed to be holding the knife. One officer drew their C.E.W. in the demonstrated force presence mode while other members de-escalated the male verbally. The male became compliant and was apprehended under the *Mental Health Act* without incident.

PSRT – January 17, 2021. Demonstrated Force

Police responded to a medical call at a residence. The caller advised that his adult son had possibly overdosed on fentanyl. When paramedics attempted to treat the male he became agitated and began throwing their equipment at them. Police arrived and the male told them that he was in possession of more fentanyl and that he was going to kill himself by taking it. As officers attempted to verbally de-escalate the situation, the male disrobed and yelled “Shoot me right now, I’ll die by suicide by police right now!” An officer drew their C.E.W. in the demonstrated force presence mode while verbal de-escalation techniques continued. The male became compliant and was apprehended under the *Mental Health Act* without further incident.

D13 – January 26, 2021. Full Deployment

Police responded to a weapons call in a parking lot. Information was received that a male armed with a knife was chasing snow removal contractors. When officers arrived, they observed the armed male advancing on one of the complainants. Officers positioned their vehicle between the male and the contractors and attempted to engage the male verbally. As the male began to advance on officers, a member discharged their C.E.W. The full deployment was effective and the male was taken into custody without further incident.

D32 – February 14, 2021. Full Deployment

A solo officer attended a shelter for a report of a person with a knife. No back up units were available at the time of the officer’s arrival. The attending officer observed a male holding the blade of a knife against his stomach. The male told the officer that he was going to stab himself. Attempts at verbal de-escalation were unsuccessful. Fearing imminent serious bodily harm or death, the officer discharged their C.E.W. The full deployment was effective and the male was apprehended under the *Mental Health Act*.

D31 – March 11, 2021. Full Deployment

Police attended a residence for a report of a threatening suicide. The complainant had advised that her husband was in crisis, was threatening suicide and was in possession of numerous knives and a machete. When attending officers encountered the male, they found him to be armed with a knife in each hand. The male pressed a blade against one wrist. An officer drew their C.E.W. in the demonstrated force presence mode as other members attempted to verbally de-escalate him. The male ignored the display of the C.E.W. and pressed one knife against his own throat. Fearing imminent serious bodily harm or death, an officer discharged their C.E.W. The deployment was effective. The male was disarmed and was apprehended under the *Mental Health Act*.

D51 – March 27, 2021. Full Deployment X2

Police attended a residence for a report of a threatening suicide. The caller had advised that her fiancé was in crisis and was threatening to cut his own throat. Officers found the male holding a utility knife to his throat and verbalizing that he wanted to die. Attempts to verbally de-escalate the male were unsuccessful and the male began making cutting motions with the blade. Fearing imminent serious bodily harm or death, two officers simultaneously discharged their C.E.W.s. The deployments were effective and the male dropped the blade. He was apprehended under the *Mental Health Act* without further incident.

D32 – May 16, 2021. Demonstrated Force

Police attended a residence for a report of a person threatening suicide. Officers located a female in a small room in the basement and observed that she was armed with a knife, had sustained deep self-inflicted cuts to her wrists and was rapidly losing blood as a result. The female ignored initial attempts to communicate with her and tried to barricade herself within the room by locking the door. Fearing imminent loss of life, officers breached the door and entered the room. An officer displayed their C.E.W. and again attempted to communicate with the female. The female dropped the knife. Officers performed emergency first aid while awaiting paramedics. The female was apprehended and was taken to the hospital to receive treatment for her injuries. She was subsequently held on a *Mental Health Act* form.

D31 – June 25, 2021. Full Deployment

Police attended a residence for a report of an overdose and threaten suicide. Information was received that a female had attempted to harm herself by consuming cleaning products. Officers located the female standing in a bathtub while holding a knife to her throat. Attempts at verbal de-escalation were unsuccessful. An officer discharged their C.E.W. The deployment was successful and officers were able to disarm and apprehend the female under the *Mental Health Act*.

D33 – July 6, 2021. Demonstrated Force

Police attended a residence for a report of a person in crisis. Upon arrival, officers encountered a female holding a knife to her throat. The female verbalized that she intended to kill herself. An officer displayed their C.E.W. while attempting verbal de-escalation. The female was convinced to drop the knife and she was apprehended under the *Mental Health Act* without further incident.

D51 – July 27, 2021. Full Deployment.

Police (including an MCIT unit) attended a convenience store for a report of an “Unknown Trouble”. Information was received that a female on scene was cutting herself with shards of glass. Attending officers attempted to negotiate with the female to convince her to stop hurting herself. The female continued to cut herself and verbalized that she planned to kill herself. An officer discharged their C.E.W. The deployment was effective. The female was disarmed and was apprehended under the *Mental Health Act*.

D32 – July 31, 2021. Full Deployment.

Police attended a residence for a report of a person with a knife. Information was received that a woman had threatened her romantic partner before retreating into a bedroom. Officers encountered the subject who was holding a knife to her wrist and verbalizing that she wished to kill herself. An officer displayed their C.E.W. while attempting to verbally de-escalate the individual. The woman suddenly stood up, held the knife to her throat and started advancing towards officers. An officer discharged their C.E.W. The deployment was effective and the female was taken into custody without further incident.

D55 – September 5, 2021. Demonstrated Force

Police attended a residence for a report of a stabbing. Upon entering the apartment police encountered a male who was armed with a knife, standing over a badly wounded female. An officer drew their C.E.W. and ordered the male to drop the knife. The male immediately complied and was taken into custody without further incident. The victim survived her injuries. The male was charged with attempted murder.

D52 – November 17, 2021. Drive Stun

Police attended a residential high rise for a report of a threatening suicide. Upon arrival officers heard screaming and looked up to see two persons struggling on a 19th floor balcony. Officers attended the unit and observed a female trying to prevent a male from climbing over the railing. Due to the precarious position of the male, officers decided against full deployment. An officer deployed their C.E.W. in the drive stun mode to distract and achieve compliance while others struggled to pull him back to safety. The deployment was effective and the male was apprehended under the *Mental Health Act*.

ETF – November 28, 2021. Full Deployment

Police attended an apartment complex for a report of a person in crisis self-harming with a knife. Officers encountered an injured female who upon seeing police, immediately attempted to stab herself. An officer deployed their C.E.W. in the full deployment mode. The female was apprehended under the *Mental Health Act* and was treated for her injuries.

D31 – December 29, 2021. Demonstrated Force

Police attended a residence for a report of a threatening suicide. The caller advised that their adult grandson had a knife and had said he was going to kill himself before locking himself in the bathroom. Officers entered the home and encountered the male in his bedroom. A knife was observed to be within the male's reach. An officer displayed their C.E.W. while using verbal de-escalation techniques. The male was apprehended under the *Mental Health Act* without further incident.



Toronto Police Services Board Report

February 28, 2022

To: Chair and Members
Toronto Police Services Board

From: James Ramer
Chief of Police

Subject: Quarterly Report: Occupational Health and Safety Update for October 1, 2021 to December 31, 2021 and Year-End Summary and Update on the Well-being Strategy

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).

Occupational health and safety is a critical component of the Service's member Well-being Strategy that was presented at the December 2020 (Min. No. P209/2020) and February 2021 (Min. No. P2021-0225-4.0) Board meetings.

The purpose of this report is to update the Board on matters relating to occupational health and safety issues for the fourth quarter and full year summary of 2021, and includes a broader update of the Service's Well-being Strategy.

Discussion:

Accident and Injury Statistics:

Injured on Duty (I.O.D.) reports are classified according to the incident type. Appendix A contains graphs and charts that summarize the I.O.D. reports received by the Wellness Unit during the fourth quarter of 2021 and a full-year summary.

From October 1, 2021 to December 31, 2021, there were 390 reported workplace accidents/incidents involving Service members, resulting in lost time from work and/or health care which was provided by a medical professional.

A total of 1,293 workplace injury or illness reports were submitted to the Workplace Safety Insurance Board (W.S.I.B.) for the full year 2021, including 121 recurrences of previously submitted claims.

Recurrences can include, but are not limited to: ongoing treatment, re-injury, and medical follow-ups, ranging from specialist appointments to surgery.

The top five incident types for the year 2021 are:

1. Harmful Substances/Environmental: 270
2. Emotional/Psychological: 242
3. Assaults: 192
4. Slip/Trip/Fall: 128
5. Struck/Caught: 103

The highest category of incidents for the year 2021 is the “Harmful Substances/Environmental” category. An increase in claims in the Harmful Substances/Environmental category has resulted from the global pandemic and is related to the potential occupational exposure of members to the novel coronavirus which causes COVID-19.

Specifically, in fourth quarter, with the latest wave of COVID-19 Omicron Variant and its very rapid spread, the number of member exposures, isolations and I.O.D. claims increased significantly over prior years. In addition, with the implementation of the Service’s COVID-19 Vaccination Mandate, we have seen a number of claims related to this mandate, either directly or indirectly. All claims received during this period are being reviewed with respect to their relation to the mandate, and adjudicated accordingly.

Emotional / Psychological claims comprise the second highest category of incidents for 2021. Exposure to troubling situations, graphic scenes, persons in serious distress, deceased persons and radio/telephone calls for emergency assistance all contribute to this category of Injured on Duty reports, and are common due to the nature of police work. As these situations and scenes are highly unpredictable, it can be a significant challenge to adequately prepare members for the emotional responses they may experience after an emotionally troubling event. Specific programs such as the Critical

Incident Response Team, peer support, psychological services are deployed to support members in these situations.

These claims have also increased significantly in the fourth quarter 2021 compared to the same period in 2020. A primary factor in this fourth quarter increase relates to the Service's mandatory vaccination procedure. While the procedure itself is not reason for Workplace Injury to be considered – claimants have submitted I.O.D.'s citing cumulative stress or Post Traumatic Stress Disorder (P.T.S.D.) tied to the procedure and/or previous traumatic events. All claims undergo extensive review to ensure that claims are being considered based on the appropriate policies and merits, and not simply being granted as part of the presumptive legislation policies and without due diligence in investigation.

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, Training, and Skills Development (M.L.T.S.D.) pursuant to *Section 51 of the Occupational Health and Safety Act and Ontario Regulation 834*.

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

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

In 2021, there was one critical injury incident reported to the Ministry of Labour, Training, and Skills Development (M.L.T.S.D.). These incidents are thoroughly investigated by the Service, 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.

Appendix B contains charts that summarize member exposures to communicable diseases, as well as other potential exposure types including blood and bodily fluids.

For the year 2021, there were a total of 1,481 reported incidents involving exposures or possible exposures. This represents a decrease of 49% when compared to 2020, in which a total of 2,880 incidents were reported.

This decrease was a result of the evolution of the global COVID-19 pandemic, impacted through the vaccination of a significant portion of the membership against COVID-19.

It should be noted that with the latest wave of COVID-19 Omicron variant that started late in December 2021, the Q4 claims may rise retroactively, once claims are processed by the W.S.I.B.

Workplace Safety and Insurance Board Claims and Costs:

W.S.I.B. claims must be reported when workers receive medical attention, lose time or are absent from work, or when any recurrences of a work-related injury or illness occur. First Aid incidents do not meet the threshold for reporting to the W.S.I.B.

In 2021, the Service processed 4,708 I.O.D. reports, of which 1,252 were reported to W.S.I.B. as workplace injury or illness claims or recurrences. For 2019 and 2020, there were 1,111 and 1,033 claims and recurrences reported respectively. In 2021, there were 219 more claims reported than in 2020, an increase of 21%. The majority of this increase is lost time and this is largely related to the impacts of the COVID-19 pandemic.

The following chart lists W.S.I.B. claims for the Service for the past three years for comparison purposes:

Claim Description	2019	2020	2021*
Health Care	419	408	411
Lost Time	496	538	761
Recurrences	196	87	80
Total	1111	1033	1252
Percent change from previous year	+5%	-7%	+21%

*Claims can be reported at any time. This is accurate as of the date of this report.

The cost to the Service for workplace injuries and illnesses, as a Schedule 2 employer, including income replacement, healthcare costs, administration fees and all other pensions and awards for the last three years is as follows:

W.S.I.B. Costs	2019	2020	2021*
Total	\$15.39M	\$22.40M	\$22.47M
Percent change from previous year	+14%	+46%	+0.3%

*The costs are accurate as of the date of this report.

Of the total 2021 costs above, the Service paid \$888,768 in W.S.I.B. health care costs for the fourth quarter of 2021, representing a 20% reduction from the same period.

The overall annual 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. As claims for operational stress injuries increase, so too do the associated costs for health care for claims which can be long in duration, and very complex to resolve. While the fourth quarter health care costs for 2021 have decreased, it is important to understand that costs of claims in this category can be attributed retroactively based on claims supports, and longer-term costs being applied. It is likely that these costs will continue to fluctuate, and will need to be reviewed on an on-going basis as well as at this time next year for proper analysis. Given the unprecedented circumstances in 2020 and 2021, it is anticipated that claim costs will increase for these years. In that respect, the Service has secured the services of a third-party firm that specializes in W.S.I.B. claims to help administer and review these cases, in an effort to mitigate costs where possible, and ensure that members are being supported on I.O.D. claims where appropriate under the legislation.

Workplace Violence and Harassment Statistics:

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

In 2021, there were 17 documented complaints received (including two in the fourth quarter) which were categorized by Professional Standards as having the potential to meet the criteria of workplace harassment as defined in the *Occupational Health and Safety Act*. This represents a 60% decrease in cases compared to 2020. Many factors have contributed to this decrease including more consistent application of the Service's work from home model during the pandemic, the delivery of workplace harassment training, and the introduction of modernized dispute resolution processes. The current status of these cases is as follows:

- misconduct was identified in two cases;
- four cases were determined to be unsubstantiated;
- four investigations resulted in informal resolutions between the parties; and
- one complaint was withdrawn.

The remaining six complaints are still under investigation.

COVID-19 Response:

The Wellness Unit dedicated a significant amount of effort and resources to the Service's Pandemic Response, through the implementation of the Pandemic Support Section (P.S.S.) of the Wellness Unit. This section remains active in response to the global COVID-19 pandemic.

Primary deliverables and highlights of the P.S.S. include a seven day a week hotline for members to respond to questions and concerns about the COVID-19 pandemic. As of November 1, 2021, the hotline has responded to over 16,500 initial calls.

The Service continues to partner with Toronto Fire and Toronto Paramedic Services in a dedicated COVID-19 testing facility for members and their family members.

The P.S.S. has administered a roaming Rapid Antigen Screening for the Service in 2021 as another method of proactive pandemic response in the workplace.

The P.S.S. has also been instrumental in keeping members and their families safe and ensuring that members are able to stay or return to work at the safest time to optimize operational needs.

Wellness Strategy Update

As was presented and discussed at the December 2020 (Min. No. P209/2020) and February 2021 (Min. No. P2021-0225-4.0) Board meetings, the Service and the Board committed to a Member Well-being Strategy that is driven to build and maintain optimal strength and enable sustainable high performance of members. It is also intended to foster an ever growing culture of high-performance health, safety and well-being for Service members.

The plan outlines nine core initiatives, all enabled through data and technology and a multi-year action plan to realize key goals in improving Service members' health, productivity and performance.

Some notable updates since the Strategy was first introduced are as follows:

- The rebranded and restructured Health Absence Recovery Team (H.A.R.T.) has changed their service delivery model to be location focused based on what part of the City members are working. This has enabled a more proactive approach to manage illness and injury claims with a more member centred approach, along with increased clarity and support for divisional management.

- The Safety Section has undergone a restructuring and has added two new positions to enable a more proactive and engaged approach to health and safety. The Safety Section has completed an audit of the minutes and inspections from the Service's 45 Joint Health & Safety (J.H.S.C.) Committees, as inputs into a Continuous Improvement Plan. The Safety Section has also completed updates to several key Service Procedures, and modernization of the J.H.S.C. documentation is underway. Moreover, in 2021, the Safety Section facilitated the lifecycle replacement of all of the Service's automated external defibrillators (A.E.D.s) with the most modern life-saving technology.
- The Service has undertaken more analysis of its people data (absences, accommodations, etc.) to understand the trends and develop solutions to optimize productivity of its resources. Next steps include adding greater technology and analytical capability to reduce the manual effort this analysis requires and move towards implementing a more proactive approach towards member attendance management.
- The Service has also engaged a third party for consulting and case management support on W.S.I.B. files. This allows greater capacity for members to be supported through periods of work related illness and injury by the H.A.R.T. Coordinators, while leveraging the specialized expertise of this vendor to assist with liaising with the W.S.I.B. in the interest of the Service. To support the onboarding of this vendor, a full process mapping of all claims related processes has occurred in order to seek efficiencies, improve the member experience and increase positive outcomes. A six month evaluation of this program will be undertaken and presented to the Board upon its completion.
- With a focus on the 'total health' of members, the Service is currently recruiting for an Integrated Health and Wellbeing Lead to oversee and operationalize health-service navigation, health promotion and harm prevention. In the meantime, examples of how this work has progressed are outlined below:
 - There are specific Psychological Wellness Programs for units that are identified as high risk, based on the unique nature of their work. Twelve units are part of this programming and there has been a year over year increase of members accessing this program.
 - MindFit Pin program started as a pilot in October 2020, it is a proactive health promotion program aiming to incentivize members to take a more active role in looking after their mental health. As of November 2021, there have been 1322 participants in the program, and 505 total Pins completed.
 - The Critical Incident Response Team and Peer Support Volunteers continue to be a strong element of the ecosystem of supports for members. Year over year, there is increased participation and engagement by members in this Service. This year, the Wellness Unit launched and is participating in a pilot initiative to digitize access to peer

support through the launch of the Service's PeerConnect App. This app is currently used by a number of Canadian emergency response and policing organizations and connects members to peer support in a quicker and more efficient way through any device, at any time, and from anywhere.

- In order to promote greater access to care, the Service is also exploring options to access Wellness resources outside of the current location at T.P.S. Headquarters. The Service has worked with the City of Toronto's (City) CreateTO program to identify potential City owned locations for the Wellness resources.

CreateTO has identified a vacant four acre property in the Markham Road and Steeles Avenue area that may meet the Service's long term goals for a new Wellness facility. However, the cost to build a new facility on this site will be expensive and create cost pressures on the Service's capital and/or operating budgets. A review of potential leased space inside and outside of the City of Toronto boundaries is also currently underway, but will impact the Service's operating budget.

Finally, the Service is exploring the re-location of the Wellness unit and the services it would provide, to the Toronto Police College (T.P.C.), at least on an interim basis. This would enable the well-being services to be provided at a reasonably neutral location, would optimize the use of the T.P.C. and avoid or at least defer potentially a large capital and/or operating budget investment.

- The Wellness Unit is also engaged in research initiatives for member well-being in partnership with universities and other community partners. Currently, the unit is engaged in a collaboration with the University of Regina, the Canadian Institute for Public Safety Research and Treatment (C.I.P.S.R.T.), and clinicians from Wayfound Mental Health Group, in developing a large-scale research project evaluating the Before Operational Stress (B.O.S.) Program. Should this program receive federal funding, it will provide training and strategies to support the resilience of front-line officers across the Service, reduce the impact of P.T.S.D., increase quality of life, and reduce stigma.

This is a multi-year strategy that will be worked on incrementally, taking into consideration Service-wide priorities, resourcing and the Service's capacity for change. Funds are available in the Service's wellness and other accounts to augment the Wellness team and invest in key capabilities around analytics and service delivery review. The implementation of this strategy will be achieved when:

- Members have the resources that they need in times of health, illness and recovery;
- Members trust the Service and each other to nurture a culture of high performance health, safety and well-being;

- the Wellness unit and the Service have the data to understand how to respond to the root causes of health, illness and injury issues at the earliest opportunity, and take the necessary corrective action; and
- the public's experience with and impression of members positively reflects the impact of the health and well-being of members.

Conclusion:

This report provides an update to the Board on matters relating to occupational health and safety issues for the fourth quarter and year-end summary of 2021, as well as an update to the Service's Well-being Strategy.

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

Respectfully submitted,

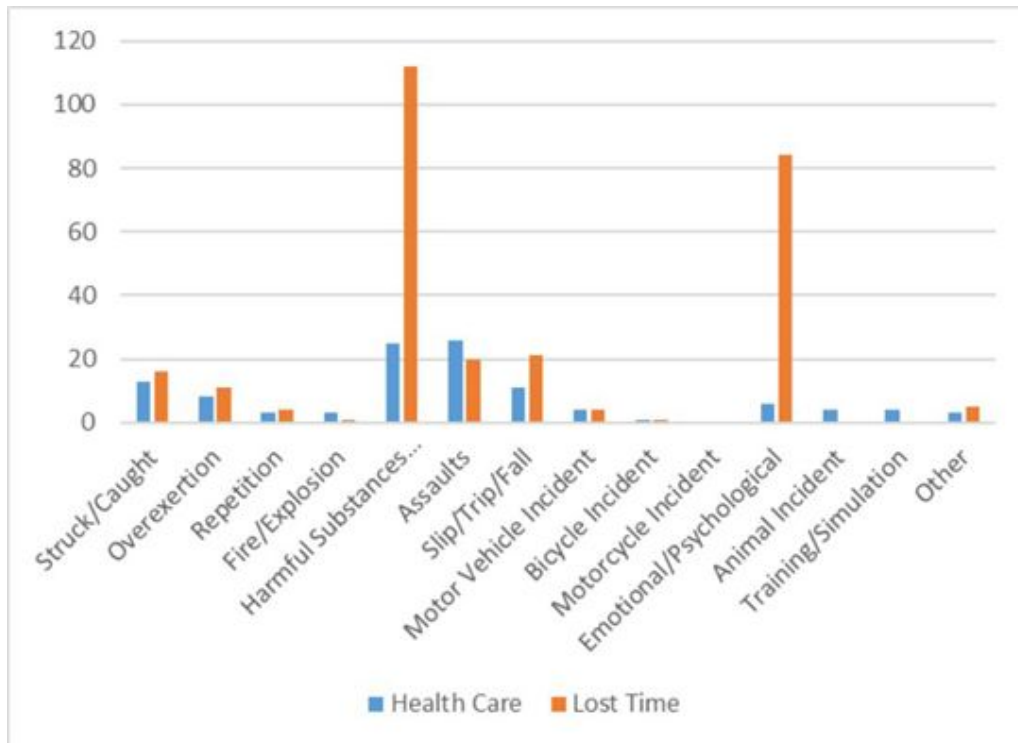
James Ramer, M.O.M.
Chief of Police

*original copy with signature on file in Board office

Appendix A

Injured on Duty (I.O.D.) reports are classified according to the incident type. Appendix A contains graphs and charts that summarize the I.O.D. reports received by the Wellness Unit during the fourth quarter of 2021 and a full-year summary.

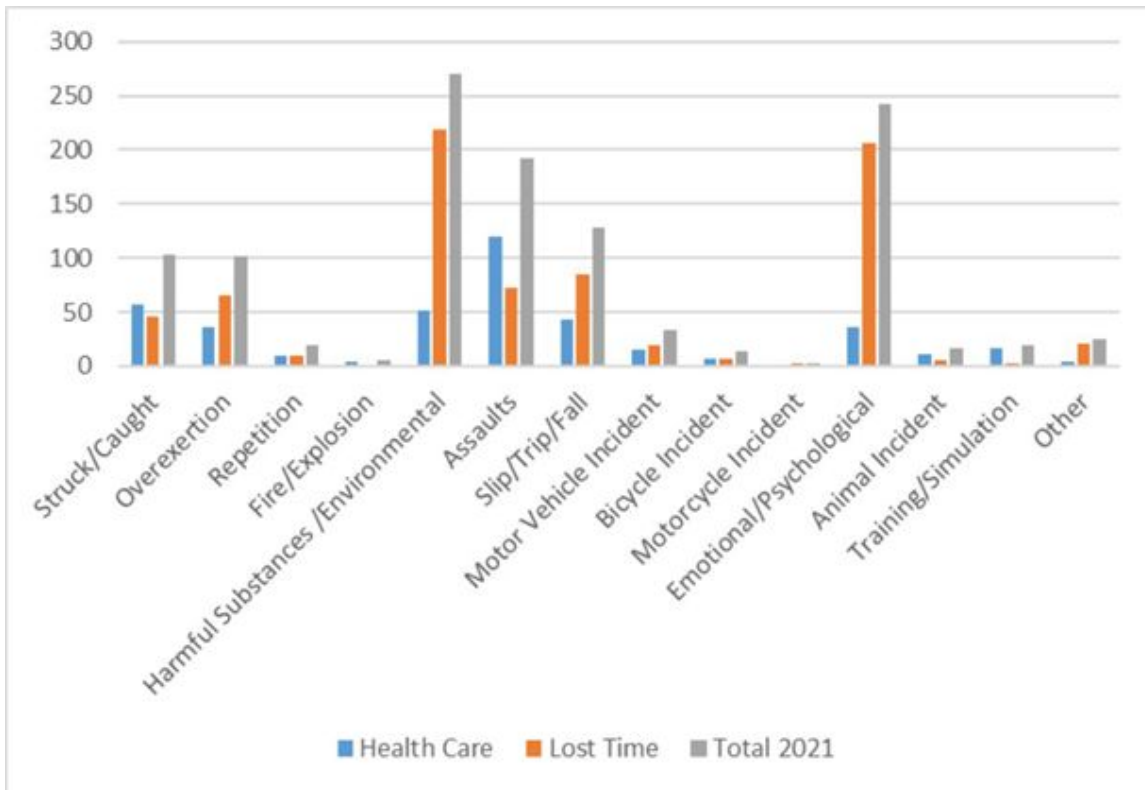
Injured on Duty Reports October to December 2021



Incident Type	Health Care	Lost Time	Q4 2021	Q4 2020
Struck/Caught	13	16	29	26
Overexertion	8	11	19	25
Repetition	3	4	7	6
Fire/Explosion	3	1	4	1
Harmful Substances /Environmental	25	112	137	33
Assaults	26	20	46	34
Slip/Trip/Fall	11	21	32	21
Motor Vehicle Incident	4	4	8	12
Bicycle Incident	1	1	2	4
Motorcycle Incident	0	0	0	0

Emotional/Psychological	6	84	90	32
Animal Incident	4	0	4	1
Training/Simulation	4	0	4	11
Other	3	5	8	10
Totals	111	279	390	216

The following chart and graph summarize the I.O.D. reports received by the Wellness Unit during the year 2021 which resulted in claims:



Incident Type	Health Care	Lost Time	Total 2021	Total 2020	Total 2019	Total 2018
Struck/Caught	57	46	103	124	137	89
Overexertion	36	66	102	104	139	161
Repetition	9	10	19	27	11	14
Fire/Explosion	4	1	5	10	1	3
Harmful Substances /Environmental	52	218	270	173	62	91
Assaults	120	72	192	160	154	199

Incident Type	Health Care	Lost Time	Total 2021	Total 2020	Total 2019	Total 2018
Slip/Trip/Fall	43	85	128	83	143	90
Motor Vehicle Incident	15	19	34	45	61	51
Bicycle Incident	7	7	14	15	17	9
Motorcycle Incident	0	2	2	1	5	3
Emotional/Psychological	36	206	242	131	97	103
Animal Incident	11	5	16	7	10	16
Training/Simulation	17	3	20	38	30	33
Other	4	21	25	28	48	7
Totals	411	761	1172	946	915	869

Appendix B

Member Exposure to Communicable Diseases

October to December 2021

Reported Exposures	October	November	December	Q4 - 2021	Q4 – 2020
COVID-19	21	7	110	138	318
Bodily Fluids, Misc.	11	7	8	26	42
Hepatitis A, B, & C	0	1	3	4	1
HIV	0	0	2	2	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	0
Tuberculosis	0	0	0	0	3
Varicella (Chickenpox)	0	0	0	0	0
Bed Bugs	1	6	0	7	19
Other, Miscellaneous	0	0	0	0	0
Total	33	21	123	177	385

Of the 138 Injured on Duty reports received which were related to a potential exposure to the novel coronavirus which causes COVID-19, 80 resulted in claims to the W.S.I.B., and the remaining 58 were precautionary in nature and did not result in health care or lost time.

Full-Year 2021

Reported Exposures	Total 2021	Total 2020	Total 2019	Total 2018
COVID-19	1,285	2,544	0	0
Bodily Fluids, Misc.	131	224	173	207
Hepatitis A, B, & C	11	7	12	20
HIV	6	25	13	22
Influenza	0	0	0	0
Measles, Mumps, Rubella	0	0	0	0
Meningitis	0	6	0	9
Staphylococcus Aureus	4	8	13	32
Tuberculosis	0	7	12	18
Varicella (Chickenpox)	0	0	0	0
Bed Bugs	43	58	52	71
Other, Miscellaneous	1	1	46	63
Total	1,481	2,880	321	442

Of the 1,285 I.O.D. reports received which were related to a potential COVID-19 exposure in the workplace, 202 resulted in health care and/or lost time claims which were submitted to the W.S.I.B. The remaining 1,083 were precautionary in nature and did not result in a claim.



Toronto Police Services Board Report

February 21, 2022

To: Chair and Members
Toronto Police Services Board

From: James Ramer
Chief of Police

Subject: Annual Report: 2021 Secondary Activities

Recommendation:

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

Financial Implications:

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

Background / Purpose:

At its meeting on February 11, 1993, the Board requested that the Chief of Police submit a semi-annual report on Secondary Activities (Min. No. C45/93 refers). At the March 21, 1996 meeting, the Board requested that all further semi-annual reports on secondary activities include the number of new applications for secondary activities, how many were approved or denied on a year-to-date basis, as well as the total number of members engaged in secondary activities at the time of the report (Min. No. P106/96 refers).

At its meeting on October 26, 2000, the Board passed a motion that future reports regarding secondary activities be provided to the Board on an annual basis rather than semi-annually (Min. No. P450/00 refers). At its meeting on February 22, 2001, the Board requested that future annual reports regarding secondary activities include a preamble that describes the Toronto Police Service's (Service) policy governing secondary activities (Min. No. P55/01 refers).

The purpose of this report is to provide the Board with information related to members' secondary activities in 2021.

Discussion:

Service Procedure 14-25 – Secondary Activities:

Service Procedure 14-25 was reviewed, revised, and published on January 3, 2020. Members are required to submit an Application for Secondary Activity on Form TPS 778 for approval by the Chief of Police if the member believes the activity may place him or her in a conflict with Section 49(1) of the *Police Services Act (P.S.A.)*.

Service Procedure 14-25 does not outline an exhaustive list of activities that may contravene Section 49(1) of the *P.S.A.* Approval to engage in a secondary activity may be granted provided that the secondary activity does not contravene the restrictions set out in Section 49(1) of the *P.S.A.*

Police Services Act Provisions – Secondary Activity:

Section 49(1) states:

49(1) A member of a police force shall not engage in any activity:

- (a) that interferes with or influences adversely the performance of his or her duties as a member of the police service, or is likely to do so; or
- (b) that places him or her in a position of conflict of interest, or is likely to do so; or
- (c) that would otherwise constitute full-time employment for another person; or
- (d) in which he or she has an advantage derived from employment as a member of a police force.

The Chief of Police exercises his/her discretion, on a case-by-case basis, to determine whether an application is likely to contravene the restrictions set out in Section 49(1) of the *P.S.A.* Members whose applications are approved are required to sign an agreement which outlines the terms and conditions of the approval.

A “member”, as defined in the *P.S.A.*, means a police officer, and in the case of a municipal police force includes an employee who is not a police officer. Therefore, both uniform and civilian employees are considered members covered under Section 49(1) of the *P.S.A.*

Secondary Activity Applications – 2012 to 2021:

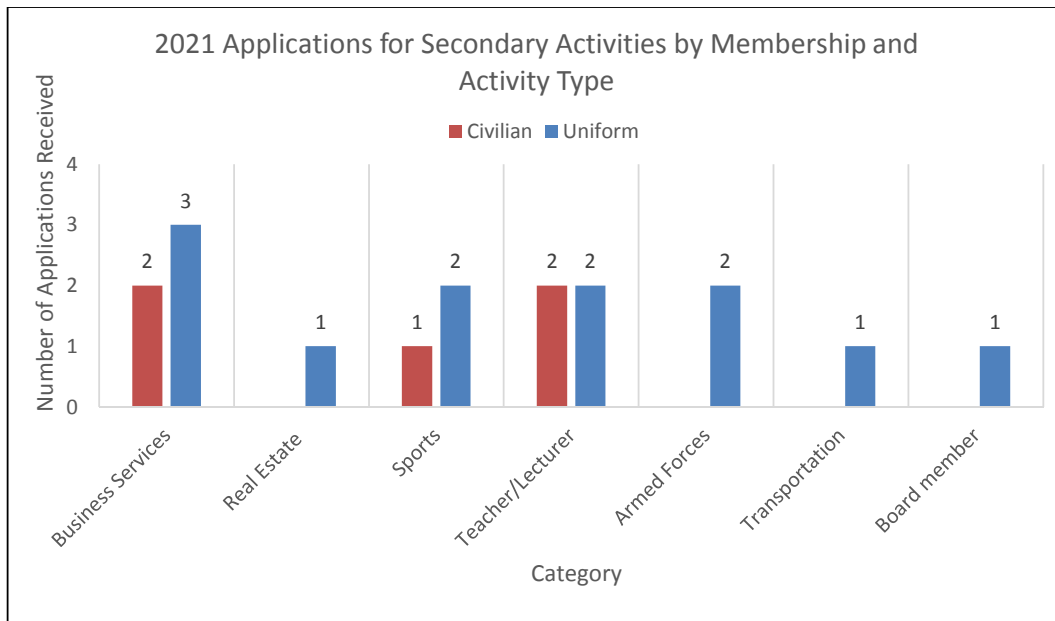
The chart below outlines the number of secondary activity applications received for uniform and civilian members for the past ten years. These members may or may not be continuing to engage in these activities.

Secondary Activity Applications Received in 2012 to 2021

Year	Uniform	Civilian	Total
2012	11	18	29
2013	14	7	21
2014	11	16	27
2015	16	19	35
2016	16	14	30
2017	13	12	25
2018	13	5	18
2019	8	18	26
2020	9	16	25
2021	12	5	17

During 2021, 17 new applications were received from members requesting approval to engage in secondary activities. Of these 17 applications, all were approved and considered to not be in conflict with Section 49(1) of the *P.S.A.*

The bar chart below summarizes the number of applications received in 2021 and details the type of secondary activities requested, broken down by the number of applications received from uniform and civilian members.



Given that members are only required to seek approval to engage in secondary activities when they believe the activity may place them in a conflict with Section 49(1) of the *P.S.A.*, it is not possible to report the total number of members currently engaged in secondary activities.

Conclusion:

Members are required to request the approval of the Chief of Police to engage in secondary activities if the member believes the activity may place him or her in a conflict with Section 49(1) of the *P.S.A.*

This report outlines the Service's procedure regarding secondary activities, and provides a summary of applications received in 2021.

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

Respectfully submitted,

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

*original copy with signature on file in Board office



Toronto Police Services Board Report

March 23, 2022

To: Chair and Members
Toronto Police Services Board

From: James Ramer
Chief of Police

Subject: Annual Report: Labour Relations Counsel and Legal Indemnification: Cumulative Legal Costs from January 1 - December 31, 2021

Recommendation:

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

Financial Implications:

Labour relations counsel, legal indemnification, and arbitration costs totalled approximately \$2.96 Million in 2021. These costs are funded from the Toronto Police Service's (Service) Legal Reserve.

The obligation to pay legal indemnification costs is contained in the collective agreements between the Board and the Toronto Police Association (T.P.A.) and Toronto Police Senior Officers' Organization (S.O.O.).

Background / Purpose:

At its meeting on January 25, 2001, the Board approved a policy governing the payment of legal accounts, which provides for a semi-annual report relating to payment of all accounts for labour relations counsel, arbitration fees, legal indemnification claims and accounts relating to inquests which were approved by the Director, People and Culture, and the Manager of Labour Relations (Min. No. P5/01 refers).

At its meeting on April 16, 2015, the Board approved a motion to amend the legal indemnification policy to indicate that future reports will be submitted annually, to coincide with the reporting of labour relations matters, as opposed to semi-annually (Min. No. P102/15 refers).

Subsequently, at its meeting on July 29, 2021, the Board approved further revisions to the legal indemnification policy regarding the levels of authority for approval of claims, as well as an enhanced annual report including a summary of all applications approved during the preceding year (Min. No. P2021-0729-4.0 refers).

The purpose of this report is to provide the Board with information on the payment of accounts for the year 2021.

Discussion:

The legal costs outlined in this report relate to those incurred in respect of labour and employment law services as well as those incurred as a result of the Board's obligation to indemnify members of the Service for legal costs incurred in particular circumstances as outlined in s.31(1)(h) and s.50 of the *Police Services Act*, Board Policy, Service Procedure, and the terms of the collective agreements between the Board and the T.P.A. and S.O.O.

Labour and Employment Law Legal Costs

At its meeting on November 23, 2021, after a competitive procurement process, the Board approved a contract award to Hicks Morley Hamilton Stewart Storie L.L.P. (Hicks Morley) for the provision of supplementary legal services in the area of employment and labour law (Min No. P2021-1123-5.0 refers).

Legal services provided by Hicks Morley include representing the Board at grievance arbitrations, the Human Rights Tribunal of Ontario, and the Workplace Safety and Insurance Board and Appeals Tribunal. In addition, Hicks Morley provides legal advice, opinions, draft documents, and case management services in the area of employment and labour law.

Legal Indemnification Costs

Members of the Service may be eligible for indemnification for legal costs incurred in respect of particular types of legal proceedings as outlined in the relevant collective agreements and Service Procedure where, amongst other things, a member was acting in the good faith performance of his or her duties. These proceedings include criminal and civil proceedings, Special Investigations Unit investigations, Coroner's Inquests, and reviews by the Office of the Independent Police Review Director.

There are a number of existing parameters and risk management measures in place for legal indemnification claim approvals, including those contained in the collective agreements as well as memoranda of understanding between the T.P.A. and the Board.

The T.P.A. or S.O.O., as appropriate, are responsible for retaining counsel for a member involved in a legal proceeding and for following the application and adjudication process prescribed by the parties. All legal fees are independently reviewed for reasonableness and necessity by City Legal Services, and dockets are amended when

necessary before the indemnification is approved. In addition, hourly rates charged by counsel for members are capped for different types of proceedings.

Cumulative Summary for 2021

During the period from January 1 to December 31, 2021, 492 invoices for external labour relations counsel totalling \$504,849 were received and approved for payment. Six invoices totalling \$21,087 were received and approved for payment to arbitrators presiding over grievances.

During the period from January 1 to December 31, 2021, 228 accounts from external counsel relating to legal indemnification were paid totalling \$2,437,553, representing the largest component (82%) of the total legal costs incurred for 2021. As the table below shows, the cost to indemnify three members who were charged criminally, but found not guilty, totalled \$1,241,832.

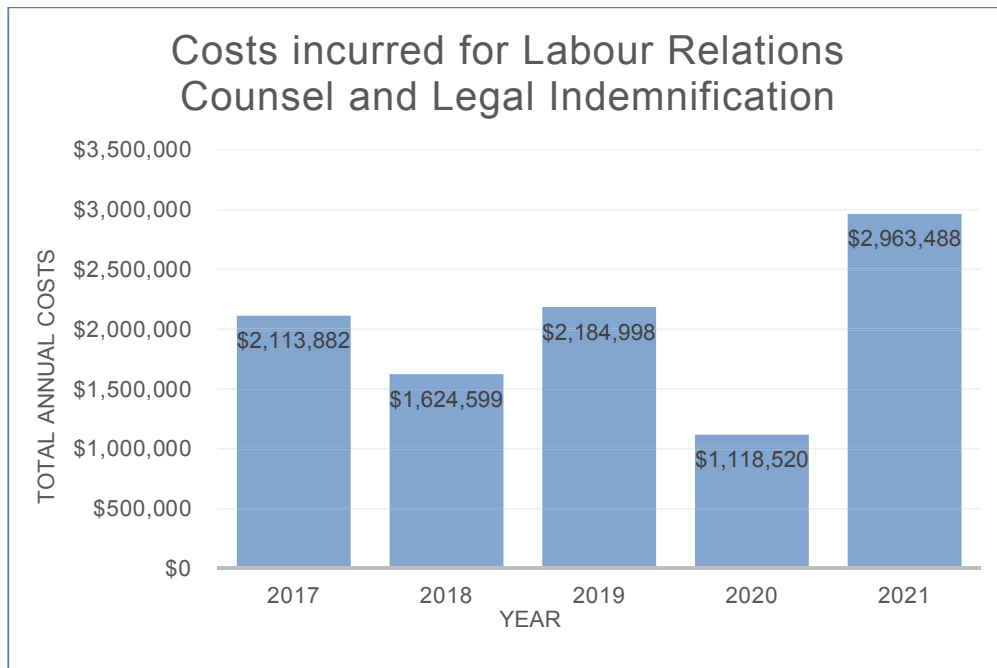
For the period January 1 to December 31, 2021, legal costs incurred for Labour Relations Counsel and Legal Indemnification totalled \$2,963,489 as follows:

Number of Files	Type of Account Paid	2021 Costs Incurred
492	Payments for labour relations counsel: 80 payments for labour relations counsel 0 payments for bargaining (T.P.A. & S.O.O.) 412 payments for Workplace Safety and Insurance Board (W.S.I.B.) case management	\$259,572 \$0 \$245,277
6	Arbitration Costs related to Grievances: 6 payments for grievance activity	\$21,087
206	Legal Indemnification – Special Investigations Unit (522 officers represented)	\$619,799
5	Legal Indemnification – Criminal Injuries Compensation Board: (11 officers represented)	\$74,275
8	Legal Indemnification – Third Party Records Application (8 officers represented)	\$51,212
3	Legal Indemnification – Criminal Charges (3 officers represented)	\$1,241,832
4	Legal Indemnification – Office of the Independent Police Review Director (15 officers represented)	\$282,624
2	Legal Indemnification – Coroner’s Inquests (2 officers represented)	\$167,811
0	Legal Indemnification – Civil Actions	\$0.00
	Total Costs for 2021	\$2,963,489

Five Year Trend

Total legal indemnification costs increased in 2021 due to an increase in claim volume and amounts, which are variable from year to year. The COVID-19 pandemic may have affected the timing of when claims were received, adjudicated, and paid for 2021. In addition, costs for labour relations counsel increased in 2021 due to cases related to the COVID-19 pandemic and an increase in the number of grievances at arbitration.

The following chart illustrates the total legal costs incurred for labour relations counsel and legal indemnification for the years 2017 to 2021:



Conclusion:

This report provides the Board with a summary of the total cumulative legal costs for labour relations counsel, legal indemnification claims, and claims relating to inquests, for the period January 1 to December 31, 2021.

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

Respectfully submitted,

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

*original copy with signature on file in Board office



Toronto Police Services Board Report

February 21, 2022

To: Chair and Members
Toronto Police Services Board

From: James Ramer
Chief of Police

**Subject: Annual Report: Write-off of Uncollectible Accounts
Receivable Balances January 1, 2021 to December 31, 2021**

Recommendation:

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

Financial Implications:

The Toronto Police Service's (Service) Accounting Services Unit performed extremely well in the area of billings and collections, with zero write-offs for the entire year.

The year-end 2021 Accounts Receivable balance was approximately \$14.1 Million (M) and the total invoiced revenues for the year were about \$52.2M, excluding grants.

Background / Purpose:

At its meeting of May 29, 2019, the Board approved Financial Management and Control By-law (Min. No. P105/19 refers).

Part V1, Section 16 – Authority for Write-offs, delegates the authority to write-off uncollectible accounts of \$50,000 or less to the Chief of Police and requires that an annual report be provided to the Board on amounts written off.

The purpose of this report is to provide the Board with information on the amounts written off during the period of January 1 to December 31, 2021.

Discussion:

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

(Accounting) works closely with divisions, units and customers to ensure that some form of written authority is in place with the receiving party prior to work commencing and an invoice being sent. Accounting also ensures that accurate and complete invoices are sent to the proper location, on a timely basis.

The Service has instituted a very rigorous process to mitigate the risk of accounts becoming uncollectible and therefore written off, and to date this process is working well.

Conclusion:

In accordance with Part VI, Section 16 – Authority for Write-offs, of the Financial Management and Control By-law, this report provides information to the Board that no billable revenue accounts were written off by the Service for the period January 1 to December 31, 2021.

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



Central Joint Health and Safety Committee

PUBLIC MINUTES

Thursday, December 16 at 11:00AM

WebEx

Meeting No. 77

Chair for this meeting: Jon Reid, President, Toronto Police Association (TPA) & Co-Chair, CJHSC

Members Present:

Jim Hart, Chair Toronto Police Service Board & Co-Chair, Central Joint Health & Safety Committee (CJHSC)

Jon Reid, President, Toronto Police Association (TPA) & Co-Chair, CJHSC

CAO Tony Veneziano, Toronto Police Service (TPS), Command Representative

Members Absent:

Brian Callanan, TPA & Executive Representative

Also Present:

Ivy Nanayakkara, Manager, TPS, Wellness Unit (absent)

Rob Duncan, Safety Planner & Program Coordinator, TPS Wellness Unit

Sheri Chapman, Executive Assistant, TPSB

Diana Achim, Board Administrator, TPSB

Claire Wagar, Executive Assistant, TPA

Chair for this Meeting: Jon Reid, President, Toronto Police Association (TPA) & Co-Chair, CJHSC

Opening of the Meeting:

1. Co-Chair, Jon Reid, 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 September 8, 2021.

The Committee considered the following matters:

3. New Initiatives
Review by: All Members

There were no new initiatives for the Committee's consideration.

Status	On-going
Action	To be left on the agenda as a standing agenda item until resolved. Mr. Veneziano to provide an update at the next meeting.

4. Respiratory Protection Masks
Update by: Mr. Rob Duncan, Safety Planner & Program Coordinator, TPS Wellness Unit

Mr. Rob Duncan advised the Committee that respiratory fit testing was conducted at Specialized Operations Command and at the Guns & Gangs Task Force and that further testing will resume in the new year.

Status	On-going
Action	To be left on the agenda as a standing agenda item until resolved. Mr. Duncan to provide an update at the next meeting.

Next Meeting Date: March 7, 2022, at 10:30am
Location: WebEx

Members of the Central Joint Health and Safety Committee:

Jim Hart, Co-Chair Toronto Police Services Board	Jon Reid, Co-Chair Toronto Police Association
Tony Veneziano, Command Representative, Toronto Police Service	Brian Callanan, Executive Member Toronto Police Association



Toronto Police Services Board Report

January 28, 2022

To: Chair and Members
Toronto Police Services Board

From: James Ramer
Chief of Police

Subject: Chief's Administrative Investigation into the Firearms Injury of Complainant 2021.08

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 recommendation contained within this report.

Background / Purpose:

Whenever the Special Investigations Unit (S.I.U.) investigates an incident involving death, serious injury, the discharge of a firearm at a person or the allegation of a sexual assault, provincial legislation requires the chief of police, of the relevant police service, to conduct an administrative investigation. This is the Chief's report in respect of this incident.

S.I.U. Terminology:

Complainant – Refers to the Affected Person

SO- Subject Official

WO- Witness Official

TPS- Toronto Police Service

CEW- Conducted Energy Weapon

S.I.U. Investigative Conclusion:

In a letter to the Chief of Police dated June 3, 2021, Director Joseph Martino of the S.I.U. advised, *“the file has been closed and no further action is contemplated. In my view, there were no reasonable grounds in the evidence to proceed with criminal charges against the official”*.

The following S.I.U. *Incident Narrative and Analysis and Directors Decision* has been reprinted from the S.I.U. Director’s report, number 21-TFI-037, which can be found in its entirety via the following link:

https://www.siu.on.ca/en/directors_report_details.php?drid=1377

S.I.U. Incident Narrative:

“The material events in question are clear on the evidence collected by the SIU, which included interviews with the SO and a host of other police officers present at the time of the shooting. The investigation was also assisted by video recordings that captured the incident in parts from security cameras in the area and the ICCSs of several cruisers.

At about 3:16 a.m., while standing on Richmond Street East in and around the Sherbourne Street intersection, the Complainant was shot twice by the SO. A short time later, the Complainant collapsed to the ground on Richmond Street East, east of George Street, after which he was handcuffed by police officers.

A half-hour or so prior to the shooting, WO #2 and WO #1 had responded to a condo at 460 Adelaide Street for a report of a person – the Complainant – damaging vehicles in the underground garage. Not finding the Complainant at the address, the officers set about searching the vicinity and decided to check the Green P parking garage on Richmond Street East, across from the Ford Dealership, east of Sherbourne Street.

Located in the Green P parking garage and told he was under arrest by the officers, the Complainant fled from WO #2 and WO #1. The officers gave chase and watched as the Complainant retrieved a knife from his person. The Complainant turned variously in the directions of WO #2 and WO #1, and was met by CEW discharges by both officers. WO #1 was the first to deploy his weapon. Having ordered the Complainant to stop and drop the knife, the officer fired his CEW. The discharge had no effect on the Complainant. WO #2 deployed his CEW at about the same time; it too had no impact on the Complainant, who remained standing, knife in hand. The Complainant picked up a CEW that had been discarded by one of the officers after it had been deployed, and aimed it at WO #2 before fleeing up the garage ramp onto Richmond Street.

The SO and her partner, WO #3, were among multiple officers that began arriving in the area of Richmond Street East and Sherbourne Street in response to WO #2's emergency assistance call. The SO drove past WO #1, who had emerged onto Richmond Street following the Complainant westward. His attention drawn to the SO's cruiser, which had stopped beside him, the Complainant approached the vehicle's driver side and started tapping on the SO's window with the knife. WO #3, who had exited and come around the cruiser, yelled at the Complainant to drop the knife and then fired his CEW at the Complainant when he did not do so. Unaffected by the discharge, the Complainant walked away from the cruiser and continued to make his way westbound on Richmond Street East.

A group of officers, including the SO, who was armed with a less-lethal firearm, followed the Complainant in a line formation to his east. WO #3 took the lead in speaking with the Complainant, attempting to have him drop the knife. The Complainant was not receptive. He occasionally advanced in the direction of officers before retreating and resuming his westward travel, holding the knife to his chest and neck as he did so while indicating he wanted to hurt himself. As the procession reached the area of the Richmond Street East and Sherbourne Street intersection, the SO took aim at the Complainant and fired a beanbag round from her less-lethal shotgun. Seconds later, she fired a second time. Both rounds appeared to strike the Complainant but he remained standing.

A few minutes after the second of the SO's discharges, the Complainant, who had by then progressed a further distance west on Richmond Street East and was west of the intersection, collapsed to the ground. Officers approached his location, kicked the knife out of his reach, and placed him in custody.

Following his arrest, the Complainant was taken from the scene to hospital where he was reportedly diagnosed with a fractured right forearm/wrist before being returned to police custody."

Analysis and Director's Decision:

On February 3, 2021, the Complainant suffered a fracture of the right forearm/wrist, the result of being struck by a round discharged from a less-lethal firearm by a police officer. The police officer – the SO – was identified as a subject official for purposes of the SIU investigation. On my assessment of the evidence, there are no reasonable grounds to believe that the SO committed a criminal offence in connection with the Complainant's injury.

Pursuant to section 25(1) of the Criminal Code, police officers are immune from criminal liability for force used in the course of their duties provided such force was reasonably necessary in the execution of an act that they were required or authorized to do by law. I accept that the Complainant was subject to arrest when he was first confronted by WO #2 and WO #1 in the Green P parking garage. By that time, the officers had seen the Complainant on a security video recording of

his time in a condo parking lot causing damage to vehicles – committing the offence of mischief – and knew what he looked like. When he then proceeded to pull a knife on the officers, there were additional grounds to seek his arrest.

With respect to the less-lethal rounds that were fired at the Complainant, one or the other of which likely caused his forearm/wrist fracture, I am satisfied that it was no more than was reasonably necessary to effect his arrest. The Complainant was armed with a large knife that was capable of inflicting grievous bodily harm or death. By outward appearances, he was also of unsound mind at the time and constituted a clear and present danger to himself and others. He had advanced on police officers in a threatening fashion with the knife, and also held it to his neck and chest while saying he wished to do himself harm. Moments before the shooting, he had pointed a CEW at WO #2. Prior attempts to incapacitate the Complainant with the use of CEWs had been ineffective, as had repeated verbal exhortations that he drop the knife. In the circumstances, I am unable to reasonably conclude that the SO's attempt to neutralize the Complainant from a distance with the use of her less-lethal shotgun was unreasonable. While the officers might have continued to play for time, hoping the Complainant would unilaterally disarm himself without the need for force, he had already been given a reasonable opportunity to desist and there was a pressing public safety imperative to resolving the matter as quickly as possible in the interests of the Complainant's wellbeing and others. Indeed, even after the shots fired from the SO's firearm, the officers exercised restraint by continuing to following the Complainant for several minutes without any additional resort to force, until he collapsed for reasons that remain unclear.

In the result, as there are no reasonable grounds to believe that the SO comported herself other than lawfully in her encounter with the Complainant, there is no basis for proceeding with criminal charges in this case. The file is closed.”

Summary of the Toronto Police Service's Investigation:

Professional Standards - S.I.U. Liaison (S.I.U. Liaison) conducted an investigation pursuant to Schedule 1, *Community Safety and Policing Act*, 2019, Part VI, Section 81.

This investigation examined the circumstances of the firearms injury in relation to the applicable legislation, policing services provided, procedures, and the conduct of the involved officers.

The S.I.U. Liaison investigation reviewed the following T.P.S. procedures:

- Procedure 01-01 (Arrest);
- Procedure 01-03 (Persons in Custody);
- Procedure 10-05 (Incidents Requiring the Emergency Task Force);
- Procedure 10-06 (Medical Emergencies);

- Procedure 13-16 (Special Investigations Unit);
- Procedure 13-17 (Notes and Reports);
- Procedure 15-01 (Use of Force);
- Procedure 15-02 (Injury/Illness Reporting);
- Procedure 15-06 (Less Lethal Shotguns);
- Procedure 15-09 (Conducted Energy Weapons);
- Procedure 15-17 (In-Car Camera System).

The S.I.U. Liaison investigation also reviewed the following legislation:

- *Police Services Act* Section 113 (Special Investigations Unit);
- Ontario Regulation 267/10 (Conduct and Duties of Police Officers Respecting Investigations by the Special Investigations Unit);
- Ontario Regulation 926 (14) (Training in the Use of Force and Firearms).

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

The S.I.U. Liaison investigation determined the conduct of the designated officers was in compliance with applicable provincial legislation regarding the Standards of Conduct and applicable T.P.S. procedures.

Staff Superintendent Peter Code (6469), Professional Standards, will be in attendance to answer any questions that the Board may have regarding this report.

Respectfully submitted,

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

original copy with signature on file in Board office



Toronto Police Services Board Report

February 2, 2022

To: Chair and Members
Toronto Police Services Board

From: James Ramer
Chief of Police

Subject: Chief's Administrative Investigation into the Firearms Injury of Complainant 2021.25

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 recommendation contained within this report.

Background / Purpose:

Whenever the Special Investigations Unit (S.I.U.) investigates an incident involving death, serious injury, the discharge of a firearm at a person or the allegation of a sexual assault, provincial legislation requires the chief of police, of the relevant police service, to conduct an administrative investigation. This is the Chief's report in respect of this incident.

S.I.U. Terminology:

Complainant – Refers to the Affected Person

SO- Subject Official

WO- Witness Official

CW- Civilian Witness

TPS- Toronto Police Service

S.I.U. Investigative Conclusion:

In a letter to the Chief of Police dated August 4, 2021, Director Joseph Martino of the S.I.U. advised, *“the file has been closed and no further action is contemplated. In my view, there were no reasonable grounds in the evidence to proceed with criminal charges against the official”*.

The following S.I.U. *Incident Narrative and Analysis and Directors Decision* has been reprinted from the S.I.U. Director’s report, number 21-TFP-115, which can be found in its entirety via the following link:

https://www.siu.on.ca/en/directors_report_details.php?drid=1486

S.I.U. Incident Narrative:

“The material events in question are clear on the evidence collected by the SIU, which included interviews with the Complainant, the SO and the WO, also present and the time of the incident. At about 5:30 a.m. of April 10, 2021, CW #2 called 911 seeking the help of police. His brother-in-law, the Complainant, was outside the door to his apartment threatening to break down the door and do harm to him and his sister and her kids. Moments earlier, his sister (the Complainant’s spouse), CW #1, and her young kids, had fled their apartment a short distance away on the same floor seeking refuge in CW #2’s residence from a violent and intoxicated Complainant. The 911 operator was advised that the Complainant had assaulted CW #1 and was presently in possession of a large knife. Officers were dispatched to the scene.

The SO and WO arrived at the building and made their way to the floor using the elevator, arriving at about 5:41 a.m. Having agreed a plan of action en route to the scene, the SO was armed with a less-lethal shotgun while the WO had ready his CEW. As the elevator doors opened, the officers immediately saw the Complainant to their right in front of CW #2’s apartment, within metres of their location. He was banging on the apartment door and had a knife in his right hand. The officers repeatedly yelled at the Complainant to drop the knife.

The Complainant turned toward the officers, failed to drop the knife in his right hand as directed, and was struck by a sock round fired from the SO’s shotgun in the lower torso. Though he was not felled by the round, the Complainant took another step before dropping the knife and lowering himself to the floor. The officers moved in and handcuffed the Complainant without further incident.

The Complainant did not sustain any serious injury”.

Analysis and Director's Decision:

"On April 10, 2021, the Complainant was struck by a sock round from a less-lethal shotgun fired by a TPS officer. The officer who discharged his weapon – the SO – was identified as a subject official for purposes of the SIU investigation. On my assessment of the evidence, there are no reasonable grounds to believe that the SO committed a criminal offence in connection with the shooting.

Pursuant to section 25(1) of the Criminal Code, police officers are immune from criminal liability for force used in the course of their duties provided such force was reasonably necessary in the execution of an act that they were required or authorized to do by law. The SO and WO had been advised that the Complainant had assaulted his wife and was trying to enter CW #2's apartment, where she and her children had fled, armed with a knife. What they observed as the elevator doors opened – an angry the Complainant banging on the door of CW #2's apartment with a knife – would have only confirmed the information they had been provided and laid bare the gravity of the situation. In the circumstances, there were clear grounds to arrest the Complainant.

I am further satisfied that the force used in effecting the Complainant's arrest, namely, the discharge by the SO of a single sock round from his less-lethal shotgun, was legally justified. The Complainant had violently assaulted his wife, threatened her, the kids and his brother-in-law, and was actively in the process of trying to break into the apartment where they had sought protection, armed with a knife. On this record, having provided the Complainant a reasonable opportunity to drop the knife, I am unable to fault the SO for attempting to safely neutralize the Complainant at a distance by firing his less-lethal shotgun. Lesser force, such as direct physical engagement, would have placed the officers within arm's reach of the knife and at risk of grievous bodily injury or death. Nor were withdrawal or continued stand-off realistic options given the prospect of an armed and violent Complainant inflicting serious harm at a moment's notice to other residents of the floor, as well as the officers.

For the foregoing reasons, there are no reasonable grounds to believe that the SO comported himself other than lawfully throughout his brief engagement with the Complainant. Accordingly, there is no basis for proceeding with criminal charges against the officer, and the file is closed".

Summary of the Toronto Police Service's Investigation:

The Professional Standards - S.I.U. Liaison (S.I.U. Liaison) conducted an investigation pursuant to Schedule 1, *Community Safety and Policing Act*, 2019, Part VI, Section 81.

This investigation examined the circumstances of the firearms discharge in relation to the applicable legislation, policing services provided, procedures, and the conduct of the involved officers.

The S.I.U. Liaison investigation reviewed the following T.P.S. procedures:

- Procedure 01-01 (Arrest);
- Procedure 01-03 (Persons in Custody);
- Procedure 10-05 (Incidents Requiring the Emergency Task Force);
- Procedure 10-06 (Medical Emergencies);
- Procedure 13-16 (Special Investigations Unit);
- Procedure 13-17 (Notes and Reports);
- Procedure 15-01 (Use of Force);
- Procedure 15-02 (Injury/Illness Reporting);
- Procedure 15-06 (Less Lethal Shotguns);
- Procedure 15-17 (In-Car Camera System).

The S.I.U. Liaison investigation also reviewed the following legislation:

- *Police Services Act* Section 113 (Special Investigations Unit);
- Ontario Regulation 267/10 (Conduct and Duties of Police Officers Respecting Investigations by the Special Investigations Unit);
- Ontario Regulation 926 (14) (Training in the Use of Force and Firearms).

The S.I.U. Liaison investigation determined that the T.P.S.'s policies and procedures associated with this firearm discharge were lawful, in keeping with current legislation, and written in a manner, which provided adequate and appropriate guidance to the members. None of the examined policies and procedures required modification.

The S.I.U. Liaison investigation determined the conduct of the designated officers was in compliance with applicable provincial legislation regarding the Standards of Conduct and applicable T.P.S. procedures.

Staff Superintendent Peter Code (6469), Professional Standards, will be in attendance to answer any questions that the Board may have regarding this report.

Respectfully submitted,

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

original copy with signature on file in Board office



Toronto Police Services Board Report

January 21, 2022

To: Chair and Members
Toronto Police Services Board

From: James Ramer
Chief of Police

Subject: Chief's Administrative Investigation into the Custody Injury of Complainant 2021.61

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 recommendation contained within this report.

Background / Purpose:

Whenever the Special Investigations Unit (S.I.U.) investigates an incident involving serious injury, death, or the allegation of a sexual assault, provincial legislation requires the chief of police, of the relevant police service, to conduct an administrative investigation. This is the Chief's report in respect of this incident.

S.I.U. Terminology:

Complainant – Refers to the affected person

SO- Subject Official

WO- Witness Official

TPS- Toronto Police Service

CAMH-Centre for Addiction and Mental Health

S.I.U. Investigative Conclusion:

In a letter to the Chief of Police dated January 10, 2022, Director Joseph Martino of the S.I.U. advised, *“the file has been closed and no further action is contemplated. In my view, there were no reasonable grounds in the evidence to proceed with criminal charges against the official”*.

The following S.I.U. *Incident Narrative and Analysis and Directors Decision* has been reprinted from the S.I.U. Director’s report, number 21-TCI-305, which can be found in its entirety via the following link:

https://www.siu.on.ca/en/directors_report_details.php?drid=1764

S.I.U. Incident Narrative:

“The following scenario emerges from the evidence collected by the SIU, which included interviews with the Complainant, WO #1 (who assisted in the Complainant’s arrest), and several civilian eyewitnesses. The investigation was also assisted by video recordings from security cameras that largely captured the incident. As was his legal right, the SO chose not to interview with the SIU or authorize the release of his notes.

In the evening of July 28, 2021, the SO and his partner, WO #1, were in the waiting room of CAMH with a person who had been apprehended under the Mental Health Act. The person was the Complainant. Concerned about his brother’s mental health, a man had contacted police earlier that day with an authorization he had secured to have the Complainant admitted for examination.

While waiting with the Complainant to transfer him into the custody of the facility, the Complainant began to act up and become disruptive. His conduct aggravated another patient waiting to be seen, prompting that patient to complain about the Complainant at the nursing station. The Complainant took possession of several personal items the other patient had left behind – a phone and pair of glasses - and started to juggle them. Asked by WO #1 to return the items, the Complainant refused.

The SO moved in to take hold of the Complainant’s arms from behind. The officer brought the Complainant’s arms around his back, and escorted him towards another room off of the waiting room. Within a few steps, the Complainant reached behind the SO’s back towards the officer’s duty belt. The SO reacted by punching the Complainant.

Following the SO’s punches, he, together with WO #1 and three security guards, forced the Complainant to the ground. The Complainant was subsequently placed on a stretcher, to which his limbs were secured in restraints.

An ambulance was summoned and the Complainant was transported to hospital where he was diagnosed with a fractured right orbital bone”.

Analysis and Director’s Decision:

“On July 28, 2021, the Complainant was seriously injured in the course of his arrest by two TPS officers. One of the officers – the SO – was identified as the subject official for purposes of the SIU investigation. On my assessment of the evidence, there are no reasonable grounds to believe that the SO committed a criminal offence in connection with the Complainant’s arrest and injury.

Pursuant to section 25(1) of the Criminal Code, police officers are immune from criminal liability for force used in the course of their duties provided such force was reasonably necessary in the execution of an act that they were required or authorized to do by law. When the Complainant took possession of another patient’s personal property, refused to return it, and then risked damaging the items, he was subject to lawful arrest on any number of grounds, including on the basis of theft. Once in the lawful custody of the SO, the officer was entitled to control the Complainant’s movements in the interests of his safety and those around him.

Thereafter, I am satisfied that the force brought to bear by the SO, namely, a punch to the right side of the Complainant’s face followed immediately by a second punch that may or may not have struck the Complainant’s head, was legally justified. The officer had a hold of the Complainant’s arms behind his back as he escorted him towards another room in the emergency department of CAMH. In that position, the Complainant was somehow able to reach behind the SO’s back with his right hand towards the officer’s duty belt, after which the officer delivered the two punches in quick succession. The Complainant’s act, depicted in the video footage of the incident, lends credence to utterances made by the SO in the wake of the incident that he punched the Complainant fearing he was reaching for the officer’s gun. If that was the case, and I accept that the officer at least had a reasonable apprehension along those lines, than I am unable to reasonably conclude that the force used by the SO was excessive given the need to quickly and decisively bring the Complainant under control.

In the result, there are no reasonable grounds to believe that the SO comported himself other than lawfully in his dealings with the Complainant. Accordingly, there is no basis for proceeding with charges in this case, and the file is closed”.

Summary of the Toronto Police Service’s Investigation:

The Professional Standards - S.I.U. Liaison (S.I.U. Liaison) conducted an investigation pursuant to Schedule 1, *Community Safety and Policing Act*, 2019, Part VI, Section 81.

This investigation examined the circumstances of the custody injury in relation to the applicable legislation, policing services provided, procedures, and the conduct of the involved officers.

The S.I.U. Liaison investigation reviewed the following T.P.S. procedures:

- Procedure 01-01 (Arrest);
- Procedure 01-03 (Persons in Custody);
- Procedure 03-06 (Guarding Persons in Hospital);
- Procedure 10-06 (Medical Emergencies);
- Procedure 13-16 (Special Investigations Unit);
- Procedure 13-17 (Notes and Reports);
- Procedure 15-01 (Use of Force);
- Procedure 15-16 (Uniform, Equipment and Appearance Standards)

The S.I.U. Liaison investigation also reviewed the following legislation:

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

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

The S.I.U. Liaison investigation determined the conduct of the designated officers was in compliance with applicable provincial legislation regarding the Standards of Conduct and applicable T.P.S. procedures.

Staff Superintendent Peter Code (6469), Professional Standards, 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