



Virtual Public Meeting

**Monday, May 2, 2022
at 9:00AM**



VIRTUAL PUBLIC MEETING AGENDA
Monday, May 2, 2022 at 9:00AM
Livestreaming at <https://youtu.be/WCVKZAthY3s>

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 [March 31, 2022](#).

Presentations and Items for Consideration

2. Missing and Missed

- 2.1 [Implementation Update – Presentation](#)

- 2.2 April 20, 2022 from James Ramer, Chief of Police

- Re: [Missing and Missed - The Report of the Independent Civilian Review into Missing Person Investigations: Implementation Update](#)

3. Hate Crime

- 3.1 [Annual Hate Crime – Presentation](#)

- 3.2 April 22, 2022 from James Ramer, Chief of Police

- Re: [Toronto Police Service 2021 Annual Hate Crime Statistical Report](#)

4. [Know Your Rights Campaign – Presentation](#)

Items for Consideration

5. May 2, 2022 from James Ramer, Chief of Police
Re: Form 7: Annual Report Template – Missing Persons Act

6. May 2, 2022 from James Ramer, Chief of Police
Re: Opportunities for Bail and Related Reforms to Enhance Community Safety

7. April 13, 2022 from Ryan Teschner, Executive Director and Chief of Staff
Re: New Board Policy – Disconnecting from Work

8. April 13, 2022 from Ryan Teschner, Executive Director and Chief of Staff
Re: Toronto Police Services Board Special Fund – Modernization of Policy and Lifting of Moratorium

9. March 18, 2022 from James Ramer, Chief of Police
Re: Special Constable Appointments and Re-Appointments – May 2022

10. April 4, 2022 from James Ramer, Chief of Police
Re: Contract Increase for Legal Services Related to Ontario Human Rights Commission Inquiry

11. April 1, 2022 from James Ramer, Chief of Police
Re: Contract Award to Slalom Consulting for Testing Strategy and Missing/Missed Persons Portal

12. **2021 Final Budget Variance Reports**
 - 12.1 April 4, 2022 from James Ramer, Chief of Police
Re: 2021 Operating Budget Variance for the Toronto Police Service, Period Ending December 31, 2021

 - 12.2 April 4, 2022 from James Ramer, Chief of Police
Re: Capital Budget Variance Report for the Toronto Police Service - Period Ending December 31, 2021

- 12.3 April 3, 2022 from James Ramer, Chief of Police
Re: 2021 Operating Budget Variance Report for the Toronto Police Service Parking Enforcement Unit, Period Ending December 31, 2021
- 12.4 April 13, 2022 from Ryan Teschner, Executive Director and Chief of Staff
Re: 2021 Operating Budget Variance Report for the Toronto Police Services Board, Period Ending December 31, 2021

Consent Agenda

13. April 2, 2022 from James Ramer, Chief of Police
Re: Annual Report: 2021 Co-operative, Joint and Consolidated Procurements
14. **Consulting Expenditures**
- 14.1 April 2, 2022 from James Ramer, Chief of Police
Re: Annual Report: 2021 Toronto Police Service's Consulting Expenditures
- 14.2 April 13, 2022 from Ryan Teschner, Executive Director and Chief of Staff
Re: Annual Report: Toronto Police Services Board's 2021 Consulting Expenditures
15. April 1, 2022 from James Ramer, Chief of Police
Re: Annual Report of Non-Competitive Purchases for 2021
16. February 21, 2022 from James Ramer, Chief of Police
Re: Annual Report: Police Towing Contract - January 2021 to December 2021
17. March 25, 2022 from Ryan Teschner, Executive Director and Chief of Staff
Re: Semi-Annual Report: Toronto Police Services Board Special Fund Unaudited Statement: July to December 2021

18. March 29, 2022 from James Ramer, Chief of Police
Re: [Semi-Annual Report: Publication of Expenses – July 1 to December 31, 2021](#)

19. **Chief's Administrative Investigation Reports**
 - 19.1 February 15, 2022 from James Ramer, Chief of Police
Re: [Chief's Administrative Investigation into the Firearm Death of 2021.13](#)

 - 19.2 February 17, 2022 from James Ramer, Chief of Police
Re: [Chief's Administrative Investigation into the Discharge of a Firearm at a Person Complainant 2021.17](#)

 - 19.3 February 18, 2022 from James Ramer, Chief of Police
Re: [Chief's Administrative Investigation into the Discharge of a Firearm at a Person Complainant 2021.35](#)

 - 19.4 February 28, 2022 from James Ramer, Chief of Police
Re: [Chief's Administrative Investigation into the Alleged Sexual Assault to 2021.39](#)

 - 19.5 February 23, 2022 from James Ramer, Chief of Police
Re: [Chief's Administrative Investigation into the Discharge of a Firearm at a Person Complainant 2021.49](#)

 - 19.6 March 7, 2022 from James Ramer, Chief of Police
Re: [Chief's Administrative Investigation into the Discharge of a Firearm at a Person Complainant 2021.50](#)

 - 19.7 March 4, 2022 from James Ramer, Chief of Police
Re: [Chief's Administrative Investigation into the Custody Injury of Complainant 2021.57](#)

 - 19.8 February 14, 2022 from James Ramer, Chief of Police
Re: [Chief's Administrative Investigation into the Custody Injury of Complainant 2021.63](#)

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

Wednesday, June 22, 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

MISSING AND MISSED

*The Report of the Independent Civilian
Review: Implementation Update*

May 2, 2022

Agenda

1. Background / Overview
2. Missing and Missed Implementation Team
3. Foundational Work
4. Working Groups
5. Webpage and Dashboard
6. Implementation Documentation (TPS 985) Process
7. Recommendation 148
8. Recommendation Implementation Status
9. Current Status
10. Next Steps

Background / Overview

Missing and Missed – Report of the Independent Civilian Review into Missing Person Investigations

- April 13, 2022 - One year anniversary of *Missing and Missed*
- Missing and Missed Implementation Team (M.M.I.T.) formed July 2021
 - Led by a Community Representative and a Police Representative Co-Chair
- Current M.M.I.T. – Community Representatives (as of April 14, 2022)
 - Nicole Corrado
 - Monica Forrester
 - Ashley Hiscox
 - Michele Lent
 - Becky McFarlane
 - Liz McLean
 - Devan Nambiar
 - Maureen Parkinson
 - Desmond Ryan
 - Natalie Sitt
 - Haran Vijayanathan (Co-Chair)
 - Flora Vineberg

M.M.I.T.

- Role of the M.M.I.T.
- Assembling the M.M.I.T.
 - Selection
 - Composition
- Implementation Plan
- Terms of Reference
 - Process Document
- Meetings
 - Scheduled monthly at a minimum and used to ensure:
 - Transparency of the implementation process
 - M.M.I.T. – Community Representatives and the Service move forward together

Foundational Work

Creation of scoping document was starting point for each recommendation

- Goals/deliverables
- Accountability for implementation of each recommendation (Board or Service)
- Responsibility for completing goals/deliverables for each recommendation (Recommendation Lead)
- Detailed work plan for each recommendation
 - Dependencies
 - Milestones
 - Timelines

Working Groups

M.M.I.T. – Community Representatives identified recommendations of particular interest for involvement at the task level

- Four (4) Working Groups currently being established
- Bring together those with relevant knowledge and skills to undertake tasks
- Led by M.M.I.T. – Police Representatives and comprised of:
 - M.M.I.T. – Community Representatives
 - M.M.I.T. – Police Representatives
 - Recommendation Leads for identified recommendations
 - Missing and Missed Project Team members
 - Any other individuals assigned by the Working Group Leads or M.M.I.T. Co-Chairs

M.M.I. Webpage and Dashboard

- M.M.I. Webpage - Live early December 2021
 - Displayed prominently on the Service's website
 - Platform for keeping community members informed about implementation
 - Provides means for public to contact the M.M.I.T.
 - Provides link to MMI Dashboard
- M.M.I. Dashboard - Live late December 2021
 - Overall implementation status of the project
 - Progress reports on the implementation of all 151 recommendations
 - Indicates whether Board or Service is accountable for implementation of each recommendation
 - Contains links to information and documents relating to each recommendation
 - Updated monthly

Implementation Documentation

Implementation Documentation Process

- Missing and Missed Recommendation Implementation Report (TPS 985)
 - Recommendation deliverables, completion date(s), and final status
 - Implemented, Implemented with Modifications, or Not Implemented*
 - Brief description of work undertaken
 - Description of direct cost to complete the recommendation
 - Overall outcomes
 - Approval signatures
 - Recommendation Lead, Pillar/Board Lead, M.M.I.T. Co-Chairs
- * “Letter of Decision” from the Chief or the Board required if Not Implemented
 - Reason for decision, how underlying objectives are being met in another way

Recommendation 148

On or before April 30, 2022, the Toronto Police Services Board and the Toronto Police Service should publicly release a detailed report on the extent to which each recommendation has been implemented. If the Board and/or the Service decides that a particular recommendation should not be implemented, or be delayed or modified, the report should set out why this decision has been made and how the underlying objectives of the recommendation are being met in another way.

Recommendation Implementation Status

Missing and Missed did not suggest that any recommendations needed to be implemented by the one-year anniversary.

Not Started

- Means that, even though much preparatory work may have been completed to get a recommendation to the starting point of the implementation process (specifically by assigning responsibility and accountability for the recommendation; establishing goals/deliverables; developing a work plan; and assessing the recommendation), work to complete the goals/deliverables has not yet started. This may include delays due to dependencies on other recommendations or anticipated engagement with the Working Groups, which are in the process of being established

Recommendation Implementation Status

Three (3) Implementation Status Categories

- Not Started
 - Recommendation has been assessed
 - Goals/deliverables established, but work to complete them has not yet started
 - May be due to delays, dependencies, or anticipated engagement with working groups
 - Work plan has been developed
- In Progress
 - Activities are underway to complete the deliverables or TPS 985 is going through approval process
- Implemented
 - Deliverables have been completed and the TPS 985 has been approved

Current Status

Appendix B: 151 recommendations with implementation details and status

- **Not Started: 91**

- Recommendation has been assessed
- Goals/deliverables established, but work to complete them has not yet started
 - May be due to delays, dependencies, or anticipated engagement with working groups
- Work plan has been developed

- **In Progress: 60**

- Activities are underway to complete the deliverables or TPS 985 is going through approval process

- **Implemented: 0**

- Deliverables have been completed and the TPS 985 has been approved

Next Steps

Continued Engagement, Implementation, and Reporting

- Monthly M.M.I.T. Meetings
 - Working Group meetings as required
 - Use of Focus Groups / Community Meetings as required
- Monthly dashboard updates
- Quarterly dashboard interactive snapshots
- Quarterly infographics / social media graphics

Response Assessment Mobile App: *Enhancing Missing Persons Response*

Board Presentation | May 2nd, 2022



Pauline Gray
Staff Superintendent

Sin Kim
Detective Sergeant

Jordan Dunkley (Intel-SAAS)
Analyst

Monika Konopka (Courts-OCH)
Court Officer

Joseph Matthews
Inspector

Marina Garland (Hom-Cold Case)
Detective

Ali MacLennan (42 PRU)
Detective Constable

Tamari Hewko (31 MCU)
Detective Constable

Isabel Ethier (EM&PO)
Detective Constable



15 Recommendations Impacted by App



Risk Assessment Specific



Other Recommendations



Designing Equitable Service Delivery



Response based on research and evidence



Capture decision-making process by documenting **WHY** key decisions were made



Create model that will identify and measure unequitable service delivery



Transparency

Accountability



Developing a New Response Assessment Process

Questioned whether a risk assessment is necessary or practical to determine a response

"What is the type of harm that the missing person may experience?"

"What is the likelihood that they will experience this harm?"

Often have *inaccurate* or *incomplete* information at onset of investigation

&

No Reliable Formula to Predict Type/Likelihood of Harm

1. What are police practices related to missing persons?

2. Is there any research that can inform response?

3. Understanding community insights / perspectives

4. Who determines the response strategy?

5. How do you collect then disseminate critical info to all the key people, right away?



Academic Partnerships



Evidence-Based Policing

Academic Research to Support App

Academic Perspective of Working on Project

Importance of the App and how it related to innovations in missing persons globally



Developing a New Response Assessment Process

Instead focused on managing critical information related to locating the missing person safely

Community Working Group

Academic Partnerships

Consulted police
subject matter experts
(SME's)

1. What are police practices related to missing persons?

2. Is there any research that can inform initial response?

3. Understanding community insights / perspectives

4. Who determines the response strategy?

5. How do you collect then disseminate critical info to all the key people, right away?



Community Working Group



Importance of working with the Community

Benefits of community partnerships

Community Perspective of Working on Project

Importance of the App and how it help vulnerable members of the community



Developing a New Response Assessment Process

Leverage Technology to collect essential data and disseminate it to the people who need it the most

Step 1-3 resulted in the development of questions designed to inform police response for missing persons.

Road Sergeant / Lead Investigator

Community Working Group

Academic Partnerships

Consulted police subject matter experts (SME's)

5. How do you collect then disseminate critical info to all the key people, right away?

4. Who determines the response strategy?

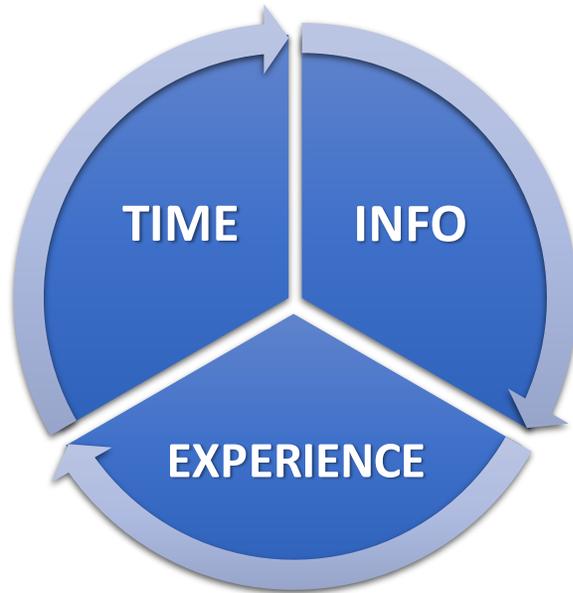
3. Understanding community insights / perspectives

2. Is there any research that can inform initial response?

1. What are police practices related to missing persons?



Key Decision Points



Good decision-making ensures the best possible outcome.

1. Which information should be relied on?

2. How should I record and document this information?

3. How can I distribute this information to the right people quickly?

Designed App to facilitate the right information, going into the hands of the right people, at the right time.



Using Technology to Build New Capacity



CPIC Call Down Process to RMS

**Missing Person Questionnaire
(Form - TPS261)**

**Initial Officer Risk Assessment
(VDX - TPS260)**

**Supervisor Risk Assessment
(VDX - TPS260A)**

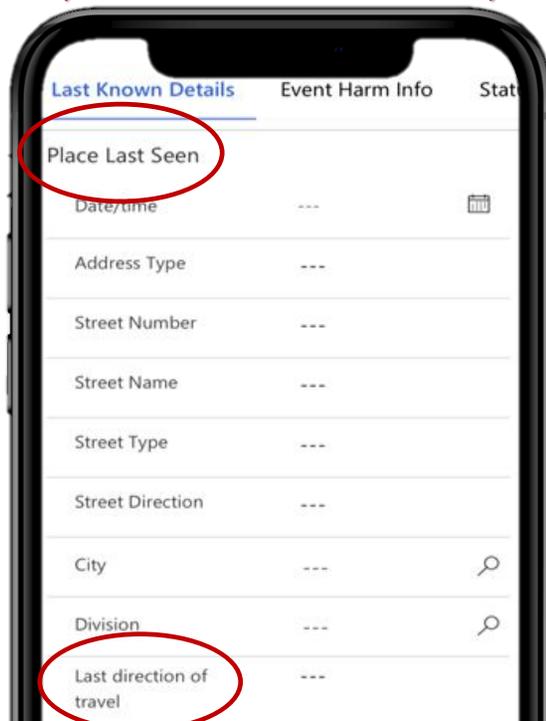


Missing & Missed Project Team – Response Assessment Mobile App

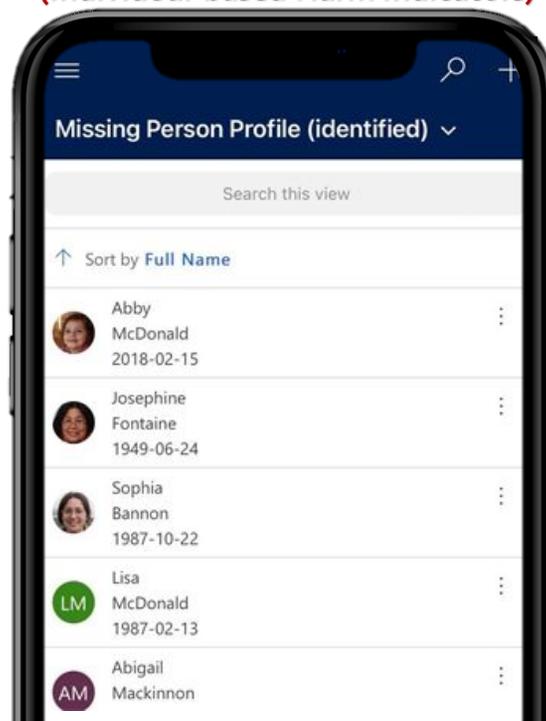
3 Main Components of App



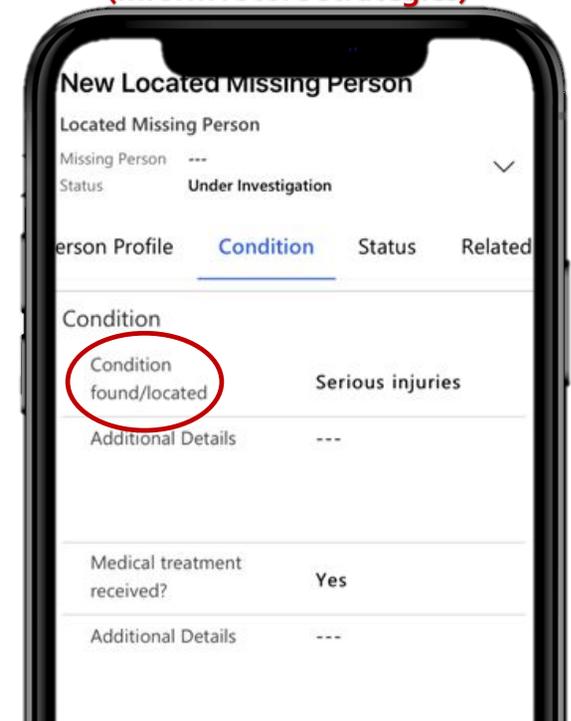
Response Assessment (Event-based Harm Indicators)



Person Profile (Individual-based Harm Indicators)



Found / Located (Inform future strategies)



Operationalizing Data



**TORONTO POLICE
OPERATIONS
CENTRE**



Missing Person Briefing Package Part 1: Person Profile

Guiseppe "Joe" SALVATORE (82 years)

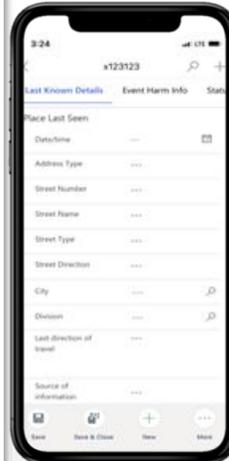
Physical Descriptors
 DOB: 1947.12.16
 HEIGHT: 5'2"
 WEIGHT: 119 lbs
 GENDER EXPRESSION: male
 RACE (perceived): white
 BUILD: thin
 EYE COLOUR: blue
 HAIR COLOUR: grey
 HAIR STYLE: short
 FACIAL HAIR: clean shaven
 TATOOS: anchor left forearm

Contact Info
 LANGUAGE SPOKEN: English
 SECONDARY LANGUAGE: Italian
 ASSOCIATED ADDRESS: 53 Tulip Lane -primary residence
 PHONE NUMBERS: landline 416-595-1896

Harm Indicators (Individual specific considerations)
 COGNITIVE IMPAIRMENT: Dementia and Alzheimer's, Joe is unable to communicate well, gets disoriented, confused, and unable to do daily chores, Requires assistance of PSW

Missing Person Briefing Package (Part 1 of 2) Created 2022.05.02 10:00

Person Profile
(Individual-based Harm Indicators)



Missing Person Briefing Package Part 2: Incident Details

Event #: 2022 -123456
 Guiseppe "Joe" SALVATORE (82 years)

Response Strategy / Task Prioritization

Road Supervisor (Initial operational period) SGT MCKINNON #1111 D51	Lead Investigator (Initial operational period) DET JONES #2222 D51
Responsible for managing tasks associated with: 1. Searching for the missing person and/or evidence that will lead to their whereabouts 2. Canvassing people in a designated area for information related to the missing person's current location, OR a timeline of their movements during their absence	Responsible for managing tasks associated with: 1. Personal records access 2. Open-Source media 3. Public disclosure of information 4. Witness interviews

Report Details
 DATE AND TIME REPORT GENERATED: 2022.04.05 13:30 hours
 LOCATION OF REPORT: 53 Tulip Lane
 AUTHOR/OFFICER: PC BARTON #3333 D51 PRU

Reportee Info
 NAME: SALVATORE, Isabella

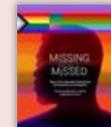
Last Known Details
 PLACE LAST SEEN: 53 Tulip Lane -home address

Missing Person Briefing Package (Part 2 of 2) Created 2022.05.02 10:00

Response Assessment
(Event-based Harm Indicators)



Response Assessment Process



Information Related to Disappearance

Ask structured questions
(Harm Indicators + Context)

Experience
Traumatic Event

Vulnerable Status

Extreme weather
(preparedness)

Critical
Medications

Last Seen

Break in Pattern

Health Concerns

Victimization History

Conflicts or
Disputes

Missing History

Response Decision Points

Implement Strategy
(to locate missing person)

Allocate Resources

CPIC

Canvas for Video

General Radius Search

Focused Area Search

Witness Interviews

Trend Analysis

Victim/Family Support

Canvas for Witnesses

Media Release

Access Personal Records

Tip Follow-Up

Search Open-Source



Response Assessment Process



Information Related to Disappearance

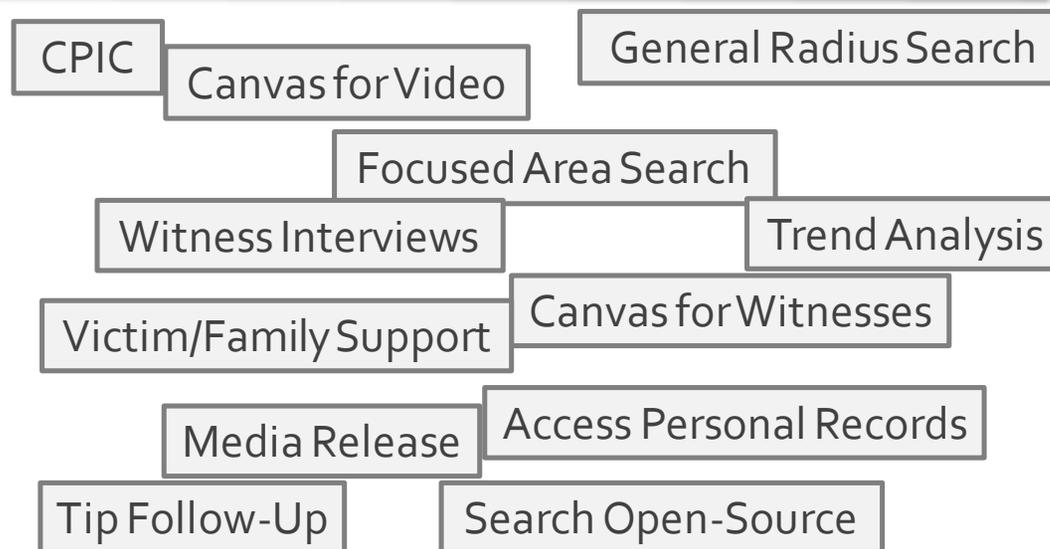
Ask structured questions
(Harm Indicators + Context)

Last Seen	<i>Home / 4 hours ago</i>
Frequented Areas	<i>Nearby Park</i>
Vulnerable Status	<i>72 years old suffers from dementia</i>
Health Concerns	
Extreme weather (preparedness)	<i>-28°C outside and last seen wearing a T-shirt</i>
Critical Medications	<i>Taking critical heart medication (found on kitchen table)</i>

Response Decision Points

Implement Strategy
(to locate missing person)

Allocate Resources



Response Assessment Process



Information Related to Disappearance

Ask structured questions
(Harm Indicators + Context)

Response Decision Points

Implement Strategy
(to locate missing person)

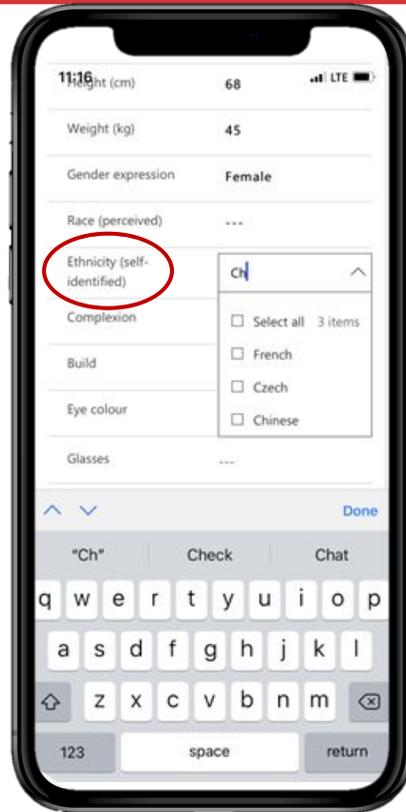
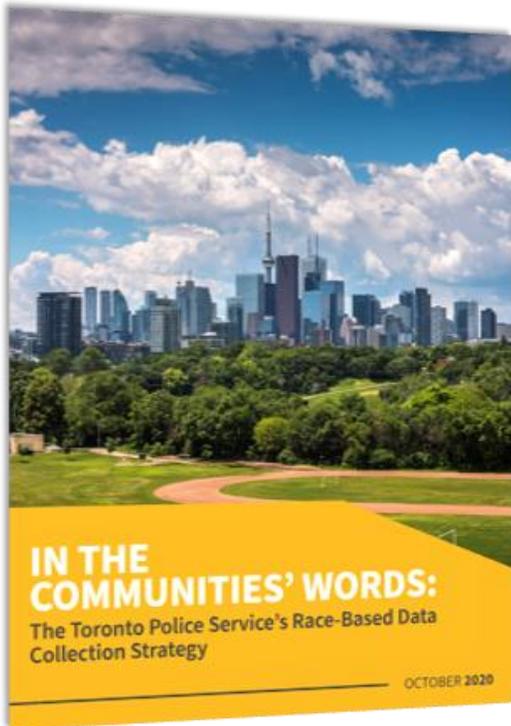
Allocate Resources

Last Seen	<i>Home / 4 hours ago</i>
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Health Concerns	
Extreme weather (preparedness)	<i>-28°C outside and last seen wearing a T-shirt</i>
Critical Medications	<i>Taking critical heart medication (found on kitchen table)</i>

Victim/Family Support	CPIC	Media Release
Focused Area Search	Tip Follow-Up	
Canvas for Witnesses	Witness Interviews	
Canvas for Video		
	General Radius Search	Trend Analysis
Search Open-Source	Access Personal Records	



Equity & Inclusion: Self-Identification Data Initiative



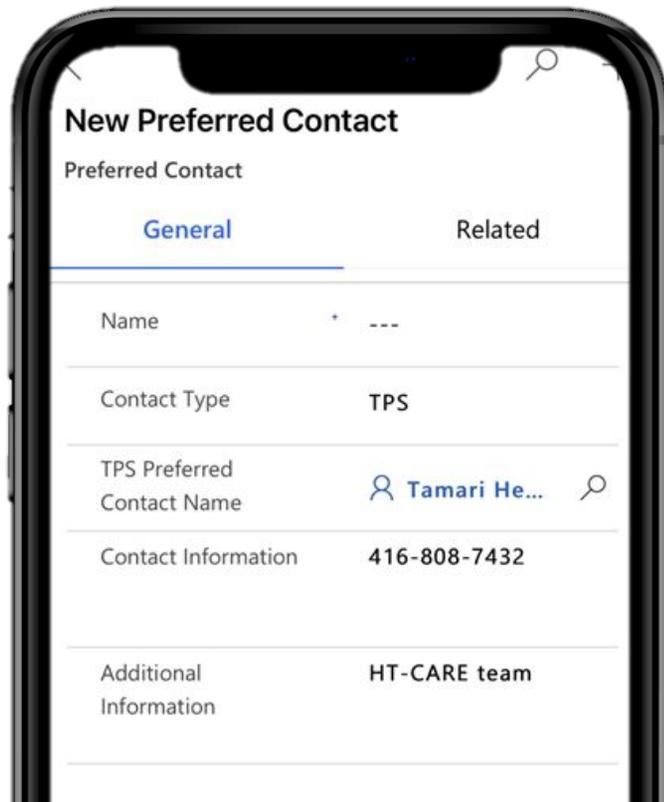
Ethnicity Fields

Consulted with E&I and Community Working Group to develop a list of 252 ethnicities to be used in the App (Letter case sensitive).

Develop culturally sensitive training related to obtaining self-identified ethnicity information.



Building Capacity: Human Trafficking Intervention



Linkage between "Runaways" and Victimization
Believed **1 of 3** youth will experience sexual exploitation
within **48 hours** of being homeless



App creates capacity to move from **REACTIVE** to **PROACTIVE** response by flagging / alerting police to people who are high-risk
(Leads to Prevention Strategies)



Building Capacity: Major Events



TPS Extreme Event Plan Recommendation #50 (Victim / Family Liaison)

App provides capacity for the Victim Specialist to coordinate “...the on-the-ground response to victims and their families...”



Operationalizing Information: Main Benefits



Mobile Technology = Instant Information Sharing
(Better Outcomes / Better Customer Service)

Standardized & Evidence-Based Approach to MP Response
(Better Outcomes / Equity / Non-Bias Policing)

Streamlines / Automates existing processes
(Efficiency)

New Data Model Design
(Trend Analysis / Case Linkages / Research / ID Efficiencies)



The Road Ahead



5. Expand Systems-based approach to other areas of MP Response
(Systems-thinking to tackle Systemic Issues)

4. Seek Command approval to expand implementation throughout Service

3. 1st Assessment period *(Survey – June 25th, 2022)*

2. Ongoing support and monitoring
(Embedded MMPT Pilot Support Team)

1. Commence Pilot in 51 Division *(April 25th, 2022)*
(MPU On-Call Support Team)
(ITC Technical Support)





Toronto Police Services Board Report

April 20, 2022

To: Chair and Members
Toronto Police Services Board

From: James Ramer
Chief of Police

Subject: *Missing and Missed* - The Report of the Independent Civilian Review into Missing Person Investigations: Implementation Update

Recommendation(s):

I recommend that the Toronto Police Services Board (Board) receive the following report.

Financial Implications:

There are financial implications related to the recommendation contained within this report. The Service has allocated resources to this initiative. Given the priority and significance of this effort, the Service has worked to absorb the associated costs from within its budget, including the cost of creating a dedicated Missing and Missed Project Team.

To date, the Missing and Missed Project Team has spent a total of \$1.6M, \$1.1M in 2021 and \$0.5M in 2022. In 2022, \$2.5M has been budgeted for the Missing and Missed Project Team. \$2.4M of the 2022 budget is for the salaries and benefits of the 16 members of the team. The remainder \$0.1M of the 2022 budget is for non-salary expenses such as office supplies, equipment and vehicle operating costs.

Background / Purpose:

In 2018, on the recommendation of a diverse community-led working group, the Board commissioned an independent civilian review to evaluate how the Toronto Police Service (Service) has conducted and is conducting missing persons investigations, particularly concerning LGBTQ2S+ and vulnerable or marginalized communities.

The Missing and Missed – Report of the Independent Civilian Review into Missing Person Investigations was released on April 13, 2021. The *Missing and Missed* Report was the culmination of almost three years of inquiry and research and resulted in 151 recommendations. The Service and the Board accepted all of the findings and committed to implementing each of the 151 recommendations. Under the leadership of Staff Superintendent Pauline Gray, the Missing and Missed Implementation Team

(M.M.I.T.) was assembled in July 2021.

The M.M.I.T. is comprised of Community Representatives and Police Representatives. Some members from *The Independent Civilian Review into Missing Person Investigations (Review)* Community Advisory Group volunteered and were appointed to the M.M.I.T.; the remaining M.M.I.T. – Community Representatives were selected based on interviews. The Selection Committee consisted of both community members who played a role in the Review and Service members selected by Staff Superintendent Gray to assist with the set-up of the Missing and Missed Implementation Team as required by *Missing and Missed* Recommendation 146. The M.M.I.T. – Police Representatives include members from the Ontario Provincial Police, Peel Regional Police Service, and Toronto Police Service, who were selected for their expertise and/or function. The M.M.I.T. began meeting in September 2021, and continues meeting monthly at a minimum and more frequently as required.

At its December 13, 2021 meeting, the Board was updated on the implementation status of the *Missing and Missed* Report's recommendations, in particular, the short-term implementation goals, creation and composition of the M.M.I.T., internal and external communications, the evaluation plan on the impacts of implementation, and next steps. (Min. No. 2021-1213-2.1. refers).

The purpose of this report is to provide a summary of the work that has been undertaken since the *Missing and Missed* Report was released a year ago, which includes the initial establishment of the M.M.I.T. Following that, through mutual engagement with the M.M.I.T. – Community Representatives, the co-creation of a Missing and Missed Implementation Plan that outlined specific goals, outcomes, and timelines; establishing processes for decision-making and implementation; and the creation of working groups. Additionally, this work also included the creation of the *Missing and Missed* implementation webpage for reporting on the work of the M.M.I.T., the *Missing and Missed* implementation dashboard that provides progress reports and functions as a tracking tool, and the creation of detailed work plans for implementation.

Finally, this report fulfils the requirements of *Missing and Missed* Recommendation 148 by providing a detailed report on the extent to which each of the 151 recommendations has been implemented. The *Missing and Missed* Report did not suggest that any recommendations needed to be implemented by the one-year anniversary; however, there was a requirement for the Implementation Plan, including established goals, timelines, and outcomes, to be posted to the Service's website by December 31, 2021; this has been achieved. At the same time, work to implement some of the recommendations has begun.

It is important for the reader to understand the work that has been undertaken to get us to this point, and the unprecedented community engagement and partnership that have helped to inform, support, and drive the implementation process.

Discussion:

The Service has developed a unique and real partnership with the M.M.I.T. – Community Representatives and is taking an approach to implementation never before used to this extent by the Service.

Missing and Missed Implementation Team (M.M.I.T.)

The following steps were taken to identify and select community members to serve as M.M.I.T. – Community Representatives:

- Established Selection Committee
- Established selection criteria
- Established selection process
- Extended invitations to community members
- Screening/interviews
- Selection

The role of the M.M.I.T. is to:

- co-create the implementation plan
- consult on the 151 recommendations
- consult on ad hoc requests from the Office of the Chief
- monitor the effective implementation of the recommendations
 - confirming that the goals/deliverables of recommendations have been completed

The M.M.I.T. was initially comprised of 11 Community Representatives, including four members from the Review's Community Advisory Group. There have been changes to the composition of the M.M.I.T. over the past year and currently there are 25 members, comprised of 12 Community Representatives and 13 Police Representatives.

The M.M.I.T. met twice monthly during 2021. The focus of these meetings was on:

- fulfilling the requirements of *Missing and Missed* Recommendation 147(A) by co-creating the Implementation Plan
- providing suggestions for and feedback on the *Missing and Missed* webpage and dashboard to ensure the requirements of *Missing and Missed* Recommendation 147(B) are fulfilled
- developing a Communication Plan for keeping the public updated on the work of the M.M.I.T.
- establishing the M.M.I.T. Terms of Reference
 - Drafting of this document began in June 2021 and it went through many iterations before it was adopted in February 2022. This included adopting suggestions and addressing feedback from Judge Epstein, members of the Review's Community Advisory Group, and the M.M.I.T. – Community Representatives once the M.M.I.T. was formed

- Appendix A – Missing and Missed Implementation Process Document, includes:
 - the intention of the implementation process, i.e. to make informed decisions through engagement and counsel of the M.M.I.T. – Community Representatives, community organizations, and groups
 - an explanation that the Implementation Plan is an evergreen document that is subject to modifications, including those based on discussions with and feedback from the M.M.I.T.
 - a commitment that the Service will not move ahead with significant decisions on implementation unless they have been discussed with the M.M.I.T. – Community Representatives
 - the steps in the decision-making process

Throughout 2022, the M.M.I.T. is scheduled to meet monthly at a minimum with additional meetings of the M.M.I.T. and/or the working groups as required.

Additionally, M.M.I.T. meetings have been and will continue to be used to ensure transparency of the implementation process and that the Community Representatives and the Service move forward together to implement the 151 recommendations. Every process is established in conjunction with the M.M.I.T. – Community Representatives and changes are made based on their feedback. None of the recommendations can be considered “Implemented” until the Implementation Documentation Process has been followed. This process includes providing the M.M.I.T. – Community Representatives with an explanation of how each of the stated goals/deliverables have been achieved for each recommendation.

This strict implementation process is an integral part of our partnership with the M.M.I.T. – Community Representatives, and one that will ensure transparency in the work we do and the results we achieve. Compliance with this process will ensure clarity in the years to come about: what was done; why it was done; and, what the outcomes were. As a result, when readers see some items noted as Not Started, they should understand the particular meaning of that term in the context of the implementation process. Not Started is a term further described later in this report.

Foundational Work

As part of the project management process, the starting point for each recommendation was the creation of a scoping document. Each scoping document identifies:

- the goals/deliverables that must be completed for the recommendation to be considered/marked implemented
- whether the Board or the Service is accountable for the implementation of each of the recommendations
- who, as the Recommendation Lead, is responsible for completing the goals/deliverables for each recommendation

Recommendation Leads thoroughly reviewed their assigned recommendations, met with the Project Management Team, met with the Missing and Missed Project Team,

identified the deliverables they felt would satisfy the implementation requirements for each recommendation, determined dependencies, determined resources required, established milestones to drive and measure implementation, and, based on the above, created and included a detailed work plan with timelines in the scoping documents.

These scoping documents were used to organize and provide a starting point for Missing and Missed Recommendation 147(A), the co-creation of the Implementation Plan and to inform the Implementation Plan – Critical Path. This Critical Path and a Sample Implementation Plan were shared with the M.M.I.T. for input and feedback during the first M.M.I.T. meeting in September 2021. The M.M.I.T. – Community Representatives determined (through an anonymous poll) that they were unanimous in their belief that more time was needed to fully understand and prepare for co-creating the Implementation Plan. As a result, the Service sought, and was granted, approval from Judge Epstein to extend the Missing and Missed Recommendation 147(A) reporting deadline of October 30, 2021 to December 31, 2021.

The M.M.I.T. – Community Representatives reviewed the information for the Implementation Plan, provided feedback, and suggested additional Goals, Outcomes, and Timelines for some recommendations. The Implementation Plan that resulted from this partnership satisfied *Missing and Missed* Recommendation 147(A), and is available on the *Missing and Missed* implementation webpage in the Reporting section.

Working Groups

The M.M.I.T. – Community Representatives have identified recommendations for which they would like to consult and engage in activities to implement. To date, four working groups are being established to ensure community members are engaged in the implementation of the identified recommendations. These working groups will provide diverse perspectives and views that will guide and inform many aspects of implementation, and are designed to bring together individuals with the relevant knowledge and skills to individually or collectively undertake assigned tasks and activities to achieve each group's objectives. The draft Working Group Terms of Reference create a shared set of expectations while building in responsibilities and accountabilities for members.

Led by a Police Representative on the M.M.I.T., working groups are comprised of M.M.I.T. – Community Representatives, M.M.I.T. – Police Representatives, Recommendation Leads for identified recommendations, Missing and Missed Project Team members, and any other individuals assigned by the Working Group Leads or the M.M.I.T. Co-Chairs. The Service is in the process of identifying the Service members who will sit on each of the working groups.

Recommendations were grouped based on the similarity of activities required for implementation. Every recommendation is covered by at least one working group, and due to substantial overlap in the deliverables and milestones, some recommendations are covered by multiple working groups.

When the working groups first meet they:

- provide input on the draft Working Group Terms of Reference
- review the work plan for each of the identified recommendations
- determine what, if any, modifications should be made to the deliverables, milestones, and/or timelines
- begin planning for any other action they may feel is necessary to achieve the group's objectives

Missing and Missed Implementation Webpage and Dashboard

Missing and Missed Implementation Webpage

In December 2021, the *Missing and Missed* implementation webpage went live on the Toronto Police website - <http://torontopolice.on.ca/missing-and-missed-implementation/index.php>. The webpage serves as a platform for keeping community members informed about the implementation. The landing page includes an introduction explaining the purpose of the webpage, a thumbnail view of the *Missing and Missed* implementation dashboard, and a link to the dashboard. The webpage currently includes four dropdown sections as follows:

- About: provides a project overview and links to the *Missing and Missed* Report
- Meet the Team: provides a list of M.M.I.T. – Community Representatives with a brief biography, a list of M.M.I.T. – Police Representatives, and information on the composition and function of the Missing and Missed Project Team
- Reporting: provides a link to the *Missing and Missed* implementation dashboard, links to additional reports (i.e. the Implementation Plan), and will provide links to interactive quarterly progress reports and quarterly infographics
- Contact Info: provides an email address for the M.M.I.T. – Community Representatives general email box and for the Missing and Missed Project Team, a phone number for the Missing and Missed Project Team, and a Feedback Form for providing feedback to the M.M.I.T. Feedback is anonymous unless the feedback providers choose to identify themselves

Missing and Missed Implementation Dashboard

The *Missing and Missed* implementation dashboard also went live in December 2021. The information contained on the dashboard includes but is not limited to the following information:

- overall implementation status of the project
- progress reports on the implementation of each of the 151 recommendations
- whether the Board or the Service is accountable for the implementation of each of the recommendations
- links/documents relating to each recommendation

The dashboard is updated monthly and will include links to interactive quarterly

progress reports, which are snapshots reflecting the last update in each quarter. The M.M.I.T. is provided with an opportunity to submit feedback on the content of monthly updates prior to them being published on the dashboard.

The first page of the dashboard indicates the total number of recommendations, the number of recommendations that have been Implemented, the number of recommendations that are In Progress, and the number of recommendations that, although significant preparatory work has been undertaken, the work to complete the goals/deliverables has not yet started, are classified as Not Started (see full criteria for Not Started in the Recommendation Status Categories section below).

Implementation Documentation (TPS 985) Process

The Missing and Missed Recommendation Implementation Report (TPS 985) is a newly created form that was very recently finalized and made available to Service members. It has been created to capture:

- recommendation deliverables, completion date(s), and final status
 - final status options for each deliverable are Implemented, Implemented with Modifications, and Not Implemented
 - In the circumstance that a recommendation is not going to be implemented, there is a requirement for a “Letter of Decision” from the Chief or the Board, indicating the reason for the decision and how the underlying objectives of the recommendation are being met in another way, to be attached to the TPS 985
- a brief description of the work that was undertaken to implement the recommendation
- a description of the direct cost to complete the recommendation
- the overall measurable outcomes resulting from the implementation of the recommendation
- approval signatures required for the full recommendation to be considered Implemented (or Not Implemented)
 - the required signatures include the Recommendation Lead, Pillar/Board Lead, and the M.M.I.T. – Community Representative Co-Chair and M.M.I.T. – Police Representative Co-Chair

Before the M.M.I.T. Co-Chairs approve the TPS 985, the M.M.I.T. – Community Representatives will be provided with the TPS 985 for discussion at their M.M.I.T. Community Meeting and a presentation at an M.M.I.T. meeting if required/desired. If, after any further iterations, M.M.I.T. – Community Representatives do not agree with approval of the TPS 985, and in the unlikely event the approval process moves forward without their agreement, the TPS 985 will be approved by the M.M.I.T. – Police Representative Co-Chair only, and both the approved TPS 985 and the M.M.I.T. – Community Representatives’ dissent will be made a matter of public record on the *Missing and Missed* implementation dashboard. Specifically, as the recommendations are marked as Implemented (or Not Implemented) on the *Missing and Missed*

implementation dashboard, the approved TPS 985s will be attached to the corresponding recommendations. If the M.M.I.T. – Community Representatives have dissented, that information will be provided in the progress report capturing the relevant recommendation’s final status.

Several recommendations, including some of those that the Service undertook immediate steps towards when the *Missing and Missed* Report was received, have had most and in some cases all of their deliverables completed. Now that the TPS 985 has been finalized and is available (live as of April 20, 2022), the Recommendation Leads can begin completing and submitting the TPS 985(s) for approval. Given the requirements of the Implementation Documentation Process, including providing the M.M.I.T. – Community Representatives with an explanation of how each of the stated goals/deliverables have been achieved and the chance for further iterations of the TPS 985, it is possible that the lag time between TPS 985 submission to approval could be a few months. Once each TPS 985 has been approved, the implementation status will be updated accordingly on the *Missing and Missed* implementation dashboard with the next monthly progress report. It is therefore reasonable to assume that within a short period of time of the receipt of this Board report, a number of recommendations will be formally marked as Implemented.

Following the above approval process using the newly created TPS 985 holds the Service and the Board accountable for the implementation of the recommendations. It also carries with it the benefits earlier described.

Please see Appendix A for the TPS 985 Process Flow.

Recommendation Implementation Status Categories

There are three categories used for classifying a recommendation’s implementation status in this report:

- **Not Started:** means that even though much preparatory work may have been completed to get a recommendation to the starting point of the implementation process (specifically by assigning responsibility and accountability for the recommendation; establishing goals/deliverables; developing a work plan; and assessing the recommendation), work to complete the goals/deliverables has not yet started. This may include delays due to dependencies on other recommendations or anticipated engagement with the Working Groups, which are in the process of being established
- **In Progress:** means activities are underway to complete the deliverables or the deliverables have been completed and the TPS 985 is currently going through the approval process
- **Implemented:** means the deliverables for the recommendation have been completed and the TPS 985 has been approved. This may include recommendations where modifications have been made to meet the underlying objectives of the recommendations

Based on the requirements of *Missing and Missed* Recommendation 148, specifically that on or before April 30, 2022, the Toronto Police Services Board and the Toronto Police Service should publicly release a detailed report on the extent to which each recommendation has been implemented..., Appendix B contains a list of all 151 recommendations including a detailed report on the extent to which each recommendation has been implemented, and each recommendation's status as of April 20, 2022, based on the categories described above.

Conclusion:

Budget considerations are an unstated dependency for many recommendations, but as was the case with our 2022 budget request, we will only make budgetary request increases where necessary.

Staff Superintendent Pauline Gray 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

Attachments

Appendix A: TPS 985 Process Flow

Appendix B: Recommendation Implementation Details



Toronto Police Services Board Report

Appendix A –TPS 985 Process Flow

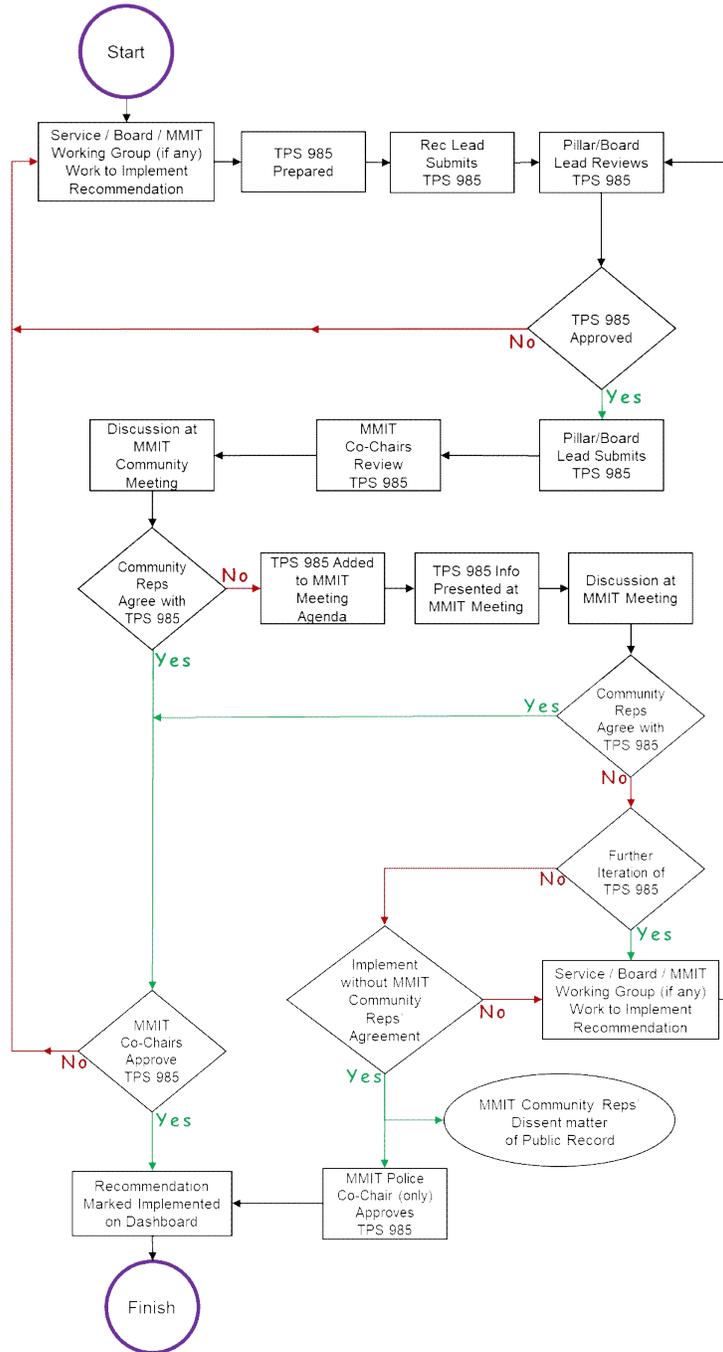


Figure 1 TPS 985 Process Flow



Toronto Police Services Board Report

Appendix B

Missing and Missed Recommendation (MMR) 148 states:

On or before April 30, 2022, the Toronto Police Services Board and the Toronto Police Service should publicly release a detailed report on the extent to which each recommendation has been implemented. If the Board and/or the Service decides that a particular recommendation should not be implemented, or be delayed or modified, the report should set out why this decision has been made and how the underlying objectives of the recommendation are being met in another way.

Based on the requirements of *Missing and Missed Recommendation 148*, Appendix B provides a list of all 151 recommendations including a detailed report on the extent to which each recommendation has been implemented and each recommendation's status.

The starting point for each recommendation was the creation of a scoping document. Each scoping document identified:

- the goals/deliverables that must be completed for the recommendation to be considered/marked implemented
- whether the Board or the Service is accountable for the implementation of each of the recommendations
- who, as the Recommendation Lead, is responsible for completing the goals/deliverables for each recommendation

Dependencies were determined, and a detailed work plan including milestones and timelines was created and included in each scoping document. Most recommendations have multiple deliverables and milestones.

There are three categories used for classifying *Missing and Missed Recommendations'* implementation status in this report:

Not Started:

Means that, even though much preparatory work may have been completed to get a recommendation to the starting point of the implementation process (specifically by assigning responsibility and accountability for the recommendation; establishing goals/deliverables; developing a work plan; and assessing the recommendation), work to complete the goals/deliverables has not yet started. This may include delays due to dependencies on other recommendations or anticipated engagement with the Working Groups, which are in the process of being established.

In Progress:

Means activities are underway to complete the deliverables or the deliverables have been completed and the TPS 985 is currently going through the approval process.

Implemented:

Means the deliverables for the recommendation have been completed and the TPS 985 has been approved. This may include recommendations where modifications have been made to meet the underlying objectives of the recommendations.

Overall Implementation Status (April 20, 2022)

Not Started = 91

In Progress = 60

Implemented = 0

MMR 1 - Public Commitment Regarding Oversight

The Toronto Police Services Board and any future chief of police should publicly commit to the robust oversight by the Board recommended in the Independent Civilian Review into Matters Relating to the G20 Summit, conducted by the Hon. John W. Morden (June 2012), as explained and amplified in this Report.

Lead Pillar/Board: Board

Targeted Completion Date: 2023/03

Status: Not Started

Updates: This recommendation is dependent on the appointment of the new Chief.

MMR 2 - Critical Points Policy

The Board will adopt a policy specifying types of information to be shared by the Service, how and when information will be shared, and will include a definition of 'critical points'.

Lead Pillar/Board: Board

Targeted Completion Date: 2022/09

Status: In Progress

Updates: The Critical Points Policy is currently being drafted.

MMR 3 - Critical Points Policy

Critical Point Criteria (Guideline)

Lead Pillar/Board: Board

Targeted Completion Date: 2022/09

Status: In Progress

Updates: The Critical Points Policy is currently being drafted. This recommendation is dependent on MMR 2.

MMR 4 - Critical Points Policy

Critical Point Policy to include a list of operational decisions contained in the Ipperwash Report (Guideline).

Lead Pillar/Board: Board

Targeted Completion Date: 2022/09

Status: [In Progress](#)

Updates: The Critical Points Policy is currently being drafted. This recommendation is dependent on MMR 2.

MMR 5 - Critical Points Procedure

The Chief is to establish procedures corresponding to MMR 2, MMR 3 and MMR 4.

Lead Pillar/Board: Strategy & Risk Management

Targeted Completion Date: 2022/12

Status: **Not Started**

Updates: This recommendation has not yet started, as it is dependent on the approval of the Board's Critical Points Policy.

MMR 6 - Board Training / Critical Points

Mandatory training for Board members on the Board's role in relation to governance and oversight.

Lead Pillar/Board: Board

Targeted Completion Date: 2022/12

Status: **Not Started**

Updates: This recommendation has not yet started. This recommendation is dependent on MMR 5.

MMR 7 - Training/Critical Points

Training on the Board's Critical Points Policy to be provided for the Service's Command and Senior Officers.

Lead Pillar/Board: Board

Targeted Completion Date: 2022/12

Status: **Not Started**

Updates: This recommendation has not yet started. This recommendation is dependent on MMR 5.

MMR 8 - Procedures / Critical Point

The Service is to establish procedures specifying what operations require Senior Officer approval.

Lead Pillar/Board: Strategy & Risk Management

Targeted Completion Date: 2022/12

Status: **Not Started**

Updates: This recommendation has not yet started. This recommendation is dependent on MMR 3(A) and MMR 5.

MMR 9 - Letter to Solicitor General: Regulation on Providing Information to the Board

The Board is to urge the Solicitor General not to create a regulation permitting the Chief to decline providing information to the Board.

Lead Pillar/Board: Board

Targeted Completion Date: 2022/12

Status: **In Progress**

Updates: The letter to the Solicitor General has been drafted, and has been reviewed by the Service. It is currently under a final review by the Board Office, and we anticipate it being sent in June 2022.

MMR 10 - Funding / Governance / Critical Points

Sufficient funding to be allocated to the Board to ensure governance and oversight responsibilities are met.

Lead Pillar/Board: Board

Targeted Completion Date: 2023/12

Status: **In Progress**

Updates: Future budget requests (2023 and 2024) will, as recommended in the *Missing and Missed Report*, account for the governance impacts of the forthcoming *Community Safety and Policing Act, 2019*, as well as the continued evolution of the Board's approach to modernizing its governance and oversight functions.

MMR 11 - Board Policies Re-examination

The Board is to review its Policies to ensure alignment and consistency with the *Missing and Missed Report's* recommendations.

Lead Pillar/Board: Board

Targeted Completion Date: 2022/12

Status: **In Progress**

Updates: A review of all Board policies is currently in progress.

MMR 12 - Compliance with Major Case Management Standards and Use of PowerCase

The Service to commit to complying with Major Case Management (M.C.M.) provincial adequacy standards.

Lead Pillar/Board: Detective Operations

Targeted Completion Date: 2024/12

Status: [In Progress](#)

Updates: On January 11, 2022, the Board approved the 2022 budget, which includes additional new members for the Major Case Management office expansion. It will not be until 2023 that the Service will have a fully functional M.C.M. Team in place.

MMR 13 - Compliance with Adequacy Standards and Best Practices for Major Case Management and PowerCase

The Service should take specific steps to promote compliance with existing provincial adequacy standards and establish best practices respecting Major Case Management and the use of PowerCase.

Lead Pillar/Board: Detective Operations

Targeted Completion Date: 2024/12

Status: [In Progress](#)

Updates: See sub-recommendations for updates

MMR 13.1 - PowerCase/ Major Case Management Training

Internally promote a commitment to comply with Major Case Management and the use of PowerCase.

Lead Pillar/Board: People & Culture

Targeted Completion Date: 2022/09

Updates: A business proposal regarding additional members for the Major Case Management office was completed and submitted for approval. This plan includes creating a new Officer Indexer position.

MMR 13.2 - Address the Deficits in Knowledge of PowerCase

Ensure that training explains how PowerCase can advance investigations.

Lead Pillar/Board: Detective Operations

Targeted Completion Date: 2022/09

Updates: This sub-recommendation has not yet started.

MMR 13.3 - Refresher Major Case Management/PowerCase Course

Ensure that periodic refresher training on Major Case Management and PowerCase is received.

Lead Pillar/Board: People & Culture

Targeted Completion Date: 2022/09

Updates: Toronto Police College is currently developing a Major Case Management refresher course and it is anticipated that the course will be available this summer.

MMR 13.4 - Opportunity to Develop Skills using Major Case Management/ PowerCase

Ensure those trained in Major Case Management have an opportunity to develop their skills through involvement in major cases.

Lead Pillar/Board: Detective Operations
Targeted Completion Date: 2022/09
Updates: This sub-recommendation has not yet started.

MMR 13.5 - Procedures to Support Major Case Management/PowerCase
Establish best practices in procedures to support Major Case Management/PowerCase.

Lead Pillar/Board: Detective Operations
Targeted Completion Date: 2022/09
Updates: This sub-recommendation has not yet started.

MMR 13.6 - Improved Major Case Management Tracking Mechanisms
Improve existing tracking mechanisms to identify major cases.

Lead Pillar/Board: Detective Operations
Targeted Completion Date: 2022/09
Updates: This sub-recommendation has not yet started.

MMR 13.7 - Ensure Number of Reported Major Cases Match Number of Cases Entered in PowerCase
Improve existing tracking mechanisms to identify open major threshold cases and work with the Ministry of the Solicitor General to ensure there is a match between annually reported threshold cases and cases in PowerCase.

Lead Pillar/Board: Detective Operations
Targeted Completion Date: 2022/09
Updates: This sub-recommendation has not yet started.

MMR 13.8 - Audit of PowerCase and Major Case Management Compliance
Ensure the Audit & Quality Assurance unit expands its scope and evaluate Major Case Management and PowerCase compliance regularly.

Lead Pillar/Board: Strategy & Risk Management
Targeted Completion Date: 2024/12
Updates: This sub-recommendation has not yet started. It is dependent on six months of data after restructuring.

MMR 13.9 - PowerCase and Major Case Management Audit Reports to Board
Ensure Audit & Quality Assurance reports are provided to the Board.

Lead Pillar/Board: Strategy & Risk Management
Targeted Completion Date: 2024/12
Updates: This sub-recommendation has not yet started.

MMR 14 - Independent Monitoring

The Service and the Board should work with the Ministry of the Solicitor General and Office of the Inspector General of Policing to support independent monitoring of adequacy standards with respect to Major Case Management and PowerCase.

Lead Pillar/Board: Board

Targeted Completion Date: 2022/09

Status: **Not Started**

Updates: This recommendation has not yet started. This recommendation is dependent on the coming into force of the *Community Safety and Policing Act, 2019*.

MMR 15 – Enhance the Effective and Cost-efficient Use of PowerCase

The Service, in consultation with the Ministry of the Solicitor General, the Major Case Management Unit, and PowerCase’s designer, Xanalys, should enhance the effective and cost-efficient use of PowerCase in a variety of ways.

Lead Pillar/Board: Detective Operations

Targeted Completion Date: 2024/12

Status: **In Progress**

Updates: See sub-recommendations for updates.

MMR 15A - Address Inefficient Data Transfer to PowerCase

PowerCase: address inefficiencies associated with the number of steps and the resources engaged while transferring data between Versadex, P Drive and PowerCase.

Lead Pillar/Board: Information & Technology Command

Targeted Completion Date: 2024/12

Updates: This sub-recommendation has not yet started.

MMR 15B - Embed Indexers into Investigations

Enhance the effective use of PowerCase by embedding PowerCase indexers into investigations. This may include the need to assign indexers to Homicide and each division.

Lead Pillar/Board: Detective Operations

Targeted Completion Date: 2024/12

Updates: A business proposal for the new Officer Indexer position was submitted for Command approval. Drafts for the job postings for the positions of Officer Indexer and PowerCase Trainer were created and will be posted upon Command approval.

MMR 15C - Ensure Timely Upload of Information into PowerCase

PowerCase: ensure timely upload of information into PowerCase to enable its use as a case management.

Lead Pillar/Board: Detective Operations

Targeted Completion Date: 2024/12

Updates: This sub-recommendation has not yet started.

MMR 15D - Introduce Enhancements to PowerCase

PowerCase: introduce enhancements to PowerCase to address concerns expressed by users and summarized in the *Missing and Missed* Report.

Lead Pillar/Board: Detective Operations

Targeted Completion Date: 2024/12

Updates: This sub-recommendation has not yet started.

MMR 15E - Web-based PowerCase

PowerCase: Move towards web-based PowerCase, enabling it to be accessed from any computer.

Lead Pillar/Board: Information & Technology Command

Targeted Completion Date: 2024/12

Updates: This sub-recommendation has not yet started.

MMR 15F - PowerCase Effectiveness Training

PowerCase: address, through training, how effectiveness can be maximized for information not easily uploaded into PowerCase.

Lead Pillar/Board: Detective Operations

Targeted Completion Date: 2024/12

Updates: This sub-recommendation has not yet started.

MMR 16 - Automate Predetermined Action Lists for Particular Investigations

The Service, in consultation with its Missing Persons Unit, should work with PowerCase's developers to automate functionality.

Lead Pillar/Board: Detective Operations

Targeted Completion Date: 2024/12

Status: **Not Started**

Updates: This recommendation has not yet started.

MMR 17 - Interoperability of Systems

The Chief Information Officer is to review the 'interoperability of systems' within Service, specifically Versadex, a P Drive and PowerCase.

Lead Pillar/Board: Information & Technology Command

Targeted Completion Date: 2024/12

Status: **Not Started**

Updates: This recommendation has not yet started.

MMR 18 - Request Solicitor General Clarify Issues

The Board and the Service should request the Ministry of the Solicitor General to clarify issues identified within the Independent Civilian Review into Missing Person Investigations.

Lead Pillar/Board: Board
Targeted Completion Date: 2022/12
Status: [In Progress](#)

Updates: The letter to the Solicitor General has been drafted, and has been reviewed by the Service. It is currently under a final review by the Board Office, and we anticipate it being sent in June 2022.

MMR 19 - Revise Major Case Management Manual

The Major Case Management Manual should be revised to elaborate on the definition of “linked cases” and to specify storage of extracted emails.

Lead Pillar/Board: Board
Targeted Completion Date: 2022/12
Status: [In Progress](#)

Updates: The letter to the Solicitor General has been drafted, and has been reviewed by the Service. It is currently under a final review by the Board Office, and we anticipate it being sent in June 2022.

MMR 20 - Province-Wide Records Management Systems Advocacy

The Board and the Service should request the Ministry of the Solicitor General revisit the need for a province-wide compatible Records Management System.

Lead Pillar/Board: Board
Targeted Completion Date: 2022/12
Status: [In Progress](#)

Updates: The letter to the Solicitor General has been drafted, and has been reviewed by the Service. It is currently under a final review by the Board Office, and we anticipate it being sent in June 2022.

MMR 21 - Service to Ensure Information Availability

The Service to ensure, through its procedures, the Major Case Management information on the Records Management System is available to other officers.

Lead Pillar/Board: Detective Operations
Targeted Completion Date: 2022/12
Status: [Not Started](#)

Updates: This recommendation has not yet started.

MMR 22 - Violent Crime Linkage Analysis System Compliance

The Service should commit to Violent Crime Linkage Analysis System adequacy standards.

Lead Pillar/Board: Office of the Chief
Targeted Completion Date: 2022/09
Status: **Not Started**

Updates: This recommendation has not yet started.

MMR 23 - Audit of Violent Crime Linkage Analysis System Compliance

The Audit & Quality Assurance unit should ensure an evaluation on the Violent Crime Linkage Analysis System compliance and legislative requirements, on a regular basis until compliance is the norm.

Lead Pillar/Board: Strategy & Risk Management
Targeted Completion Date: 2022/07
Status: **In Progress**

Updates: The Audit and Quality Assurance unit completed its planning and information gathering process and is currently in the testing and reviewing phase.

MMR 24 - Violent Crime Linkage Analysis System Reporting to Board

The Audit & Quality Assurance unit should provide audit reports of the Violent Crime Linkage Analysis System compliance to the Board.

Lead Pillar/Board: Strategy & Risk Management
Targeted Completion Date: 2022/07
Status: **Not Started**

Updates: This recommendation has not yet started. This recommendation is dependent on MMR 23.

MMR 25 - Violent Crime Linkage Analysis System Independent Inspections

The Board and the Service should partner with the Ministry of the Solicitor General and Office of the Inspector General of Policing to support independent monitoring of Violent Crime Linkage Analysis System compliance.

Lead Pillar/Board: Board
Targeted Completion Date: 2022/09
Status: **Not Started**

Updates: This recommendation has not yet started. This recommendation is dependent on the coming into force of the *Community Safety and Policing Act, 2019* and MMR 14.

MMR 26 - Notification of the Serial Predator Criminal Investigations Coordinator

The Service must commit to compiling with provincial adequacy standards to notify the Serial Predator Criminal Investigations Coordinator and to participate in multi-jurisdictional joint investigations in appropriate cases.

Lead Pillar/Board: Detective Operations
Targeted Completion Date: 2022/12

Status: [In Progress](#)

Updates: Routine Order 2021.08.12-0788 was issued on August 12, 2021, to provide direction on when to notify the Serial Predator Criminal Investigations Coordinator.

MMR 27 - Notification of the Serial Predator Criminal Investigations Coordinator

The Service should amend its existing procedures and/or issue a Routine Order to clarify the circumstances in which the Serial Predator Crime Investigations Coordinator must be notified.

Lead Pillar/Board: Detective Operations

Targeted Completion Date: 2022/12

Status: [In Progress](#)

Updates: Routine Order 2021.08.12-0788 was issued on August 12, 2021, to provide direction on when to notify the Serial Predator Criminal Investigations Coordinator.

MMR 28 - Serial Predator Crime Compliance Audits

The Audit & Quality Assurance unit should ensure an evaluation of the Serial Predator Crime Investigations Coordinator notification compliance and legislative requirements with the Major Case Management Manual on a regular basis until compliance is the norm.

Lead Pillar/Board: Strategy & Risk Management

Targeted Completion Date: 2022/12

Status: [Not Started](#)

Updates: This recommendation has not yet started.

MMR 29 - Serial Predator Crime Investigations Reporting to Board

The Audit & Quality Assurance unit should provide audit reports of the Serial Predator Crime Investigations Coordinator notification compliance to the Board.

Lead Pillar/Board: Strategy & Risk Management

Targeted Completion Date: 2022/12

Status: [Not Started](#)

Updates: This recommendation has not yet started. This recommendation is dependent on MMR 28.

MMR 30 - Serial Predator Criminal Investigations Coordinator Notification Independent Inspections

The Board and the Service should partner with the Ministry of the Solicitor General and Office of the Inspector General of Policing to support independent monitoring of compliance when notifying the Serial Predator Crime Investigations Coordinator.

Lead Pillar/Board: Board

Targeted Completion Date: 2022/09

Status: **Not Started**

Updates: This recommendation has not yet started. This recommendation is dependent on the coming into force of the *Community Safety and Policing Act, 2019*.

MMR 31 - Education Regarding Serial Predator Criminal Investigations Coordinator's Role

The Service should utilize Serial Predator Crime Investigations Coordinator in Major Case Management training and education.

Lead Pillar/Board: People & Culture

Targeted Completion Date: 2022/12

Status: **Not Started**

Updates: This recommendation has not yet started.

MMR 32 - Components of a Missing Person Strategic Plan

The Board should prepare and adopt a new strategic plan for the provision of policing that addresses missing person and unidentified remains investigations.

Lead Pillar/Board: Board

Targeted Completion Date: 2022/12

Status: **Not Started**

Updates: This recommendation has not yet started.

MMR 33 - Heightened Priority for Missing Persons Investigations

Missing persons investigations deserve heightened priority, consistent with the *Missing and Missed* Report's findings and the priority given to these cases in a number of comparable jurisdictions.

Lead Pillar/Board: Detective Operations

Targeted Completion Date: 2023/11

Status: **In Progress**

Updates: This recommendation is addressed through multiple recommendations including a prototype Response Assessment Tool and increased Community Engagement, where the Service has have committed to responding to every case involving missing persons.

MMR 34 - Culture Change to Heighten Priority to Missing Persons

The Service and the Board should ensure that the change in culture respecting the heightened priority to missing persons investigations is widely communicated within the Service.

Lead Pillar/Board: Detective Operations

Targeted Completion Date: 2023/03

Status: [In Progress](#)

Updates: The Service drew on resources and personnel throughout the Service to form the Missing & Missed Project Team to address the recommendations set out in the *Missing & Missed* Report. Command has approved changing the name of the Homicide Unit to Homicide and Missing Persons Unit, as well as increasing the number of personnel in the Missing Persons Unit. As key recommendations are implemented over the course of this project, Service members will be updated through both internal and external communications that will include messaging on the importance of missing persons investigations.

MMR 35 - Adopt Mid-Term Model

The Service and the Board should adopt the mid-term model for missing persons investigations outlined in the *Missing and Missed* Report.

Lead Pillar/Board: Detective Operations

Targeted Completion Date: 2022/12

Status: [In Progress](#)

Updates: Preliminary review of current practices, FOCUS tables, and Missing Persons Unit involvement. This recommendation is addressed by the Response Assessment mobile App that has been approved for Pilot.

MMR 36 - Service and Board Work with External Agencies

The Service and the Board should work with external agencies to assume consistent responsibilities with the proposed mid-term and long-term models.

Lead Pillar/Board: Detective Operations

Targeted Completion Date: 2022/12

Status: [In Progress](#)

Updates: Existing community resources are in the process of being researched and identified.

MMR 37 - Changes to the Missing Persons Unit

The Missing Persons Unit should include a permanent analyst position as well as a permanent administrator position.

Lead Pillar/Board: Detective Operations

Targeted Completion Date: 2022/06

Status: [In Progress](#)

Updates: A Missing Persons Unit job posting for an Administrator and Analyst was published Monday, March 14, 2022, with a 10-day closing date.

MMR 38 - Changes to the Missing Persons Unit and Divisional Staffing

The Missing Persons Unit, at least each of Toronto's four quadrants, and identified divisions, should have a Missing Person Coordinator to work exclusively on missing persons and unidentified remains.

Lead Pillar/Board: Detective Operations
Targeted Completion Date: 2022/09
Status: [In Progress](#)

Updates: The job description for the Civilian Missing Person Coordinator is currently being drafted.

MMR 39 - Changes to the Missing Persons Unit and Divisional Staffing

The roles and responsibilities of the Missing Person Coordinators are to be defined.

Lead Pillar/Board: Detective Operations
Targeted Completion Date: 2022/07
Status: [In Progress](#)

Updates: The job description for the Civilian Missing Person Coordinator is currently being drafted.

MMR 40 - Changes to the Missing Persons Unit and Divisional Staffing

The complement of the Missing Persons Unit should be increased to eight (8) investigators and a Detective Sergeant.

Lead Pillar/Board: Detective Operations
Targeted Completion Date: 2022/06
Status: [In Progress](#)

Updates: The Detective Sergeant position in the Missing Persons Unit has been created and filled. Four (4) additional Constable positions have been created within the Missing Persons Unit and the candidates have been selected. They will be transferred to the Missing Person Unit on May 23.

MMR 41 - Changes to the Missing Persons Unit and Divisional Staffing

The Service should create Missing Person Support Worker(s) position(s) within the Missing Persons Unit.

Lead Pillar/Board: Detective Operations
Targeted Completion Date: 2022/10
Status: [In Progress](#)

Updates: The Service continues to explore integrating civilians to provide support for those directly affected by the disappearance of individuals, including reaching out to other jurisdictions to identify leading practices, and meeting with a community partner agency to determine next steps.

MMR 42 - Greater Use of Civilians and Special Constables

The Service should make greater use of civilians and Special Constables to perform duties that do not require the skills of sworn officers.

Lead Pillar/Board: Detective Operations

Targeted Completion Date: 2023/08

Status: **Not Started**

Updates: This recommendation has not yet started.

MMR 43 - Amend Procedure to Provide a Comprehensive Communication Strategy throughout Missing Persons Investigations

The Service should amend its Missing Persons procedure to ensure ongoing investigative information is provided to those directly affected.

Lead Pillar/Board: Detective Operations

Targeted Completion Date: 2023/08

Status: **Not Started**

Updates: This recommendation has not yet started.

MMR 44 - Guide for Those Affected by the Person Being Missing and the Public

The Service should develop, in partnership with diverse communities, a guide to missing person and unidentified remains investigations for those directly affected as well as the public at large.

Lead Pillar/Board: Detective Operations

Targeted Completion Date: 2023/12

Status: **Not Started**

Updates: This recommendation has not yet started.

MMR 45 - Major Case Management Victim Liaison Officer

The Service should comply with the provincial adequacy standards respecting the assignment of a Victim Liaison Officer to major cases, including missing person cases.

Lead Pillar/Board: Detective Operations

Targeted Completion Date: 2023/08

Status: **Not Started**

Updates: This recommendation has not yet started.

MMR 46 - Amend Procedure to Document Support Provided in Missing Person Cases

The Service should amend the Missing Persons Procedure to document any support provided to those directly affected in missing person cases.

Lead Pillar/Board: Detective Operations

Targeted Completion Date: 2023/08

Status: **Not Started**

Updates: This recommendation has not yet started. This recommendation is dependent on MMR 57 and MMR 108.

MMR 47 - The Role of Not-For-Profit Organizations or Charities

The Board and the Service should support, in partnership with all levels of government, incentives for not-for-profit organizations to partner with, and assist in, missing persons investigations and those directly affected by their disappearances.

Lead Pillar/Board: Board

Targeted Completion Date: 2022/07

Status: **Not Started**

Updates: This recommendation has not yet started.

MMR 48 - Development of a Specialized Risk Assessment Tool in Partnership with Academic Institutions and Service Analysts

The Service, in partnership with academic institutions and its own analysts, should continually work on developing the most sophisticated risk assessment tools.

Lead Pillar/Board: Detective Operations

Targeted Completion Date: 2023/03

Status: **In Progress**

Updates: The Missing and Missed Project Team (M.M.P.T.) identified academics who are subject matter expert in missing persons investigations and victimology. The M.M.P.T. established a partnership meet with the academics regularly to review risk assessment ideology, and developed a Response Assessment tool in the form of a mobile app (App). A risk assessment to assess the type and likelihood of harm was deemed to be impractical for 2 main reasons as: (1) risk assessments require accurate information on a variety of risk indicators, and missing person cases are often characterized by a lack of information or misinformation at the onset of the investigation; and (2) There is no reliable formula to accurately predict risk or know what combination of risk factors cause risk. As such, academics and M.M.P.T. members conducted research and developed an assessment to determine the type of questions that should be asked (related to harm indicators) in order to form a contextual basis for determining an appropriate response to missing person incidents.

Criteria were developed along with a definition for harm indicators and how they will be embedded in the App. A working group, including but not limited to M.M.I.T. – Community Representatives, academics, and M.M.P.T. members was formed for development of the tool and the related training and education.

The prototype of the Response Assessment App has been approved for piloting, and the pilot division has been identified. Members of this division will receive training as part of the pilot project, and M.M.I.T. – Community Representatives will assist with the training. An assessment is planned for two (2) months after the start of the pilot.

MMR 49 - Risk Assessments by Trained Experts

Risk assessments should be done by those with specialized training and education in missing persons investigations and risk assessment.

Lead Pillar/Board: Detective Operations

Targeted Completion Date: 2023/03

Status: [In Progress](#)

Updates: The Response Assessment Tool working group is collaborating to create specialised training for the Response Assessment Tool pilot.

MMR 50 - Risk Assessments Timeliness

The Service should build capacity to have risk assessments performed in missing person cases 24/7.

Lead Pillar/Board: Detective Operations

Targeted Completion Date: 2023/03

Status: [In Progress](#)

Updates: The Missing and Missed Project Team is collaborating with Information Technology Command to develop a digital tool that can be accessed on mobile devices by both police officers and district special constables. Digitizing this tool facilitates information-sharing and enhances police response by ensuring critical information from a reportee is shared with key decisions-makers instantaneously. It also allows key metrics necessary for pattern analysis, case linkages, and social intervention strategies to be captured.

MMR 51 - Meeting for Risk Assessments

The Service should ensure those who conduct risk assessments meet regularly with each other and with non-policing agency partners to collaborate and promote consistent approaches.

Lead Pillar/Board: Detective Operations

Targeted Completion Date: 2023/03

Status: [Not Started](#)

Updates: This recommendation has not yet started.

MMR 52 - Risk Assessment-Based Triage Protocol

The Service should develop, in partnership with social services, public health and community agencies, a risk assessment– based triage protocol.

Lead Pillar/Board: Detective Operations

Targeted Completion Date: 2023/12

Status: [Not Started](#)

Updates: This recommendation has not yet started. This recommendation is dependent on MMR 48.

MMR 53 - Improve Capacities of Outside Agencies to Share Responsibilities for Missing Person Cases

The Service and the Board should work with all levels of government and social agencies to build capacity for all agencies to assume responsibility for missing person cases.

Lead Pillar/Board: Detective Operations

Targeted Completion Date: 2022/12

Status: **Not Started**

Updates: This recommendation has not yet started. This recommendation is dependent on MMR 35.

MMR 54 - Identifying the Types of Risk

Risk assessments should identify and document the type of risk, existing factors that elevate or diminish these risks, recommended investigative or other response to a person's disappearance, and to what extent the disappearance should be addressed by the appropriate agencies through a multidisciplinary response including but not limited to referral to a FOCUS table.

Lead Pillar/Board: Detective Operations

Targeted Completion Date: 2023/12

Status: **In Progress**

Updates: The project team has collaborated with Information Technology Command to develop a prototype tool that will document critical information regarding the missing person. The information is shared with key decision makers to enhance police response highlight factors that may elevate concern for the missing person.

MMR 55 - Update Current Risk Assessment Forms

The Service should design user-friendly risk assessment forms.

Lead Pillar/Board: Detective Operations

Targeted Completion Date: 2023/03

Status: **In Progress**

Updates: The project team has collaborated with Information Technology Command to develop a prototype tool that will document the type of risk, and any existing factors that may elevate risk of disappearance.

MMR 56 - FOCUS Table(s) Based Strategy – Consideration

The Board and the Service, with their agency partners and the City of Toronto, should consider whether to create a dedicated missing person FOCUS table.

Lead Pillar/Board: Field Services

Targeted Completion Date: 2023/12

Status: **Not Started**

Updates: This recommendation has not yet started. This recommendation is dependent on MMR 36, MMR 43, MMR 47 and MMR 57.

MMR 57 - Policy, Procedure & Risk Assessment Forms Re-Evaluation

The Missing Persons Policy, and Missing Person Procedure and related risk assessment forms should be re-evaluated and upgraded in light of the systemic issues identified by and the lessons learned through the *Missing and Missed* Report.

Lead Pillar/Board: Detective Operations

Targeted Completion Date: 2023/03

Status: **In Progress**

Updates: See sub-recommendations for updates.

MMR 57.1 - Policy Re-Evaluation

The Missing Persons Policy should be re-evaluated and upgraded in the light of the systemic issues identified by and the lessons learned through the *Missing and Missed* Report.

Lead Pillar/Board: Board

Targeted Completion Date: 2022/09

Updates: This sub-recommendation has not yet started.

MMR 57.2 - Risk Assessment Procedure and Forms Re-Evaluation

The Service's Missing Person Procedure and related risk assessment should be re-evaluated and upgraded in light of the systemic issues identified in the Missing and Missing report, including the need to treat missing person cases as presumptively high risk until a risk assessment or available information supports an alternative approach.

Lead Pillar/Board: Detective Operations

Targeted Completion Date: 2023/03

Updates: The project team has re-evaluated risk assessment forms as well as the Missing Persons Procedure and are in the process of determining necessary changes.

MMR 58 - Abolishing the Bifurcated Approach of Review of Risk Assessment

The Service should amend its Missing Persons Procedure to abolish the bifurcated approach.

Lead Pillar/Board: Detective Operations

Targeted Completion Date: 2023/03

Status: **In Progress**

Updates: The Response Assessment Tool initiative will in part address the responsibility of a supervisor to review a case and developing a strategy. A prototype has been approved for piloting.

MMR 59 - Re-Evaluate the Search Levels

The Service should re-evaluate the usefulness of the levels of search currently set out in its Missing Persons Procedure.

Lead Pillar/Board: Detective Operations

Targeted Completion Date: 2023/03

Status: [In Progress](#)

Updates: Related literature on this topic has been reviewed. The Response Assessment Tool initiative will, in part, address the levels of search.

MMR 60 - Support Continuing Research on Risk Assessment

The Board and the Service should support continuing research on risk assessment.

Lead Pillar/Board: Detective Operations

Targeted Completion Date: 2023/03

Status: [In Progress](#)

Updates: The Service has an established partnership with academics and continues to have regular meetings to share new information.

MMR 61 - Designation of Missing Persons Occurrences as Major Case

The Service should ensure, through a combination of amended procedures, Routine Orders, and training and education, that officers understand when a missing person occurrence must be designated as a major case.

Lead Pillar/Board: Detective Operations

Targeted Completion Date: 2022/09

Status: **Not Started**

Updates: This recommendation has not yet started.

MMR 62 - Updated Procedure

The Service should amend its procedures to permit or require lead investigators to treat missing person occurrences as a major case when foul play cannot be excluded or the missing person's life may be at serious risk for reasons unrelated to foul play.

Lead Pillar/Board: Detective Operations

Targeted Completion Date: 2023/08

Status: **Not Started**

Updates: This recommendation has not yet started. This recommendation is dependent on MMR 57 and MMR 63.

MMR 63 - Investigative Decisions as to Foul Play and Missing Persons Cases

The Missing Persons Procedure should capture who decides whether the case involves a strong possibility of foul play or analogous concern.

Lead Pillar/Board: Detective Operations

Targeted Completion Date: 2023/03
Status: [In Progress](#)

Updates: The Response Assessment Tool contains an approval process that will ensure key decision makers are apprised of critical information and can make an informed decision on how to respond to a missing person.

MMR 64 - Missing Persons Unit to Lead Investigations

The Service should recognize that divisional criminal investigations units may be ill equipped or resourced to conduct complex, lengthy missing persons investigations.

Lead Pillar/Board: Detective Operations
Targeted Completion Date: 2023/02
Status: [In Progress](#)

Updates: The Service is looking into creating Investigative Support Units within divisions to enhance investigation, offer expertise, and liaise with outside resources. The process for notification of the Missing Persons Unit is also under review.

MMR 65 - Set Clear Direction on Who Conducts the Investigation

The Service procedure that defines which division or Service investigates a missing person case should be revisited and revised, in partnership with the Ministry of the Solicitor General.

Lead Pillar/Board: Detective Operations
Targeted Completion Date: 2023/03
Status: **Not Started**

Updates: This recommendation has not yet started.

MMR 66 - Province-Wide Guidelines Re: Jurisdiction

The Board and the Service should urge the Ministry of the Solicitor General to adopt province-wide guidelines on jurisdiction to be exercised in missing person and unidentified remains investigations.

Lead Pillar/Board: Board
Targeted Completion Date: 2022/12
Status: [In Progress](#)

Updates: The letter to the Solicitor General has been drafted, and has been reviewed by the Service. It is currently under a final review by the Board Office, and we anticipate it being sent in June 2022.

MMR 67 - Amend Missing Persons Procedure

The Service should amend its Missing Persons Procedure to ensure that it complies with its Criminal Investigation Management Plan respecting the assignment of specialist investigators in missing persons investigations.

Lead Pillar/Board: Detective Operations

Targeted Completion Date: 2023/08
Status: **Not Started**

Updates: This recommendation has not yet started.

MMR 68 - Create a Process to Merge Investigations

The Service should create a process, to merge investigations otherwise being conducted to avoid unnecessary duplication of investigative work.

Lead Pillar/Board: Detective Operations
Targeted Completion Date: 2023/02

Status: **In Progress**

Updates: Current processes are being reviewed to identify areas where technology could be leveraged to avoid unnecessary duplication of investigative work.

MMR 69 - Updated Procedure - Ensure Investigation Continues in Absence of Lead Investigator

The Service should amend its Missing Persons Procedure to ensure full continuity in missing persons investigations when lead investigators go off-shift.

Lead Pillar/Board: Detective Operations
Targeted Completion Date: 2023/04

Status: **Not Started**

Updates: This recommendation has not yet started. This recommendation is dependent on MMR 57.

MMR 70 - Updated Procedure – Ensure Full Continuity in Missing Persons Investigations

The Service should amend its Missing Persons Procedure to ensure full continuity in missing persons investigations when lead investigators are reassigned or retire.

Lead Pillar/Board: Detective Operations
Targeted Completion Date: 2023/04

Status: **Not Started**

Updates: This recommendation has not yet started. This recommendation is dependent on MMR 69.

MMR 71 - Missing Person Coordinators to Ensure Continuity

The Missing Persons Unit, or the Missing Person Coordinators, should assume responsibility for continuity and consistency of file management.

Lead Pillar/Board: Detective Operations
Targeted Completion Date: 2023/04

Status: **Not Started**

Updates: This recommendation has not yet started. This recommendation is dependent on MMR 69.

MMR 72 - Define Triad in Major Cases and Access to Assigned Officers

The Service should amend its applicable procedures so that command triad in major cases to be clearly identified, and assigned officers in missing person and unidentified remains investigations are easily accessible to the public.

Lead Pillar/Board: Detective Operations

Targeted Completion Date: 2023/04

Status: **Not Started**

Updates: This recommendation has not yet started. This recommendation is dependent on MMR 69.

MMR 73 - Informed Investigations by Skills and Competencies

The assignment of investigators or interviewers to a missing person investigation should be informed by their individual skills and competencies.

Lead Pillar/Board: Detective Operations

Targeted Completion Date: 2023/04

Status: **Not Started**

Updates: This recommendation has not yet started. This recommendation is dependent on MMR 69.

MMR 74 - Internal Resources List and Site for Investigators

The Service should strengthen its existing Missing Persons Procedure to ensure that the investigators make themselves aware of existing community resources that can advance their investigations and fully use those resources as needed.

Lead Pillar/Board: Detective Operations

Targeted Completion Date: 2023/01

Status: **In Progress**

Updates: Existing community resources that can advance missing persons investigations are currently being researched and identified.

MMR 75 - Develop Information-Sharing Strategy

The Board and the Service should develop, in partnership with community groups and leaders, an information-sharing strategy that institutionalizes ongoing communication with community leaders and groups and with the public at large about the Service's missing persons investigations.

Lead Pillar/Board: Board

Targeted Completion Date: 2022/12

Status: **Not Started**

Updates: This recommendation has not yet started.

MMR 76 - Incorporate Information-Sharing Strategy into Strategic Plan and Procedure

The Service should incorporate the information-sharing strategy into the missing person strategic plan and the Service's Missing Persons Procedure.

Lead Pillar/Board: Detective Operations

Targeted Completion Date: 2023/04

Status: **Not Started**

Updates: See sub-recommendations for updates.

MMR 76.1 - Information Sharing Strategy in Strategic Plan

Incorporate the information sharing strategy into the missing person strategic plan described in MMR 32.

Lead Pillar/Board: Board

Targeted Completion Date: 2022/12

Updates: This sub-recommendation has not yet started.

MMR 76.2 - Incorporate the Information Sharing Strategy in Procedure

Incorporate the information sharing strategy into the Missing Persons Procedure.

Lead Pillar/Board: Detective Operations

Targeted Completion Date: 2023/04

Updates: This sub-recommendation has not yet started.

MMR 77 - Timely Media Releases for Missing Person and Unidentified Remains Investigations

The Service should amend its procedures relating to missing person and unidentified remains investigations to ensure timely media releases are issued.

Lead Pillar/Board: Detective Operations

Targeted Completion Date: 2022/12

Status: **Not Started**

Updates: This recommendation has not yet started.

MMR 78 - Media Releases Without a Photograph for Unidentified Remains

A media release should nonetheless be issued even when the state of unidentified remains would prevent the release of a photograph, in the absence of exceptional circumstances.

Lead Pillar/Board: Detective Operations

Targeted Completion Date: 2023/02

Status: **Not Started**

Updates: This recommendation has not yet started.

MMR 79 - Improve Missing Persons Webpage and Evaluate Efficacy of Missing Person Questionnaire

The Service should improve the missing persons webpage and evaluate the usefulness and ease of use of the public-facing Missing Person Questionnaire.

Lead Pillar/Board: Detective Operations

Targeted Completion Date: 2023/12

Status: **In Progress**

Updates: See sub-recommendations for updates.

MMR 79A- Missing Person Webpage

The Service should improve the missing persons webpage to provide members of the public a comprehensive space for reporting missing persons, resources, information, tools, and instructions on how to access to the Service facilities/specific officers.

Lead Pillar/Board: Detective Operations

Targeted Completion Date: 2023/12

Updates: Preliminary research for the Missing Persons website has begun and a domain was purchased.

MMR 79B - Evaluate the Missing Person Questionnaire

The Service should evaluate the Missing Person Questionnaire for use by members of the public, helpfulness to investigators, and accessibility/user-friendliness for members of the public.

Lead Pillar/Board: Detective Operations

Targeted Completion Date: 2023/03

Updates: The process for evaluating the effectiveness of the Missing Person Questionnaire has begun and will be further explored during the pilot for the Response Assessment Tool.

MMR 80 - Dedicated Call-In Number Feasibility

The Service should study the feasibility of a dedicated call-in number for missing person information, which should be staffed by civilians with specialized training and education.

Lead Pillar/Board: Detective Operations

Targeted Completion Date: 2022/12

Status: **In Progress**

Updates: A feasibility study for a dedicated call-in number for missing person information is underway.

MMR 81 - Community Partnership and Engagement - Public Warnings

The Service should re-evaluate its existing decision-making processes for issuing public safety warnings.

Lead Pillar/Board: Detective Operations

Targeted Completion Date: 2022/12

Status: **Not Started**

Updates: This recommendation has not yet started.

MMR 82 - Complementary Approach to Missing Youth Reporting

The Service should take steps to introduce a new and complementary approach to cases involving youth who go missing from group homes, shelters, and other youth-related institutions.

Lead Pillar/Board: Detective Operations

Targeted Completion Date: 2022/12

Status: **Not Started**

Updates: This recommendation has not yet started.

MMR 83 - Utilize Liaison and Neighbourhood Community Officers

The Service should utilize its Liaison Officers and its Neighbourhood Community Officers to advance missing person and unidentified remains investigations. The Missing Persons Procedure should be updated to outline the job functions of these Officers to assist investigators.

Lead Pillar/Board: Detective Operations

Targeted Completion Date: 2023/08

Status: **Not Started**

Updates: This recommendation has not yet started.

MMR 84 - Return Interview

The Service should modify its Missing Persons Procedure to require that a “return” interview be sought with a person who chose to go missing, in the absence of exceptional circumstances.

Lead Pillar/Board: Detective Operations

Targeted Completion Date: 2023/12

Status: **Not Started**

Updates: This recommendation has not yet started.

MMR 85 - Support a Service like the TextSafe Program

The Service, in partnership with community organizations, should support a service modelled on the United Kingdom’s TextSafe program.

Lead Pillar/Board: Detective Operations

Targeted Completion Date: 2022/12

Status: **Not Started**

Updates: This recommendation has not yet started. This recommendation is dependent on MMR 47 and MMR 74.

MMR 86 - Prevention Strategies – Survivor Working Group

The Service should support the creation of a diverse Survivor Working Group, consisting of those who have previously gone missing or their loved ones.

Lead Pillar/Board: Field Services

Targeted Completion Date: 2023/12

Status: **In Progress**

Updates: The structure for the Survivor Working Group is in the process of being developed. The Survivor Working Group will generate a *Terms of Reference* for the group.

MMR 87 - Missing Person Awareness Days

The Service should conduct a Missing Person Awareness Day at regular intervals, in which Service members explain to the community the approach taken to missing person cases, provide information on how to report missing persons, websites to access information, and who to contact about the conducting of investigations or how to provide relevant information.

Lead Pillar/Board: Detective Operations

Targeted Completion Date: 2022/12

Status: **Not Started**

Updates: This recommendation has not yet started.

MMR 88 - Update Procedures Regarding Collection of Electronic Evidence to Improve Processes

The Service should address the systemic issues associated with how it collects electronic evidence and amend/improve its existing internet procedure and practices, to provide clarity on electronic searches, timely access to technological support, clarity on Mutual Legal Assistance Treaties, and production orders under the Missing Persons Act.

Lead Pillar/Board: Detective Operations

Targeted Completion Date: 2023/01

Status: **Not Started**

Updates: This recommendation has not yet started.

MMR 89 - Information Obtained using the Mutual Legal Assistance Treaty

The Board and the Service should urge the provincial and federal governments to address and streamline the Mutual Legal Assistance Treaty process for collecting electronic information.

Lead Pillar/Board: Board
Targeted Completion Date: 2022/08
Status: [In Progress](#)

Updates: The Board is drafting a Mutual Legal Assistance Treaty letter in consultation with the Service.

MMR 90 - Integrate Civilian Analyst into Major Investigations

The Service should ensure that civilian analysts are fully integrated into major investigations to which they are assigned.

Lead Pillar/Board: Detective Operations
Targeted Completion Date: 2023/02
Status: **Not Started**

Updates: This recommendation has not yet started.

MMR 91 – Better Communication with Other Services

The Service should amend its procedures, and disseminate a Routine Order, to address the systemic issue represented by the Service's failure to respond to the attempts of another police service to interest the Service in a potentially connected investigation.

Lead Pillar/Board: Office of the Chief
Targeted Completion Date: 2022/08
Status: **Not Started**

Updates: This recommendation has not yet started.

MMR 92 - Solicitor General – Communication with another Service

The Board and the Service should request the Ministry of the Solicitor General draw the issue of lack of communication between services to the attention of all Ontario police services and identify a contact persons/position at the Ministry when an officer/service is concerned about the failure to respond.

Lead Pillar/Board: Board
Targeted Completion Date: 2022/12
Status: [In Progress](#)

Updates: The letter to the Solicitor General has been drafted, and has been reviewed by the Service. It is currently under a final review by the Board Office, and we anticipate it being sent in June 2022.

MMR 93 - Create Templates and Checklists

The Service should create templates and checklists for missing persons investigations to reflect the deficiencies identified by and the lessons learned during the Independent Civilian Review into Missing Person Investigations. The checklists should be fully accessible on the officers' mobile workstation and devices, and upgraded as needed.

Lead Pillar/Board: Detective Operations

Targeted Completion Date: 2023/02
Status: **Not Started**

Updates: This recommendation has not yet started. This recommendation is dependent on MMR 57.

MMR 94 - Make Checklists Part of Provincial Adequacy Standards

The Board and the Service should recommend to the Ministry of the Solicitor General that a missing person checklist form part of provincial adequacy standards.

Lead Pillar/Board: Board
Targeted Completion Date: 2022/12
Status: **In Progress**

Updates: The letter to the Solicitor General has been drafted, and has been reviewed by the Service. It is currently under a final review by the Board Office, and we anticipate it being sent in June 2022.

MMR 95 - DNA and Dental Charts

The Service should amend its Missing Persons Procedure regarding the collection of DNA evidence and Dental Chart forms.

Lead Pillar/Board: Detective Operations
Targeted Completion Date: 2023/02
Status: **Not Started**

Updates: This recommendation has not yet started. This recommendation is dependent on MMR 57 and MMR 93.

MMR 96 - Interview Key Witnesses

The Service should amend its Missing Persons Procedure to address the need to interview key witnesses pertaining to the report of a missing person and the subsequent investigation.

Lead Pillar/Board: Detective Operations
Targeted Completion Date: 2023/02
Status: **Not Started**

Updates: This recommendation has not yet started.

MMR 97 - Searches and Responsibility

The Service should amend its Missing Persons Procedure to address which officers are responsible for conducting the 300m search, the role of trained search managers, and strengthen the current language pertaining to support for missing persons and coordination with volunteers and community agencies.

Lead Pillar/Board: Detective Operations
Targeted Completion Date: 2023/02

Status: **Not Started**

Updates: This recommendation has not yet started.

MMR 98 - Comprehensive and Coordinated Searches

The Service should ensure all physical searches for missing persons, or canvassing for witnesses or relevant evidence, be conducted in a comprehensive and coordinated way.

Lead Pillar/Board: Detective Operations

Targeted Completion Date: 2023/02

Status: **Not Started**

Updates: This recommendation has not yet started.

MMR 99- Reviewing Video

The Service should, through a Routine Order, training and education, reinforce the need to ensure that video footage is sought and viewed in missing persons investigations in a timely, comprehensive and coordinated way.

Lead Pillar/Board: Detective Operations

Targeted Completion Date: 2023/02

Status: **Not Started**

Updates: This recommendation has not yet started. This recommendation is dependent on MMR 57.

MMR 100 - Coordinated Video Canvass

The use of a grid search or mapping tool represents a best practice that should be employed for conducting a comprehensive and coordinated search for video footage.

Lead Pillar/Board: Detective Operations

Targeted Completion Date: 2023/02

Status: **Not Started**

Updates: This recommendation has not yet started. This recommendation is dependent on MMR 57.

MMR 101 - Access to Hospital-Related Information

The Board and the Service should address inefficiencies in obtaining information from hospitals, correction facilities and other institutions about whether a missing person is located in those facilities with the provincial and municipal governments.

Lead Pillar/Board: Board

Targeted Completion Date: 2022/08

Status: **Not Started**

Updates: This recommendation has not yet started.

MMR 102 - Social Media, Multi-Media and Cross-Platform Mechanisms for Missing Persons Notifications

The Service should develop additional social media or other effective tools that effectively reach hospitals, and other places where similar services, locations or agencies have contact with a vast number of people, through which the police can place notifications about missing persons.

Lead Pillar/Board: Corporate Communications

Targeted Completion Date: 2022/06

Status: **Not Started**

Updates: This recommendation has not yet started.

MMR 103 - Memobook Use Continuation

The Service should evaluate the continuing use of officer memobooks, having regard to the issues identified during the Independent Civilian Review into Missing Person Investigations.

Lead Pillar/Board: Information & Technology Command

Targeted Completion Date: 2023/03

Status: **In Progress**

Updates: The existing memobook process and a 2020 memobook audit is currently under review. Information and Technology Command is currently exploring best practices and products that would support the modernization of the memobook.

MMR 104 - Memobooks

The Service should reinforce through its procedures and Routine Orders that memobooks are Service property and must be retained as its property.

Lead Pillar/Board: Information & Technology Command

Targeted Completion Date: 2022/06

Status: **Not Started**

Updates: This recommendation has not yet started.

MMR 105 - Unidentified Remains - Develop Protocols

The Service should develop, in partnership with the Office of the Chief Coroner/Ontario Forensic Pathology Service, protocols addressing unidentified bodily remains.

Lead Pillar/Board: Detective Operations

Targeted Completion Date: 2022/09

Status: **Not Started**

Updates: This recommendation has not yet started.

MMR 106 – Provincial Missing Persons and Unidentified Remains- Secondment

The Service, in consultation with the RCMP and the OPP, should request that one of its analysts be seconded to the provincial Centre for Missing Persons and Unidentified

Remains to assist in ensuring that missing persons cases in Toronto are appropriately overseen.

Lead Pillar/Board: Detective Operations

Targeted Completion Date: 2022/09

Status: **Not Started**

Updates: This recommendation has not yet started.

MMR 107 – Unidentified Remains – Notifications to the Homicide Unit

The Service should, through a Routine Order and other effective methods, reinforce the circumstances under which the Homicide Unit should be advised of a death or the discovery of bodily remains.

Lead Pillar/Board: Detective Operations

Targeted Completion Date: 2022/06

Status: **Not Started**

Updates: This recommendation has not yet started.

MMR 108 – Unidentified Remains – Notifications to the Homicide Unit

The Service should amend its procedure on Preliminary Homicide Investigations to clarify when unidentified remains investigations meet the criteria for a threshold major case.

Lead Pillar/Board: Detective Operations

Targeted Completion Date: 2022/08

Status: **In Progress**

Updates: Procedures 04-02 Death Investigations and 05-01 Preliminary Homicide Investigations are currently under review.

MMR 109 – Multi-Disciplinary Case Reviews

The Service should commit to the professional use of multi-disciplinary case reviews or case conferences, as contemplated by the Major Case Management Manual, to evaluate investigations objectively and thoroughly.

Lead Pillar/Board: Detective Operations

Targeted Completion Date: 2022/11

Status: **Not Started**

Updates: This recommendation has not yet started.

MMR 110 – Evaluate Existing Supervision and Oversight

The Service should evaluate whether existing supervision and oversight of major investigations should be re-examined.

Lead Pillar/Board: Detective Operations

Targeted Completion Date: 2022/11

Status: **Not Started**

Updates: This recommendation has not yet started.

MMR 111 – Toronto Sanctuary City Policy

The Service and the Board should re-evaluate, in partnership with the City of Toronto, what protections currently exist for those with precarious legal status who wish to report people missing or provide information about them.

Lead Pillar/Board: Legal Services

Targeted Completion Date: 2022/09

Status: **Not Started**

Updates: This recommendation has not yet started.

MMR 112 – Third - Party Reporting

The Service should consider incorporating into its Missing Persons Procedure, a third-party or “distance” reporting system (such as trusted community leaders, organizations or agencies to transmit, anonymously if necessary, missing person reports or information to police).

Lead Pillar/Board: Detective Operations

Targeted Completion Date: 2022/12

Status: **Not Started**

Updates: This recommendation has not yet started.

MMR 113 – Acknowledgement / Deficiencies

The Board and the Service should consider whether they wish to acknowledge the deficiencies identified in the *Missing and Missed Report*, together with the adverse impact they have had on communities and individuals directly affected.

Lead Pillar/Board: Board

Targeted Completion Date: 2022/06

Status: **Not Started**

Updates: This recommendation has not yet started. This recommendation is dependent on MMR 146 and 147(A).

MMR 114 – Acknowledgement / Saunders’s Statement

The Service should consider whether to acknowledge the problems associated with Chief Saunders’s statements on December 8, 2017 and later to the *Globe and Mail* and how they contributed to the elevated mistrust that followed the McArthur-related investigations.

Lead Pillar/Board: Office of the Chief

Targeted Completion Date: 2022/06

Status: **Not Started**

Updates: This recommendation has not yet started. This recommendation is dependent on MMR 113.

MMR 115 – Minimum Educational Requirements for Recruits

The Board and the Service should update their recruitment policies and procedures in relation to education, diversity, and equity in hiring.

Lead Pillar/Board: Board

Targeted Completion Date: 2022/12

Status: **In Progress**

Updates: The Recruitment, Appointments and Promotions for Uniform and Civilian Members of the Toronto Police Service Board Policy was approved by the Board on September 27, 2021.

MMR 116 – Board and Service –Leaders in Policing

The Board and the Service should commit to the Service becoming a recognized national, if not global, leader in police training, education, and professional development both for recruits and current members, with particular emphasis on those who perform functions relevant to community engagement, equity, inclusion and human rights.

Lead Pillar/Board: Board

Targeted Completion Date: 2022/12

Status: **Not Started**

Updates: This recommendation has not yet started.

MMR 117 – Training and Education Based on the Independent Civilian Review into Missing Person Investigations’ Findings

The systemic issues identified by, and lessons learned during the Independent Review into Missing Persons Investigations, should inform the content of the training and education of the Service on missing persons and unidentified remains investigations.

Lead Pillar/Board: People & Culture

Targeted Completion Date: 2022/12

Status: **Not Started**

Updates: This recommendation has not yet started. This recommendation is dependent on MMR 32, MMR 33, MMR 43, MMR 48-52, MMR 54, MMR 55, MMR 57, MMR 61-63, MMR 77, MMR 81, MMR 88, MMR 96-100, MMR 107 and MMR 108.

MMR 118 – Specialized Training and Education

The Service should develop specialized training and education on missing persons and unidentified remains investigations.

Lead Pillar/Board: People & Culture

Targeted Completion Date: 2023/01

Status: **Not Started**

Updates: This recommendation has not yet started.

MMR 119 – Basic Understanding of New Model for Missing Persons Investigations

All officers must have a basic understanding of the new model for missing persons investigations that the Service adopts and how unidentified remains investigations should be conducted.

Lead Pillar/Board: People & Culture

Targeted Completion Date: 2023/01

Status: **Not Started**

Updates: This recommendation has not yet started. This recommendation is dependent on MMR 117 and MMR 118.

MMR 120 – Continuing Education – Fair, Unbiased and Compassionate Service Delivery through Community Partnerships

The Service should partner with community members and those who work with marginalized and vulnerable communities to design and provide mandatory continuing education for its members, that addresses reasoning, problem-solving skills, empathy, understanding and cultural humility.

Lead Pillar/Board: People & Culture

Targeted Completion Date: 2022/12

Status: **Not Started**

Updates: See sub-recommendations for updates.

MMR 120A – Continuing Education – Fair, Unbiased and Compassionate Service Delivery

The Service should place greater emphasis on continuing education for its members that addresses reasoning and problem-solving skills, empathy and understanding, and cultural humility.

Lead Pillar/Board: People & Culture

Targeted Completion Date: 2022/12

Updates: This sub-recommendation has not yet started.

MMR 120B – Continuing Education and Community Partnerships

The Service should partner with those who work with marginalized and vulnerable communities and community members to design and provide social context education that can be integrated into all forms of training and education.

Lead Pillar/Board: People & Culture

Targeted Completion Date: 2022/12

Updates: This sub-recommendation has not yet started.

MMR 121 – Transfer of Learning & Training Evaluation

The Service should place much greater emphasis on evaluating the effectiveness of training and education through measurable outcomes.

Lead Pillar/Board: People & Culture

Targeted Completion Date: 2022/09

Status: [In Progress](#)

Updates: The evaluation of the effectiveness of learning has been the subject of a public search for a proponent specialist to do this work. A Request for Proposal inviting organizations with research and advisory capabilities to build and implement a comprehensive transfer of learning analysis program was published October 15, 2021 and closed November 3, 2021. Unfortunately, no proponents responded to the Request For Proposal. The College is in the early stages of exploring the possibility of a partnership with an educational institution to do this work.

MMR 122 – Professional Development and Promotion

The Board and the Service should, through policy and procedures, link promotions to demonstrable competency in developing and sustaining community relationships, particularly with marginalized and vulnerable communities.

Lead Pillar/Board: People & Culture

Targeted Completion Date: 2022/07

Status: [In Progress](#)

Updates: See sub-recommendations for updates.

MMR 122.1 – Professional Development and Promotion

Update policies to link promotions to demonstrable competency in developing and sustaining community relationships.

Lead Pillar/Board: Board

Targeted Completion Date: 2022/07

Updates: The Recruitment, Appointments and Promotions for Uniform and Civilian Members of the Toronto Police Service Board Policy was approved by the Board on September 27, 2021. The Policy was published to the Board website. The deliverables for this sub-recommendation have been completed. Once the deliverables for sub-recommendation MMR 122.2 have been completed the TPS 985 for MMR 122 can be submitted for approval.

MMR 122.2 – Professional Development and Promotion

Link promotions to demonstrable competency in developing and sustaining community relationships.

Lead Pillar/Board: People & Culture

Targeted Completion Date: 2022/07

Updates: The People & Culture pillar is currently in the process of reviewing the Board's new policy on Recruitments, Appointments and Promotions, and ensuring

that Service procedures are aligned. Significant updates have been made to the Service's uniform promotional processes to link promotions to demonstrable competencies related to community relationships, and the Board's new policy requirements were incorporated into the recent Inspector and Sergeant promotional processes.

MMR 123 – Centre for Policing Excellence

The Board and the Service should support the creation of a regional centre for policing excellence, housed within an academic institution.

Lead Pillar/Board: Board

Targeted Completion Date: 2023/06

Status: [In Progress](#)

Updates: The Board is currently in talks with academic centres for the development of a centre for policing excellence.

MMR 124 – Publication of Programs Offered to Service Members

The Service should publicize the mandatory and optional programming provided to Service employees on its website at minimum.

Lead Pillar/Board: People & Culture

Targeted Completion Date: 2022/05

Status: **Not Started**

Updates: This recommendation has not yet started.

MMR 125 – Partnerships with Academic Institutions

The Board and the Service should proactively explore additional partnerships with academic institutions to promote independent research on policing and on the systemic issues and research-deficits identified in the *Missing and Missed* Report.

Lead Pillar/Board: Board

Targeted Completion Date: 2022/12

Status: [In Progress](#)

Updates: The Board is currently in talks with academic centres for the development of a Memorandum of Understanding to facilitate and encourage independent research on policing in Toronto.

MMR 126 – Psychological Testing

The Service should consider introducing recently developed psychological testing in hiring and recruiting.

Lead Pillar/Board: People & Culture

Targeted Completion Date: 2022/07

Status: [In Progress](#)

Updates: The Service has implemented a psychological testing component in the recruitment and hiring processes. People & Culture is currently reviewing the processes to ensure testing meets the requirements detailed in MMR 126.

MMR 127 – Service-Wide Equity Strategy

The Board and the Service should ensure that the Service develops a robust equity plan as soon as practicable.

Lead Pillar/Board: People & Culture

Targeted Completion Date: 2023/01

Status: [In Progress](#)

Updates:

An initial (content-ready) draft of the Strategy has been developed and has gone through an internal management review process. An external/community consultation and review process is now underway, and incoming feedback received during the spring will refine the Strategy.

Community Telephone Survey

A section within the Community Telephone Survey focuses on capturing feedback from members of the community who have had contact with the police in the past year to find out how they felt they were treated during their contact. Additional questions have been added to the demographic section of this survey, to assist in measuring feedback from members of marginalized and vulnerable communities. The Community Telephone Survey is conducted annually by an independent market research firm.

Community Focus Groups

A section titled “Community Feedback on Police Interactions” was added to the 2021 community focus group discussion outline. The focus groups are conducted annually by an independent market research firm and focus on understanding current issues that have an impact on policing and the community.

In addition to the changes noted above, the Service also hopes to resume its Victim Telephone Survey process next year. The process was suspended for the last couple of years due to the pandemic. The Victim Telephone Survey also contains questions to gather feedback from the community on how they felt about their interaction with the police.

MMR 128 – Consider Merging Community Partnerships and Engagement Unit and Equity, Inclusion and Human Rights

The Service and the Board should consider merging or placing the Service’s two units devoted to equity, under the same chain of command, to achieve the critical goal of advancing equity.

Lead Pillar/Board: People & Culture

Targeted Completion Date: 2022/09

Status: **Not Started**

Updates: This recommendation is under assessment.

MMR 129 – Mechanisms to Collect Community Feedback on Police Interactions (Equity Audits).

To complement MMR 127, the Service should develop mechanisms to measure how community members, particularly members of marginalized and vulnerable communities, feel about their interactions with the Service.

Lead Pillar/Board: Strategy & Risk Management

Targeted Completion Date: 2022/06

Status: **In Progress**

Updates: Mechanisms have been developed to collect feedback on community members' interactions with the Service.

Community Telephone Survey

A section within the Community Telephone Survey focuses on capturing feedback from members of the community who have had contact with the police in the past year to find out how they felt they were treated during their contact. Additional questions have been added to the demographic section of this survey, to assist in measuring feedback from members of marginalized and vulnerable communities. The Community Telephone Survey is conducted annually by an independent market research firm.

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In addition to the changes noted above, the Service hopes to resume its Victim Telephone Survey process next year. The process was suspended for the last couple of years due to the pandemic. The Victim Telephone Survey also contains questions to gather feedback from the community on how they felt about their interaction with the police. Prior to starting this process again, the survey will be reviewed to see if changes are required to address this recommendation.

MMR 130 – Adequate Resources – Equity, Inclusion and Human Rights

The Service and the Board should ensure that the Service's Equity, Inclusion and Human Rights Unit is adequately resourced to facilitate implementation of recommendations respecting bias and discrimination contained in the *Missing and Missed Report*, and to build competencies within the unit to engage with LGBTQ2S+, trans, racialized and Indigenous communities.

Lead Pillar/Board: People & Culture

Targeted Completion Date: 2023/01

Status: **Not Started**

Updates: This recommendation has not yet started. This recommendation is dependent on MMR 127.

MMR 131 – Adequate Resources - Wellness

The Service and the Board should ensure that the Service's Wellness Unit is adequately resourced to build competencies within the unit to provide culturally specific wellness resources and support to diverse members of the Service.

Lead Pillar/Board: People & Culture

Targeted Completion Date: 2022/06

Status: **Not Started**

Updates: This recommendation has not yet started. This recommendation is dependent on MMR 127.

MMR 132 – Discipline and Discrimination

Through a strategic plan or strategy, the Service and the Board should address issues around transparency and accountability in how the conduct of Service members that raises concerns about discrimination, including harassment and differential treatment based on human-rights personal identifiers is addressed.

Lead Pillar/Board: People & Culture

Targeted Completion Date: 2022/09

Status: **Not Started**

Updates: This recommendation has not yet started.

MMR 133 – *Community Safety and Policing Act* Adjudication Hearing and Service-Related & Ontario Civilian Police Commission Appealed Disciplinary Decisions Searchable and Posted to Internet and Searchable

The Board and the Service should urge the Ministry of Community Safety and Correctional Services (now the Ministry of the Solicitor General) to ensure adjudication hearing decisions under the *Community Safety and Policing Act* are published and searchable on the Internet, and that Service-related and Ontario Civilian Police Commission appealed disciplinary decisions are publicly accessible and searchable.

Lead Pillar/Board: Board

Targeted Completion Date: 2022/08

Status: **In Progress**

Updates: See sub-recommendations for updates.

MMR 133A – Transparency of Disciplinary Decisions

The Board and the Service should ensure that Service-related disciplinary decisions are easily accessible to and searchable by the public and/or indexed for the public's use.

Lead Pillar/Board: Board

Targeted Completion Date: 2022/06

Updates: This sub-recommendation has not yet started.

MMR 133B – Discipline and Discrimination

The Board and the Service should urge the Ministry of Community Safety and Correctional Services (now the Ministry of the Solicitor General) to make regulations, pursuant to s. 148(2) of the *Community Safety and Policing Act, 2019*.

Lead Pillar/Board: Board

Targeted Completion Date: 2022/08

Updates: This correspondence is currently being drafted by the Board Office. However, this recommendation is dependent on the coming into force of the *Community Safety and Policing Act, 2019*.

MMR 134 – Right to Complain Campaign

The Board and the Service should facilitate, preferably together with the Ministry of the Solicitor General and the Office of the Inspector General of Policing, the publication of the ability of any person to make complaints under s. 107 of the *Community Safety and Policing Act, 2019*.

Lead Pillar/Board: Board

Targeted Completion Date: 2022/09

Status: **Not Started**

Updates: This recommendation has not yet started. This recommendation is dependent on the coming into force of the *Community Safety and Policing Act, 2019*.

MMR 135 – Community Consultative Committees

The Board and the Service should re-evaluate and rationalize, in partnership with the diverse communities they serve, how community consultation takes place, especially in relation to marginalized and vulnerable communities.

Lead Pillar/Board: Board

Targeted Completion Date: 2022/07

Status: **Not Started**

Updates: This recommendation has not yet started.

MMR 136 – Development of Public Communication Strategies to Enhance Transparency

The Board and the Service should develop a public communication strategy that is transparent, utilizes town hall meetings, leads to the creation of a new Service website to overcome barriers, and increases social media presence for Liaison Officers.

Lead Pillar/Board: Corporate Communications

Targeted Completion Date: 2022/12

Status: **Not Started**

Updates: This recommendation has not yet started.

MMR 137 – Enhanced Liaison Officer Program

The Service and the Board should support and significantly enhance the Liaison Officer Program to increase the number of Liaison Officers to include a cadre of part-time divisional Liaison Officers which would be comprised of both sworn officers and civilian members.

Lead Pillar/Board: Field Services

Targeted Completion Date: 2023/06

Status: **Not Started**

Updates: This recommendation has not yet started.

MMR 138 – Part-Time Divisional Liaison Officer

The Service should have the Liaison Officer Program Development include part-time liaison positions in each division.

Lead Pillar/Board: Field Service

Targeted Completion Date: 2023/06

Status: **Not Started**

Updates: This recommendation has not yet started.

MMR 139 – Petty Cash Funds for Liaisons & Neighbourhood Community Officers

The Service should enable Liaison Officers and civilian liaison members to spend modest amounts to promote relationship building with marginalized and vulnerable communities.

Lead Pillar/Board: Field Services

Targeted Completion Date: 2022/06

Status: **Not Started**

Updates: This recommendation has not yet started.

MMR 140 – Independent Evaluation of the Liaison Officer Program

The Service should arrange for an independent publicized evaluation of the Service Liaison program within a reasonable timeframe after modifications of the program have been introduced.

Lead Pillar/Board: Field Services

Targeted Completion Date: 2023/12

Status: **Not Started**

Updates: This recommendation has not yet started. This recommendation is dependent on MMR 83 and MMR 137.

MMR 141 – Support and Expand Neighbourhood Community Program

The Service and the Board should continue to support and expand the Neighbourhood Community Officer Program as an effective means of promoting community safety while also building relationships with marginalized and vulnerable communities.

Lead Pillar/Board: Field Services

Targeted Completion Date: 2022/05

Status: **In Progress**

Updates: The Service's Neighbourhood Community Officer Program has been implemented in 38 of the 140 City of Toronto Neighbourhoods with Neighbourhood Community Officers.

The approved 2022 Budget will allow for expansion of the Neighbourhood Community Officer Program in 2022, through resource redeployment from the Community Response Units. This expansion of the Service's Neighbourhood Community Officer Program will ensure a greater presence of Neighbourhood Community Officers across more neighbourhoods.

The Toronto Police Services Board's business plan for 2022-2023 directs the Service to prioritize the expansion and enhancement of the program while more broadly infusing community policing approaches in the Service's delivery model.

MMR 142 – Recognized Internal Support Networks as Important Asset in Community Engagement

The LGBTQ2S+ and other Internal Support Networks should be recognized as important assets in community engagement and in the Service itself.

Lead Pillar/Board: Field Services

Targeted Completion Date: 2022/10

Status: **Not Started**

Updates: This recommendation has not yet started.

MMR 143 – Response to National Inquiry into Missing and Murdered Indigenous Women and Girls

The Service and the Board, in consultation with Toronto's Indigenous communities and agencies, should develop a formal response to the call to action from the *National Inquiry into Missing and Murdered Indigenous Women and Girls*.

Lead Pillar/Board: People & Culture

Targeted Completion Date: 2022/07

Status: **Not Started**

Updates: This recommendation has not yet started.

MMR 144 – Utilize Community Resources

The Service and the Board should improve relationships, consider partnerships, and recognize that marginalized and vulnerable communities have expert knowledge, networks, and skills that the Board and the Service cannot replicate easily or cost effectively.

Lead Pillar/Board: Field Services

Targeted Completion Date: 2022/12

Status: **Not Started**

Updates: This recommendation has not yet started.

MMR 145 – Service Pride Committee

The Service should consider partnering with LGBTQ2S+ communities for consideration of Service participating in PRIDE parade based on the extent of implemented recommendations.

Lead Pillar/Board: Field Services

Targeted Completion Date: 2023/12

Status: **Not Started**

Updates: This recommendation has not yet started.

MMR 146 – Assemble Missing and Missed Implementation Team

The Service should assemble a Missing and Missed Implementation Team comprised of a diverse team of community representatives and Service members. The recommendation expanded on the responsibilities of the team, that it should be co-led by a community representative and a senior member of the Service, and that should be representative of the diversity of Toronto’s communities, including LGBTQ2S+ and marginalized and vulnerable communities addressed in the Report as well as the Service. Furthermore, it outlines specific skills and experiences that will benefit the team. It also addresses the topic of remuneration for the community members.

Lead Pillar/Board: Office of the Chief

Targeted Completion Date: 2022/04

Status: **In Progress**

Updates: Staff Superintendent Pauline Gray was appointed to assemble and lead the Missing and Missed Implementation Team. In June 2021, a small Selection Committee was established, and members identified to form the Missing and Missed Project Team. The Selection Committee consisted of both community members who played a role in the initial Independent Civilian Review into Missing Person Investigations, and Service members selected by Staff Superintendent Gray.

The Selection Committee met weekly during June and July 2021 to determine the process for selecting the Community Representatives for the Missing and Missed Implementation Team. This work included creating the Community Representative Selection Criteria, which included being a Toronto resident, and the following core skills and specific expertise: Analytical and Critical Thinking, Interpersonal Communications, Governance, and Working with or lived experience with/as LGBTQ2S+, Indigenous, Racialized, and/or Marginalized persons. The Selection Committee was also responsible for extending an invitation for applications from community members.

The invitation for applications included: news releases, social media posts on Facebook, Instagram, and Twitter; an email with the news release and application form sent to Service news release subscribers; an email with news release and application form sent to everyone on the initial Independent Civilian Review into Missing Person Investigations' Missing Person Stakeholder list; the LGBTQ2S+ Chief's Consultative Committee, 51 Division's LGBTQ2S+ Liaison officer, and 51 Division Neighbourhood supervisor doing some promotional work through their networks and through social media; the LGBTQ2S+ Liaison officer and the Neighbourhood supervisor proactively approached some community members they thought may be interested, and reached out to people whose applications were incomplete to seek out the missing information; a poster calling for applications was shared with 11 representative organizations in addition to the 35 individuals / organizations that received notification of the opportunity through the BLOOM Network; and internet/accessibility issues were addressed by making hard copies of the application available and accessible.

The Selection Committee identified the number of Missing and Missed Implementation Team – Community Representative positions to be filled. As recommendation 146(e) recommended community representatives include members of the initial Independent Civilian Review into Missing Person Investigations' Community Advisory Group and/or the advisory group that drafted the Terms of Reference for the initial Independent Civilian Review into Missing Person Investigations, four (4) members of the Advisory Group volunteered to be Community Representatives and were appointed as such.

A total of 148 applications were received. Service members on the Selection Committee screened out non-Toronto applicants and removed identifying information from the applicant list and applications to ensure that personal biases did not influence the decision-making process. Community members on the Selection Committee short-listed the applicant to 15 applicants to be interviewed.

The Selection Committee members (community and Service members jointly) conducted the interviews, and the top seven (7) applicants were selected to serve as Missing and Missed Implementation Team – Community Representatives, bringing the total number of Community Representatives to eleven (11).

Police representatives on the Implementation Team include members of Ontario Provincial Police, Peel Regional Police, and Toronto Police Service, selected for their expertise and/or function. Some of the *Missing and Missed* Report's recommendations

are of interest to these other police services that are also looking to implement them effectively.

The Selection Committee finalized the membership of the M.M.I.T. on July 26, 2021, and it consisted of twenty-four (24) Community and Police Representatives at that time.

The M.M.I.T. currently meets the first Thursday of each month and more frequently as required.

The M.M.I.T. is committed to an implementation process that is inclusive and engaging. Therefore, the M.M.I.T. – Community Representatives identified recommendations that they would like to consult on and engage in activities to implement. Working groups are being established to ensure community members are engaged in the implementation of the identified recommendations. The Service is in the process of identifying the Service members who will sit on each of the working groups. Once these working groups have been established, the TPS 985 for MMR 146 will be submitted for approval.

MMR 147 – Post Implementation Plan and Progress Reports to Service Website

The M.M.I.T. should post the Implementation Plan and progress reports to the Service website and should consider using an online tracking tool for implementation.

Lead Pillar/Board: Office of the Chief

Targeted Completion Date: 2021/12

Status: [In Progress](#)

Updates: See sub-recommendations for updates.

MMR 147A – Post Implementation Plan to Service Website

On or before September 30, 2021, the M.M.I.T. should complete its Implementation Plan and post it to the Service website.

Lead Pillar/Board: Office of the Chief

Targeted Completion Date: 2021/12

Updates: The M.M.I.T. requested and received an extension from September 30, 2021, to December 30, 2021, for completion of this sub-recommendation.

The M.M.I.T. Community and Police representatives co-created the Implementation Plan consisting of goals, outcomes, and timelines.

The Implementation Plan was posted on the *Missing and Missed* implementation webpage on Dec 29, 2021. The deliverables for this sub-recommendation have been completed.

MMR 147B – Post Progress Reports to Service Website At Least Quarterly

The M.M.I.T. should post progress reports to the Service website at least quarterly and should consider using an online tracking tool for implementation.

Lead Pillar/Board: Office of the Chief

Targeted Completion Date: 2022/03

Updates: The *Missing and Missed* implementation webpage, attached to the tps.on.ca website in December 2021, serves as a platform to share the work of the M.M.I.T. On its landing page is a link to the publicly available *Missing and Missed* Implementation dashboard.

The dashboard was built using existing technology available to the Service and it continues to be refined to meet as many of the requirements as possible. The information contained on the dashboard includes, but is not limited to the following information:

- overall implementation status of the project
- monthly progress reports on the implementation of each of the 151 recommendations
- whether the Board or the Service is accountable for implementation of each recommendation
- links/documents relating to each recommendation

The Missing and Missed Project Team compiles the monthly update and the M.M.I.T. is provided with an opportunity to submit feedback on the content of the updates prior to them being published on the dashboard.

The first updates were published on December 29, 2021. Going forward, updates will be published monthly. The final update for each quarter will be archived as an interactive snapshot of the implementation status, and it will be available from the dashboard.

The progress reporting process is currently being finalized and operationalized. Once this is achieved, the TPS 985 for MMR 147 will be submitted for approval.

MMR 148 – Detailed Recommendation Implementation Update Report

On or before April 30, 2022, the Board and the Service should publicly release a detailed report on the extent to which each recommendation has been implemented.

Lead Pillar/Board: Office of the Chief

Targeted Completion Date: 2022/04

Status: [In Progress](#)

Updates: The Missing and Missed Project Team drafted this Board report detailing the extent to which each recommendation has been implemented. This Board report became available on the Board's website in the public agenda on April 26, 2022, and will be presented to the Board during the public Board meeting on May 2, 2022. Posting this report to the Board's website, and therefore making it a public document completes the deliverables for this recommendation. The TPS 985 for MMR 148 will be submitted for approval in early May 2022.

MMR 149 – IG Monitoring of Implementation

The Board and the Service should support the Office of the Inspector General of Policing in independently monitoring this implementation.

Lead Pillar/Board: Board
Targeted Completion Date: 2025/06
Status: **Not Started**

Updates: This recommendation has not yet started as it is dependent on the coming into force of the *Community Safety and Policing Act, 2019*.

MMR 150 – Ontario Human Rights Commission Mandate-Related Consultations

The Board, the Service and the M.M.I.T. should consult regularly with the Ontario Human Rights Commission in relation to the implementation of recommendations related to the Commission's mandate.

Lead Pillar/Board: Office of the Chief
Targeted Completion Date: 2022/04
Status: **Not Started**

Updates: This recommendation has not yet started.

MMR 151 – M.M.I.T.-Community Representatives Advised of Option to File Complaint

The community members of the implementation team should be made aware of the option to file a complaint under the *Human Rights Code* or under the *Community Safety and Policing Act, 2019*.

Lead Pillar/Board: Office of the Chief
Targeted Completion Date: 2022/02
Status: **In Progress**

Updates: The option to file a complaint under the *Human Rights Code* or under the *Community Safety and Policing Act, 2019*, was included in the Rights and Responsibilities of Committee Members section of the M.M.I.T. Advisory Committee Terms of Reference that was adopted at the M.M.I.T. meeting of February 3, 2022. Members of the M.M.I.T. have the right to file a complaint if they believe that either the Board or the Service is not prepared to make needed changes to address the systemic issues the *Missing and Missed Report* identifies. The deliverable for this recommendation has been completed and the TPS 985 has been submitted for approval. Once the TPS 985 has been approved, the recommendation will be considered Implemented and its status will be updated on the *Missing and Missed* implementation dashboard.



Toronto Police Service 2021 Annual Hate Crime Statistical Report

Intelligence Services- Hate Crime Unit

Hate Crime Unit Mandate

Provide assistance and expertise to all investigations and prosecutions of hate crimes.

Investigate and liaise with the Ministry of the Attorney General in relation to hate propaganda cases.

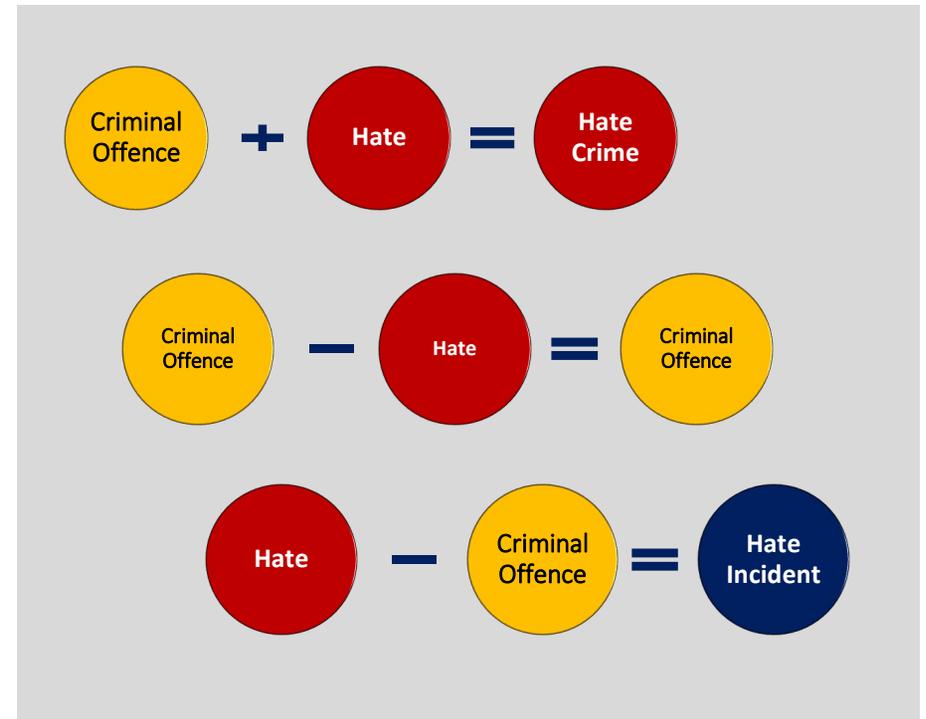
Maintain an information base of hate occurrences and arrests to assist Divisional analysts and investigators.

Assist in developing public education programs in partnership with other members of the Service and the community.

Act as a central focus for the dissemination of information and provide support to Divisional/District Hate Crime Coordinators (DDHC), other police services, government agencies and the community.

Hate Crime Classification

- Comments, statements expressed during attack
- Motivation of perpetrator or lack of apparent motive
- Victim's perception
- Display of offensive symbols, words or acts (graffiti)
- Circumstances surrounding the incident, date/time
- Groups involved in the attack
- The manner and means of attack
- Recurring patterns



TPS Response to Hate Crime Calls

Primary Response Officers will attend and respond to hate/bias crimes. Officers will document, record and/or seize relevant evidence and adhere to procedure, including offering Victim Services.

Procedure requires mandatory notifications to the Road Sergeant, CIB, DDHC and HCU.

HCU provides assistance and investigative support, as required. HCU will review occurrences and ensure that each occurrence is accurately classified (i.e. Hate Incident vs Hate Crime). MAG is consulted, when required.

Divisions will utilize internal resources including Crime Analysts, Special Constables, Corporate Communications, Computer Cyber Crime, Community Partnerships and Engagement Unit, and Neighborhood Community Officers, as required.

Ongoing police and community engagement is key in order to build trust, relationships and to help solve investigations.

Investigative Challenges & Approach to Solving Hate Crimes

The number of arrests related to hate crimes in 2021 increased from 41 persons arrested in 2020 to 51 persons arrested in 2021.

Significant percentage of reported hate crime occurrences in 2021 involve incidents of mischief to property (i.e. graffiti) in circumstances where there was limited or no suspect description available.

Additional means of identifying suspects include video surveillance, internal bulletins and news releases.

Online investigations present additional challenges, and often require judicial authorizations to determine location of the offender and their identity.

Online investigations can lead to identifying suspects on an international scale creating jurisdictional challenges.

Solving Hate Crimes

- Internal and external stakeholders, such as the Community Partnerships and Engagement Unit, Corporate Communications, Neighborhood Community Officers, Chief's Community Consultative Committees, and advocacy groups are vital to developing comprehensive, holistic response that is required to effectively investigate and denounce hate crimes.
- HCU proactively engages in hate crime initiatives with advocacy groups and members of the Chief's CCC.
- TPS is one of 18 Services represented on the provincially funded Hate Crime and Extremism Investigative Team
- TPS has seconded members to:
 - RCMP Integrated National Security Enforcement Team
 - OPP Provincial Anti-Terrorism Section
 - New York Police Department



Community Partnerships and Collaboration are Key to Ensuring Successful Investigations

Your Ward News Appeal (June 2021)

Charges: Two counts of wilful promotion of Hatred against Women and Jews

- Community reports from multiple Police jurisdictions
- Expert Testimony
- Ministry of the Attorney General (MAG)
- Assistance provided by Service's C3 Unit to capture electronic evidence
- Community Impact Statements

Anti-Disability Investigation (2021)

Charge: Wilful promotion of hatred

- Suspect cautioned, no charges laid
- Petition created by an individual online and distributed through social media
- Location of the offence was determined through production orders for cell phone records and Internet Service Provider records
- Search warrant obtained
- Laptops and cell phones examined
- Individual identified through the analysis of seized devices
- Suspect was identified as a young offender and cautioned
- Decision to caution was done in consultation with the complainant (a local advocacy group) and MAG



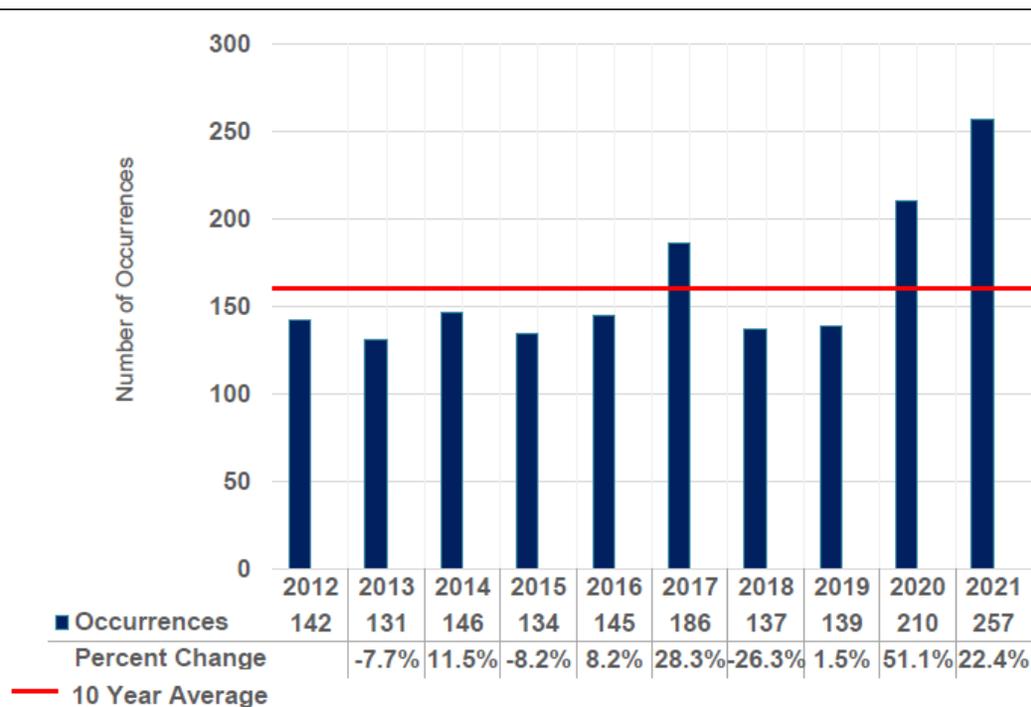
Community Partnerships and Collaboration are Key to Ensuring Successful Investigations

Assault (2021)

- Charges: Utter Threats, FTC Conditions, Mischief Under \$5000
- At a LCBO in which anti-Semitic comments were made
- Male identified through video surveillance footage
- Assisted by Service's FIS – Facial Recognition
- Bulletin issued in an attempt to identify suspect
- News release issued following arrest



Reported Hate Crime Occurrences



The Service recorded a total of **257 hate-motivated occurrences in 2021**, and this figure represents a **22% increase from the 210 hate-motivated occurrences reported in 2020**.

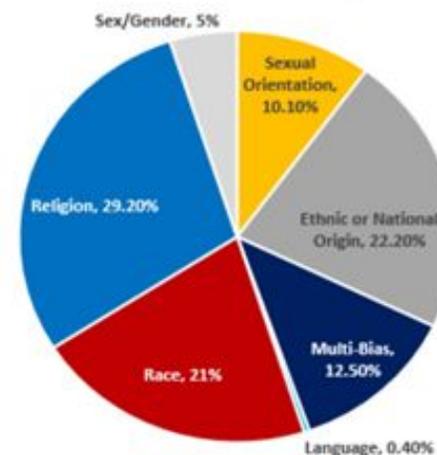
Overall, the number of occurrences in 2021 is higher than the ten-year average of 162 occurrences (Figure 3.1 refers).

Motivation of Hate Crime Victimization

Year	AG	DI	ET	NA	SEX	SO	LN	MU	RA	RE	SF	TOTAL
2021			57*	*	12	26	1	32	54	75		257
2020	1		28	6	5	17	1	19	51	82		210
2019			10	7	9	18		15	17	63		139
2018			3	8	8	11		21	17	69		137
2017			7	2	6	16	1	27	41	86		186
2016			7	8	6	18		14	26	66		145
2015			6	6	2	27		10	25	58		134
2014			1	19	3	24		14	22	63		147
2013			12	6		27		10	25	58		130
2012			5	11		19		21	26	59	1	142

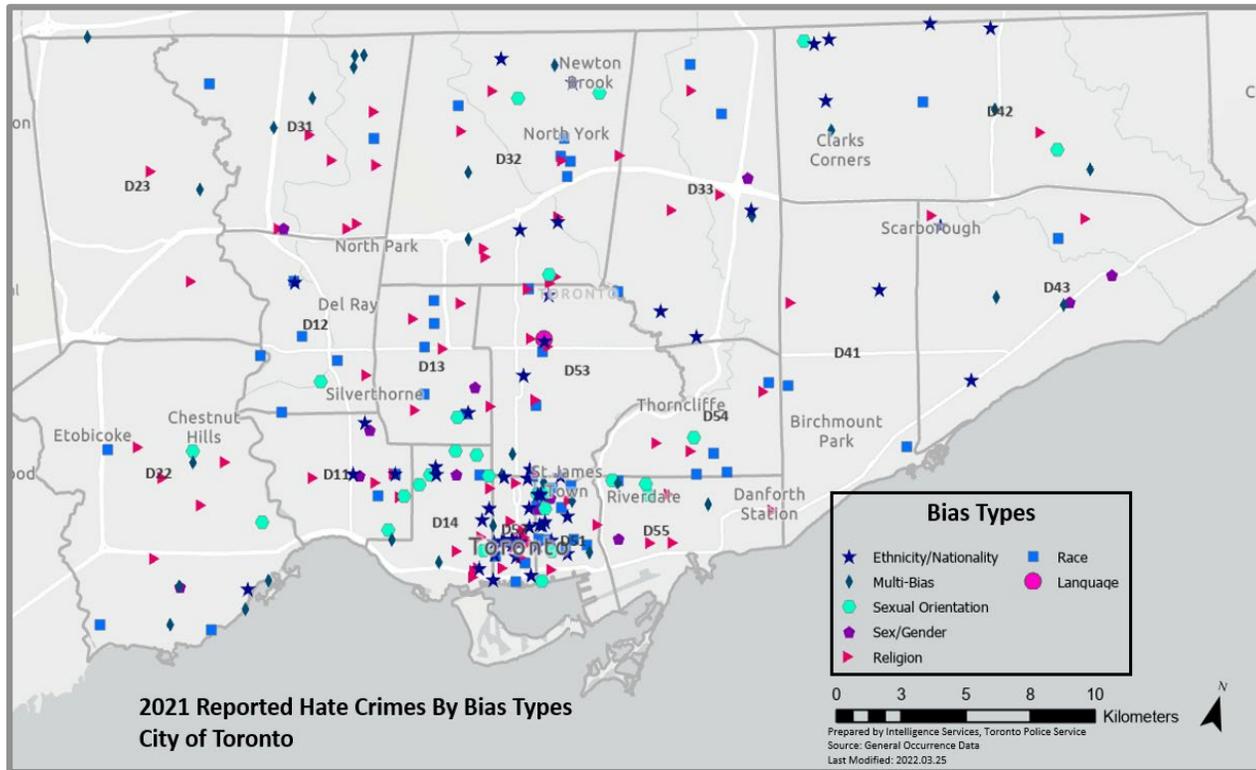
Note: Figures outlined in black represent the three most victimized categories within the year specified.

* In 2021, ethnicity and nationality were combined.



- Religion, ethnic or national origin, and race were the predominant motivating factors for hate crimes in 2021.
- The number of reported hate crimes targeting individuals on the basis of ethnic or national origin was higher in 2021 than in any previous year since the Toronto Police Service began collecting this data in 1993.
- East and Southeast Asian communities were the most victimized community groups in the ethnic or national origin category.

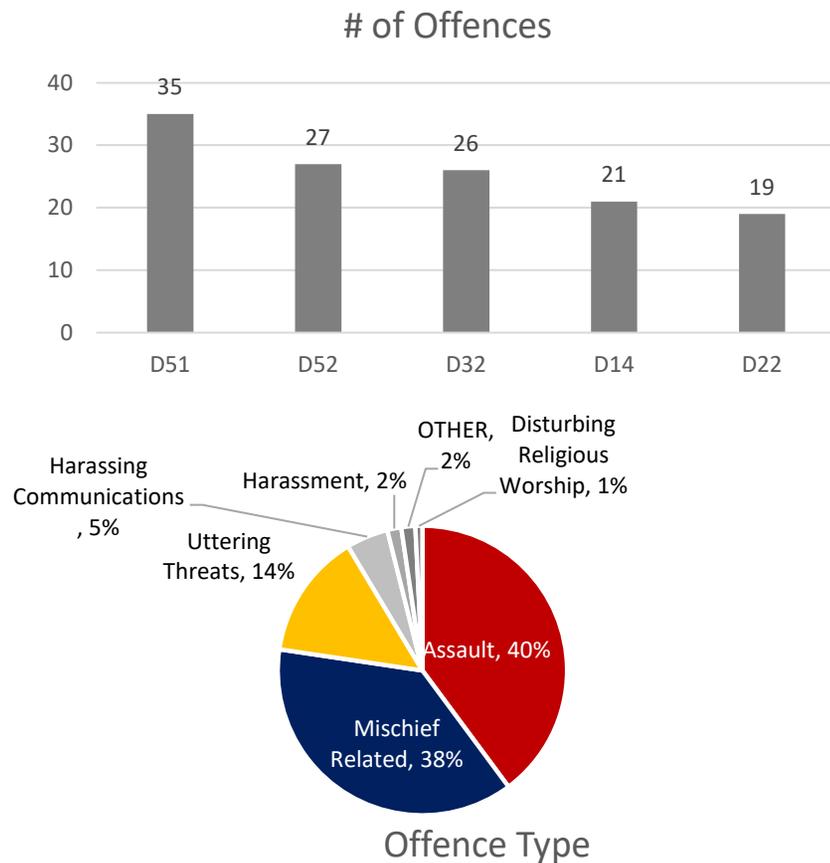
Hate Crime Geographic Distribution



The geographic distribution of hate crime occurrences in 2021 spans across the City of Toronto impacting all divisions.

Approximately 50% of the 257 total hate crime occurrences reported in 2021 occurred in 5 divisions- 14, 22, 32, 51 & 52.

Hate Crime Locations & Offences



The increase in hate crimes within these divisions may be related to the following factors:

- Population Density (more people = more incidents) and high volume of pedestrian traffic.
- Downtown Toronto is the location of mass transit hubs (TTC, GO, Union Station, etc.).
- Site of large cultural and social events, such as Pride Parade Toronto.
- Protests and demonstrations are often held within these divisions, ie. Queens Park, Yonge Dundas Square.
- These location include many cultural centres, government buildings and Embassies (i.e. US Consulate).

Hate Crime Offences, Hour of Day and Day of Week

Offence Types	Hour of Day																						Grand Total	
	00	01	02	03	04	05	06	07	08	09	10	11	12	13	14	15	16	17	18	19	20	21		22
Assault	1	0	1	0	0	0	1	5	1	1	1	5	2	4	4	4	1	3	5	4	3	1	3	50
Mischief Related	2	2	2	0	1	1	1	3	3	1	4	3	1	2	3	5	0	2	0	2	2	1	0	41
Uttering Threats	1	0	0	1	0	2	0	0	1	2	2	2	0	1	1	0	0	0	0	0	0	1	0	14
Harassing Communications	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	2	0	0	0	1	5
Criminal Harassment	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0	0	0	0	0	0	0	0	0	2
Other (Indecent Act, Mischief to Data)	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	2
Disturbing Religious Worship or Certain Meeting	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	1
Grand Total	4	2	3	1	1	3	2	8	7	4	7	10	4	10	9	9	1	5	7	6	5	3	4	115

- Assault was the most common offence committed in the five divisions (D14, D22, D32, D51, D52).
- The number of assaults were the highest between 0700 - 1800, which correlates to higher density in downtown as well as higher number of TTC ridership during day time.

Offence Type	Day of Week							Grand Total
	Sun	Mon	Tue	Wed	Thu	Fri	Sat	
Assault	6	8	5	8	8	6	9	50
Mischief Related	6	6	7	0	7	8	7	41
Uttering Threats	0	4	2	4	2	2	0	14
Harassing Communications	0	0	1	1	0	1	2	5
Criminal Harassment	0	1	1	0	0	0	0	2
Other (Indecent Act, Mischief to Data)	1	0	0	0	1	0	0	2
Disturbing Religious Worship or Certain Meeting	0	0	1	0	0	0	0	1
Grand Total	13	19	17	13	18	17	18	115

Offence Types by Community Groups

The Jewish community, Black community and the East Asian community were the most victimized groups in these divisions.

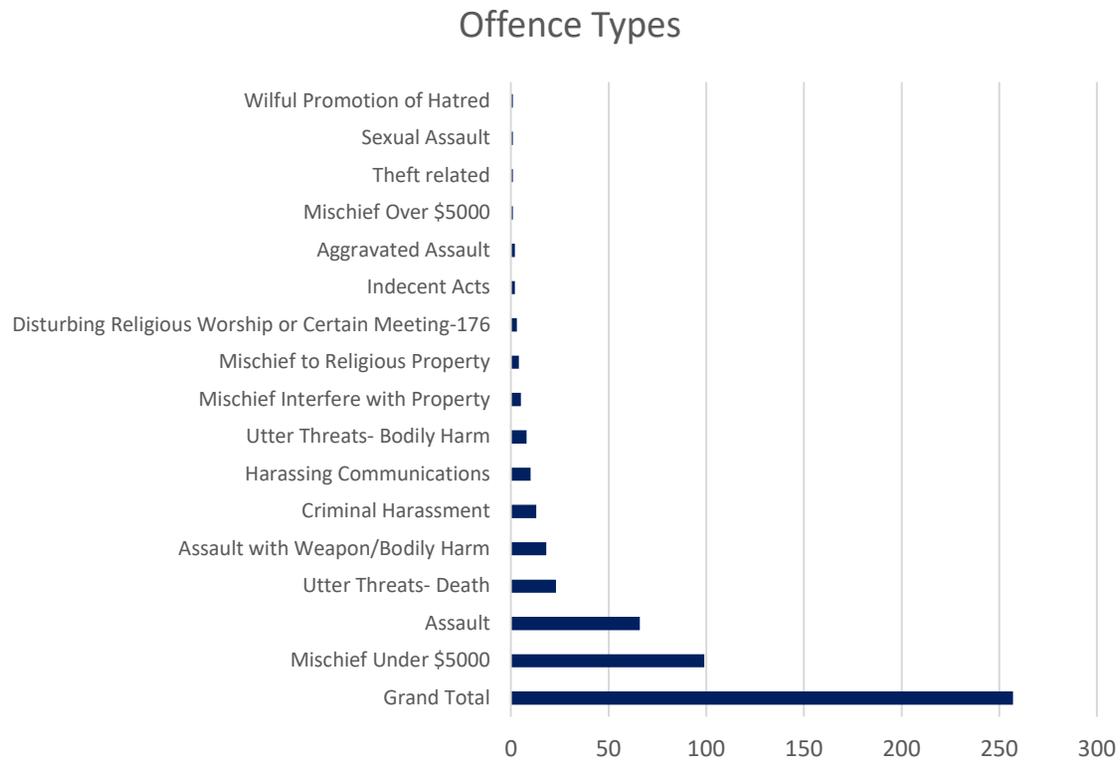
Anti-Semitic mischief-related offences constituted 59% of the total hate crimes reported.

Five of the 10 **anti-Black** occurrences occurred on public transit.

10 of the 16 **anti-East Asian** assaults occurred in 52 Division.

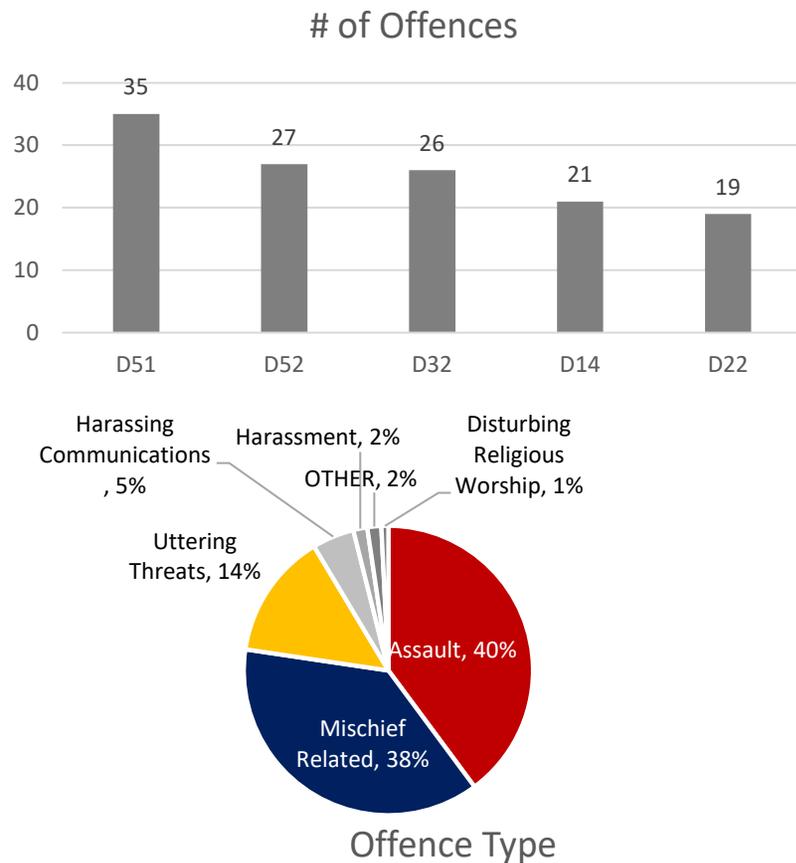
Community Group	Offence								Total
	Assault	Disturbing Religious Worship or Certain Meeting	Harassing Communications	Criminal Harassment	Indecent Act	Mischief to Data	Mischief Related	Uttering Threats	
Jewish	7	1	3	0	0	0	17	1	29
Black	9	0	0	0	0	1	10	4	24
East Asian	16	0	0	0	1	0	2	3	22
LGBTQ2S+(Male)	7	0	0	0	0	0	2	2	11
South Asian	2	0	0	0	0	0	0	1	3
Chinese	2	0	0	0	0	0	1	0	3
Women	1	0	0	0	0	0	0	2	3
LGBTQ2S+	0	0	0	1	0	0	2	0	3
Catholic	0	0	0	0	0	0	3	0	3
Muslim	1	0	0	0	0	0	2	0	3
LGBTQ2S+ (Female)	0	0	0	1	0	0	1	0	2
East Indian	1	0	0	0	0	0	0	1	2
Trans	0	0	1	0	0	0	0	0	1
Tamil	1	0	0	0	0	0	0	0	1
Iranian	0	0	1	0	0	0	0	0	1
White	1	0	0	0	0	0	0	0	1
Israeli	0	0	0	0	0	0	1	0	1
Arab	1	0	0	0	0	0	0	0	1
Afgan	1	0	0	0	0	0	0	0	1
Grand Total	50	1	5	2	1	1	41	14	115

2021 Hate-Motivated Criminal Offences



- The Jewish community and the Black community were the predominant victim groups for **mischief related** occurrences in 2021.
- The East and Southeast Asian communities, followed by the Black community were the predominant victim groups for **assaults** in 2021.
- The Black and LGBTQ2S+ community were the predominant victim group for **uttering threat** occurrences in 2021.

Hate Crime Locations & Offences

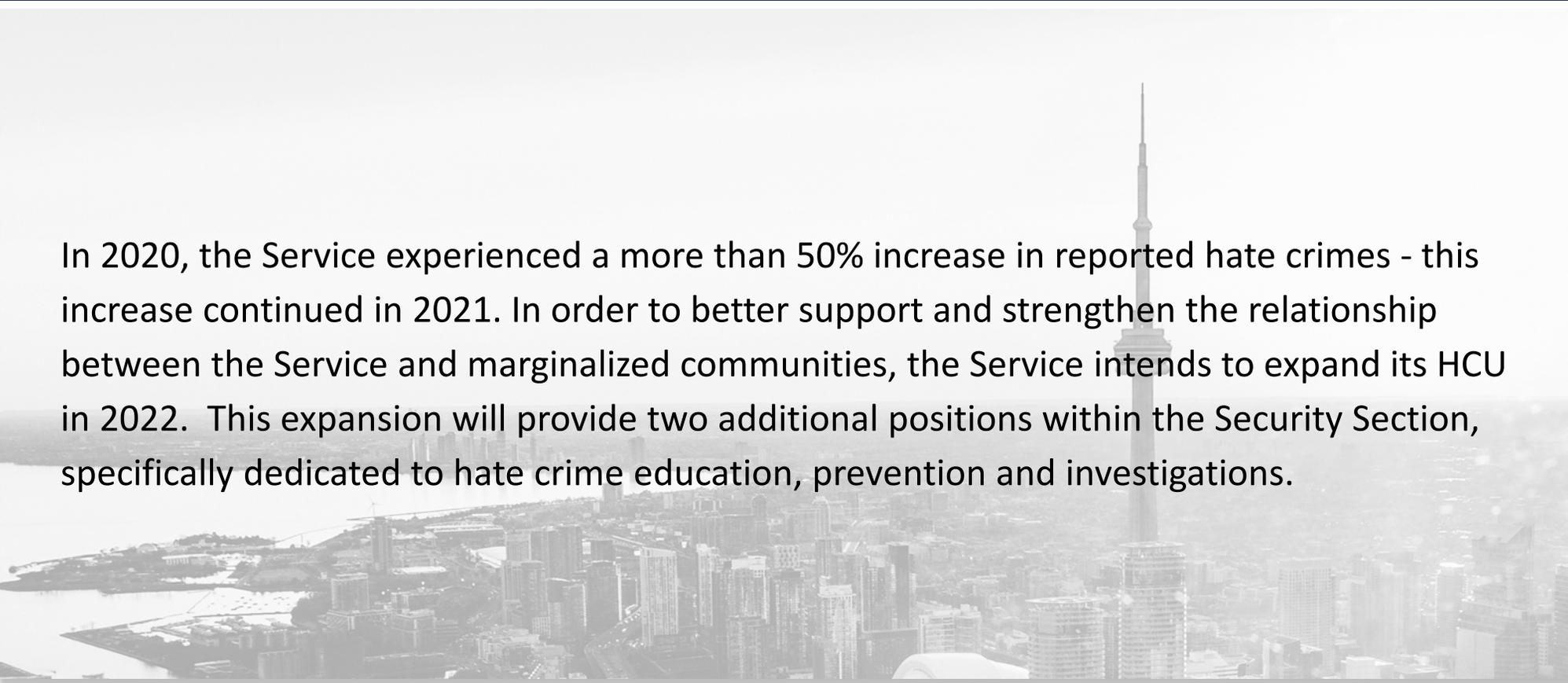


The increase in hate crimes within these divisions may be related to the following factors:

- Population Density (more people = more incidents) and high volume of pedestrian traffic.
- Downtown Toronto is the location of mass transit hubs (TTC, GO, Union Station, etc.).
- Many of the targeted businesses are located within these offence locations, and along major streets.
- Site of large cultural and social events, such as Pride Parade Toronto.
- Protests and Demonstrations are often held within these divisions, including counter protests at Queens Park, Yonge Dundas Square.
- These location include many cultural centres, government buildings and Embassies (i.e. US Consulate).

Moving Forward

In 2020, the Service experienced a more than 50% increase in reported hate crimes - this increase continued in 2021. In order to better support and strengthen the relationship between the Service and marginalized communities, the Service intends to expand its HCU in 2022. This expansion will provide two additional positions within the Security Section, specifically dedicated to hate crime education, prevention and investigations.

The background of the slide is a faded, grayscale aerial photograph of a city skyline. A prominent, tall, thin tower with a pointed top is visible on the right side of the image. The city below is densely packed with various buildings and structures, with a body of water visible on the left side.



Questions?





Toronto Police Services Board Report

April 22, 2022

To: Chair and Members
Toronto Police Services Board

From: James Ramer
Chief of Police

Subject: Toronto Police Service 2021 Annual Hate Crime Statistical Report

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 Toronto Police Service Hate Crime Unit (H.C.U.) is a subunit of Intelligence Services - Security Section. The H.C.U. has collected statistical data and has been responsible for ensuring the thorough investigation of hate crime offences within the City of Toronto since 1993.

The Toronto Police Service Annual Hate Crime Statistical Report is an annual report that provides statistical data about criminal offences that are committed against a person or property that are motivated by bias, prejudice, or hate, based on the victim's (either perceived or real) race, national or ethnic origin, language, colour, religion, sex, age, mental or physical disability, sexual orientation, gender identity or expression, or any other similar factor, within the City of Toronto.

The Report also provides an overview of the hate crimes committed in 2021, as well as the various hate crime related education, training, and community outreach initiatives that were undertaken by the H.C.U. and other units within the Service.

Discussion:

Toronto experienced a more than 50% increase in reported hate crimes in 2020 – an increase that continued in 2021. In order to better serve our communities, the Service expanded its dedicated H.C.U. The H.C.U. focuses on building and expanding partnerships with community members and agencies, including encouraging the public reporting of hate crimes. Internal education of Service members, as well as external education, continued to be priorities.

In response to 2021's challenging environment, the H.C.U. monitored emerging trends, such as hate crimes against the Jewish, Black and Asian communities. In compliance with physical distancing measures, the H.C.U. utilized technological resources to move community outreach and consultations onto virtual platforms.

In 2021, there was an increase in the total number of hate crimes reported to the Toronto Police Service. In comparison to 2020, the number of reported occurrences increased from 210 to 257, representing a difference of approximately 22%. During the ten-year period, between 2012 and 2021, the average number of reported hate crime occurrences is approximately 162 per year.

The fluctuation in the number of reported hate crimes and the community groups that are victimized may be attributed in various instances, to multiple factors including international events, community educational programs, and hate crime training.

In 2021, the global coronavirus health crisis and geopolitical events are believed to be key contributing factors to the increase in hate crime reporting.

Mischief to property, assault, and uttering threats were the three most frequently reported criminal offences motivated by hate in 2021. As in past years, these offences occurred in a variety of different locations and settings including streets/laneways, public transportation, dwelling places, business/retail, the internet, schools, parks, and religious places of worship.

The H.C.U. recognizes that despite community outreach efforts and investigative successes, under reporting continues to present a challenge that affects the H.C.U.'s ability to investigate and prevent hate motivated offences in various communities. Victims may be reluctant to report hate crimes for several reasons, including but not limited to uncertainty of the criminal justice system's response, the victim believes that the offence is not serious enough to report, and/or fear of retaliation from the perpetrator.

In an effort to overcome these challenges in 2021, H.C.U. members attended and/or provided internal, local and provincial hate crime training on topics relating to hate crime laws and trends, investigative strategies, prosecution of hate crimes, and the community impact of hate crimes. The attendees included members of the Toronto Police Service and other local and national police services, government and nongovernment partners, as well as community members. Details of community outreach and education initiatives are included in the report.

Finally, the H.C.U. also collaborates with the Toronto Police Service's Community Partnerships and Engagement Unit, Service's Community Consultative Committees, including the newly formed Jewish Community Consultative Committee, and community organizations for the purposes of education, public safety, and to address community concerns specific to hate crimes.

Conclusion:

The Report provides the Board with a comprehensive statistical overview of the hate crimes reported and investigated in the City of Toronto throughout 2021.

Acting Deputy Chief Myron Demkiw, Specialized Operations Command, will be present 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 Service 2021 Annual Hate Crime Statistical Report

Intelligence Services, Hate Crime Unit

Intelligence Services, Hate Crime Unit remains dedicated to the achievement of its complementary objectives: the prevention and thorough investigation of hate-motivated offences and the pro-active education of others to enable them to recognize and combat hate.

Our goal is to encourage mutual acceptance amongst communities and to safeguard the freedoms, safety and dignity of all persons as guaranteed by the Charter of Rights and Freedoms.



Executive Summary

The *Toronto Police Service Annual Hate Crime Statistical Report* is an annual report that provides statistical data about criminal offences that are committed against persons or property which are motivated by bias, prejudice, or hate based on the victim's race, national or ethnic origin, language, colour, religion, sex/gender, age, mental or physical disability, sexual orientation, or gender orientation or expression, or on any other similar factor, within the City of Toronto.

The report explains the mandate of the Toronto Police Service Hate Crime Unit and the methodology that is used by the Hate Crime Unit to collect the statistical data. The data is based on hate crimes that were reported to the Toronto Police Service between January 1, 2021 and December 31, 2021.

The report also provides an overview of the hate crime training and education that was delivered to Toronto Police Service members in 2021, as well as the various community outreach initiatives that were undertaken by the Hate Crime Unit and other units within the Toronto Police Service.

The Toronto Police Service recognizes that education and training are critical components of hate crime prevention and reporting. In response to the increase of hate crime reporting in 2021, the Hate Crime Unit participated in a number of hate crime initiatives internally and externally with government agencies, academics, and community groups to promote hate crime education, awareness and reporting. These initiatives include virtual hate crime seminars, developing educational materials and community consultations.

In 2021, there was an increase in the total number of hate crime occurrences reported to the Toronto Police Service. In comparison to 2020, the number of reported occurrences increased from 210 to 257 representing an increase of approximately 22%. Over the past ten years, between 2012 and 2021, the average number of reported hate crimes is approximately 162 per year.

The number of arrests related to hate crimes in 2021 increased from 41 persons arrested in 2020 to 51 persons arrested in 2021. Notably, a significant percentage of reported hate crime occurrences in 2021 involve incidents of mischief to property (i.e. graffiti) in circumstances where there was limited or no suspect description available. These occurrences frequently transpired without the victim or any witnesses present. These factors present considerable challenges to these types of investigations and arresting suspects.

In 2021, the Jewish community, followed by the Black community, the East and Southeast Asian communities, and the Lesbian, Gay, Bisexual, Transgender, Queer and Two-Spirit (LGBTQ2S+) community were the most frequently victimized groups. The three most frequently reported criminal offences motivated by hate in 2021 were mischief to property, assault, and uttering threats. The Jewish community and the Black community were the most frequently victimized groups for mischief to property occurrences. The East and Southeast Asian communities were the most frequently victimized groups for assault occurrences. The



Toronto Police Service – Hate Crime Unit
Annual Hate Crime Statistical Report
2021



Black community and the LGBTQ2S+ community were the most frequently victimized group for uttering threats.

An identifiable group is defined by section 318(4) of the *Criminal Code* as, “Any section of the public distinguished by colour, race, religion, national or ethnic origin, age, sex, sexual orientation, gender identity or expression, or mental or physical disability”. When more than one identifiable group (i.e. Catholic and Ukrainian) was targeted in an incident the occurrence was categorized as multi-bias. In 2021, 32 of the 256 hate occurrences were categorized as multi-bias. In 2020, 19 of the 210 hate occurrences were categorized as multi-bias.

In 2021, hate crime occurrences previously classified under the nationality category were merged with occurrences classified under the ethnicity category to achieve consistency with the classification system used by Statistics Canada. This reclassification is consistent with other police services across Canada.

There are multiple factors that can affect the fluctuation in the number of reported hate crimes and the different community groups that are victimized. These factors include international events, community educational programs, hate crime training, increased media coverage and public awareness.

During both 2020 and 2021 the Toronto Police Service experienced increases in hate crime reporting. These increases are believed to be attributed to international and geopolitical events, including the COVID-19 pandemic. The number of reported hate crimes targeting individuals on the basis of ethnic or national origin was higher in 2021 than in any previous year since the Toronto Police Service began collecting this data in 1993. In 2021, the East and Southeast Asian communities were the most victimized community groups in the ethnic or national origin category. In Toronto, there was a notable increase in hate crimes targeting East and Southeast Asian people in the month of March. This appears to coincide with Atlanta Spa Shooting on March 16, 2021 where 6 of the 8 victims were Asian women.

In order to better support the city’s marginalized communities, the Service expanded its dedicated Hate Crime Unit and is working collaboratively with its Community Consultative Committees (CCC), including the Service’s Chinese CCC, LGBTQ2S+ CCC, and the newly formed Jewish CCC, who advise the Chief directly on how we can better serve their communities.

In November 2021, the Service amended *Procedure 05-16 Hate/Bias Crime*. The procedure provides direction to front line officers and investigators to assist them in properly identifying, recording and investigating hate crimes. The updated guidelines require mandatory supervisory notification and attendance to ensure the appropriate assessment and response to hate-motivated incidents. The procedure also requires officers to ensure that victims are offered appropriate resources and support.



Table of Contents

I. Introduction	5
II. Methodology	7
Limitations	8
Community Impact	8
Hate Category Codes	9
<i>Criminal Code</i> - Hate Provisions.....	10
Mischief to Religious Property, Educational Institutes, etc.	10
III. Results	12
Reported Hate Crime Occurrences	12
Motivation of Hate Crime Victimization	13
Hate Crime Reporting Targeting Sex/Gender Category	13
Hate Crime Reporting Targeting National or Ethnic Origin Category	14
IV. Criminal Offences- Hate-motivated.....	15
Mischief to Property	15
Assault	15
Uttering Threats.....	15
The Internet	16
V. Patterns of Hate-motivated Offences	17
Monthly Activity of Hate Occurrences.....	17
Hate Occurrences by Division	17
VI. Commonly Victimized Groups.....	19
Community Victimization	19
Breakdown of Victim Groups Targeted in Multi-Bias Occurrences.....	19
Religion, Race, Sexual Orientation, Sex/Gender, Ethnic or National Origin	21
VII. Accused / Suspect Identification.....	23
VIII. 2021 Arrests/Charges.....	24
IX. Sentencing	25
Historical Cases 2016-2020.....	25
X: Map - Reported Hate Crime Occurrences by Bias Type.....	25
XI. Toronto Population and Demographics	26
XII. Hate Crime Unit Education and Community Outreach Initiatives	28
Intelligence Gathering and Investigative Support Role	28
Training and Education.....	28
Community Consultations and Outreach	29
Media Outreach	32
Appendix A – Offences by Premise Type	32
Appendix B - 2021 Breakdown by Victim Group and Offence	34
Appendix C - 2021 Breakdown of Offences by Division and by Victim Type	38
Appendix D - Completed Hate Court Dispositions.....	41



I. Introduction

The Toronto Police Service (Service) Hate Crime Unit (HCU) is a subunit of Intelligence Services – Security Section. The Security Section consists of Intelligence officers, specialized hate crime investigators, a civilian analyst and researchers. The HCU was established in 1993 and its responsibilities include collecting, analyzing and publishing data on reported hate crimes. Further aspects of the HCU mandate are detailed below.

In 2020, the Service experienced a more than 50% increase in reported hate crimes - this increase continued in 2021. In order to better support and strengthen the relationship between the Service and marginalized communities, the Service intends to expand its HCU in 2022. This expansion will provide two additional positions within the Security Section, specifically dedicated to hate crime education, prevention and investigations.

Additionally, the Detective Sergeant in charge of Intelligence Services –Security Section has the discretion to assign additional officers from Intelligence Services to assist in the investigation and prevention of hate-motivated crimes, thereby assisting the HCU, as they deem necessary.

Mandate:

The mandate of the Hate Crime Unit is to:

- Provide assistance and expertise to all investigations and prosecutions of hate crimes;
- Investigate and liaise with the Ministry of the Attorney General in relation to hate propaganda cases;
- Maintain an information base of hate occurrences and arrests to assist Divisional analysts and investigators;
- Assist in developing public education programs in partnership with other members of the Service and the community; and,
- Act as a central focus for the dissemination of information and provide support to Divisional/District Hate Crime Coordinators (DDHC), other police services, government agencies and the community.

Members of the HCU are responsible for reviewing all suspected hate occurrences to ensure consistent identification/classification and to ensure a thorough investigation is conducted. All relevant information is recorded and analyzed which aids in determining overall hate crime trends and patterns.

The analysis of occurrences and this report are then used to develop Service-wide strategies to address hate crimes in the community from a crime prevention/enforcement perspective as well as from an educational perspective.



Toronto Police Service – Hate Crime Unit
Annual Hate Crime Statistical Report
2021



In 2018, the Service initiated a deployment transformation whereby Divisions in certain areas of Toronto were amalgamated to Districts. A Hate Crime Coordinator is assigned to each Division and/or the newly amalgamated District. The Hate Crime Coordinators are referred to as the Divisional/District Hate Crime (DDHC) Coordinators.

The DDHC Coordinators maintain responsibility for tracking and assisting hate crime investigations within their respective District or Division. The HCU provides investigative support to the DDHC Coordinators and to other units when requested or necessary to support the investigation and if required, arrange for expert witnesses to attend court.

The Service provides all members with *Procedure 05-16 Hate/Bias Crime*. Procedure 05-16 provides direction to front line officers and investigators to assist them in properly identifying, recording and investigating hate crimes. Consistent with this procedure, officers are required to notify the HCU of any hate-motivated occurrences.

Additionally, the HCU utilizes internal police software to search all police records for hate-motivated occurrences. In this manner, the HCU ensures that all hate-motivated occurrences and arrests are captured and reviewed for accuracy.



II. Methodology

Service Procedure 05-16 - Hate/Bias Crime requires all suspected hate-motivated occurrences to be reviewed by HCU investigators to ensure proper identification and classification. Every occurrence is classified using categories based on the criteria listed in section 718.2(a)(i) of the *Criminal Code*: “race, national or ethnic origin, language, colour, religion, sex, age, mental or physical disability, sexual orientation, or gender orientation or expression, or any other similar factor”.

The comments and/or actions of a suspect during an incident can be a significant determination regarding his or her motive and bias; however, it is sometimes difficult to classify an occurrence with complete accuracy. Additional criteria considered when classifying occurrences may include the victim’s perception of the incident, culturally significant dates, symbols, history of the community and current geo-political events.

In some cases, the suspect may be completely unaware of the victim’s actual background and incorrectly assume the victim belongs to a particular group. Due to this fact, the victim becomes a target based on the suspect’s misperception. For example, there have been cases where individuals have been wrongly perceived by the suspect as being members of the LGBTQ2S+ community and become victims of hate-motivated assaults. Similarly, in other cases, victims have been targeted due to their association with members of certain identifiable groups, though the victims themselves are not members of those groups.

While it is recognized that every individual has multiple aspects to their identity, more than one of which could be cause for an offender to target them, it is the practice of the HCU to classify a hate occurrence based on the best known information that exists relevant to the offender’s perception of the victim.

In cases where there are multiple criminal offences committed during one event, only the charges directly related to the hate occurrence are included for the purpose of data collection in this report. For example, if an occurrence involved an allegation of a suspect assaulting a person based on the person’s religion, and upon his arrest, the suspect was found to be in possession of a controlled substance – only the assault charge would be categorized as a hate-motivated charge, not the drug-related charge.



Limitations

The HCU recognizes that in evaluating this report, the information contained herein is an analysis of reported hate-motivated crime within the City of Toronto and may not reflect the actual number of hate crimes occurring in Toronto.

Under-reporting continues to present a challenge that affects the HCU's ability to investigate and prevent hate-motivated offences in various communities. As a result, the HCU continues to recognize that working with communities and media outlets to encourage and assist victims to report these crimes is an essential aspect of its mandate. The HCU continues to meet and consult with a variety of established community organizations involved in anti-hate advocacy and is continuously reaching out to new groups.

The number of hate crimes recorded varies from year to year and is influenced by a wide range of factors that are not always easily discernible. As previously mentioned, the reluctance to report victimization significantly impacts statistical data and the interpretations extrapolated and concluded from that data. Victims may be reluctant to report hate crimes for several reasons, including, but not limited to:

- The victim may not recognize that the crime was motivated by bias or hate;
- Fear of retaliation;
- Uncertainty of the criminal justice system's response;
- The victim may fear his/her sexual orientation may be exposed to family members or his/her employer; and/or,
- Embarrassment and humiliation of being victimized.

Community Impact

Hate crimes have a disproportionately greater effect on their victims than other types of crimes. Hate-motivated crimes have longer lasting serious side-effects for society as a whole. A hate-motivated crime not only victimizes the individual, but also the entire group the person belongs to, resulting in the increased isolation, stress and vulnerability of that particular group.

If police do not respond to reports of hate crimes immediately and appropriately, these crimes can lead to increased social discord between opposing groups and possible retaliation.

Conversely, a timely and effective police response can have a positive and lasting influence on the relationship between police and the communities they serve. Positive relationships such as these have the ability to have extensive benefits in other aspects of public safety.



Hate Category Codes

As previously stated, every occurrence is classified using categories based on the criteria listed in section 718.2(a)(i) of the *Criminal Code*: “race, national or ethnic origin, language, colour, religion, sex, age, mental or physical disability, sexual orientation, or gender identity or expression, or any other similar factor”.

The hate category codes used throughout the tables and charts of this report are as follows: RA-race/colour, MU-multi-bias, ET-ethnicity or nationality, AG-age, SEX-sex, LN-language, DI-disability, SO-sexual orientation, RE-religion and SF-similar factor.

Offences in the **race (RA)** category include people targeted because of an obvious visible difference, often the colour of their skin, or other physical characteristics relating to race.

Occurrences where more than one of the identifiable groups has been targeted are categorized as **multi-bias (MU)**. This occurs when a suspect’s comments and/or actions are directed towards more than one victim group. For example, a hate propaganda flyer that targets Muslims, Canadians and First Nations members will be categorized as multi-bias.

Hate-motivated occurrences are categorized as **ethnic or national origin (ET)** in cases where the victims are targeted based on their perceived cultural traditions or on their perceived country of origin.

The sex/gender (**SEX**) category is used when a victim is targeted because of the sex or gender that they are perceived to belong to (male, female, Trans or Transgender). **Trans** or **Transgender** is an umbrella term referring to people with diverse gender identities and expressions that differ from stereotypical gender norms. It includes but is not limited to people who identify as Transgender, Trans woman (male-to-female), Trans man (female-to-male), Transsexual, cross-dresser, gender non-conforming, gender variant or gender queer.

The categories of **age (AG)**, **language (LN)**, **disability (DI)**, **sexual orientation (SO)** and **religion (RE)** are typically clear in terms of why the victims have been targeted and therefore are often more easily categorized.

In **similar factor (SF)** occurrences, hatred can focus on members of a group who have significant points in common and share a trait that is often integral to the dignity of the person. The shared trait is common to a group not just an individual. An example of any other similar factor includes but is not limited to members of a particular profession (i.e. priests or nuns).



Criminal Code - Hate Provisions

The hate propaganda sections of the *Criminal Code* list specific offences including advocating genocide (section 318), public incitement of hatred (section 319(1)), and wilful promotion of hatred (section 319(2)). Additionally, the mischief sections of the *Criminal Code* include section 430(4.1) which creates the offence of mischief in relation to certain types of property including buildings or structures primarily used for religious worship, and buildings or structures primarily used by an “identifiable group” for certain other listed purposes. Finally, section 718.2(a)(i) of the *Criminal Code* requires a court that imposes a sentence (for *any* offence) to take into consideration, “evidence that the offence was motivated by bias, prejudice or hate based on race, national or ethnic origin, language, colour, religion, sex, age, mental or physical disability, sexual orientation, or gender orientation or expression, or on any other similar factor”.

“Hate propaganda” is defined in section 320(8) of the *Criminal Code* as: “any writing, sign or visible representation that advocates or promotes genocide or the communication of which by any person would constitute an offence under section 319”.

“Identifiable group” is defined in section 318(4) of the *Criminal Code* as: “any section of the public distinguished by colour, race, religion, national or ethnic origin, age, sex, sexual orientation, gender identity or expression, or mental or physical disability”.

The hate propaganda sections of the *Criminal Code* originally defined “identifiable group” as a section of the public distinguished by “colour, race, religion, ethnic origin or sexual orientation”.

The definition of “identifiable group” was expanded in 2014 to also include sections of the public distinguished by “national origin, age, sex, or mental or physical disability”.

In 2017, *An Act to amend the Canadian Human Rights Act and the Criminal Code* (Bill C-16) received Royal Assent which added “gender identity or expression” to the *Criminal Code* provisions dealing with hate propaganda and aggravating factors in sentencing.

The consent of the Attorney General is required for hate propaganda prosecutions.

Mischief to Religious Property, Educational Institutes, etc.

In 2001, under the *Anti-Terrorism Act*, a new provision was added to the *Criminal Code*, section 430(4.1), which allows the courts to impose more severe penalties for the criminal offence of mischief to religious property.

In December 2017, Bill C-305 *An Act to amend the Criminal Code (mischief)* received Royal Assent. Bill C-305 amended section 430(4.1) of the *Criminal Code*, which dealt with mischief in relation to religious property. The amendment broadened the definition of property covered by section 430(4.1) and added to the protected groups within the section.



Toronto Police Service – Hate Crime Unit
Annual Hate Crime Statistical Report
2021



Section 430(4.1) of the *Criminal Code* states:

Everyone who commits mischief in relation to property described in any of paragraphs (4.101)(a) to (d), if the commission of the mischief is motivated by bias, prejudice or hate based on colour, race, religion, national or ethnic origin, age, sex, sexual orientation, gender identity or expression or mental or physical disability, is guilty of an indictable offence and liable to imprisonment for a term not exceeding ten years; or is guilty of an offence punishable on summary conviction.

For the purposes of subsection (4.1), property is defined in Section 430(4.101) as:

(a) a building or structure, or part of a building or structure, that is primarily used for religious worship — including a church, mosque, synagogue or temple —, an object associated with religious worship located in or on the grounds of such a building or structure, or a cemetery;

(b) a building or structure, or part of a building or structure, that is primarily used by an identifiable group as defined in subsection 318(4) as an educational institution — including a school, daycare centre, college or university —, or an object associated with that institution located in or on the grounds of such a building or structure;

(c) a building or structure, or part of a building or structure, that is primarily used by an identifiable group as defined in subsection 318(4) for administrative, social, cultural or sports activities or events — including a town hall, community centre, playground or arena —, or an object associated with such an activity or event located in or on the grounds of such a building or structure; or

(d) a building or structure, or part of a building or structure, that is primarily used by an identifiable group as defined in subsection 318(4) as a residence for seniors or an object associated with that residence located in or on the grounds of such a building or structure.



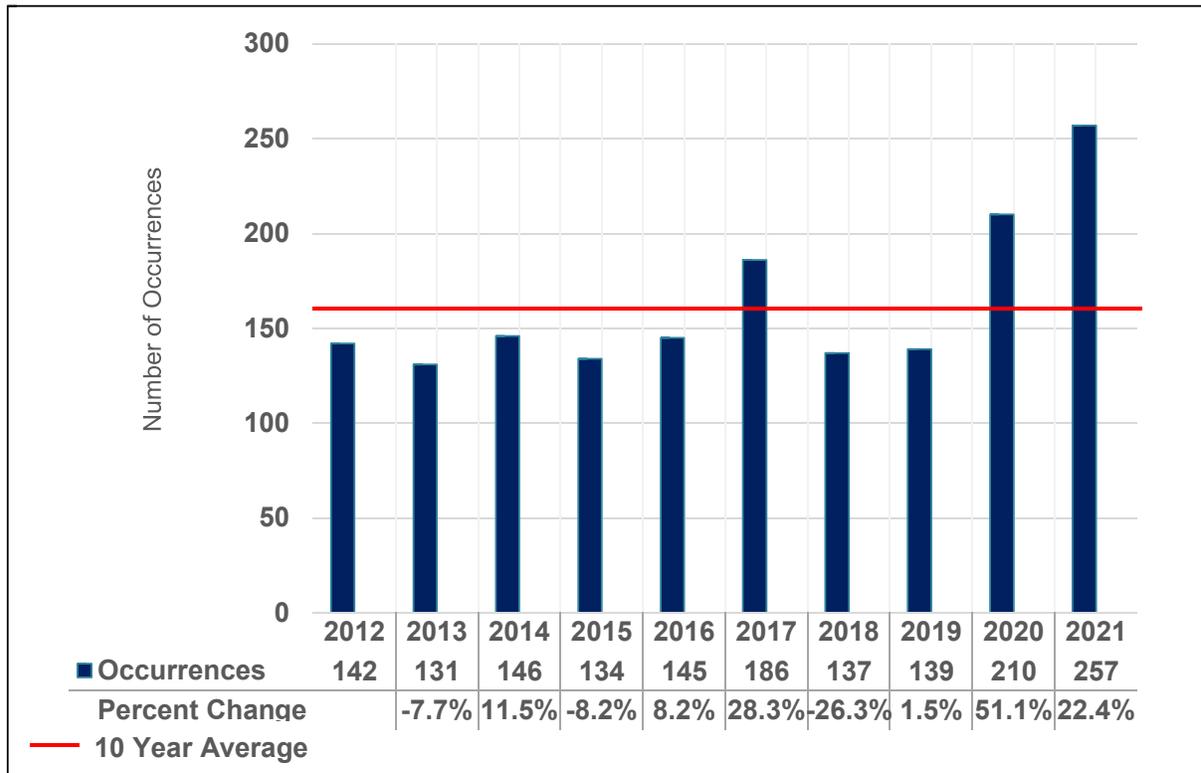
III. Results

Reported Hate Crime Occurrences

The Service recorded a total of **257 hate-motivated occurrences in 2021**, and this figure represents a **22% increase** from the 210 hate-motivated occurrences reported in 2020.

Overall, the number of occurrences in 2021 is higher than the ten-year average of 162 occurrences (Figure 3.1 refers).

Figure 3.1: Hate Crime Occurrences 2012-2021

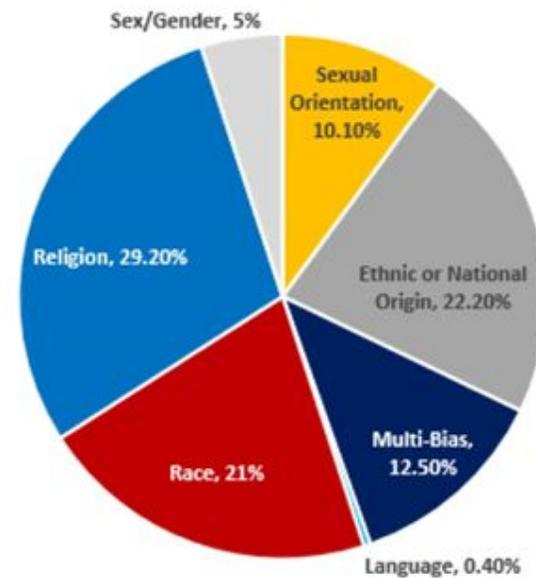




Motivation of Hate Crime Victimization

Religion, ethnic or national origin, and race were the predominant motivating factors for hate crimes in 2021. These factors were present in the following approximate proportions: religion 29%, national or ethnic origin 22% and race 21% (Figure 3.2).

Figure 3.2: Breakdown by Hate Category 2021



Note: Figure 3.2 is based on the total number of hate crimes reported in 2021 (Figure 3.1).

Age, Disability, and Similar Factor compose 0% of the hate occurrences in 2021.

Table 3.3: Total Hate Crimes 2021-2012

Year	AG	DI	ET	NA	SEX	SO	LN	MU	RA	RE	SF	TOTAL
2021			57*	*	12	26	1	32	54	75		257
2020		1	28	6	5	17	1	19	51	82		210
2019			10	7	9	18		15	17	63		139
2018			3	8	8	11		21	17	69		137
2017			7	2	6	16	1	27	41	86		186
2016			7	8	6	18		14	26	66		145
2015			6	6	2	27		10	25	58		134
2014			1	19	3	24		14	22	63		147
2013			12	6		27		10	25	58		130
2012			5	11		19		21	26	59	1	142

Note: Figures outlined in grey represent the three most victimized categories within the year specified.

* In 2021, ethnicity and nationality were combined. Refer to *Hate Crime Reporting Targeting National or Ethnic Origin Category* section below.

AG Age	NA Nationality	LN Language	RE Religion
DI Disability	SEX Sex/Gender	MU Multi-Bias	SF Similar Factor
ET Ethnicity	SO Sexual Orientation	RA Race	



Toronto Police Service – Hate Crime Unit
Annual Hate Crime Statistical Report
2021



Hate Crime Reporting Targeting Sex/Gender Category

In 2014, the Canadian Center for Justice Statistics (CCJS) published the Hate Crime Consultations and Recommendation Report. One of the recommendations made in this report was for police services to report hate crimes targeting members of the Transgender community under either the sex and/or gender category for the purpose of comparability across jurisdictions.

For the purpose of uniform crime reporting across Canada, the Service adopted the CCJS recommendation. Hate crimes targeting members of the Transgender community have been categorized under the sex category since the 2014 report (Table 3.3 refers). Prior to 2014, the Toronto Police Service Annual Hate Crime Statistical Report categorized hate crimes against members of the Transgender community under the sexual orientation category.

Hate Crime Reporting Targeting National or Ethnic Origin Category

In 2021, hate crime occurrences previously classified under the nationality category were merged with occurrences classified under the ethnicity category to achieve consistency with the classification system used by Statistics Canada. This reclassification ensures consistent data is submitted to Statistics Canada from police services across the country.



IV. Criminal Offences- Hate-motivated

In 2021, the most prevalent hate-motivated occurrences were for the offences of mischief to property, assault, and uttering threats. Assault and uttering threat occurrences were all offences that were unprovoked by the victims. As in past years, these offences occurred in a variety of different locations such as public transit; schools/universities; business/retail; and parks (Appendix A refers).

Mischief to Property

Mischief-related offences represented a significant portion of the occurrences, accounting for 111 of the 257 occurrences. In comparison to 2020, the total proportion of mischief to property occurrences to all reported occurrences decreased from approximately 52% in 2020 to approximately 43% in 2021.

Vandalism and graffiti were the two primary forms of mischief reported and the most common offence locations were schools, public transit, dwellings, street/laneway, business/retail, and parks (Appendix A refers). The Jewish community and the Black community were the predominant victim groups for mischief occurrences in 2021.

Assault

There were a total of 86 assault occurrences motivated by hate reported in 2021 compared to 50 in 2020. The proportion of assault occurrences to all reported hate crimes increased from 24% in 2020 to 33% in 2021.

In 71 of the 86 assault occurrences, national or ethnic origin, religion and race were the hate categories most targeted. The East and Southeast Asian communities, followed by the Black community were the predominant victim groups for assaults in 2021 (Appendix B refers).

Uttering Threats

There were a total of 31 uttering threat occurrences motivated by hate in 2021 as compared to 15 in 2020. The proportion of uttering threat occurrences to all reported hate crimes increased from 7% in 2020 to 12% in 2021.

The Black and LGBTQ2S+ community were the predominant victim group for uttering threat occurrences in 2021. (Appendix B refers).



Toronto Police Service – Hate Crime Unit
Annual Hate Crime Statistical Report
2021



The Internet

The Internet, including social media, provides a platform for individuals to connect and communicate their beliefs and opinions, while maintaining a level of anonymity. At times, these platforms are utilized to disseminate hate propaganda. Users are able to spread hate, and misinformation, in an accessible and instantaneous way to a far-reaching global audience.

In 2021, 23 online and telecommunication (phone calls) hate crime occurrences were reported, compared to 21 occurrences in 2020. These 23 occurrences represent approximately 9% of the total hate-motivated occurrences in 2021 compared to 10% in 2020.

Physical-distancing, a public health measure implemented during the global health pandemic, allowed new opportunities for individuals and groups, such as religious organizations, advocacy groups, and special interest groups, to social network and host online conferences.

In April 2020, due to the increasing trend of online meeting disruptions, including “hacking”, and online display of hateful and/or indecent content, the Service’s Intelligence Services and Sex Crimes Units released an educational video, *Hacking of Online Meetings: How to Protect Yourself*. The video provided tips on how to safely host and/or participate in virtual meetings, and report criminality. (<https://www.youtube.com/watch?v=6oRq6-2lqLo>).

In 2021, there was a decrease in the number of online hate investigations specifically relating to virtual meetings. In comparison, two of the 23 hate occurrences committed online in 2021 were in relation to the disruption of online meetings compared to 9 of the 21 hate occurrences committed online in 2020.

When potential criminality is identified, the HCU draws on other Service resources, including support from the Coordinated Cyber Centre and the Technological Crime Sections of Intelligence Services to assist in identifying suspects and evidence collection.

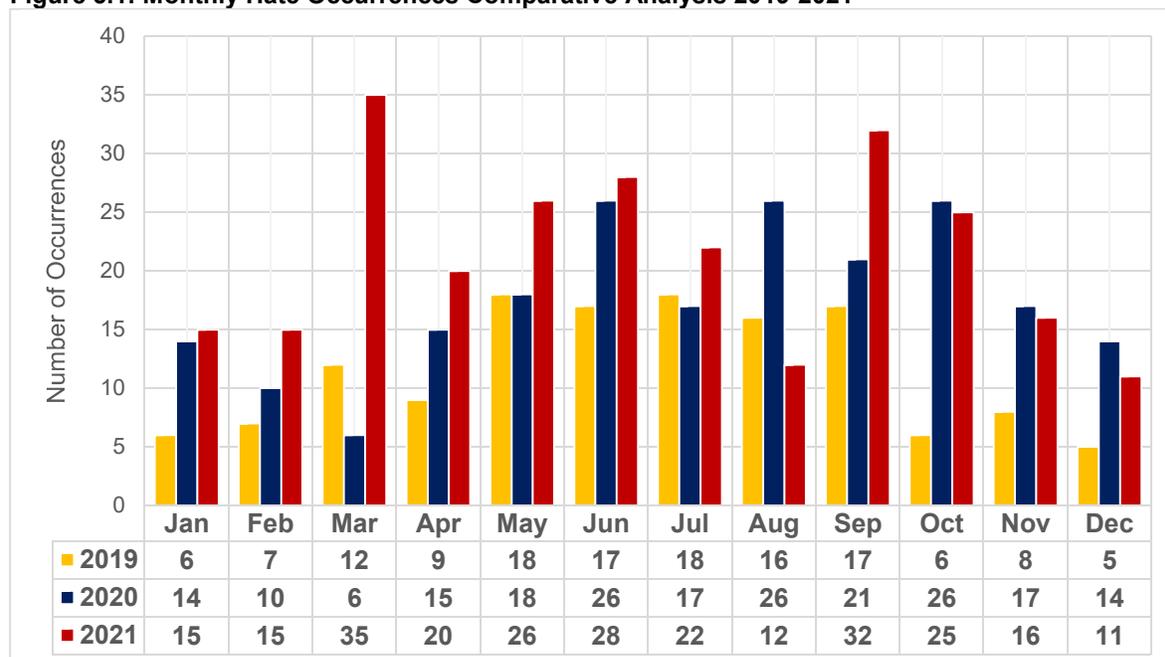


V. Patterns of Hate-motivated Offences

Monthly Activity of Hate Occurrences

In 2021, the months with the highest number of hate-motivated occurrences were March (35), September (32), June (28) and May (26). The months with the lowest activity were December (11), January (15), February (15), November (16) (Figure 5.1 refers).

Figure 5.1: Monthly Hate Occurrences Comparative Analysis 2019-2021



Hate Occurrences by Division

The Divisions with the highest numbers of reported hate crime occurrences were 51 Division, 52 Division, 32 Division, and 14 Division reporting 35, 27, 26, and 21 each respectively in 2021 (Table 5.2 refers).

In 2021, nearly all Divisions experienced an increase in the number of hate occurrences compared to 2020. Conversely, a decrease was observed in 22 Division and 54 Division, while reported incidents remained the same in 41 Division (Appendix C refers).



Toronto Police Service – Hate Crime Unit
Annual Hate Crime Statistical Report
2021

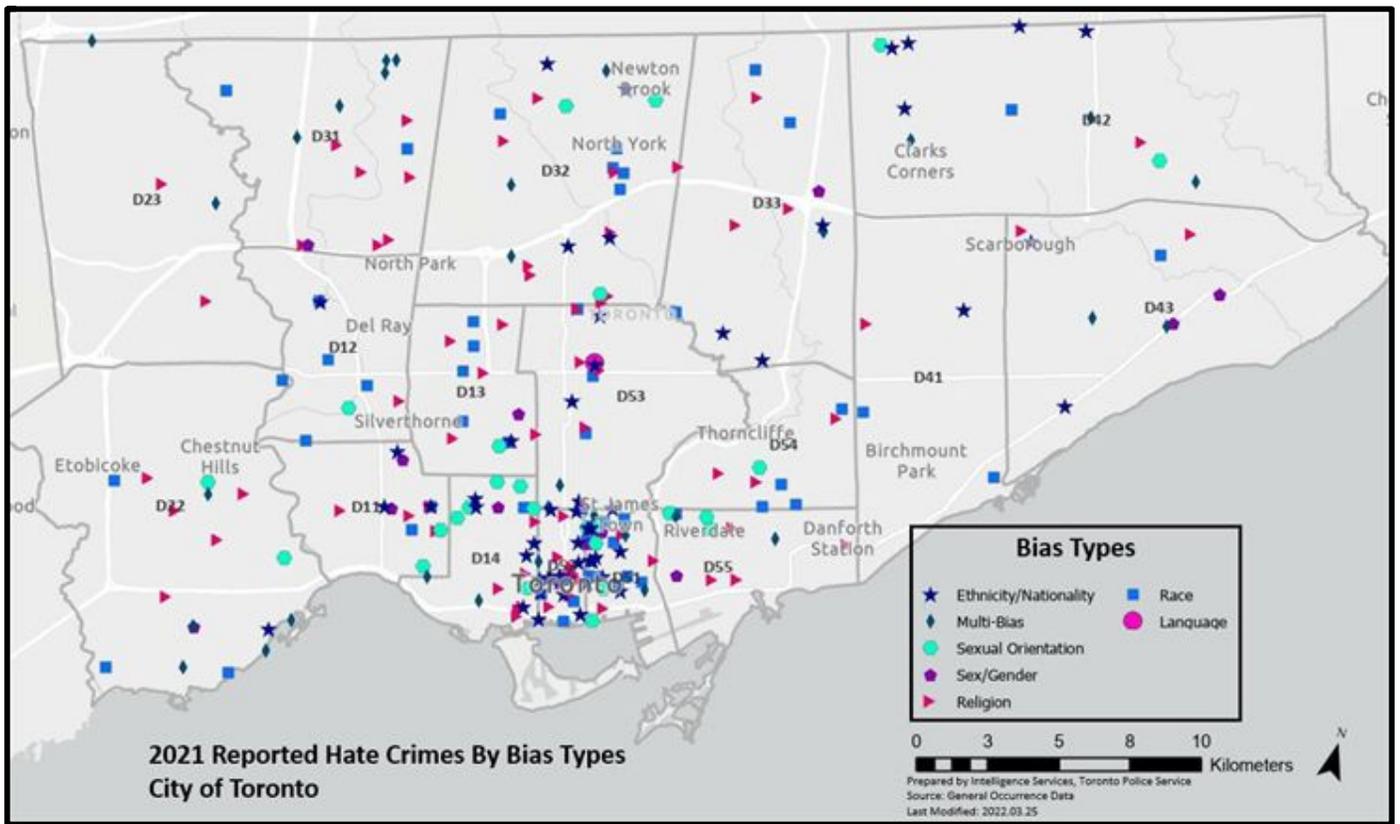


Table 5.2: Hate-motivated Crimes by Division 2021-2020

Year	11	12	13	14	22	23	31	32	33	41	42	43	51	52	53	54	55	Total
2021	13	6	13	21	19	5	15	26	11	6	13	9	35	27	17	5	16	257
2020	9	1	9	15	23	2	11	27	7	6	6	6	29	23	8	16	12	210

The geographic distribution of hate crime occurrences in 2021 spans across the City of Toronto impacting all divisions. A cluster of hate crime activity is noted in 51 and 52 Divisions. This is likely attributable to the dense population of the downtown core where numerous communities congregate in social settings. (Figure 5.3 refers).

Figure 5.3: Hate-motivated Crimes by Geographic Distribution





VI. Commonly Victimized Groups

Community Victimization

Victim groups are categorized by the suspect's perception. The victim group most targeted in 2021 was the Jewish community with 56 occurrences. The Black, East and Southeast Asian communities and LGBTQ2S+ community were the next most targeted victim groups reporting 47, 41 and 33 occurrences respectively (Figure 6.1 and Table 6.1 refers).

Figure 6.1: 2021 Hate Crime Occurrences by Victimized Group

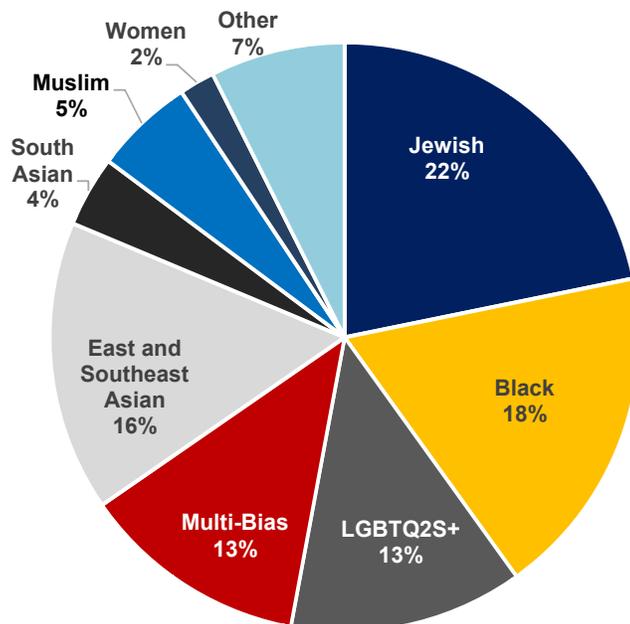


Table 6.1: 2021 Hate Crime Occurrences by Victimized Group, 2021

Victimized Group	Occurrences
Jewish	56
Black	47
East and Southeast Asian	41
LGBTQ2S+	33
Multi-Bias	32
Muslim	14
South Asian	10
Catholic	4
Women	5
White	3
Brown	3
Arab	2
Iranian	2
Israeli	1
Afghan	1
Sikh	1
Tamil	1
Non-white	1

Breakdown of Victim Groups Targeted in Multi-Bias Occurrences

When more than one identifiable group is targeted, the occurrence is categorized as multi-bias. In 2021, there were 32 hate occurrences classified as multi-bias in comparison to 19 in 2020.

Of the 32 hate occurrences that were categorized as multi-bias in 2021, the Black community was targeted in 18 occurrences and the Jewish community was targeted in 14 (Table 6.2 refers).



Toronto Police Service – Hate Crime Unit
Annual Hate Crime Statistical Report
2021



The East and Southeast Asian communities were targeted in 6 of the 32 multi-bias occurrences. The LGBTQ2S+ community was targeted in 13 of the occurrences and the Muslim community was targeted in 3 of the 32 multi-bias occurrences. Notably, since 2005, religion, race, sexual orientation and sex/gender have been the most common motivation factors for hate crime victimization.

Table 6.2: Total Hate Occurrences Including Multi-Bias Occurrences

Community Group	Bias Type	Victimized Group	Number of Occurrences	Total Occurrences
Jewish	Religion Multi-Bias	Jewish	56	70
		Jewish/Black	5	
		Jewish/Black/LGBTQ2S+	1	
		Jewish/LGBTQ2S+S2+(Male)	1	
		Jewish/Black/Women	1	
		Jewish/Chinese	1	
		Jewish/East Asian	1	
		Jewish/Israeli	1	
		Jewish/White	1	
		Jewish/Women	2	
Black	Race Multi-Bias	Black	47	65
		Black/East Asian	1	
		Black/East Asian/LGBTQ2S+	1	
		Black/East Asian/South Asian	1	
		Black/East Asian/Women	1	
		Black/LGBTQ2S+	3	
		Black/Trans	1	
		Black/Trans (Woman)	2	
		Black/Jewish	5	
		Black/Jewish/LGBTQ2S+	1	
		Black/LGBTQ2S+(Male)	1	
		Black/Jewish/Women	1	
		East Asian/South East Asian	Ethnic or National Origin Multi-Bias	
East Asian/Black	1			
East Asian/Black/LGBTQ2S+	1			
East Asian/Black/South Asian	1			
East Asian/Black/Women	1			
East Asian/Jewish	1			
Chinese/Jewish	1			
LGBTQ2S+	Sex/Gender Sexual Orientation Multi-Bias	LGBTQ2S+	33	46
		LGBTQ2S+/Black/East Asian	1	
		LGBTQ2S+/Black/Jewish	1	
		LGBTQ2S+/Black	3	
		LGBTQ2S+/Black(Male)	1	



Toronto Police Service – Hate Crime Unit
Annual Hate Crime Statistical Report
2021



Community Group	Bias Type	Victimized Group	Number of Occurrences	Total Occurrences
LGBTQ2S+	Sex/Gender	Trans/Black	1	
		Trans/Black(Woman)	2	
		LGBTQ2S+/Disability	1	
	Sexual Orientation Multi-Bias	LGBTQ2S+/Jewish	1	
		LGBTQ2S+/Jewish(Male)	1	
		LGBTQ2S+/White	1	
Muslim	Religion Multi-Bias	Muslim	14	17
		Muslim/Indian	1	
		Muslim/Africa	1	
		Muslim/Women	1	

Religion, Race, Sexual Orientation, Sex/Gender, Ethnic or National Origin

The highest percentage of the reported hate crime occurrences in 2021 were motivated by religion (29%; 75 occurrences), followed by national or ethnic origin (22%; 57 occurrences), race (21%; 54 occurrences), sexual orientation (10%; 26 occurrences), and sex/gender (5%; 12 occurrences) (Table 6.3 refers).

Table 6.3: 2021 Hate Crime Offence Breakdown by Category

Offence	Disability	National or Ethnic Origin	Language	Multi-Bias	Race	Religion	Sex/Gender	Sexual Orientation	Total
Assault		30		2	13	12	2	7	66
Aggravated Assault		1					1		2
Assault with Weapon/Bodily Harm		7			2	6	1	2	18
Criminal Harassment		2	1		3	1	2	4	13
Disturbing Religious Worship/Meeting					2	1			3
Harassing Communications		1		1	2	4	1	1	10
Indecent Act		1							1
Mischief Over \$5000				1					1
Mischief Under \$5000		7		20	22	40	2	8	99
Mischief Interfere with Property				2	1	2			5
Mischief to Data					1				1
Mischief to Religious Property						4			4
Sexual Assault						1			1
Theft Under								1	1
Utter Threats – Death		5		4	7	2	2	3	23
Utter Threats – Bodily Harm		3		1	1	2	1		8
Wilful Promotion of Hatred				1					1
Total	N/A	57	1	32	54	75	12	26	257



Toronto Police Service – Hate Crime Unit
Annual Hate Crime Statistical Report
2021



The religious groups most victimized in 2021 were the Jewish and the Muslim communities. In 56 of the 75 hate occurrences involving religion, the victims were members of the Jewish community. In 14 of the 75 hate crime occurrences, the victims were members of the Muslim community.

Of the 75 hate crime occurrences in which religion was the motivating factor, mischief to property offences, such as graffiti and damage to property accounted for 42 of the reports (Appendix B refers).

For the 54 hate crime occurrences in 2021 where race was the motivating factor, the Black community was the most frequently victimized group, accounting for 47 of the 54 occurrences. These occurrences were mainly, mischief under \$5000 (19); assault (13); and utter threats - death (7) (Appendix B refers).

In 2021, the LGBTQ2S+ community was victimized in 33 of the 257 hate crime occurrences. Sexual orientation and sex/gender were the two motivating factors. The occurrences mainly included the following offences: assault (8); mischief under \$5000; (8); criminal harassment (6) and assault with weapon/bodily harm (3) (Appendix B refers).

The East and Southeast Asian communities were the most victimized group in the ethnic or national origin category. Of the 57 hate crime occurrences in which nationality or ethnicity were the motivating factor, East and Southeast Asians were victimized in 41 of the 57 occurrences. These occurrences included the following offences: assault (24); assault with weapon/bodily harm (5); and mischief under \$5000 (5).

In comparison, the total percentage of hate occurrences targeting the East and Southeast Asian communities increased from 7% in 2020 to 16% in 2021.

In all of these assault occurrences, the victims were subject to derogatory comments and were either punched, pushed, or spat on by the suspect(s) during the assault. Of the 29 hate occurrences victimizing the East and Southeast Asian community, there were four hate-motivated assault occurrences, wherein the suspects expressed blame on China for the COVID-19 pandemic.



VII. Accused / Suspect Identification

Accused/suspect information is typically provided by victims, witnesses, video evidence, and forensic evidence. The Service’s Forensic Identification Services (FIS) unit plays a significant role in collecting physical evidence such as DNA and fingerprints at crime scenes. *Service Procedure 05-16 Hate/Bias Crime* requires all police officers investigating a hate crime to protect the scene and secure all relevant evidence including items such as posters, graffiti, recordings and clothing for forensic examination. Furthermore, officers are required to photograph the scene where the graffiti is found or when evidence cannot be readily detached or retrieved.

In 2021, victims and witnesses were able to provide information on accused/suspect identification in 142 of the 257 total hate occurrences, accounting for 55% of the occurrences. It is often very difficult to identify suspects, as hate crimes often occur without witnesses present.

Moreover, many hate crimes occur without the victim present, as in the case of hate-motivated graffiti or mischief. For example, in 2021, victims and/or witnesses were able to provide accused/suspect information in approximately 7% of the total mischief to property occurrences, accounting for 18 of the 257 hate-motivated mischief occurrences.

Among accused and suspected persons, males form the dominant offender group with 124 identified in 2021 compared to 18 females. Among identified and unidentified persons committing hate offences, the largest group consisted of males in over the age of 26 (Tables 7.1 and 7.2 refer).

Table 7.1 2021 Accused Identification Specific to Age and Gender

Gender	Under 12 yrs.	12-18 yrs.	19-25 yrs.	26-40 yrs.	Over 40 yrs.
Female	-	1	1	1	3
Male		3	3	25	22

Note: The table above is based on the sex and age group of those charged with hate criminal offences in 2021. There were a total of 57 occurrences where criminal charges were laid on a suspect.

Table 7.2 Suspect Identification Based on 2021 Victim/Witness Statements

Gender	Under 12 yrs.	12-18 yrs.	19-25 yrs.	26-40 yrs.	Over 40 yrs.
Female	-	1	2	5	4
Male	1	8	9	25	29

Note: The figures represented in the suspect identification table are based on victim/witness suspect descriptions. The above table does not include thirteen additional occurrences in which the victim/witnesses identified twelve male suspects and one female suspect but were unable to determine their age.



VIII. 2021 Arrests/Charges

As in previous years, offenders may be charged with a number of offences, not all of which are hate-motivated. Only charges relating directly to hate-motivated criminal offences are included in Table 8.1.

The number of hate-motivated arrests increased in 2021 with 51 persons arrested for hate-motivated offences as compared to 41 persons arrested in 2020.

A total of 86 hate-motivated criminal charges were laid against 51 persons arrested in 2021 as compared to 77 hate-motivated charges being laid against persons in 2020. The 86 hate-motivated criminal charges in 2021 were in relation to 57 hate-motivated occurrences (Table 8.1 refers).

Table 8.1: 2021 Hate Charges Laid by Offence Type

Offence Type	Charges
Assault by Choking	1
Assault Cause Bodily Harm	5
Assault	33
Assault with a Weapon	9
Causing a Disturbance	1
Criminal Harassment	7
Fail to Comply Probation	2
Harassing Communications	2
Mischief to Religious Property, Educational Institutions, etc.	2
Mischief Interfere with Property	1
Mischief Under \$5000	6
Sexual Assault	1
Uttering Threats	16
Total	86



IX. Sentencing

The following court dispositions include all criminal proceedings which concluded in the judicial system in 2021. The dispositions include hate crime cases that commenced between 2016 and 2021.

The dispositions include custodial sentences, significant time spent in pre-trial custody, suspended sentences, an acquittal, periods of probation with conditions including counselling, peace bonds and weapons prohibitions.

Historical Cases 2016-2020

In 2021, there were 31 criminal cases involving 30 accused persons that concluded before the courts. These cases originated from incidents that transpired between 2016 and 2020.

These 31 cases were completed as follows: 12 cases were concluded with a finding of guilt, 15 cases were withdrawn, two cases had charges stayed, and one case concluded with an acquittal. (Appendix D – D.2 refers).

There are currently 28 hate-motivated criminal cases remaining before the courts arising from incidents that occurred in 2019 and 2020.

2021 Cases

In 2021 there were 57 hate-motivated criminal cases brought before the courts that originated from incidents reported in 2021. There were a total of 51 accused and 86 hate-motivated charges laid. Three of the 57 accused were charged in relation to more than one case. Fifteen of the 57 cases have been concluded as follows: 13 cases concluded with a finding of guilt and two cases were withdrawn (Appendix D – Table D.1 refers).

At year-end of 2021, there are 42 hate-motivated criminal prosecutions pending before the courts; 42 cases from 2021, 26 cases from 2020, and two cases remaining from 2019.



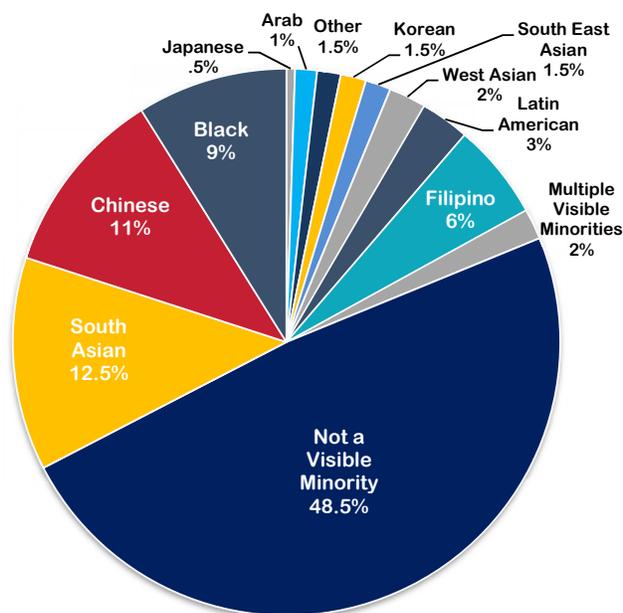
XI. Toronto Population and Demographics

Toronto, with a population of 2.9 million people, is one of the most multicultural cities in the world and ranked seventh on The Economist Intelligence Unit’s – Global Liveability Index 2019.¹

The 2016 and 2011 Census Profile, conducted by Statistics Canada provides the most current information regarding the population (Figure 11.1)² and religious affiliation information for Toronto (Figure 11.2).³

In 2016, 51.5% or 1,385,855 people belonged to a visible minority group, this is the first time this figure surpassed 50 percent in the city of Toronto. This figure is up from 46.9 per cent in 2006.⁴ (Figure 11.1)

Figure 11.1: Visible Minority Population in Toronto
(Source: Statistics Canada, 2016 Census of Population)



As noted earlier in the report, the most targeted groups in Toronto in 2021 were the Jewish community, followed by the Black community, East and Southeast Asian communities and the LGBTQ2S+ community:

- The Jewish community represents 3.8% of the population in the City of Toronto⁵ but was victimized in approximately 22% of the total hate crimes;

¹ City of Toronto. 2019. *World Rankings for Toronto*. <https://www.toronto.ca/city-government/data-research-maps/toronto-progress-portal/world-rankings-for-toronto/economist-intelligence-unit-global-liveability-index-2019/> (accessed March 31, 2020).

² Statistics Canada. 2017. Toronto, C [Census subdivision], Ontario and Toronto, CDR [Census division], Ontario (table). Census Profile. 2016 Census. Statistics Canada Catalogue no. 98-316-X2016001. Ottawa. Released November 29, 2017. <https://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/index.cfm?Lang=E> (accessed March 31, 2020).

³ Statistics Canada. 2013. Toronto, CMA, Ontario (Code 535) (table). National Household Survey (NHS) Profile. 2011 National Household Survey. Statistics Canada Catalogue no. 99-004-XWE. Ottawa. Released September 11, 2013. <http://www12.statcan.gc.ca/nhs-enm/2011/dp-pd/prof/index.cfm?Lang=E> (accessed March 31, 2020).

⁴ City of Toronto Backgrounder-2016 Census: <https://www.toronto.ca/wp-content/uploads/2017/12/8ca4-5.-2016-Census-Backgrounder-Immigration-Ethnicity-Housing-Aboriginal.pdf> (accessed March 31, 2020).

⁵ Statistics Canada. 2013. Toronto, CMA, Ontario (Code 535) (table). National Household Survey (NHS) Profile. 2011 National Household Survey. Statistics Canada Catalogue no. 99-004-XWE. Ottawa. Released September 11, 2013. <http://www12.statcan.gc.ca/nhs-enm/2011/dp-pd/prof/index.cfm?Lang=E> (accessed March 31, 2020).



Toronto Police Service – Hate Crime Unit
Annual Hate Crime Statistical Report
2021



- The Black community represents 8.9% of the population in the City of Toronto⁶ but was victimized in approximately 18% of the total hate crimes; and,
- The East Asian [Japanese, Korean, Chinese] and Southeast Asian communities represent 14.5% of the population in the City of Toronto⁷ but was victimized in approximately 16% of the total hate crimes in 2021.

According to the 2014 Canadian Community Health Survey (CCHS) conducted by Statistics Canada, 1.7% of Canadian adults between the ages of 18 and 59 reported themselves to be homosexual and 1.3% reported themselves to be bisexual.⁸

It is of significance to note the CCHS relies upon a large sample of respondents, is not divided by region, and does not include an option for transgendered individuals; therefore, this rate is likely underreported and not an entirely accurate representation of the population of the LGBTQ2S+ community in Toronto.

Despite the lack of statistics in this area, what is known is that the LGBTQ2S+ community was victimized in approximately 13% of the total hate crimes in 2021.

⁶ Statistics Canada. 2013. Toronto, CMA, Ontario (Code 535) (table). National Household Survey (NHS) Profile. 2011 National Household Survey. Statistics Canada Catalogue no. 99-004-XWE. Ottawa. Released September 11, 2013. <http://www12.statcan.gc.ca/nhs-enm/2011/dp-pd/prof/index.cfm?Lang=E> (accessed March 31, 2020).

⁷ Statistics Canada. 2013. Toronto, CMA, Ontario (Code 535) (table). National Household Survey (NHS) Profile. 2011 National Household Survey. Statistics Canada Catalogue no. 99-004-XWE. Ottawa. Released September 11, 2013. <http://www12.statcan.gc.ca/nhs-enm/2011/dp-pd/prof/index.cfm?Lang=E> (accessed March 31, 2020).

⁸ Statistics Canada. 2014. Same-sex couples and sexual orientation... by the numbers. https://www.statcan.gc.ca/eng/dai/smr08/2015/smr08_203_2015#a3 (accessed on March 31, 2020).



XII. Hate Crime Unit Education and Community Outreach Initiatives

Intelligence Gathering and Investigative Support Role

The HCU exchanges information through its networks within the Service, as well as with provincial, national and international police services and other law enforcement agencies.

In 2021, the HCU continued to be an active partner of the provincial Hate Crime and Extremism Investigative Team (HCEIT). HCEIT consists of members from Ontario police services that receive provincial funding for the joint collection and sharing of information, enforcement and education on hate crimes. In 2021, three new police services joined HCEIT, bringing the total number of member services to 18:

Brantford Police Service	Ontario Provincial Police
Durham Regional Police Service	Ottawa Police Service
Greater Sudbury Police Service (<i>new</i>)	Peel Regional Police
Guelph Police Service	Stratford Police Service
Halton Regional Police Service	Toronto Police Service
Hamilton Police Service	Waterloo Regional Police Service
Kingston Police Service (<i>new</i>)	Windsor Police Service (<i>new</i>)
London Police Service	Woodstock Police Service
Niagara Regional Police Service	York Regional Police

In order to ensure public safety and/or assess the presence of criminality, the HCU attended and monitored events involving potential hate activity as well as public demonstrations with political or ideological overtones where the involved groups were strongly opposed to one another.

The HCU provided police divisions with ongoing investigative support, case tracking and relevant intelligence exchange.

Training and Education

In 2021, HCU members participated in national, provincial and local hate crime and extremism training relating to hate crime laws and trends, investigative strategies, and the prosecution of hate crimes. HCU members attended this training virtually and in-person with members of various police services, community agencies, and other partners. These training opportunities took place in Collingwood, Ottawa, York Region and Toronto.

In 2012, the Ontario Police College (OPC) in partnership with HCEIT created an Advanced Hate Crime Investigators Course for police officers. The course focuses on an enhanced understanding of the investigation of hate crimes and the application of federal legislation to hate propaganda investigations. The course was offered in October and



Toronto Police Service – Hate Crime Unit
Annual Hate Crime Statistical Report
2021



December 2021, and was attended by members from various Ontario police services, including members from TPS. TPS HCU members delivered training to the attendees. This training will continue in 2022.

In September and October 2021, the HCU delivered two separate Train-the-Trainer Seminars to members of the Service's Community Partnership and Engagement Unit (CPEU). Discussion topics included an enhanced understanding of hate crimes, as well education in anti-Indigenous, anti-Trans hate, and community impact. These topics were presented by members of the HCU and the Service's Equity, Inclusion and Human Rights (EIHR) office.

In November 2021, the HCU hosted its annual meeting with DHCC's from the Service's 17 divisions and districts. The purpose of the meeting was to review hate crime laws and trends, amendments to the Service's hate crime procedure, investigative challenges, and discuss community impact. Guest lecturers included representatives from the EIHR and the Ministry of the Attorney General's office.

In addition, throughout 2021 the HCU liaised with members of the community including schools/universities, government, and community organizations on the subject of hate-motivated crimes and incidents.

Amendments to Hate Crime Procedure 05-16

In November 2021, the Service amended *Procedure 05-16 Hate/Bias Crime*. The procedure provides direction to front line officers and investigators to assist them in properly identifying, recording and investigating hate crimes. The updated guidelines require mandatory supervisory notification and attendance to ensure the appropriate assessment and response to hate-motivated incidents. The procedure also requires officers to ensure that victims are offered appropriate resources and support.

Community Consultations and Outreach

In 2021, the HCU consulted with many diverse community organizations and representatives for the purpose of consultation, education, mediation for public order and safety and to address community concerns specific to hate crimes.

In February 2021, the Friends of Simon Wiesenthal Centre for Holocaust Studies hosted a two-day virtual national hate crime conference. The conference, *Building a Case Against Hate: Challenges and Best Practices in Confronting Hate-Motivated Crime*, included guest speakers from New Zealand and the United States, as well as academics and representatives from over 50 different police services. The HCU participated in a panel discussion to discuss hate crimes, investigative challenges, and best practices.

In June 2021, the HCU co-facilitated a National Hate Crime Roundtable with the Canadian Centre of Justice Statistics. Participants included hate crime investigators and analysts from across Canada, representatives from the Ministry of the Attorney General's office,



Toronto Police Service – Hate Crime Unit
Annual Hate Crime Statistical Report
2021



and representatives from the Public Prosecution Service of Canada. The purpose of the discussions was to better understand and improve hate crime data and reporting, and share best practices.

In response to the increase in hate crime reporting in 2021, the HCU partnered with the Community Partnerships and Engagement Unit (CPEU) to host virtual hate crime seminars to promote public awareness and reporting in collaboration with members of the following Chief's Community Consultative Committees:

- LGBTQ2S+ Community Consultative Committee (CCC) [June 2021],
- Asia Pacific CCC and the Consular General of the Republic of Korea [July 2021], and the
- Chinese CCC, [August, and September 2021].

The Service works collaboratively with its Community Consultative Committees (CCC) who advise the Chief directly on how the Service can better serve their communities. In 2022, the Service developed a Jewish CCC that will allow the community and the police to exchange information, identify issues and develop strategies for maintaining and enhancing community safety.

In each instance, through hosting these hate crime seminars and collaborating in other ways with members of the Chief's CCC, the HCU has been able to foster and cultivate many new additional relationships with members of and groups within these broader communities.

Since 2013, Humber College has partnered with the Service to independently evaluate the Neighborhood Community Officer Program (NCOP). Neighborhood policing is the cornerstone of community policing in the City of Toronto. The program has been responsible for embedding TPS officers directly into communities and has provided opportunities to build and sustain strong and positive partnerships with community leaders. In 2018, the Service introduced "The Way Forward", this document has become the blue print to link the police to communities through partnerships and problem solving.

With this as the focus, the HCU and CPEU partnered with Humber College in December 2020, to develop a Hate Crime Pamphlet Challenge. The challenge was presented to Humber College students because of the youth and diversity of students enrolled in the Business of Advertising program. The key goals of the Challenge were to design a pamphlet that would assist in raising hate crime awareness and encourage reporting. The initiative was funded by the Ministry of the Solicitor General's Hate Crime and Extremism Investigative Team (HCEIT).

On June 30, 2021, the pamphlet: *Hate the Hate: Report the Crime* was published online and distributed across Toronto internally and externally to members of the public through:



Toronto Police Service – Hate Crime Unit
Annual Hate Crime Statistical Report
2021



- Community Response Unit Officers;
- Neighborhood Community Officers;
- Community Relations Officers;
- Crime Prevention Officers;
- Auxiliary Officers;
- Community Consultative Committees;
- Community Police Liaison Committees;
- Youth In Policing Initiative Program Students;
- Furthering Our Community by Uniting Services Partners;
- City of Toronto Social Agencies; and
- Non-Government Organizations (NGO's).

The pamphlet is currently available in English and Korean and can be found on the Service's website (<https://www.torontopolice.on.ca/crimeprevention/hatecrime.php>). The pamphlet was translated in partnership with the Consulate General of the Republic of Korea – Toronto, and the Service's Corporate Communications office.

The HCU continued its partnership with the Service's Lesbian Gay Bisexual Transgender Queer Two-Spirit (LGBTQ2S+) Liaison Unit to provide local and international education on LGBTQ2S+ awareness including support of the Report Homophobic Violence Period (RHVP) Program and the Trans Media Campaign. The RHVP campaign is a public awareness and education campaign which focuses on youth aged 13 to 25 years and addresses the issue of homophobic and transphobic bullying and violence.

RHVP is an initiative of the Service's LGBTQ2S+ Community Consultative Committee and was developed in 2007 by the Service in partnership with a large number of community partners and community service providers.

The Trans Media Campaign was initiated in 2014 by the LGBTQ2S+ Liaison Unit in partnership with Corporate Communications to increase reporting, decrease attacks against the Trans community, educate Service members about the Trans community and improve the relationship between the Service and the Trans community. In 2015, Crime Stoppers partnered with Trans Media Campaign members to address hate crimes against the Trans community. The Trans Media Campaign formally launched via social media, printed materials, community newspapers and the Service's intranet in June 2016.

The HCU continued its partnership and outreach with Black community organizations including an information session for Midaynta Community Services delivered by the Service's Black Liaison officer in August 2021 and a virtual presentation to the Somali Canadian Association of Etobicoke in March 2022. Both these initiatives included hate crime reporting for the community.

The HCU intends to continue its proactive outreach efforts in 2022 by working closely with the Community Partnerships and Engagement Unit (CPEU) to deliver hate crime presentations and training to members of the Chief's Community Consultative Committees (CCC).



Toronto Police Service – Hate Crime Unit
Annual Hate Crime Statistical Report
2021



An example of a planned education initiative includes a one day Hate Crime Symposium facilitated by the Service’s Hate Crime Unit and CPEU on June 20, 2022. The Symposium will include a community panel that consists of representatives from the Chief’s CCC including the Chief’s Black CCC.

Throughout 2021, HCU members and DDHC Coordinators assisted and/or provided crime prevention and safety awareness in several areas including hate crime and criminal extremism within their local Divisions and Districts to places of worship, community groups, and at town hall meetings.

Media Outreach

The Service publishes news releases for the public and media in relation to hate-related investigations and public safety initiatives. This information is also shared on the Service’s social media accounts. Additionally, the HCU members provide interviews to local and national media on a variety of hate crime issues upon request.

The HCU is committed to the prevention and investigation of hate-motivated crimes and to the education of our police and community partners. Open consultation with the community in a mutually supportive manner is recognized as the most effective way of achieving these goals.

Appendix A – Offences by Premise Type

Premise	Assault	Aggravated Assault	Assault Causing Bodily Harm	Assault With Weapon	Disturbing Religious Worship/Meeting	Criminal Harassment	Harassing Communication	Indecent Act	Mischief Under \$5000	Mischief Over \$5000	Mischief Interfere with Property	Mischief to Religious Property	Mischief to Data	Theft	Sexual Assault	Utter Threats – Bodily Harm	Utter Threats - Death	Wilful Promotion of Hatred	Total
Apartment Building (Common Area, Residence, Garage)	6		3			2			15		1				1		2		30
Business/Retail	11			3		3			7	1						3	4		32
Government									2								2		4



Toronto Police Service – Hate Crime Unit
Annual Hate Crime Statistical Report
2021



Homeless Shelter/Mission	1		1																2
House (Garage, Vehicle)	1				2	1		6							1	1			12
Internet (Telecommunications, Social Media, emails)					2	2	9						1			1	6	1	23
Medical Facility			1					1									1		3
Parks	3		1					7											11
Public Transit	10	1	2			1		20		2					1	3			39
Religious Place of Worship					1	1		2		1	4								9
Schools (Universities, Private, Public)	3							28		1			1				1		34
Street/Laneway	31	1		7		2		1	11							2	3		58
Total	66	2	8	10	3	13	10	1	99	1	5	4	1	1	1	8	23	1	257



Appendix B - 2021 Breakdown by Victim Group and Offence

Bias Type	Victim Group	Number of Occurrences	Offence	Number of Occurrences
Ethnic or National Origin 57 Occurrences	Afghan	1	Assault	1
	Arab	2	Assault	1
			Mischief Under \$5000	1
	Chinese	8	Assault	3
			Assault with Weapon/Bodily Harm	2
			Criminal Harassment	1
			Mischief Under \$5000	2
	East Asian	30	Assault with Weapon	3
			Assault	19
			Mischief Under \$5000	3
			Indecent Act	1
			Utter Threats - Death	2
			Utter Threats - Bodily Harm	2
	Korean	2	Assault	1
			Utter Threats	1
	Filipino	1	Assault	1
	Iranian	2	Assault with Weapon/Bodily Harm	1
Harassing Communication			1	
East Indian	4	Assault	1	
		Aggravated Assault	1	
		Criminal Harassment	1	
		Utter Threats - Bodily Harm	1	
South Asian	5	Assault	2	
		Assault with Weapon/Bodily Harm	1	
		Utter Threats – Death	2	
Tamil	1	Assault	1	
Israeli	1	Mischief Under \$5000	1	
Language 1 Occurrence	Tamil	1	Criminal Harassment	1



Toronto Police Service – Hate Crime Unit
Annual Hate Crime Statistical Report
2021



Bias Type	Victim Group	Number of Occurrences	Offence	Number of Occurrences
Race 54 Occurrences	Black	47	Assault	11
			Assault with Weapon/Bodily Harm	2
			Disturbing Religious Worship or Certain Meeting	2
			Criminal Harassment	3
			Mischief Under \$5000	19
			Mischief Interfere with Enjoyment of Property	1
			Mischief to Data	1
			Utter Threats	7
			Utter Bodily Harm	1
	Brown	3	Harassing Communication	2
			Mischief Under \$5000	1
	White	3	Mischief Under \$5000	1
Assault			2	
Non-White	1	Mischief Under \$5000	1	
Religion 75 Occurrences	Catholic	4	Mischief to Religious Property	2
			Mischief Under \$5000	1
			Mischief Interfere with Enjoyment of Property	1
	Jewish	56	Assault	7
			Assault with Weapon/Bodily Harm	4
			Disturbing Religious Worship or Certain Meeting	1
			Harassing Communication	4
			Criminal Harassment	1
			Mischief Under \$5000	36
			Mischief to Religious Property	1
			Utter Threats - Death	1
			Utter Threats -Bodily Harm	1
	Muslim	14	Assault	5
			Assault with Weapon/Bodily Harm	2
			Mischief Under \$5000	3
Mischief to Religious Property			1	
Sexual Assault			1	
Utter Threats - Death			1	



Toronto Police Service – Hate Crime Unit
Annual Hate Crime Statistical Report
2021



Bias Type	Victim Group	Number of Occurrences	Offence	Number of Occurrences
Multi-Bias 32 Occurrences			Utter Threats - Bodily Harm	1
	Sikh	1	Mischief Interfere with Enjoyment of Property	1
	Black/ East Asian	1	Harassing Communication	1
	Black/ East Asian/ LGBTQ2S+	1	Mischief Under \$5000	1
	Black/East Asian/ South Asian	1	Mischief Under \$5000	1
	Black/East Asian/ Women	1	Mischief Over \$5000	1
	Black/Jewish	5	Mischief Under \$5000	4
			Mischief to Religious Property	1
	Black/Jewish/ LGBTQ2S+	1	Mischief Under \$5000	1
	Black/Jewish/Women	1	Mischief Interfere with Enjoyment of Property	1
	Black/LGBTQ2S+	3	Mischief Under \$5000	1
			Mischief Interfere with Enjoyment of Property	1
			Wilful Promotion of Hatred	1
	Black/Trans	1	Mischief Under \$5000	1
	Black/Trans (Woman)	2	Assault	1
			Utter Threats - Death	1
	Black/LGBTQ2S+ (Men)	1	Mischief Under \$5000	1
	Chinese/Jewish	1	Mischief Under \$5000	1
	Disability/LGBTQ2S+	1	Mischief Under \$5000	1
	East Asian/Jewish	1	Mischief Under \$5000	1
	Indian/Muslim	1	Utter Threats - Death	1
	Israeli/Jewish	1	Utter Threats - Death	1
	Jewish/LGBTQ2S+	1	Mischief Under \$5000	1
	Jewish/LGBTQ2S+ (Man)	1	Mischief Under \$5000	1
	Jewish/White	1	Mischief Under \$5000	1
	Jewish/Women	2	Mischief Under \$5000	1
			Utter Threats - Death	1
	Muslim/Africa	1	Assault	1
	Muslim/Women	1	Utter Threats - Death	1
	White/LGBTQ2S+	1	Mischief Under \$5000	1
	Women/Black/Jewish	1	Utter Threats - Death	1



Toronto Police Service – Hate Crime Unit
Annual Hate Crime Statistical Report
2021



Bias Type	Victim Group	Number of Occurrences	Offence	Number of Occurrences
Sex/Gender 12 Occurrences	Trans	1	Harassing Communication	1
	Trans - Women	5	Aggravated Assault	1
			Assault with Weapon/Bodily Harm	1
			Criminal Harassment	2
	Trans - Man	1	Assault	1
	Women	5	Mischief Under \$5000	2
			Assault	1
Utter Threats			2	
Sexual Orientation 26 Occurrences	LGBTQ2S+ (Women)	3	Mischief Under \$5000	1
			Criminal Harassment	2
	LGBTQ2S+	9	Assault	1
			Assault with Weapon	1
			Criminal Harassment	2
			Mischief Under \$5000	3
			Harassing Communication	1
	LGBTQ2S+ (Men)	17	Theft	1
			Assault	7
			Assault with Weapon/Bodily Harm	2
Criminal Harassment			1	
Mischief Under \$5000			2	
			Utter Threats – Death	3



Toronto Police Service – Hate Crime Unit
Annual Hate Crime Statistical Report
2021



Appendix C - 2021 Breakdown of Offences by Division and by Victim Type

11 Division	13 Occurrences
Black	Assault
Black	Utter Threats - Death
East Asian	Assault
East Indian	Aggravated Assault
Jewish	Assault with Weapon/Bodily Harm
Jewish	Mischief Under \$5000 (3 Occurrences)
Korean	Utter Threats - Death
LGBTQ2S+ (Man)	Assault with Weapon/Bodily Harm
LGBTQ2S+ (Male)	Criminal Harassment
Trans (Woman)	Criminal Harassment
Trans (Woman)	Utter Threats - Bodily Harm
12 Division	6 Occurrences
Black	Criminal Harassment
Black	Mischief Under \$5000 (2 Occurrences)
Chinese	Assault
Jewish	Utter Threats - Bodily Harm
LGBTQ2S+ (Man)	Mischief Under \$5000
13 Division	13 Occurrences
Black	Criminal Harassment
Black	Mischief Under \$5000 (3 Occurrences)
Catholic	Mischief Under \$5000
East Indian	Criminal Harassment
Jewish	Harassing Communication
Jewish	Criminal Harassment
Jewish	Mischief Under \$5000
Jewish	Mischief to Religious Property
LGBTQ2S+	Mischief Under \$5000
White	Assault
Women	Mischief Under \$5000

14 Division	21 Occurrences
Afghan	Assault
Catholic	Mischief to Religious Property
East Asian	Indecent Act
East Asian	Utter Threats - Death
East Asian	Utter Threats - Bodily Harm
Iranian	Harassing Communication
Jewish	Assault with Weapon/Bodily Harm
Jewish	Harassing Communication
Jewish	Mischief Under \$5000 (3 Occurrences)
Jewish/Women	Utter Threats - Death
LGBTQ2S+	Mischief Under \$5000
LGBTQ2S+ (Man)	Assault (3 Occurrences)
LGBTQ2S+ (Man)	Mischief Under \$5000
Muslim	Mischief Under \$5000
Muslim/Women	Utter Threats - Bodily Harm
Women	Assault
South Asian	Assault with Weapon/Bodily Harm
22 Division	19 Occurrences
Black	Assault
Black	Mischief Under \$5000 (2 Occurrences)
Black	Mischief Under \$5000
Black	Utter Threats - Death
Black/East Asian/South Asian	Mischief Under \$5000
Black/Jewish	Mischief Under \$5000 (2 Occurrences)
Black/LGBTQ2S+	Mischief Under \$5000
East Asian	Assault
Jewish	Mischief Under \$5000 (4 Occurrences)
Jewish	Utter Threats - Death
Jewish/LGBTQ2S+	Mischief Under \$5000
LGBTQ2S+ (Woman)	Criminal Harassment
LGBTQ2S+	Mischief Under \$5000
LGBTQ2S+ (Man)	Assault
Women	Utter Threats - Death



Toronto Police Service – Hate Crime Unit
Annual Hate Crime Statistical Report
2021



23 Division	5 Occurrences
Black	Utter Threats - Death
Black/Jewish/LGBTQ2S+	Mischief Under \$5000
Jewish	Mischief Under \$5000
Jewish/Women	Mischief Under \$5000
Muslim	Utter Threats - Death
31 Division	15 Occurrences
Black	Mischief Under \$5000
Black/East Asian/LGBTQ2S+	Mischief Under \$5000
East Asian/Jewish	Mischief Under \$5000
Israeli/Jewish	Mischief Under \$5000
Jewish	Assault
Jewish	Mischief Under \$5000 (4 Occurrences)
Jewish/White	Mischief Under \$5000
Muslim	Mischief to Religious Property
Muslim	Sexual Assault
Non-White	Mischief Under \$5000
Trans (Woman)	Aggravated Assault
White/LGBTQ2S+	Mischief Under \$5000
32 Division	26 Occurrences
Black	Mischief Under \$5000 (3 Occurrences)
Black	Mischief to Data
Black	Utter Threats - Death
Black/East Asian	Harassing Communication
Disability/LGBTQ2S+	Mischief Under \$5000
East Asian	Assault with Weapon/Bodily Harm
East Indian	Assault
Israeli	Mischief Under \$5000
Jewish	Assault
Jewish	Assault with Weapon/Bodily Harm
Jewish	Disturbing Religious Worship/Meeting
Jewish	Harassing Communication
Jewish	Mischief Under \$5000 (8 Occurrences)
LGBTQ2S+ (Male)	Mischief Under \$5000
LGBTQ2S+ (Male)	Utter Threats – Death (2 Occurrences)
South Asian	Utter Threats - Death
Women/Black/Jewish	Utter Threats - Death

33 Division	11 Occurrences
Black	Criminal Harassment
Black	Mischief Under \$5000
Black/Jewish	Mischief Under \$5000
Chinese	Assault with Weapon/Bodily Harm
Chinese	Criminal Harassment
Jewish	Mischief Under \$5000
Muslim	Assault (2 Occurrences)
Muslim	Utter Threats - Bodily Harm
Sikh	Mischief interfere with property
Trans (Woman)	Assault with Weapon/Bodily Harm

41 Division	6 Occurrences
Black	Assault
Black	Assault with Weapon/Bodily Harm
Brown Skinned	Harassing Communication
Filipino	Assault
Jewish/LGBTQ2S+ (Male)	Mischief Under \$5000
Muslim	Assault

42 Division	13 Occurrences
Black	Disturbing Religious Worship/Meeting
Black/East Asian/Women	Mischief Over \$5000
Black/LGBTQ2S+	Mischief interfere with property
Chinese	Mischief Under \$5000
East Asian	Assault (2 Occurrences)
East Asian	Mischief Under \$5000
Korean	Assault
LGBTQ2S+	Assault
LGBTQ2S+	Theft related
Muslim	Assault (2 Occurrences)
Muslim/Africa	Assault

43 Division	9 Occurrences
Black	Utter Threats - Death
Black/LGBTQ2S+	Wilful Promotion of Hatred
Black/Trans	Mischief Under \$5000
Chinese	Assault
Jewish	Mischief Under \$5000
LGBTQ2S+ (Male)	Utter Threats - Death
South Asian	Utter Threats - Death
Trans (Woman)	Criminal Harassment
Women	Mischief Under \$5000



Toronto Police Service – Hate Crime Unit
Annual Hate Crime Statistical Report
2021



51 Division	35 Occurrences
Black	Assault (6 Occurrences)
Black	Mischief Under \$5000 (3 Occurrences)
Black	Mischief interfere with property
Black	Utter Threats - Death
Black/Jewish/Women	Mischief interfere with property
Black/Trans (Woman)	Assault
Chinese	Assault with Weapon/Bodily Harm
Chinese	Mischief Under \$5000
East Asian	Assault (4 Occurrences)
East Asian	Mischief Under \$5000 (2 Occurrences)
East Indian	Utter Threats - Bodily Harm
Indian/Muslim	Utter Threats - Death
Jewish	Mischief Under \$5000
LGBTQ2S+ (Woman)	Mischief Under \$5000
LGBTQ2S+	Criminal Harassment
LGBTQ2S+ (Male)	Assault (2 Occurrences)
LGBTQ2S+ (Male)	Assault with Weapon/Bodily Harm
Muslim	Assault with Weapon/Bodily Harm
Muslim	Mischief Under \$5000
Tamil	Assault
Trans	Harassing Communication
White	Assault
Women	Utter Threats - Death

52 Division	27 Occurrences
Arab	Assault
Black	Assault
Black	Assault with Weapon/Bodily Harm
Black	Mischief Under \$5000
Black	Utter Threats - Death
Catholic	Mischief interfere with property
Catholic	Mischief to Religious Property
Chinese	Assault (9 Occurrences)
East Asian	Assault
East Asian	Assault with Weapon/Bodily Harm
Jewish	Assault (3 Occurrences)
Jewish	Assault with Weapon/Bodily Harm
Jewish	Harassing Communication
Jewish	Mischief Under \$5000 (2 Occurrences)
South Asian	Assault

53 Division	17 Occurrences
Arab	Mischief Under \$5000
Black	Mischief Under \$5000
Black	Utter Threats - Bodily Harm
Black/Trans (Woman)	Utter Threats - Death
Brown Skinned	Harassing Communication
Chinese/Jewish	Mischief Under \$5000
East Asian	Assault (2 Occurrences)
Iranian	Assault with Weapon/Bodily Harm
Jewish	Assault (2 Occurrences)
Jewish	Mischief Under \$5000 (3 Occurrences)
South Asian	Assault
Tamil	Criminal Harassment
White	Mischief Under \$5000

54 Division	5 Occurrences
Jewish	Mischief Under \$5000 (2 Occurrences)
LGBTQ2S+ (Woman)	Criminal Harassment
Muslim	Assault with Weapon/Bodily Harm
Black	Assault

55 Division	16 Occurrences
Black	Disturbing Religious Worship/Meeting
Black	Mischief Under \$5000 (2 Occurrences)
Black/Jewish	Mischief Under \$5000 (2 occurrences)
Black/LGBTQ2S+ (Male)	Mischief Under \$5000
Brown Skinned	Mischief Under \$5000
East Asian	Assault
East Asian	Utter Threats - Bodily Harm
Jewish	Mischief Under \$5000 (3 Occurrences)
LGBTQ2S+	Harassing Communication
LGBTQ2S+ (Man)	Mischief Under \$5000
Muslim	Mischief Under \$5000
Trans (Man)	Assault



Appendix D - Completed Hate Court Dispositions

The dispositions set out in Table D.1 and Table D.2 below include all hate criminal proceedings which concluded in the court system in 2021. The occurrences that led to these criminal proceedings transpired between 2016 and 2021.

Persons are at times charged with a number of offences, not all of which are hate-motivated. Some of the cases below include non-hate-motivated charges such as failure to comply probation; however, all charges (hate and non-hate) have been listed in the tables below to accurately reflect sentencing dispositions.

Table D.1: 2021 Completed Cases (2021 occurrences)

Charge	Disposition
2021	
<ol style="list-style-type: none"> 1. Assault 2. Cause Disturbance 3. Uttering Threats 	<ol style="list-style-type: none"> 1. Guilty Plea -suspended sentence, 12 months probation, and weapons prohibition 2. Guilty Plea - suspended sentence and 12 months probation, 44 days pre-sentence custody 3. Withdrawn
<ol style="list-style-type: none"> 1. Mischief to Religious Property, Educational Inst., etc. 2. Possession of Incendiary Material 3. Arson with Disregard for Human Life 4. Fail to Comply Probation Order 5. Breach of Conditional Sentence Order 	<ol style="list-style-type: none"> 1. Guilty Plea - 45 days consecutive sentence, and weapons prohibition 2. Guilty Plea - 45 days consecutive sentence, and weapons prohibition 3. Withdrawn 4. Guilty Plea - suspended sentence 5. Suspended Sentence
<ol style="list-style-type: none"> 1. Assault 2. Assault by Choking 3. Uttering Threats 	<ol style="list-style-type: none"> 1. Withdrawn – 2 year common law peace bond 2. Withdrawn – 2 year common law peace bond 3. Withdrawn – 2 year common law peace bond
<ol style="list-style-type: none"> 1. Assault 2. Cause Disturbance 	<ol style="list-style-type: none"> 1. Guilty Plea – suspended sentence, 12 months probation and weapons prohibition. 12 days pre-sentence custody 2. Withdrawn
<ol style="list-style-type: none"> 1. Assault 2. Fail to Comply Probation Order 3. Fail to Comply Probation Order 	<ol style="list-style-type: none"> 1. Guilty Plea – 12 months probation , 90 days pre-sentence custody 2. Withdrawn 3. Withdrawn



Toronto Police Service – Hate Crime Unit
Annual Hate Crime Statistical Report
2021



Charge	Disposition
<ol style="list-style-type: none"> Uttering Threats (4 Counts) Robbery Assault (2 counts) Assault Causing Bodily Harm Forcible Confinement Sexual Assault Theft Over \$5000 Mischief Under \$5000 	<ol style="list-style-type: none"> Withdrawn Withdrawn Withdrawn Withdrawn Withdrawn Withdrawn Withdrawn Withdrawn
<ol style="list-style-type: none"> Assault (4 counts) Breach of Recognizance (3 counts) Cause a Disturbance Cause Disturbance Fail to Comply with Probation Order Fraudulently obtain transportation 	<ol style="list-style-type: none"> Guilty Plea - 10 days consecutive sentence, 2 year probation and weapons prohibition. Withdrawn Withdrawn Guilty Plea - 10 days consecutive sentence, 2 year probation and weapons prohibition Guilty Plea - 10 days consecutive sentence, 2 year probation and weapons prohibition. Withdrawn
<ol style="list-style-type: none"> Mischief Under \$5000 	<ol style="list-style-type: none"> Guilty Plea, 23 days pre-sentence custody and 7 days jail
<ol style="list-style-type: none"> Assault 	<ol style="list-style-type: none"> Guilty Plea – 165 days pre-sentence custody, 45 days jail, 2 years probation
<ol style="list-style-type: none"> Assault Assault (2 counts) 	<ol style="list-style-type: none"> Guilty Plea - 80 days jail, 12 month probation, and weapons prohibition Withdrawn
<ol style="list-style-type: none"> Uttering Threats 	<ol style="list-style-type: none"> Guilty Plea – 90 days consecutive sentence , 12 month probation, and weapons prohibition
<ol style="list-style-type: none"> Assault Mischief Under \$5000 	<ol style="list-style-type: none"> Guilty Plea – 12 days pre-sentence custody, suspended sentence – 12 months probations and weapons prohibition Withdrawn
<ol style="list-style-type: none"> Assault 	<ol style="list-style-type: none"> Guilty Plea - 10 days jail, 288 days pre-sentence custody, 2 years probation and weapons prohibition
<ol style="list-style-type: none"> Assault 	<ol style="list-style-type: none"> Guilty Plea - suspended sentence, 120 days pre-sentence custody, 2 years probation and weapons prohibition
<ol style="list-style-type: none"> Assault 	<ol style="list-style-type: none"> Guilty Plea - 55 days jail, 50 days pre-sentence custody, 80 months probation and weapons prohibition



Toronto Police Service – Hate Crime Unit
Annual Hate Crime Statistical Report
2021



Table D.2: Completed Cases (2020 – 2016 occurrences)

Charge	Disposition
2020	
<ol style="list-style-type: none"> Assault Attempt Theft Under Mischief Under \$5000 Robbery 	<ol style="list-style-type: none"> Guilty Plea - 4 months conditional sentence, 12 months probation and weapons prohibition Withdrawn Withdrawn Withdrawn
<ol style="list-style-type: none"> Mischief Over \$5000 (2 counts) Mischief Relating to Religious Property, Educational Inst., etc. (4 counts) Mischief Under \$5000 (7 counts) 	<ol style="list-style-type: none"> Withdrawn Withdrawn Withdrawn
<ol style="list-style-type: none"> Uttering Threats 	<ol style="list-style-type: none"> Withdrawn - common law peace bond
<ol style="list-style-type: none"> Assault Uttering Threats 	<ol style="list-style-type: none"> Withdrawn Withdrawn
<ol style="list-style-type: none"> Assault 	<ol style="list-style-type: none"> Guilty Plea - suspended sentence, 18 months probation and weapons prohibition
<ol style="list-style-type: none"> Assault 	<ol style="list-style-type: none"> Guilty Plea - suspended sentence, 78 day pre-sentence custody, 18 months probation, and weapons prohibition
<ol style="list-style-type: none"> Assault with Weapon Mischief Under \$5000 	<ol style="list-style-type: none"> Guilty Plea – suspended sentence, 83 days pre-sentence and weapons prohibition Withdrawn
<ol style="list-style-type: none"> Uttering Threats 	<ol style="list-style-type: none"> Withdrawn – common law peace bond , 12 months probation, \$500 no surety/deposit
<ol style="list-style-type: none"> Assault with Weapon Criminal Harassment 	<ol style="list-style-type: none"> Withdrawn - common law peace bond, 12 months probation, \$500 no surety/deposit Withdrawn - common law peace bond, 12 months probation, \$500 no surety/deposit
<ol style="list-style-type: none"> Assault with Weapon Assault with Weapon Assault with Weapon Uttering Threats 	<ol style="list-style-type: none"> Withdrawn Withdrawn Withdrawn Withdrawn



Toronto Police Service – Hate Crime Unit
Annual Hate Crime Statistical Report
2021



Charge	Disposition
<ol style="list-style-type: none"> 1. Assault with Weapon 2. Assault with Weapon 3. Possession of a Weapon 4. Uttering Threats 5. Uttering Threats 	<ol style="list-style-type: none"> 1. Withdrawn 2. Withdrawn 3. Withdrawn 4. Withdrawn 5. Withdrawn
<ol style="list-style-type: none"> 1. Assault 2. Assault 	<ol style="list-style-type: none"> 1. Guilty Plea - 94 days jail, 2 years probation and weapons prohibition. 2. Guilty Plea- 30 days jail, 2 years probation and weapons prohibition
<ol style="list-style-type: none"> 1. Assault 	<ol style="list-style-type: none"> 1. Withdrawn
<ol style="list-style-type: none"> 1. Assault with a Weapon 2. Assault with a Weapon 	<ol style="list-style-type: none"> 1. Guilty Plea - 95 days jail, 351 days pre-sentence custody, 2 years probation and weapons prohibition. 2. Withdrawn
<ol style="list-style-type: none"> 1. Criminal Harassment 2. Criminal Harassment 3. Criminal Harassment 4. Mischief Over \$5000 	<ol style="list-style-type: none"> 1. Withdrawn 2. Withdrawn 3. Withdrawn 4. Withdrawn
<ol style="list-style-type: none"> 1. Assault 2. Criminal Harassment 3. Criminal Harassment 4. Criminal Harassment 5. Criminal Harassment 6. Uttering Threats 7. Uttering Threats 8. Uttering Threats 9. Uttering Threats 10. Uttering Threats 	<ol style="list-style-type: none"> 1. Withdrawn - common law peace bond - 3 years probation 2. Withdrawn - common law peace bond - 3 years probation 3. Withdrawn - common law peace bond - 3 years probation 4. Withdrawn - common law peace bond - 3 years probation 5. Withdrawn - common law peace bond - 3 years 6. Withdrawn - common law peace bond - 3 years probation 7. Withdrawn - common law peace bond - 3 years probation 8. Withdrawn - common law peace bond - 3 years probation 9. Withdrawn - common law peace bond - 3 years probation 10. Withdrawn - common law peace bond - 3 years probation



Toronto Police Service – Hate Crime Unit
Annual Hate Crime Statistical Report
2021



Charge	Disposition
<ol style="list-style-type: none"> Uttering Threats Fail to Comply Probation Order 	<ol style="list-style-type: none"> Guilty Plea - 1 day jail, 15 days pre-sentence custody. Withdrawn
<ol style="list-style-type: none"> Assault Peace Officer Assault (2 counts) Fail to Comply Probation Order 	<ol style="list-style-type: none"> Guilty Plea - 13 days jail, 62 days pre-sentence custody, 12 months probation and weapons prohibition. Guilty Plea - 13 days jail, 62 days pre-sentence custody, 12 months probation and weapons prohibition Withdrawn

Charge	Disposition
2019	
<ol style="list-style-type: none"> Harassing Communications 	<ol style="list-style-type: none"> Withdrawn
<ol style="list-style-type: none"> Cause Disturbance Uttering Threats 	<ol style="list-style-type: none"> Stay of Proceedings Stay of Proceedings
<ol style="list-style-type: none"> Mischief Under \$5000 Mischief Under \$5000 	<ol style="list-style-type: none"> Guilty Plea – 30 days concurrent sentence, 2 years probation Guilty Plea – 30 days concurrent sentence, 2 years probation
<ol style="list-style-type: none"> Uttering Threats Assault Mischief Under \$5000 Mischief Under \$5000 	<ol style="list-style-type: none"> Stay of Proceedings Stay of Proceedings Stay of Proceedings Stay of Proceedings
<ol style="list-style-type: none"> Cause a Disturbance Utter Threats Mischief Under \$5000 	<ol style="list-style-type: none"> Withdrawn Withdrawn Withdrawn
<ol style="list-style-type: none"> Uttering Threats 	<ol style="list-style-type: none"> Withdrawn
<ol style="list-style-type: none"> Uttering Threats 	<ol style="list-style-type: none"> Guilty Plea - conditional discharge, 12 months probation
<ol style="list-style-type: none"> Assault Peace Officer Assault 	<ol style="list-style-type: none"> Withdrawn Withdrawn
<ol style="list-style-type: none"> Mischief Under \$5000 Mischief Under \$5000 	<ol style="list-style-type: none"> Guilty Plea- 21 days jail, 240 pre-sentence custody, 3 years probation. Guilty Plea - 21 days jail, 240 pre-sentence custody, 3 years probation.



Toronto Police Service – Hate Crime Unit
Annual Hate Crime Statistical Report
2021



Charge		Disposition	
2018			
1. Assault with a Weapon		1. Stay of Proceedings	
2. Assault with a Weapon		2. Stay of Proceedings	
3. Uttering Threats		3. Stay of Proceedings	
4. Uttering Threats		4. Stay of Proceedings	
5. Dangerous Operation of a Motor Vehicle		5. Stay of Proceedings	

Charge		Disposition	
2017			
1. Assault with a Weapon		1. Withdrawn - common law peace bond - 12 months probation	
2. Possession of a Weapon		2. Withdrawn - common law peace bond - 12 months probation	

Charge		Disposition	
2016			
1. Wifful Promotion of Hatred		1. Acquittal	



**Toronto Police Service and PACER 2.0
Know Your Rights Campaign**

KNOW YOUR RIGHTS



OVERVIEW - PACER

- In 2012, the Chief's Internal Organizational Review examined all aspects of community engagement, leading to the creation of the Police And Community Engagement Review (PACER) committee (2012-2017)
- After internal and external consultations, the PACER committee submitted a report with 31 recommendations intended to address bias-free delivery of policing services
- The PACER committee dedicated hours to ensuring the appropriate and thorough implementation of all 31 recommendations



OVERVIEW - PACER

- Recommendation #27 from the PACER Report involved a Corporate Communications Strategy that focused on several aspects, including the community's rights when interacting with the police and a police officer's responsibilities



TPSB 81 Recommendations

- In 2020, the Toronto Police Services Board approved 81 recommendations for police reform in a report entitled “Police Reform in Toronto: Systemic Racism, Alternative Community Safety and Crisis Response Models and Building New Confidence in Public Safety.”
- These recommendations established a roadmap for comprehensive policing reform in Toronto, and include building new community safety response models, various initiatives to address systemic racism and concrete steps to improve trust with our communities



OVERVIEW - PACER 2.0

- The PACER committee was reconstituted in September 2020, by Chief James Ramer as PACER 2.0, in order to complete the outstanding recommendations from the PACER Report and to assist with the Toronto Police Service Board's 81 Recommendations
- The PACER 2.0 Committee, co-chaired by Superintendent Stacy Clarke and Audrey Campbell, is comprised of both officers; Acting Deputy Chief Myron Demkiw, Staff Superintendent Pauline Gray, Inspector Kelly Skinner and community advocates, including; Yvette Blackburn, Jennifer Chambers, Dave D'Oyen, Stephen Linton, Stephen McCammon, John O'Dell and Knia Singh



Know Your Rights

- Recommendation #70 reads: *“Direct the Chief of Police to develop and execute a multi-faceted "know your rights" campaign before the end of 2020, on the basis of consultation and collaboration with various stakeholders, including representatives from the Board-funded Collective Impact initiative, representatives of Toronto’s Black and Indigenous communities, youth groups, and community-based organizations that serve vulnerable and marginalized populations.”*

Know Your Rights



- A Know Your Rights sub-committee of PACER 2.0 was created with the mandate to “*inform the community of what their legal rights are in their interactions with police.*”
- Inspector Kelly Skinner and Knia Singh are the co-chairs of the sub-committee
- Other members include Ms. Blackburn, Ms. Chambers and Mr. McCammon



Importance of Work

- Given the historical impact of carding on Black, Indigenous, racialized communities, and people in crisis, the campaign aims to provide information to the public about what their legal rights are when engaging with police during Regulated Interactions (guided by Ontario Regulation 58/16), and the Trespass to Property Act.
- Carding was banned by the Provincial government in 2017



Phase One

- The sub-committee revised and updated the script produced by the original PACER committee
- We then procured a vendor to create a video based on the script
- The video, a website and initial phase of the Know Your Rights communication strategy was produced by Konvo Media and released in January, 2021
- The sub-committee also procured Collective Impact to conduct Community Consultation in liaison with the Know Your Rights sub-committee, and complete a Community Consultation Report
- This report was used to inform Phase 3 of the communication strategy

Phase One – Video



The first video can be found on the Know Your Rights website here:

<https://youtu.be/ZOBd-TdyAZc>

Phase One – Website



The Know Your Rights website can be found here:

www.knowyourrights.to



Phase Two – Media

- Secondary to the launch of the video was to create awareness around the Service's commitment to consistently creating Know Your Rights material that is reflective of the community's concerns and speaks to their lived experiences
- The intended audience was the public – with a focus on youth and the community organizations that serve them, as well as internally to our members
- As a result of the social media posts and press release, there was a request for interviews with the members of our committee, which resulted in appearances on radio, podcasts and local news, as well as written articles



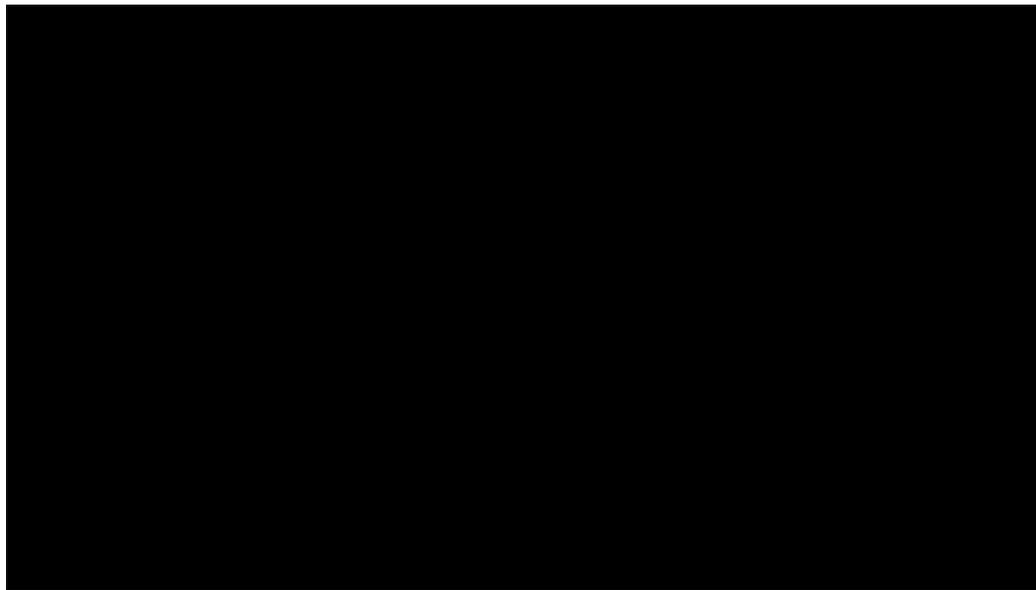
Phase Three

- Phase 3 focused on the community consultation report completed by Collective Impact
- Their discussions with community members, most of whom were black and other racialized youth; centered on 4 main areas;
 1. Searches,
 2. Traffic Stops,
 3. Body Worn Cameras and;
 4. Mental Health Act Apprehensions
- Our sub-committee created 4 scripts that addressed each of these topics
- Local youth and TPS uniformed members participated in the making of the videos
- The communication strategy includes the release of the videos and social media posts
- Planned for Q2, 2022



Phase Three – Introduction

Introduction by Chief Ramer and Yvette Blackburn





Phase Three – Teaser Clips

Part 1: Body Worn Cameras – “Am I Being Recorded on BWC?”





Phase Three – Teaser Clips

Part 2: Mental Health – “Can an Officer Force Me to Get Help?”





Phase Three – Teaser Clips

Part 3: Traffic Stops – “Do I Need to Show ID if I Am Pulled Over?”



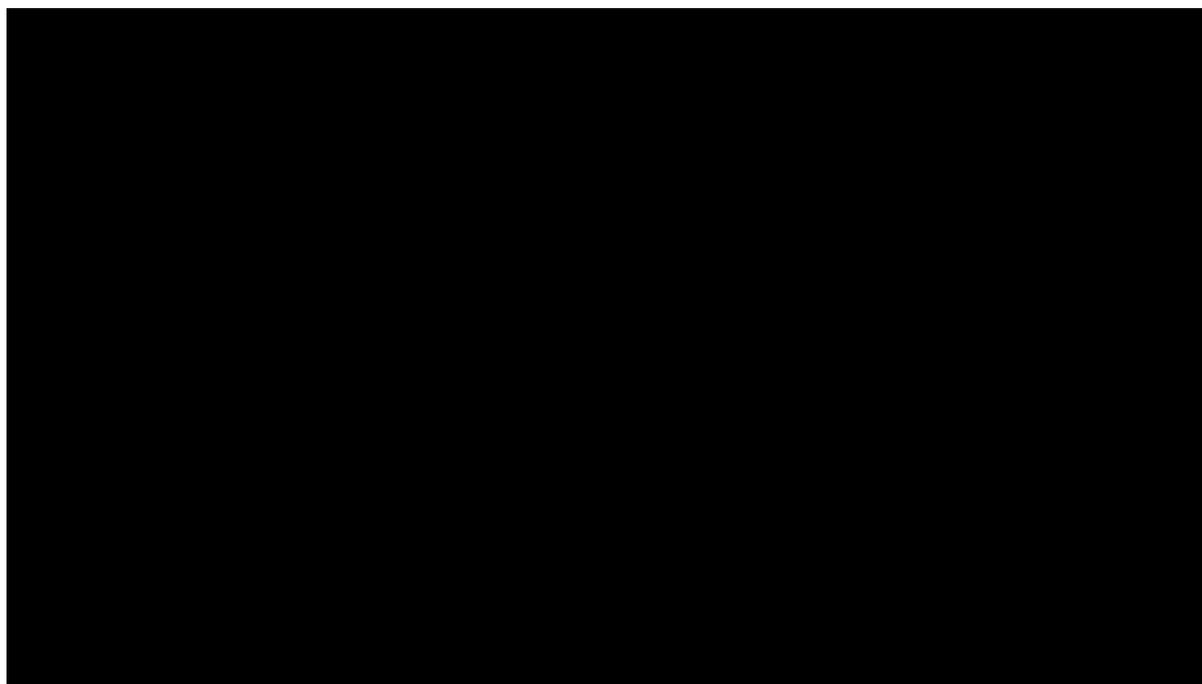


Phase Three – Teaser Clips

Part 4: Searches - “Can an Officer Search my Vehicle?”



Phase Three – Part 3 Video: Traffic Stops



Phase Three – Full Series Video



<https://youtu.be/DJ8ms9R5XY0>



Thank you!

PACER 2.0 Committee



Toronto Police Services Board Report

May 2, 2022

To: Chair and Members
Toronto Police Services Board

From: James Ramer
Chief of Police

Subject: Form 7: Annual Report Template – Missing Persons Act

Recommendations:

It is recommended that the Board:

- (1) Receive the 2021 Form 7: Annual Report Template by the Toronto Police Service's Missing Persons Unit in accordance with O.Reg.182/19 under the Missing Persons Act, 2018;
- (2) Make this report available to the public by June 1, 2022, and
- (3) Forward the report to the Solicitor General by June 1, 2022

Financial Implications:

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

Background / Purpose:

Under Section 8 of the Missing Persons Act ("the Act"), police services are required to report annually on their use of urgent demands for records in relation to missing person investigations and police services boards are required to make this report available to the public. The 2021 annual report must include urgent demands made during the period of January 1, 2021 to December 31, 2021. The annual report must be completed using Form 7: Annual Report Template.

Discussion:

As per the Act, during a missing person's investigation, an officer may make an urgent demand in writing to a person requiring the person to produce copies of records (orally or in writing), if the officer is satisfied that there are reasonable grounds to believe that,

- a) The records are in the custody or control of the person;
- b) The records will assist in locating the missing person; and
- c) In the time required to obtain an order
 - a. The missing person may be seriously harmed, or
 - b. The records may be destroyed

These urgent demands allow officers to receive the information requested in a more timely fashion without having to obtain judicial authorization. This can lead to the missing person being located safely in a more expeditious manner.

Any officer who makes an urgent demand under the Act must provide a written report within 30 days to the Toronto Police Service's Missing Persons Unit. This report includes:

- a) a list of the records specified in the demand;
- b) the reasons that, in the view of the officer who requested the records, the requirements of an making an urgent demand were met; and
- c) any other prescribed information

As per Section 8 of the Act, the Chief of Police for the Toronto Police Service (the Service) shall provide an annual report to the Toronto Police Services Board (the Board). The Board shall then,

- a) provide a copy of this report to the Solicitor General, and
- b) make the report available to the public by posting it on a website.

The general regulation under the Act (O. Reg. 182/19) sets out the specific timelines for meeting this requirement. Municipal Chiefs of Police are required to provide an annual report to their police service boards by April 1st. The Service provided the Form 7 report to the Board by way of memo on April 1, 2022 and are now reporting to the Board at its next meeting in order to comply with the regulation. Police services boards must make the annual report public on a website by June 1st and must provide a copy to the

Solicitor General. Which website the annual report is posted on and the format of the public posting is up to the discretion of the police services board.

Conclusion:

The Form 7: Annual Report Template is attached as Appendix A. Acting Deputy Chief Myron Demkiw, Specialized Operations Command, will be present 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

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Toronto Police Services Board Report

May 2, 2022

To: Chair and Members
Toronto Police Services Board

From: James Ramer
Chief of Police

Subject: Opportunities for Bail and Related Reforms to Enhance Community Safety

Recommendations:

It is recommended that the Board:

- (1) Direct the Chief of Police to explore partnerships with the Ministry of Attorney General (MAG), City Councillors, the City of Toronto, and community agencies to capture, record and present in court (at the appropriate stage of a proceeding) the impact of violent gun crimes on the communities of Toronto, and
- (2) Engage the Federal government to advocate for legislative changes to the Criminal Code of Canada in respect of various matters related to serious firearm-related offences in an effort to enhance public safety while protecting individual rights.

Financial Implications:

There will be no anticipated costs associated to these recommendations. Any incidental costs associated with these efforts will be absorbed by the Service within its current operating budget.

Background / Purpose:

The purpose of this report is provide the Board a background of the Bail process, current and new Service initiatives to address gun violence, and to raise the Board's awareness of opportunities to advance bail reform and other legislative change in an effort to enhance community safety in the City of Toronto.

Discussion:

The Toronto Police Service recognizes that our most important responsibility is community safety, and to support this goal, reducing gun violence is one of the highest priorities for the Service. Enforcement and intervention efforts are only part of the equation to tackle this persistent community safety issue. Community safety and well-being does not rest solely with the police; this is a shared responsibility with the community, social services, the City of Toronto and all levels of government.

We understand the social cost, and the unintended consequences enforcement tactics can have on residents, families and communities. As a result, the Toronto Police is focused on strategic enforcement efforts which are squarely aimed at the most impactful, high-risk and violent offenders to enhance neighbourhood safety and improving the quality of life of those residing in them.

Shootings continue to be the most significant public safety concern to the people of Toronto and the frequency of gun and gang activity has a direct impact on victims, their families and our neighbourhoods as a whole. The severity of gun violence, the arbitrariness of many of these events, along with the retaliatory nature of gang rivalries, leave the broader communities feeling unsafe and vulnerable. Additionally, those that experience higher levels of violence can disproportionately experience individual or community trauma that contribute to negative structural and emotional consequences immediately following a violent incident and if not supported effectively, over the long-term.

The root causes of gun violence, gang violence and trauma are complex and they extend far beyond the scope of policing. No single sector can effectively address the intricacy, and in some cases the urgency, of community safety and well-being challenges. Our efforts require a range of expertise, coordination and collaboration across sectors and community, including city services, health and social supports, with participation from all levels of government.

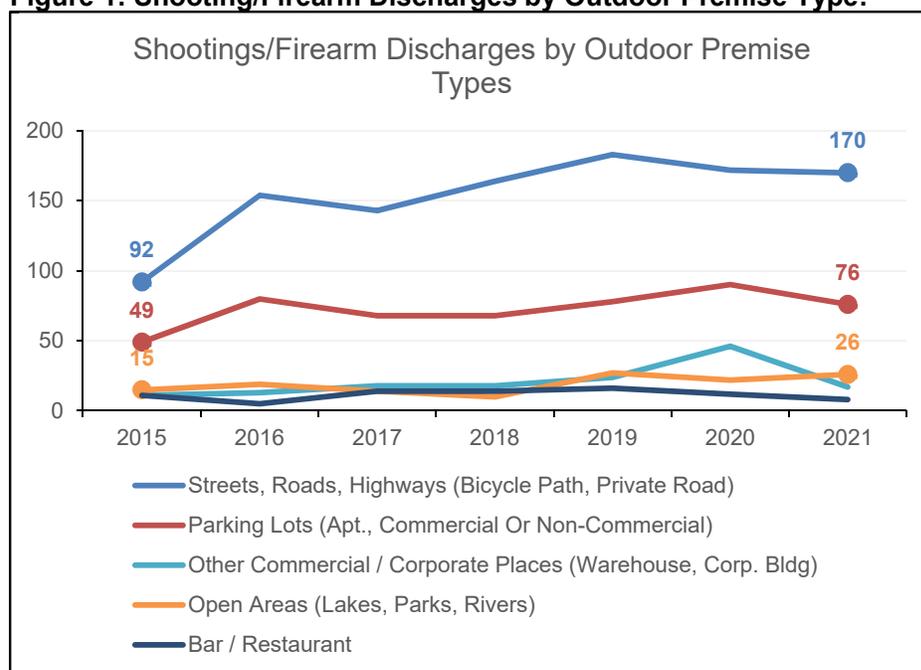
Community members and organizations have repeatedly called for greater coordination between police, community supports, city resources and all levels of government. Additionally, it has been recognized that getting upstream of the need for enforcement and reactive emergency response, including prevention and intervention strategies must be a continued priority of any sustainable policing model.

The Service has identified areas of the law that could be enhanced to achieve the shared objective of ensuring that our communities are as safe as possible by focusing the most significant criminal justice options on the limited number of persons upon whom other interventions have not proven successful, and where their criminal activities are causing the most harm to communities, while maintaining less significant criminal

justice options for those for whom other interventions have a potential of success. The fact of the matter is that there is a way that the process for pre-charge release can and should be changed to ensure that the public safety interests of the communities of Toronto are protected while still protecting the Charter rights of those accused of committing the most serious of gun related offences. There is also a way to more appropriately repudiate and protect against the ever more common (and exceedingly dangerous) phenomenon of firearms being discharged in public settings where a number of people are congregated.

An analysis of shootings and firearm discharges in congregate settings within the City of Toronto has shown a gradual increase in incidents from 2015 to 2020. Despite lockdowns and restrictions imposed under the Emergency Measures and Civil Protection Act during the COVID-19 pandemic, there were 297 reported shootings in public areas in 2021 and so far in 2022, there have been 60 congregate setting shootings between January and March 31st 2022. The graph below sets out the criteria used to define a congregate setting and provides data that reflects the number of shootings between 2015 and March 31st 2022 in those spaces (Figure 1 refers).

Figure 1: Shooting/Firearm Discharges by Outdoor Premise Type:



Shooting & Homicide Data Trends

The following is a brief overview of certain shooting and homicide data between 2015 and 2022 (Table 1 refers).

Table 1: Total Firearm Discharges and Total Shootings 2015 to 2021:

	Total Incidents	Total Firearm Discharges ¹	Total Shootings ²	Persons Killed	Persons Injured
2021	409	244	165	46	163
2020	462	291	171	39	178
2019	492	268	224	44	240
2018	427	240	187	51	178
2017	392	239	153	39	148
2016	407	244	163	41	152
2015	288	166	122	26	126

Current as of March 29, 2022

Increase in Shooting & Firearms Discharges from 2015 to 2021: 42%

Increase in Persons Injured/Killed by firearms from 2015 to 2021: 38%

Increase in Persons Killed by firearms from 2015 to 2021: 77%

Increase in Persons Injured by firearms from 2015 to 2021: 29%

The statistics support the views of the Service - that while there is year to year fluctuation in the numbers, gun violence is a persistent threat to public safety.

Homicides

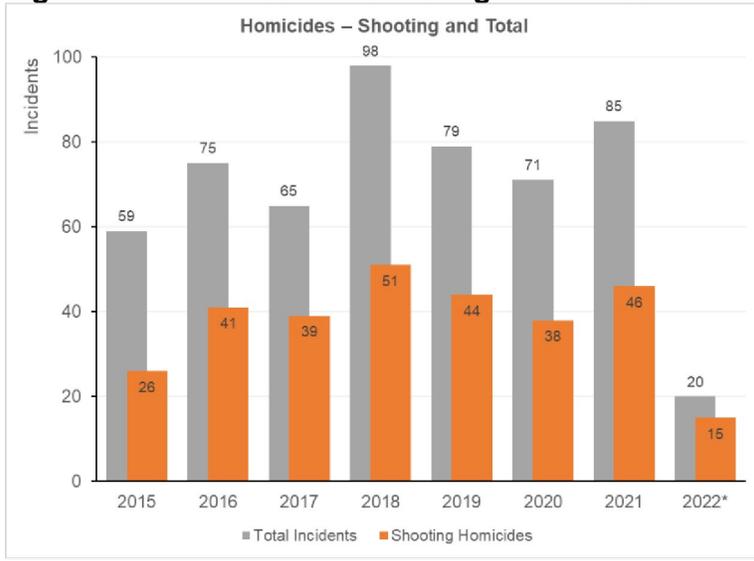
Homicides in Toronto showed an increase of 20% between 2015 and 2020 (59 to 71), and between 2020 and 2021, homicides increased by 20% again. Of the 85 murders in 2021, 46 of them were shooting homicides.

As of April 11, 2022, there have been 20 murders in the City of Toronto, and 15 of these murders have been shooting homicides; representing 75% of murders in 2022 (Figure 2 refers).

¹ A firearm discharge is defined as any incident where a witness/complainant reports the sounds of gunshots, and evidence has been found to substantiate that a firearm discharge has occurred (eg. spent casings, bullet holes, etc.). A shooting is defined as an incident where a victim has sustained a gunshot wound.

² A shooting is defined as an incident where a victim has sustained a gunshot wound.

Figure 2: Homicides and Shooting Homicides



Charges for Possession of Illegal Firearms, Release and Recidivism

The following is a brief overview of individuals charged with firearm related offences between 2019 and March 31st 2022, as well as the number of individuals charged that were granted bail and those who reoffended. Prior to the inception of the Bail Compliance Dashboard in 2019, rates of recidivism were not collected by the Service (Table 2 refers).

Table 2: Charges for Possession of Illegal Firearms, Release and Recidivism

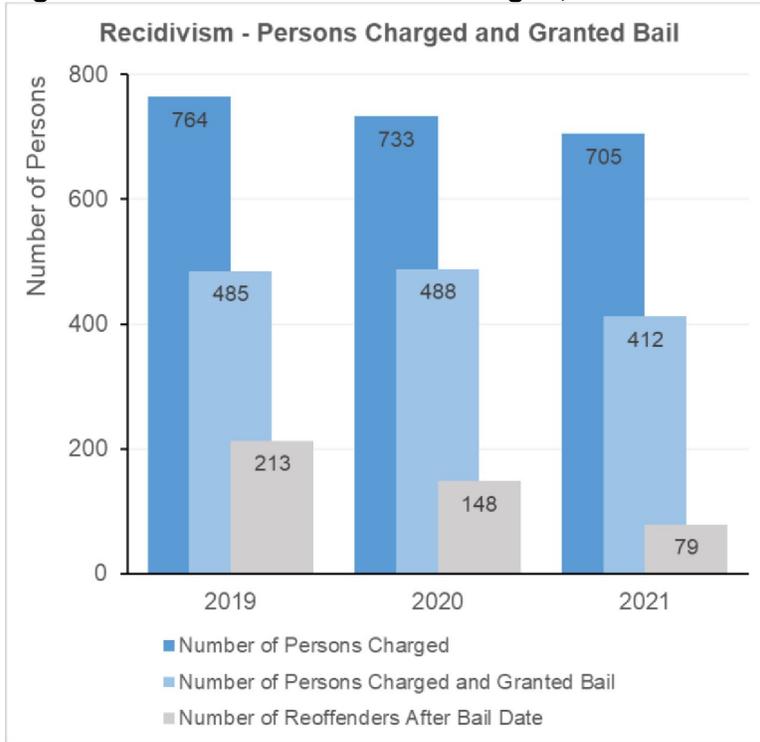
Type	2019	2020	2021	2022 YTD*	Total
Number of Persons Charged	764	733	705	190	2,392
Number of Persons Charged and Granted Bail	485	488	412	81	1,466
Number of Reoffenders After Bail Date	213	148	79	3	443
Number of Reoffenders After Bail Date with Firearm Charge	66	31	21	2	120
Number of Reoffenders After Bail Date with Outstanding Warrant	22	18	10	0	50

There has been a decrease of 7.7% in the number of individuals charged with firearm related offences between 2019 and 2021.

There has also been a decrease in the percentage of individuals granted bail (63% in 2019 compared to 58% in 2021), as well as the number of individuals who were re-arrested for a criminal offence after they were granted bail (44% in 2019 compared to 19% in 2021) - Figure 3 refers. While this data shows some movement towards treating

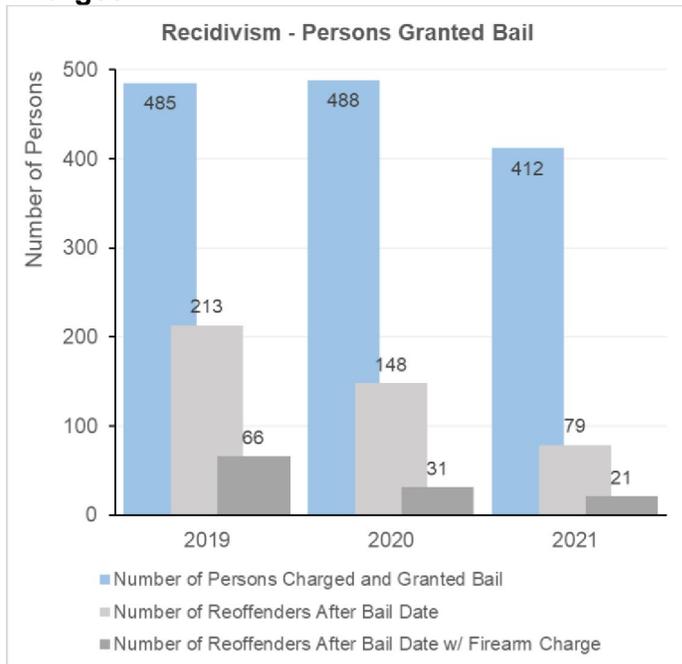
these accused in a manner commensurate with the public safety threat they pose, more can and should be done in respect of the most serious of these incidents.

Figure 3: Firearm Offences - # Charged, # Granted Bail, and # Re-Arrested



Specific to rates of recidivism for firearm related offences in 2021, 5% of individuals granted bail for firearm related offences were rearrested for new firearm related offences while on bail (10 individuals). This is a reduction in the rate of recidivism for firearm related offences from 2019 (Figure 4 refers).

Figure 4: Recidivism of Firearm Offences after Being Granted Bail on Firearm Charges



As of March 31st 2022, the Service has charged 190 individuals with firearm related offences. 81 (43%) of those charged were granted bail, and three persons (4%) have been rearrested and charged for reoffending. Two of those individuals were rearrested for new firearm-related offences.

Also, looking to possession of illegal firearms, the Service charged 705 individuals with firearm related offences in 2021. Over half (412) of those charged were granted bail, and 79 of those released (11.2% of the 705 charged) were re-arrested for re-offending, which 21 of those were for firearm related offences (3% of the 705 charged).

The Service is committed to exploring every opportunity to reduce gun violence through strategic prevention and intervention, in collaboration with our partners and communities, and based on analysis of the data, there is an opportunity to advance evidence-based bail reform that focuses on the most impactful offenders; those who chose to possess and use illegal firearms in our city.

We will describe that opportunity to better protect the communities through an amendment to the bail process below however in order to better understand proposal we will first provide an outline of the arrest, release and bail process in Canada together with, an overview of the Gun & Gang Strategy Framework for Toronto, and how the Service's efforts align with *SafeTO*, *The City of Toronto's Community Safety and Well-being Plan*.

Overview of the Arrest, Release and Bail Process

The term bail refers to the release of a person charged with a criminal offence prior to being tried in court. A foundational principle of our criminal law is that all people accused of committing a criminal offence are presumed innocent and that presumption is not dislodged unless and until that person either pleads guilty or is found guilty after a trial. If an accused person is granted bail then they are released and are at liberty in the community while awaiting their trial (often subject to conditions). If an accused person is denied bail then they are held in custody until their matter is dealt with by the court.

When an individual is arrested for a criminal offence and charged, the legal presumption is that the offender will be released without conditions by the officer to appear in court at a later date. The Criminal Code sets out requirements for release and detention, as well as who has authority to release and under what conditions the person must abide.

Police are guided by Section 497 and Section 498 of the Criminal Code, and officers must assess the facts and circumstances surrounding the offence, consider the personal history of the accused, the likelihood they will reoffend and the risk posed to public safety to ensure the right decision is made regarding release or detention. Officers have a number of options available that they must consider in order from least restrictive to most restrictive. They are:

1. Release with no conditions (by an officer on the street)
2. Release with conditions (by an officer on the street)
3. Release by an Officer in Charge with conditions (arrested person is released from a police station)
4. Detained by police for a Show Cause Hearing (person is not released from police custody and is brought to court within 24 hours – Bail Hearing)

If it is determined that the arrested person is not a suitable for release without conditions, there is then a determination made by the police as to whether they should be released with certain conditions.

The release may occur at the scene by the arresting officer, or by an Officer in Charge from a police facility. Although the decision making starts with the police, they are guided by the governing law which includes the Criminal Code of Canada, the Canadian Charter of Rights and Freedoms (especially S.11(e) which guarantees everyone the right to not be denied reasonable bail without just cause) and legal precedents in the form of judgments made by the courts interpreting and explaining the law.

When released by the police, the accused does not go before a Judge or Justice of the Peace for a bail hearing.

Bail Hearings

In certain circumstances the accused will be held in custody for a bail hearing and a bail brief or package is prepared by the police for the Crown Attorney.

The bail brief contains a synopsis of the circumstances surrounding the offence as well as a document referred to as 'Show Cause' report. Section 515(10) of the Criminal Code outlines three specific circumstances where bail can be denied:

1. Detention is necessary to ensure their attendance in court (*Primary Grounds*).
2. Detention is necessary to ensure public safety (*Secondary Grounds*).
3. Detention is necessary to maintain confidence in the administration of justice (*Tertiary Grounds*)

If the Crown Attorney and the defence counsel do not agree on the issue of bail, then a bail hearing will be held (resembles a trial where bail issues are decided). In all but the most serious of charges (S.469 offences such as murder) the hearing is conducted before a Justice of the Peace. It is generally presumed that the accused will be unconditionally released pending trial, unless the Justice of the Peace believes that more onerous measures or detention are necessary.

In most cases, the burden is on the Crown to justify the measures that should be imposed, such as court imposed conditions on the accused or the accused to remain in custody pending trial.

There are specific and narrow circumstances where the burden lies on the accused to provide this justification (Reverse onus), which are clearly set out in the Criminal Code. Even in reverse onus situations, the right to reasonable bail still operates.

Indeed, the principles of bail and detention are underpinned by S.11(e) of the Charter which ensures that the accused is "not denied reasonable bail without just cause".

Racial Disparities in Arrest, Release and Bail Processes

The City of Toronto is home to people who represent nearly every race, ethnicity, country, language, and faith in the world. The Toronto Police Service embraces this diversity and is committed to ensuring that we provide services in partnership with all the communities of the City. The Service understands that bias and racism in society is impossible to deny, but must never be seen as inevitable or acceptable. The Service is deeply committed to this principle.

The Service also realizes that efforts to reduce or eliminate bias and to specifically address anti-Black and anti-Indigenous discrimination must focus on institutional and structural practices – practices that manifest in every institution and which are systemic in their nature – that can result in racial disparities and prejudicial treatment.

The Service is committed to collecting and analysing Race Based Data and complying with the Board Policy of 2019 Race-Based, Data Collection, Analysis and Public Reporting. The Service understands that in order to assess the effectiveness of legal, policy and procedural initiatives aimed at reducing bias, it is vital to track and publicly report on race-based data that is collected by police officers in the course of their duties.

The Service recognizes and acknowledges that there have been long standing concerns expressed by communities concerning racial disparities in the application and outcomes of arrest, bail, sentencing and other elements of the Justice system. As such, the Service recognizes that any proposed amendments to the processes and practices concerning the bail system or release of offenders must be handled with respect and care and be guided by constitutional and legal principles of the Canadian Charter of Rights and Freedoms, and various pieces of legislation.

Current Initiatives

The Toronto Police has undertaken a number of initiatives to respond in a more effective and holistic way to gun and gang activity. Our approach is rooted in our obligations to deliver community centric policing, conduct investigations and enforcement, as well as our important efforts to prevent offences, and assist victims (including those communities traumatized by gun violence). These initiatives include the following:

Gun and Gang Strategy Framework

The Toronto Police Gun and Gang Strategy Framework was introduced in March 2021 with its strategic goals being continuously improving our prevention, intervention and enforcement efforts as they relate to gun and gang violence. This strategy framework is collaborative and proactive, and includes an integrated approach across the Service, and with our communities. The development of effective tactics, rapid deployment of resources and continuous evaluation also guide this strategy. The strategy is underpinned by five key pillars: Prevention, Intervention, Enforcement, Co-ordination/Collaboration, and Continuous Improvement.

As part of the Toronto Police Service adoption and support of the implementation of *SafeTO* - Community Safety and Wellbeing Plan (described further below) the gun and gang strategic framework will support through the actions below the advancement of the following *SafeTO* actions:

- 2.1 - Develop a Comprehensive Multi-Sector Gun Violence Reduction Plan.
- 2.3 - Strengthening Community Crisis Response Protocols to Better Support Victims and Communities Impacted by Violence
- 6.1 - Embed Transparent and Accountable Monitoring and Reporting Practices into Integrated Place-based Planning

- 7.3 - Strengthen Multi-Sector Collaboration through Partnership and Integrated Investments.

Neighbourhood Community Officer Program

The Neighbourhood Community Officer Program (NCOP) utilizes Neighbourhood Community Officers (NCO's) to work in partnership with local residents, community groups and community-based organizations to address crime, disorder, and community safety issues specific to each unique neighbourhood. NCO's are the foundation of the Service's neighbourhood-centric crime prevention strategy, and integral to mitigate gun and gang violence.

Centralized Shooting Response Teams (CSRT)

Introduced in late 2019, the Centralized Shooting Response Teams (CSRT) investigate shooting events across the city to provide a consistent, centralized response to enhance collaboration with other units, including the Homicide Squad. This enhanced investigative co-ordination and collaborative model is contributing to positive investigative outcomes, as well as an augmented ability to respond to ongoing gang activity.

Integrated Gang Prevention Task Force (IGPTF)

The Integrated Gang Prevention Task Force (IGPTF) aims at addressing the complex issue of "how do we get a gang member out of a gang?" with a mandate to reduce gang membership and violence through a community-centric, multi-sectoral approach focused on education, prevention, intervention, and enforcement initiatives. *Project #Engage416* is an expansion of the gang prevention strategy with a focus on prevention at the neighbourhood level to fit the diverse needs of 12 pilot neighbourhoods. *Project #Engage416* centres on intensive community and social media outreach in neighbourhoods in Toronto's northwest by engaging and empowering communities to educate, prevent, intervene, suppress gun and gang violence, human trafficking, and sexual violence.

Public Safety Response Teams (PSRT)

The Public Safety Response Teams (PSRT), enhance early intervention and gang violence disruption efforts with a focus on increased community engagement, violence prevention/intervention and early engagement with young people at risk of becoming involved in gangs. The priorities of the PSRT are to respond to shooting events to address potential retaliatory shootings, conduct bail compliance checks on the most high-risk firearm/violent offenders, and offer referrals to the Integrated Gang Prevention

Task Force for follow-up with resources to those who express interest or intent to disengage from a criminal lifestyle.

In 2021, there were 3600 compliance checks conducted resulting in over 3000 referral offers which 215 offenders accepted the police offer of social supports (i.e. paths to education, anger management, job training).

SafeTO: City of Toronto's Community Safety & Wellbeing Plan

The Toronto Police Service is deeply committed to meaningful community engagement and cross-sector collaboration with intervention and prevention as our top priorities. Moreover, these efforts align exceptionally well with the community safety mission of *SafeTO; the City of Toronto's 10 year Community Safety & Wellbeing Plan*.

In July 2021, Toronto City Council adopted *SafeTO, a city-led collaborative plan that will* drive 26 priority actions across seven strategic goals and provides a roadmap for how the City and social services that support Torontonians, such as community services, healthcare, the justice system, police and business can work collaboratively across sectors and governments to support community safety and well-being. *SafeTO* has been adopted and endorsed by the Toronto Police Service Board.

In February of 2022, City council endorsed the Year One 2022 Work Plan that includes the development of a Comprehensive Multi-Sector Gun Violence Reduction Plan (described above) to address the complex challenges posed by gun and gang activity. The goal is to shift from reliance on reactive and siloed responses by collaborating with multiple stakeholders to define a model of integrated prevention and intervention that tackles upstream root causes.

The Service recognizes that it plays a key role in assisting agencies working to reduce the necessity to investigate gun violence and to enforce the law. The sad reality is that gun violence exists and while efforts may prove successful in decreasing its incidence in Toronto, we unfortunately will be called upon to investigate and enforce. When such action is necessary it is critical that our actions are as effective as possible in protecting the public and bringing the perpetrators of this violence and inherently dangerous behaviour to justice. We have identified areas where we could enhance the follow up service we can provide the Crown after an arrest is made to ensure that the bail process operates fairly not just to the accused person but to the communities. We have also identified enhancements to the procedure followed on certain bail hearings and changes in the sentencing regime for those found guilty of the most serious types of firearms offences – enhancements and changes that would reflect the seriousness of the impact these offences have on the public, convey society's disapproval of this conduct, better protect the communities of this city from gun violence, all the while ensuring that the constitutional rights of these accused persons are recognized and protected.

We will first describe changes we have made to our investigative support at the bail stage, then we will explain the proposal we have to enhance the bail process for the most serious of firearms offences. We will end with a discussion of a procedural matter related to firearms deaths that occur in 'congregate settings' and end with a proposal for strengthening the repudiation of shooting offences that occur in congregate settings where, either by design or providence, no one is killed.

Bail Support Team Pilot

The Bail Support Team is a pilot that is currently in place yet still in the process of development at Organized Crime Enforcement. It was created using existing resources from other areas of the Service. The team directly supports Crown Attorneys assigned to firearm cases in Toronto. By strengthening the relationship with the Crown Attorney's office, and ensuring the most comprehensive bail packages are presented to the Court in a consistent and coordinated manner we will enhance public safety.

This will be achieved by ensuring that the court (through the Crown) is fully apprised of all the circumstances of the case that are relevant to the issue of detention or release including the risk of reoffending, the risk of interference with the court process and the impact of these offences on the communities. Community partnerships and engagement of communities could ensure that assessments are risk-driven and grounded in ethical, equity responsive principles.

The Bail Support Team will monitor all firearm-related bails across the City and identify trends and gaps, ensure consistent bail preparation for the Crown Attorneys and inform training for investigators across the Service. Indeed, there will be internal training for all officers involved in preparing bail packages to ensure that we have the best possible product for consideration of and use by the Crown at the bail stage of proceedings.

Education & Training for Members

The Ministry of Attorney General (MAG) has dedicated a team of Assistant Crown Attorneys to conduct show cause hearings and bail reviews for those charged with firearm-related offences. This Firearm Bail Team relies on Service members for complete and accurate bail packages to ensure that, where appropriate, detention orders are sought on all firearm and firearm-related offences. MAG and the Service have developed 'Enhanced Bail Packages' that includes crucial information required to assist the Crown Attorney to advance bail hearings and the implementation of a tracking system to enhance bail monitoring and compliance.

The Service has developed a Show Cause and Prosecution Summary Training module that will be released in the coming months as mandatory training for all uniform members through the Canadian Police Knowledge Network (CPKN). The training

focuses on effective case preparation, court and show cause requirements and up-to-date guidance from MAG for investigators to best support Crown Attorneys during bail hearings in general, and in particular firearm related bail hearings.

A working group comprised of representatives from the Toronto Police College, Organized Crime Enforcement, the Firearm Bail Crowns and Guns and Gangs Crowns has been formed to ensure the Service delivers the most relevant and up-to-date firearm case preparation training for members.

Community Consultations

Capturing the community's lived experience is one of the new initiatives recommended in this report. The Bail Support Team has already commenced preliminary work in this area through collaboration with specialized firearm Crown Attorney's to explore avenues to record and recount the community's experiences in the courtroom at bail hearings and firearm prosecutions.

Through discussions with the Firearm Bail Crown team, as well the Guns and Gangs Crown team, a questionnaire is under development to capture the lived experiences of residents from the communities, which are directly impacted by gun and gang violence.

One objective of this community engagement will be to gather information that will ultimately be presented to the court at the bail stage in an effort to inform the Court of the full nature of the impact of gun violence on the relevant community by conveying the community's lived experiences in a manner that will be legally admissible at a bail hearing (or indeed at the sentencing of an offender). Presenting the community's lived experiences to the court ensures the community's voice related to gun violence is available to the court making bail decisions. This community impact evidence is not currently a component of the bail process and would be (as far as we are aware) a first in Canada.

The support of the Toronto Police Services Board, as well as City Councillors and the City of Toronto will be crucial to advance engagement with the community, while also supporting the ongoing implementation of *SafeTO*.

The other objective of this community engagement is to seek the public's views of the weaknesses and strengths of the current bail process in respect of the most serious of the firearms offences and their input on issues that feed into the other proposals we have for legislative change. While we believe these proposals are fair, just and proper, the engagement of the community is required to ensure our approach is aligned with their desired outcome and to create a record that will support the efforts of the Board and the Service to secure these legislative changes.

Legislative Change

The following proposals for legislative change are the product of research of previous prosecutions, analysis of data related to bail and recidivism, including trend analysis and other research.

The proposals for legislative change, if the Board approves and makes these requests, would seek amendments to the Criminal Code of Canada, and therefore, would require engagement by the Board with the federal government.

These proposed changes to legislation will contribute to improving community safety, hold the most high risk offenders more accountable, and provide a strong deterrence and repudiation of those engaged in this inherently dangerous and destructive activity.

A. Proposal for Bail Hearings for the most serious firearm offences to be heard by a judge of the Ontario Court or Superior Court.

Currently, a Justice of the Peace presides over bail hearings relating to all matters except those in the absolute jurisdiction of a court of superior criminal jurisdiction (in Ontario that is the Superior Court of Ontario); this includes even the most serious of the firearm related offences. Due to the risk these offenders pose to the community and the impact on public safety, bail hearings for those charged with the most complex and serious violent firearm offences should be heard by a judge of the Ontario Court of Justice (where most criminal cases are heard in Ontario) or of the Superior Court of Justice. This process would mirror the process prescribed by law for offences such as murder and treason. This shift in process would not only clearly convey Parliament's view of the seriousness of these offences (and their impact on the public) but would reflect the views and concerns of the public about these incidents. The accused person would still have a right to reasonable bail it is just that the issue of bail on these offences would be determined by a judge and not a justice of the peace.

Frankly, we believe that this change would also be the signal to the court that the public through Parliament is concerned about the trends we are seeing in respect of release of those accused of committing these most serious firearms offences.

Analysis of Data Related to the Most Serious Firearm Offences

In preparation of this proposal, there was an analysis of all firearm related charges. Upon review, we believe that the most effective strategy to address the most pressing public safety concerns (which will also survive Charter challenge) is to focus on the **twelve most serious firearm offences** (as detailed below).

Through this strategic focus, a measured and consistent application of the proposed legislative change, squarely aimed at the most impactful and violent offenders, enhances neighbourhood safety and improve the quality of life our residents. We believe that it is appropriately focused to address the valid interests of the public and is not overly broad.

Most Serious Firearm Offences	# of Cases 2015	# of Cases 2016	# of Cases 2017	# of Cases 2018	# of Cases 2019	# of Cases 2020	# of Cases 2021
Weapons Trafficking, Sec. 99	53	26	33	68	36	20	11
Weapons Trafficking, Sec. 100	5	2	29	22	22	19	8
Weapons Trafficking, Sec. 103	15	0	16	35	13	7	0
Manslaughter Sec. 236	2	0	0	0	1	1	0
Criminal Negligence Cause Death, Sec. 220	2	0	0	0	0	1	0
Criminal Negligence Cause Bodily Harm, Sec. 221	0	2	0	0	0	0	1
Attempted Murder, Sec. 239	44	22	29	41	36	37	16
Sexual Assault with Weapon, Sec. 221	3	0	3	1	7	0	3
Aggravated Sexual Assault, Sec. 273	0	0	0	1	2	0	0
Kidnapping/Unlawful Confinement, Sec. 279	0	0	0	0	0	1	0
Robbery, Sec. 344	27	135	203	195	179	146	120
Extortion, Sec. 346	12	9	11	7	9	15	14
Total Number of Serious Firearm Cases Per Year	163	196	324	370	305	247	173

To date, only Toronto Police Service data has been analysed. Firearm arrest data from other Ontario jurisdictions such as Peel Regional Police, Durham Regional Police and York Regional Police, as well as other major Canadian cities including Montreal, Calgary and Vancouver, has been requested.

We believe that the amendment to the Code shifting the jurisdiction over the issue of bail to a judge of either court would not place an unmanageable burden on either court.

Recidivism of Persons Arrested and Released on Bail (Serious Firearm Cases)

In 2021, there were 157 charges laid for the most serious firearm offences (as listed above) and 80% of the charges were for Robbery with a Firearm.

Compared to 2020, this is a 31% reduction of firearm offences listed above, and 42% reduction specific of Weapons Trafficking offences.

In 2021, 42 persons charged with Firearm related offences were released on bail; 88% of these bails were for Robbery with a Firearm charges.

In 2019, 51% of persons charged with Robbery with a Firearm were re-arrested after being granted bail. In 2021, 21% (9 of 42 persons) released on Robbery with a Firearm bails were charged with another Criminal Code offence.

B. Proposal for adding an additional route to First Degree Murder under Section 231 of the Criminal Code, by including death resulting from the discharge of a firearm in a congregate setting.

Section 231 of the Criminal Code specifies circumstances that classify homicide offences as First Degree murder. This ‘routes to first’ provision is meant to be an expression, by Parliament, of the public’s deep and justified concern related to these types of actions and thus to convey the disapprobation of society of this conduct by treating it as amongst the most serious known to Canadian criminal law. These routes to first include planned and deliberate murder, contracted murder, murder of a police officer, murder during a hijacking, kidnapping, hostage taking, criminal harassment or sexual assault, terrorist activity murder and criminal organization murder.

An amendment to this Section to include circumstances that involve the use of a firearm to commit a murder in a congregate setting will act as a strong deterrent, clearly express society’s disapprobation of such conduct and help maintain public confidence in the justice system.

As stated above we propose to ask questions of the public to assess the level of support for this proposal. At the same time, we should seek input on what should constitute a “congregate setting” for the purpose of this proposal.

Torontonians have experienced such events in public settings, community spaces and at community gatherings and are looking to Toronto Police Service and other systems to improve the safety and well-being in the City. There have unfortunately been too many examples of this type of event in our city (e.g. Eaton’s Centre food court shooting, shooting at a young child’s birthday party, open air gun battle on Blue Jays Way).

The public through its police and prosecution services should not have to prove anything more than an intentional use of a firearm in a public and congregate setting where someone was killed for this conduct to be treated as amongst the most serious known to our law. As stated, this is similarly so right now in respect of the killing of a police officer while on duty.

C. Proposal to increase parole ineligibility for any offence where the court finds that the offender discharged a firearm in a congregate setting (including those who are found to be parties to such offences).

There are many cases where firearms are discharged in congregate settings where no one dies. That is more by luck or providence than by design. Many of these incidents see uninvolved bystanders either being injured (sometimes in a life altering way) or at the very least traumatized by the exposure to sudden, violent and unexpected risk. There is a compelling societal interest to deter and repudiate this conduct in general and not just when someone dies. For that reason, we propose that those found guilty of an offence where they discharged a firearm in a congregate setting (and all those found to be parties to that conduct) should have their parole ineligibility increased to 2/3 of their custodial sentence.

By way of background, generally all offenders (except in cases such as murder) are eligible for release after serving 1/3 of their custodial sentence and many offenders are released from custody at that time. Virtually all offenders are released on parole after serving 2/3 of their custodial sentence. There is a limited opportunity to hold an offender to warrant expiry.

This sentencing goal is best achieved by an amendment to the Criminal Code which allows a judge sentencing an offender for such an offence to increase parole ineligibility to 2/3 of the custodial term. Preserving judicial discretion and targeting specific, high-risk activity will help to ensure that this statutory regime will be found to be compliant with the Canadian Charter of Rights and Freedoms.

Conclusion:

The recommendations made above will ensure the community voice is heard and will enhance Torontonians' safety in their neighbourhoods. It will also ensure that our law in respect of these very serious firearms cases reflects the views and expectations of our community members. . The proposals for legislative change are grounded in evidence, focused on the most impactful firearm offenders and fulfil the commitment of *SafeTO* by engaging communities impacted by gun violence, to enhance community safety and well-being. These efforts will amplify and compliment current efforts to reduce gun violence, making the City a safer place to live and work.

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

*original copy with signature on file in Board office



Toronto Police Services Board Report

April 13, 2022

To: Chair and Members
Toronto Police Services Board

From: Ryan Teschner
Executive Director and Chief of Staff

Subject: New Board Policy – Disconnecting from Work

Recommendation(s):

It is recommended that the Board approve the new proposed Board Policy, entitled “Disconnecting from Work,” attached as Appendix “A”.

Financial Implications:

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

Background / Purpose:

On October 25, 2021, the Ontario Government introduced Bill 27, the *Working for Workers Act, 2021* (the “Act”), in the Ontario Legislature. The Act subsequently received Royal Assent and came into force on December 2, 2021. The purpose of the Act was to introduce new employee protections and improvements to employee experiences, through changes to various pieces of employment-related legislation.

Among these changes, the Act made significant amendments to the *Employment Standards Act, 2000* (the “ESA”), including the introduction of a new requirement for employers in Ontario with 25 or more employees to have a written policy on disconnecting from work for all employees covered by the ESA. The intention behind this amendment is to help protect employee mental health and family time.

The amended ESA provides for a transition period of six months from the date the Act received Royal Assent for employers to comply with the relevant requirements regarding the written policy on disconnecting from work, meaning that employers are required to have a compliant policy in place by June 2, 2022.

As the Board is the statutory employer of all Members of the Toronto Police Service and Board Staff, including those to whom the *ESA* generally applies, the proposed Disconnecting from Work Policy, seeks to ensure that the Board complies with its statutory obligations under the *ESA*. The proposed Policy also demonstrates the Board's commitment to the health and wellbeing of its members through its support of disconnecting from work where appropriate.

Discussion:

Context for the new legislative requirement that the Board have a Policy

With advancements in communication technology, the labour market has shifted to create the expectation that employees are reachable at any hour of the day. Maintaining a proper work-life balance has been a challenge for many people and the ongoing pandemic amplified the seriousness of this issue. The rise of remote and hybrid working models resulted in the removal of physical separation between work and home, blurring the lines separating work from personal time. This problem can further be compounded by supervisors who expect answers to work-related questions at all times of the day.

Research and alignment with best practice

Staff within the Service's People & Culture area and the Board Office conducted a jurisdictional scan in order to understand the approach other municipalities and policing agencies were taking to address the new requirement. Policies were slow to develop as many awaited further direction from the Province. When it was clear that no further direction was to be provided, employers began to craft policies with guidance from professional HR associations and employment law firms.

The proposed Disconnecting from Work Policy is similar to others in the public sector and was created in alignment with Human Resources Professional Association (HRPA) recommendations and in consultation with Hicks Morley Hamilton Stewart Storie LLP. Further, the Policy was the subject of consultation with both the Toronto Police Association, and the Toronto Police Senior Officers' Organization.

Policy approach, scope, and ESA compliance

In developing the proposed Policy, People & Culture staff considered the unique and varied work performed by Members of the Service in delivering police services in partnership with the communities they serve. The employment relationship between the Board and Members of the Service is governed by a constellation of statutes, regulations, collective agreements, procedures, and practices.

In particular, the unique rights, responsibilities, and obligations of police officers employed by the Board, as recognized in the *Police Services Act* and reflected through the general non-application of the *ESA*, guided a balanced policy approach which recognizes the importance of Member wellbeing and work-life integration in the context

of the individual roles and responsibilities of uniform and civilian Members of the Service.

The proposed Policy, therefore, applies exclusively to civilian Members of the Service and Board Staff in disconnecting from work outside of their normal working hours, where appropriate.

The purpose of the Policy is to set out the parameters of disconnecting from work for civilian Members and Board Staff in accordance with the *ESA*, the collective agreements in force between the Board and the Toronto Police Association (the "T.P.A.") and Toronto Police Senior Officers' Organization (the "S.O.O."), and any other terms and conditions of employment with the Board.

Overarching general principles

The Policy aligns with the Board and the Service's commitment to promoting a culture of wellness, by outlining how the Board, Service and Members will work together to assist Members in disconnecting from work outside of their normal working hours, as appropriate. The Policy recognizes that a Member's or Board Staff's ability to disconnect from work depends on the Board's or Service's operational needs and the duties and obligations of the individual's position. Further, the Policy confirms that all Members and Board Staff should recognize that there are situations when it is necessary for them to perform work or communicate with another Member outside of their normal hours of work.

The Policy commits the Board and the Service to clearly articulate hours of work for all Members, including parameters and expectations for contact outside of their standard hours of work. Moreover, the Policy outlines specific obligations for the Service, its management, and its members to ensure that everyone will work together in order to disconnect from work where possible and appropriate. And finally, the Policy references specific resources to assist management and Members in disconnecting from work at appropriate times, including through the use of available technology (e.g., out of office messaging on Service-issued phones and computers).

Conclusion:

The proposed Policy was developed jointly by Board Office and People & Culture staff, in consultation with the Service and key stakeholders, including the Toronto Police Association and the Toronto Police Senior Officers' Organization. Staff thank all stakeholders for their valued contributions.

In light of the foregoing, and to ensure that the Board has a Policy in place regarding disconnecting from work before June 2, 2022, in compliance with the amended *ESA*, it is recommended that the Board approve the proposed Policy, attached as Appendix "A".

Peter Mowat, Manager of Labour Relations, and Jennifer Heikamp, A/Manager,

People Strategy & Performance, will be in attendance to answer any questions that the Board may have regarding this report.

Respectfully submitted,

Ryan Teschner
Executive Director and Chief of Staff



TORONTO POLICE SERVICES BOARD

DISCONNECTING FROM WORK

APPROVED	Mm/dd/yy (spelled out)	Minute No: Pxxx/00
REVIEWED (R) AND/OR AMENDED (A)		
REPORTING REQUIREMENT		
LEGISLATION	<i>Police Services Act</i> , R.S.O. 1990, c.P.15, as amended, s. 31(1)(c). <i>Employment Standards Act, 2000</i> , S.O. 2000, c. 41, Part VII.0.1	

BACKGROUND

The Toronto Police Services Board (the “Board”) values the health and well-being of its employees. Disconnecting from work as appropriate is vital to a person’s well-being and helps employees achieve healthy and sustainable work-life integration. Disconnecting from work as appropriate also enables employees to work more productively during their assigned working hours and reduces the likelihood of employee exhaustion.

Further, this Policy is required in order to be compliant with an amendment to the *Employment Standards Act, 2000* (the “ESA”), specifically Bill 27, the *Working for Workers Act, 2021* (the “Act”). This Act introduced a new requirement for employers in Ontario to have a written policy on disconnecting from work for all employees covered by the ESA.

PURPOSE OF POLICY

This Policy supports civilian Members of the Toronto Police Service (the “Service”) and Board Staff (collectively, “Member” or “Members”) in disconnecting from work outside of their normal working hours where appropriate. In recognition of the distinct statutory and common law duties of Police Officers employed by the Board, this Policy applies only to civilian Members to whom Part VII.0.1 of the *Employment Standards Act, 2000* (the “ESA”) applies.

DEFINITIONS

For the purpose of this Policy, the following definitions apply:

Standard Hours of Work: The schedule or start and end time for a unit/division as set by senior management, based on operational requirements and in accordance with a member's terms and conditions of employment, applicable collective agreements and/or their minimum statutory entitlements under the *ESA*.

Disconnecting from Work: Not engaging in work-related communications, including emails, telephone calls, video calls or the sending or reviewing of other messages, so as to be free from the performance of work.

GUIDING PRINCIPLES

The Board commits to promote and support efforts to maintain the health and wellbeing of Members through the provision of relevant programs, information and/or training with respect to Disconnecting from Work when appropriate.

A Member's ability to disconnect from work depends on the Board's or Service's operational needs, and the Board's legal responsibility for the provision of adequate and effective policing, as well as the duties and obligations of a Member's position, subject to the terms and conditions of the Member's employment with the Board, applicable collective agreements, and/or their minimum statutory entitlements under the *ESA*.

This Policy does not preclude any Member from contacting another Member outside of what may be considered normal working hours or standard business hours, subject to any rights or entitlements the receiving Member may have under the terms and conditions of their employment, applicable collective agreements, and/or their minimum statutory entitlements under the *ESA*.

The Board recognizes that there are situations when it is necessary for Members to perform work or communicate with another Member outside of their Standard Hours of Work, including, but not limited to, the following circumstances:

- Where emergency or exigent circumstances arise, with or without notice;
- To assist or fill in at short notice for a Member;
- Where the nature of a Member's duties requires work and/or work-related communications outside of their Standard Hours of Work;
- Unforeseeable business or operational reasons;
- A Member's request or agreement to work certain hours or have flexible working hours; and,
- Other unusual circumstances which are inherent to a Member's position.

Members are expected to:

- Take all reasonable steps to ensure that they effectively manage their work and work-related communications during their Standard Hours of Work;
- Fully cooperate with any time recording methods which the Service uses to track hours of work;
- Be mindful of other Members' Standard Hours of Work by not routinely expecting work-related contact outside of hours of work; and,
- Notify their direct supervisor or another supervisor if they feel undue pressure to work or respond to work-related communications outside of their normal working hours, or if they are otherwise unable to comply with this Policy.

This Policy does not afford Members a “right to disconnect” or a “greater right or benefit” beyond what is contained within the terms and conditions of their employment, applicable collective agreements, and/or their minimum statutory entitlements under the *ESA*.

The Board, Service and Service Members will work together to assist Members in disconnecting from work outside of their Standard Hours of Work as appropriate and in accordance with this Policy.

Handheld and Remote Work Devices

The Service may provide some Members with handheld devices, such as a mobile phone, laptop, tablet or other device to assist with working remotely, as determined by Service procedures. These devices are provided to Members to encourage flexibility in completing their work. Possession of these devices does not mean that a Member is expected to make themselves consistently available for work or work-related communications outside of their normal working hours, subject to the Service's operational needs and the duties of a Member's position and subject to any rights or entitlements the member may have under their terms and conditions of employment, applicable collective agreements, and/or their minimum statutory entitlements under the *ESA*.

Email

Members' Standard Hours of Work differ within the Service. As a result, some Members may attend to work-related communications outside of other Members' Standard Hours of Work. Where this is the case, the sender will consider the timing of their communications and understand that the recipient is generally not expected to respond until their return to work at the earliest, subject to the circumstances detailed above. The sender should also consider using technological measures as part of being mindful of other Members' Standard Hours of Work, including but not limited to the following:

- Use the “Delay Delivery” function for e-mail messages in Microsoft Outlook so that their message is sent during regular working hours; and,
- Indicate in their message that the recipient is not expected to respond to it outside of their normal hours of work.

Automatic Replies

Members are required to activate an automatic e-mail response whenever taking vacation or a leave from work. The automatic response will be sent to all incoming e-mail communications and should advise the sender that the recipient is absent from work. The response will include the start and end date of the recipient's absence and provide an alternative contact's information. The automatic response will be active for at least the duration of the Member's absence from work.

POLICY OF THE BOARD

Enabling Disconnecting from Work

It is, therefore, the policy of the Board that the Chief of Police, in regards to Service Members, and the Executive Director, in regards to Board Staff, will:

1. Develop processes and/or procedures to ensure that Management and Service Members are able to disconnect from the workplace at appropriate times in accordance with this Policy.
2. Ensure that Management:
 - a. Take all reasonable steps to assist Service Members under their management to disconnect from work outside of their normal hours of work as appropriate and in accordance with this Policy;
 - b. Reasonably attempt to resolve any Member concerns about this Policy; and,
 - c. Advise Members of instances in which they may be expected to perform work outside of their normal hours of work.
3. Ensure that:
 - a. Members make reasonable efforts to book internal meetings and calls during the attendees' Standard Hours of Work, with the understanding that certain meetings with external parties may be scheduled outside of the Standard Hours of Work;
 - b. Work-related communications not be made or sent to or from Members' personal mobile phones, personal e-mail addresses, personal telephone numbers or other personal devices, subject to the circumstances detailed in the Guiding Principles or an agreement to communicate in this manner; and,
 - c. Recognizing that some Members' Standard Hours of Work may differ within the Service, and, as a result, certain Members may attend to work-related communications outside of other Members' Standard Hours of

Work, the sender will consider the timing of their communications and understand that the recipient is generally not expected to respond until their return to work at the earliest, subject to the circumstances detailed in the Guiding Principles.

4. Ensure that no Member is penalized or suffers any reprisal action as a result of raising questions regarding this Policy or expressing concerns with compliance (a legitimate and reasonable exercise of management rights is not a penalty or reprisal action).

Communication of Policy and Related Information

5. Ensure that:
 - a. All new Members are provided with a copy of this Policy within 30 days of a Member's hire date;
 - b. All existing Members are provided with a copy of this Policy, and any amended versions of this Policy, within 30 days of approval or amendment; and,
 - c. All Members are provided with information regarding their Standard Hours of Work given the nature of their work, and any other information required to assist Members with complying with this Policy.
6. Promote efforts to maintain the health and wellbeing of Members through the provision of relevant programs, information and/or training with respect to Disconnecting from Work when appropriate, in line with the Guiding Principles of this Policy.
7. Take steps to ensure that any programs, information and/or training related to Disconnecting from Work include:
 - a. Clearly articulated Standard Hours of Work for all Members, including parameters and expectations for contact outside of their Standard Hours of Work;
 - b. Clear and specific obligations for the Service, its Management, its Members, and the Board and its staff to ensure that everyone will work together in order to Disconnect from Work where possible and appropriate, in accordance with the Guiding Principles of this Policy; and,
 - c. Tools, supports and resources to assist management and Members in Disconnecting from Work at appropriate times, including through the use of available technology (e.g., out of office messaging on Service-issued phones and computers).



Toronto Police Services Board Report

April 13, 2022

To: Chair and Members
Toronto Police Services Board

From: Ryan Teschner
Executive Director and Chief of Staff

Subject: Toronto Police Services Board Special Fund – Modernization of Policy
and Lifting of Moratorium

Recommendation(s):

It is recommended that the Board approve:

- 1) the Special Fund Policy, as amended and attached; and,
- 2) lifting the moratorium that was previously placed on spending from the Special Fund.

Financial Implications:

The balance of the Special Fund as at April 12, 2022 is approximately \$548,998.

Background:

At its meeting of June 24, 2021, the Board placed a moratorium on the Special Fund, as, at that time, the Board was at risk of being unable to meet its ongoing Special Fund financial commitments (BM P2021-0624-8.0 refers). The health of the Special Fund was compromised primarily due to the pandemic-related pause on revenue-generating auctions, the proceeds from which are deposited into the Special Fund.

At that time, the Office of the Police Services Board committed to monitoring the Special Fund, and providing a status update or recommendations on how to move forward at the Board's December 2021 meeting. At its meeting of December 13, 2021, the Board approved the continuation of the moratorium until such time that the Special Fund Policy was updated, and a commitment was made to bring forward an updated Policy by the Board's March 2022 meeting (BM P2021-1213-4.0 refers).

Discussion:

Lifting the Moratorium Placed on the Special Fund

The Board's Special Fund is maintained through the auction sale of unclaimed property, the proceeds of which are deposited into the Fund. Section 132(2) of the *Police Services Act* states "the chief of police may cause the property to be sold, and the board may use the proceeds for any purpose that it considers in the public interest." The Board has the sole legislated authority to expend the Special Fund.

The Board uses its Special Fund to support employee recognition programs, as well as local community initiatives that support Toronto Police Service and community relations, and at times, sponsoring events related to civilian governance and oversight.

In March 2020, in adherence with pandemic guidelines, all Service facilities were closed to the public. As a result, the processing and auctioning of unclaimed items was temporarily suspended by the Service.

More recently, and as Service operations resumed as pandemic-related restrictions were lifted, the Service has advised that regular auctions have resumed and that, subject to any future pandemic-related closures, we can expect that regular deposits will be made into the Special Fund. This is a welcome update which will allow for the Board to continue to support its annual commitments to celebrate Members who have completed long service and who have been recognized for various awards, as well as the ability to support community-centred initiatives.

Given that future infusions to the Special Fund are uncertain, the Board Office will continue to monitor the financial health of the Fund and consider this in evaluating any future requests for funding.

Modernization of Special Fund Policy

Over the past six months, the Office of the Police Services Board undertook a general review of the current Special Fund Policy to ensure that the use of the Fund is meaningfully and consistently aligned with current Board priorities. These include:

- internal-facing celebrations of Member contributions, support for Member initiatives, and programs that work to improve police and community relations;
- police governance and oversight initiatives and events;
- police reform initiatives, including support of enhancements to the public consultation process regarding the Service's budget (Board's Police Reform recommendation 21 (BM P129/20 refers);¹ and,

¹ Recommendation 21 states: "Allocate funding from its Special Fund to support enhancements to the public consultation process regarding the annual proposed Toronto Police Service budget, to include

- projects and initiatives that support the Board’s November 2021 endorsement of the City of Toronto’s *SafeTO: Toronto’s Ten-Year Community Safety and Well-Being Plan* and respond to community safety and well-being challenges.

While some of these investment types continue the historic function of the Special Fund and maintain investments in long-standing programs, others bring the investment options in alignment with more recent Board priorities and objectives.

The Policy has also been updated in several respects. The recommended draft: modernizes the application and assessment process for new Special Fund applications; more clearly articulates the requirement for any funded initiatives to report out on their effectiveness and achievement of objectives; clearly establishes the areas of delegated authority for the Chair and Vice-Chair with respect to historically-funded initiatives; and, streamlines the administrative aspects associated with the Fund.

Conclusion:

If approved, the updated Policy will better align the Special Fund with best practices in financial administration, while ensuring that funds are spent transparently, responsibly and with a more focused intention on Board employer, civilian oversight and governance responsibilities, as well as community safety and well-being priorities.

Respectfully submitted,



Ryan Teschner
Executive Director and Chief of Staff

Contact

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

the involvement of community-based partners, and, in the future, to ensure that sufficient funds are allocated annually to support public consultation during the budget process.”



TORONTO POLICE SERVICES BOARD

SPECIAL FUND

DATE APPROVED	November 4, 1993	Minute No: P624/93
DATE(S) AMENDED	March 27, 2000 May 12, 2005 January 25, 2007 May 21, 2009 November 15, 2010 February 16, 2012 March 27, 2013 March 19, 2015	Minute No: P126/00 Minute No. P157/05 Minute No: P32/07 Minute No: P149/09 Minute No: P292/10 Minute No: P44/12 Minute No: P73/13 Minute No P74/15
DATE REVIEWED	November 15, 2010 March 27, 2013	Minute No: P292/10 Minute No: P73/13
REPORTING REQUIREMENT	<p>The Executive Director and Chief of Staff will report semi-annually on requests authorized by the Chair and Vice-Chair</p> <p>Annual Procedural Audit</p> <p>Program Evaluation Reports</p>	
LEGISLATION	<p><i>Police Services Act</i>, R.S.O. 1990, c.P.15, as amended, ss. 31(1)(c), 132(2). <i>Community Safety and Policing Act, 2019</i>, S.O. 2019, c. 1, Sched. 1, as amended, ss. 38, 258(2) (Not yet in force)</p>	
RELATED BOARD MINUTES	February 11, 1993 May 1, 2000 July 22, 2010 June 27, 2019 September 19 2019 August 18, 2020	Minute No. P78/93 Minute No P200/00 Minute No. P208/10 Minute No. P141/19 Minute No. P188/19 Minute No. P129/20

Guiding Principles

The Toronto Police Services Board (Board) is committed to allocating funds from the Special Fund for matters of public interest that support community engagement initiatives aimed at fostering safer communities, which include collaborative relationships with community members and organizations. The Board believes that community engagement is the basis for enhancing community safety and well-being that builds healthy, strong and inclusive communities. The Board prioritizes the relationship between developing local capacity to engage on community safety issues of public interest and improving police and community relations.

As well, the Board, as the statutory employer of Toronto Police Service Members, recognizes the importance of utilizing the Special Fund to support internal initiatives that celebrate Member contributions and support their health and well-being.

Purpose of Policy

Section 132(2) of the *Police Services Act* and section 258(2) of the *Community Safety and Policing Act, 2019* (the *Act*) establishes that police boards have the sole authority for spending the proceeds from the sale of property which lawfully comes into the possession of the police service. The *Act* stipulates that "the Chief of Police may cause the property to be sold, and the Board may use the proceeds for any purpose that it considers in the public interest." In the case of the Board, the proceeds from such sales are placed into a fund known as the Special Fund.

This Policy sets out the criteria and administrative processes for applications to the Board for funding from the Special Fund, as well as delegated categories of funding for assessment and approval by the Chair and Vice-Chair. This Policy consolidates and replaces the decisions of the Board made on the date of its last amendment.

Policy of the Board

It is the policy of the Toronto Police Services Board that with respect to expenditures from the Special Fund the following will apply:

A. Community Safety and Well-being Initiatives

The Board may consider applications for funding from the Special Fund for initiatives that align with the priorities of the Board, enhance community safety and well-being and reinforce its commitment to SafeTO's mandate.

The following criteria apply to applications for funding from the Special Fund:

- a. The proposed initiative must involve community members, community partners, the Toronto Police Service (the Service) and/or the Board;
- b. The applicant or applicant organization must be located in Toronto;
- c. The proposed initiative must take place in Toronto;
- d. The proposed initiative must be consistent with the Board's priorities and objectives, as identified in its business plan or strategic plan, or which have been the subject of Board direction or decision;
- e. The applicant must demonstrate a capacity for proper management and fiscal responsibility; and,
- f. Prioritization will be given to initiatives that:
 - a. Involve Members of the Service as active participants;
 - b. Support engagement, outreach or capacity building within local communities;
 - c. Focus on community safety and well-being initiatives and have as an objective:
 - i. Strengthening police/community relations, particularly with marginalized and/or vulnerable youth or communities;
 - ii. Increasing access to information, skills and supports that address community safety or well-being issues; and/or,
 - iii. Increasing capacity to address systemic issues that impact community safety.

Applications for Funding

All applications for funding from the Special Fund must be made in writing and completed using the application form provided by the Office of the Toronto Police Services Board.

Applications for funding from the Special Fund shall include the following:

- a. A description of the initiative for which funding is requested;
- b. A description and history of the applicant or applicant organization;
- c. Clear and measurable objectives and desired outcomes for the proposed initiative;
- d. A clear explanation of how funded initiatives will be evaluated;
- e. Where appropriate, (for example, where the applicant requires funding in addition to the Board's contribution) a plan showing how the proposed initiative will be fully funded and sustained in future years once Board funding has been exhausted;
- f. A budget for the initiative that accounts for any proposed funding from the Special Fund;
- g. A timeline for the initiative, including a timeline for the completion of the initiative;
- h. One or more letters of reference and, where the initiative contemplates the participation of Service Members and/or a Division or Unit of the Toronto Police Service, at least one letter of reference from the Chief of Police or Divisional/Unit Commander of the participating Division or Unit; and,
- i. Any other information requested by the Office of the Toronto Police Services Board.

Assessment of Applications for Funding

Applications for funding from the Special Fund will be considered by the Board at a regular monthly meeting.

All applications shall be accompanied by a recommendation from the Executive Director and Chief of Staff based on their assessment and compliance with this Policy. The report shall include a concise assessment of the proposed initiative's likely contribution towards the goals and priorities of the Board, as well as a specific recommendation for the amount of funding.

Where the Executive Director and Chief of Staff does not recommend an application for the Board's consideration, the applicant will be provided with reasons for the decision.

Documentation on Award

In addition to any other terms, an applicant may be required to enter into an agreement with the Board on terms and conditions satisfactory to the Board for receiving the funding.

Report on Conclusion

Except for funding approved by the Chair and Vice-Chair under a delegated category of funding, it shall be a condition of funding from the Special Fund that an applicant deliver a report to the Board at the conclusion of the funded initiative.

The report shall be in a form required by the Executive Director and Chief of Staff and shall include an evaluation of the effectiveness of the funded initiative, as well as an accounting of the funds provided from the Special Fund.

B. Delegated Authority

The Board delegates to the Chair and Vice-Chair the authority to assess and approve funding that fall into certain identified categories as described below.

The Executive Director and Chief of Staff shall report semi-annually on the requests approved in the delegated categories of funding. This report shall include the amount of funding provided from the Special Fund for each approved request since the previous report, as well the current balance of the Fund.

The Chair and Vice-Chair of the Board are delegated the authority to assess and approve funding from the Special Fund for the following categories and on the following basis:

1. Corporate Awards and Recognition Programs

Expenditures and costs related to the Board's formal recognition of the long or meritorious service of Board Members, Toronto Police Service Members, Auxiliary Members and Volunteers, which includes expenditures and costs associated with the Board's awards and recognition initiatives.

2. Contributions to Ontario Association of Police Services Boards (OAPSB) and Canadian Association of Police Governance (CAPG)

Contributions towards CAPG and OAPSB Annual Conference up to \$7,500 each. Any amount above \$7,500 shall require approval of the Board.

3. Annual Community Initiatives

Funding not to exceed a total amount of \$10,000 per individual initiative hosted or supported in whole or in part by the Board and the Service.

The Service shall provide a report to the Board by March 31 of each calendar year: (i) listing the initiatives planned for that year, (ii) providing a rationale for the funding being sought for each initiative (iii) providing an accounting and description for the previous year's expenditures. Only initiatives listed in the Service's report for the upcoming year will be eligible for funding from the Special Fund.

4. Consultative Committees

Funding in accordance with the Board's Community Consultative Groups Policy will be provided for each of the following:

- a. Community Policing Liaison Committees;
- b. Community Consultative Committees;
- c. Chief's Advisory Council; and
- d. Chief's Youth Advisory Council.

The annual funding from the Special Fund to each of the Community Policing Liaison Committees, the Community Consultative Committees and Chief's Advisory Council shall not exceed \$1,000. The annual contribution to the Chief's Youth Advisory Council shall not exceed \$2,000.

It is a condition of funding in this category that: (i) the funds provided only be used to support engagement and outreach initiatives by the receiving Community Consultative Groups or Community Police Liaison Committees and (ii) providing an accounting and description for the previous year's expenditures.

5. Victim Services Toronto

Funding to Victim Services Toronto shall not exceed \$25,000 per year. Victim Services Toronto shall submit an annual report to the Board outlining its activities for the year in which funding was received and accounting for the funding received from the Special Fund.

No funding in this category shall be approved without receipt of the above report from the year prior.

6. Public Engagement and Consultation

Funding for public engagement and consultation concerning the Toronto Police Service budget or for other public consultation on matters of public interest.

The Chair and the Vice-Chair may approve funding up to \$15,000 per initiative. Any amount that exceeds \$15,000 shall require approval of the Board.

7. In Memoriam Funding

Funding to celebrate and memorialize the lives and contributions of active Members of the Service or in respect of other persons who have had a close connection to the Service or Board, and who have passed away.

The amount provided from the Special Fund to purchase an item or provide a donation in lieu, shall not exceed \$200.00 per person.

8. Wellness Day Funding

Funding for the Toronto Police Service Wellness Unit to support the Service's Annual Wellness Day.

Funding in this category shall not exceed \$4,000 per year. Any request for funding in excess of \$4,000 shall be approved by the Board.

9. Toronto Police Amateur Athletic Association

Funding to offset the expenses of Service Members participating in Toronto Police Amateur Athletic Association ("TPAAA") sponsored events and competitions. This funding shall not exceed \$200 per member, per event.

10. Fitness Facilities

Funding to offset the cost of fitness equipment in police facilities.

Funding in this category shall not exceed 1/3 of the cost of such equipment that is not otherwise covered by other government funding as per the Collective Agreement.

11. Audit

Funding to cover the cost of an independent annual procedural audit of the Special Fund.

12. Claimed Amounts

Funds to resolve claims from owners, finders or next-of-kin whose property and/or monies have been deposited into the Special Fund.

Board Discretion

At its discretion, the Board may consider exceptions to this Policy and approve funding from the Special Fund as and on any terms it deems appropriate. All exceptions to this Policy shall be clearly identified and justified in a report to the Board when that funding is being considered.

The provision of funding from the Special Fund is at the Board's sole discretion, and may be provided or refused even if all application criteria are met, and may be provided in the absence of a request or application.

C. Administration of the Special Fund

With respect to the administration of the Special Fund:

- a. All funding of initiatives is subject to the availability of funds in the Special Fund;
- b. The Board reserves the right not to fund any recurring or ongoing contributions to community safety and well-being initiatives as well as persons and/or organizations that have already received funding from the Special Fund;
- c. The approval of funding from the Special Fund for any initiative or for any purpose shall not be considered or treated as a precedent which binds the Board to future funding;
- d. The Special Fund will not support retroactive funding of initiatives that have already taken place, unless exceptional circumstances are present that may require it;
- e. The Board shall not approve an amount greater than \$25,000 for any application for funding from the Special Fund;
- f. The Board shall maintain a minimum balance of \$150,000.00 in the Special Fund in order to meet its commitments under the delegated categories of funding;

- g. It shall be a condition of any funding from the Special Fund that any unspent funds shall be returned to the Special Fund by an approved applicant;
- h. Interim financial reports will be submitted to the Board by the Service's Accounting Services on a semi-annual basis. Expenditures will be compared to the Fund balance; and,
- i. In the event that the Special Fund cannot or may not meet the Board's commitments from the Special Fund, the Chair and Vice Chair have the delegated authority to freeze any approved funding and place a moratorium on further funding from the Special Fund for up to six months. If the Chair and Vice-Chair exercise this delegated authority, they will report to the next meeting of the Board on their actions.



Toronto Police Services Board Report

March 18, 2022

To: Chair and Members
Toronto Police Services Board

From: James Ramer
Chief of Police

Subject: Special Constable Appointments and Re-Appointments – May 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 an agreement 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.	Gary M.L. MERCER	Appointment	N/A
T.C.H.C.	Balraj S. SIHRA	Appointment	N/A

Agency	Name	Status Requested	Current Expiry Date
T.C.H.C.	Richard Patrick BEAUBIEN	Re-Appointment	July 4, 2022

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



March 11, 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
Richard BEAUBIEN	Re-Appointment	7/4/2022
Gary MERCER	New Appointment	N/A
Balraj SIHRA	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', is positioned above the typed name.

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

Toronto Community Housing
931 Yonge St, Toronto, ON M4W 2H2
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torontohousing.ca



Toronto Police Services Board Report

April 4, 2022

To: Chair and Members
Toronto Police Services Board

From: James Ramer
Chief of Police

Subject: Contract Increase for Legal Services Related to Ontario Human Rights Commission Inquiry

Recommendation:

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

1. approve a contract increase of \$340,000 with Henein Hutchison L.L.P. (H.H.) for legal services related to the Ontario Human Rights Commission's (O.H.R.C.) Inquiry into Racial Profiling and Racial Discrimination against Black Persons by the Toronto Police Service (Service); and
2. authorize the Chair to execute all required agreements and related documents on behalf of the Toronto Police Services Board (Board), subject to approval by the City Solicitor as to form.

Financial Implications:

The amount paid to H.H. up until December 31, 2021 on this file is \$328,422.

Projected costs for the remainder of the O.H.R.C. Inquiry for H.H. are estimated to be an additional \$340,000, bringing the total estimated cost of the contract to approximately \$670,000. Funding for these costs is available in the Service's Legal Reserve fund.

Background / Purpose:

The purpose of this report is to obtain Board approval for an increase in the contract with H.H. Under the Purchasing By-law, Board approval is required as the total amount of the contract will now exceed the \$500,000 limit delegated by the Board to the Chief for non-competitive purchases.

Discussion

The O.H.R.C. has been conducting an inquiry under section 31 of the Ontario *Human Rights Code* (the *Code*) into racial profiling of, and racial discrimination against, Black persons by the Service.

The Service retained Mr. Scott Hutchison to take carriage of this matter. Mr. Hutchison has been retained due to his level of expertise. Mr. Hutchison has authored a number of cited legal texts, including Search and Seizure law in Canada (Carswell) and has also written a manual on wiretap titled "Hutchison's Search Warrant Manual, 2015". He has practiced as a Crown prosecutor, carrying significant matters before all levels of court, including Court of Appeal and the Supreme Court of Canada. Mr. Hutchison is highly experienced in civil litigation and in dealing with sensitive cases and human rights tribunals.

Mr. Hutchison is being assisted by our in-house counsel Ms. Sie-wing Khoo, who is an expert in human rights. Effectively, Mr. Hutchison is acting as a barrister and is not required to seek information from the client, as Ms. Khoo is carrying out that role. Ms. Khoo's knowledge of the client's working practice and significant expertise, working together with Mr. Hutchison, makes for an efficient and effective legal team in this matter. Furthermore, Mr. Hutchison, where possible, assigns work to the junior lawyer and Law Clerk on the file, who bill at a much reduced rate.

The OHRC recently announced the following with respect to its inquiry and report:

To this end, the OHRC is working diligently, and is committed to producing a significant and impactful report. It is working with Black communities and the TPS and TPSB to ensure that this work results in comprehensive, positive and meaningful action. By moving the report's release to later in 2022, the OHRC is hopeful that the additional time, work and engagement with communities will help achieve this goal.

Therefore the retainer of Mr. Hutchison and his firm must now be extended to ensure that his services continue until the OHRC's work is complete.

The Service continues to actively engage with the O.H.R.C., in the spirit of collaboration, as they continue in their ongoing inquiry ensuring that there are a broad range of perspectives and feedback included in their final report. The Service is also committed to contributing to a significant and impactful final report. Mr. Hutchison and Ms. Khoo are critical to this relationship and collaborative approach.

Conclusion:

In light of the above, it is recommended that the Board approve a contract increase of \$340,000 with H.H. to \$670,000.

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

April 1, 2022

To: Chair and Members
Toronto Police Services Board

From: James Ramer
Chief of Police

Subject: Contract Award to Slalom Consulting for Testing Strategy and Missing/Missed Persons Portal

Recommendation(s):

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

- (1) approve a contract award to Slalom Consulting (Slalom) for a Testing Strategy and Missing/Missed Persons Portal for \$1,258,290, plus a provisional amount of \$300,000 for additional services that may be required related to the scope of work, for a one year period commencing upon Board approval, with an option to extend for an additional one year period;
- (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 to exercise the option to extend subject to continued business need, continued funding and satisfactory vendor performance.

Financial Implications:

The funding required for these services is available in the Service's Modernization Reserve.

Background / Purpose:

The purpose of this report is to request the Board's approval for a contract award to Slalom for a Testing Strategy and Missing/Missed Persons Portal.

Discussion:

Through the use of technology platforms, the Toronto Police Service's (Service) Information & Technology Command (I&T) is building the capacity to continuously deliver process improvements and customized solutions at low cost. This capability requires a shift in the way we work with information and technology, both organizationally and with our external partners.

The I&T Benefits Framework identifies areas where these technologies can be applied. Discussions with Command, the Board and with the City Auditor General have emphasized online reporting functions as the priority. This includes applications in missing persons, call diversion, and digital response. Although they are functionally diverse, these use cases are technologically similar.

The Service requires support in designing and executing both the platforms and the practices to develop customer experiences on those platforms. We have therefore sought a partner who can support us in making these changes and help us build the digital culture as we build the key use cases.

On October 12, 2021, the Service's Purchasing Services Unit issued Request for Services (R.F.S.) # 1468901-21 on MERX, for a Testing Strategy and Missing/Missed Persons Portal, piggybacking on the Ministry of Government and Consumer Services (M.G.C.S.) Enterprise-Wide Vendor of Record (V.O.R.) arrangement Tender 9951 for Information and Information Technology Solutions Consulting Services. Five V.O.R.s downloaded the R.F.S. from MERX, and two proponents submitted proposals before the closing date on November 2, 2021.

Key deliverables outlined in the R.F.S. included defining and building a catalogue of integrated, reusable components to enhance online reporting (e.g. parking complaints, community tips, and the Missing Persons Portal).

The solution focusses on strategic goals around call diversion and community engagement, and includes common functionalities and components that will provide the Service with the foundation for future initiatives, and aligns/helps fulfil the Board's police reform recommendations related to diversion/alternative call response, so that resources can be focused on other Service priorities as a result of better leveraging technology.

After the evaluation process, Slalom was the highest scored proponent and is recommended for award to support the Service's digital transformation.

Phase 1 of this engagement is the discovery portion. This phase allows the Service to define the scope of work and detailed terms of engagement, and will include developing use cases, validating and mapping shared functionalities; enterprise architecture; integration; and release, test and change strategies.

Once the scope has been determined and agreed upon, next phases will include the design, development, testing and implementation of the products. Each phase is comprised of two-week sprints, allowing the Service the ability to evaluate and change direction as required.

The total cost (exclusive of applicable taxes) is broken down as follows:

Global Discovery	\$ 282,850
Subsequent 8 sprints (\$121,930 each)	\$ 975,440
Total	\$1,258,290

The provisional amount (up to \$300,000) will allow the Service to request the completion of two more sprints, if the additional product(s) are value added and contribute to the Service's digital transformation strategy.

At the conclusion of this vendor engagement, the benefits to the Service will include:

- critical digital assets that can be re-used for various initiatives;
- new web portals for community engagement, including Missing and Missed Persons Portal;
- gained experience and knowledge for Service members moving forward with Digital Transformation;
- adoption of a new and innovative approach to product management and design thinking; and
- the foundation for a better online reporting capacity that can, eventually, be utilized in relation to a multitude of offences and complaints that the public currently needs to speak to a 'live' Service member to report.

Conclusion:

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

Respectfully submitted,

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

*original copy with signature on file in Board office



Toronto Police Services Board Report

April 04, 2022

To: Chair and Members
Toronto Police Services Board

From: James Ramer
Chief of Police

Subject: 2021 Operating Budget Variance for the Toronto Police Service, Year Ending December 31, 2021

Recommendation:

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

Financial Implications:

At its January 13, 2021 meeting, the Board approved the Toronto Police Service's (Service) budget request at \$1,076.2 Million (M) (Min. No. P2021-0113-3.1 refers), a 0% increase over the 2020 approved operating budget.

There have been a number of in-year, Council-approved adjustments to the budget, as outlined in Table 1. As a result of these adjustments, the Service's 2021 operating budget was revised to \$1,075.8M net and \$1,220.0M gross.

Table 1 – Toronto Police Service 2021 Revised Operating Budget

Category	2021 Gross Budget (\$Ms)	2021 Net Budget (\$Ms)
Board Approved Budget	\$1,229.5	\$1,076.2
COVID Adjustment (estimated impact of COVID costs – Min. No. P2021-0113-3.1 refers)	\$0.0	\$3.9
Insurance Costs (budget and actuals now reflected in City budget – (Min. No. P2021-0927-10.1 refers)	(\$9.5)	(\$9.5)
Provincial Offences Act Recovery – elimination of transfer from City – (Min. No. P2021-1123-10.1)	\$0.0	\$5.2
2021 Revised Operating Budget	\$1,220.0	\$1,075.8

2021 Operating Variance Details

The Service achieved a final year-end favourable variance of \$0.5M in 2021. Table 2 provides a high-level summary of variances by feature category. Details regarding these categories are discussed in the section that follows.

Table 2 – 2021 Variance by Feature Category

Category	2021 Budget (\$Ms)	Year-End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
1- Salaries	\$815.2	\$809.1	\$6.1
2- Premium Pay	\$48.8	\$55.2	(\$6.4)
3- Benefits	\$230.6	\$231.4	(\$0.8)
4- Non Salary	\$84.3	\$78.0	\$6.3
5- Contributions to / (Draws from) Reserves	\$3.8	\$22.5	(\$18.7)
6- Revenue	(\$107.0)	(\$113.0)	\$6.0
Total Net Before Grants	\$1,075.7	\$1,083.2	(\$7.5)
7- Net Impact of Grants	\$0.1	(\$7.9)	\$8.0
Total Net	\$1,075.8	\$1,075.3	\$0.5

Background / Purpose:

The purpose of this report is to provide the Board with the Service's 2021 final year-end operating budget variance. The body of this report provides high-level explanations of variances in each feature category.

Discussion:

COVID-19 Impact on the Service

Since early 2020, the COVID-19 pandemic has greatly impacted how the Service conducts its operations and has altered demands for service. In 2021, the activities of the Emergency Management and Public Order (E.M.P.O.) unit continued to be impacted by the COVID-19 pandemic response. The Service's Major Incident Command Centre (M.I.C.C.) remained activated for the entire year. While still responsible for maintaining business continuity, E.M.P.O. members were reassigned to the various incident management pillars to support M.I.C.C. operations, as required.

In addition to working closely with divisions and units across the Service, the M.I.C.C. collaborated closely with numerous city partners including: Office of Emergency Management (O.E.M.), City of Toronto Emergency Operations Centre (E.O.C.), Municipal Licensing and Standards (M.L.S.), Toronto Fire Services (T.F.S.) and Toronto Paramedic Services.

Some of the main impacts to the Service were:

- Service facilities were closed to the public;
- many courts were shut down;
- special events were cancelled;
- enforcement of the Province's emergency orders was required;
- members were in self-isolation for periods of time;
- personal protective equipment purchases increased substantially; and
- on-line reporting, workplace adjustments and remote work for certain units/members were introduced to prevent the spread of COVID-19.

Despite the foregoing, the Service still needed to provide responsive public safety services to the communities we serve. COVID-19 presented service challenges and resulted in financial impacts as well. COVID impacts on the variance are discussed in each category below, as appropriate.

1 - Salaries:

As can be seen in Table 3, the total Salary budget was \$815.2M of which \$809.1M was utilized, resulting in a \$6.1M favourable variance.

Table 3 - Salaries Expenditures

Expenditure Category	2021 Budget (\$Ms)	Year-End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Uniform Officers	\$605.7	\$604.8	\$0.9
Civilians	\$209.5	\$204.3	\$5.2
Total Salaries	\$815.2	\$809.1	\$6.1

Uniform Officers - salary expenditures are primarily impacted by the number of new officers hired each year and the number of officers retiring or resigning each year, and how these vary from budget. The timing of hires and separations can also significantly impact expenditures.

The 2021 approved budget, which was developed in late 2020, was based on the assumption that 185 officers would leave the Service in 2020, and 225 separations would occur in 2021. In fact, the year-end 2020 number of separations was 199 (14 more than anticipated) and the year-end 2021 number of separations was 224 (one less than anticipated). However, separations were slower at the beginning of the year, therefore partially offsetting some of the savings from the increased separations in 2020.

The 2021 approved budget included funding for 230 uniform hires. It was determined early in the year that a larger April class size would be more efficient from a hiring, training and deployment perspective. The April class size was thereby increased from 10 to 42, with the increase being offset by reduced lateral hires and a reduced December class. In total, 30 fewer officers were hired.

Uniform salary expenditures are also affected by the number of officers on unpaid leaves (e.g., maternity and parental leaves, secondments and central sick). The actual number of such leaves was higher than anticipated in 2021.

The impact of the above variances resulted in a net overall uniform salary favourable variance of \$0.9M.

Civilians -The 2021 approved budget included funding to hire various civilian positions to return to approved staffing levels. This included Communications Operators, Bookers, other civilian vacancies that support the front line, and continued hiring in support of modernization initiatives as well as required support services.

While the Service has been successful in hiring to fill these key positions, many civilian positions are filled through internal promotions, thereby creating other cascading vacancies. This created in-year salary savings in the civilian salary category of \$5.2M. However, these cascading vacancies put pressure on premium pay expenditures to ensure required services and work continued.

2 - Premium Pay:

The total premium pay budget was \$48.8M in 2021. This budget was approximately \$7M less than anticipated requirements, as the budget was reduced during 2021 budget deliberations. Premium pay expenditures were \$55.2M, resulting in a \$6.4M unfavourable variance.

Table 4 – Premium Pay Expenditures

Expenditure Category	2021 Budget (\$Ms)	Year-End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Uniform Officers	\$43.5	\$48.3	(\$4.8)
Civilians	\$5.3	\$6.9	(\$1.6)
Total Premium Pay	\$48.8	\$55.2	(\$6.4)

Uniforms Officers - There is a base level of uniform premium pay inherent to policing. For example, premium pay is incurred for:

- extended tours of duty (e.g., when officers are involved in an arrest at the time their shift ends);
- court attendance scheduled for when an officer is off-duty; and
- call-backs (e.g., when an officer is required to work additional shifts to ensure appropriate staffing levels are maintained or for specific initiatives).

In addition, in order to provide service and absorb the impact of major unplanned events (e.g., demonstrations, emergency events, and homicide / missing persons) the Service relies on the use of off-duty officers which results in premium pay costs. In 2021, one of the largest pressures in this area was due to required enforcement of the Provincial government's province-wide Stay-at-Home order under the Emergency Management and Civil Protection Act (E.M.C.P.A.), effective Thursday, April 8, 2021. The Service incurred unanticipated premium pay costs from mid-April to the end of May. Although this COVID-related impact caused a pressure on premium pay, there was also a favourable impact on premium pay as a result of the Pandemic, with a reduction in the number of special events and reduced court premium pay with the closure of courts.

The uniform premium pay variance for 2021 was \$4.8M, unfavourable.

Civilians - Civilian overtime and call-backs are authorized when required to ensure deadlines are met, key service levels are maintained, tasks are completed to mitigate risks, and to address critical workload issues resulting from civilian vacancies, across the Service.

The civilian premium pay variance for 2021 was \$1.6M, unfavourable. It should be noted civilian premium pay levels are anticipated to decrease as civilian staffing levels stabilize. However, many newly filled civilian positions (e.g. communication operators) require weeks or months of ongoing training before the new staff can be utilized to their full potential, necessitating the need for premium pay to deal with workload and to maintain service levels.

3 - Benefits:

The total Benefits budget for 2021 was \$230.6M. Year-end spending totaled \$231.4M, resulting in a \$0.8M unfavourable variance. Table 5 outlines the major categories of Benefit expenditures, and each category is discussed below.

Table 5 – Benefits Expenditures

Expenditure Category	2021 Budget (\$Ms)	Year-End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Medical / Dental	\$44.7	\$46.2	(\$1.5)
O.M.E.R.S. / C.P.P. / E.I. / E.H.T.	\$141.6	\$140.6	\$1.0
Sick Pay Gratuity /C.S.B./L.T.D.	\$21.5	\$20.6	\$0.9
Other (e.g., W.S.I.B., life insurance)	\$22.8	\$24.0	(\$1.2)
Total Benefits	\$230.6	\$231.4	(\$0.8)

The Ontario Municipal Employees' Retirement System (O.M.E.R.S.)

Canada Pension Plan (C.P.P.)

Employer Health Tax (E.H.T.)

Long Term Disability (L.T.D.)

Employment Insurance (E.I.)

Central Sick Bank (C.S.B.)

Workplace Safety and Insurance Board (W.S.I.B.)

Medical/Dental - The costs in this category are continuously increasing due to a combination of higher costs for prescription drugs, dental care and paramedical expenses creating a pressure in these accounts. The net impact of these pressures is an unfavourable variance of \$1.5M.

O.M.E.R.S. /C.P.P. /E.I. /E.H.T. - Favourable variances of \$1M in this category are directly related to reduced staffing levels.

Sick Pay Gratuity /C.S.B./L.T.D. - Unfavourable variance of \$2.6M in Central Sick Bank was more than offset by \$3.5M favourable variances in Sick Pay Gratuity, for a total favourable variance of \$0.9M.

Other - The unfavourable variance in this category was mainly as a result of \$2.4M unfavourable variance in W.S.I.B. which was offset with retiree medical/dental and life Insurance savings of \$1.2M.

The Service has been experiencing an increase in W.S.I.B. costs, similar to other emergency services across the City and Province. This increase is primarily due to impacts of Bill 163, Supporting Ontario’s First Responders Act regarding Post Traumatic Stress Disorder. Although the 2021 operating budget was increased in anticipation of the increasing costs, the rate of increase was greater than originally projected. The Service is undergoing a review of W.S.I.B. costs and its administrative processes as part of its Wellness Strategy.

4 - Non-Salary:

The total Non-Salary budget for 2021 was \$84.3M, of which \$78M was utilized, resulting in a \$6.3M favourable variance. Table 6 summarizes the major categories, and each is discussed below.

Table 6 – Non-Salary Expenditures

Non-Salary	2021 Budget (\$Ms)	Year-End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Vehicles (e.g. gas, parts)	\$13.9	\$14.2	(\$0.3)
Information Technology	\$32.5	\$33.3	(\$0.8)
Contracted Services	\$12.6	\$7.4	\$5.2
Other	\$25.3	\$23.1	\$2.2
Total Non-Salary	\$84.3	\$78.0	\$6.3

Vehicles (e.g., gas, parts) – An unfavourable variance of \$0.3M was due to increased costs for vehicle parts.

Information Technology (I.T.) - The unfavourable variance of \$0.8M in this category was to facilitate purchases on behalf of outside agencies. This variance is offset by recoveries and fees (discussed in the “Revenues” section below), resulting in a net zero overall impact.

Contracted Services - A portion of this budget is funded from reserves (e.g., the Legal and Modernization Reserves) and these type of expenditures can fluctuate from year to year. However, these expenditures are offset by equal draws from reserves, so the favourable variance of \$5.2M has a zero net impact on the Service's bottom line, and an equivalent unfavourable variance can be seen in the Reserves category.

Other - The "Other" category is comprised of multiple items that support staffing and policing operations. The largest expenditures are in the areas of training, operating impacts from capital, uniform and outfitting and equipment purchases. Other items in this category include various supplies and services such as fingerprint supplies, traffic enforcement supplies, expenses to support investigations, photocopying and translation services. The savings in the "Other" category were due to units reducing and deferring expenses wherever possible in order to stay within the overall approved budget. However, these savings were partially offset by the search and recovery costs (approximately \$1.1M) incurred for the Nathaniel Brettell homicide investigation.

5 - Contributions to / (Draws from) Reserves:

As part of the annual operating budget process, the Board and Council approved contributions to and draws from reserves. The various reserves are established to provide funding for anticipated but varying expenditures incurred by the Service, to avoid large swings in costs from year to year. The net contributions to / draws from Reserve budget for 2021 was \$3.8M, and the actual impact was \$22.5M, resulting in an unfavourable variance of \$18.7M. Table 7 identifies the categories of Reserves and activity in each one.

Table 7 – Reserves

Reserve	2021 Budget (\$Ms)	Year-End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Collective-Agreement Mandated – Central Sick, Sick Pay Gratuity, Post-Retire. Health			
Contribution to Reserve	\$14.3	\$14.3	\$0.0
Draw from Reserve	(\$23.5)	(\$13.5)	(\$10.0)
Net impact			(\$10.0)
Legal, Modernization & Cannabis			
Contribution to Reserve	\$0.9	\$0.9	\$0.0
Draw from Reserve	(\$8.7)	\$0.0	(\$8.7)
Net impact			(\$8.7)
Vehicle & Equipment			
Contribution to Reserve	\$20.8	\$20.8	\$0.0
Draw from Reserve	n/a	n/a	n/a
Net impact			\$0.0
Contributions to / (Draws from) Reserves	\$3.8	\$22.5	(\$18.7)

Reserve balances are managed in collaboration with City Finance. Each year, Reserves are reviewed to ensure funding is available for current and future pressures. In order to ensure we have sufficient funding for future pressures, in-year surpluses are used to minimize draws from Reserves wherever possible. This has resulted in significant variances in this category, as discussed below.

Collective-Agreement Mandated Reserves – Central Sick, Sick Pay Gratuity, Post-Retire Health:

This group of reserves is used to manage fluctuating benefit costs. In most instances, draws from Reserve equal the expenditures in a given year. In some cases, the draws are not made in order to ensure the Reserve funds are healthy and available for future pressures.

The total variance in this category is an unfavourable variance of \$10M, with the breakdown of this variance, outlined below:

- Post-Retirement Health benefit - The cost of this benefit is projected to increase significantly in the coming years, and the Reserve is currently under funded. As a result, the Service did not make any draws from this reserve during 2021, resulting in an unfavourable revenue variance of \$2.3M.
- Central Sick reserve - In order to achieve a zero percent increase in the 2021 Service-wide operating budget, the 2021 budgeted contribution for this reserve was cut in half. This reduction was maintained for 2022. As a result, the Service did not make any draws from this reserve during 2021, resulting in an unfavourable revenue variance of \$4.2M. This allows the Service to continue to maintain the adequacy of funds in this reserve.
- Sick Pay Gratuity - The unfavourable variance of \$3.5M for draw from reserve with an offset of reduced expense for retiring members for a net impact of zero.

Legal, Modernization and Cannabis Reserves:

- Legal - As legal costs can vary significantly from year to year, the Service did not make any of the \$2.9M in eligible draws from this reserve during 2021, thereby maintaining an adequate balance going into 2022.
- Modernization - In Council's approval of this reserve, the purpose statement allowed contributions to be made only through any year-end surplus funds of the Service. As modernization and reform initiatives are expected to be ongoing, the Service withdrew none of the eligible \$0.4M in spending in order keep sufficient funding to meet requirements in 2022 and future years.
- Cannabis - The amount of \$0.5M was spent on cannabis related enforcement, closure of illegal dispensaries, training and destruction of seized cannabis. In order to maintain funds in the reserve to meet future requirements, zero funds were withdrawn during 2021.

The remaining unfavourable variance of \$4.9M was a result of reduced expenditures (therefore net zero overall), bringing the overall unfavourable variance in this category to \$8.7M.

Vehicle & Equipment Reserve:

The operating budget contributes funding to this Reserve, which is then used to fund lifecycle replacement projects in the capital program. For this reason, there are no offsetting draws from this Reserve.

6 - Revenue:

The total Revenue budget for 2021 was \$107M, and \$113M was received, resulting in a \$6.0M favourable variance. The major revenue categories are summarized in Table 8 below.

Table 8 – Revenues

Revenue Category	2021 Budget (\$Ms)	Year-End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Provincial Recoveries	(\$54.2)	(\$55.4)	\$1.2
Fees and Recoveries (e.g., paid duty administrative fee, secondments, vulnerable sector screening)	(\$24.9)	(\$26.1)	\$1.2
Paid Duty - Officer Portion	(\$24.7)	(\$29.3)	\$4.6
Miscellaneous Revenue	(\$3.2)	(\$2.2)	(\$1.0)
Total Revenues	(\$107.0)	(\$113.0)	\$6.0

Provincial Recoveries - The favourable variance in provincial recoveries were a result of the provincial uploading of courts being greater than anticipated.

Fees and Recoveries - The Service experienced a reduction in fees for vulnerable sector screenings, sale of accident reports and attendance at false alarms as a result of COVID-19. In preparing the 2021 operating budget, it was anticipated that revenue losses due to COVID-19 would continue to June 30th; however, these revenues continued to be lower than expected in the 2nd latter half of the year as well. The reduction in fees was more than offset by favourable recoveries from outside agencies to facilitate the purchase of I.T. equipment (e.g. Toronto Fire portion of joint radio infrastructure), and other recoveries, resulting in a net favourable variance.

Paid Duty – Officer Portion - The favourable variance in Paid Duty – Officer Portion is a part of an overall net zero variance, as this portion of the paid duty recovery is directly offset by the salaries earned by paid duty officers, which were unfavourable by the same amount.

Miscellaneous Revenue - The \$1.0M unfavourable variance in Miscellaneous Revenue is a result of estimated budgeted revenues that were not achieved. It was anticipated, at the time of budget preparation, that there would be a net favourable variance in

Grants, as the Service would not be able to backfill all of the associated positions, and would instead have to reassign internal staff; however, the amount of grant funding was difficult to project at the time the budget was prepared. This unfavourable variance was offset by the favourable Grant variance discussed below.

7 - Grants:

The Service only budgets for grants that are approved, or almost certain to be approved, at the time of budget development. Grant opportunities that are known but not confirmed are not budgeted for and are accounted for in-year. Grant funding generally results in a net zero or favourable variance, as funds are provided for expenditures to achieve specific purposes.

The budget for the net impact from grants was \$0.1M (expenditures net of revenues). In fact, revenues exceeded expenditures by \$7.9M, resulting in a net favourable variance of \$8.0M. Table 9 summarizes the grants portion of the Service's budget.

Table 9 – Grants

Reserve	2021 Budget (\$Ms)	Year-End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Guns & Gangs			
Expenses	\$5.0	\$2.0	\$3.0
Revenue	(\$4.9)	(\$4.9)	\$0.0
Net impact			\$3.0
Community Safety & Policing			
Expenses	\$0.0	\$8.1	(\$8.1)
Revenue	\$0.0	(\$10.7)	\$10.7
Net impact			\$2.6
Other			
Expenses	\$0.0	\$2.5	(\$2.5)
Revenue	\$0.0	(\$4.9)	\$4.9
Net impact			\$2.4
Contributions to / (Draws from) Reserves	\$0.1	(\$7.9)	\$8.0

The net favourable variance was achieved in this category since a number of permanent, funded positions are assigned to provincially supported programs and as a result are covered by the grant, and these positions were not all backfilled.

Conclusion:

The Service's 2021 year-end surplus was \$0.5M. This amount will be returned to the City.

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

April 04, 2022

To: Chair and Members
Toronto Police Services Board

From: James Ramer
Chief of Police

**Subject: Capital Budget Variance Report for the Toronto Police Service -
Period Ending December 31, 2021**

Recommendation:

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

Financial Implications:

Toronto City Council (Council), at its meeting of February 18, 2021, approved the Toronto Police Service's (Service) 2021-2030 capital program at a net amount of \$18.4Million (M) and gross amount of \$44.3M for 2021 (excluding carry forwards), and a 10-year total of \$212.5M net and \$614.7M gross. Attachment A provides a detailed list of all approved projects in the 10-year program.

Table 1 provides a summary of 2021 budget and expenditures. Of the \$72.8M in available gross funding in 2021, \$37.7M has been spent (a spending rate of 52%). As Table 2 refers, of the \$35.2M in unspent funds:

- \$3.7M will be returned to the Vehicle and Equipment Reserve
- \$22.4M will be carried forward to 2022, and
- \$9.1M will be carried forward to 2023 as there is sufficient funding in those specific projects in 2022.

Table 1 – Summary of 2021 Budget and Expenditures (\$Ms)

Category	2021 Gross	2021 Net
2021 approved program excluding carry forward	\$44.3	\$18.4
2019 & 2020 carry forwards	\$28.5	\$14.1
Total 2021 available funding	\$72.8	\$32.5
2021 Expenses	\$37.7	\$12.4
Variance to available funding – (over)/under	\$35.2	\$20.1
Carry forward to 2022	\$22.4	\$11.0
Spending rate	52%	38%

Note: numbers may not add due to rounding

Background / Purpose:

The purpose of this report is to provide the Board with the status of the Service's capital projects as at December 31, 2021. Attachment A provides a detailed list of all approved projects in the 10-year program. Attachment B provides the Service's capital variance report as at December 31, 2021 including spending rates and project status. The body of this report includes project updates for key, on-going projects, and includes high-level project descriptions for new projects within the 2021-2030 program.

COVID-19 Impact on Capital Projects:

There have been some delays in various projects due to COVID-19 restrictions and challenges. These impacts are reflected in specific projects in the discussion below. The Service continues to monitor the impacts of COVID-19 on projects in the capital plan in order to ensure any action required is undertaken.

Key Highlights / Issues:

As part of its project management framework, the Service tracks the project progress as well as any risks and issues to determine the status and health of capital projects. The overall health of each capital project is based on budget, schedule and scope considerations. Each project is colour coded, and the colour codes are defined as follows:

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

Capital projects fall under the following four main categories:

- Debt-funded facility projects;
- Debt-funded information technology modernization projects;
- Debt-funded replacements, maintenance and equipment projects; and
- Reserve-funded lifecycle maintenance projects.

The remainder of this report discusses each capital project in detail.

Table 2

This table provides a high-level summary of 2021 spending for each capital project, and whether funds are to be carried forward to 2022 or 2023, or are no longer required.

2021 Capital Budget Variance Report as at December 31, 2021 (\$000s)

	2021 Cash Flow		Variance (Over)/ Under	Spending Rate	Carry Forward to 2022	Carry Forward to 2023
	Available to Spend	Actuals				
Debt - Funded Projects						
<i>Facility Projects:</i>						
Long Term Facility Plan - 54/55 Amalgamation; New Build	908.5	140.4	768.1	15%	0.0	768.1
Long Term Facility Plan - 41 Division;	6,016.4	1,358.4	4,658.0	23%	0.0	4,658.0
Communication Center Consulting	500.0	260.5	239.5	52%	239.5	0.0
Long Term Facility Plan - Facility and Process Improvement	700.0	351.8	348.2	50%	348.2	0.0
Long Term Facility Plan - Consulting	750.0	0.0	750.0	0%	750.0	0.0
<i>Information Technology Modernization Projects:</i>						
Transforming Corporate Support (HRMS, TRMS)	1,376.3	154.4	1,221.9	11%	1,221.9	0.0
ANCOE (Enterprise Business Intelligence, Global Search)	1,019.0	829.6	189.4	81%	189.4	0.0
Body Worn Camera - Phase II	2,800.0	1,879.2	920.8	67%	920.8	0.0
Next Generation (N.G.) 9-1-1	6,694.6	613.6	6,081.0	9%	4,308.0	1,773.0
<i>Replacements/ Maintenance/ Equipment Projects:</i>						
State-of-Good-Repair - Police	6,058.5	2,550.3	3,508.3	42%	1,617.9	1,890.4
Radio Replacement	6,129.6	5,756.5	373.1	94%	373.1	0.0
Automated Fingerprint Identification System (A.F.I.S.) Replacement	1,581.0	474.3	1,106.7	30%	1,106.7	0.0
Mobile Command Centre	1,735.0	0.0	1,735.0	0%	1,735.0	0.0
Total Debt - Funded Projects	36,268.8	14,368.9	21,899.9	40%	12,810.5	9,089.5
Lifecycle Projects (Vehicle & Equipment Reserve)						
Vehicle Replacement	8,373.2	7,721.1	652.1	92%	650.1	0.0
IT- Related Replacements	17,024.4	9,824.6	7,199.8	58%	5,539.3	0.0
Other Equipment	11,179.9	5,763.4	5,416.6	52%	3,405.0	0.0
Total Lifecycle Projects	36,577.5	23,309.1	13,268.5	64%	9,594.4	0.0
Total Gross Expenditures	72,846.4	37,678.0	35,168.4	52%	22,404.9	9,089.5
Less other-than-debt Funding						
Funding from Developmental Charges	(3,724.5)	(1,959.3)	(1,765.2)	53%	(1,765.2)	0.0
Vehicle & Equipment Reserve	(36,577.5)	(23,309.1)	(13,268.5)	64%	(9,594.4)	0.0
Total Other-than-debt Funding	(40,302.0)	(25,268.4)	(15,033.7)	63%	(11,359.6)	0.0
Total Net Expenditures	32,544.4	12,409.6	20,134.7	38%	11,045.3	9,089.5

Debt-Funded Facility Projects:

Due to the ongoing pandemic, there have been delays in planned construction schedules, including labour and critical supply-chain disruption and delays in obtaining required permits. These factors played a significant role in the progress and cost of the Service's facility-related projects.

In late 2021, the Service hired a consultant to develop a strategic building and office/operational space optimization program that assesses current space utilization and forecasts the short and long-term requirements of the Service with respect to its current building portfolio. The facility-related capital program will be updated for future years as more information becomes available.

Long-Term Facility Plan - 54/55 Amalgamation; New Build (Red)

This project provides for the amalgamation of 54 and 55 Divisions (built in 1951 and 1972 respectively) into one consolidated facility at the former Toronto Transit Commission's (T.T.C.) Danforth garage site located at 1627 Danforth Avenue.

- City Council specifically requested community consultation in the design of this facility as part of approval of this site within CreateTO's larger Danforth Garage Redevelopment Master Plan. The Service's Facilities Management has liaised with two local City councillors and has established a community engagement strategy for the schematic design stage. This community engagement process has significantly delayed the progress of concept design development.
- The drafting and issuance of the Construction Management Request for Proposal (R.F.P.) to select a qualified construction manager is being held until the concept design is developed and priced by the cost consultant so as to provide a better understanding of the likely cost of the facility, before proceeding with the construction process. This significantly lowered 2021 spending and will have an impact on 2022 spending as well.
- When selected, the construction manager will explore all variables that will impact the overall project, which will include the provision of more refined budget estimates for all project components following the completion of detailed design drawings by the project architect.
- The extensive shoring and excavation for the underground parking garage is planned to commence in late 2022 or early 2023; however, this is contingent on sufficient funding in place to allow the project to proceed and on timely permits approval.
- The consultant has identified that the cost of construction has increased considerably due to the increased costs of materials as a result of the ongoing pandemic and other construction inflation factors and the extensive shoring and excavation of the underground parking. The Service is in the process of reviewing all other potential options and will keep the Board informed.

- This project has experienced significant delays and is currently anticipated to be completed in 2027. Of the available funding of \$910K in 2021, \$140K was spent and the remaining \$770K will be carried forward to 2023, as there is sufficient budget in 2022. The health status of this project is Red based on the schedule delay and the potentially higher cost of construction.

Long-Term Facility Plan - 41 Division; New Build (Red)

The current 41 Division facility is almost 60 years old. Due to its aging infrastructure and poor operational configuration, this facility was identified as a priority in the Long Term Facility Replacement Program a number of years ago. Assessments performed have confirmed that it is not economically feasible to address the ongoing building deficiencies through renovations or to retrofit the existing 41 Division to accommodate the current needs of the Service.

- This new divisional facility is being constructed on the existing 41 Division site, and operations will continue while construction is occurring.
- The Site Plan Approval (S.P.A.) process is well underway. At the request of the City, the project team has spent the past several months modifying and value engineering the building's design in order to achieve net zero emissions. The design assist process (direct trade involvement) has been instrumental in expediting the required design changes needed to achieve the new requirements. The new 41 Division will be the first net zero emissions building for the Service.
- The pandemic continues to impact the project budget and schedule. The market is still experiencing unprecedented cost escalation, supply-chain issues, and labour shortages. In addition, normal permitting and S.P.A. timelines have been delayed, affecting the project schedule.
- The request for permits and the construction tenders process will commence in the first quarter of 2022. The demolition permit has been received and work will commence by the second quarter of 2022. The balance of trades will also be tendered late in the second quarter of 2022. The Board will be updated on budget impacts following receipt of the tender submissions from the various sub-contractors.
- Facilities Management is liaising with local City councillors for future Town Hall information sessions with the community.
- This project has experienced significant delays and is currently anticipated to be completed in 2025. Of the available funding of \$6M in 2021, \$1.4M was spent and the remaining \$4.7M will be carried forward to 2023. The health status of this project is Red based on delays related to the pandemic and required design changes.

Lont-Term Facility Plan - Communication Center Consulting (Yellow)

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

- The existing location for Communications Services (C.O.M.) has reached the maximum capacity for personnel, workspace and technology. The current facility cannot accommodate the anticipated expansion that will be required as a result of N.G. 9-1-1.
- This comprehensive analysis includes the impact of technological changes from N.G. 9-1-1, population growth, shifts in calling behaviour (text versus voice, videos), staffing requirements, location, size, and backup site.
- The new Communications Centre building feasibility study is now complete. Based on the programming requirements, the cost to design and build a new 59,600 sq. ft. Communications Centre is estimated at approximately \$72.1M. This estimate does not include land acquisition, ITS specialty equipment, office furniture, etc. The estimated cost for a new Communications Centre facility is not included in the Service's Capital Program. Funding for this project should be jointly coordinated with the other City emergency services, and the Service will work with City Finance, Toronto Fire and Toronto Paramedic Services to that end.
- Of the available funding of \$500K in 2021, \$260K was spent and the remaining \$240K will be carried forward to 2022. The health status of this project is Yellow as this project's completion is somewhat delayed.

Long-Term Facility Plan – Facility and Process Improvement (Yellow)

Aligned with both The Way Forward report and the police reform recommendations approved by the Board, this project funds the review of operational processes, focusing on opportunities to improve the efficiency and effectiveness of service delivery, including consolidation of divisional operations where it makes sense. The review of operational processes continues to focus on opportunities to improve service delivery.

- The installation and implementation of remote appearance video bail was completed at 23, 14, 51 and 43 Divisions, in collaboration with the Ministry of the Attorney General (M.A.G.) and other external agencies. The installation of video bail equipment at 32 Division and 55 Division is on track for completion in 2022. This initiative is receiving overall positive feedback from key stakeholders.
- Work on the service-wide investigative review continues, including review of the Community Investigative Support Unit (C.I.S.U.), with a focus to identify potential efficiencies, standardizing functions across the divisions and enhanced service delivery in the area of criminal investigative processes.

- In 2022, the project will also focus on building robust analytic tools to ensure that all enhancements are evidence-based and guided by data.
- The health status of this project is Yellow. From the available funding of \$700K, \$350K was spent in 2021 and the rest will be carried forward to 2022 for continuation of video bail installations.

Long-Term Facility Plan – Consulting Services (Red)

The Service is the largest municipal police service in Canada and has a portfolio of over 52 buildings throughout Toronto. Some of these buildings range between 35 and 50 years old and are in need of replacement or major renovation to meet current and projected staffing and operational needs. This project provides for the acquisition of external expertise to develop a long term strategic building program based on the assessment of current space utilization, the future short and long term requirements of the Service, and the condition of the current buildings.

- A Request for Quotation (R.F.Q.) for consulting services was issued to the Board's approved shortlist of pre-qualified architects to acquire external expertise to develop a strategic building program that assesses current space utilization and forecasts the short and long-term facility requirements of the Service. Stantec Architecture Limited was the successful bidder and information gathering will commence in the first quarter of 2022.
- The review will assess the condition of existing buildings, locations, cost to renovate versus building new, and/or cost to relocate in order to meet current and future operational requirements of the Service. As well, it will explore best practices with respect to its current building portfolio, office space, staffing needs, and the ability to provide services in a growing city.
- The assessment will be carefully examined with the objective to enhance operational flexibility, improve aging facility infrastructure, optimize resources, and where possible, reduce the Service's facilities footprint. Also, the Service will consider the constraints on funding levels and will maximize the use of City Development Charges (D.C.), to qualifying Service projects, which reduces the Service's reliance on debt funding. D.C.s are fees charged to developers to help pay for the cost of infrastructure required to provide municipal services in growing areas.
- The health status of this project is Red due to delays in spending as a result of resource and workload constraints. The available funding of \$750K, will be carried forward to 2022.

Debt-Funded Information Technology Modernization Projects:

In the last decade, there have been many important developments with respect to information technologies (I.T.) that the Service has embraced and implemented. These

systems are designed to improve efficiencies through advanced technology that eliminates costly and manual processes. They also have the benefit of improving information that supports the Service's overall goal of providing reliable and value-added public safety services.

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

The project focus is to develop more cost-effective, modern and automated processes to administer and report on the Service's people and human resources related activities, including employee record management, payroll, benefits administration and time and labour recording.

- The H.R.M.S. portion of this project is complete. The technical upgrade of T.R.M.S is also complete.
- Additional reports and system enhancements integrating H.R.M.S. and T.R.M.S. are scheduled to take place in 2022.
- The health status of this project is Red, as resource constraints have hampered the planning for this project. As a result, from the available \$1.4M, \$154K was utilized in 2021 and the rest will be carried forward to 2022 to implement new and or improved functionalities as well as enhanced reporting and workforce analytics.

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

A.N.C.O.E. is a business-led, analytics and innovation program, which oversees and drives analytics and information management activities for the Service. This project includes Enterprise Business Intelligence (E.B.I.) as well Global Search. The program focuses on improving the analytical reporting environments with new and enhanced Power B.I., geospatial and reporting technologies and delivers streamlined service processes that makes data and analytics products available to front-line members, management, and the public.

- The E.B.I. portion of the project is completed and provides for increased use of Power B.I. for reporting on persons in crisis, the monitoring and the reporting of the 81 Police Reform recommendations, etc.
- Production and implementation of the Global Search platform is completed for Service-wide use.
- The Service's Geographic Information System (G.I.S.) platform will help to share data, maps, apps and other items with internal members and with the public.
- The Service now has a number of mapping solutions that is part of the public Open Data Portal and the Service's website assisting with visualization of

multiple layers of data through web maps and apps that can be accessed from anywhere at any time.

- The use of spatial analysis to enable better decision making for operations and planning activities with ease of data access via a web browser, smart phones, tablet and information is easily embedded into Service's websites.
- From the available funding of \$1M, \$830K was utilized in 2021 and the rest will be carried forward to 2022 to implement new and or improved functionalities as well as enhanced reporting and workforce analytics.
- Both projects are on time and on budget and the health status is Green.

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

This project will equip frontline officers with B.W.C.s. This initiative is aligned with and will enable the Service's commitment to maintain and enhance public trust and accountability, as part of its commitment to the delivery of professional, transparent, unbiased and accountable policing.

- The contract award to Axon Canada was approved by the Board at its August 2020 meeting (Min. No. P129/20 refers).
- To date, of the 2,350 front-line police officers that will be outfitted with B.W.C., approximately 2,250 officers across the Service have been trained and issued body-worn cameras.
- Body-worn cameras continue to be rolled out to front-line officers with a blend of officers from various divisions.
- Electronic disclosure of body-worn camera videos to the Ministry of Attorney General (M.A.G.) has commenced at the Toronto West Court location. The Service will be expanding electronic disclosure to the rest of the court locations starting in May 2022.
- The health status of this project is Yellow due to spending rate. From the available budget of \$2.8M, \$1.9M was utilized in 2021 and the rest will be carried forward to 2022.

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

Current 9-1-1 systems are voice-centric and were originally designed for landlines. Per the Canadian Radio-television and Telecommunications (C.R.T.C.) mandate, Canadian telecommunications service providers will be upgrading their infrastructure for N.G. 9-1-1 to an Internet Protocol (I.P.) based platform technology capable of carrying voice, text and other data components. This project also includes the renovation and provision of furniture for the training room, and the expansion to three other floors at the current Communications building.

- The extensive Detail Design phase is still continuing, resulting in some changes such as an addition of a Pre-Production environment, to be combined with the Training environment.
- The Service is the biggest Public Safety Answering Point (P.S.A.P.) in Canada and is one of the first ones to be converging onto the Next Generation platform. Because of the Service's size, there are a lot of very unique operational methods, not required for smaller P.S.A.P.s, that add to the complexity and length of this critical phase of the project.
- AECOM, the engineering design firm, is finalizing the architectural, mechanical, electrical, and structural drawings required for the construction phase of the new Training Room at the Primary Site, which will also serve as a full Production Tertiary site. Construction phase is expected to be completed by August of 2022.
- AECOM is also completing similar drawings for the renovations at the remaining portion of the Primary Site. The plan is to expand the existing Primary Operation floor to help accommodate the implementation of N.G. 9-1-1 as well as to allow for a potential future extension of additional call-taking positions. The renovations will also create much needed rest areas and meeting space as well as consolidated management, administration and support areas. This portion of the renovations is expected to be completed by the third quarter of 2023.
- A new project plan has been created that takes into account the COVID-related delays experienced, as well as the impact of ongoing supply chain delays in the construction industry, computer chip shortages, etc.
- It is anticipated that the new N.G. 9-1-1 solution will be fully implemented in two phases:
 - Phase I: deployment between the current Secondary Site and the new Tertiary Site – by mid-2023
 - Phase II: deployment at the Primary Site (post major renovations), with the Tertiary Site switching back to a Training Room functionality – by the fourth quarter of 2023
- Collaboration meetings with the secondary P.S.A.P. (used by Toronto Paramedic Services and Toronto Fire) on the N.G. platform are ongoing.
- Based on the delays experienced by this project, the health status of this project is Red. From the available budget of \$6.7M, \$610K was utilized in 2021. Of the remaining funds, \$4.3M will be carried forward to 2022 and \$1.8M will be carried forward to 2023.

Debt-Funded Replacements/ Maintenance/ Equipment Projects:

Projects in this category are for replacement and maintenance of equipment and facility projects.

State of Good Repair (S.O.G.R.) (Red)

S.O.G.R. funds are used to maintain the safety, condition and requirements of existing Service buildings.

- In light of the future plans for Service facilities, use of these funds will be closely aligned with the Long-Term Facility Plan, with priority being given to previously approved and ongoing projects that must continue through to completion.
- This funding source is also used by the Service for technology upgrades in order to optimize service delivery and increase efficiencies.
- The health status of this project is Red due to the delays from COVID-19 impacts. From the available budget of \$6.1M, \$2.6M was utilized in 2021. Of the remaining funds \$1.6M will be carried forward to 2022 and \$1.9M will be carried forward to 2023.

Radio Replacement (Green)

The Service's Telecommunications Services Unit (T.S.U.) maintains 4,913 mobile, portable and desktop radio units. The replacement lifecycle of the radios was extended from seven years to ten years a number of years ago, in order to reduce the replacement cost of these important and expensive assets.

- Portable radio deployment is completed and the Service is currently addressing portable spare order requirements.
- Procurement of the mobile radios is planned to take place in the third quarter of 2022.
- The health status of this project is Green. The project is progressing well and is on schedule and within budget. From the available budget of \$6.1M, \$5.7M was utilized in 2021 and the remaining funds will be carried forward to 2022.

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

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

- The contract award to IDEMIA was approved on April 28, 2020 and contract negotiations were completed on December 11, 2020.
- The Planning phase and project plan was completed and delivered in August 2021.

- Throughout the Design Phase the vendor has been experiencing limited resources, primarily due to COVID-19, and this impacted the preparation and delivery of documents for review and approval. As a result of this delay in the design phase, the remaining milestones have been moved to 2022.
- The risk register continues to be closely monitored by both the Forensic Identification Unit and IDEMIA. Unpredictable COVID-19 impacts including materials, shipping and human resources continue to be evaluated. There is some risk involved with maintaining our current A.F.I.S. system while implementing the new solution, utilizing the same human resources in both. Steps will be taken to manage this risk.
- The team is working towards finalizing the design documents in order to commence configuration of the system in the first quarter of 2022.
- The vendor is continuing to align resources to ensure timelines are met. The Service also added another member to assist with the project. We expect to have the new system fully operational and utilize the allocated funds by the end of 2022.
- The health status of this project is Red due to COVID-19 delays. From the available funding of \$1.6M, \$474K was utilized in 2021 and the rest will be carried forward to 2022.

Mobile Command Centre (Red)

The Service will be acquiring a new Mobile Command Vehicle to support the challenges of providing public safety services in a large urban city. The vehicle will play an essential role and fulfill the need to readily support any and all operations and occurrences within the City. The design of this vehicle will allow for the flexibility to cover emergencies and non-emergency events such as extreme event response, major sporting events, searches, and joint operations.

- The vehicle will be designed to operate with other emergency services, as well as municipal, provincial and federal agencies. The technology will focus on both the current and future technological needs required to work within the C3 (Command, Control, Communications) environment, further ensuring efficient and effective management of public safety responses.
- The Request for Quotation (R.F.Q.) for the mobile command vehicle was completed mid 2021 and PK Van Welding and Fabrication was the successful bidder. However, after initial consultation with the proponent it was identified that the project would have several delays due to the ongoing world wide vehicle computer chip shortage.
- The vendor has confirmed with the manufacturer that the vehicle is due to arrive in May 2022. As such, the project objectives have been re-prioritized and

timelines have been developed. Completion date for the project has been identified as the fourth quarter 2022 / possibly first quarter 2023.

- In preparation of vehicle delivery, PK Van Welding and Fabrication has been finalizing all drawings and preparing for the build in May 2022. In order to reduce overall build time when the vehicle arrives, the Service's technical staff are preparing the technology required and will be moving forward with prefabrication of technology components.
- The health status of this project is Red due to no spending in 2021. The entire budget of \$1.7M will be carried forward to 2022.

Reserve-Funded Lifecycle Projects (Vehicle and Equipment Reserve):

Projects listed in this category are funded from the Vehicle and Equipment Reserve (Reserve), which is in turn funded through annual contributions from the Service and Parking Enforcement operating budgets. The Reserve has no net impact on the capital program at this time, as it does not require debt funding. Items funded through this reserve include the regular replacement of vehicles and information technology equipment, based on the deemed lifecycle for the various vehicles and equipment.

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

Project Name	Carry Forward from previous	2021 Budget	Available to Spend	Year End Actuals	YE Variance (Over)/ Under	Carry Forward to 2022	Total Project Cost	
							Budget	Life to Date
Vehicle Replacement	251.2	8,122.0	8,373.2	7,721.1	652.1	650.1	On-going	On-going
IT- Related Replacements	5,694.4	11,330.0	17,024.4	9,824.6	7,199.8	5,539.3	On-going	On-going
Other Equipment	7,075.9	4,104.0	11,179.9	5,763.4	5,416.6	3,405.0	On-going	On-going
Total Lifecycle Projects	13,021.5	23,556.0	36,577.5	23,309.1	13,268.5	9,594.4		

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

While the Service has taken steps to create efficiencies, the amount of equipment that must be replaced continues to increase. The Service will continue to review all projects' planned expenditures to address future pressures, including additional reserve

contributions that may be required. The Service is also exploring other options (e.g., utilization of the cloud) for more efficient and potentially less costly data storage.

Significant variances resulting in carry forwards of funding are:

- \$0.6M – Furniture Lifecycle – A large number of furniture replacement requests were delayed due to COVID-19.
- \$0.5M – Workstation, Laptop, and Printer – This is for an F.I.S. plotter which will be replaced in 2022.
- \$3.4M – Servers Lifecycle – The Data Centre Rationalization for this activity was completed in 2021. The Service is engaging Gartner Canada to work with Purchasing Services to develop a Value-Added Reseller (V.A.R.) R.F.P.
- \$1.2M – I.T. Business Resumption – The Data Centre Rationalization for this activity was not completed in 2021. The Service is engaging Gartner and Purchasing Services on creating V.A.R. R.F.P.
- \$1.3M – Mobile Workstations – Purchase of equipment and installation of mobile workstations on some vehicles have been deferred to 2022.
- \$0.3M – Locker Replacement – Facilities Unit is currently evaluating the condition of the Divisional Locker Management System and clothing lockers at various units.
- \$0.4M – Digital Video Asset Management I, II – There have been delays in the planned lifecycle replacement of equipment in some divisions due to COVID-19.
- \$0.4M – Automatic Vehicle Locator – Installations have been delayed due to COVID-19.
- \$0.6M – Small Equipment Replacement – Telephone handsets – WebEx rolled out in August 2021, after which the Service began implementing softphone and handset replacements. The Service is delaying the purchase of additional phones to 2022, to ensure the correct balance of softphone and handsets is determined.

Conclusion:

As at December 31, 2021, from the available gross funding of \$72.8M, \$37.7M was utilized. From the gross under-expenditure of \$35.2M, \$22.4M will be carried forward to 2022 and the remaining balance of \$3.7M will be returned to the Vehicle and Equipment Reserve and \$9.1M will be carried forward to 2023.

Competing operational priorities, the impact of the COVID-19 pandemic and in particular labour and supply chain issues, have had an ongoing impact on many of the projects in the Service's capital program, and has resulted in their health being assessed as Red. Projects will continue to be monitored on an ongoing basis and known issues will

continue to be actively addressed, so that the health of these projects is improved. The Board will be kept apprised of the progress in this regard, any major issues as projects progress, as well as any proposed capital program changes. Of particular concern is the new amalgated 54/55 Division facility, which is currently in the concept design stage, and projecting a significantly higher construction budget for the new facility. This project is being very closely monitored and the Board will be kept apprised accordingly.

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

Attachment A

APPROVED 2021 – 2030 Capital Program Request (\$000s)

	Prior to 2021	2021	2022	2023	2024	2025	2021-2025	2026	2027	2028	2029	2030	2026-2030	2021-2030	Total Project
Projects in Progress															
01. State-of-Good-Repair - Police	0	4,600	4,400	4,400	4,400	4,400	22,200	4,400	4,400	4,400	4,400	4,400	22,000	44,200	44,200
02. Transforming Corporate Support (HRMS, TRMS)	7,935	0	500	0	0	0	500	0	0	0	0	0	0	500	8,435
03. Long Term Facility Plan - 54/55 Amalgamation; New Build	1,184	0	6,710	18,800	11,280	10,026	46,816	2,500	0	0	0	0	2,500	49,316	50,500
04. Long Term Facility Plan - 32 Division Renovation	373	0	0	0	0	0	0	0	0	0	0	0	0	0	373
05. Long Term Facility Plan - 41 Division; New Build	4,956	2,116	19,500	13,000	10,928	0	45,544	0	0	0	0	0	0	45,544	50,500
06. Long Term Facility Plan - Facility and Process Improvement	3,022	1,485	735	0	0	0	2,220	0	0	0	0	0	0	2,220	5,242
07. ANCOE (Enterprise Business Intelligence, Global Search)	11,427	677	202	202	0	0	1,081	0	0	0	0	0	0	1,081	12,507
08. Radio Replacement	29,685	5,074	3,292	0	0	0	8,366	0	14,141	4,250	6,025	4,600	29,016	37,382	67,067
09. Automated Fingerprint Identification System (A.F.I.S.) Replacement	1,581	0	0	0	0	0	0	3,053	0	0	0	0	3,053	3,053	4,634
10. Next Generation (N.G.) 9-1-1	5,250	2,100	1,075	280	280	0	3,735	0	0	0	0	0	0	3,735	8,985
11. Body Worn Camera - Phase II	3,282	2,973	0	0	0	0	2,973	0	0	0	0	0	0	2,973	6,255
12. TPS Archiving	613	0	0	0	0	0	0	0	0	0	0	0	0	0	613
13. Additional Vehicles	6,621	0	0	0	0	0	0	0	0	0	0	0	0	0	6,621
14. Communication Centre - New Facility Assessment	500	0	0	0	0	0	0	0	0	0	0	0	0	0	500
Projects in Progress Total	76,427	19,025	36,414	36,682	26,888	14,426	133,435	9,953	18,541	8,650	10,425	9,000	56,569	190,004	266,430
Upcoming Projects															
15. Property & Evidence Warehouse Racking	30	0	0	0	50	950	1,000	0	0	0	0	0	0	1,000	1,030
16. Mobile Command Centre	0	1,735	0	0	0	0	1,735	270	50	0	0	270	590	2,325	2,325
17. Long Term Facility Plan - 13/53 Division; New Build	0	0	600	6,516	16,796	13,096	37,008	4,364	0	0	0	0	4,364	41,372	41,372
18. Long Term Facility Plan - 22 Division; New Build	0	0	0	0	0	600	600	6,516	15,596	13,196	5,492	0	40,800	41,400	41,400
19. Long Term Facility Plan - 51 Division; Major Expansion	0	0	0	0	0	0	0	0	3,300	5,240	3,460	0	12,000	12,000	12,000
Upcoming Projects Total	30	1,735	600	6,516	16,846	14,646	40,343	11,150	18,946	18,436	8,952	270	57,754	98,097	98,127
Vehicle and Equipment Reserve Total	282,961	23,556	28,173	33,417	33,404	34,031	152,581	37,328	33,825	32,171	27,253	43,478	174,055	326,636	609,597
Gross Total	359,418	44,316	65,187	76,615	77,138	63,103	326,359	58,431	71,312	59,257	46,630	52,748	288,378	614,737	974,154
Revenue															
100. DC and Grant funding applicable to Connected officer	(2,632)	0	1,403	296	1,723	307	3,729	1,787	318	1,851	329	63	4,348	8,077	5,445
101. Development charges Funding	(33,759)	(2,316)	(10,107)	(16,812)	(17,099)	(6,907)	(53,241)	(12,303)	(15,914)	(1,851)	(329)	(63)	(30,460)	(83,701)	(117,460)
102. Total Reserve Projects	(282,961)	(23,556)	(26,770)	(33,121)	(31,681)	(33,724)	(148,852)	(35,541)	(33,507)	(30,320)	(26,924)	(43,415)	(169,707)	(318,559)	(601,520)
103. Total Debt Projects	42,698	18,444	28,310	26,682	28,358	22,472	124,266	10,587	21,891	27,086	19,377	9,270	88,211	212,477	255,174

Attachment B

2021 Capital Budget Variance Report as at December 31, 2021 (\$000s)										Attachment B							
Project Name	Carry Forward from 2019 & 2020	2021 Cash Flow			Variance (Over)/ Under	Spending Rate	Lost Funding/ Return to Reserve	Carry Forward to 2022	Carry Forward to 2023	Total Project Cost		Status	Start Date	End Date		Overall Project Health	
		Budget	Available to Spend	Actuals						Budget	Life to Date			Planned	Revised		
Debt - Funded Projects																	
<i>Facility Projects:</i>																	
Long Term Facility Plan - 54/55 Amalgamation; New Build	908.5	0.0	908.5	140.4	768.1	15%	0.0	0.0	768.1	50,500.0	415.7	Delayed	Jan-17	Dec-24	Dec-27	Red	
Long Term Facility Plan - 41 Division; Communication Center Consulting	3,650.4	2,366.0	6,016.4	1,358.4	4,658.0	23%	0.0	0.0	4,658.0	50,500.0	2,414.0	Delayed	Jan-18	Dec-22	Dec-25	Red	
Long Term Facility Plan - Facility and Process Improvement	700.0	0.0	700.0	351.8	348.2	50%	0.0	348.2	0.0	5,242.0	2,374.5	Delayed	Jan-18	Dec-23	Dec-22	Yellow	
Long Term Facility Plan - Consulting	0.0	750.0	750.0	0.0	750.0	0%	0.0	750.0	0.0	750.0	0.0	Delayed	Jan-21	Dec-22	Dec-22	Red	
<i>Information Technology Modernization Projects:</i>																	
Transforming Corporate Support (HRMS, TRMS)	1,376.3	0.0	1,376.3	154.4	1,221.9	11%	0.0	1,221.9	0.0	8,435.0	6,712.7	Delayed	Jan-14	Dec-20	Dec-22	Red	
ANCOE (Enterprise Business Intelligence, Global Search)	342.0	677.0	1,019.0	829.6	189.4	81%	0.0	189.4	0.0	12,507.0	11,934.3	On Time	Jan-15	Dec-18	Dec-23	Green	
Body Worn Camera - Phase II	77.0	2,723.0	2,800.0	1,879.2	920.8	67%	0.0	920.8	0.0	6,255.0	4,934.1	Delayed	Jan-17	Dec-20	Dec-21	Yellow	
Next Generation (N.G.) 9-1-1	4,594.6	2,100.0	6,694.6	613.6	6,081.0	9%	0.0	4,308.0	1,773.0	8,985.0	1,269.0	Delayed	Jan-19	Dec-23	Dec-24	Red	
<i>Replacements/ Maintenance/ Equipment Projects:</i>																	
State-of-Good-Repair - Police Radio Replacement	1,361.1	4,697.4	6,058.5	2,550.3	3,508.3	42%	0.0	1,617.9	1,890.4	on-going	on-going	Delayed	on-going	on-going	on-going	Red	
Automated Fingerprint Identification System (A.F.I.S.) Replacement	418.0	5,711.6	6,129.6	5,756.5	373.1	94%	0.0	373.1	0.0	67,067.0	35,322.4	On Time	Jan-16	on-going	on-going	Green	
Mobile Command Centre	1,581.0	0.0	1,581.0	474.3	1,106.7	30%	0.0	1,106.7	0.0	4,634.0	3,178.4	Delayed	Jan-19	Dec-20	Nov-22	Red	
Mobile Command Centre	0.0	1,735.0	1,735.0	0.0	1,735.0	0%	0.0	1,735.0	0.0	2,325.0	0.0	Delayed	Feb-21	Apr-22	Apr-22	Red	
Total Debt - Funded Projects	15,508.8	20,760.0	36,268.8	14,368.9	21,899.9	0.4	0.0	12,810.5	9,089.5	217,700.0	68,815.5						
Lifecycle Projects (Vehicle & IT-Related)																	
Vehicle Replacement	251.2	8,122.0	8,373.2	7,721.1	652.1	92%	1.9	650.1	0.0	On-going	On-going	On-going					
IT-Related Replacements	5,694.4	11,330.0	17,024.4	9,824.6	7,199.8	58%	1,660.5	5,539.3	0.0	On-going	On-going	On-going					
Other Equipment	7,075.9	4,104.0	11,179.9	5,763.4	5,416.6	52%	2,011.6	3,405.0	0.0	On-going	On-going	On-going					
Total Lifecycle Projects	13,021.5	23,556.0	36,577.5	23,309.1	13,268.5	64%	3,674.1	9,594.4	0.0								
Total Gross Expenditures	28,530.4	44,316.0	72,846.4	37,678.0	35,168.4	52%	3,674.1	22,404.9	9,089.5								
Less other-than-debt Funding																	
Funding from Developmental Charges	(1,408.5)	(2,316.0)	(3,724.5)	(1,959.3)	(1,765.2)	53%	0.0	(1,765.2)	0.0								
Vehicle & Equipment Reserve	(13,021.5)	(23,556.0)	(36,577.5)	(23,309.1)	(13,268.5)	64%	(3,674.1)	(9,594.4)	0.0								
Total Other-than-debt Funding	(14,430.0)	(25,872.0)	(40,302.0)	(25,268.4)	(15,033.7)	63%	(3,674.1)	(11,359.6)	0.0								
Total Net Expenditures	14,100.4	18,444.0	32,544.4	12,409.6	20,134.7	38%	0.0	11,045.3	9,089.5								



Toronto Police Services Board Report

April 03, 2022

To: Chair and Members
Toronto Police Services Board

From: James Ramer
Chief of Police

Subject: 2021 Operating Budget Variance Report for the Toronto Police Service Parking Enforcement Unit, Year Ending December 31, 2021

Recommendations:

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

Financial Implications:

At its January 13, 2021 meeting, the Board approved the Toronto Police Service's Parking Enforcement Unit (P.E.U.) operating budget request at \$49.2 Million (M) (Min. No. P2021-0113-3.3 refers), a 0% increase over the 2020 approved budget. Subsequently, City Council, at its February 18, 2021 meeting, approved the P.E.U.'s 2021 operating budget at the same amount.

The P.E.U. achieved a final year-end favourable variance of \$1.5M in 2021. Table 1 provides a high-level summary of variances by feature category. Details regarding these categories are discussed in the section that follows.

Table 1 – 2021 Variance by Feature Category

Category	2021 Budget (\$Ms)	Year-End Actual (\$Ms)	Fav/(Unfav) (\$Ms)
1- Salaries	\$33.0	\$32.9	\$0.1
2- Premium Pay	\$1.3	\$0.7	\$0.6
3- Benefits	\$8.2	\$8.4	(\$0.2)
4- Materials & Equipment	\$2.4	\$1.4	\$1.0
5- Services	\$5.6	\$5.5	\$0.1
6- Revenue (e.g. T.T.C., towing recoveries)	(\$1.3)	(\$1.2)	(\$0.1)
Total Net	\$49.2	\$47.7	\$1.5

Background / Purpose:

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

The purpose of this report is to provide the Board with information on the P.E.U.'s final year-end variance.

Discussion:

COVID-19 Impact on the P.E.U.:

Since early 2020, the COVID-19 pandemic has greatly impacted how the P.E.U. conducts its operations and has altered demands for service. Some of the main impacts were:

- reduced parking tag enforcement;
- reduced pound operations;
- members being in self-isolation for periods of time;
- personal protective equipment purchases increasing substantially; and
- workplace adjustments to prevent the spread of COVID-19.

COVID-19 has presented service delivery challenges, and has resulted in financial impacts as well.

The following sections summarize the variance by category of expenditure. COVID-19 impacts on the variance are discussed in each category below, as appropriate.

1 - Salaries:

The total Salaries budget for 2021 was \$33.0M. Year-end spending totaled \$32.9M, resulting in a \$0.1M favourable variance. There were approximately 30 retirements and resignations during the year, which also included movements to other positions within the Service, versus a budget estimate of 24.

2 - Premium Pay:

The total Premium Pay budget for 2021 was \$1.3M. Year-end spending totaled \$0.7M, resulting in a \$0.6M favourable variance. Historically, nearly all premium pay incurred by the P.E.U. is related to specific enforcement activities, such as special events or directed enforcement activities. Directed enforcement activities are instituted to address specific problems. Due to COVID-19, spending on special events and directed enforcement were minimal until the second half of the year, which resulted in a favourable variance.

3 - Benefits:

The total Benefits budget for 2021 was \$8.2M. Year-end spending totaled \$8.4M, resulting in a \$0.2M unfavourable variance. This is as a result of increased costs in the medical/dental category as well as central sick benefit payments being greater than planned.

4 - Materials and Equipment:

The total Materials and Equipment budget for 2021 was \$2.4M. Year-end spending totaled \$1.4M, resulting in a \$1.0M favourable variance. This category included funding of \$1.0M to replace the Vehicle Impound Program, which is used to manage vehicles towed by the Service. Significant spending for the replacement of this system did not begin until July, 2021, and the remaining will occur in 2022, resulting in a \$0.5M favourable variance for this item. Other favourable variances were experienced in expenses that support enforcement activities, which were lower due to the continuing impacts of COVID-19, such as gasoline, supplies and uniforms.

5 - Services:

The total Services budget for 2021 was \$5.6M. Year-end spending totaled \$5.5M, resulting in a \$0.1M favourable variance. This category includes expenditures such as computer maintenance, property rental, interdepartmental charges and contribution to various reserves. There are no significant variances in this category to report.

6 - Revenue:

The total revenue budget for 2021 was \$1.3M. Year-end revenues totaled \$1.2M, resulting in a \$0.1M unfavourable variance. Revenues include towing recoveries, contribution from reserves and recoveries from the Toronto Transit Commission (T.T.C.). The recoveries from the T.T.C. are for premium pay expenditures that were incurred to enforce parking by-laws on T.T.C. right of ways, which are necessitated by the continuing weekend subway closures for signal replacements maintenance. The net unfavourable variance is mainly as a result of towing recoveries being lower than budgeted.

Conclusion:

The P.E.U. year-end surplus is \$1.5M. This surplus will be returned to the City.

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

April 13, 2022

To: Chair and Members
Toronto Police Services Board

From: Ryan Teschner
Executive Director and Chief of Staff

Subject: 2021 Operating Budget Variance Report for the Toronto Police Services Board, Period Ending December 31, 2021

Recommendation:

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

Financial Implications:

The Board's year-end variance is \$21,700.

Background / Purpose:

At its January 13, 2021 meeting, the Board approved the Toronto Police Services Board's 2021 Operating Budget at a net amount of \$1,931,100 (Min. No. P2021-0113-3.4 refers), which represented a 0% increase over the 2020 Operating Budget. Subsequently, at its February 18, 2021 meeting, City Council approved the Board's 2021 Operating Budget at the same net amount.

The purpose of this report is to provide information on the Board's 2021 year-end variance.

Discussion:

The final year-end variance is a surplus of \$21,700. Details are discussed below.

It is important to note, that while COVID-19 has had a significant impact on the way the Board conducts its business and how it interacts with the public, the Board has been able to leverage available technology and other innovative approaches to minimize the

impact of the pandemic on the Board’s activities and budget. The Board and Office of the Police Services Board have absorbed all COVID-19-related impacts in 2021.

The following chart summarizes the Board’s variance by expenditure category. Details regarding these categories are discussed in the sections that follow.

Expenditure Category	2021 Budget (\$000s)	Year-End Actual (\$000s)	Fav/(Unfav) (\$000s)
Salaries & Benefits	\$1,330.3	\$1,282.2	\$48.1
Non-Salary Expenditures	\$2,576.5	\$2,531.2	\$45.3
Draws from Reserves	(\$1,975.7)	(\$1,904.0)	(\$71.7)
Total Net	\$1,931.1	\$1,909.4	\$21.7

Salaries & Benefits

Year-end expenditures are lower than planned, as not all Board Staff are at the highest ‘step’ of their respective salary band. This resulted in a favourable year-end variance of \$48,100.

Non-salary Expenditures

The majority of the costs in this category are for arbitrations/grievances and City charge backs for legal services.

The Office of the Police Services Board and the Toronto Police Service’s Labour Relations Unit cannot predict or control the number of grievances filed or referred to arbitration, as filings are at the discretion of bargaining units. In order to address this uncertainty and ensure adequate financial resources are available to respond to these matters when they arise, the 2021 Operating Budget included a \$424,800 contribution to a Reserve for costs associated with the provision of legal advice and representation. Fluctuations in legal spending will be dealt with by increasing or decreasing the budgeted reserve contribution in future years’ operating budgets so that the Board ultimately has funds available in the Reserve, upon which to draw, to fund these variable expenditures.

Chief of Police Public Consultation and Selection Process

The Board authorized commencing the process for two outside professional firms to assist the Board with (i) broad public engagement and consultation to determine what criteria should be used in selecting Toronto’s next Chief of Police, and (ii) executive search services.

- i. At its October 22, 2020 meeting, the Board approved the report entitled *Chief of Police Selection Process – Contract Award to Environics to Deliver Public Consultation Services* (Min. No. P160/20 refers). Costs for the public

consultation process were estimated to be \$75,000 and evenly divided between 2020 and 2021. The public consultation process concluded, and the Board published Environics' report on its findings from this important process on August 18, 2021 (<https://tpsb.ca/component/downloads/send/30-community-engagements/698-chief-selection-public-consultation-environics-final-report>).

- ii. At its meeting of November 24, 2020, the Board approved the report entitled *Chief of Police Selection Process – Contract Award to BESC Toronto Inc. (Boyden) to Deliver Executive Search Services* (Min. No. P184/20 refers). Costs for the executive search process are estimated to be \$75,000 and will occur during 2021 and 2022.

Since a Chief Selection process does not occur regularly, the funds associated with the process are not 'built in' to the Board Office's annual budget. In 2020, expenditures incurred with respect to the Chief of Police consultation and selection process were absorbed within the Board's 2020 Operating Budget. In 2021, the costs associated with this process have also been absorbed resulting in no pressure on the Board's budget. Every effort will be made to also absorb 2022-related costs associated with the Chief Selection Process from within the Board's operating budget.

Draws from Reserves

The Board experienced an unfavourable variance of \$71,700 for the revenues due to lower than budgeted draws from the Reserves. Reserve draws fluctuate based on the level of legal advice and representation acquired by the Board.

Conclusion:

The 2021 year-end favourable variance for the Board is \$21,700. This favourable variance is due to the lower than budgeted sending for Salaries and Benefits since not all Board Staff are at the highest 'step' of their respective salary range. The favourable variance for Salaries and Benefits was partially offset by the costs incurred and absorbed due to the Chief of Police Public Consultation and Section Process.

Respectfully submitted,



Ryan Teschner
Executive Director and Chief of Staff



Toronto Police Services Board Report

April 2, 2022

To: Chair and Members
Toronto Police Services Board

From: James Ramer
Chief of Police

Subject: Annual Report: 2021 Co-operative, Joint and Consolidated Procurements

Recommendation:

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

Financial Implications:

Funding for the awards detailed in this report was included in the Toronto Police Service's (Service) 2021 operating and capital budgets, and will be included in future budget requests.

Background / Purpose:

The Board's Purchasing By-Law No. 163 requires the Chief of Police to report annually to the Board on any awards greater than \$1 Million (M) for co-operative, joint and consolidated procurements that occurred in the preceding year. In response to this requirement, the following information is provided.

Discussion:

Benefits to the Toronto Police Service (Service) of co-operative, joint and consolidated procurement include cost savings through volume buying, standardization of equipment and administrative efficiency by having one lead agency conduct the procurement process on behalf of multiple agencies.

The Service has been and continues to be a member of the Police Co-operative Purchasing Group (P.C.P.G.) since its inception in 1996. The Service also continues to leverage existing contracts, where possible, through other government entities such as the City of Toronto (City) and the Province of Ontario (Province).

Currently, the Service participates in 31 active P.C.P.G. contracts, 25 City of Toronto contracts, five Province of Ontario contracts, and two contracts with Ontario Educational Collaborative Marketplace (O.E.C.M.). Examples of the types of goods and services that are purchased through these contracts include; marked and unmarked police cars, tires, ammunition, body armour, uniform clothing, footwear, radio and voice logging infrastructure, mobile devices and services, office furniture, envelopes, courier services, paper, office supplies, fuel and software.

In 2021, the following co-operative, joint and/or consolidated procurements over \$1M were awarded by the Service:

Items	Lead Agency	Vendor	Award Value (Excluding H.S.T.)
Microsoft Licenses*	O.E.C.M.	Softchoice Canada Incorporated (Softchoice)	\$21,760,000
147 Police Interceptor Vehicles	Province of Ontario	Yonge-Steeles Ford Lincoln	\$5,792,976
Total			\$27,552,976

Notes:

* In November 2020, the Board approved a contract award to Softchoice for Microsoft Licenses for \$13,000,000 over a three-year period commencing April 1, 2021 and ending March 31, 2024 (Min. No. P190/20 refers). In June 2021 the Board amended its approval to extend the agreement for an additional two-year period commencing April 1, 2024 and ending March 31, 2026, at an estimated cost of \$8,760,000 (Min. No. P2021-0624-6.0 refers). Since the initial contract term commenced in 2021, both contract awards are being reported in 2021 Annual Report of Co-operative, Joint and Consolidated Procurements.

Conclusion:

Participating in co-operative, joint and consolidated procurements where possible continues to be a leading, value added procurement practice. Sharing the responsibility of the procurement process for various goods and services has benefitted the Service and other police services from a cost and administrative efficiency perspective.

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

April 2, 2022

To: Chair and Members
Toronto Police Services Board

From: James Ramer
Chief of Police

Subject: Annual Report: 2021 Toronto Police Service's Consulting Expenditures

Recommendation:

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

Financial Implications:

The 2021 actual consulting expenditures totalled \$1.16 Million (M) (\$0.91M for operating and \$0.25M for capital).

Funding for the expenditures detailed in this report were paid for out of the 2021 Toronto Police Service (Service) operating budget or capital budget. The expenditures referenced in this report are net of the harmonized sales tax (H.S.T.) rebate.

Background / Purpose:

At its meeting of February 20, 2003 (Min. No. P45/03 refers), the Board requested that the Service report all consulting expenditures on an annual basis. In addition, at its meeting of March 23, 2006 (Min. No. P103/06 refers), the Board requested that future annual reports be revised so that capital consulting expenditures are linked to the specific capital project for which the consulting services were required. City of Toronto (City) Finance also requires the annual reporting of consulting expenditures in their prescribed format, so that the City's Chief Financial Officer and Treasurer can provide a consolidated report to City Council. Information on why consultants were used has been incorporated into the report format, per the City's requirements.

This report provides details of the 2021 consulting expenditures for the Service's operating and capital budgets, in the City's prescribed format and based on the definition of consulting services provided by the City, defined as follows:

“any firm or individual providing expert advice/opinion on a non-recurring basis to support/assist management decision-making in the areas of technical, information technology, management/research and development (R.&D.), external lawyers and planners, and creative communications.”

The information contained in this report has already been forwarded to the City as a requirement of the City’s year-end accounting process. The timing of year-end closing and the Board meeting date did not allow for this report to be forwarded to the Board in advance of the City’s February 28, 2022 deadline.

Discussion:

The operating budget for consulting services is developed using zero-based budgeting. As such, 2021 expenditures for consulting services are mainly based on requirements identified during the 2021 budget process.

The Service has taken steps to manage the use of consultants and only contract for these services when:

- The skills/expertise are not available in-house;
- There is not a permanent requirement for the expertise/skill set; or
- There is a need to obtain independent/third party advice on an issue or initiative.

The actual consulting expenditures funded from the 2021-operating budget totalled \$0.91M, net of H.S.T. rebate. This represents a 14% decrease in consulting expenditures from 2020 (\$1.06M). The following table summarizes the nature of the expenditures with the 2021 details reflected in Attachment A.

Nature of Expense / Initiative	2021 Amount	2020 Amount
Technical	\$10,175	\$0
Information Technology	\$120,182	\$259,659
Management/Research & Development	\$499,049	\$455,128
Legal Services	\$134,327	\$256,125
Creative Communications	\$147,870	\$87,421
Total	\$911,603	\$1,058,333

The actual consulting expenditures funded from the 2021 capital budget totalled \$0.25M net of H.S.T. rebate. This amount represents technical and operational procurement advice required for the following projects, with additional details included in Attachment B:

- operational advice for the Body Worn Camera program;
- technical advice for the Next Generation 9-1-1 project; and
- technical advice for the new location/building of Communications Services.

Capital projects generally involve multi-year cash flow requirements, and the 2021 expenditures may therefore represent only a portion of the total contract value.

Conclusion:

Consulting expenditures are funded from the Service's operating and capital budgets and are reported annually to the Board and the City. The Service ensures that consulting services are used only where necessary and beneficial.

Details of the 2021 consulting expenditures for the Service's operating and capital budgets are provided in Attachments A and B, respectively.

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

**2021 Consulting Services Expenditure - Operating
Divisions, Agencies, and Corporations
Attachment A**

Expense Category	Contract / P.O. / D.P.O. Date (mm/dd/yyyy)	Contract / P.O. / D.P.O. Number	Consultant Name	Description of Work	Why Consultant's Services Needed	2021 Expenditure	2020 Expenditure
						\$	\$
Technical	04/01/2021	47023530, 9378797	Envista Forensics	To conduct required assessment at the Service's Peer to Peer Data Center, providing initial formal report outlining recommendations for remediation.	A specialized skill set is required.	10,175	0
Sub-total						10,175	-
Information Technology	03/02/2020	6050270	Gartner Canada	To provide recommendations and roadmap to improve the maturity of the Toronto Police Service's (T.P.S.) Information Lifecycle Management (I.L.M.). COMPLETE	External consultants were considered as an optimal option to provide objective analysis of T.P.S. data storage and retention needs; to use their expertise in formulating an I.L.M. strategy and framework in quick turnaround.	0	188,256
Information Technology	03/02/2021	6051821	Shalom Consulting U.L.C.	To provide expertise and advisory services to help guide T.P.S. in defining the future state of Reference Architecture and identify technology solutions required in support of Community Policing and Engagement unit eMemobook solution, call diversion and forms automation.	Specialized skill set and expertise are required to align best practices.	56,273	0
Information Technology	06/24/2019	47022226, 9363125	Teramach Technologies Inc.	To provide technical advice and research for solutions related to Next Generation 9-1-1 Project. (N.G. 9-1-1)	Specialized skill set and expertise are required to align best practices.	63,909	71,403
Sub-total						120,182	259,659
Management / Research & Development	08/02/2019	6049279	Deloitte L.L.P.	To provide an assessment of policies, procedures, and programs in relation to harassment and discrimination. COMPLETE	Specialized skill set and expertise are required to align best practices.	0	111,936
Management / Research & Development	07/22/2019	47022301, 9306905	Diabsolut Inc.	To assess and analyze strategies used in the development of Change Management Plans, and integrate them into various project plans. COMPLETE	Specialized skill set and expertise are required to align best practices.	0	10,685

Expense Category	Contract / P.O. / D.P.O. Date (mm/dd/yyyy)	Contract / P.O. / D.P.O. Number	Consultant Name	Description of Work	Why Consultant's Services Needed	2021 Expenditure	2020 Expenditure
						\$	\$
Management / Research & Development	05/01/2019	47022245, 9285397, 9296308, 9301234, 9307323, 9313530, 9318900, 9325746, 9331526, 9335402, 9347349, 9348795, 9348796, 9348797, 9349216, 9352670, 9352674, 9354638, 9354639, 9355548	Edelman P.R. Worldwide Canada Inc.	To develop and deliver strategic communication plans for the Culture Change Program. COMPLETE	Expertise required to ensure best practice and program delivery	0	189,836
Management / Research & Development	07/29/2021	47023837, 9406658, 9426980, 9432609	Foster, Doctor Lorne	To conduct an examination of T.P.S.' analysis and findings of race-based data, providing recommendations to improve the collection, analysis, interpretation and/or reporting of preliminary data and recommendations regarding methods and approaches towards the development of action plans.	Expertise required to ensure best practice and program delivery	33,920	0
Management / Research & Development	11/09/2021	3610336	Fredericks, Kaitlin	To assist the T.P.S. in responding to overlapping City Council motions and other recommendations for reform, producing a "white paper" that summarizes findings from robust research on issues about mental health calls for service, gendered violence, homelessness, etc. and provide clarity and establish common vocabulary and understanding of concepts.	Expertise required to ensure best practice and program delivery	2,500	0
Management / Research & Development	02/25/2021	47023436, 9369875	F.R.F. Analytics Inc.	To review and assess existing Toronto Police College (T.P.C.) courses and curriculum through an anti-oppression lens to flag material that is prejudicial to Blacks and Indigenous people, as well as individuals from other marginalized and racialized groups.	Expertise required to ensure best practice and program delivery	99,725	0
Management / Research & Development	10/18/2019	6049690	Galabuzi, Grace-Edward	To assist the T.P.S. in developing curriculum for the delivery of race-based data collection, training, and conduct an assessment and evaluation of Anti-Black Racism training. COMPLETE	Expertise required to ensure best practice and program delivery	0	4,070

Expense Category	Contract / P.O. / D.P.O. Date (mm/dd/yyyy)	Contract / P.O. / D.P.O. Number	Consultant Name	Description of Work	Why Consultant's Services Needed	2021 Expenditure	2020 Expenditure
						\$	\$
Management / Research & Development	06/06/2019	47022202, 9373678	Gallager McDowall Associates	To review and evaluate submissions for new and existing civilian positions and make recommendations.	Job evaluation is a legal and collective agreement requirement. External consulting services in the area of job evaluation are required pursuant to existing Memoranda of Agreement and the Collective Agreements in force between the Toronto Police Services Board (T.P.S.B.) and the Toronto Police Association (T.P.A./Senior Officers Organization (S.O.O.).	6,975	11,754
Management / Research & Development	11/16/2020	3599205, 6051116	Goodwin Consulting Service Inc.	To provide communications advice, on urgent basis, to assist with time-sensitive projects. COMPLETE	External consultant was used due to an ongoing, extremely high volume workload in the Corporate Communications unit. The unit is undergoing change to build capacity, as approved by the Board, to limit the need for external support.	0	15,371
Management / Research & Development	08/04/2021	6052433	Helpseeker Inc.	To conduct research on publicly available data relevant to the development of Social Impact Audit (S.I.A.) analysis; summarizing key findings, methodology and actionable insights to help Toronto move towards more effective and efficient ways to address social issues in the community.	Expertise required to ensure best practice and program delivery	145,059	0
Management / Research & Development	08/18/2021	3607895	Institute of Internal Auditors (I.I.A.)	To provide assessment and report of T.P.S. Audit and Quality Assurance unit's conformity with the I.I.A. framework.	Specialized skill set and expertise are required to align best practices.	18,317	0
Management / Research & Development	11/09/2021	3610338	Kanika Samuels Consulting	To assist the T.P.S. in responding to overlapping City Council motions and other recommendations for reform, producing a "white paper" that summarizes findings from robust research on issues about mental health calls for service, gendered violence, homelessness, etc. and provide clarity and establish common vocabulary and understanding of concepts.	Expertise required to ensure best practice and program delivery	2,251	0
Management / Research & Development	06/07/2016	47019970, 9392880	Mercer (Canada) Limited	To develop employee benefits strategies and recommendations on the employee health program.	Expertise required to conduct audit on our benefits carriers and regulatory services to ensure best practice and program delivery.	1,959	6,087

Expense Category	Contract / P.O. / D.P.O. Date (mm/dd/yyyy)	Contract / P.O. / D.P.O. Number	Consultant Name	Description of Work	Why Consultant's Services Needed	2021 Expenditure	2020 Expenditure
						\$	\$
Management / Research & Development	12/31/2024	47023796, 9401517	Mercer (Canada) Limited	To conduct review of Survivor Income Benefits (S.I.B.), grievances, premium renewal/waiver of premium support with G.S.C. and Manulife.	Benefit actuarial services, benefits subject matter expertise.	21,321	0
Management / Research & Development	12/14/2020	47023291, 9363988	M.N.P. L.L.P.	To conduct international review of best practices regarding police use of force options including possible alternatives to Conducted Energy Weapon (C.E.W.) that are being used internationally, providing public report with recommendations.	Expertise required to ensure best practice and program delivery	81,408	0
Management / Research & Development	11/09/2021	3610337	Sandhu, Ajay	To assist the T.P.S. in responding to overlapping City Council motions and other recommendations for reform, producing a "white paper" that summarizes findings from robust research on issues about mental health calls for service, gendered violence, homelessness, etc. and provide clarity and establish common vocabulary and understanding of concepts.	Expertise required to ensure best practice and program delivery	2,500	0
Management / Research & Development	03/30/2020	47022840, 9375098, 9392654, 9393933, 9400256, 9405299, 9412227, 9418860, 9425720, 9430978, 9434936	Wellesley Institute	To provide support on key T.P.S. projects managed by the Equity, Inclusion and Human Rights unit to inform T.P.S.' race-based data strategy, the unit's overall strategy and a systemic review of T.P.S.' recruitment processes.	Expertise required to ensure best practice and program delivery	83,114	105,389
Sub-total						499,049	455,128
Legal (External Lawyers & Planners)	12/31/2020	6051696	Borden Ladner Gervais L.L.P.	To provide input, analysis, research and assist in drafting materials for the Ontario Human Rights Tribunal (O.H.R.T.) application. COMPLETE	External counsel was retained for a required short turnaround due to limited resources in Legal services.	0	9,904
Legal (External Lawyers & Planners)	11/19/2020	3599365	Butt, David	To provide consultation on getting possible injunction. COMPLETE	External counsel was retained for this matter due to counsel's in-depth knowledge of the issues and the immediate need to intervene. The need could not have been reasonably met due to limited resources in Legal Services.	0	3,425

Expense Category	Contract / P.O. / D.P.O. Date (mm/dd/yyyy)	Contract / P.O. / D.P.O. Number	Consultant Name	Description of Work	Why Consultant's Services Needed	2021 Expenditure	2020 Expenditure
						\$	\$
	01/17/2020 08/11/2021	3589692, 3592672, 3597008, 3598104, 3599318, 3603943, 3607837, 3608646, 3609626, 3610457, 3611408, 3612888	Henein, Hutchison L.L.P.	To provide legal advice and consultation on alleged forgery of will and reward protocols.	External counsel has been retained for this matter due to limited resources in Legal Services.	4,717	5,449
Legal (External Lawyers & Planners)	06/11/2021	3605906	Henein, Hutchison L.L.P.	To provide legal advice regarding the investigation being conducted by the Ontario Provincial Police (O.P.P.) on matters involving a T.P.S. Detective.	External counsel has been retained due to the level of expertise; as well as cost saving measure.	6,156	0
Legal (External Lawyers & Planners)	04/27/2020	6050505	Henein, Hutchison L.L.P.	To provide consultation and legal advice on various issues surrounding Ontario Human Rights Commission (O.H.R.C.) inquiry.	External counsel has been retained due to the level of expertise; as well as cost saving measure.	102,548	224,357
Legal (External Lawyers & Planners)	12/24/2021	6052921	Law Office of Dwayne P Way, Bar	To provide legal research, review of Epstein report and draft application for standing regarding privacy interests.	To review Judicial Review Application into the video disclosure for privacy concerns for victim.	5,928	0
Legal (External Lawyers & Planners)	01/17/2020	3600560	Lemers L.L.P.	To provide consultation regarding underlying litigation and criminal proceedings, considering procedural steps and possible injunction. COMPLETE	External counsel was retained for this matter due to the immediate need to intervene and the limited resources in Legal Services.	0	4,630
Legal (External Lawyers & Planners)	12/15/2020	3600392	Lemers L.L.P.	To provide consultation on possible libel suit and defamation for a T.P.S. member. COMPLETE	External counsel was retained for their expertise in defamation cases and due to the limited resources in Legal Services.	0	8,360
Legal (External Lawyers & Planners)	06/09/2021	3605813	Lemers L.L.P.	To provide legal advice regarding Law Society complaints.	External counsel has been retained due to the level of expertise; as well as cost saving measure.	14,978	0
Sub-total						134,327	256,125
Creative Communications	11/16/2020	47023224, 9364167, 9364190, 9365466, 9375727, 9381360, 9389769, 9389830, 9390400, 9432140	Navigator Limited	To provide strategic communication advice in relation to Policing Reform.	A specialized skill set is required.	147,870	87,421
Sub-total						147,870	87,421
Total - Division / Agency / Corporation						911,603	1,058,333

2021 Consulting Services Expenditure - Capital Divisions, Agencies, and Corporations Attachment B

Expense Category	Contract / P.O. / D.P.O. Date (mm/dd/yyyy)	Contract / P.O. / D.P.O. Number	Consultant Name	Description of Work	Why Consultant's Services Needed	2021 Expenditure	2020 Expenditure
						\$	\$
Technical	03/22/2021	47023476, 9375746, 9441283	Aecom Canada Architects Limited	To conduct a feasibility study to relocate the current Communications Services unit to a new location or building.	A specialized skill set is required.	132,005	0
Technical	12/31/2020	P.O. not required per Schedule A of the Purchasing Bylaw.	Build Toronto Inc.	To provide investigations and reports on geotechnical engineering recommendations pertaining to the proposed development of Division 54/55 site. COMPLETE	Consultant's services were essential to meet legislated requirements. The completed work informs T.P.S. of required remediation of issues and subsequent design of the building.	0	91,518
Technical	05/12/2020	3593431, 6050801	Softchoice L.P.	To provide expert opinion and report on airbag compliance testing for Mobile Workstation Lifecycle. COMPLETE	Specialized skill set and expertise are required to align best practices.	0	38,923
Technical	04/08/2019	47022143, 9293266, 9296854, 9299270, 9307307, 9315447	Teramach Technologies Inc.	To provide a business process review, training and implementation strategies for the Body Worn Camera (B.W.C.) Project. COMPLETE	Specialized skill set and expertise are required to align best practices.	0	60,583
Sub-total						132,005	191,024
Information Technology	06/24/2019	47022226, 9363125	Teramach Technologies Inc.	To provide technical advice and research for solutions related to the Next Generation (N.G.9-1-1) Project.	Specialized skill set and expertise are required to align best practices.	63,909	135,227
Sub-total						63,909	135,227
Management / Research & Development	09/12/2017	6045611, 6050451	H.K.A. Global Canada Inc.	To provide oversight and evaluate the competitive procurement of B.W.C. Project. COMPLETE	A Fairness Commissioner was hired to oversee the project ensuring fair process on the selection of vendor.	0	22,516
Management / Research & Development	08/27/2019	6049411	Ian Martin Information Technology	To conduct a Privacy Impact Assessment for the B.W.C. Project, providing recommendations to mitigate risks. COMPLETE	Specialized skill set and expertise are required to align best practices.	0	7,408
Management / Research & Development	12/14/2020	47023291, 9363988	M.N.P. L.L.P.	To conduct feasibility study and preliminary analysis of the Conducted Energy Weapon (C.E.W) replacement project such as product selection, technology, storage facility and resource requirements.	Specialized skill set and expertise are required to align best practices.	50,880	0
Sub-total						50,880	29,924
Legal (External Lawyers & Planners)	09/25/2020	3597291, 6051566	Deeth Williams Wall L.L.P.	To review and provide expert opinion and on Solacom software license Agreement. COMPLETE	City Legal recommended use of outside counsel to review N.G. 9-1-1 Solutions Agreement.	0	35,138
Legal (External Lawyers & Planners)	02/05/2019	6048331	Procurement Law Office Professional	To provide legal and procurement advice in regards to the B.W.C. Project. COMPLETE	An independent objective review is required to assist with the procurement process and selection of vendor for the B.W.C. Project.	0	4,681
Sub-total						-	39,819
Creative Communications						0	0
Sub-total						-	-
Total - Division / Agency / Corporation						246,794	395,994



Toronto Police Services Board Report

April 13, 2022

To: Chair and Members
Toronto Police Services Board

From: Ryan Teschner
Executive Director and Chief of Staff

Subject: Annual Report: Toronto Police Services Board's 2021 Consulting Expenditures

Recommendation(s):

It is recommended that the Board receive this report for information.

Financial Implications:

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

Background / Purpose:

At its meeting on February 20, 2003, the Toronto Police Services Board (Board) approved a Motion requiring the reporting of all consulting expenditures on an annual basis (Min. No. P45/03 refers).

This report provides details of the 2021 consulting expenditures for the Board, in the City's prescribed format and based on the definition of consulting services provided by the City. The City's definition of consulting services is as follows:

any firm or individual providing expert advice/opinion on a nonrecurring basis to support/assist management decision making in the areas of technical, information technology, management/research and development (R&D), external lawyers and planners, and creative communications.

Discussion:

The information contained in this report has already been forwarded to the City, as the completion of the Toronto Police Service's (Service) year-end accounting process and the timing of the Board meetings did not allow this report to be forwarded to the Board in advance of the City's February 28, 2021 deadline.

Expense Category – Management and Research Development – J. Wallace Skelton

Since 2016, the Board and the Service have been undertaking a significant modernization effort to meet the diverse and complex needs of the community it serves. As part of a Settlement between the Board, the Service and the Ontario Human Rights Commission arising out of the *Waterman* matter, an agreement was entered into to undertake work to foster the systemic and cultural change needed for trans-inclusive policing. As part of the Settlement, the Board and Service agreed to retain the professional services of independent consultants to assist with the Gender Diversity and Trans-Inclusion Project. The consulting services of J. Wallace Skelton fulfill the terms of Settlement and have contributed to progress on the Project.

The amounts in this category are in relation to consulting services to support a review of relevant Board policies, work to reform Service procedures, public consultation and training.

Conclusion:

It is, therefore, recommended that the Board receive this report for information.

Respectfully submitted,



Ryan Teschner
Executive Director and Chief of Staff

Expense Category	Contract / PO / DPO Date (mm/dd/yyyy)	Contract / PO / DPO Number	Consultant Name	Description of Work	Why Consultant's Services Needed	Estimated Return on Investment (%) / Realizable Benefits (\$)	2021 Expenditure	2020 Expenditure
Management / Research & Development - CE 4089	08/13/2020	47023353	J. Wallace Skelton	To provide in the development of Transgender inclusive policies, procedures, orders, forms and training.	An expertise is required to ensure best practice and program delivery.	Intangible benefits that mitigate potential risks in Governance.	50370	51230
	04/23/2020	3592935	Barnes Management Group	Assisted the Board office staff with planning, analyzing and recommending solutions.	To provide subject matter expertise during the Board Office Staff one day retreat. To assist the Board office staff strategic planning and goal setting - COMPLETE	Intangible benefits that mitigate potential risks in Governance.	0	3565
Management / Research & Development - CE 4089	Sub-total						50,370	54,795
Legal (External Lawyers & Planners) - CE 4091	01/01/2017	47020535	Hicks Morley Hamilton Steward	Legal review / opinions on disability management practices, (NOTE: increase of services pronounced especially during the implementation of the mandatory COVID vaccination this year)	Extensive expertise and legal opinions were needed to ensure best approach and the best course of action were taken during the implementation of the mandatory COVID 19 vaccination in 2021.	Intangible benefits that mitigate potential risks in Governance.	143500	49764
	Sub-total						143,500	49,764
Total - Division / Agency / Corporation							193,870	104,559
Sub-total							49,764	65,387
Total - Division / Agency / Corporation							104,555	81,405



Toronto Police Services Board Report

April 1, 2022

To: Chair and Members
Toronto Police Services Board

From: James Ramer
Chief of Police

Subject: Annual Report of Non-Competitive Purchases for 2021

Recommendation:

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

Financial Implications:

Funding for the expenditures detailed in this report was included in the Toronto Police Service's (Service) 2021 operating and capital budgets. The expenditures referenced in this report are net of harmonized sales tax (H.S.T.) rebate.

Background/Purpose:

The Toronto Police Services Board Purchasing By-law 163 requires that the Chief of Police report annually to the Board on any non-competitive solicitations for goods or services with a value greater than \$25 thousand (K) in the preceding year.

The purpose of this report is to respond to this requirement, which includes expenditures made by both the Service and the Board.

Discussion:

"Sole sourcing" is defined as the procurement of goods or services that are unique to a particular vendor and cannot be obtained from another source. In a sole source procurement arrangement, there is no choice but to use a certain vendor.

"Single sourcing" is defined as the procurement of goods or services from a particular vendor rather than through an open solicitation of bids from other vendors who can provide similar items.

Both sole and single source purchases are considered non-competitive procurements and the Purchasing By-law No. 163 states, in Section 15 - Non-Competitive Procurement Exceptions – General, that non-competitive procurements may be undertaken where both

the proposed non-competitive procurement and the particular vendor can be justified in good faith, based on one or more of the following considerations:

- a) A statutory or market-based monopoly or scarcity of supply in the market;
- b) An absence of competition in the market;
- c) The existence of exclusive rights such as patent, copyright, licence or warranty restrictions;
- d) The Goods or Services are purchased under circumstances which are exceptionally advantageous to the Service, such as in the case of bankruptcy or receivership or the acquisition of surplus goods from another Public Body;
- e) Procurement of a work of art;
- f) Additional purchases from a vendor of Goods or Services that were not included in the original procurement, when a change cannot be made for economic or technical reasons without causing significant inconvenience or substantial duplication of costs to the Service;
- g) The need for compatibility with Goods or Services previously acquired when there are no reasonable alternatives, substitutes or accommodations or there is a need to avoid violating warranties and guarantees;
- h) An attempt to procure the required Goods or Services by soliciting competitive submissions that has been made in good faith, but has failed to identify a compliant submission or qualified supplier, or where the submissions received have been collusive;
- i) The Goods or Services are required as a result of an Emergency which would not reasonably permit the Solicitation of competitive submissions;
- j) Construction, renovations, repairs or maintenance in respect of real estate leased or occupied by the Service which may only be carried out in accordance with the occupancy agreement;
- k) It is advantageous to the Service to acquire Goods or Services from another Public Body;
- l) Another organization is funding the procurement and as a condition of the funding the Service is required to use a specified vendor and the terms and conditions of the proposed contract are beneficial to the Service;
- m) To comply with a legal obligation; and
- n) The nature of the Goods or Services involves matters of security, confidentiality or covert operations and it would not be in the public interest to solicit competitive bids.

In these cases, the award is made to a specific vendor without going through a competitive procurement process.

In accordance with the Service's Purchasing By-law, requests to retain a vendor on a sole or single source basis are submitted to the Service's Purchasing Services Unit (Purchasing) with justification. If the justification is acceptable to the Manager of Purchasing and the purchases meet one or more of the above criteria, the requests are processed.

Appendix A and Appendix B summarize the sole and single source purchases over \$25K that occurred in 2021, respectively.

Sole Source Purchases:

In 2021, there were 126 sole sourced purchasing documents, i.e. Purchase Orders (P.O.s) and Contract Release Orders (C.R.O.s), issued over \$25K (or related purchasing documents totalling over \$25K) where goods or services were sole sourced, totalling \$9.6 Million (M). These purchases were made across the 44 line items identified in Appendix A.

Included in these figures are 13 purchasing awards that were classified as confidential for covert reasons, totalling \$1.17M.

These sole source purchases were made because of proprietary arrangements (i.e. sole distributor) including but not limited to annual licensing and support (e.g. software), warranty / guarantee requirements, compatibility of equipment and continuity of services.

The 126 purchasing documents represent 2.6% of the 4,919 purchasing documents issued in 2021. The dollar value (\$9.6M) of the sole source purchases represents 8.3% of the \$115.7M in purchases, made by the Service and the Board in 2021.

Single Source Purchases:

Appendix B identifies 56 purchasing documents issued in total over \$25K (or related purchasing documents totalling over \$25K) where goods or services were single sourced, totalling \$2.5M. These purchases were made across the 17 line items identified in Appendix B.

Included in these figures are five purchasing documents totalling \$689K that were issued for the Emergency Management & Public Order unit (E.M.P.O.) for personal protective equipment (P.P.E.), hand sanitizer, sanitizer machines, nursing services and medical supplies due to the COVID-19 pandemic.

Also, included in these figures are four purchasing documents that were classified as confidential for covert reasons, totalling \$28K.

The 2021 cost of the Epstein Missing Persons Review requested by the Board is also included.

These single source purchases were made without a competitive bidding process for justifiable reasons such as health and safety, time constraints or specialized services.

Twenty-one of the purchasing documents issued were for specialized services (e.g. legal services, transgender inclusive consulting services, sexual harassment training and anti-oppression training curriculum review) which require a specific expertise to properly execute the required work.

The 56 purchasing documents represent 1.1% of the 4,919 purchasing documents issued in 2021. The total dollar value (\$2.5M) represents 2.2% of the \$115.7M in purchases made by the Service and the Board in 2021.

Conclusion:

The Service's purchasing procedures require that goods or services be obtained through a competitive process wherever possible, and the Service is committed to keeping single source purchases to an absolute minimum. However, there are situations where goods or services must be single or sole sourced. These types of procurements, managed through a formal procedure that is overseen by the Manager of Purchasing, must meet specific criteria and require proper justification and approval before a commitment is made.

In 2021, 182 purchasing documents totalling over \$25K were issued where purchases were made on a single or sole source basis at a dollar value of \$12.1M. This represents 3.7% of the total number of purchasing documents (4,919) issued in 2021, and 10.4% of the Service's and Board's total spend (\$115.7M). This compares to 168 purchasing documents over \$25K issued in 2020 where purchases were made on a single or sole source basis at a dollar value of \$15.6M. Comparatively this represents a 8.3% increase in single or sole source purchasing documents in 2021 over 2020 and a 22.4% decrease in dollar value in 2021 over 2020.

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: 2021 Sole Source Purchases

Vendor	Goods/Services	Total Purchase Order Value (Net of H.S.T. Rebate)
Access Group	Rimage Media Kits	\$78,559
Axon Public Safety Canada	Taser 7 Battery Packs and Docks	\$803,012
Axon Public Safety Canada	Taser 7s	\$844,038
Best Western Plus	Accommodations for 23 Personnel for Homicide Investigation of Landfill Site	\$166,781
Child Youth and Advocacy Centre	Office Space Rental	\$100,000
BRS Innovations	X-STENÓS Flat Panel Imager / X-Ray System (For explosive threats. Part of C.B.R.N.E. (Chemical, Biological, Radiological, Nuclear, Explosive) funding from the City of Toronto. Reimbursed by Toronto Fire Service)	\$73,759
Cherwell Software	Cherwell Software Subscriptions, Licenses, Maintenance and Support	\$205,232
Dejero Labs	EnGo Video Equipment, Transmitter and Maintenance	\$56,032
Distribution Elite Canada	Helmets for Joint Public Order Unit	\$90,856
eJust Systems	e-Just Case Management System Software Maintenance & Support	\$634,802
Esri Canada	Enterprise Licence Agreement for G.I.S. (Geographic Information Systems)	\$274,752
Gartner Canada	Enterprise I.T. Leaders Subscription - Analytics & Innovation (A.&I.) Unit	\$84,277

Vendor	Goods/Services	Total Purchase Order Value (Net of H.S.T. Rebate)
Genesis Integration	Video Equipment for Toronto Police College	\$92,210
Great Northern Battery Systems	94R Auxiliary Batteries for Police Vehicles	\$188,118
G2S Pickin Patch	Geographic Information Systems (G.I.S.) Developer Services	\$101,760
Idemia Identity & Security Canada	Intellibook Software Maintenance and Support	\$92,844
Info-Tech Research Group	Information Technology (I.T.) Research Subscription Services	\$42,383
Infor (Canada)	Time Recording Software Maintenance and Support	\$352,738
Inland Liferrafts & Marine	Sponson for Zodiac Tubeset 920 (Marine Unit MU23)	\$38,007
Integrated Distribution Systems	Volvo Vessel Parts	\$50,880
Intergraph Canada	Computer Aided Dispatch (C.A.D.) System – Maintenance and Support and Professional Services	\$873,789
Learning Tree International	Training Vouchers for Analytics & Innovation Unit	\$35,031
LinkedIn Ireland	Corporate Subscription to LinkedIn	\$41,963
Dr. Lorne Foster	Race-Based Data Collection Strategy Assessment	\$46,923
M.D. Charlton Co.	X2 Taser and Super Sock Cartridges	\$492,027
Mercury Marine	2 Verado Engines for Marine Vessels	\$46,479

Vendor	Goods/Services	Total Purchase Order Value (Net of H.S.T. Rebate)
Michael Cizmar & Associates	Attivio Software Maintenance and Support (for Global Search tool)	\$418,136
Microsoft Canada	Software Maintenance and Support	\$470,987
National Anonymous Call Centre	Crime Stoppers - Telephone Call and Web Tip Answering Service	\$53,900
Navigator	Communications Consulting Services	\$147,870
Occam Video Solutions	2 Omnivore Field Kits - Forensic Processing Workstations, Support, Training and Maintenance	\$54,783
Oracle Canada	Oracle Database Maintenance Renewal and Support	\$95,612
Outdoor Outfits	Uniforms for Mobile Crisis Intervention Team (M.C.I.T.) Unit	\$43,595
Paradigm Business Systems North	Asset and Inventory Management System (A.I.M.S.) Software Maintenance and Support	\$85,478
Planview	Planview Software Upgrade, Maintenance and Support	\$72,272
Quest Software Canada	Software Licences, Maintenance and Support	\$264,127
Rampart International	Glock Handguns and Carbine Rifle (C8) Scopes and Mounts	\$270,195
Superion	Software Licences, Maintenance and Support	\$54,609
Toronto Hydro Electric System	Closed Circuit Television (C.C.T.V.) Pole Attachment Renewal	\$34,393

Vendor	Goods/Services	Total Purchase Order Value (Net of H.S.T. Rebate)
TYR Tactical Canada	Tactical Armour	\$268,085
Weldexperts	Modifications to Prisoner Wagons	\$29,154
Wellesley Institute	Race Based Data Collection Consulting Services	\$86,167
Westys Equipment	Egis Auxiliary Batteries for Police Vehicles	\$56,488
Various	Confidential/Covert	\$1,166,299
Total		\$9,579,402

Appendix B: 2021 Single Source Purchases

Vendor	Goods/Services	Total Purchase Order Value (Net of H.S.T. Rebate)
Andy Hunter Consultants	Versadex Support and Consulting Services	\$48,845
Bernardi Centre	Sexual Harassment Training (as required by Human Rights Tribunal of Ontario (H.R.T.O.) case # 2014-18687-I, Heather McWilliam v. Toronto Police Services Board)	\$114,988
BMO Field	Rental for Funeral for Const. Jeffrey Northrup	\$88,173
Careswell Medical Supplies	Respirators and Masks for COVID-19 Pandemic	\$100,488
Cooper, Sandler, Shime & Bergman LL	Legal Services - Judge Gloria Epstein - for Missing Persons Review	\$910,615
Foreman Manufacturing	Disposable Gloves and Disposable Masks for COVID-19 Pandemic	\$207,896
FRF Analytics	Anti-Oppression Training Curriculum Review	\$99,725
GD Walton	Disclosure Motion Preparation Services - Douglas, Tout, Taylor, Elliott Case	\$60,616
HelpSeeker	Social Impact Audit	\$145,059
J Wallace Skelton Consulting	Transgender Inclusive Consulting Services	\$93,395
NEX Industrial Supplies	Overhead Door Maintenance & Repairs	\$67,713
Obie & Ax	Podcast Services	\$35,738
Odgers Berndtson Canada	Recruitment Services for Purchasing Manager	\$26,188
Osborne Recruitment	Nursing Services for COVID-19 Pandemic	\$352,237

Vendor	Goods/Services	Total Purchase Order Value (Net of H.S.T. Rebate)
Pinedale Properties	Enhanced Cleaning Services for COVID-19 Pandemic	\$28,035
Slalom Consulting	IT Reference Architecture Services	\$61,057
Various	Confidential/Covert	\$28,450
Total		\$2,469,218



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: Police Towing Contract - January 2021 to December 2021

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 recommendation contained within this report.

Background / Purpose:

At its meeting on February 16, 2012, the Board received the forgoing and approved the following Motion (Min. No. P46/12 refers);

“THAT the following reports, which are currently submitted by the Chief on a semi-annual basis, be submitted annually in the future:

- Towing – compliance with terms of the contracts”

In accordance with the direction provided by the Board, the following report is being submitted.

Discussion:

The Toronto Police Service (Service) requires prompt and efficient towing and pound services on a 24-hours a day, 7-days a week basis. The need for this service arises from police contact with vehicles such as those recovered after being stolen, impounded for bylaw infractions or impounded following the arrest of the driver. The Service has an

obligation to ensure that the towing and pound services provided to the public through the police are fair, equitable and adhere to the terms and conditions of the contract between the Service and the contract towing companies.

The contracted agreement (1167690-16) between the Board and four (4) tow service providers expired at the end of day May 31, 2021. A new agreement (1423357-20) between three (3) towing service providers commenced June 1, 2021. This agreement changed the areas of responsibility, altered the expected volume of service and implemented a more transparent cost recovery calculation process.

In an effort to ensure compliance, all contract towing service providers are subject to inspections undertaken by Traffic Services personnel. In this process, a random selection of invoices are reviewed to ensure conformity with the billing requirements of the contract. Every receipt in this random sampling period is checked for consistency between the 'In/Out' time stamps and the accurate calculation of tow fees and storage costs. The In/Out time stamps are manually stamped on the invoice, at the time the vehicle enters the impound facility and the time that it is released. Fees are calculated based on the type of towing and the total time the vehicle is stored at the facility. Any irregularities are noted and the receipts are photocopied and filed at Traffic Services. The Management at each contract tow service provider is counselled by the auditing officers regarding contract requirements, and arrangements are then made for immediate customer reimbursement, if applicable.

The video system recordings used for security of each pound is also sampled by examining recordings for three random dates in the preceding (90) ninety days to ensure compliance with the contract. No deficiencies with respect to video recordings were noted during this current audit.

Invoice compliance audits for the previous agreement are listed in the period of December 1, 2020, ending May 31, 2021. The period of June 1, 2021 to November 31, 2021 fell under the new agreement. Receipts used for the audits were drawn from the following dates:

- 1) December 14 to December 20, 2020
- 2) March 15 to March 21, 2021
- 3) July 14 to July 21, 2021
- 4) September 5 to September 11, 2021

The results are as follows:

District 1 and Downtown Towing Zone

JP Towing Service & Storage Limited

The invoice audits of JP Towing, District 1 were conducted on April 28 and 29, 2021 for the previous contract. Invoice audits for the Downtown Zone were conducted September 5, 2021:

Audit Results	
Total number of receipts inspected	255
Number of receipts contract compliant	255
Number of receipts contract overcharged	0

Comments:

- All inspected equipment, facilities and licences were found to be in compliance.
- Not all tow trucks were available for inspection during the time of the audit. A provincial and municipal licence validity check was conducted at the time of entering into the new agreement. There were no major faults noted.
- There were no unresolved letters of complaint or compliment during the inspection periods.
- There were a total of 5925 police ordered towing requirements, completed by JP Towing, during the year.

District 2 and West Zone

1105729 Ontario Limited – o/a Classic Towing

The invoice audits of Classic Towing, District 2, were conducted on April 30, 2021 for the previous agreement. Invoice audits for the West Zone were conducted on September 6, 2021:

Audit Results	
Total number of receipts inspected	89
Number of receipts contract compliant	89
Number of receipts contract overcharged	0

Comments:

- All inspected equipment, facilities and licences were found to be in compliance.
- Not all tow trucks were available for inspection during the time of the audit. A provincial and municipal licence validity check was conducted at the time of entering into the new agreement. There were no major faults noted.
- There were no unresolved letters of complaint or compliment during the inspection periods.
- There were a total of 3855 police ordered towing requirements, completed by Classic Towing, during the year.

District 3 and East Zone

1512081 Ontario Limited - o/a Abrams Towing Service Limited

The invoice audits of Abrams Towing, District 3, were conducted on May 3 and 4, 2021 for the previous agreement. Invoice audits for the East Zone were conducted September 7, 2021:

Audit Results	
Total number of receipts inspected	30
Number of receipts contract compliant	30
Number of receipts contract overcharged	0

Comments:

- All inspected equipment, facilities and licences were found to be in compliance.
- Not all tow trucks were available for inspection during the time of the audit. A provincial and municipal licence validity check was conducted at the time of entering into the new agreement. There were no major faults noted.
- There were no unresolved letters of complaint or compliment during the inspection periods.
- There were a total of 3834 police ordered towing requirements, completed by Abrams Towing, during the year.

District 4

Williams Towing Service Limited

The invoice audits of Williams Towing, District 4, were conducted on May 5, 2021 and at the end of service delivery, May 31, 2021. At the conclusion of the agreement, all vehicles were retained the required 60 days and then disposed of as per the Repairs and Storage Liens Act.

Audit Results	
Total number of receipts inspected	62
Number of receipts contract compliant	62
Number of receipts contract overcharged	0

Comments:

- All inspected equipment, facilities and licences were found to be in compliance.
- Not all tow trucks were available for inspection during the time of the audit. A provincial and municipal licence validity check was conducted by officers at the end

of 2020. There were no major faults noted. Williams Towing did not enter into a new towing agreement in June 2021, so additional checks were not relevant.

- There were no unresolved letters of complaint or compliment during the inspection periods.
- There were a total of 637 police ordered towing requirements, completed by Williams Towing.

Conclusion:

The pound audit process revealed a compliance rate of 100% based on the samples examined. All matters have been resolved to the satisfaction of the Service. Acting Deputy Chief Kim Yeandle of Community Safety Command will be in attendance to answer any questions the Board may have concerning this report.

Respectfully submitted,

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

*copy with original signature on file at Board Office



Toronto Police Services Board Report

March 25, 2022

To: Chair and Members
Toronto Police Services Board

From: Ryan Teschner
Executive Director and Chief of Staff

**Subject: Semi-Annual Report: Toronto Police Services Board
Special Fund Unaudited Statement: July to December 2021**

Recommendation:

It is recommended that the Board receive the report on the Toronto Police Services Board's Special Fund un-audited statement for the period of July to December 2021.

Financial Implications:

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

Background / Purpose:

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

Discussion:

Enclosed is the un-audited statement of receipts and disbursements with respect to the Toronto Police Services Board's Special Fund for the period July 01 to December 31, 2021.

As at December 31, 2021, the balance in the Special Fund was \$656,372. During the second half of the year, the Special Fund recorded receipts of \$275,499 and disbursements of \$50,721. There has been a net increase of \$33,772 against the December 31, 2020 fund balance of \$622,600.

Auction proceeds have been estimated for the months of October, November, and December 2021 as the actual deposits have not yet been made.

For the second half of 2021, the Board approved and disbursed the following sponsorships:

Sponsorship	Total Amount
Toronto Region Board of Trade (Police Officer Excellence Awards)	\$5,786

The following unused funds were returned:

Unused Funds	Total Amount
Community Consultative Groups	\$11,831
Toronto Caribbean Carnival	\$5,500
Ontario Special Olympics – Law Enforcement Torch Run	\$5,000
United Way	\$4,039
Occupational Health and Safety Awareness Day	\$4,000
Asian Heritage Month	\$3,000
Auxiliary Appreciation Event	\$3,000
Board & Chief’s Pride Reception	\$3,000
Volunteer Appreciation Event	\$3,000
Pride Month Celebrations	\$2,938
International Francophone Day	\$2,500
Day of Pink	\$1,500
National Aboriginal Day	\$1,500
National Victims of Crime Awareness	\$1,000
Youth in Policing Initiative (Y.I.P.I.)	\$550

In addition, the Board approved and disbursed the following:

Disbursed Funds	Total Amount
Recognition of Service Members	\$73,782
Toronto Police Amateur Athletic Association	\$1,200

Annual Reporting

The Special Fund Policy also requires a breakdown of amount expended in specific categories:

1. Awards and Recognition

Expenditures related to the recognition of the work of Board members, Toronto Police Service Members, and community members for 2021.

The Chair and Vice-Chair have been granted standing authority to approve expenditures from the Special Fund for costs associated with the Board's awards and recognition programs.

The Board annually recognizes Members with long service awards, as well as community members in recognition of unselfish acts of bravery, courage, exceptional performance of duty and for dedicated service to the community.

Disbursed Funds	Total Amount
Toronto Police Service Members	\$86,313
Board Members	\$539

2. Toronto Police Amateur Athletic Association

Funding to offset the expenses of members participating in Toronto Police Amateur Athletic Association (T.P.A.A.A.) sponsored events and competitions to a maximum of \$200 per member, per event. The total funding provided by the Board and incurred in 2021 was \$1,200.

3. Fitness Facilities

Shared Funding (1/3 payable by the Board) to offset the cost of fitness equipment located at police facilities. The balance of the costs will be shared equally by the T.P.A.A.A. and members. There was no funding provided by the Board as no fitness equipment cost incurred in 2021.

Conclusion:

It is, therefore, recommended that the Board receive the report on the Toronto Police Services Board's Special Fund unaudited statement for the period of July to December 2021.

Respectfully submitted,



Ryan Teschner
Executive Director and Chief of Staff

File Name: 2021 second half year special funds board letter

Appendix A

The Toronto Police Services Board Special Fund 2021 Second Half Year Result with Initial Projections

Particulars	Initial Projection 2021	January 01 to June 30, 2021	July 01 to December 31, 2021	January 01 to December 31, 2021	January 01 to December 31, 2020	Comments Relating to Current Reporting Period
Balance Forward	622,600	622,600	431,594	622,600	650,735	
Revenue						
Proceeds from Auctions	181,009	66,075	101,934	168,009	181,009	
Less Overhead Cost	(89,675)	(31,836)	(49,911)	(81,747)	(89,675)	
Unclaimed Money	113,378	13,987	225,594	239,581	113,378	
Less Return of Unclaimed Money	(9,656)	(4,280)	(2,719)	(6,999)	(8,243)	
Others	-	417	601	1,018	-	
Total Revenue	195,056	44,363	275,499	319,862	196,469	
Balance Forward Before Expenses	817,656	666,963	707,093	942,462	847,204	
Disbursements						
Police Community Sponsorships - Toronto Police Services						
Community Partnerships and Engagement Unit Events	78,500	78,500	-	78,500	45,000	
Community Consultative Groups	30,000	30,000	-	30,000	30,000	
Occupational Health and Safety Awareness Day	4,000	-	-	-	4,000	
Public Consultation Process Regarding Annual Proposed Toronto Police Service Budget	25,000	-	-	-	-	
International Review of Best Practices	80,000	80,000	-	80,000	-	
Police Community Sponsorships - Community						
Centre for Young Black Professionals	-	-	-	-	50,000	
Community Partnerships for Alternative Community Safety Response Model Consultation	-	-	-	-	22,500	
Toronto Region Board of Trade	1,500	-	5,786	5,786	1,186	
Victim Services Program	25,000	25,000	-	25,000	25,000	
Funds Returned on Sponsorships						
Asian Heritage Month	-	-	(3,000)	(3,000)	-	Complete Funding Returned
Auxiliary Appreciation Event	-	-	(3,000)	(3,000)	(5,177)	Complete Funding Returned
Board & Chiefs Pride Reception	-	-	(3,000)	(3,000)	-	Complete Funding Returned
Community Consultative Groups	-	-	(11,831)	(11,831)	(17,794)	
Community Police Consultative Conference	-	-	-	-	(1,051)	
Day of Pink	-	-	(1,500)	(1,500)	-	Complete Funding Returned
International Francophone Day	-	-	(2,500)	(2,500)	-	Complete Funding Returned
National Victims' Crime Awareness Month	-	-	(1,000)	(1,000)	-	Complete Funding Returned
National Aboriginal Day	-	-	(1,500)	(1,500)	-	
Pride Month Celebrations	-	-	(2,938)	(2,938)	-	
Occupational Health and Safety Awareness Day	-	-	(4,000)	(4,000)	-	Complete Funding Returned
Ontario Special Olympics - Law Enforcement Torch Run (LETR)	-	-	(5,000)	(5,000)	-	Complete Funding Returned
Toronto Caribbean Carnival	-	-	(5,500)	(5,500)	-	Complete Funding Returned
United Way	-	-	(4,039)	(4,039)	(4,176)	
Volunteer Appreciation Event	-	-	(3,000)	(3,000)	-	Complete Funding Returned
Youth in Policing Initiative (Y.I.P.I.)	-	-	(550)	(550)	-	
Toronto Police Amateur Athletic Association (T.P.A.A.) Assistance	10,000	-	1,200	1,200	2,200	
Recognition of Service Members						
Awards	118,000	12,531	73,782	86,313	48,559	
Catering	22,000	-	-	-	-	
Recognition of Community Members						
Awards	5,000	-	-	-	2,487	
Catering	4,000	-	-	-	-	
Recognition of Board Members						
Awards	1,000	539	-	539	-	
Catering	1,000	-	-	-	-	

**The Toronto Police Services Board Special Fund
2021 Second Half Year Result with Initial Projections**

Particulars	Initial Projection 2021	January 01 to June 30, 2021	July 01 to December 31, 2021	January 01 to December 31, 2021	January 01 to December 31, 2020	Comments Relating to Current Reporting Period
Conferences						
Canadian Association of Police Governance	7,500	-	-	-	-	
Ontario Association of Police Services Board (O.A.P.S.B.)	3,000	3,000	-	3,000	5,000	
Ontario Association of Police Services Board Virtual Labor Seminar	2,000	-	-	-	2,000	
Donations/Flowers in Memoriam	800	100	137	237	553	
Toronto Police Services Board (T.P.S.B.) and Toronto Police Association (T.P.A.) Retirement Dinner	10,500	-	-	-	-	
Report on Specified Auditing Procedures - KPMG	11,685	-	10,685	10,685	10,176	
Other Expenses						
Bank Service Charges	9,124	5,775	12,302	18,077	9,124	
Less Interest Income	(4,983)	(509)	(813)	(1,322)	(4,983)	
Others	-	433	-	433	-	
Total Disbursements	444,626	235,369	50,721	286,090	224,604	
Special Fund Balance	373,030	431,594	656,372	656,372	622,600	



Toronto Police Services Board Report

March 29, 2022

To: Chair and Members
Toronto Police Services Board

From: James Ramer
Chief of Police

Subject: Semi-Annual Report: Publication of Expenses – July 1 to December 31, 2021

Recommendation:

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

Financial Implications:

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

Background / Purpose:

The Board's policy on Publication of Expense Details requires that expenses of the following individuals be reported to the Board on a semi-annual basis:

- Board Members
- Chief and Command Officers
- Excluded members at level of X40 and above
- Members in the rank of Staff Superintendent and Director

The expenses to be published are in three areas:

- business travel;
- conferences and training; and
- hospitality and protocol expenses.

The purpose of this report is to advise the Board of the expenses incurred by Board and Service members during the period July 1, 2021 to December 31, 2021.

Discussion:

Attached to this report as Appendix A are the expenses, for the second half of 2021 for the applicable Service and Board members. The attachment shows the total for each

member as well as a breakdown based on the three categories of expenses. The publication of this information will be available on the Board and Service's internet sites.

The expenses of 29 members are included in this report, in alphabetical order, and total \$16,119.32.

Conclusion:

This report contains details for the three categories of expenses incurred by Board and Service members, for the period July 1, 2021 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 with signature on file at Board Office

Appendix A

Toronto Police Service and Toronto Police Services Board
Expense Publication Summary
Period: July 1, 2021 to December 31, 2021

<u>Member</u>	<u>Expenses Reported</u>
Barkley, Mark	\$0.00
Campbell, Donald	\$0.00
Carter, Randolph	\$0.00
Code, Peter	\$356.46
Cornish, James	\$252.37
Demkiw, Myron	\$203.52
Dhaliwal, Svina	\$0.00
Ford, Michael	\$0.00
Grant, Cindy	\$271.59
Gray, Pauline	\$0.00
Hart, Jim	\$0.00
Johnson, Robert	\$1,972.20
Kostakis, Lisa	\$0.00
Moriera, Peter	\$0.00
Morgan, Ainsworth	\$0.00
Morgan, Ann	\$0.00
Nunziata, Frances	\$0.00
Pogue, Lauren	\$45.03
Ramer, James	\$2,572.44
Sparkes, Allison	\$0.00
Stairs, Colin	\$1,238.63
Teschner, Ryan	\$965.70
Tory, John	\$0.00
Veneziano, Tony	\$324.61
Williams, Ian	\$0.00
White, Deidra	\$2,271.18
Wright, Marianne	\$5,591.96
Yeandle, Kimberly	\$0.00
Yuen, Peter	\$53.63
Total Expenditures Reported	<u>\$16,119.32</u>



**Toronto Police Service
Senior Staff Expenses
For the period of July 1, 2021 to December 31, 2021**

Unit: Chief's Office
Member: Code, Peter
Job Title/Rank: Staff Superintendent

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
August 4	Navigating Organizational Change Meeting in Toronto, Ontario	\$22.51
August 5	Transformation to Remote Online Testimony of Provincial Court Matters Meeting in Toronto, Ontario	\$30.62
September 3	Navigating the Transformation to Remote Online Testimony of Provincial Court Matters Meeting in Toronto, Ontario	\$6.30
		\$59.43

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No conferences and training expenses for this period.	\$0.00
		\$0.00

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
September 16	Retirement Function in Toronto, Ontario	\$265.51
November 18	Chief's Gala in Toronto, Ontario	\$31.52
		\$297.03

Member Total	\$356.46
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**Toronto Police Service
Senior Staff Expenses
For the period of July 1, 2021 to December 31, 2021**

Unit: Chief's Office
Member: Cornish, James
Job Title/Rank: Strategic Advisor to the Chief of Police

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No business travel expenses for this period.	\$0.00
		\$0.00

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
October 15,18 & 21	Wavelength Communication Skills Training, Report Writing Virtual Course	\$252.37
		\$252.37

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No hospitality and protocol expenses for this period.	\$0.00
		\$0.00

Member Total	\$252.37
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**Toronto Police Service
Senior Staff Expenses
For the period of July 1, 2021 to December 31, 2021**

Unit: Specialized Operations Command
Member: Demkiw, Myron
Job Title/Rank: Acting Deputy Chief

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No business travel expenses for this period.	\$0.00
		\$0.00

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
October 20 - 21	Canadian Association of Chiefs of Police (C.A.C.P.) Counter-Terrorism and National Security Virtual Forum	\$203.52
		\$203.52

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No hospitality and protocol expenses for this period.	\$0.00
		\$0.00

Member Total	\$203.52
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Toronto Police Service
Senior Staff Expenses
For the period of July 1, 2021 to December 31, 2021

Unit: Finance and Business Management
Member: Grant, Cindy
Job Title/Rank: Acting Director

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No business travel expenses for this period.	\$0.00
		\$0.00

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
November 2 - 3	Government Finance Officers Association (G.F.O.A.) Budgeting Best Practices, Communicating the Budget, Virtual Course	\$271.59
		\$271.59

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No hospitality and protocol expenses for this period.	\$0.00
		\$0.00

Member Total	\$271.59
---------------------	-----------------



Toronto Police Service
Senior Staff Expenses
For the period of July 1, 2021 to December 31, 2021

Unit: Strategy & Risk Management
Member: Johnson, Robert
Job Title/Rank: Staff Superintendent

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No business travel expenses for this period.	\$0.00
		\$0.00

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
October 3 - 6	Ontario Association Chiefs of Police (O.A.C.P.) Annual Conference in Collingwood, Ontario	\$1,566.18
November 22 - 24	O.A.C.P. Virtual Leadership Forum	\$406.02
		\$1,972.20

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No hospitality and protocol expenses for this period.	\$0.00
		\$0.00

Member Total	\$1,972.20
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**Toronto Police Service
Senior Staff Expenses
For the period of July 1, 2021 to December 31, 2021**

Unit: Detective Operations
Member: Pogue, Lauren
Job Title/Rank: Staff Superintendent

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No business travel expenses for this period.	\$0.00
		\$0.00

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No conferences and training expenses for this period.	\$0.00
		\$0.00

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
November 11	Chief's Leadership Event in Toronto, Ontario	\$13.51
November 18	Chief's Gala in Toronto, Ontario	\$31.52
		\$45.03

Member Total	\$45.03
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**Toronto Police Service
Senior Staff Expenses
For the period of July 1, 2021 to December 31, 2021**

Unit: Chief's Office
Member: Ramer, James
Job Title/Rank: Chief of Police

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No business travel expenses for this period.	\$0.00
		\$0.00

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
September 8 - 15	Major Cities Chiefs Association (M.C.C.A.) & International Association of Chiefs of Police (I.A.C.P.) Annual Meeting in New Orleans, Louisiana	\$968.89
October 3 - 5	Ontario Association of Chiefs of Police (O.A.C.P) Annual Conference in Collingwood, Ontario	\$1,556.29
		\$2,525.18

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
October 1	Business Lunch Meeting in Toronto, Ontario	\$47.26
		\$47.26

Member Total	\$2,572.44
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**Toronto Police Service
Senior Staff Expenses
For the period of July 1, 2021 to December 31, 2021**

Unit: Information & Technology Command
Member: Stairs, Colin
Job Title/Rank: Chief Information Officer

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No business travel expenses for this period.	\$0.00
		\$0.00

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
September 10 - 15	International Association of Chiefs of Police (I.A.C.P.) Annual Conference In New Orleans, Louisiana	\$1,238.63
		\$1,238.63

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No hospitality and protocol expenses for this period.	\$0.00
		\$0.00

Member Total	\$1,238.63
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**Toronto Police Service
Senior Staff Expenses
For the period of July 1, 2021 to December 31, 2021**

Unit: Toronto Police Services Board
Member: Teschner, Ryan
Job Title/Rank: Executive Director and Chief of Staff

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No business travel expenses for this period.	\$0.00
		\$0.00

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
September 28 - 30	Canadian Association of Police Governance (C.A.P.G) Virtual Conference	\$712.32
November 18	Ontario Association of Police Services Boards (O.A.P.S.B.) Virtual Labour Conference	\$253.38
		\$965.70

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No hospitality and protocol expenses for this period.	\$0.00
		\$0.00

Member Total	\$965.70
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**Toronto Police Service
Senior Staff Expenses
For the period of July 1, 2021 to December 31, 2021**

Unit: Corporate Services Command
Member: Veneziano, Tony
Job Title/Rank: Chief Administrative Officer

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No business travel expenses for this period.	\$0.00
		\$0.00

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
June 29	Chartered Professional Accountant (C.P.A.) Equality, Diversity & Inclusion, A Business Imperative, Virtual Seminar	\$122.11
July 15	C.P.A. Ethics Virtual Summit	\$100.74
September 28	Canadian Association of Chiefs of Police (C.A.C.P.) Equity, Diversity & Inclusion, Building Inclusive Police Organization, Webinar	\$101.76
		\$324.61

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No hospitality and protocol expenses for this period.	\$0.00
		\$0.00

Member Total	\$324.61
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Toronto Police Service
Senior Staff Expenses
For the period of July 1, 2021 to December 31, 2021

Unit: Information Technology Services
Member: White, Deidra
Job Title/Rank: Director

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No business travel expenses for this period.	\$0.00
		\$0.00

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
August 23 - 24	Canadian Association of Chiefs of Police (C.A.C.P.) Virtual Annual Conference	\$432.48
October 3 - 6	Ontario Association Chiefs of Police (O.A.C.P.) Annual Conference in Collingwood, Ontario	\$1,838.70
		\$2,271.18

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No hospitality and protocol expenses for this period.	\$0.00
		\$0.00

Member Total	\$2,271.18
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**Toronto Police Service
Senior Staff Expenses
For the period of July 1, 2021 to December 31, 2021**

Unit: Legal Services
Member: Wright, Marianne
Job Title/Rank: General Counsel

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No business travel expenses for this period.	\$0.00
		\$0.00

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
September 30 - December 8	York University Internet Censorship & Global Surveillance E-Learning Course	\$2,783.31
May 5 - June 30	York University, Canada Privacy Law Virtual Conference	\$2,757.77
October 27	Alternative Dispute Resolution (A.D.R.) Institute of Canada for Increasing Police Legitimacy and Effectiveness, Webinar	\$50.88
		\$5,591.96

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No hospitality and protocol expenses for this period.	\$0.00
		\$0.00

Member Total	\$5,591.96
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**Toronto Police Service
Senior Staff Expenses
For the period of July 1, 2021 to December 31, 2021**

Unit: Community Safety Command
Member: Yuen, Peter
Job Title/Rank: Deputy Chief of Police

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
October 12	Meeting with Director General	\$18.01
		\$18.01

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
October 27	Alternative Dispute Resolution (A.D.R.) Institute of Canada for Increasing Police Legitimacy and Effectiveness, Webinar	\$35.62
		\$35.62

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No hospitality and protocol expenses for this period.	\$0.00
		\$0.00

Member Total	\$53.63
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Toronto Police Services Board Report

February 15, 2022

To: Chair and Members
Toronto Police Services Board

From: James Ramer
Chief of Police

Subject: Chief's Administrative Investigation of the Firearm Death of 2021.13

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

ETF - Emergency Task Force

S.I.U. Investigative Conclusion:

In a letter to the Chief of Police dated June 22, 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 two officials”*.

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-TFD-059, which can be found in its entirety via the following link:

https://www.siu.on.ca/en/directors_report_details.php?drid=1401

S.I.U. Incident Narrative:

The following scenario emerges from the evidence collected by the SIU, which included interviews with SO #1 and SO #2, as well as several witness officers who observed the incident in parts. The investigation was also assisted by video recordings of some of the events in question captured by security cameras.

On February 22, 2021, the TPS launched a missing persons investigation. A woman contacted police that morning to report that she had not seen or heard from her daughter since February 19, 2021.

Investigators came to focus on the apartment building at 291 George Street. The missing woman had been seen on camera entering the building on February 19, 2021. Conversely, cameras had failed to record her leaving the premises since that date. The investigation evolved into a homicide case when further video evidence was discovered by the TPS. Mr. Gedi had formerly been involved in a relationship with the missing woman.

Early in the morning of February 23, 2021, a plan was agreed whereby investigators would secure a search warrant for two apartments in the building, including Mr. Gedi’s, to be executed that day. Given the exigencies of the situation, it was decided not to wait for the warrants to be issued before making entry into the apartments given what had been observed on video. An ETF team was activated to make entry into the residences ahead of the warrants being secured.

Under the command of WO #5, the team met at 51 Division to be briefed by investigators before arriving at the building at about 3:30 a.m. The team split in two with SO #2 and SO #1, as well as WO #3 and WO #6, assigned to enter Mr. Gedi’s unit on the third floor. SO #2 and SO #1, armed with a 9 mm semi-automatic pistol and C8 rifle, respectively, took up positions by the hinged side of the door as WO #3 waited by the other side. WO #6, equipped with a ram,

was assigned to force open the door. The objective was to break-open the locked door and call out for occupants of the residence to surrender themselves at gunpoint, after which the officers would enter the unit to ensure it was safe.

The door opened following the second strike of the ram and the officers were immediately confronted by Mr. Gedi running toward them. In his right hand was a knife. His left hand held a cleaver. With SO #2 in a crouched position at the doorway, and SO #1 standing behind him, Mr. Gedi was told to stop and show his hands just before the officers discharged their firearms.

Mr. Gedi stumbled forward onto the floor with his head having reached the area of the door's threshold. The cleaver and knife fell from his hands. The cleaver came to rest by the northern wall beside the open door, the knife a short distance away further south.

Mr. Gedi was handcuffed and a paramedic, staged in the stairwell by the third floor, was called to render care. Mr. Gedi was taken from the scene to hospital. Despite efforts at resuscitation, Mr. Gedi was pronounced deceased at 4:17 a.m.

Mr. Gedi was struck once, in the chest, from one of the five rounds discharged by SO #2. SO #1 fired three times from his C8 rifle.

Analysis and Director's Decision:

"On February 23, 2021, Gedi Ali Gedi sustained a gunshot wound to the chest in the course of gunfire discharged by two TPS officers, succumbing to his injuries later that day in hospital. The two officers – SO #1 and SO #2 – were identified as subject officials for purposes of the SIU investigation. On my assessment of the evidence, there are no reasonable grounds to believe that either officer committed a criminal offence in connection with the shooting.

Pursuant to section 34 of the Criminal Code, force used in the defence of oneself or another from a reasonably apprehended attack, actual or threatened, is not an offence provided the force in question was reasonable. The reasonableness of the force is to be assessed against all the relevant circumstances, including with respect to such considerations as the nature of the force or threat; the extent to which the use of force was imminent and whether there were other means available to respond to the potential use of force; whether any party to the incident used or threatened to use a weapon; and, the nature and proportionality of the person's response to the use or threat of force. The discharge by SO #2 and SO #1 of their weapons fell within the legal justification set out in section 34.

The ETF officers, including SO #2 and SO #1, were in the legal execution of

their duties as they attended at the apartment building and broke open the door to Mr. Gedi's residence. Though they did not have judicial pre-authorization to enter the dwelling-house, they did have grounds to believe that Mr. Gedi was involved in criminal conduct in respect of a dead human being and, therefore, subject to arrest. Moreover, given the nature of the crime they were investigating, it was imperative that entry be made into the apartment as soon as possible to prevent potential further harm being done to others who may be inside and the destruction of evidence. On this record, I am satisfied that the officers' entry in a dwelling-house was authorized on the basis of exigent circumstances under section 529.3 of the Criminal Code. Nor does the manner in which the officers entered the apartment – a forced entry with an announcement of their presence as the door was being rammed – render their conduct unlawful. The officers had cause to believe that Mr. Gedi was an armed and dangerous individual, and that a surprise entry was necessary to mitigate the risks associated with advanced notice of their presence. The threat they encountered right after opening the door lends credence to the officers' apprehensions.

There is little doubt that Mr. Gedi constituted an imminent threat of grievous bodily harm or death to SO #2 and SO #1, and that the officers responded reasonably to preserve themselves when they shot at Mr. Gedi. Mr. Gedi was armed with potentially lethal weapons in both hands – a cleaver with a blade measuring 20 centimetres by 8 centimetres, and a knife with a blade about 17 centimetres long. He was also intent on doing harm to the officers. On display on a television inside the residence was a live feed from a lobby camera. Accordingly, the evidence strongly suggests that Mr. Gedi knew what was coming and had armed himself to attack the officers. The officers also would have known that Mr. Gedi was tied to a recent murder, and was willing and able to resort to extreme violence. In the circumstances, faced with an armed individual running in their direction from no more than a few metres away, I am unable to reasonably conclude that either of SO #2 or SO #1 acted with excessive force in meeting the lethal threat presented by Mr. Gedi with lethal threat of their own. As for the number of shots fired, three and five by SO #1 and SO #2, respectively, I am unable to impute any meaningful difference in the threat level that either officer would have appreciated given they occurred at the same time and in rapid succession, and stopped as Mr. Gedi fell to the floor.

In the result, as there are no reasonable grounds to believe that SO #2 or SO #1 acted other than in justified self-defence when they shot at Mr. Gedi as he rushed at them armed with knives, there is no basis for proceeding with criminal charges in this case. The file is closed”.

Summary of the Toronto Police Service's Investigation:

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

This investigation examined the circumstances of this firearm death 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 Toronto Police Service (T.P.S.) procedures:

- Procedure 01-01 (Arrest);
- Procedure 06-04 (Persons in Crisis);
- Procedure 08-03 (Injured on Duty Reporting);
- Procedure 08-04 (Members Involved in a Traumatic Critical Incident);
- Procedure 10-05 (Incidents Requiring the Emergency Task Force);
- Procedure 10-06 (Medical Emergencies);
- Procedure 13-16 (Special Investigations Unit);
- Procedure 13-17 (Notes and Reports);
- Procedure 15-01 (Use of Force);
- Procedure 15-03 (Service Firearms);
- Procedure 15-04 (C-8 Rifle);
- 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 (14.2)(Training in the Use of Force and Firearms);
- Ontario Regulation 926 (14.5) (Reports on the Use of Force);
- Ontario Regulation 926 (9) (Discharge Firearm);

The P.R.S. investigation determined that the T.P.S.'s policies and procedures associated with this firearm death 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 P.R.S. 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, 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 17, 2022

To: Chair and Members
Toronto Police Services Board

From: James Ramer
Chief of Police

Subject: Chief's Administrative Investigation into the Discharge of a Firearm at a Person Complainant 2021.17

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

ETF - Emergency Task Force

S.I.U. Investigative Conclusion:

In a letter to the Chief of Police dated July 7, 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=1431

S.I.U. Incident Narrative:

“In the morning of March 12, 2021, the TPS received a 911 call from the CW. The CW, a resident of an apartment building on Dawes Road, called to report that his friend, the Complainant, present in the apartment, had threatened him with a handgun in his possession. Officers were dispatched to the address.

Uniform officers were the first at the scene. When they were unable to elicit a response from inside the apartment, they withdrew to a position of containment while they waited for ETF officers to arrive.

An ETF team was deployed and started arriving at about 6:40 a.m. After being briefed on the situation by the officers on the scene, the team took up a position outside the door of the unit. WO #2, who was the first officer in a lineup formation, knocked on the door and directed the CW out into the hallway with his hands on his head. The CW opened the door and did as instructed. He was arrested by WO #3, third in the formation, and removed from the scene. The officers then turned their attention to the Complainant.

The Complainant was asked to exit the unit in similar fashion but refused. He uttered profanities at the officers, told them he was armed, and challenged them to come into the apartment to get him. At one point, with the door still open, the Complainant attempted to close it. The door would not close because the officers had wedged it open. Shortly thereafter, the Complainant again approached the open door, prompting WO #3 to attempt to reach in and grab him. As he did so, the SO, armed with a less lethal firearm, fired his weapon at the Complainant.

The Complainant was struck in the midsection with a blunt impact projectile. Though not felled, the impact stunned the Complainant and zapped him of his strength. He went limp and had to be carried out of the apartment and down the hallway by officers, where he was arrested and handcuffed.

The Complainant was examined at the scene by paramedics. He did not suffer any serious injuries.”

Analysis and Director’s Decision:

“On March 12, 2021, the Complainant was struck with a less-lethal round discharged by an ETF officer from his firearm. The officer – the SO – was identified as the subject official for purposes of the ensuing 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 incident.

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 authorized or required to do by law. The Complainant was at the CW’s place in breach of a condition of his release from custody. By the time he was shot, the officers also had grounds to believe the Complainant was armed with a firearm, which he had used to threaten the CW. He was clearly subject to arrest.

Thereafter, I am unable to reasonably conclude that the SO acted with excess when he discharged his firearm at the Complainant. Confronted by a violent Complainant, refusing to exit the apartment and threatening the officers with a firearm, the SO had good cause to want to neutralize the Complainant from a distance with the use of his less-lethal firearm. Withdrawal was not an option given the possibility of a firearm in the Complainant’s possession. Nor was continued negotiation a realistic recourse, particularly as the Complainant had advanced to within metres of the officers’ position at the threshold of the open doorway when the shooting occurred. As it turns out, the force used by the SO had the intended effect, sufficiently debilitating the Complainant that the officers were able to take control of him without injury or further incident.

For the foregoing reasons, I am satisfied that the SO comported himself lawfully throughout his engagement in the operation that resulted in the Complainant’s arrest. Accordingly, there is no basis for proceeding with criminal charges in this case, and the file is closed.”

Summary of the Toronto Police Service’s Investigation:

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

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

The P.R.S. investigation reviewed the following Toronto Police Service (T.P.S.) procedures:

- Procedure 01-01 (Arrest);
- Procedure 01-02 (Search of Persons);
- Procedure 01-03 (Persons in Custody);
- Procedure 04-21 (Gathering/Preserving Evidence);
- 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 15-03 (Service Firearms);
- Procedure 15-17 (In-Car Camera System).

The P.R.S. investigation also reviewed the following legislation:

- *Special Investigation Act* Section 31(1) Duty to Comply;
- *Special Investigation Act* Section 31(4) Securing the Scene;
- Ontario Regulation 926 (14.2 (1)) (Use of Force Qualification);
- Ontario Regulation 926 (14.2 (2)) (Firearm Qualification);
- Ontario Regulation 926 (14.5 (1)) (Use of Force Report);
- Ontario Regulation 926 (9) (Discharge Firearm);

The P.R.S. 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 P.R.S. 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 18, 2022

To: Chair and Members
Toronto Police Services Board

From: James Ramer
Chief of Police

Subject: Chief's Administrative Investigation into the Discharge of a Firearm at a Person Complainant 2021.35

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 September 24, 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-167, which can be found in its entirety via the following link:

https://www.siu.on.ca/en/directors_report_details.php?drid=1574

S.I.U. Incident Narrative:

“The material events in question are clear thanks to interviews with the Complainant, the SO, a number of officers who participated in the Complainant’s arrest, and a civilian eyewitness, as well as a review of BWC footage that captured the incident in parts.

In the evening of May 28, 2021, the TPS received a 911 call from CW #2. CW #2, a resident of an apartment at 91 Cosburn Avenue, reported that a male – the Complainant – was kicking at her door attempting to force his way in. Police officers were dispatched to investigate.

The first police officers arrived at the scene at about 8:15 p.m. They reported seeing the Complainant in the possession of a knife and returning to his apartment. Officer #1 and Officer #2 gathered outside the door of the apartment and made a request that an officer with a less lethal shotgun attend the scene.

The Complainant was in his apartment with an acquaintance – CW #1. He refused to drop the knife and open the door, as directed by the officers outside his door, and threatened to stab police officers who entered his apartment. CW #1 sought to leave the apartment a few times, but was prevented from doing so by the Complainant. She hid behind a piece of furniture and began to cry.

Concerned for CW #1’s safety, Officer #1 kicked in the door. In and around the threshold of the open doorway, the officers yelled at the Complainant to drop the knife he had in his hands and lower himself to the floor. The Complainant refused to do either. At the direction of WO #3, CW #1 fled the unit into the hallway and was escorted away from the scene by officers.

The SO was in the possession of a less lethal shotgun, had heard the call for the weapon, and was in the hallway outside the Complainant’s apartment door

when it was breached. From the threshold of the doorway, the SO had taken aim at the Complainant and pulled the trigger of her weapon, but it misfired. She was in the hallway ejecting the cartridge that did not fire and chambering another round when CW #1 exited the apartment. Moments later, the SO entered the apartment, took aim at the Complainant's torso, and fired again. This time, the "bean bag" round struck the Complainant in the torso.

The Complainant, who was standing in the kitchen at the time, felt the impact of the round but was not immediately incapacitated. Instead, he took a few steps, after which he dropped the knife and went to the floor.

With the knife no longer in the Complainant's possession, officers approached his location on the floor and secured him in handcuffs.

The Complainant was taken from the scene to hospital where he was examined. Aside from bruising to his left upper chest, he had not suffered any serious injury."

Analysis and Director's Decision:

"On May 28, 2021, the Complainant was struck by a less lethal shotgun discharge in the course of his arrest in his apartment in Toronto. The officer who discharged the firearm – the SO – was identified as a subject official for purposes of the SIU investigation that ensued. 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 authorized or required to do by law. Given the information provided to the officers at dispatch, and what they gathered directly at the scene in speaking with CW #2 and seeing the Complainant return to his apartment with a knife, the Complainant was clearly subject to arrest. Moreover, the officers were within their rights in forcing open the Complainant's door and arresting him inside his residence. Given the circumstances that prevailed, including the presence of CW #1 in the apartment who had been heard crying, there were exigent circumstances at play justifying the officers' entry.

I am also satisfied that the force used by the SO was not excessive. By the time she discharged her less lethal shotgun, the Complainant had been given repeated opportunity to dispossess himself of the knife and surrender to police. The knife constituted a dangerous weapon capable of inflicting grievous bodily harm and death, and the Complainant had shown a willingness to use it in the course of his confrontation with CW #2 (he had stabbed at the door with the knife) and in his threats to harm the officers with it should they enter the

apartment. On this record, it was reasonable to seek to neutralize the potential lethal risk presented by the Complainant from a distance via a less lethal use of force. While the effects of the shotgun discharge were not immediate, they do appear to have been successful in persuading the Complainant to drop the knife and surrender himself on the floor. No further force was brought to bear by the officers.

For the foregoing reasons, there are no reasonable grounds to believe that the SO comported herself other than lawfully throughout her 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 discharge of the Less Lethal firearm 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 Toronto Police Service (T.P.S.) procedures:

- Procedure 01-01 (Arrest);
- Procedure 01-02 (Search of Persons);
- 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);
- Procedure 15-20 (Body-Worn Camera)

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

- *Special Investigations Unit Act* Section 31 (1) (Duty to Comply);
- *Special Investigations Unit Act* Section 20 (Securing the Scene);
- *Special Investigations Unit Act* Section 16 (1) (Notification of Incident);
- Ontario Regulation 926 14.2(1) (Use of Force Qualification);
- Ontario Regulation 926 14.5(1) (Use of Force Report).

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, 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 28, 2022

To: Chair and Members
Toronto Police Services Board

From: James Ramer
Chief of Police

Subject: Chief's Administrative Investigation into the Alleged Sexual Assault to 2021.39

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

WO - Witness Official

TPS - Toronto Police Service

SO - Subject Official

CW - Civilian Witness

ICCS - In-Car Camera System

Discussion:

On July 22, 2019, at about 1808 hours, two uniformed police constables, operating a marked police vehicle, from 43 Division commenced an investigation in which a motor vehicle in front of their vehicle had licence plates attached that were not authorized to be on that motor vehicle.

The officers directed the driver of the motor vehicle to stop and he pulled off the roadway into the *Wild Wing* restaurant parking lot at Kingston Road and Brooklawn Avenue. The officers commenced their investigation of the driver of the motor vehicle and observed that there was a female passenger in the front seat. She was later identified as Alleged Sexual Assault Complainant 2021.39 (2021.39).

The investigation of the driver, revealed that there were two outstanding warrants for his arrest for Breach of Probation and Theft Under \$5000.00, both held by York Regional Police Service. He was directed to exit his motor vehicle. As he was doing so, he was observed by one of the officers to hand a small baggie with a white powdery substance, believed to be drugs to 2021.39.

The driver was placed under arrest for the warrants without incident, handcuffed and placed into their vehicle. The officers had requested further units to attend the scene. Two other uniformed officers from 43 Division responded as backup on the request.

Once the other officers arrived on scene, they made a demand to search 2021.39's purse for the drugs they believed that were inside. 2021.39 refused to turn over her purse and the officers placed her under arrest for possession of drugs and secured her with handcuffs and placed her in the rear of one of the police vehicles. The officers voiced out over the radio for a female officer to attend the scene and conduct a search incident to the arrest.

A female uniformed officer attended the scene and after being informed of the arrest, conducted a Frisk Search, in an effort to locate any evidence. The search and interactions between the officers and 2021.39 were in part recorded on the In-Car Camera System (I.C.C.S.). No evidence was located and 2021.39 was released by the officers unconditionally and the appropriate reports prepared and submitted.

On June 10, 2021, 2021.39 directly reported to the S.I.U. that she was arrested by two Toronto Police Service (T.P.S.) police officers on July 19, 2019, in a *Wild Wing* parking lot in Scarborough. She alleged that during her arrest, she was taken to the ground and sexually assaulted by the officers.

On June 16, 2021, the S.I.U. notified the T.P.S. that it had invoked its mandate into this event.

The S.I.U. designated three officers as subject officials; six other members were designated as witness officials.

The S.I.U. issued a media release on June 22, 2021, in an effort to locate further witnesses to the event. The media release can be viewed at the link below;

https://www.siu.on.ca/en/news_template.php?nrid=6816

The media release was entitled;

“SIU Investigating Sexual Assault Allegation”

The three subject officials consented to investigative interviews with the S.I.U. and provided copies of their memorandum notes detailing their interaction with 2021.39 on July 22, 2019.

In a letter to the T.P.S. dated September 27, 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 in this case”*.

The Director of the S.I.U. does not provide a copy of or make public their investigative reports where there has been an allegation of sexual assault stating in part, *“please note that I will not be providing a copy of the report to any of the involved parties, nor will the report be posted publicly on the SIU’s website, as the release of information related to investigations of sexual assault allegations is always associated with a risk of further deterring reports of what is an under-reported crime and undermining the heightened privacy interests of the involved parties, most emphatically, the complainants”*.

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 alleged sexual assault in relation to the applicable legislation, service 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 01-02 (Search of Persons);
- Procedure 01-03 (Persons in Custody);
- Procedure 13-16 (Special Investigations Unit);
- Procedure 13-17 (Notes and Reports);
- Procedure 15-01 (Use of Force);

- Procedure 15-17 (In-Car Camera System).

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

- *Special Investigations Unit Act* Section 31 (1) (Duty to Comply);
- Ontario Regulation 926 14.2(1) (Use of Force Qualification).

The S.I.U. Liaison investigation determined that the T.P.S.'s policies and procedures associated with the alleged sexual assault 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 subject and witness officials was in compliance with applicable provincial legislation regarding the Standards of Conduct and applicable T.P.S. procedures.

Staff Superintendent Peter Code, 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 23, 2022

To: Chair and Members
Toronto Police Services Board

From: James Ramer
Chief of Police

Subject: Chief's Administrative Investigation into the Discharge of a Firearm at a Person Complainant 2021.49

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

CEW - Conducted Energy Weapon

S.I.U. Investigative Conclusion:

In a letter to the Chief of Police dated November 29, 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-239, which can be found in its entirety via the following link:

https://www.siu.on.ca/en/directors_report_details.php?drid=1683

S.I.U. Incident Narrative:

“The material events in question are clear thanks in large measure to police BWC footage that captured the incident.

At about 11:00 p.m. of July 31, 2021, the TPS received a 911 call from a security guard of a building on Wade Avenue. The guard reported that a man – the Complainant – had entered the building intoxicated and carrying a knife. Officers were dispatched to the address.

The SO and WO #1 arrived at the building at about 11:10 p.m. They set about trying to find the Complainant and eventually located him on the 8th floor. By that time, the TPS had received another call from a resident of an 8th floor unit indicating that the Complainant was at her door and heard saying, “I kill you, I kill you.”

The officers confronted the Complainant, who was holding a knife in his right hand. The Complainant was ordered to show his hands and drop the knife, but did not do so. The SO fired his less-lethal shotgun at the Complainant four times, striking him with “bean bag” rounds. The discharges failed to fell the Complainant or dispossess him of the knife. Soon after, WO #1 fired his CEW at the Complainant, causing the Complainant to lock up and fall to the floor.

With the Complainant on the hallway floor, the officers approached and handcuffed him without further incident. A subsequent search of his person disclosed the presence of a second knife inside a coat pocket.

The Complainant was taken to hospital after his arrest and treated for pain and bruising. He had not sustained any serious injuries.”

Analysis and Director's Decision:

On July 31, 2021, the Complainant was shot at four times by less lethal rounds fired from the shotgun of a TPS officer. The officer – 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 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 Complainant had entered a residential building inebriated while carrying a knife. He was clearly subject to lawful arrest at the time.

I am also satisfied that the force used by the SO, namely, four shots fired from his less lethal shotgun, amounted to legally justified force in aid of the Complainant's arrest. The Complainant was armed with a knife, intoxicated, and had threatened various occupants of the building (prompting multiple 911 calls). In the circumstances, the SO acted reasonably when he attempted to disarm the Complainant from a distance with the use of his less lethal shotgun. Neither the SO nor his partner, WO #1, were free to disengage at the time given the presence of other persons in the vicinity potentially in harm's way vis-à-vis the Complainant, nor was approaching the Complainant to physically overpower him an option given the presence of the knife in the Complainant's hands.³

For the foregoing reasons, as I am satisfied that the SO comported himself lawfully throughout his engagement with the Complainant, there are no grounds for proceeding with criminal charges in this case, and the file is closed.

³...Incidentally, though it was not the focus of the SIU investigation, I am also satisfied, for substantially the same reasons, that WO #1's use of the CEW was lawful.

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 discharge of the Less Lethal firearm 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 Toronto Police Service (T.P.S.) procedures:

- Procedure 01-01 (Arrest);
- Procedure 01-02 (Search of Persons);
- 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);
- Procedure 15-20 (Body-Worn Camera)

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

- *Special Investigations Unit Act* Section 31 (1) (Duty to Comply);
- *Special Investigations Unit Act* Section 20 (Securing the Scene);
- *Special Investigations Unit Act* Section 16 (1) (Notification of Incident);
- Ontario Regulation 926 14.2(1) (Use of Force Qualification);
- Ontario Regulation 926 14.5(1) (Use of Force Report).

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 Unit 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, 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

March 7, 2022

To: Chair and Members
Toronto Police Services Board

From: James Ramer
Chief of Police

Subject: Chief's Administrative Investigation into the Discharge of a Firearm at a Person Complainant 2021.50

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

MCIT - Mobile Crisis Incident Team

TPS - Toronto Police Service

S.I.U. Investigative Conclusion:

In a letter to the Chief of Police dated November 22, 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-241, which can be found in its entirety via the following link:

https://www.siu.on.ca/en/directors_report_details.php?drid=1666

S.I.U. Incident Narrative:

“The events in question are clear thanks to police BWC footage that captured the incident, and may be briefly summarized.

In the late afternoon of August 1, 2021, TPS officers were dispatched to a home on Thirtieth Street, Toronto. The homeowner’s girlfriend had called to report that her boyfriend’s father – the Complainant – was in the backyard with a saw in his hand and threatening to harm himself.

The first officer to arrive at the scene was WO #3, a member of the TPS MCIT. With her was a registered nurse. They encountered the Complainant seated on a chair in the backyard of the property, holding a bucksaw in his hand. The Complainant rose to his feet, put the saw to his neck, and warned them that he would kill himself if they approached any closer. Other officers began to arrive at the address, including other MCIT members.

WO #3 attempted to de-escalate the situation from a distance. Others did the same. They told the Complainant that they were there to help, assured him that they would not get any closer, and offered him a package of cigarettes. The Complainant maintained that he was intent on ending his life.

After a period of back and forth, a sergeant at the scene – WO #1 – consulted with the SO about the prospect of deploying her less lethal shotgun, asking if she thought it was a viable option. The sergeant had already considered and discounted the use of a CEW given the distance between the officers and the Complainant.

The SO took aim with her weapon and fired three times at the Complainant. The Complainant was struck in the shoulder, chest, and leg. He let go of the saw and was quickly approached by officers, who took him into custody without incident. The time was about 6:11 p.m.

Following his apprehension, the Complainant was taken to hospital where he was treated with stitches for a wound to his chest and received psychiatric care.”

Analysis and Director’s Decision:

“On August 1, 2021, the Complainant was struck by rounds discharged from a less lethal shotgun in the possession of a TPS officer. The officer – the SO – was identified as the subject official for purposes of the ensuing 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 Complainant was significantly inebriated and of unsound mind at the time of the incident, clearly threatening to do himself harm. He was, in my view, subject to apprehension under section 17 of the Mental Health Act.

I am also of the view that the force used by the SO, namely, the discharge of less lethal “bean bag” rounds from her shotgun, was reasonably necessary to take the Complainant into custody. The Complainant was in possession of a bucksaw, with which he had threatened to harm himself if police got any closer to him than the rear of the house. The officers had every reason to take the Complainant at his word, as they did to be concerned about their own safety vis-à-vis the saw were they to close the distance with him. Having given de-escalation efforts a fair chance at resolving the situation peacefully, and fearing the Complainant was on the cusp of hurting himself, the use of the less lethal shotgun was a reasonable option as it promised to dispossess the Complainant of the saw from a safe distance. In fact, that is precisely what occurred.

For the foregoing reasons, as I am satisfied that the SO used no more than legally justified force in aid of a lawful apprehension, there are no grounds for proceeding with criminal charges in this case. 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 discharge of the Less Lethal firearm 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 Toronto Police Service (T.P.S.) procedures:

- Procedure 01-01 (Arrest);
- Procedure 01-02 (Search of Persons);
- Procedure 01-03 (Persons in Custody);
- Procedure 06-04 (Persons in Crisis);
- 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);
- Procedure 15-20 (Body-Worn Camera)

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

- *Special Investigations Unit Act* Section 31 (1) (Duty to Comply);
- *Special Investigations Unit Act* Section 20 (Securing the Scene);
- *Special Investigations Unit Act* Section 16 (1) (Notification of Incident);
- Ontario Regulation 926 14.2(1) (Use of Force Qualification);
- Ontario Regulation 926 14.5(1) (Use of Force Report).

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 Unit 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, 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

March 4, 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 2021.57

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

ICCS - In-Car Camera System

S.I.U. Investigative Conclusion:

In a letter to the Chief of Police dated December 29, 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-TCI-291, which can be found in its entirety via the following link:

https://www.siu.on.ca/en/directors_report_details.php?drid=1747

S.I.U. Incident Narrative:

“The following scenario emerges from the evidence collected by the SIU, which included interviews with the Complainant, the SO, and the other arresting officer – WO #1. The investigation was also assisted by a video recording from the ICCS of the officers’ cruiser that captured the incident in parts.

Shortly after midnight of September 5, 2021, the SO and WO #1 were parked in their cruiser in the driveway of Allan Gardens, catching up on their notes, when they were approached by a woman. The woman – the CW – reported that she had just been assaulted by a male. In their cruiser, the SO and WO #1 chased after the male, who was fleeing the scene on bicycle.

The male was the Complainant. He cycled as fast as he could to get away from the police, eventually making it to Jarvis Street. He then travelled a short distance to an alleyway at the northeast corner of the Jarvis Street and Gerrard Street East intersection, where he lost control of his bicycle turning left and fell to the ground.

The SO and WO #1 arrived in the alleyway shortly after the Complainant’s fall. WO #1 was the first to exit their vehicle and approach the Complainant, who was on his feet at this time. The officer forced the Complainant to the ground. The SO arrived within seconds and delivered knee and hand strikes to the Complainant’s torso as he refused to surrender his arms to be handcuffed. At about the same time, positioned on the other side of the Complainant, WO #1 punched him two or three times in the upper right arm. Following the strikes, the officers took control of the Complainant’s arms and handcuffed them behind his back.

The Complainant complained of pain to his left side following his arrest. He was taken from the scene in ambulance to hospital, where he was diagnosed with fractured left ribs.”

Analysis and Director's Decision:

"The Complainant was seriously injured in the course of his arrest by TPS officers on September 5, 2021. One of the arresting officers – the SO – was identified as the subject official for purposes of the ensuing 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 injuries.

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 authorized or required to do by law. In light of what they had observed of the CW (she was holding her face) and her complaint of assault at the hands of the Complainant, I am satisfied that the officers were proceeding lawfully to place the Complainant under arrest.

As for the force that was used by the officers, namely, multiple knee and hand strikes to the Complainant's upper body, I am unable to reasonably conclude that it was excessive. The Complainant had led the SO and WO #1 on a spirited if brief chase, was fleeing from the scene of a freshly committed assault that he had seemingly perpetrated, and was physically resisting the officers' efforts to take him into custody. On this record, it would appear the officers had good cause to want to arrest the Complainant as quickly as possible, if necessary with resort to reasonable strikes to assist in their cause. That, it would appear, is what occurred. No strikes of any kind were delivered after the Complainant had been handcuffed.

In the result, while I accept that the Complainant's rib fractures were likely the result of the force used by the SO, I am not persuaded on reasonable grounds that the officer comported himself other than lawfully throughout their dealings. Accordingly, there is no basis for proceeding with criminal 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 Toronto Police Service (T.P.S.) procedures:

- Procedure 01-01 (Arrest);
- Procedure 01-02 (Search of Persons);
- Procedure 01-03 (Persons in Custody);
- Procedure 10-06 (Medical Emergencies);
- Procedure 13-16 (Special Investigations Unit);
- Procedure 13-17 (Notes and Reports);
- Procedure 15-01 (Use of Force);
- Procedure 15-02 (Injury/Illness Reporting);
- Procedure 15-17 (In-Car Camera System);
- Procedure 15-20 (Body-Worn Camera).

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

- *Special Investigations Unit Act* Section 31(1) Duty to Comply;
- *Special Investigations Unit Act* Section 16(1) Notification of Incident;
- *Special Investigations Unit Act* Section 20 Securing the Scene;
- Ontario Regulation 926 14.2(1) Use of Force Qualification;
- Ontario Regulation 926 14.5(1) Use of Force Report.

The S.I.U. Liaison investigation determined that the T.P.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, 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 14, 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 2021.63

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

ETF - Emergency Task Force

CEW - Conducted Energy Weapon

S.I.U. Investigative Conclusion:

In a letter to the Chief of Police dated January 21, 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-318, which can be found in its entirety via the following link:

https://www.siu.on.ca/en/directors_report_details.php?drid=1779

S.I.U. Incident Narrative:

“The following scenario emerges from the evidence collected by the SIU, which included interviews with the Complainant, the SO, and other TPS officers who participated in, or were present at, the arrest of the Complainant. The investigation was also assisted by video footage from a security camera that captured the incident in parts.

In the morning of September 23, 2021, TPS officers were dispatched to a home invasion in progress at a residence on Bevdale Road. The homeowner had called 911 at about 6:25 a.m. to report that a stranger had entered their house, assaulted her daughter, and fought her son as he went to the aid of his mother and sister. The caller further reported that the stranger had a gun. The intruder was the Complainant. High on methamphetamine, the Complainant had entered the home having no association with any of its occupants and proceeded to terrorize them. Driven into a room on the second floor by the 911 caller’s son, he jumped from a window onto the driveway below and fled the scene. The Complainant scaled a fence and made his way across the backyards of neighbouring properties until he reached a perimeter fence. Not wishing to expose himself to responding police officers in the area by climbing the fence, the Complainant removed a couple of fence boards, crawled underneath, and hid in the southeast corner of the backyard beside a small pool and some bushes.

The Complainant had fled the residence by the time the first officers were arriving. Given the nature of the call, a team of ETF officers had also been dispatched. A search of neighbouring properties was organized in which a police dog handler – WO #1 – would accompany his dog on a track for the Complainant. A drone was also deployed to assist in locating the Complainant.

At about 7:35 a.m., the CW contacted police to report that a man – the Complainant – had broken into his backyard and concealed himself at the back

of the property behind his pool. Apprised of this information, the drone operator positioned the craft above the property and broadcasted that he had detected a heat source in the backyard. WO #1 and his dog, followed by a group of ETF officers, headed to the location.

Once in the backyard, the police dog gave indication of having picked up a human scent, at which point WO #1 released the leash allowing the dog to search freely. The dog approached a bush in the southeast corner of the yard and immediately bit the Complainant, latching onto the side of his lower right torso. WO #1 called the dog off and ETF officers behind him moved in to physically engage with the Complainant.

The Complainant resisted his arrest and a struggle ensued where he had been located. The SO was the first of the ETF officers to confront the Complainant. He kicked the Complainant's upper right side a couple of times when he refused to surrender his hands and, instead, reached with his right arm under a bush. The Complainant continued to struggle as other officers intervened to wrestle control of his arms. In the course of that struggle, WO #7 and WO #8 delivered strikes of their own and the SO drew his CEW and deployed it several times at the Complainant. Following the last of the CEW discharges and a knee strike to the back by WO #8, the Complainant was handcuffed with his hands behind his back by WO #2.

The Complainant was taken from the scene in ambulance to hospital. He was diagnosed with a right lateral sixth rib fracture resulting in a small right pneumothorax”.

Analysis and Director's Decision:

“The Complainant was seriously injured in the course of his arrest by TPS officers in Toronto on September 23, 2021. One of the arresting officers – the SO – was identified as a subject official for purposes of the ensuing SIU investigation. The investigation is now concluded. 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 injuries.

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.

Given the report of his recent violent acts in the home on Bevdale Road, the officers involved in the Complainant's arrest had lawful grounds to seek to take him into custody.

As for the force that was brought to bear against the Complainant by the SO and other officers, I am satisfied that it was legally justified. The officers had cause to believe that the Complainant was armed and dangerous given the recent report of the violent home invasion he had just perpetrated. Consequently, it was imperative that the Complainant be taken into custody as soon as possible. In the circumstances, I am unable to fault WO #1 for releasing his dog when he did in an effort to neutralize the Complainant from a distance before the officers moved in. Thereafter, when the Complainant struggled with the officers, refused to release his hands to be handcuffed, and gave the officers reason to fear he might be reaching for a weapon as he reached under a bush and then kept his left hand concealed under his chest, the officers were entitled to resort to a measure of force. A couple of kicks to the right side and four CEW deployments by the SO, two to three punches to the left and right of the Complainant's stomach above the waist followed by a knee strike to the back by WO #8, and several kicks of the Complainant's right leg by WO #7, all delivered by the officers while the Complainant was physically resisting their efforts to secure him in restraints, would not appear a disproportionate response to the situation at hand.

In arriving at this conclusion, I have discounted evidence that the Complainant was subjected to unnecessary force by the officers. The source of this evidence was so intoxicated at the time of these events that it would be unwise and unsafe to place any credence on this account.

It remains unclear whether the Complainant's injuries were the result of the force used by the police or his fall from the second floor window of the home and subsequent flight. Be that as it may, for the foregoing reasons, I am satisfied they are not reasonably attributable to any unlawful conduct on the part of the SO or the other arresting officers. Accordingly, there is no basis for proceeding with criminal charges in this case, and 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 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 04-27 (Use of Police Dog Services);

- Procedure 05-02 (Robberies/Hold-ups);
- Procedure 10-05 (Incidents Requiring the Emergency Task Force);
- Procedure 10-06 (Medical Emergencies);
- Procedure 13-16 (Special Investigations Unit);
- Procedure 13-17 (Notes and Reports);
- Procedure 15-01 (Use of Force);
- Procedure 15-02 (Injury/Illness Reporting);
- Procedure 15-09 (Conducted Energy Weapons);
- Procedure 15-20 (Body-Worn Camera).

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, 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