



**Public Meeting**

**Thursday,  
June 22, 2023  
at 9:00AM**



**PUBLIC MEETING AGENDA**  
**Thursday, June 22, 2023 at 9:00AM**  
**Livestreaming at <https://youtube.com/live/e78fZWuFUJI>**

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Call to Order

Indigenous Land Acknowledgement

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

Swearing-in of Mr. Nicola (Nick) Migliore, New Board Member

*The Board announces the appointment of Mr. Migliore, who was appointed as a Board Member by the Province of Ontario on May 18, 2023, for a period not to exceed one year. Mr. Migliore was officially sworn in on June 5, 2023, and will be publicly sworn in ceremonially at his first Board meeting on June 22, 2023.*

Chief's Monthly Verbal Update

1. Confirmation of the Minutes from the regular public meeting held on [April 28, 2023](#).

Presentation and Items for Consideration

2. **SafeTO Presentation**
3. May 26, 2023 from Dubi Kanengisser, Acting Executive Director and Chief of Staff  
**Re: [City Council Decision – Member Motion MM5.18 – Bolstering the Toronto Police Service Hate Crimes Unit](#).**

4. June 5, 2023 from Myron Demkiw, Chief of Police  
**Re: Request for Receipt of Donation – Electronic Storage Device (E.S.D) Canine**
  
5. May 23, 2023 from Myron Demkiw, Chief of Police  
**Re: Contract Extension and Increase – Wireless Parking Ticket Issuance System – ACCEO Solutions Inc.**
  
6. May 30, 2023 from Myron Demkiw, Chief of Police  
**Re: Contract Award to SEB Administrative Services Inc. for Benefits Administration and Retiree Solution**
  
7. May 23, 2023 from Myron Demkiw, Chief of Police  
**Re: Renewal of Lease Agreement for Parking Enforcement West Located at 970 Lawrence Avenue West**
  
8. May 15, 2023 from Myron Demkiw, Chief of Police  
**Re: Special Constable Appointments and Re-Appointments – June 2023**
  
9. May 1, 2023 from Myron Demkiw, Chief of Police  
**Re: 2022 Annual Report: City Traffic Agents (C.T.A.), University of Toronto (U of T), Toronto Community Housing Corporation (T.C.H.C), and Toronto Transit Commission (T.T.C) – Special Constables**
  - 9.1 **Traffic Agent Program Annual Report 2022 For Toronto Police Services Board**
  - 9.2 **2022 University of Toronto Scarborough Campus Safety Annual Report**
  - 9.3 **Toronto Community Housing Corporation, Community Safety Unit 2022 Annual Report**
  - 9.4 **Toronto Transit Commission Special Constable Service 2022 Annual Report**

10. **Budget Variance Reports**

- 10.1 May 23, 2023 from Myron Demkiw, Chief of Police  
**Re: 2023 Operating Budget Variance for the Toronto Police Service, Period Ending March 31, 2023**
- 10.2 May 23, 2023 from Myron Demkiw, Chief of Police  
**Re: Capital Budget Variance Report for the Toronto Police Service, Period Ending March 31, 2023**
- 10.3 March 3, 2023 from Myron Demkiw, Chief of Police  
**Re: 2023 Operating Budget Variance Report for the Toronto Police Service Parking Enforcement Unit, Period Ending March 31, 2023**
- 10.4 May 3, 2023 from Danielle Dowdy, Acting Executive Director and Chief of Staff  
**Re: 2023 Operating Budget Variance Report for the Toronto Police Services Board, Period Ending March 31, 2023**

Consent Agenda

- 11. June 2, 2023 from Dubi Kanengisser, Acting Executive Director and Chief of Staff  
**Re: Paid Duty Rates – January 1, 2023**
- 12. May 23, 2023 from Myron Demkiw, Chief of Police  
**Re: Annual Report: April 1, 2022 to March 31, 2023 – Grant Applications and Contracts**
- 13. May 30, 2023 from Myron Demkiw, Chief of Police  
**Re: Semi-Annual Report: Occupational Health and Safety Update for July 1, 2022 to December 31, 2022, full year summary and Member Well-being Strategy Update**
- 14. **Chief's Administrative Investigation Reports**
  - 14.1 May 5, 2023 from Myron Demkiw, Chief of Police  
**Re: Chief's Administrative Investigation into the Custody Injury of Complainant 2022.42**

- 14.2 May 5, 2023 from Myron Demkiw, Chief of Police  
**Re: Chief's Administrative Investigation into the Firearms Discharge at a Person – Complainant 2022.54**
- 14.3 May 5, 2023 from Myron Demkiw, Chief of Police  
**Re: Chief's Administrative Investigation into the Firearms Discharge at a Person – Complainant 2022.58**
- 14.4 May 5, 2023 from James Ramer, Chief of Police  
**Re: Chief's Administrative Investigation into the Custody Injury of Complainant 2022.60**

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

**Regular Board Meeting**  
**Thursday, July 27, 2023**  
**Hybrid Board Meeting – at Police Headquarters, 40 College Street or virtually via WebEx**

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**Members of the Toronto Police Services Board**

Ann Morgan, Chair  
Lisa Kostakis, Member  
Lily Cheng, Member & Councillor  
Nick Migliore, Board Member

Frances Nunziata, Vice-Chair & Councillor  
Nadine Spencer, Board Member  
Vincent Crisanti, Member & Councillor



## PUBLIC REPORT

**May 26, 2023**

To: Chair and Members  
Toronto Police Services Board

From: Dubi Kanengisser  
Acting Executive Director and Chief of Staff

**Subject: City Council Decision – Member Motion MM5.18 –  
Bolstering the Toronto Police Service Hate Crimes Unit.**

**Purpose:**     Information Purposes Only     Seeking Decision

**Recommendation(s):**

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

1. Refer this report to the Chief of Police for consideration as part of the 2023 budget process; and,
2. Forward a copy of this report to the City Clerk for information and to inform Council, as required.

**Financial Implications:**

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

**Summary:**

The purpose of this report is to provide the Board with City Council Decision – MM5.18 – Bolstering the Toronto Police Service Hate Crimes Unit.

**Discussion:**

**Background**

City Council, at its meeting on March 29, 30 and 31, 2023, adopted an item with respect to MM5.18 – Bolstering the Toronto Police Service hate Crime Unit. The Motion is available at this link:

<https://secure.toronto.ca/council/agenda-item.do?item=2023.MM5.18>

In considering this matter, council adopted the following:

**City Council request the Toronto Police Services Board to, as part of its 2023 budgetary and human resources decision making process, consider allocating additional personnel, technology and other resources into the forces' Hate Crime Unit in order to address the growing occurrences of hate in Toronto.**

**Conclusion:**

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

1. Refer this report to the Chief of Police for consideration as part of the 2023 budget process; and,
2. Forward a copy of this report to the City Clerk for information and to inform Council, as required.

Respectfully submitted,

Dubi Kanengisser  
Acting Executive Director and Chief of Staff

\*copy with original signature on file at Board Office



## PUBLIC REPORT

**June 5, 2023**

To: Chair and Members  
Toronto Police Services Board

From: Myron Demkiw  
Chief of Police

**Subject: Request for Receipt of Donation – Electronic Storage Device (E.S.D) Canine**

**Purpose:**  Information Purposes Only  Seeking Decision

**Recommendation:**

It is recommended that the Toronto Police Services Board (the Board) approve of the request to receive a donation as outlined within this report.

**Financial Implications:**

There are no financial implications arising from the recommendation contained in this report. The ongoing veterinary care, training, and maintenance for the canine will be funded by the Service's operating budget.

**Summary:**

Operation Underground Railroad (OUR) intends to donate an E.S.D. canine to the Toronto Police Service (the Service) which includes the training and equipment for a total donation of approximately \$28,000 CAD. OUR is a registered charity in the United States with a mission of combating online child sex abuse and child sex trafficking. Through private donations, OUR provides support to law enforcement agencies by providing training, technology, and E.S.D. detection dogs. The donated canine will be part of the Internet Child Exploitation (ICE) unit and will serve the functions of an E.S.D. canine as well as a therapy support canine to the unit.

## **Discussion:**

### ***Background***

#### *Relevant Board Policies and Compliance*

This report is in compliance with the reporting requirements of Board Policy – Donations and Sponsorships and Service Procedure 18-08 Donations.

#### ***Internet Child Exploitation Unit***

ICE is a sub-unit of the Service's Sex Crimes Unit, operating under Detective Operations as part of Specialized Operations Command. The donation of a canine as described above will allow the ICE unit to search for electronic devices at search warrant more efficiently as well as support victim/witnesses and Sex Crimes Unit member wellness.

The Donor, OUR, has been checked on police databases, which include intelligence sources. These checks demonstrate that the donor is not in any type of real or perceived conflict with the Service or the Board. These checks further support the acceptance of this donation by assuring that the donation would no impugn the reputation of the Service or the Board.

#### ***Donor***

The donor has indicated their motivation for this donation is to assist with child exploitation investigations for both the criminal investigations as well as support for the wellbeing of the victims, public, and the Service members involved in these cases.

#### ***Conclusion:***

The acquisition and deployment of an E.S.D. canine will improve the effectiveness and service delivery of the Service's ICE Unit to members of the community. By utilizing an E.S.D. canine, officers will be able to provide enhanced emotional support to victims who experience further trauma during police investigations. The E.S.D. canine will also provide emotional support for investigators in their daily operations.

The Service is a leader in the field of ICE investigations and therefore should seize the opportunity to be at the forefront in deploying this technique, thereby continuing our Service commitment of delivering innovative policing services to our communities.

Checks have been conducted and there is nothing that would indicate that the donation should not be accepted. In addition, investigative queries were conducted by the Federal Bureau of Investigations and have confirmed that there is no information that would cause concern and/or impugn the integrity or reputation of the Service.

The copy of the donor declaration form is attached as appendix 'A'.

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

Respectfully submitted,

Myron Demkiw, M.O.M.  
Chief of Police

*Attachments:*

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Appendix 'A' – Donor Declaration Form



# Toronto Police Service

40 College Street, Toronto, Ontario, Canada, M5G 2J3  
(416) 808-2222 FAX (416) 808-8202  
Website: www.TorontoPolice.on.ca



Office of the Chief of Police

File Number: .....

### Donor's Declaration Form

(To be signed at the time of donation)

I/We, Operation Underground Railroad (O.U.R.) hereby solemnly declare that the donation and/or in-kind donation amount of and/or appraised amount of \$ 15,000 USD was donated to the City of Toronto (City) and Toronto Police Service (TPS) for community benefits which encompass projects, money, assets or activities that provide a public good.

The Donor acknowledges that all donations and/or in-kind donations, made to the City or the TPS meet the following criteria:

1. the donation must be given unconditionally and voluntarily without any expectation of benefit;
2. the donation cannot be used to influence the outcome of an outstanding approval, permit or license application or award of a procurement call; and
3. the City shall be notified in writing if they, their organization, or company are currently involved in a planning approval or procurement process with the City or one of its agencies.

The Donor acknowledges that the donation, information about the donation and this Donor's Declaration Form are subject to the Municipal Freedom of Information and Protection Act and may be disclosed in accordance with the Act.

O.U.R. I/We or my/our organization have no outstanding approval, permit or license application or award of a procurement call with the City or the TPS.

OR

I/We or my/our organization do have one or more outstanding approval, permit or license application or award of a procurement call with the City or the TPS.

DATED at 1:30 PM this 19 day of May, 2023. Signed: [Signature]

Print Name of Donor & Donating Organization:

Randy Guldin Operation Underground Railroad PO Box 57338 / Salt Lake City, UT  
(Donor Name - Print) (Donating Organization) (Donor Organization Address) 84157

Are you a Registered Charity:  Yes  No If Yes, Charity Registration Number: 9377362

#### For Internal Use:

Number receiving donation:	(Surname, GI - Print)	(Title)	(Employee No.)
Signed:		Date:	(yyyy/mm/dd)
Unit Commander:	(Surname, GI - Print)	(Title)	(Employee No.)
Signed:		Date:	(yyyy/mm/dd)

TPS 05R, 2022/05/10

To Serve and Protect - Thinking with the Community



## PUBLIC REPORT

**May 23, 2023**

To: Chair and Members  
Toronto Police Services Board

From: Myron Demkiw  
Chief of Police

**Subject: Contract Extension and Increase – Wireless Parking Ticket Issuance System – ACCEO Solutions Inc.**

**Purpose:**  Information Purposes Only  Seeking Decision

### **Recommendations:**

This report recommends that the Toronto Police Services Board (Board):

1. approve a contract extension with ACCEO Solutions Inc. (ACCEO) for the Wireless Parking Ticket Issuance System (W.I.P.S.) for support, maintenance and system updates, for the period of September 1, 2023 to August 31, 2025; and a contract increase from \$5.42 million (M) to \$6.06M, for an increase of \$646 thousand (K); and
2. authorize the Chair to execute all required agreements and related documents on behalf of the Board, subject to approval by the City Solicitor as to form.

### **Financial Implications:**

The current value of the contract is \$5.42M, of which \$5.03M is estimated to be spent by the end of the current contract ending August 31, 2023. All system upgrades and enhancements included in the current contract are expected to be completed on time and under budget, resulting in a remaining balance of \$385K. The project will then shift to the maintenance and support phase.

Additional software and hardware support, maintenance of 440 handheld and printer devices, and potential systems updates are

**TORONTO POLICE SERVICES BOARD**

40 College Street Toronto, Ontario M5G 2J3 | Phone: 416.808.8080 Fax: 416.808.8082 | [www.tpsb.ca](http://www.tpsb.ca)

required over the next two years at an estimated cost of \$1.03M as per the table below.

Support, Maintenance and System Updates	2023 Costs (net H.S.T. (September 1, 2023 – August 31, 2024	2024 Costs (net H.S.T.) (September 1, 2024 – August 31, 2025
Software	\$ 219,000	\$ 248,300
Handheld hardware	\$ 149,900	\$ 149,900
Mobile printer hardware	\$ 57,200	\$ 57,200
<b>Total Annual Cost</b>	<b>\$ 426,100</b>	<b>\$ 455,400</b>
System Updates	\$150,000	
<b>Total for two years including system updates</b>	<b>\$1,031,500</b>	

Since there is room in the existing contract, the required adjustment to the contract value is \$646K. This will increase the total contract value to \$6.06M as per the table below:

Projected Contract Spend To August 31, 2023	\$5.03M
Projected Additional Spending September 1, 2023 – August 31, 2025	\$1.03M
<b>Total Projected Spend/Revised Contract Value</b>	<b>\$6.06M</b>
Less: Current Contract Value	\$5.42M
<b>Contract Increase Required</b>	<b>\$0.64M</b>

The annual funding required for software and hardware support and maintenance is included in the Toronto Police Service's (Service's) Parking Enforcement Unit 2023 operating budget and will be included in future year budget requests.

Of the \$150K requirement for the potential system updates, \$61K has been included in the Service's approved 2023-2032 capital program, the remaining amount will be included in the Service's 2024-2033 capital program request.

## **Summary:**

The Service's Parking Enforcement Officers currently use W.I.P.S. to provide parking enforcement services in the City of Toronto. This system is used to enforce parking by-laws through the issuance of printed parking tickets and tow cards.

The current contract for the W.I.P.S. with ACCEO is scheduled to expire on August 31, 2023. The project implementation is complete and the project will be shifting to support and maintenance. The purpose of this report is to request the Board's approval to extend the contract with ACCEO to provide support, maintenance and system updates for the W.I.P.S. until August 31, 2025 at an estimated additional net cost of \$646K excluding taxes.

## **Discussion:**

### ***Background***

In August 2017 the Board approved a contract award to ACCEO for the W.I.P.S., through a competitive procurement process, for \$3.53M (Min. No. P189/2017 refers). During the project implementation, the contract was increased by 10% to reflect the implementation of additional functionality related to photo evidence, approved by the Chief Administrative Officer, bringing the contract value to \$3.88M.

In June 2021 the Board approved a contract increase of \$1.53M to include the implementation of the Vehicle Impound module, for a revised contract value of \$5.42M and an extension to the contract term to August 31, 2023 (Min. No. P2021-0624-5.0 refers).

### ***Next Steps***

The Request for Proposals (R.F.P.) # 1185778-16 included an option period which would allow for an extension to the contract term by an additional five years to August 31, 2027, subject to Board approval.

The Service is seeking approval to proceed with a two-year contract extension for support, maintenance and system updates at this time. This time allows for a review and strategic direction for the various parking systems across the City, in collaboration with the City of Toronto and partner agencies.

### ***Relevant Board Policies and Compliance***

Section 20.3 of the Board's Purchasing Bylaw (No. 163) outlines that Board approval is required for contract awards greater than \$1M.

## **Conclusion:**

It is recommended that the Board approve a contract extension with ACCEO for the W.I.P.S. for support, maintenance and system updates until August 31, 2025 resulting in a net contract increase of \$646K.

Deputy Chief Lauren Pogue of Community Safety Command, Chief Information Officer Colin Stairs, and Interim Chief Administrative Officer Svina Dhaliwal will be in attendance to answer any questions the Board may have regarding this report.

Respectfully submitted,

Myron Demkiw, M.O.M.  
Chief of Police



## PUBLIC REPORT

**May 30, 2023**

To: Chair and Members  
Toronto Police Services Board

From: Myron Demkiw  
Chief of Police

**Subject: Contract Award to SEB Administrative Services Inc. for Benefits Administration and Retiree Solution**

**Purpose:**  Information Purposes Only  Seeking Decision

### **Recommendations:**

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

1. approve a contract award to SEB Administrative Services Inc. (SEB) for a benefits administration and retiree solution for a three year period, commencing from the contract award date, at an estimated cost of \$1.7 million (M), with the option to extend for an additional two one-year periods at a cost of \$447 thousand (K) per year, for a total estimated cost of \$2.6M over the five year term;
2. authorize the Chair to execute all required agreements and related documents on behalf of the Board; subject to approval by the City Solicitor as to form; and
3. authorize the Chief to exercise the options to extend, subject to business need, budget availability and satisfactory performance by the vendor.

### **Financial Implications:**

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The value of the contract with SEB is estimated to be \$2.6M over five years, inclusive of the two one-year optional extension periods, as outlined in the table below:

	SEB Costs	Annual Budget for Current Provider	Net Impact
One-time Implementation Cost/Consulting	\$ 330,000		\$ 330,000
Year 1	\$ 445,000	(360,000)	\$ 85,000
Year 2	\$ 445,000	(360,000)	\$ 85,000
Year 3	\$ 445,000	(360,000)	\$ 85,000
Year 4 Option	\$ 447,000	(360,000)	\$ 87,000
Year 5 Option	\$ 447,000	(360,000)	\$ 87,000
<b>Total</b>	<b>\$ 2,559,000</b>	<b>\$ (1,800,000)</b>	<b>\$ 759,000</b>

The one-time implementation and start-up consulting costs are estimated at \$330K. The annual cost for the benefit plan administration and retiree benefits solution is \$445K. This amount will be offset by repurposing existing annual funding of \$360K from the current benefit plan, as well as a reduction of workload equivalent to one administrator, which will free up resources to focus on administration of active members. We anticipate an increase in service efficiency and accuracy towards active employees and a reduction in response time, which will enhance the member's overall experience.

The required one-time funding of \$330K for 2023 will be provided from a recovery of funds pertaining to the Greenshield Benefits account within the Wellness Reserve, while the additional annual funding of \$85K will be included in the 2024 and future year operating budget requests.

## Summary:

The purpose of this report is to request approval for a contract award to SEB for a benefits administration and retiree solution.

The benefits administration and retiree solution is intended to serve two functions:

- 1) to obtain group benefit administration services, that will allow the Toronto Police Service (Service) to administer the active employee group benefit programs in an efficient, timely, and accurate manner; and
- 2) to establish retiree program administration services including design, implementation, pricing and consultation services on redesigning the existing plans and developing a member paid plan for those members who would not be eligible for Board paid benefits.

## **Discussion:**

### ***Background:***

#### *Retiree Benefits – Overview*

The Service, through the Employee Services unit, currently administers health, dental, and travel benefits for approximately 7650 active Service members in addition to retiree health, dental, and travel benefits plans for approximately 5,000 eligible retirees as outlined in the relevant collective agreements.

The Service's retiree benefits offerings have been amended over time through collective bargaining with the Toronto Police Association (T.P.A.) and Toronto Police Senior Officers' Organization (T.P.S.O.O.). Currently, there are approximately 5,000 retirees covered by one of three retiree benefits packages offered by the Board through the collective agreements. Eligibility for retiree benefits is dependent on a number of factors, including age and date of retirement.

Pursuant to the terms of the collective agreement, only retirees who are eligible for an unreduced pension have access to health and dental benefits. The current benefits provider underwrites the health and dental benefits on an insured or "Administrative Services Only" basis depending on the plan. Coverage is provided to three distinct groups of retirees as follows:

1. "Medipak" Coverage: Upon retirement on an unreduced pension, and up to age 65, members are provided 100% Board paid health and dental benefits. Coverage mirrors what a member had in effect as an active member under the collective agreement that was implemented at the time of their retirement. Approximate number of covered retirees: 1,720 retirees and 1,848 dependents.
2. Health Care Spending Account (H.C.S.A.): Upon reaching age 65, eligible retirees are enrolled in a non-cumulative \$3,000 per year H.C.S.A. plan for the coverage of eligible expenses as defined by the Canada Revenue Agency. Members who join mid-year receive prorated credits. The Service's current benefits provider administers the H.C.S.A. program, including adjudication and reimbursement of eligible expenses. This program ends when the member reaches age 75. After age 75, there are no further benefits available to retirees through the Board or Service. Approximate number of covered retirees: 897 retirees.
3. "Insured" Plan: Members who retired prior to January 1, 2009 are eligible for lifetime health and dental benefits, with certain maximums and co-pays, underwritten by the current benefits provider on an insured basis, with premium cost sharing set at 45% for the Board and 55% for each retiree. This plan is closed to new entrants. Approximate number of covered retirees: 2,184 retirees, and 3,490 dependents.

The Employee Services unit is responsible for tracking and managing the full portfolio of approximately 5,000 retirees plus dependents, including initial enrolment, transitions

from the Medipak plan to the H.C.S.A., yearly distribution of taxable benefit letters, status changes, monthly premium remittances, financial reporting and renewals, and exception handling.

#### *Retiree Benefits Administration*

As a result of the new vendor administering the retiree benefit program a reduction of workload equivalent to one administrator will occur, which will free up resources to focus on administration of the 7,650 active members. We will see an increased efficiency of accurate case management, a decrease in response time and an increase in overall Member Experience satisfaction levels for active members.

The retiree group will experience a dedicated customer service program specifically tailored to their needs, faster response levels and enhanced features. Including a client portal, telephone support and program enhancements designed specifically for retired members.

#### *The Post-Retirement Benefits Committee*

As part of the settlement of the 2019-2023 collective agreements in 2020, the Board, T.P.A., and T.P.S.O.O. agreed to establish a tri-partite joint committee to discuss and review options related to post-retirement health and dental benefits. In addition to the administration of retiree benefits as outlined above, the proposed vendor will supply consulting services pertaining to the three existing retiree benefit plans.

The committee met with a view to exploring options to modernize retiree benefits by understanding the priorities and interests of the parties. The committee examined the needs of current and future retirees (with the assistance of the Toronto Police Pensioners Association), the current landscape of retiree benefits in policing and the broader public sector (with the assistance of Employee Services unit staff and Mercer Canada), and the potential alternative models available in the market. It became apparent that there was a mutual desire to modernize the Board's retiree benefit offerings to provide normative levels of coverage which are responsive to member and retiree needs while maintaining the fiscal sustainability of the plans. As a result, the Service decided to include this component in a comprehensive retiree benefits solution procurement process.

#### **Procurement Process:**

The Service's Purchasing Services unit published Request for Proposal (R.F.P.) # 1565172-22 for a benefits administration and retiree solution on MERX on October 7, 2022, which closed on November 3, 2022. 33 suppliers downloaded the R.F.P. documents from MERX, and four proposals were submitted, each covering service options in the following areas:

- Option 1: Active Employee Benefits Plan Administration
- Option 2: Retiree Benefits Solution

The Service's Purchasing Services unit contacted the other 29 suppliers that downloaded the R.F.P. but did not submit a proposal to ask why they did not submit a

proposal. To date, eleven suppliers have responded and provided the following reasons for not submitting a proposal:

- unable to allocate resources internally in a timely manner to provide high quality, informative and complete response to the R.F.P.;
- unable to meet the requirements; their qualifications did not correspond to the required scope of work, or the supplier's consulting model would not be able to satisfy basic requirements.

SEB scored highest in each of the service areas within the R.F.P., and as such, SEB is being recommended for award.

*Relevant Board Policies and Compliance*

Section 20.3 of the Board's Purchasing Bylaw (No. 163) outlines that Board approval is required for contract awards greater than \$1M.

**Conclusion:**

For the reasons outlined above, it is recommended that the Board approve the contract award to SEB for the benefits administration and retiree solution.

Ms. Svina Dhaliwal, Interim Chief Administrative Officer, will be in attendance to answer any questions from the Board.

Respectfully submitted,

Myron Demkiw, M.O.M.  
Chief of Police



## PUBLIC REPORT

**May 23, 2023**

To: Chair and Members  
Toronto Police Services Board

From: Myron Demkiw  
Chief of Police

**Subject: Renewal of Lease Agreement for Parking Enforcement West Located at 970 Lawrence Avenue West**

**Purpose:**  Information Purposes Only  Seeking Decision

### **Recommendations:**

This report recommends that the Toronto Police Services Board (Board)

- 1) authorize the City of Toronto (City) to execute the renewal of a five-year lease agreement with Pinedale Properties Limited for the Parking Enforcement West facility located at 970 Lawrence Avenue West for the period of January 1, 2023 to December 31, 2027, at a total estimated cost of \$2.609 Million (M) (net H.S.T.) for the rental of office space and parking space over the five-year period of the Agreement; and
- 2) forward this report to the City's Deputy City Manager, Corporate Services, for appropriate action relating to the execution of the negotiated lease agreement.

### **Financial Implications:**

The chart below outlines the annual leasing costs for the Parking Enforcement West facility negotiated by the City's Corporate Real Estate Management Division.

	Rent Office Space	Rent Parking Space	Total Rent
Monthly	\$32,705	\$10,775	\$43,480
Yearly Total	\$392,460	\$129,300	\$521,760
Five Year Total (2023-2027)	\$1,962,300	\$646,500	<b>\$2,608,800</b>

*Note: All figures are excluding H.S.T.*

The total leasing cost is \$2,608,800 (net of H.S.T.) over the five-year term of the renewal agreement and is comprised of the office space rental fee of \$1,962,300 and the parking space rental fee of \$646,500.

The annual leasing cost for this facility in 2022 was \$481,246. The negotiated renewal rate of \$521,760 per year represents an annual increase of \$40,514 (8.4%) or a total increase of \$202,570 over the five-year term.

The additional annual funding requirement of \$40,514 will be absorbed within the Parking Enforcement Unit's operating budget in 2023 and included in future year budget requests.

## **Summary:**

The purpose of this report is to request the Board's approval of a five-year lease renewal for the Parking Enforcement West facility to utilize office space and parking spaces at 970 Lawrence Avenue West at an annual cost of \$521,760 (net of H.S.T.). The available parking spots include 22 surface parking spaces, 18 underground parking spaces, and 31 parking spots at a nearby offsite location. Other than amendments to the cost for parking spaces, the lease renewal encompasses the same terms and conditions as set out in the prior lease.

## **Discussion:**

### ***Background***

The Service's Parking Enforcement West unit currently occupies 11,577 square feet in a building located at 970 Lawrence Avenue West where the unit has been operating since 1995. The lease agreement for the site expired on December 31, 2022, and the City's Corporate Real Estate Management Division has negotiated a five-year renewal agreement with Pinedale Properties Ltd. commencing January 1, 2023 through to December 31, 2027 (Min. No. P25/2020 refers).

*Relevant Board Policies and Compliance*

Section 20.3 of the Board's Purchasing Bylaw (No. 163) outlines that Board approval is required for contract awards greater than \$1M.

**Conclusion:**

The renewal of the lease agreement at 970 Lawrence Avenue West allows the Parking Enforcement West unit to continue operations uninterrupted through to December 31, 2027.

It is therefore recommended that the Board authorize the City to execute the renewal of a five-year lease agreement with Pinedale Properties Limited to maintain Parking Enforcement West's ongoing use of the office space and parking spaces as detailed in the lease agreement. The cost of the lease for the five-year term is \$2.609M (net H.S.T.).

Ms. Svina Dhaliwal, Interim Chief Administrative Officer, will be in attendance to answer any questions the Board may have regarding this report.

Respectfully submitted,

Myron Demkiw, M.O.M.  
Chief of Police

\*original copy with signature on file in Board office



## PUBLIC REPORT

**May 15, 2023**

To: Chair and Members  
Toronto Police Services Board

From: Myron Demkiw  
Chief of Police

**Subject: Special Constable Appointments and Re-Appointments –  
June 2023**

**Purpose:**  Information Purposes Only  Seeking Decision

### **Recommendation:**

This report recommends 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 City of Toronto Traffic Agents (C.T.A.), the Toronto Transit Commission (T.T.C.) and the University of Toronto (U of T), subject to the approval of the Ministry of the Solicitor General (Ministry).

### **Financial Implications:**

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

### **Summary:**

The purpose of this report is to seek the Board's approval for the agency requested appointment(s) and re-appointment(s) of special constables for the C.T.A., T.T.C., and U of T.

## Discussion:

### Background

#### Relevant Board Policies and Compliance

Under Section 53 of the *Police Services Act*, the Board is authorized to appoint and re-appoint special constables, subject to the approval of the Ministry. Pursuant to this authority, the Board has agreements with C.T.A., T.T.C., and U of T governing the administration of special constables (Min. Nos.P158/19, P289/13 and P571/94 refer).

The Service received requests from C.T.A., T.T.C., and U of T 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
U of T St. George Campus	Jillian Maureen SROMEK	Re-Appointment	July 11, 2023
C.T.A.	Sukhbir GILL	Appointment	N/A
C.T.A.	Waseem SHAIKH	Appointment	N/A
C.T.A.	Pete VRANTSIS	Appointment	N/A
T.T.C.	Ricky Derrick BARNES	Appointment	N/A
T.T.C.	Nathaniel Khitt BELITA-CLAMOHOY	Appointment	N/A
T.T.C.	Jacky CAO	Appointment	N/A
T.T.C.	Richard DOAN	Appointment	N/A
T.T.C.	Nancy Oghogho EDUWIROFO	Appointment	N/A
T.T.C.	Harsharan SINGH	Appointment	N/A
T.T.C.	Jacob Levi HEISE	Appointment	N/A
T.T.C.	Tyler Morgan LAYLOR	Appointment	N/A
T.T.C.	Marvin PEAK	Appointment	N/A

Agency	Name	Status Requested	Current Expiry Date
T.T.C.	Elio VASQUEZ-ACOSTA	Appointment	N/A
T.T.C.	Luisa Femanda VILLA-GOMEZ	Appointment	N/A
T.T.C.	Tamara WILLIAMS	Appointment	N/A

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.

City Traffic Agents are appointed to conduct traffic direction under select sections of the *Highway Traffic Act* within the City of Toronto, but do not possess enforcement authorities.

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 C.T.A., T.T.C., and U of T's 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
C.T.A.	34 <sup>1</sup>	14
T.T.C.	145 <sup>2</sup>	101
U of T St. George Campus	50	34

<sup>1</sup> Compliment approved by Toronto City Council.

<sup>2</sup> Compliment approved by Toronto City Council.

***Conclusion:***

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

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

Respectfully submitted,

Myron Demkiw, M.O.M.  
Chief of Police

\*copy with original signature on file at Board Office

***Attachments:***

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1. U of T St. George Campus Re-Appointment Request Letter
2. TTC Appointment Request Letter
3. City Traffic Agent Appointment Request Letter



**University of Toronto**  
**CAMPUS SAFETY**  
**SPECIAL CONSTABLE SERVICE**

21 Sussex Avenue, Suite 100, Toronto, Ontario M5S 1J6

Tel: (416) 978-2323 Fax: 416-946-8300

April 11, 2023

**To:** Special Constable Liaison Office

**From:** Michael Munroe

**Subject:** Request for Toronto Police Services Board approval for Re-Appointment of Special Constable

In accordance with the terms and conditions set out in the Agreement between the Toronto Police Services Board and the University of Toronto, the Board is authorized to appoint and re-appoint special constables subject to the approval of the Ministry of the Solicitor General.

The individual named below is fully trained, meeting all Ministry requirements, and has 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.

Name	Type	Current Term Expiry
Jillian Maureen SROMEK	Re-Appointment	July 11, 2023

Re-appointments have been employed by University of Toronto for at least one 5-year term, and as such, we are satisfied that this member has satisfactorily carried out their duties and, from our perspective, there is nothing that precludes reappointment.

Regards

Michael Munroe – Director



April 27, 2023  
Sergeant Q. Yang  
Special Constable Liaison Office  
40 College Street  
Toronto, Ontario  
M5G 2J3

Sergeant Yang,

**Re: Request for Toronto Police Services Board Approval for Appointments of Special Constables for Members of the Toronto Transit Commission:**

In accordance with the terms and conditions set out in the Memorandum of Understanding between the Toronto Police Services Board and the Toronto Transit Commission, 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 the Toronto Transit Commission 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
Ricky Derrick BARNES	New Appointment	N/A
Nathaniel Khitt BELITA-CLAMOHOY	New Appointment	N/A
Jacky CAO	New Appointment	N/A
Richard DOAN	New Appointment	N/A
Nancy Oghogho EDUWIROFO	New Appointment	N/A
HARSHARAN SINGH	New Appointment	N/A
Jacob Levi HEISE	New Appointment	N/A
Tyler Morgan LAYLOR	New Appointment	N/A
Marvin PEAK	New Appointment	N/A
Elio VASQUEZ ACOSTA	New Appointment	N/A
Luisa Femanda VILLA GOMEZ	New Appointment	N/A

Jon Burnside, Chair  
Joanne De Laurentis, Vice-Chair  
Richard J. Leary, Chief Executive Officer

Paul Ainslie, Commissioner  
Stephen Holyday, Commissioner  
Fenton Jagdeo, Commissioner  
Ron Lalonde, Commissioner

Nick Mantas, Commissioner  
Chris Moise, Commissioner  
Julie Osborne, Commissioner



Tamara WILLIAMS	New Appointment	N/A
-----------------	-----------------	-----

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

Should you require any further information, please contact myself @ [trevor.timbrell@ttc.ca](mailto:trevor.timbrell@ttc.ca), Staff Sergeant (Acting) Training and Logistical Support at 416-393-2107.

Respectfully,

Trevor Timbrell  
Staff Sergeant (Acting)  
Special Constable Service

Transportation Services  
Barbara Gray, General Manager

Reply to: Theodoros Malkos  
Program Manager  
Traffic Management  
Active Traffic Management  
703 Don Mills Road, 5<sup>th</sup> Floor  
Toronto, Ontario, M3C 3N3  
Tel: 437-855-3200  
Email: ted.malkos@toronto.ca

May 4, 2023

Sgt. Qian Yang  
Special Constable Liaison Office  
40 College St.  
Toronto, ON M5G 2J3

Dear Sgt. Yang:

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

In accordance with the terms and conditions set out in the Memorandum of Understanding between the Toronto Police Services Board and THE CITY OF TORONTO, 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 THE CITY OF TORONTO 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
Pete Vrantzis	New Appointment	N/A
Sukhbir Gill	New Appointment	N/A
Waseem Shaikh	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.

Yours truly,



Theodoros Malkos



## PUBLIC REPORT

**May 1, 2023**

To: Chair and Members  
Toronto Police Services Board

From: Myron Demkiw  
Chief of Police

**Subject: 2022 Annual Report: City Traffic Agents (C.T.A.),  
University of Toronto (U of T), Toronto Community  
Housing Corporation (T.C.H.C), and Toronto Transit  
Commision (T.T.C) – Special Constables**

**Purpose:**  Information Purposes Only  Seeking Decision

**Recommendation:**

This report recommends that the Board receive the 2022 annual reports from the City of Toronto (City), U of T, T.C.H.C, and T.T.C.

**Financial Implications:**

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

**Summary:**

The following agencies have submitted their annual reports which provide statistical information and a detailed overview of the corresponding agencies Special Constable Program:

City – C.T.A.

U of T – University Special Constable Program

T.C.H.C - Community Safety Unit (C.S.U.) Special Constable Program

T.T.C. – Transit Enforcement Unit Special Constable Program

**TORONTO POLICE SERVICES BOARD**

40 College Street Toronto, Ontario M5G 2J3 | Phone: 416.808.8080 Fax: 416.808.8082 | [www.tpsb.ca](http://www.tpsb.ca)

## **Discussion:**

### ***Background***

As directed by the Board, appended to this report are the 2022 annual reports from the City, U of T, T.C.H.C. and T.T.C regarding special constables. These reports are consistent with the reporting guidelines established by the Board.

#### ***Relevant Board Policies and Compliance***

Section 7.6 of the Agreement between the Toronto Police Services Board (Board) and the City of Toronto (City) regarding special constables states that:

*“The City shall provide to the Board an annual report with statistical information including information regarding CTAs assistance in the movement of traffic on City Highways and the safe and orderly flow of traffic on City Highways, including its impact, training, use of force, activities, supervision, complaints, and other issues of concern to the Parties and such further categories of information as may be requested by the Board or the Chief, and as agreed to by the City, from time to time”.*

Section 45 of the Agreement between the Board and the University of Toronto (U. of T.) Governing Council regarding special constables states that:

*“The University shall provide to the Board an annual report with statistical information including but not limited to information as to enforcement activities, training, supervision, complaints and other issues of concern to the parties and such further relevant information as may be requested by the Board”*

Section 53 of the Agreement between the Board and Toronto Community Housing Corporation (T.C.H.C.) regarding special constables states that:

*“The T.C.H.C. shall provide to the Board an annual report with statistical information including but not limited to information regarding enforcement activities, training, supervision, complaints and other issues of concern to the parties and such further categories of information as may be requested by the Board from time to time”.*

Toronto Transit Commission (T.T.C.) regarding special constables states that:

*“The TTC shall provide to the Board an annual report with statistical information including information regarding enforcement activities, training, use of force, supervision, complaints and other issues of concern to the Parties and such further categories of information as may be requested by the Board or the Chief, from time to time”.*

**Conclusion:**

The Service continues to foster strong working relationships with the C.T.A., U of T, T.C.H.C., and T.T.C programs. In 2022, the Service worked closely with the C.T.A's to upgrade their existing uniform and equipment in order to enhance the health and safety of Agents while deployed at critical intersections. The Service also supported the expansion of the program in relation to increasing staffing resources.

A number of community outreach and education initiatives were undertaken by U of T special constables to enhance the feeling of safety and security for students, faculty and visitors on U. of T. campuses.

A number of community outreach initiatives were undertaken by T.C.H.C special constables to enhance the feeling of safety and security for residents, staff and visitors on T.C.H.C. properties

The Service has supported the T.T.C.'s efforts to expand their staffing model to ensure enhanced safety on the transit system. In 2022, the T.T.C. has worked with the Service toward the goal of implementing new technologies to enhance transparency and accountability. Specifically, the addition of Body Worn Cameras & In-Car Camera Systems continue to be considered, for which approval of a pilot project is expected to be sought in late 2023.

These initiatives are consistent with the Service's community policing model, with a goal of embracing partnerships to create safe communities.

Deputy Chief Robert Johnson, Specialized Operations Command, will be in attendance to answer any questions the Board may have regarding this report.

Respectfully submitted,

Myron Demkiw, M.O.M.  
Chief of Police

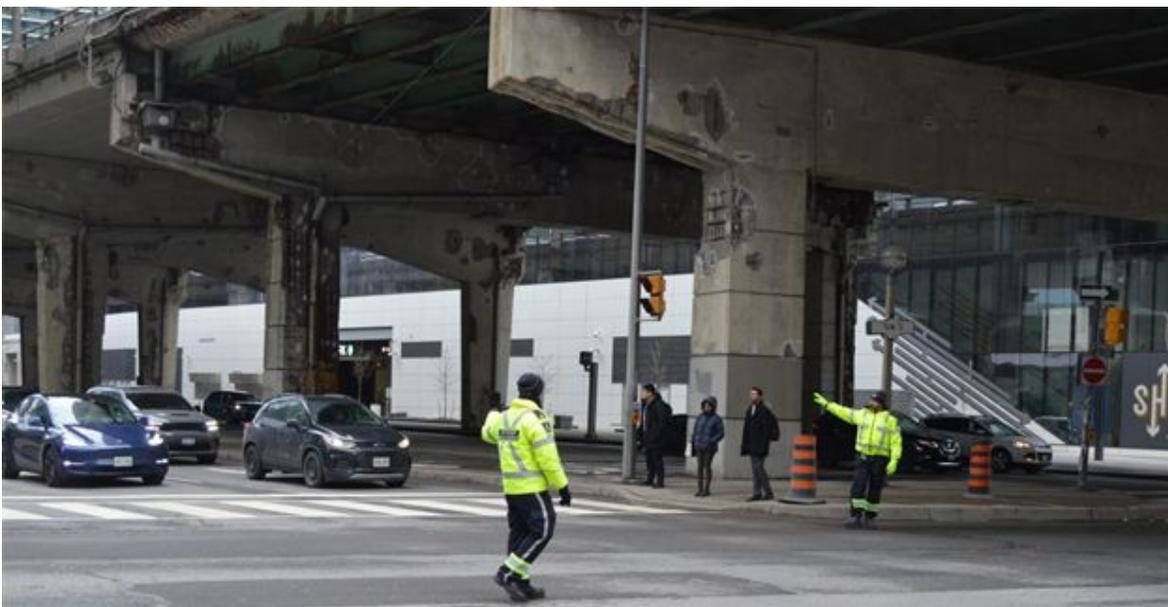
**Attachments:**

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CTA Annual Report, U of T Annual Report, TCHC Annual Report, TTC Annual Report



## Traffic Agent Program Annual Report 2022 For Toronto Police Services Board



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## Background

The City of Toronto has observed a continual rise in traffic congestion. To mitigate the effects of congestion, the City launched a Congestion Management Plan in 2016. This plan included a set of initiatives tackling congestion from different angles. One of these initiatives was the implementation of a Traffic Assistance Personnel Pilot Program.

The Traffic Assistance Personnel (TAP) Pilot Program was successfully piloted in 2016 by Toronto Police Service. Through this pilot, Toronto Police Paid Duty Officers were deployed at different intersections in downtown Toronto to manage the flow of pedestrians and vehicles. This pilot successfully reduced the number of intersection blockages caused by vehicles and pedestrians by 90% and 70%, respectively.

The Traffic Agent Program was created based on the positive impacts observed in the TAP pilot. The City of Toronto Traffic Agent Program was formalized on February 6, 2020, when the City of Toronto and the Toronto Police Service signed a Memorandum of Understanding (MOU). The MOU gives the City the ability of hiring and training staff to become special constables. Special constables have authority under the Highway Traffic Act to undertake traffic management functions.

Additionally, The MOU dictates and regulates a set of actions and procedures that the City of Toronto must follow when training, appointing, tracking, and administering traffic agents. It also delineates the administrative responsibilities of the City while running the program, one of which is to provide the Toronto Police Services Board with an Annual Report.

The Traffic Agent Program has been successfully operating for over two years. Traffic Agents have been deployed at many different intersections and have had a huge impact on traffic congestion at critical intersections, construction areas, and events. The Traffic Agent program continues to work in partnership with Toronto Police Service, looking forward to growing that partnership.

## Organizational Chart

The Traffic Agent Program falls under the City of Toronto Transportation Services under the direction of the Traffic Management section and Active Traffic Management unit. In 2023, a position for Senior Project Manager was created to drive program goals such as strategic planning, program development, and a hiring strategy.



## Staffing Levels

At the start of 2022, the program consisted of 11 Special Constables but due to current job market conditions, the program has been reduced to 4 Special Constables. Six of the Traffic Agents took other job opportunities within the City of Toronto and one of the Traffic Agents was promoted to Supervisor, Traffic Agent. The Traffic Agent Program is in the final stages of hiring a new class of Traffic Agents to start in early 2023.

Number of Terminations ( January 1, 2022 – December 31, 2022)	Number of Suspensions (January 1, 2022 – December 31, 2022)	Number of Resignations (January 1, 2022 – December 31, 2022)	Number of Retirements (January 1, 2022 – Dec 31, 2022)
0	0	7	0

## Supervision

In 2022, The Traffic Agent Program consisted of two supervisors who provided support through regular site visits and coaching to ensure a high standard of public service and safety for the Traffic Agents as well as the public. Supervisors regularly attended various intersections throughout the city, providing supervision, assessing conditions and the traffic management techniques of CTAs.

## Uniform & Equipment

The City Traffic Agents are full-time employees who are expected to work during the entire year and therefore, under different weather conditions. The City of Toronto foresees that uniform and equipment needs will evolve over time as a consequence of lessons learned and new case applications.

At the beginning of the program, Traffic Agents were issued a basic uniform and equipment. Additional items were added to address different health and safety requirements and to account for the different weather and lighting conditions experienced during the different seasons and working hours.

In 2022, the City of Toronto completed a business case regarding all the uniforms and equipment needed by Traffic Agents. The City of Toronto submitted it to Toronto Police Service and it was subsequently approved by the Toronto Police Services Board.

Traffic Agents are issued the following:

- Uniform
- One wallet badge and City Identification Card
- One approved Memo Book
- One Whistle
- Mobile Phone
- Flashlight and wand, with appropriate carrying case
- Parking Violation Notice Book
- First Aid Kit

## Training

All Traffic Agents were provided the mandatory training outlined in the Memorandum of Understanding. All course outlines, course curricula, lesson plans, and course instructors' resumes were approved by the Toronto Police Service. The mandatory training consists of the following areas:

- Accessibility for Ontarians with Disabilities Act
- Arrest Authorities
- Arrest / Search Incident to Arrest
- By-law Enforcement
- Case Preparation Provincial Offences
- Community Mobilization / Community Policing
- Traffic / Crime Scene Management
- City Traffic Agent Status – Roles & Responsibilities
- Criminal Offences
- Diversity Awareness and Human Right Issues
- Person in Crisis / Mental Health Act
- Ethics and Professionalism
- Field Interviewing / Taking Statements
- First Aid / CPR (including Naloxone)
- Highway Traffic Act and Traffic Direction
- Incident Management
- Introduction to Law
- Memorandum Books / Note-Taking
- Occupational Health & Safety
- Occurrence / Reporting Writing / Field Information Report
- Ontario Traffic Manual Book 7
- Ontario Traffic Manual Book 1
- Provincial Offences Act
- Public Safety Foundations
- Road to Mental Readiness
- Search and Seizure Authorities
- Testimony / Criminal / Provincial Justice System / Rules of Evidence
- Traffic Management (in class and in field)
- Transportation Services
- YCJA
- Basic Self Defence
- Crisis Resolution
- Tactical Communications

## Use of Force

Traffic Agents had no incidents in 2022 where use of force was required. The Traffic Agents do not have any use of force options and are trained to de-escalate and disengage from situations. Traffic Agents are instructed to call Police in any situation that is beyond their control.

## Compliance & Enforcement

Throughout 2022 Traffic Agents were required to deal with members of the public who on occasion did not comply with the direction(s) of the Traffic Agent or committed violations under the Highway Traffic Act. Although Traffic Agents themselves have not been empowered to issue Traffic Tickets under the Highway Traffic Act, enforcement support by Toronto Police Traffic Services over the course of several days provided some Enforcement whereby drivers were issued tickets. Further TPS support for the Traffic Agents came in the form of the Toronto Police Online Reporting tool (CORE – Driving Complaint) of which Traffic Agents completed 22 reports in 2022 of motorists in violation of the Highway Traffic Act.

## Complaints

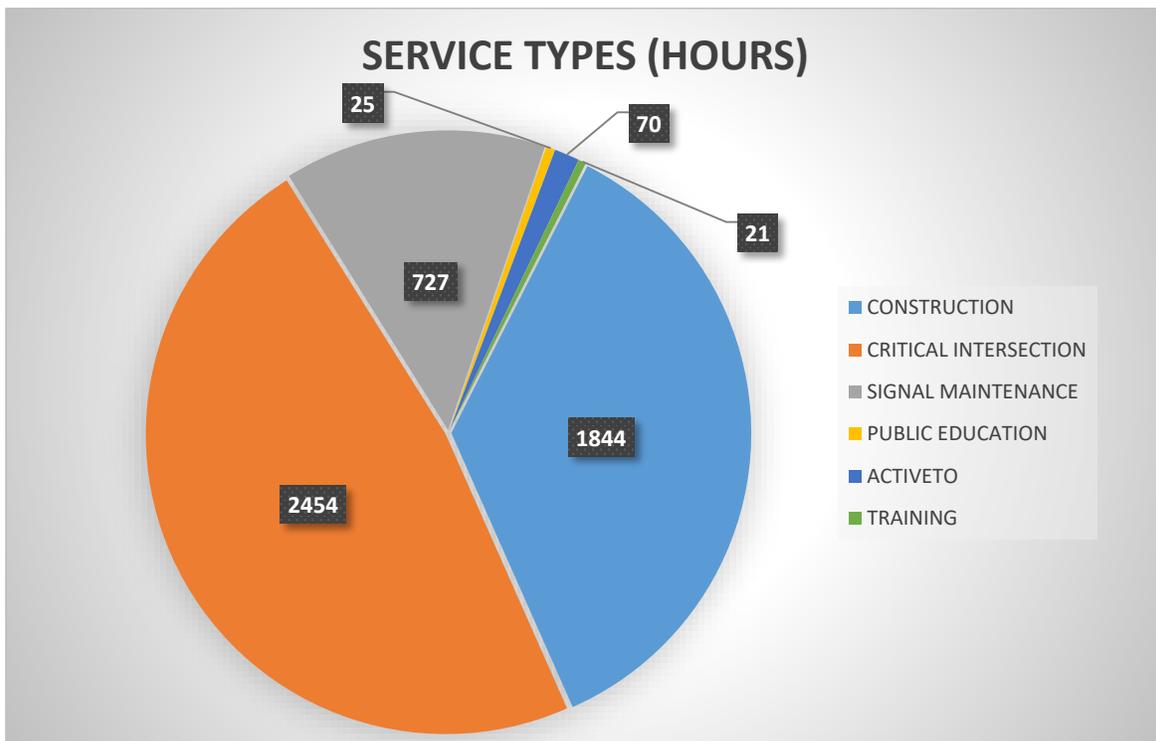
All public complaints against Traffic Agents are reviewed by the Unit Complaints Coordinator who has been trained by the Toronto Police Service's Professional Standards Unit. The Unit Complaints Coordinator reviews the complaint and ensures it has all the necessary information required prior to being submitted to the Toronto Police Service for review and assessment. The Toronto Police Service investigates all serious misconduct while all other minor public complaints and feedback, deemed less serious, are returned, to the City for investigation by the Program Manager and Supervisors. These public complaints and feedback are further utilized to assist in the assessment and development of the program. In 2022, the Traffic Agent program received 0 complaints.

Total Complaints	Investigated by Toronto Police Service	Investigated by the City	Resolved Complaints	Number of Outstanding Complaints
0	0	0	0	0

## Impacts

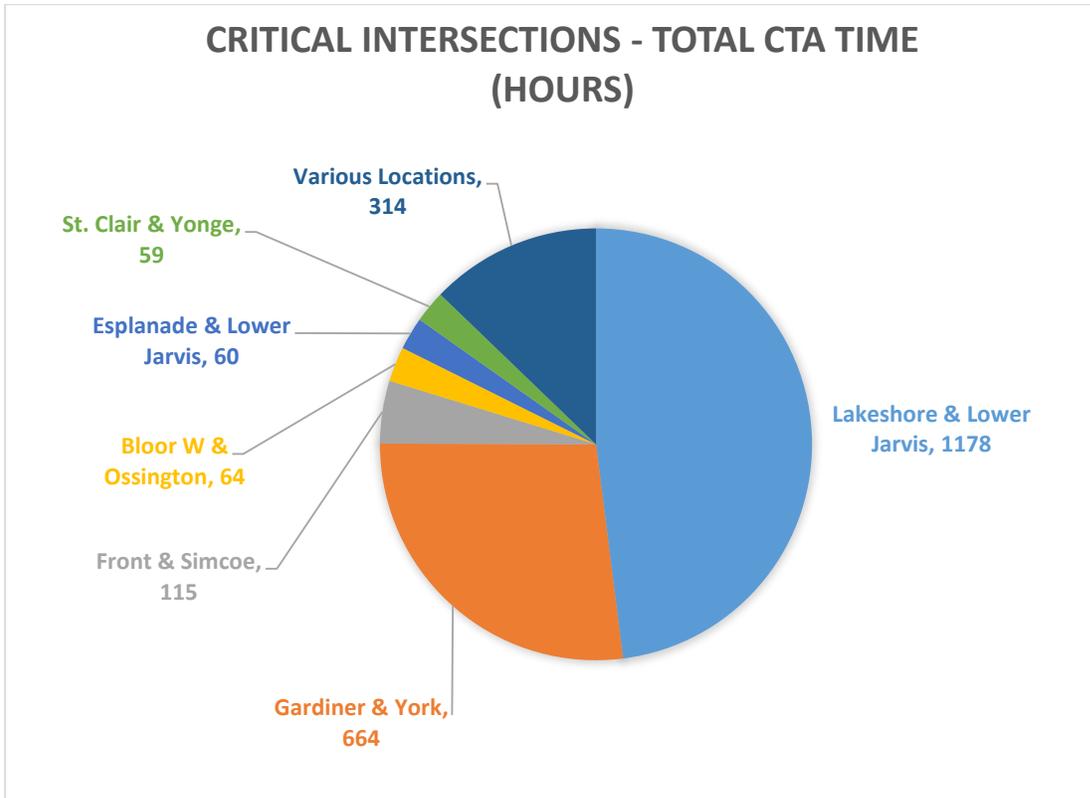
In 2022, the City Traffic Agent Program was positioned to greatly impact the congestion throughout various intersections across the City. Unfortunately, the expected impact of the program was affected by the number Special Constables who chose to pursue other career paths prior to the hiring of new Special Constables. Nevertheless, Traffic Agents managed to improve safety and congestion and provide signal maintenance support in approximately **1527 intersections**.

Over the course of 2022, Traffic Agents accumulated a total of **5141 active hours**. (please chart below)



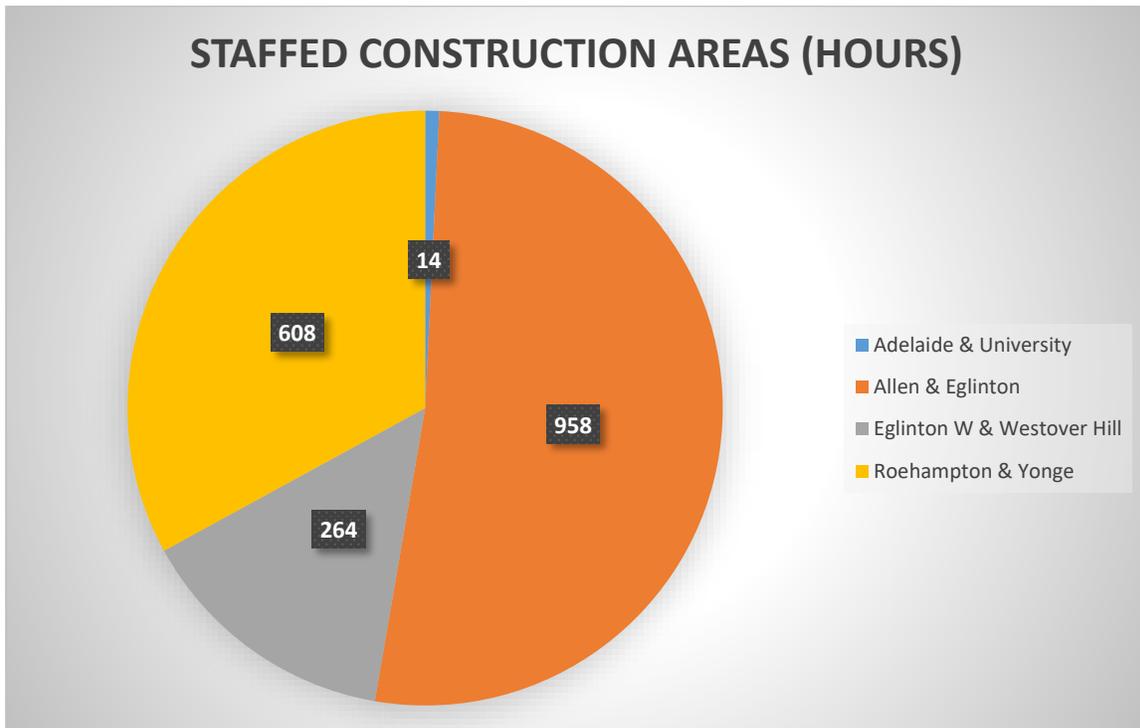
Once again, a number of critical intersections - such as Jarvis and Lakeshore, and Gardiner and York - became the central focus of the program and accounted for 1842 active hours of the **2454 total critical intersection hours** (see chart below). At these locations, Traffic Agents were able to positively impact public safety and commute times by ensuring that drivers did not block the box, jump the queue, or perform illegal maneuvers. This created safer intersections for all road users. Pooling pedestrians on

sidewalks allowed vehicles to move quickly and safely through intersections, reducing commute times.



Similar to 2021 construction areas, such as Allen and Eglinton, and Roehampton and Yonge, were another major focus of the program, requiring a total of **1844 total active hours**.

Note that the modest size of the program forced the management team to assign resources primarily to sites where the Agents would have the greatest impact in improving public safety and commute times (see chart below).



While critical intersections and construction sites were the primary focus of the Program for 2022, Agents were able to provide additional support to other City initiatives and interests, such as Active TO, the activation and maintenance of traffic signals and educational campaigns. The Traffic Agent Program was also able to assist Toronto Police Service in filling vacant paid duty assignments. These additional assignments highlights opportunities to expand the program in the forthcoming years. We foresee that many current internal and external partners such as the Toronto Transit Commission, Toronto Police Service, Metrolinx, Filming Office, and Street Events will benefit from this expansion.

## Conclusion

The City is able to draw the conclusion that, despite difficulties, such as personnel opting to follow other professional paths, the utilization of the Traffic Agent Program in 2022 was a success. It also illustrates the program's commitment to continue to improve the safety and efficiency of the transportation network, while complying with the standards and expectations delineated in the MOU.

Through this program the City aims to be a reliable partner of the Toronto Police Service in regards to managing traffic and addressing and mitigating congestion derived from a variety of planned and unplanned events such as construction detours, traffic incidents, street event closures and detours, and infrastructure maintenance activity.

In 2022 the Program managed to meet a number of its goals such as finalizing the Traffic Agent uniform, expanding its support of signal maintenance projects and building positive working relationships with its stakeholders.

Early in 2023 the Program is poised to add 11 new Traffic Agents to City intersections, improving public safety and providing congestion management solutions. Furthermore, it has begun a new hiring process to further increase the number of Special Constables in the Program which it anticipates to have deployed in the field toward the end of 2023. The hiring target for the program is to reach 30 traffic agents by the end of 2023.



# 2022 University of Toronto Scarborough Campus Safety Annual Report



**University of Toronto Scarborough  
Campus Safety  
1265 Military Trail  
Suite SW304  
Toronto, Ontario  
M1C 1A4**

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## **Executive Summary**

At the University of Toronto Scarborough, we believe that developing a safe and secure environment is a shared responsibility, and along with the strong partnerships we have developed with various departments and our community, community-based safety initiatives play a key role in our continued success.

In 2022, UTSC continued to be impacted by the COVID-19 pandemic for the duration of the Winter term. As the year progressed, we saw a reduction in government restrictions and a return to in-person, on-campus instruction and activities. The Fall term kicked off with its first fully in-person session since March of 2020. Orientation was a huge success and Campus Safety took part in the events and festivities. Despite the campus returning to normal operations, many staff and faculty remained on a modified work schedule, allowing-work-from home elements where possible.

April saw the start of the newly-hired Student Crisis Response Coordinator which later evolved to the title of Community Crisis Response Coordinator. This new position has positioned UTSC as a leader within the University and College sector in how we respond to those experiencing mental health concerns. In addition to helping our Special Constables respond to mental health calls, it reduced the need and number of uniformed Constables attending these types of calls. Minimizing uniformed presence in times of personal crises is something our community indicated as a priority.

September saw UTSC host its first ever official Homecoming event which took place on campus. The event was a huge success; Campus Safety worked closely with organizers to support both planning and safety on the day of the event. The event was attended by thousands of current staff, faculty, students and alumni. This event, aside from the new student Orientation, marked the first large-scale event put on by the University since COVID-19 restrictions were enacted.

The easing of restrictions placed on post-secondary institutions in 2022 allowed Campus Safety members to return to some of the community-based initiatives we had been able to implement in the past. The increased presence of our community on campus resulted in an increased demand for Campus Safety services, and this is reflected in our reports and calls for service. Criminal statistics and general reports have remained within a reasonable threshold. Calls for service to assist our community members increased, particularly in relation to access to various areas of campus.

The end of 2022 saw the retirement of Tom McIlhorne, Assistant Director for almost 10 years. While UTSC was sad to see him go, internal promotional processes allowed for some movement and development opportunities within the department.

The University of Toronto Scarborough Campus Safety team provides effective support to our community, ensuring that prescribed service standards are met, while ensuring that the administration, promotion, and support of professionalism are upheld. These standards include the practices, conduct, appearance, ethics, and integrity of its members, with a goal of strengthening public confidence and co-operation within the community.

## **UTSC Committee Participation**

Members of Campus Safety management and front-line personnel participate in various committees on campus, many of which focus on providing a safe environment for our students, faculty and staff. Other committees are efforts to increase the level of engagement with members of marginalized communities.

- Campus Safety continues their partnership with the Office of Student Experience and Wellbeing (OSEW) and Scarborough Campus Student Union (SCSU) during Orientation activities, allowing the opportunity to remove barriers between students and Campus Safety members. Campus Safety management also works with OSEW and SCSU to provide financial support and provide strategic approaches to ensure safety during various Orientation events.
- Campus Safety participates in the Student Welfare Committee, comprised of Managers and Directors who collaborate to case manage situations of students at risk, to ensure that they receive the support necessary to increase their chance of success in their educational endeavors, while also ensuring community safety.
- Campus Safety co-chairs the Risk Assessment Committee: this is a committee comprised of management and student representatives that identify and mitigate personal and physical risks associated with events held on campus, thereby ensuring the success and safety of the participants during the event.
- Leadership, Education and Development (LEAD) program: The Assistant Director, Campus Safety and Community Crisis Response Coordinator participates in this initiative as a mentor and paired with a mentee throughout the program, which ran from September 2022 to May 2023. Mentees met with their mentors to focus on topics of interest and to learn from their mentor's experience and wisdom.
- Operational Response Team: Campus Safety participated in this committee struck to ensure that pandemic legislation regarding permitted activities and required safety protocols were in place in order to protect on-site staff and faculty. Note: this committee met through 2022 but has been discontinued.
- Study Space Committee: This committee is comprised of various stakeholders within the UTSC community such as Facilities, SCSU, Retail and Conference Services, Information and Instructional Technology Services and others. The committee is in place to ensure students at UTSC have safe and adequate space on campus in which to study effectively.

## **Community Safety Initiatives**

Campus Safety participated in a wide variety of community safety initiatives. Community initiatives and engagement is the essence of what we do and remains a key priority.

- Ball Hockey
- Career Fair at Ontario Tech University/Durham College
- Christmas Toy Drive
- Children's Holiday Party for UTSC Faculty and Staff
- De-escalation various departments and faculties
- EHS workplace violence audits
- Funeral Honour Guard
- Get Started - orientation and training
- Green Path Orientation
- Grand Iftar with the Muslim Students Association
- Homecoming
- International Students Orientation
- Mental Health working group
- Orientation
- Paint Night with Black Student Engagements Office
- Positive Treats with Residence
- Prep Yourself – first year student safety orientation
- Remembrance Day
- Residence Life Team Training
- Road Safety Campaign with Centennial College
- Safety in Residence seminar
- Tennis with the Campus Safety Team
- Treats on the Beat
- Urban Self Defense
- Wellness Fair

## **Moving Forward**

The University of Toronto Scarborough Campus Safety will continue its reactive and proactive strategies to both identify safety concerns and implement strategies that help us to better serve our community, and continue our relationship with the Toronto Police Service. We are extremely invested in community-based safety by partnering with our community and look forward to continuing with current partnerships and in establishing new partnerships in the coming year.

## **Organization, Statistics and Mandatory Reporting**

### **Supervision**

The Assistant Director, UTSC Campus Safety (Special Constables) reports to the Senior Director of Campus Safety Operations, who in turn reports to the Chief Administrative Officer. The Assistant Director and the Staff Sergeants of the UTSC Special Constable Service are responsible for the management, training and general supervision of all Corporals and Special Constables, while the Corporals are responsible for the supervision of the Special Constables on duty. Managers are generally on duty from 7:00 A.M. – 7:00 P.M. Monday to Friday and are on call at other times. There is a Corporal or Acting Corporal on duty 24/7/365 who is designated as the shift supervisor and is responsible for supervising between one and four officers as well as our Building Patrollers.

### **Staffing**

In 2022, three Special Constables left the University to pursue a career with local Police Services, and one member was removed from our complement because of retirement. As a result of the retirement of the Assistant Director after almost 10 years of service to UTSC, one of the current Staff Sergeants was promoted to the Assistant Director position in September. One of the Corporals was then promoted to the Staff Sergeant role in January 2023. These changes resulted in UTSC Campus Safety operating four below full strength as of December 31st, 2022. Campus Safety is working on hiring to fill these vacant positions.

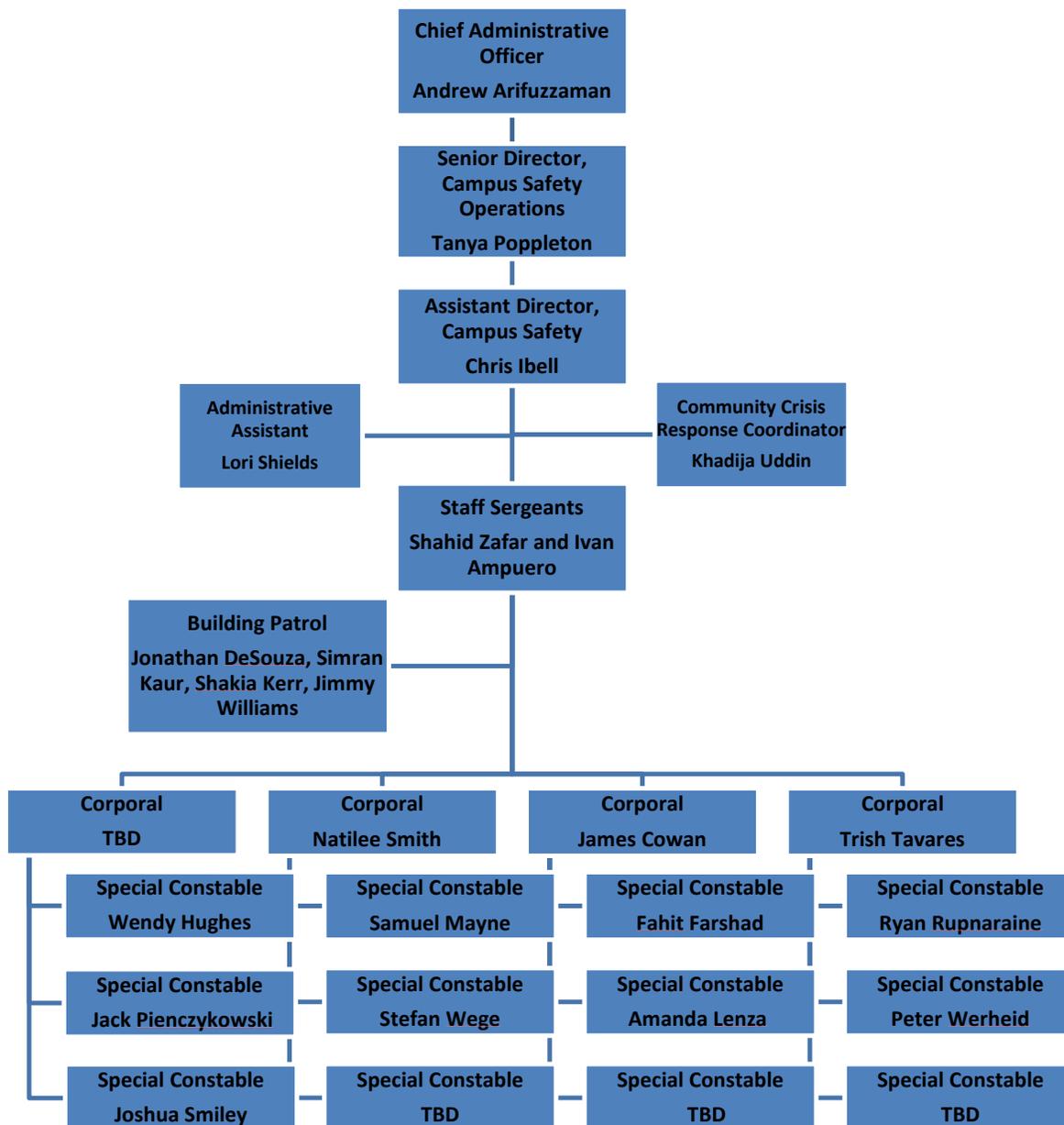
Campus Safety management continues to work with the Equity, Diversity and Inclusion Office and Human Resources to improve recruitment processes. We continue to strive to have our members reflect the UTSC community.

Campus Safety also employs six Building Patrollers (licensed security guards) who complement the Special Constables in providing safety and security in our community. The Building Patrollers also play a key role in ensuring a safe environment assisting with access calls, alarm response, general campus patrols and personal safety escorts on campus for those who feel vulnerable. Currently, Campus Safety are in the recruitment process to fill two vacant positions.

Over the past few years, there has been a call to reduce police involvement in situations where students were experiencing a mental health crisis or were subject to a Mental Health Act (MHA) Form 1 or apprehension under Section 17 of the MHA.

Several models were evaluated, including that of the Mobile Crisis Intervention Team (MCIT) and approval was provided to create a civilian position to assist with these types of calls to minimize Special Constable involvement. This position was filled and the staff member commenced in the role in April 2022. The Community Crisis Response Coordinator reports directly to the Assistant Director, Campus Safety.

## Organizational Chart



## Special Constable Appointments

Number of Total Applications (January 1 <sup>st</sup> - December 31 <sup>st</sup> )	Number of New Appointments (January 1 <sup>st</sup> - December 31 <sup>st</sup> )	Number of Re-Appointments (January 1 <sup>st</sup> - December 31 <sup>st</sup> )	Total Number of Special Constables (As of December 31 <sup>st</sup> )
1	1	1	15

## Terminations/ Suspensions/ Resignations and Retirements

Number of Terminations (January 1 <sup>st</sup> - December 31 <sup>st</sup> )	Number of Suspensions (January 1 <sup>st</sup> - December 31 <sup>st</sup> )	Number of Resignations (January 1 <sup>st</sup> - December 31 <sup>st</sup> )	Number of Retirements (January 1 <sup>st</sup> -December 31 <sup>st</sup> )
0	0	3	1

**NOTE:** One member removed from strength due to retirement.

## Training

University of Toronto Scarborough Campus Safety is committed to continuous professional development through front-line training for officers, reflective of the diverse needs and expectations of the University community. Our training is also designed to meet the needs of the UTSC community and directives from the Toronto Police Services Board. The training program is developed through consultation with the community, other institutions, and debriefing of situations, with a strong emphasis on diversity and unconscious bias components.

Training resources are drawn from several areas, including the University's Centre for Learning, Leadership and Culture (LLC), internal mentorship and supervision, the Canadian Police Knowledge Network, the Toronto Police Service, the Ontario Police College and our external trainers including TNT Justice Consultants.

Recommendations from all levels of police personnel contribute to the process of designing courses to meet the specific needs of Campus Safety and our community. The training curriculum is designed to ensure a balanced mix of mandatory skills training, sensitivity to a university environment, and practical field experience. The use of classroom lectures, seminars, and participation in group discussion is framed in relation to campus safety situations. Campus resources are used where possible, but due to the unique challenges of a campus setting, outside resources are occasionally used as well. In March 2022, the Campus Safety management team conducted a review of all of their training providers to ensure that training was up to University

standards, and that training was delivered to members with an embedded EDIO lens. Campus Safety was very satisfied with the providers currently used by the University.

### **Mandatory Training**

<b>Subject Matter</b>	<b>Delivered By</b>	<b>Duration</b>	<b>Number Receiving Training</b>	<b>Total Hours</b>
Annual Use of Force Recertification	U of T	8 hours	17	136
First Aid, CPR	St. John Ambulance	16 hours	6	96

**\*All officers have current first aid/CPR certification.**

### **Additional Training**

<b>Subject Matter</b>	<b>Delivered By</b>	<b>Duration</b>	<b>Number Receiving Training</b>	<b>Total Hours</b>
Mental Health First Aid	U of T	8 hours	3	24
Inclusive Management	Anima Leadership	16 hours	2	32
Autism Awareness Training	U of T	2 hours	14	28
Workplace Investigations Involving Mental Health Problems	Protect International	8 hours	2	16
Bill C-75, Crime Scene and Notetaking Training	TNT Justice Consultants	8 hours	18	144
Workplace Civility Training	Bernardi HR Lawyers	8 hours	18	144

<b>Subject Matter</b>	<b>Delivered By</b>	<b>Duration</b>	<b>Number Receiving Training</b>	<b>Total Hours</b>
CPIC Training	CPKN	8 hours	18	144
Effective Leadership for Senior Managers	U of T IMIX	48 hours	2	48
Applied Suicide Intervention Training Skills	U of T	16 hours	5	80
Scenes of Crime Officer Training	Ontario Police College	80 hours	1	80
Train the Trainer De-Escalation	CTRI	1 week	1	40
Trauma Training	Toronto Police College	4 hours	4	16
Addressing Islamophobia	UTSC EDIO	2 hours	1	2
Federal/Provincial Offences	TNT	8 hours	1	8
Crisis Framework Training	U of T OSHR	2 hours	9	18
Municipal Law Enforcement Officer training	Toronto Police	8 hours	2	16
Equity, Diversity and Inclusion for staff	U of T	3 hours	1	3

Remote Assessment of Violence Risk Workshop	Protect International	7 hours	3	21
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Subject Matter	Delivered By	Duration	Number Receiving Training	Total Hours
Managing Stresses of Police Work	Coursera	4 hours	1	4
Transfer of Care Training	U of T Health and Wellness	4 hours	2	8
Search of Person	CPKN	2 hours	17	34
Criminal Investigator	OPC	40 hours	1	40
Mental Health Violence	U of T	2 hours	17	34
Responding to Students with Disabilities	U of T	1 hour	17	17

### Special Constable Complaints

Total Number of Complaints	Investigated by Agency	Investigated by Toronto Police Service	Number Resolved	Number Outstanding
1	1	0	0	1

### Use of Force

In 2022, there were no incidents in which Special Constables of the University of Toronto Scarborough Campus Safety had to use force on persons that required the submission of a Use of Force Report (R.R.O. 1990, Reg. 926 s 14.5 (1)).

## **Equipment**

### **Equipment Issued to Special Constables**

- One wallet badge, appropriate wallet and Agency identification card
- Soft body armour with appropriate carriers
- One set of standard handcuffs with appropriate carrying case
- One expandable baton with appropriate carrying case
- One approved memo book
- Access to Directives
- Uniform

### **Restricted Equipment**

University of Toronto Scarborough Campus Safety Special Constables are issued with collapsible batons. None of the officers are issued oleoresin capsicum spray or foam.

## **Crime, Traffic & Order Management**

The statistics included in these tables do not reflect the total workload of the Campus Safety Special Constables. Proactive patrolling still accounts for most of the time spent by officers during their tour of duty. Officers therefore account for many self-generated Calls-For-Service, many of which involve checking and patrolling specific locations on campus to ensure safety. In 2022, Campus Safety Special Constables generated or responded to 4,521 calls for service which resulted in the submission of 563 reports. These statistics also do not reflect the informal and impromptu contacts the officers have with members of the University community, which also contribute to an enhanced sense of personal safety.

<b>Authority as per Agreement</b>	<b>Arrested/ Apprehend</b>	<b>Charged (Form 1/9/10, P.O.N.)</b>	<b>No Charges (Unconditional Release or Caution Only)</b>	<b>Turned Over to TPS/Hospital</b>
Criminal Code	2	2	0	0
Controlled Drugs and Substance Act	0	0	0	0
Trespass to Property Act	0	1	16	0

<b>Authority as per Agreement</b>	<b>Arrested/ Apprehend</b>	<b>Charged (Form 1/9/10, P.O.N.)</b>	<b>No Charges (Unconditional Release or Caution Only)</b>	<b>Turned Over to TPS/Hospital</b>
Liquor Licence Control Act	0	8	14	0
Mental Health Act	16	0	0	16

### **Criminal Stats**

<b>Incident Types</b>	<b>2022</b>
Break and Enter	1
Robbery	1
Theft Over \$5,000	0
Theft Under \$5,000	24
Theft Bicycles	2
Possess stolen property	1
Disturb Peace	0
Indecent Acts	2
Mischief/Damage	9
Other Offences	12
Sexual Assaults	2
Assault	0
Impaired Driving	0
Criminal Harassment	0
Threatening	4
Homophobic/Hate Crimes	1
Homicide	0
<b>Total Crime Occurrences</b>	<b>59</b>

\*\*Other Offences includes 2 Extortion, 10 Frauds.

### **Property**

Property that is evidence of criminal charges is managed by the Toronto Police Service. Found property is maintained by the University's Lost and Found protocols and therefore does not generate reporting by the Campus Safety Special Constables to the Toronto Police Service. Lost and found items that are not claimed after being held for a minimum of 90 days are sold through Police Auctions Canada and the funds are used in accordance with University financial policies. Items that cannot be sold as mentioned are donated to local charity.



UNIVERSITY OF TORONTO - ST. GEORGE CAMPUS  
**SPECIAL CONSTABLE  
ANNUAL REPORT**

**2022**





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## EXECUTIVE SUMMARY

The University of Toronto was established in 1827 by Royal Charter. In 1904, the University established the Campus Police Service. Because the University was not originally part of the city service plan, it was responsible for its own policing. Constables were appointed by the Province. Later, city police service was provided through mutual aid agreements.

The University of Toronto Governing Council and the Toronto Police Services Board entered into an agreement in 1995. Today, we provide Special Constable services to support the University community and the Toronto Police Service by responding to calls for service and incidents on University property in a timely and community-oriented manner. Currently providing service to a community of approximately 97,000 students and more than 25,000 faculty and staff. In 2022, the University of Toronto Campus Police changed its name to the University of Toronto Campus Safety Service. The service has three functional groups – St. George (Downtown), Scarborough and Mississauga Campuses. Each is functionally separate but work under a common policy.

There are two separate Special Constable agreements – one with the Peel Regional Police Services Board and the other with the Toronto Police Services Board. More than 10,000 students live in residence on the St. George campus and the balance use transit and other means of transportation to attend as day students.

The University of Toronto is the largest and most diverse university in Canada and the United States (by enrolment). The University has international students from 170 countries and regions with almost every racial, language, ethnic, national, political and religious group being represented. Approximately 20,000 new students are admitted to the University every year and a similar number are granted degrees. During the non-academic year, the University is host to students from around the world looking for a Canadian experience. The University is a peaceful place where issues are explored, debated and at times argued. The freedom to speak, believe and learn is fundamental to the institution.

Despite, or because of its differences, the University thrives in the world of research and culture. By all of the standards used to assess the safety of a community in Canada, the University of Toronto remains a safe environment. Our campuses are open to the community. They are the source of much of the academic culture available in the cities of Toronto and Mississauga.

It is the role of the Special Constable Service to recognize and anticipate issues and take corrective action. For this reason, each campus service has responsibilities beyond community policing and law enforcement. We provide safety and security plans, systems and services. Our methodology relies heavily on Crime Prevention through Environmental Design (CPTED) principles for physical security and through partnerships with various university offices for social and community development, safety planning and coordination of crisis services. The result is a level of service sought by many academic and community organizations. It serves our community well.

## DIRECTION, MANAGEMENT AND SUPERVISION

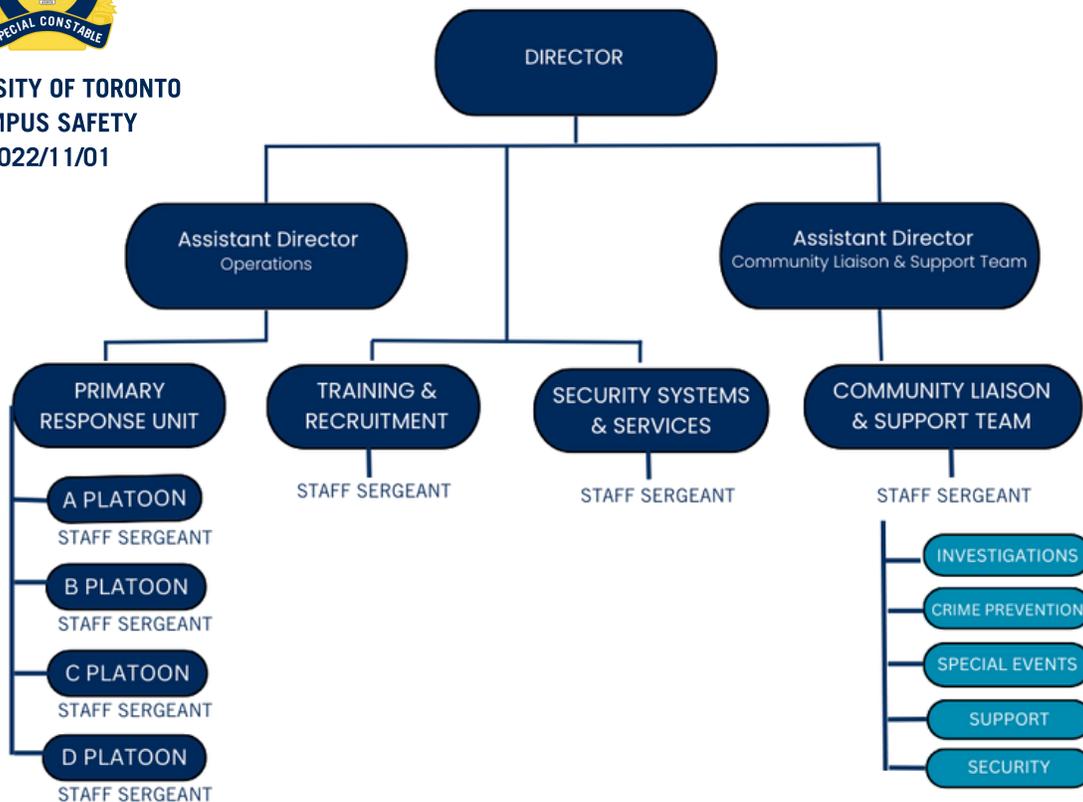
The University of Toronto Campus Safety Special Constable Service at the St. George Campus operate 24/7 utilizing groups of uniform personnel led by a Staff Sergeant, assisted by a Corporal and dispatcher to support and guide the Special Constables in their work.

The Director, Campus Safety manages a portfolio that includes the Special Constable Service, Operations and the Community Liaison & Support Team led by Assistant Directors. Non-Sworn services include Security Guard Services, Call Centre and Security Systems and Access. They are not part of the special constable operation and no report is made for their activity.

## ORGANIZATIONAL CHART



UNIVERSITY OF TORONTO  
CAMPUS SAFETY  
2022/11/01





## APPOINTMENTS

Number of Total Applications (January 1-December 31)	Number of New Appointments (January 1-December 31)	Number of Re-Appointments (January 1-December 31)	Total Number of Special Constables (As of December 31)
4	2	2	32

## TERMINATIONS, SUSPENSIONS, RESIGNATIONS AND RETIREMENTS

Number of Terminations (January 1-December 31)	Number of Suspensions (January 1-December 31)	Number of Resignations (January 1-December 31)	Number of Retirements (January 1-December 31)
2	0	6	0

## TRAINING

Our training mandate is designed to meet the needs of the University. Training combines Directives from the Toronto Police Service and the Ministry of the Solicitor General. Changes in law, court decisions, and Federal and Provincial standards are included into a comprehensive learning model.

The Service strives to keep current with community policing, public safety and law enforcement trends while recognizing trends in social development and learning from professionals within and outside the University. The training program is developed through consultation with the community, other institutions and case debriefing of situations.

The recent passing of Bill 68, the Community Safety Policing Act, impacts Special Constables with specific topics that are legislated to be included into the training programs of special constables in the province of Ontario. Those topics include Ethics and Leadership, Racial Profiling, Anti-Oppression-Micro Aggression and Diversity, Crime Scene Management and Community Based Policing - (CPTED or Crime Prevention Through Environmental Design). We include this learning in our Orientation and Refresher training that all of our Special Constables receive.

The Service welcomes constructive comment from its clients. Recommendations from all levels of policing contribute to the process of designing and delivering the courses to meet the specific needs of the service and its community. The training curriculum is designed to ensure a balanced mix of mandatory skills training, sensitivity to the University environment and practical field experience. This is accomplished through a combination of on-line and in-class lectures, seminars and participative, in-group discussions to approximate campus policing situations.



Campus resources are used whenever possible, but due to the unique style of policing that is required on campus; outside resources are occasionally used. The nature of the University community requires its special constables to have a high level of understanding of the cultures, beliefs and experiences of people from all over the world.

Understanding people and developing empathy for their situations is essential to providing community policing services. There are core learning requirements that lead to understanding diversity in many parts of the training, not just in courses titled as such. The initiatives taken are highlighted in the chart.

The table following details the training provided during 2022 to Special Constables at the University of Toronto - St. George Campus:

## MANDATORY TRAINING

Course / Topic	Delivered By	Duration	Number who received training
Annual Use of Force	Campus Police Instructors	8.0 hrs	27
Standard First Aid	Canadian Red Cross	16.0 hrs	8

## ADDITIONAL TRAINING

Course / Topic	Delivered By	Duration	Number who received training
Autism Spectrum Disorder	Canadian Police Knowledge Network	1.5	4
Applied Suicide Intervention Skills Training	Living Works	16	4
Micro Aggression and Anti Oppression Training	TNT Justice Consultants	8	25
Mental Health First Aid	Canadian Mental Health Commission	10	4

## ADDITIONAL TRAINING (continued)

Course / Topic	Delivered By	Duration	Number who received training
Scenario Based Mental Health and De-escalation Training	Canadian Police Knowledge Network	1.5	4
Mental Health First Aid Assisting Youth	Canadian Mental Health Commission	9	4
Mental Health Supports for BIPOC Students Webinar	Centre for Innovation in Campus Mental Health	1	5
Peer Support Worker Program	Mood Disorder Society of Canada	16	2
Recognition of Emotionally Disturbed Persons	Canadian Police Knowledge Network	1.5	4
Special Constable Orientation Course	TNT Justice Consultants	200	2
Special Constable Refresher Course	TNT Justice Consultants	20	1



## USE OF FORCE

In 2022, there were no instances of Special Constables at the University of Toronto (St. George) Campus Safety using force on a person that required the submission of a Use of Force Report (R.R.O. 1990, Reg. 926 s 14.5 (1)).

## COMPLAINTS

Total Number of Complaints	Investigated by Agency	Investigated by Toronto Police Service	Number Resolved	Number Outstanding
0	0	0	0	0

## EQUIPMENT ISSUED TO SPECIAL CONSTABLES

All University of Toronto Campus Safety Special Constables are issued the following pieces of equipment by the Service:

- One wallet badge, appropriate wallet and Agency identification card
- Soft body armour with appropriate carriers
- One set of standard handcuffs with appropriate carrying case
- One expandable baton with appropriate carrying case
- One memo book
- Access to electronic directives
- Uniform



## CRIME, TRAFFIC AND ORDER MANAGEMENT

Authority	Arrested	Charged (Form 9/10, POT)	Released No Charges (Unconditionally)	Turned over to Toronto Police Service
Criminal Code	28	15	5	8
Controlled Drug and Substance Act	0	0	0	0
Trespass to Property Act	3	2	1	0
Liquor License Act	1	1	0	1
By-law	0	0	0	0

## 2022 STATISTICAL OVERVIEW REPORTABLE INCIDENTS

Description	2022	2021	Change
Break and Enter	10	6	+4
Robbery	1	3	-2
Theft Over \$5000	9	0	+9
Theft Under \$5000	171	97	+74
Theft Bicycles	73	44	+29
Fraud	34	31	+3
Possess Stolen Property	0	2	-2
Disturb Peace	0	0	0
Indecent Acts	4	2	+2
Mischief/Damage	180	191	-11
Sexual Assaults	5	4	+1
Assault	16	14	+2
Domestic Incident	5	8	-3
Impaired Driving	3	1	+2
Criminal Harassment	11	10	+1
Threats	5	6	-1
Hate Crime/Incident	3	1	+2
Other Offences	17	8	+9

## 2022 STATISTICAL OVERVIEW

### REPORTABLE INCIDENTS (continued)

Description	2022	2021	Change
Arrest Warrants	11	2	+9
Alarms (non-reportable)	1913	1463	+450
Fire Alarms	31	26	+5
Community Assistance	52	43	+9
Community Information	218	170	+48
Suspicious Person	30	33	-3
Trespasser Charged	13	14	-1
Trespasser Cautioned	26	30	-4
Insecure Premises	66	72	-6
Motor Vehicle Incident	11	9	+2
Mental Health Act	49	45	+4
Suicide/Attempt Suicide	5	5	0
Sudden Death	1	1	0
Fires	4	5	-1

# WE ARE ACCOUNTABLE TO OUR COMMUNITY AND GUIDED BY THE FOLLOWING PRINCIPLES AND VALUES:

## RESPECT

for the dignity, privacy, worth and diversity of all persons;

## FAIR AND IMPARTIAL

treatment of all individuals;

a departmental philosophy that promotes

## SAFETY AND SECURITY

as a responsibility of all members of the community;

**RELIABILITY**, competence,

**ACCOUNTABILITY**, teamwork and open communication, and;

an approach to campus policing that welcomes and encourages

## COMMUNITY INVOLVEMENT

and promotes **EQUITY**.



# UNIVERSITY OF TORONTO CAMPUS SAFETY



University of Toronto Campus Safety  
Special Constable Service  
21 Sussex Avenue, Toronto, ON M5S 1J6  
416-978-2323 | CampusSafety.utoronto.ca | @UofTSafety



"Reflecting our community since 1904"

# **TORONTO COMMUNITY HOUSING CORPORATION**

Toronto Community Housing



## **COMMUNITY SAFETY UNIT**



**931 Yonge Street  
Toronto Ontario M4W 2H2**

General (416) 921-2323

## **TORONTO POLICE SERVICES BOARD**

### **2022 ANNUAL REPORT**

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## Executive Summary

### 2022 SPECIAL CONSTABLE ANNUAL REPORT Toronto Community Housing Corporation

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Toronto Community Housing's Special Constable Program was established in March 2000 on a "Pilot" basis and was formally adopted as a component of the TCHC Community Safety Program, in September 2002. As of December 31<sup>st</sup>, 2022, there were 171 sworn members within the Community Safety Unit (CSU).

The objectives of the program are to:

- strengthen relationships between the CSU and the Toronto Police Service (TPS),
- reduce the level of crime/antisocial behavior in Toronto Community Housing (TCHC) communities,
- enhance law enforcement activities as required,
- improve residents' feelings of safety, security, and overall community safety and well-being,
- ensure officers are able to spend more time in TCHC communities, and
- improve officer safety.

Having Special Constables allows TCHC to move well-trained and qualified officers into situations that are particularly unique to TCHC communities. Special Constables are sworn Peace Officers and granted authority to enforce the following provincial and federal statutes:

- Criminal Code of Canada,
- Controlled Drugs and Substances Act,
- Trespass to Property Act,
- Liquor License & Control Act and,
- Mental Health Act.

The Special Constable agreement between TCHC Board, and the Toronto Police Services Board (TPSB) has created a strong partnership reaching back over many years. This relationship has supported communication and co-operation between our organizations to the benefit of all. As a result of the enhanced training, legal status, and access to information available to Special Constables, they have been able to support and assist TPS and TCHC residents in hundreds of investigations.

In 2022, TCHC Special Constables completed 1,147 Criminal investigations as authorized for TPSB, of which 63% were related to property offences such as mischief and theft.

Last year, TCHC Special Constables conducted investigations for theft, mischief, assaults, and other less serious violent matters. In instances involving major crimes, they have been the first officers on scene, assisting with primary assessments, notifications, scene protection, crowd control, witness canvassing, evidence security, and prisoner transports.

TCHC Special Constables and TPS Officers have attended many calls together. The combination of a Special Constables' community knowledge and the TPS Officers' skills, knowledge and authority

have proven to be mutually supportive, allowing incidents and problems to be resolved professionally in a safe and timely manner.

Our communities benefit when TCHC Special Constables are able to:

1. Process minor offences and release of prisoners at a scene without consuming TPS resources and holding a person in custody for longer than required.
2. Apprehend offenders and wanted persons, and transporting to the local TPS Divisions for processing. In so doing, they interrupt illegal and antisocial behavior, and help keep the peace in our neighborhoods.
3. Support the TPS not only with factual information, but also with detailed intelligence about criminal activity within TCHC communities.

The Toronto Community Housing Corporation, Community Safety Unit values and strives to enhance our working partnership with the TPS and our joint Special Constable Memorandum of Understanding. In 2022, the TCHC Special Constable Program continued to promote safe, secure, and healthy communities.

## **Background**

TCHC is legally organized as a corporation, owned completely by the City of Toronto and operated at arms-length from the City. It is governed by a Board of Directors made up of the Mayor (or designate), 4 City Councilors, and 9 other citizens, including 2 tenants (elected by fellow tenants) living in Toronto Community Housing.

TCHC provides homes for approximately 110,000 people. Our portfolio is made up of high-rise and low-rise apartment buildings, townhouses, rooming houses, and a variety of detached and semi-detached homes. TCHC's tenants reflect the demographics of Toronto and operates nearly 58,500 housing units. TCHC is the second largest housing provider in North America.

In 2022, the CSU employed 225 professionals who performed a variety of functions. These included: Special Constables, Special Constables in Training, Parking Enforcement Officers, Dispatchers, Community Safety Advisors, Managers and other support staff. As all of our communities are diverse and unique, each position was designed with different authorities and resources to help address those needs.

The Community Safety Unit's mandate and vision express our role in helping to accomplish the goals of Toronto Community Housing. The mandate of the CSU is to partner with communities, promote community safety and well-being for residents, and preserve the assets of Toronto Community Housing.

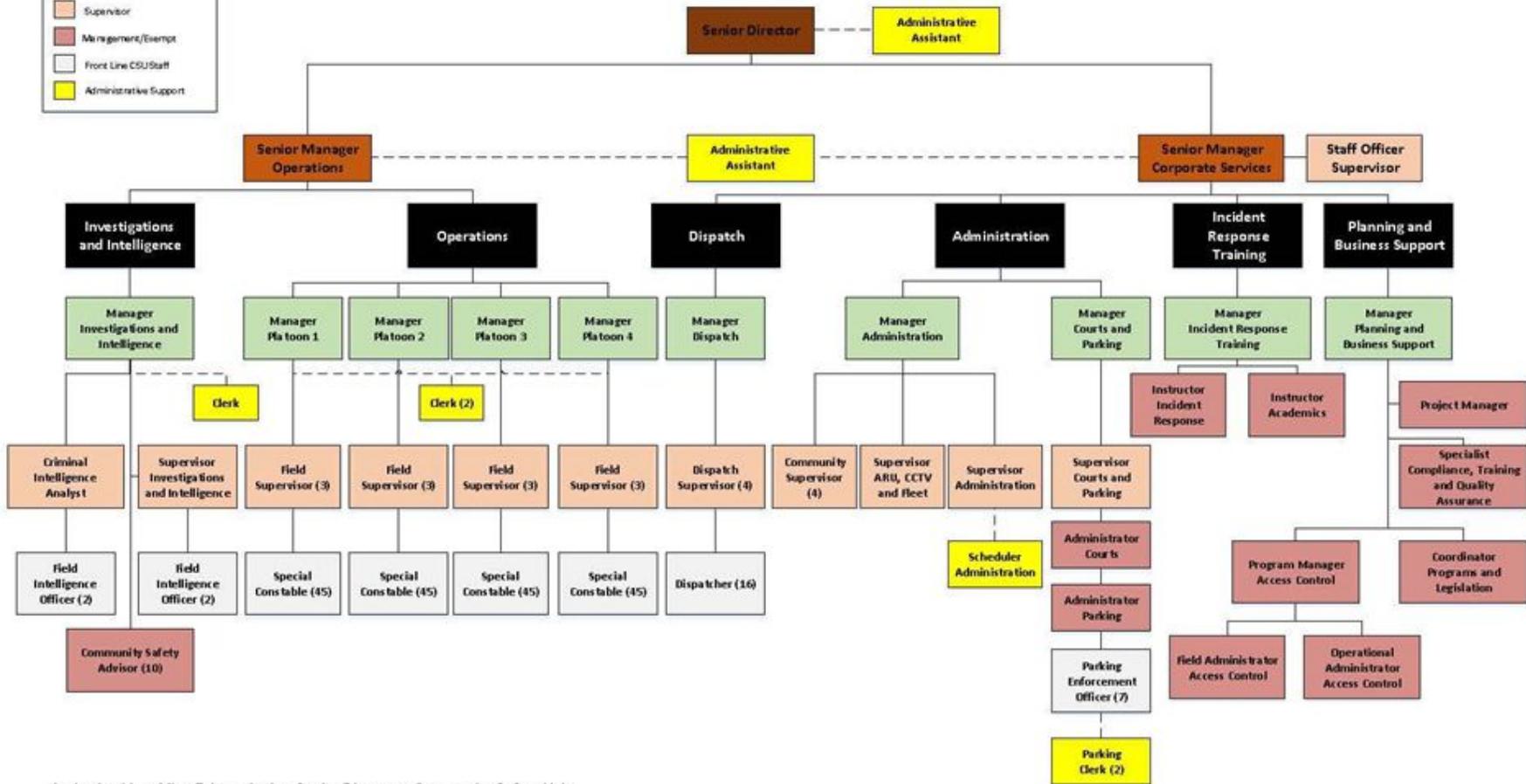
In 2002, The Toronto Community Housing Board of Directors entered into agreement with the Toronto Police Services Board that allowed for the ongoing use of Special Constables as a core component of TCHC's Community Safety Program. In 2022, there were 171 CSU staff deployed as sworn Special Constables (including Supervisors and all Management staff), with the approval of the Ministry of Public Safety and Security. This report provides an overview of our Special Constable program in 2022.

## **Unit Structure**

As of December 31<sup>st</sup>, 2022, the CSU had 8 Managers, and 20 Field Supervisors with Special Constable status, who oversaw operations 24 hours a day, 365 days a year. The CSU had 132 Special Constables, 7 Special Constables in Training, 6 Parking Enforcement Officers and 14 Dispatchers. They were all supported by a Senior Director, a Senior Manager, 1 Specialist in Compliance, Training and Investigations, a Dispatch Manager, 4 Dispatch Supervisors, a Parking Coordinator, 2 Administrative Assistants, 7 Clerks, a Criminal Intelligence Analyst, 6 Field Intelligence Officers, 10 Community Safety Advisors, a Program Manager for Access Control, an Access Control Field Administrator and a Coordinator of Systems and Procurement.

Officers were assigned in Toronto Community Housing communities throughout the City. Methods of operation included foot, bicycle and vehicular deployments. Duties included patrolling for visibility and deterrence, responding to radio calls, conducting investigations and enforcement, answering service requests, parking control, special attention checks, and providing back-up to other officers. Special Constables also participated in many community engagement events, activities and meetings throughout the City of Toronto.


**Community Safety Unit  
Organizational Chart  
August 2022**



Authorized by: Allan Britton, Acting Senior Director – Community Safety Unit

## Appointments

Total Applications	New Appointments	Re-Appointments	Total Special Constables
January 1 <sup>st</sup> - December 31 <sup>st</sup>	January 1 <sup>st</sup> - December 31 <sup>st</sup>	January 1 <sup>st</sup> - December 31 <sup>st</sup>	December 31 <sup>st</sup> , 2022
53	39	12	171

\*\*1 Special Constable in Training was terminated during probation prior to being appointed.

## Departures

Number of Terminations	Number of Suspensions	Number of Resignations	Number of Retirements	Number of Deceased
January 1 <sup>st</sup> – December 31 <sup>st</sup>	January 1 <sup>st</sup> – December 31	January 1 <sup>st</sup> – December 31 <sup>st</sup>	January 1 <sup>st</sup> – December 31 <sup>st</sup>	January 1 <sup>st</sup> – December 31 <sup>st</sup>
4	1	30	3	1

## Mandatory Training

Course / Topic	Delivered By	Duration	Number Trained
Annual Use of Force (refresher)	CSU Incident Response Training Unit	1 day	139
Special Constable Training – In Class	CSU Incident Response Training Unit	50 days	32
Special Constable Training – Coach Training	Platoon Staff Sergeants	25 days	19
First Aid CPR	Workplace Medical	1 day	67
Supervisor Training	CSU Incident Response Training Unit	5 days	4

## Additional Training

Course / Topic	Delivered By	Duration	Number Trained
IDEA Fundamentals (Part 1 of IDEA Essentials)	Canadian Centre for Diversity and Inclusion (CCDI)	1 day	33
Unconscious Bias (Part 2 of IDEA Essentials)	Canadian Centre for Diversity and Inclusion (CCDI)	1 day	21
Respect in the Workplace (Part 3 of IDEA Essentials)	Canadian Centre for Diversity and Inclusion (CCDI)	1 day	25
Neighbourhood Community Officer Training Program	Toronto Police College	5 days	4

## Equipment

In 2022, TCHC Special Constables had no changes to the authorized equipment as noted below.

Equipment Issued to Special Constables
<ul style="list-style-type: none"><li>• One badge with appropriate carrier and TCHC Special Constable photo ID card</li><li>• Soft body armor with appropriate carriers</li><li>• Duty Belt</li><li>• Boots</li><li>• One set of handcuffs with appropriate belt or MOLLE vest case</li><li>• One 21 or 26” inch expandable baton with scabbard</li><li>• One container of OC stream</li><li>• One CSU Standard Operating Procedures (SOP) manual.</li><li>• Uniform – Navy blue shirts with dark navy cargo pants with royal blue braid</li></ul>

## Reporting Requirement

In 2022, TCHC Special Constables documented 87,496 incidents pertaining to requests for service, investigations of events and self-initiated patrols on or related to Toronto Community Housing properties.

Many of these calls were attended by both TCHC Special Constables and TPS Officers. These matters were reported by TPS Officers involved and were cross-referenced in the Toronto Community Housing daily activity report submitted to the TPS Special Constable Liaison Office. The statistics below reflect enforcement and investigations that were initiated or conducted both independently by TCHC Special Constables and in concert with the TPS.

As per the Memorandum of Understanding between the Toronto Police Services Board and Toronto Community Housing Board of Directors, Special Constables making arrests on or in relation to TCHC properties, advise the Officer-in-Charge of the appropriate TPS Division that the arrest occurred in and follow their direction.

### Crime and Order Management

<b>Authority</b>	<b>Total Apprehended, Arrested and / or Charged</b>	<b>Charged and Released Form 9 Part III POA and POT</b>	<b>Release Unconditionally (No Charges)</b>	<b>Delivered in Custody to Toronto Police Service</b>
<b>Criminal Code</b>	327	Form 10 x 65	42	213
		Form 9 x 8	0	0
<b>Controlled Drugs and Substances Act</b>	0	Form 10 x 0	4	1
<b>Trespass to Property Act</b>	119	TPA POT x 114	2	2
		TPA 104 x 0		
<b>Liquor License Control Act</b>	13	LLA POT x 9	0	
		LLA 104 x 0		
<b>Mental Health Act</b>	51	0	0	33 Persons taken to the care of a physician.
<b>Emergency Measure and Civil Protection Act</b>	0	0	0	0

## Incident Reporting

### Crimes Against Persons - Serious Violent Incidents

Event Type	Count of Incidents
Aggravated Assault	10
Armed Robbery	20
Assault Peace Officer	17
Assault Police Officer	5
Assault with Intent to Resist Arrest	3
Assault with Weapon or Bodily Harm	136
Attempted Homicide	12
Discharge Firearm (Danger Life)	32
Discharge Firearm (Wound, Maim)	4
Homicide	12
Other Weapon Related Offences	12
Robbery - Home Invasion	6
Robbery (Not Armed)	27
Sexual Assault	46
Sexual Assault with Weapon	1
Sexual Exploitation	2
Sexual Interference	1
Unlawfully Cause Bodily Harm	1
<b>Total Serious Violent Incidents</b>	<b>347</b>

### Crimes Against Persons - Other Violent Incidents

Event Type	Count of Incidents
Total Serious Violent Incidents	347
Indecent Exposure (or Act)	27
Threatening	138
Child Neglect	16
Criminal Harassment	24
<b>Total Other Violent Incidents</b>	<b>552</b>

**Crimes Against Property**

<b>Event Type</b>	<b>Count of Incidents</b>
Arson	34
Attempt Break & Enter - Office	1
Attempt Break & Enter - Other	4
Attempt Break & Enter - Residence	29
Attempt Fraud	1
Attempt Theft	7
Attempt Theft (Bicycle or Tricycle)	1
Attempt Theft From Vehicle	9
Attempt Theft of Motor Vehicle	2
Break & Enter - Office	8
Break & Enter - Other	33
Break & Enter - Residence	94
Mischief	828
Mischief - Graffiti	120
Theft From Vehicle Over	4
Theft From Vehicle Under	107
Theft of Auto Over \$ 5000	54
Theft of Auto Under \$ 5000	16
Theft of Licence Plate (Single)	6
Theft of Licence Plates (Set)	16
Theft of Tricycle/Scooter	4
Theft Over	23
Theft Over (Bicycle)	1
Theft Under	547
Theft Under (Bicycle)	47
Unlawfully In Dwelling	29
<b>Total Crimes Against Property</b>	<b>2025</b>

**Cause Disturbance / Loitering**

<b>Event Type</b>	<b>Count of Incidents</b>
Cause Disturbance or Loitering	10993

**Crisis Support**

<b>Event Type</b>	<b>Count of Incidents</b>
Mental Health Act	325
Missing Person	108
Sudden Death - Suicide	10
Suicide - Attempt	22
<b>Total Crisis Support</b>	<b>465</b>

**Disputes**

<b>Event Type</b>	<b>Count of Incidents</b>
Dispute - Domestic	358
Dispute - Landlord/Tenant	348
Dispute - Neighbour	12344
Dispute - Other	307
<b>Total Disputes</b>	<b>13357</b>

**Fire Related Incidents**

<b>Event Type</b>	<b>Count of Incidents</b>
FACODE31 - Alarm System Equipment Malfunction	460
FACODE32 - Alarm System Equipment - Accidental Activation (excluding Code 35)	172
FACODE33 - Human - Malicious Intent/Prank	493
FACODE34 - Human - Perceived Emergency	139
FACODE35 - Human - Accidental (alarm accidentally activated by person)	406
FACODE39 - Other False Fire Alarm	1315
FACODE40 – Call to Fire (No Alarm)	109
FACODEFE - Fire	855
<b>Total Fire Related Incidents</b>	<b>3949</b>

**Meetings**

<b>Event Type</b>	<b>Count of Incidents</b>
Meeting - Community Engagement	288
Meeting - Corporate	10
Meeting - CPLC	2
Meeting - Crime Management	10
Meeting - Law Enforcement	112
Meeting - Tenant Management	32
<b>Total Meetings</b>	<b>454</b>

### Offences Against Justice

Event Type	Count of Incidents
Breach of Probation (Provincial)	3
Fail to Comply - Release Order	109
Fail to Comply - Probation	52
Fail to Comply - Undertaking	36
Obstruct (Peace, Police) Officer	4
Public Mischief	8
<b>Total Offences Against Justice</b>	<b>212</b>

### Parking Incidents

Event Type	Count of Incidents
Parking Information	1904
Parking Violation	6768
Parking Violation - Towing	341
Special Attention - Parking	108
<b>Total Parking Incidents</b>	<b>9121</b>

### Patrols

Event Type	Count of Incidents
Bike Patrol - Self Initiated	5
Patrol - Joint CSU and TPS	281
Patrol - Officer Initiated	1188
Patrol Focused - Bike	12
Patrol Focused - Mobile	2813
Patrol Focused - On Foot	16259
Special Attention - Other	1313
Special Attention - Vacant Unit	139
<b>Total Patrol Incidents</b>	<b>22010</b>

### Trespass Incidents

Event Type	Count of Incidents
Trespass Release -- 3rd Party	3
Trespass Release -- CSU	15
Trespass to Property Act	1575
<b>Total Trespass Incidents</b>	<b>1593</b>

**Warrants**

<b>Event Type</b>	<b>Count of Incidents</b>
Warrant- Executed Arrest	214
Warrant- Executed Search	98
<b>Total Warrant Incidents</b>	<b>312</b>

**Other Incidents – Everything not included above**

<b>Event Type</b>	<b>Count of Incidents</b>
Ambulance Call	962
Assist Other - Access	649
Assist Other - Eviction	27
Assist Other - General	720
Assist Other - Information	1356
Assist Resident - Check Welfare	2321
Assist Resident - Information	3309
Assist Resident - Other	2482
Assist Resident- Access	318
Assist Security - Back-up	268
Assist Security - Detail	55
Carrying Concealed Weapon	6
CCTV (FOI, Legal, OU. TPS)	1700
Cruelty to Animals	16
Defective Equipment - Access	174
Defective Equipment - CCTV	94
Defective Equipment - Elevator	600
Defective Equipment - Fire & Life Safety	1016
Defective Equipment - Other	225
Dog By - laws	68
Dog Owner's Liability Act	74
Drug Offence - Other	7
Drug Offence - Possession	8
Drug Offence - Possession for the Purpose of Trafficking	8
Drug Offence - Proceeds of Crime	2
Drug Offence - Production	1
Hazardous Condition	1069
Information Only	1488
Insecure Premises - Dwelling	101
Insecure Premises - Other	63
Insecure Premises - TCHC	188
Intrusion Alarm - Accidental	86
Intrusion Alarm - Defective	43

Law Enforcement - Information	1649
Liquor Licence Act	79
Loitering - Physical Distancing	10
LWV Escort - 3rd Party	67
LWV Escort - CSU	104
LWV Escort - Unable to Accommodate	1
Mediated Agreement Breach	3
Other Criminal Code Offences	20
Other Federal Statutes	3
Other Provincial Statutes	3
Personal Injury - Other	6
Personal Injury - TCHC Staff	7
Personal Injury - Tenant	31
Possession of House Breaking/Burglar Tools	1
Possession Over - Property Obtained by Crime	9
Possession Under - Property Obtained by Crime	13
Possession Weapons Dangerous	33
Recovered Auto	30
Sudden Death - Accidental	2
Sudden Death - Natural Causes	57
Sudden Death - Undetermined	217
TPA - Prohibited Activity Illegal Dumping	35
Vehicle Accident	129
<b>Total Other Incidents</b>	<b>22013</b>

## Property

All property seized by TCHC Special Constables were held in accordance with TPS policies and procedures.

Any seized property required for cases under investigation by the Toronto Police Service were immediately forwarded to TPS for storage and/or evidence.

All other seizures (drugs, cash, weapons and found property) were surrendered directly to the TPS at the time of the initial investigation, including completion of the applicable reports, TPS property processing procedures, and in compliance with our Special Constable MOU.

## Naloxone

Opioid-related deaths continue to be on the rise in the City of Toronto, and have increased substantially since the onset of the COVID-19 pandemic<sup>1</sup>. Naloxone is a life-saving medication which can be used to temporarily counteract an opioid overdose and prevent an overdose death,

<sup>1</sup> <https://covid19-sciencetable.ca/sciencebrief/the-impact-of-the-covid-19-pandemic-on-opioid-related-harm-in-ontario/>

providing life-saving assistance while waiting for medical personnel to attend. In 2020, the use of Narcan® brand (naloxone) nasal spray was introduced in the CSU with TPS approval. Each naloxone nasal spray kit contains 2 doses of naloxone nasal spray (4mg/0.1ml). It was administered a total of 7 times from January 1, 2022 to December 31, 2022.

Training of designated CSU employees first began in May 2020, with naloxone spray kits being deployed as of June 2020. Naloxone training is also part of the first aid recertification course provided by Workplace Medical. All Special Constables in Training receive naloxone training through both a CPKN course, as well as through first aid training.

## Public Complaints

As required by the agreement between Toronto Community Housing Board of Directors and the Toronto Police Services Board, TCHC has established a complaint investigation procedure for Special Constables which corresponds with the procedure used by the TPS. TCHC provides a quarterly report of all complaints and their investigations to the Toronto Police Services Board. Any findings of misconduct are reported forthwith.

There were 4 public complaints and 1 internal complaint submitted to the Community Safety Unit in 2022. A public complaint is defined by the complaint being received from a member of the public or directly affecting a member of the public. An internal complaint points to a complaint that originated internally, or by extension, from TPS. The (one) internal complaint received will be investigated by PRS following a criminal investigation. At this time, the Subject Officer’s Special Constable designation has been suspended by the Toronto Police Services Board and the investigation remains outstanding. The other four complaints investigated by TCHC were found to be unsubstantiated and are closed.

The 2019 Ombudsman’s Report<sup>2</sup> relevant to Special Constable complaint investigations was adopted and the Complaints Investigator position was created for CSU complaints. This position is now housed under the Legal Division, which is a separate unit from CSU. The hiring and implementation was initiated in Q4 2020, and the Complaints Investigator commenced their role in Q1 2021.

Total Number of Complaints	Investigated by TCHC Complaints Investigator	Investigated by Toronto Police Service	Number Resolved	Number Outstanding
5	4	1	4	1

<sup>2</sup> <https://www.ombudsmantoronto.ca/getattachment/288fb5f5-6fe3-464f-b20f-729875470f8f/July-9-2019-Ombudsman-Toronto-Enquiry-Report.pdf.aspx?lang=en-US&ext=.pdf>

## Use of Force

In 2022, 11 Use of Force reports were completed by TCHC Special Constables. There were 15 instances where officers applied soft empty hand techniques, 3 instances where officers applied hard empty hand techniques, used to gain control of the subjects and effectively execute arrests. There were 3 instances where officers used their baton and 5 incidents where oleoresin capsicum (OC) spray was deployed. There were 3 incidents resulting in injuries to officers requiring treatment provided by EMS.

Event Type	Use of Force Baton	Use of Force OC Foam/Spray	Use of Force Hand (soft/hard)
Arson	0	0	1
Assault	0	0	5
Assault Peace Officer	0	2	3
Assault with Weapon or Bodily Harm	0	1	6
Break & Enter - Residence	0	0	1
Carrying Concealed Weapon	0	0	1
Cause Disturbance or Loitering	0	0	1
Dispute - Neighbour	1	0	0
FACODE33 - Human - Malicious Intent/Prank	0	0	1
FACODEFE - Fire	0	1	0
Fail to Comply - Release Order	0	0	2
Fail to Comply - Probation	0	0	1
Mental Health Act	0	1	5
Mischief	0	0	7
Robbery (Not Armed)	0	0	1
Theft Under	0	0	1
Threatening	0	0	1
Trespass Release -- CSU	0	0	2
Trespass to Property Act	0	1	4
Warrant- Executed Arrest	0	1	9

## Governance

The TCHC Special Constable Program is guided by the CSU mandate and code of ethics in addition to existing Standard Operating Procedures and the TCHC Code of Conduct. TCHC Special Constables are fully conversant with the laws and regulations governing enforcement authorities pertaining to their designation.

The CSU has supervisors and managers who hold the status of Special Constable and are responsible for the appearance, conduct, discipline and performance of all officers. All Special Constables understand the contract agreement between Toronto Community Housing Board of Directors and

Toronto Police Services Board as well as the expectations concerning their conduct and/or job performance.

## **TPS 2022 Annual Report – Highlights**

### **Special Constable Designations**

On December 18<sup>th</sup>, 2018, the Toronto Police Services Board approved TCHC's application to increase its allowable complement of Special Constables from 160 to 300 designations.

In 2022, the CSU continued with its recruitment strategy and hired 29 new frontline patrol officers. Other new hires with Special Constable Status include 1 Training Corporal, and 1 Field Intelligence Officer. Developmental Sergeant and Staff Sergeant roles were created, providing staff with leadership opportunities. In 2022, there were three developmental cycles, all of which have been successfully completed. These cycles are six months in length. The CSU recruitment strategy is aimed at improving consistency and collaboration between TCHC and TPS to ultimately benefit the tenants and communities we both serve.

### **Violence Reduction Program**

CSU VRP Special Constables continued to work with internal and external partners to find solutions for tenant issues and challenges. CSU VRP officers attended weekly Integrated Team Meetings with TCHC's Safety and Support team members and our onsite staff, which allows us to ensure a holistic approach to solving issues within the community. The safety of the community is paramount and is something CSU VRP officers strive to achieve daily through proactive engagement, planning and safety strategies.

In 2022, VRP Special Constables attended approximately 45 Integrated Team Meetings which included internal and external partners, as well as some community leaders. Due to COVID 19 health regulations and social distancing, community meetings were challenging. These meetings were held in outdoor spaces and weather permitting. VRP Special Constables participated in approximately 100 community events in 2022.

### **CSU Community Initiatives**

#### **CSU/TPS Safe Outdoor Play**

CSU VRP Officers and TPS Neighbourhood Officers created a way for tenants to take back their playground space. Scheduled playtimes were attended by officers 3 times per week where children and parents of the community could enjoy the space without fear of violence. The season finale took place on the last weekend of August. Several community agencies participated, and donated school items and food for a BBQ.

A visit was made by Batman and his Batmobile along with members of the 501 St. Star Wars themed characters.

### CSU Turkey Giveaway

This event was initiated by the CSU. Our members gathered donations of approximately 1,000 frozen turkeys to give to tenants in our VRP communities for Thanksgiving.

### CSU Christmas Comes Early

Community Safety Unit members, including VRP officers and CSAs served approximately 1,000 hamburgers, hundreds of sandwiches, soup and distributed free clothing to members of our downtown communities around Moss Park.

### Toronto Star Box Deliveries

This annual tradition provides TCHC tenants within our VRP communities, boxes filled with personal essential items and small toys for children donated by The Toronto Star. In 2022, approximately 1,800 gift boxes and other items such as knitted mitts and hats were donated and distributed by our officers.

### VRP Summary

<b>Community</b>	<b>Calls For Service</b>	<b>CSU Patrol</b>
Bleecker/200 Wellesley	3,391	1,785
Dan Harrison / William Dennison	2,135	1,858
Edgeley Village	467	1,662
Flemingdon Park/Glenyan Manor	474	48
Islington/St. Andrews	308	22
Jane/Falstaff	1,504	1,495
Lawrence	2,400	2,625
Lawrence Heights	1,204	1,916
Moss Park	2,680	2,023
Regent Park/Gerrard River	2,090	1,750
Victoria Park/Chester Le Blvd	340	153
<b>Totals</b>	<b>16,993</b>	<b>15,337</b>

### CSU Ontario Police Technology Information Co-Operative (OPTIC) NICHE Record Management System (RMS) Project

CSU's OPTIC NICHE RMS project began in 2022 having the Privacy Impact Assessment reviewed and approved for joining OPTIC, utilizing NICHE as our Records Management System.

CSU and OPTIC have met on a bi-weekly basis to mobilize Niche implementation. CSU, in consultation with TCHC ITS, have elected for an OPTIC-approved third party IT provider (FSET), to build and maintain a secure connection to the OPTIC network and Niche environment.

The contract with FSET is in its final stages of approval and CSU has begun the process of obtaining enhanced background clearances for all civilian members who did not have background checks completed by the Toronto Police Service.

CSU has created several committees to oversee the implementation of Niche. The Niche Admin Committee will oversee all aspects of building the CSU profile and environment within the Niche application. Some items include, adding new employees and creating employee profiles, creating the command and reporting structure, and creating the report approval structure.

The Business Process Committee, includes the Niche Admin Committee, as well as specific unit supervisors such as Court Support and Parking, Investigative Support, and CSU Communications. This committee is responsible for mapping out the current business practices of the CSU and are responsible for ensuring a seamless transfer to the Niche RMS. All processes created, altered or approved will be compliant with recommendations found within the PIA and all MOU's with the CSU.

CSU is targeting the first quarter of 2023 to have all Niche Admins trained, the second quarter to train the trainers, and the third quarter to complete user training and be fully operational with Niche.

### **Peer Support Training**

The CSU, in collaboration with TCHC's Learning and Organizational Development unit, hosted a comprehensive three day Peer Support Training in June 2022. 26 CSU staff including officers, dispatchers, and administrative staff attended the training. The CSU Training Unit developed a peer support tracking database which was introduced at the training; the database is a highly confidential way to accurately track peer support skills being offered to assist our staff. The training was well received by those who attended, and the CSU hopes to provide another training session in 2023. Including staff who were trained prior to COVID, the CSU currently has 29 peer support trained staff.

### **Combatting Anti-Black Racism Strategy**

In 2021, TCHC completed and approved its Combatting Anti-Black Racism Strategy and implemented TCHC's Centre for Advancing the Interests of Black People, known as "The Centre", in order to support racialized and marginalized communities throughout TCHC through an Anti-Black Racism lens on policies, procedures, practices and provide enhanced training to all staff.

The CSU, as a key stakeholder has worked closely with "The Centre" to work towards implementing key action items in the CABR Strategy report. The CSU involves "The Centre" in all policy and procedural changes to ensure that a CABR lens is applied, and also receives support on improving the employee life cycle for Black staff. In 2022, the CSU began to develop a "Cadet" program to break down barriers for young Black tenants in finding meaningful employment while also learning about the various career opportunities in the CSU and TCHC. This project is anticipated to pilot in 2023.

The CSU also began exploration into the implementation of a Body Worn Camera program, which is in its infancy at this time. The CSU and “The Centre” plan on actively engaging with tenants, staff and other key stakeholders in determining the positives and negatives of a BWC program before submitting a business case to the TCHC Board of Directors.

Other CABR action items included aligning services with the TCHC HUB model, providing increased education on the CSU to racialized and marginalized communities, as well as the CSU Black Employee Life Cycle.

### **CSU/TPS Joint Patrols**

Between January 1<sup>st</sup>, 2022 and December 31<sup>st</sup>, 2022, TCHC Special Constables and TPS participated in 281 joint patrols and walk-throughs in our communities. This initiative focused on deterring anti-social behaviour on Toronto Community Housing properties.

### **Resident and Community Engagement**

In 2022, the CSU organized 332 resident, community engagement activities. These events included Community Safety meetings, Charity giveaway events, Community engagements, Safety walks, BBQ’s, food banks, presentations, senior’s hot meals, Halloween events, Christmas events, community clean ups and Back to School events.

### **Vehicles**

In September 2022, CSU received a 2022 Ford Explorer Hybrid and a 2022 Chevrolet Equinox to replace our aging and high mileage fleet vehicles. These new vehicles assisted officers in attending calls in a timely fashion and allowed the CSU to retire vehicles that were overdue for replacement.

Looking forward to 2023, CSU had been approved to receive six 2023 Ford Explorer Hybrids to replace 6 CSU Ford Inceptors, due to high mileage.

### **Incident Response Training Unit**

In 2020, CSU internalized Special Constable training from a contracted model. TCHC CSU staffed the training unit with experienced topical professionals. The training unit consists of one training Staff Sergeant, an Incident Response Instructor (Use of Force), and an Incident Response Instructor (Academics), both holding the rank of Corporal. This was done in accordance with the existing MOU and all training initiatives are approved by TPS on behalf of the Toronto Police Services Board.

In 2022, the unit trained three recruit classes. One coach officer course and one supervisor course was facilitated. The unit recertified the annual use of force training for all Special Constables in compliance with the MOU, as well as ensured all first aid certifications were recertified as required. In November 2022, the CSU contracted the Canadian Centre for Diversity and Inclusion to teach a three part certificate program.

### **Conclusion**

This report is in compliance with TCHC's Special Constable Memorandum of Understanding with TPS. The Annual Report provides the Toronto Police Services Board 2022 statistical information including but not limited to information regarding enforcement activities, training, supervision, complaints and other issues of concern to both parties.



**Toronto Transit Commission**  
1900 Yonge Street, Toronto, ON M4S 1Z2  
416-393-4000

May 9, 2023

Interim Chair Ann Morgan  
Toronto Police Services Board  
40 College Street  
Toronto, ON M5G 2J3

Dear Interim Chair Morgan:

**Subject: TTC Special Constable Service 2022 Annual Report**

At its meeting on Monday, May 8, 2023 the TTC Board considered the attached report titled "TTC Special Constable 2022 Annual Report".

The TTC Board approved the attached report and authorized forwarding the report to the Toronto Police Services Board in accordance with Section 8.9 of the Special Constable Agreement between the Toronto Police Services Board and the TTC.

The foregoing is submitted for your consideration.

Sincerely,

A handwritten signature in cursive script that reads "Chrisanne Finnerty".

Chrisanne Finnerty  
Director – Commission Services

Attachment

---

Jon Burnside, Chair  
Joanne De Laurentiis, Vice-Chair  
Richard J. Leary, Chief Executive Officer

Paul Ainslie, Commissioner  
Stephen Holyday, Commissioner  
Fenton Jagdeo, Commissioner  
Ron Lalonde, Commissioner

Nick Mantas, Commissioner  
Chris Moise, Commissioner  
Julie Osborne, Commissioner



Special  
Constable Service



Annual Report  
2022



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## Executive Summary

Since the start of the COVID-19 pandemic, the TTC has seen increases in offences against customers and employees while at the same time experiencing record low ridership. As the TTC's ridership recovers, other societal issues are appearing on the system, including the increase of the underhoused and complex individuals needing more mental health and addiction supports. To that end, the Special Constable Service Department has taken a proactive approach by increasing high-visibility foot patrols in the subway system and beginning new partnerships with organizations at the forefront of providing mental health and housing supports.

In addition to the measures taken to increase high-visibility patrols, the Special Constable Service Department has also announced its plan to recruit 40 Special Constables this year. This recruitment effort is aimed at further strengthening the department's presence in the transit system, and improving its ability to respond to security-related incidents. With this initiative, the TTC is further bolstering its commitment to providing a safe and secure environment for its passengers and employees, while also ensuring efficient and reliable transportation services.

The Special Constable Service remains steadfast in its duty to fostering a safe and inclusive environment for all its customers and employees. Recognizing the historical systemic barriers that marginalized communities have faced in accessing public transportation, the TTC has made promoting equity, diversity and inclusion a top priority across all aspects of its operations. The TTC holds all its employees to high standards, expecting them to carry out their duties in an equitable, inclusive, respectful and safe manner, while possessing the requisite skills to meet these expectations.

The Special Constable Service Department continues to undergo a transformative process aimed at enhancing accountability, transparency and public trust. The initiative is focused on addressing regulatory concerns, ensuring bias-free service delivery, and prioritizing transit safety, security and revenue protection, with the TTC's commitment to excellence at its core.

### COVID-19 Response and Recovery

At the start of 2022, the TTC faced the ongoing pandemic with the emergence of the Omicron variant, which caused heightened concerns about virus transmission across the city. However, as the year progressed, the threat of COVID-19 gradually subsided, and the City of Toronto ended its COVID-19 emergency declaration in March.

Despite the diminishing impact of COVID-19, the Special Constable Service remained vigilant throughout the year to ensure the safety of riders and employees. The department used satellite offices at various locations throughout the city to ensure compliance with Toronto Public Health's physical distancing guidelines. Employees were also assigned permanent partners to reduce the risk of exposure to COVID-19.

The Special Constable Service took various steps to ensure the safety of riders and employees while travelling across the network during the pandemic. They visited bus stops near schools to educate students and their parents on the care measures to be taken while travelling on public transit. They also distributed masks and provided online education to students.

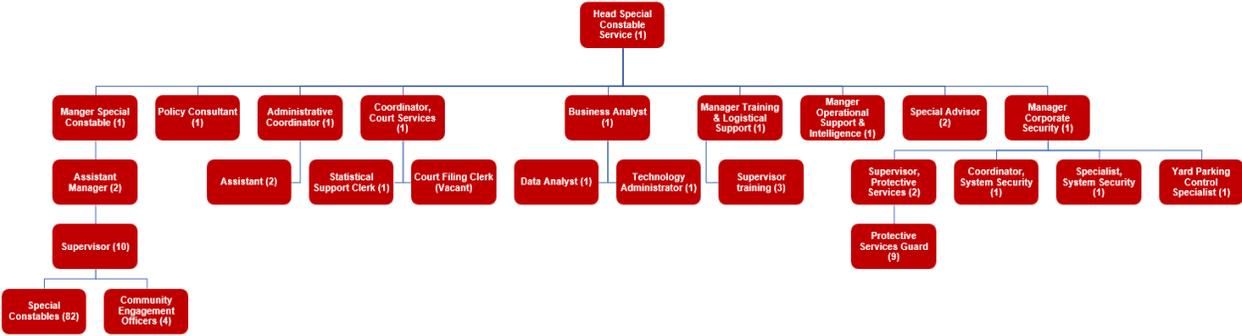
To promote customer safety and comfort while riding the TTC, Special Constables distributed complimentary masks, disinfectant wipes and bottles of hand sanitizer to TTC customers. They focused on busy stations, areas of low mask compliance and key surface route intersections. Within the TTC, COVID-19 screenings were conducted at all work locations by contracted security personnel to ensure the health and safety of all employees.

During peak service hours, Special Constables assisted with passenger flow and customer service at various stations. They helped to prevent overcrowding in stations and on all three transit modes (buses, streetcars and subways) to minimize public exposure to the virus.

Despite the challenges posed by the pandemic, Special Constables remained committed to their COVID-19 response efforts throughout the year, taking every precaution to ensure the safety and well-being riders and employees. As the pandemic subsided, the Special Constable Service ended some of the initiatives implemented during the peak of COVID-19 and returned to the main office for a more collaborative work environment.

### Organizational Chart

Chart 1: Special Constable Service Organizational Chart



The tables below indicate 2022 changes to Special Constable Service departures and appointments.

## Departures

Table 1: Special Constable Service Departures

Department	Terminations	Suspensions	Resignations	Retirements
Special Constables	0	0	15	0

## Appointments

The following chart represents Special Constable appointments for the reporting year. The actual strength as of December 31, 2022 was 80 Special Constables.

Table 2: Special Constable Service Appointments

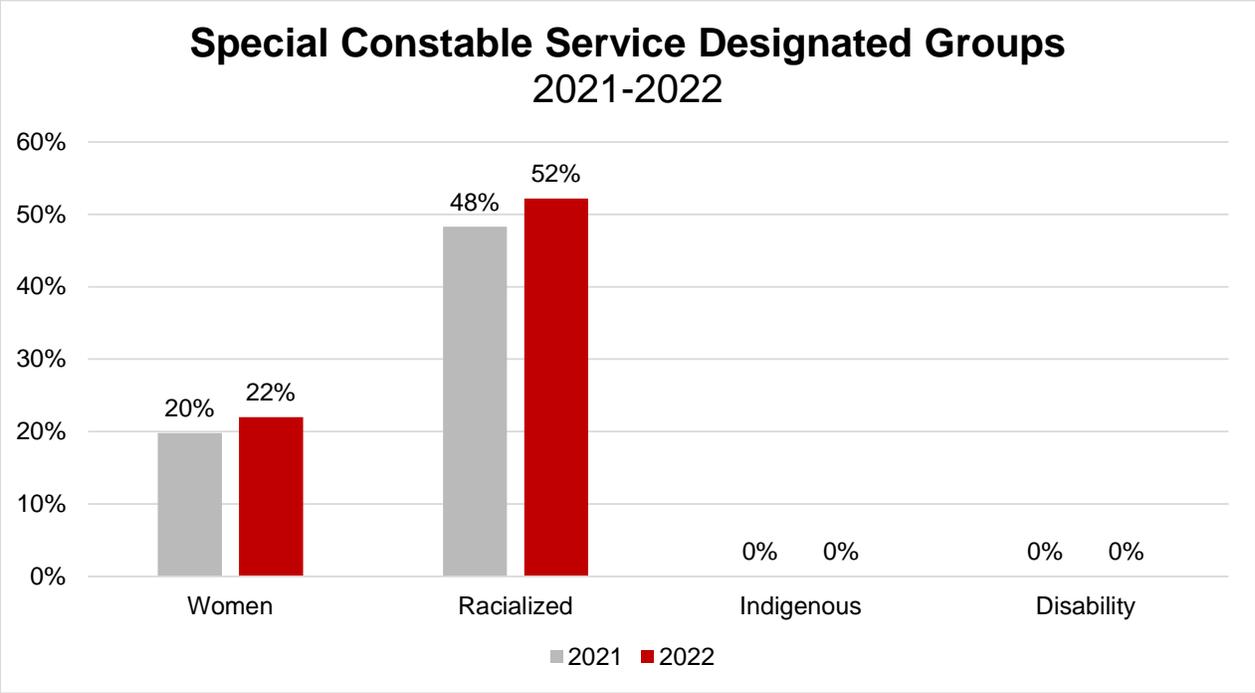
Existing	Re-Appointments	New Appointments
103	0	15

## Diversity Breakdown

The Special Constable Service Department is committed to diversity, equity and inclusion. In 2022, the department worked alongside Talent Management and the Diversity and Culture Department’s Racial Equity Office staff to develop and review job descriptions, job postings and interview questions in order to remove barriers and to build a strong foundation for building greater diversity at the TTC.

Those who identify as women make up 22% of the overall Service, while 52% are from a racialized group. 2022 saw a 2% increase in the number of women hired and a 4% increase in those from a racialized group. Currently, no team members identify as Indigenous or as a person with a disability.

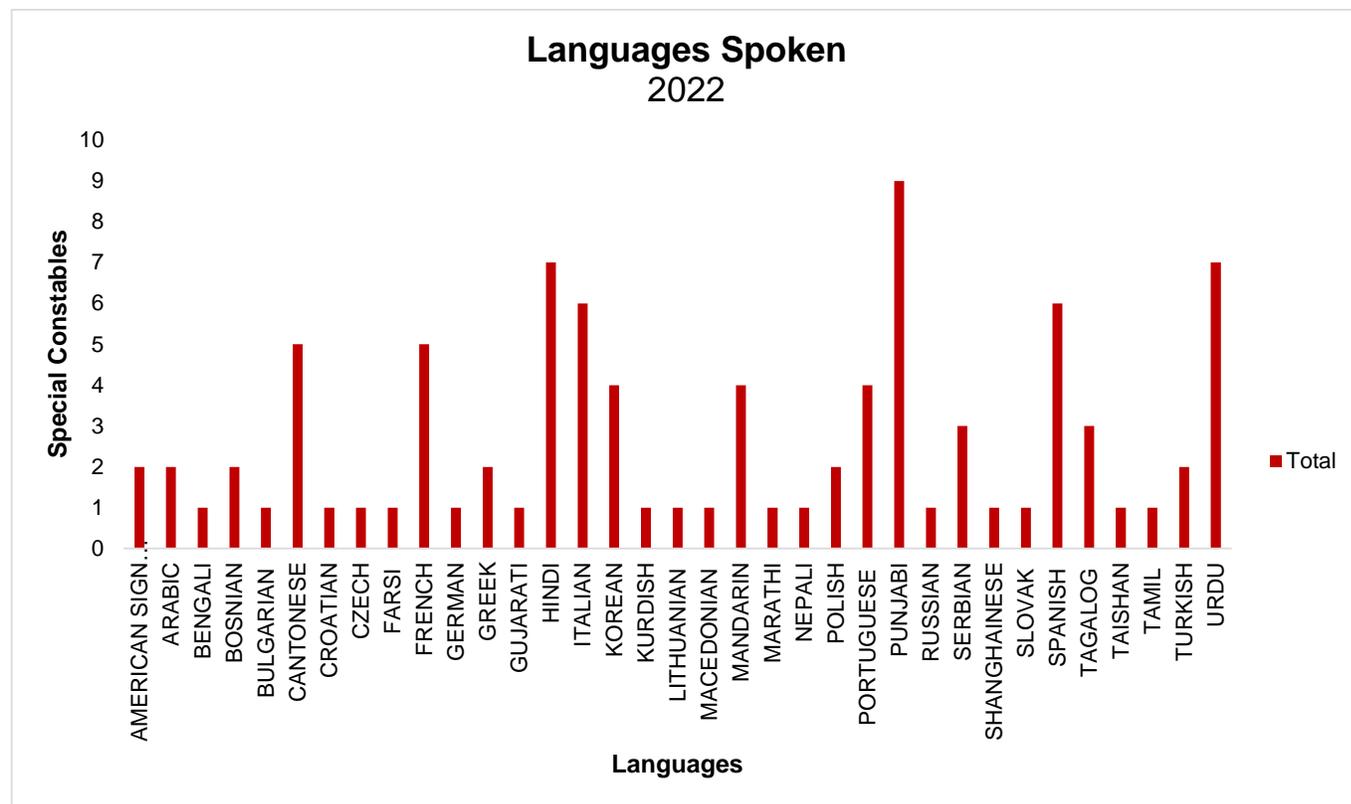
Chart 2: Special Constable Designated Groups



### Languages Spoken

By promoting diversity and inclusivity in the workforce, the Special Constable Service has the ability to communicate in multiple languages to support underrepresented groups. Members of the Service speak a total of 35 languages as in 2021, with Punjabi, Urdu and Hindi being the most frequently spoken languages after English.

Chart 3: Languages Spoken by Special Constables



### Community Engagement Team

The TTC’s Community Engagement Unit (CEU) comprises a team of four Special Constables who are specifically assigned to create and maintain partnerships with various city organizations. The primary focus of the CEU is to provide education on transit safety through information sessions and community events. Additionally, the CEU assists with co-ordinating resources for customers who may be in need of shelter, mental health services, employment services and more.

The CEU is responsible for engaging with the public and employees to achieve community-based objectives that promote a safe environment and encourage learning and engagement within the TTC community. The unit is actively involved in various initiatives, such as: Transit Safety and Etiquette Presentations in Schools, Focus Table, Streets to Homes, Business Improvement Area (BIA) Outreach, Toronto Community Housing Corporation partnership events, Toronto Police Service partnership events and its own workforce recruiting events. Due to their success in 2021, the CEU expanded its collaboration with Streets to Homes in 2022.

The TTC is committed to partnering with internal and external entities to promote community engagement and collaborative initiatives that enhance safety. During extreme weather situations, TTC staff assists vulnerable individuals in the city who may be at increased risk. As

part of their regular duties, Fare Inspectors and Special Constables offer information about drop-in resources in downtown Toronto to those who may be vulnerable or at risk.

### **Collaboration with Peers**

- Transit Safety and Etiquette Presentations/Job Fairs
  - TTC bus/streetcar and subway safety talks
  - Youth Games event
  - Black History event at the **TAMOGO\*** organization
- \*TAMOGO foundation is an organization that assist refugees and asylum seekers with legal, employment, housing and mental health support.*

### **Community Partnerships**

- Toronto Community Housing
- Streets to Homes
- Focus Table Toronto
- York Region, Toronto and TTC Support Table
- Toronto District School Board
- Holiday Helpers Charity
- Scott Mission Socks and Boots Donation Drive
- TCHC partnership events

### **Community Engagement Unit Ongoing Initiative Statistical Report**

The formalization of the Streets to Homes Outreach Program between the City and the TTC in October resulted in dedicated resources in the TTC network. As a result of this partnership, there was an increase in the services offered to the underhoused and complex individuals needing support.

Chart 4: 2022 Streets to Home Partnership

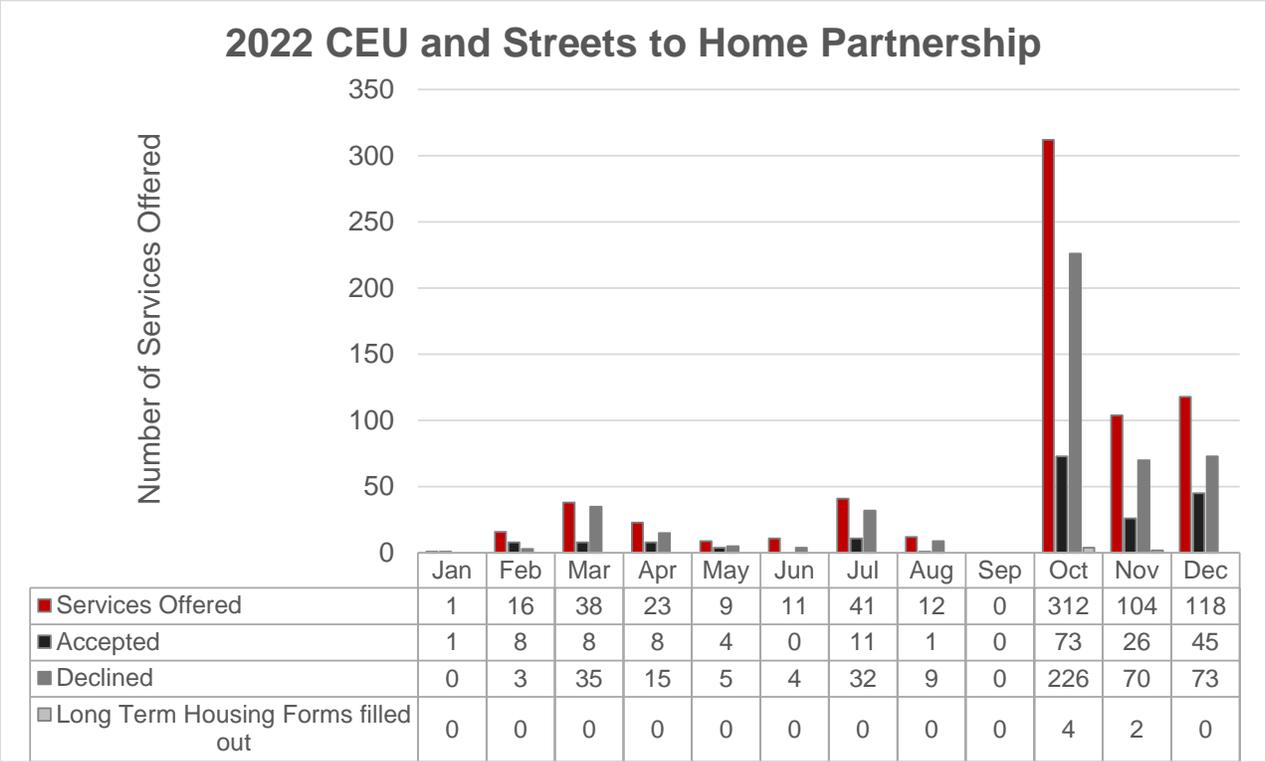
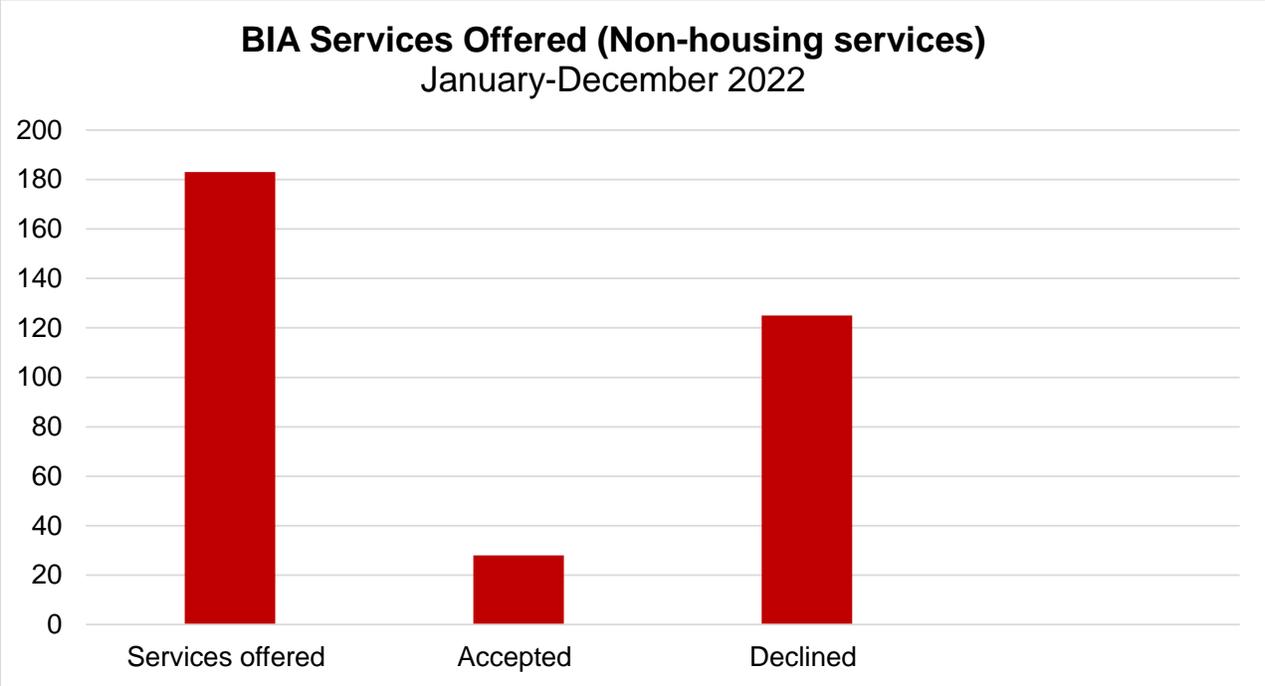


Chart 5: Services Offered to BIAs



## Culture Change Program

In 2022, the Revenue Protection and Special Constable Service Culture Change program (CCP) has continued to serve as the cornerstone for all work carried out by staff from the two departments. The program's objective is to ensure that safety, security and revenue protection services are customer-focused and founded in equity, respect and dignity for both customers and employees. This includes communities that historically and presently face systemic barriers.

Both departments have undergone transformative internal and external change to demonstrate their commitment to accountability, transparency, building public trust, addressing regulatory concerns and ensuring bias-free service delivery. Each has taken into account critical recommendations from various third-party reports, expert stakeholders and industry benchmarking, while prioritizing the essential aspects of transit safety, security and revenue protection.

The success of the CCP has been evident in the departments' continued efforts to integrate the culture change pillars into all facets of their work, ensuring that safety, equity, respect and dignity remain the cornerstone of all programs and initiatives. Both departments have sought the consultation of expert stakeholders, community stakeholders and the general public on ongoing improvements, including new policies, technologies and other initiatives.

Moving forward, the Revenue Protection and Special Constable Service departments will continue to be guided by CCP principles, which foster a customer-focused, equitable and respectful environment that prioritizes safety and security while maximizing revenue protection. The departments' commitment to transformative change ensures each will continue to serve the community in the best possible way, with transparency and accountability at the forefront of their efforts.

## Technology-Enabling Change

The Special Constable Service's Culture Change program has continued into 2023, and has been an effective initiative in promoting transparency and accountability within the department. The program has established a clear set of values and behaviours that promote ethical conduct and a culture of continuous improvement, ensuring that all employees understand their roles and responsibilities in upholding these values and promoting a culture of openness and collaboration.

To ensure the successful implementation of these initiatives, the Service has maintained its collaboration with the IT Services Department, which has been instrumental in seamlessly integrating innovative technologies and evaluating their effectiveness in achieving the CCP's objectives.

Over the past year, the department has initiated several projects, including the implementation of Body-Worn Cameras, In-Car Camera System, Mobile Ticketing and the Special Constable Service/Revenue Protection Record Management System.

In addition, the Special Constable Service has upgraded its Scene of Crime Officers' equipment from outdated Ricoh cameras to Nikon D7500 cameras. This change is expected to have a significant positive impact on our operations, as the new cameras offer numerous benefits over their predecessors. Specifically, the Nikon D7500 cameras enable faster and more accurate image capture, improved image quality and enhanced overall functionality. As a result, we anticipate a more streamlined and efficient process for capturing and documenting crime scenes.

These initiatives have further contributed to the TTC's commitment to enhancing transparency and accountability while promoting a culture of safety and integrity. The department's dedication to ethical conduct and safety in their daily work has played a significant role in advancing the TTC's commitment to promoting transit safety and ensuring that the TTC provides high-quality services to the public while maintaining the highest standards of safety and integrity.

### **Body-Worn Camera (BWC)**

The implementation of body-worn cameras by the TTC is a testament to the organization's dedication to transparency, accountability and the enhancement of public trust. By using BWCs during the execution of enforcement, fare inspection and compliance tasks, the TTC aims to ensure the delivery of unbiased services. In addition to improving customer and employee safety, BWCs facilitate the establishment of employee accountability and enhance the collection of evidence. This initiative underscores the TTC's commitment to upholding the highest standards of professionalism and integrity in its operations while enhancing the quality of its services.

### **In-Car Camera System/Computer (ICCS)**

The Service's patrol vehicles are equipped with an in-car camera system that provides the same benefits as body-worn cameras. This system includes an in-car computer, which allows Special Constables to complete reports and perform other essential tasks while on the road, thereby enhancing their productivity and efficiency.

Furthermore, this technology is constantly evolving, with ongoing updates and improvements to features and capabilities. As part of its future development, the system will be equipped with the ability to issue release documents, such as Forms 9 and 10, at the time of arrest, streamlining the process and saving valuable time for both the officers and the individuals being detained. The integration of this system into patrol vehicles represents a significant advancement in law enforcement technology, facilitating better communication, record-keeping and overall operational effectiveness.

## Mobile By-Law Ticketing

The implementation of mobile by-law ticketing will equip Special Constables with a smartphone application and hand-held mobile printer for creating and printing Part I Provincial Offence Act Notices. This innovative approach not only saves time in the ticket-writing process, but also minimizes errors in ticketing. The cloud-based system facilitates seamless data transfer into the Special Constable Service/Revenue Protection (SCSRP) Record Management System.

## SCSRP Record Management System

The SCSRP Record Management System has undergone progressive development since its initial implementation. Collaborating with the TTC's IT Services Department, the Service has expanded the system's data fields to capture accurate crime data, enabling more efficient resource deployment. Additionally, the records management system centralizes all incident records, facilitating easy accessibility from a single location.

## Training for Success

### Implement training founded in respect and dignity for customers and employees

The Special Constable Service is committed to continuous improvement and ensuring that culture change is being fully implemented. The desired outcomes of the training program include:

- Team members receiving consistent training; and
- Staff addressing customers and employees with respect, sensitivity and without bias.

### Training

All TTC Special Constable training is reviewed and approved by the Toronto Police Service on an annual basis. Pursuant to the Special Constable Agreement between the TTC and the Toronto Police Services Board, the Special Constable Service has an obligation to train Special Constables in the following areas:

- 2SLGBTQ+
- Arrest Authorities
- Arrest/Search Incident to Arrest
- Canadian Police Information Centre (CPIC)
- Case Preparation Provincial Offences
- Community Mobilization/Community Policing
- Confronting Anti-Black Racism
- Controlled Drugs and Substances Act (CDSA)
- Crime Scene Management
- Criminal Offences
- Diversity Awareness and Human Rights Issues
- Ethics and Professionalism in Policing
- First Aid/CPR
- Interim Communicable Diseases
- Introduction to Law
- Liquor License and Control Act
- Mental Health Act (MHA)
- Occurrence/Report Writing/Field Information Report
- Person in Crisis
- PRESTO
- Provincial Offences Act
- Roles Field Interviewing/Taking Statements
- Rules Memorandum Books/Note-Taking
- Search and Seizure Authorities
- Sex Offences
- Suicide Awareness
- Testimony/Criminal/Provincial Justice System/Rules of Evidence
- Train Use of Force Legislation and Reporting
- Trespass to Property Act
- TTC Fares
- TTC Special Constable Status – Roles and Responsibilities
- Vehicle Familiarization – Streetcar/Bus/Subway
- Scenes of Crime Photography
- Use of Force and Defensive Tactics
- Radio Communication

In 2022, the Service continued its commitment in expanding training programs, particularly in areas, such as Indigenous awareness, anti-racism, mental health awareness and resiliency. The University of Alberta and the Centre for Addiction and Mental Health (CAMH) are collaborating with the Service in the development of these courses.

The TTC Safety and Environment Department sourced a 90-minute online course on Suicide Prevention, which is now mandatory for all frontline staff. The course equips employees with the skills to identify individuals in crisis and to provide them with the necessary help and support.

A 2SLGBTQ+ Awareness and Practices for Police, Law Enforcement and Criminal Justice Professionals course is being delivered by the not-for-profit organization, Serving with Pride. This course is designed to educate and provide comprehensive information specific to the care and response to 2SLGBTQ+ persons by police and law enforcement in public service.

The Cultural Awareness and Bias Reduction (CABR) course explores issues and biases in Indigenous communities and aims to increase understanding of various ethnic backgrounds within the communities we serve.

The Enhanced Peer Support training program includes racism scenarios to prepare the team to provide emotional and psychological support to TTC employees, especially in incidents involving racism.

The Training Section was embedded within the Operations Training Centre (OTC) to align new training programs and revisions with OTC standards. Training programs were developed and implemented to support newly created roles – Supervisor, Acting Supervisor and Coach

Officer. The Coach Officer training is taught to all members with the desire to coach new hires.

## Recruitment Program

Special Constables currently receive 90 days of initial training. As part of that training, Special Constables receive 13 days of training on crisis communications, de-escalation, mental health awareness and the Mental Health Act.

The Special Constable training program includes reality-based simulations conducted with professional actors in a transit environment in order to evaluate the knowledge and skills that each employee receives and to observe their decision-making abilities in a real-time environment.

As part of the initial training, staff also participate in Instructor-led training delivered by the Alzheimer’s Society of Toronto and the City of Toronto’s Streets to Homes staff. In 2019, the TTC added Confronting Anti-Black Racism (CABR) training delivered by the City’s CABR Unit. Special Constables and Fare Inspectors participate in holistic, simulation-based training as part of the curriculum. In January 2020, new modules on Mental Health Interventions and Mental Health Act Section 17 Apprehensions were launched. Discussions are underway with experts in the field of mental health to extend the concepts and deliver additional modules.

## Annual Recertification

The Special Constable Annual Recertification Training program is four days in length (total 32 hours). This includes mandatory defensive tactics and use of force training. In 2021, additional training on mental health awareness, and a review of the Mental Health Act, was conducted to enhance the skills officers use when called to incidents that may involve mental health. Holistic, simulation-based training continues through the annual recertification as a successful tool to reinforce training and expectations.

## Mandatory Training

Table 3: Mandatory Training

Course/Topic	Delivered By	Duration	Number trained
Special Constable Recruit Training	3rd Party Provider/Toronto Transit Commission	90 Days	25
Protective Services Guard Recruit Training	3rd Party Provider/Toronto Transit Commission	30 Days	15
Fare Inspectors Recruit Training	3rd Party Provider/Toronto Transit Commission	45 Days	30
Annual Use of Force and Legislative Update Block Training	3rd Party Provider/Toronto Transit Commission	4 Days	64

Course/Topic	Delivered By	Duration	Number trained
Annual Use of Force and Legislative Update (Supervisor)	3rd Party Provider/Toronto Transit Commission	5 Days	14
Indigenous Awareness	Canadian Police Knowledge Network	6 Hours	78
Standard First Aid	3rd Party Provider	2 Days	78
Confronting Anti-Black Racism	3rd Party Provider	1 Day	70

### Additional In-Service Training

Table 4: Additional In-Service Training

Course/Topic	Delivered By	Duration	Number trained
Coach Officer Training	TTC Special Constable Service	3 Days	16
SOCO Photography	Toronto Police Service – FIS*	2 Days	35
2SLGBTQ – Serving with Pride	3rd Party Provider	3 Hours	25
Naloxone	3rd Party Provider	1 Hour	25

\*Forensic and Identification Services

### Equipment

Pursuant to the Agreement with the Board, Special Constables are issued with the following equipment:

- Uniform.
- One wallet badge, appropriate wallet and agency identification card.
- Soft body armour with appropriate carriers.
- One set of standard handcuffs with appropriate carrying case.
- One container of Oleoresin Capsicum (OC) foam with appropriate carrying case.
- One expandable baton with appropriate carrying case.
- One approved memo book.
- One flashlight with appropriate carrying case.
- One Provincial Offences Notice book and appropriate hard cover.
- One TTC Special Constable Service Policies, Procedures and Rules Manual.
- Naloxone with carrying case.

# Performance Management and Accountability

## Calls for Service

In 2022, the TTC's Special Constable Service received 27,603 calls for service, representing an 11% decrease from the previous year. The COVID-19 pandemic had a significant impact on the TTC, with a substantial decrease in regular paying ridership and an increase in complex individuals sheltering on the transit system. During the early stages of 2022, when COVID-19 restrictions were at their most stringent, there was a decline in the number of calls for service. This decrease was due to fewer individuals using the transit system because of business closures and stay-at-home orders.

Table 5: Calls for Service

Mode	Calls Received in 2022	% of Total in 2022	Calls Received in 2021	% of Total 2021	% Difference (2021 to 2022)
Scarborough RT	193	0.7	210	0.7	-8.1
Subway	23,516	85.2	26,817	86.3	-12.3
Surface	3,894	14.1	4,031	13	-3.4
<b>Total</b>	<b>27,603</b>	<b>100</b>	<b>31,058</b>	<b>100</b>	<b>-11.1</b>

## Arrest/Apprehension Totals

TTC Special Constables submitted 277 records of arrest for Criminal Code offences, marking a staggering 125% increase from the previous year. The Constables' commitment to maintaining a safe and secure transit system was evident in their increased efforts to arrest individuals engaged in criminal activities. Additionally, in 2022, they made 221 apprehensions under the Mental Health Act, representing a 72% increase from the previous year.

Table 6: Offences

Authority	2022 Total Arrested, Charged and Apprehended	2021 Total Arrested, Charged and Apprehended	% Difference (2021-2022)
Criminal Code	277	123	125.2
Mental Health Act	221	128	72.7
Liquor License and Control Act	20	5	300
Trespass to Property Act	16	9	78
Controlled Drugs and Substance Act	0	0	0
<b>Total</b>	<b>534</b>	<b>265</b>	<b>101.5</b>

Although the number of calls for service decreased in 2022, the severity of the crimes committed on the transit system appeared to have escalated. As a result, Special Constables were more proactive in identifying and arresting individuals engaged in criminal activities.

During the same period, Special Constables observed a significant increase in apprehensions related to individuals in crisis. These apprehensions were made in response to calls received for persons who were in distress or who posed a threat to themselves or others. In these circumstances, the Constables exercised utmost sensitivity and professionalism to ensure that the individuals received the appropriate care and support they needed.

Table 7: General Occurrence Reports and Records of Arrest

General Occurrence Reports and Records of Arrest	No.
Accident	22
Aggravated Assault C.C. 268	7
Arson: Damage To Property C.C. 434	5
Assault C.C. 265	358
Assault Bodily Harm or With A Weapon C.C. 267	102
Assault Peace Officer C.C. 270(1)(A)	18
Attempt Suicide	5
Being Intoxicated In A Public Place	7
Bench Warrant C.C. 597 (2)	2
Bodily Harm: Administering Noxious Thing C.C. 245	3
Bodily Harm: Overcoming Resistance To Commission Of Offence C.C. 246	1
Break And Enter With Intent C.C. 348 (1)(A) Attempt	1
Breaking, Entering And Committing C.C. 348 (1)(B)	6
Carry Concealed Weapon C.C. 90 (1)	8
Causing Disturbance; Indecent Exhibition; Loitering C.C. 175 (1)	21
Criminal Harassment C.C. 264 (1), (2)	9
Fail To Appear 145(2)(B) Subsequent To Court	2
Fail to Comply Probation P.O.A. Sec. 75	1
Fail To Comply Probation C.C. 733.1	9
Fail To Comply Recog C.C. 145(3)	1
Failing To Comply With Condition Of Undertaking Or Recognizance C.C. 145 (3)	4
Failure To Stop At Scene Of Accident C.C. 252	1
Firearm Etc.: Possession At Unauthorized Place C.C. 93	1
Firearm Or Weapon: Possession Contrary To Prohibition Order C.C. 117.01 (1)	1
Fraud Transportation 393 (3)	1
Having Liquor In Open Container In Unauthorized Place	2
Indecent Acts C.C. 173 (1)	16
L.L.C.A. 41 (1) Having Liquor In Open Container	1
L.L.C.A. 31 (1)(4) Intoxicated in a Public Place	13
Mental Health Act Sec. 17	123
Mischief C.C. 430 (1)	78
Mischief C.C. 430 (1) (A) And (B)	42
Mischief C.C. 430 (1) (C) And (D)	51
Mischief Not Exceeding \$5,000 C.C. 430 (4)	257
Mischief To Testamentary Instrument Or Over \$5,000 C.C. 430 (3)	6
Obstruct Peace Officer C.C.129 (A)	1

Operation with Over 80 Mgs. Of Alcohol C.C. 253 (B)	1
Opioid Overdose	11
Possession Of Offensive Weapon Dangerous To The Public Peace C.C. 87	15
Possession Of Prohibited Weapon C.C. 91(2)	16
Possession Of Property Obtained By Crime C.C. 354 (1)	2
Possession Of Restricted Weapon C.C. 91(2)	2
Suicide	10
Public Mischief C.C. 140 (1)	1
Robbery C.C. 344 (B)	38
Robbery Using Firearm C.C. 344 (A)	1
Sexual Assault C.C.271	41
Suspicious Incident	76
T.P.A. Fail To Leave When Directed	9
T.P.A. Engage In Prohibited Activity On Premises	3
T.P.A. Enter Premises When Entry Prohibited	3
T.T.C. # 1-2.3 (B) Fail To Comply With Conditions Of Use Of Fare Media	1
T.T.C. # 1-3.13 (A) Fail To Comply With Posted Sign	1
T.T.C. # 1-3.25 (C) Behave In Indecent (Offensive) Manner On TTC Property	1
T.T.C. # 1-3.28 (A) Travel On Exterior Of Vehicle	1
T.T.C. # 1-3.29 Unauthorized Use Of Transit System Equipment	2
T.T.C. # 1-3.3 Enter Transit System Through Non-Designated Entrance Or Exit	1
T.T.C. # 1-3.4 Unauthorized Crossing Or Entering Upon Subway Tracks	6
Theft Over \$5000.00 C.C. 334 (A)	4
Theft Under \$5000.00 C.C. 334 (B)	110
Uttering Threats C.C. 264.1 (1)	278
Voyeurism C.C. 162 (1)(A)	1
Weapon Etc.: Possession For Dangerous Purpose C.C. 88	9
Weapon: Carrying Concealed Weapon C.C. 90	2
Total	1,832

Table 8: Other TTC Internal Incident Reports

Other TTC Internal Incident Reports (SCS and other TTC Divisional Supervisory Reports)	No.
Accident	25
Accidental Overdose	6
Aggravated Assault C.C. 268	4
Arson: Damage To Property C.C. 434	6
Assault C.C. 265	370
Assault Bodily Harm or With a Weapon C.C. 267	41
Assault Peace Officer C.C. 270 (1)(A)	2
Assault With Intent To Resist Arrest C.C. 270 (1)(B)	1
Attempt Suicide	6
Attempted Murder C.C. 239 (B)	4
Attempted Murder While Using A Firearm C.C. 236 (A)	1
Bench Warrant C.C. 597 (2)	2
Bodily Harm: Administering Noxious Thing C.C. 245	3
Breaking, Entering And Committing C.C. 348 (1)(B)	8
Carry Concealed Weapon C.C. 90(1)	6

Causing Disturbance; Indecent Exhibition; Loitering C.C. 175 (1)	26
Criminal Harassment C.C. 264 (1), (2)	1
Fail To Comply Probation C.C. 733.1	3
Failure To Stop At Scene Of Accident C.C. 252	1
Firearm Etc.: Possession At Unauthorized Place C.C. 93	1
Firearm Or Weapon: Possession Contrary To Prohibition Order C.C. 117.01 (1)	1
Harassing Telephone Call C.C. 372 (3)	1
Criminal Harassment C.C. 264 (1), (2)	4
Indecent Acts C.C. 173 (1)	10
L.L.C.A. 31(1)(4) Intoxicated In A Public Place	4
Mental Health Act Sec. 17	95
Mischief C.C. 430 (1) (A)(B)(C)(D)	217
Mischief C.C. 430 (1) (A) And (B)	19
Mischief C.C. 430 (1) (C) And (D)	57
Mischief Not Exceeding \$5,000 C.C. 430 (4)	76
Mischief To Testamentary Instrument Or Over \$5,000 C.C. 430 (3)	1
Murder C.C. 235 (1)	2
Operation with Over 80 Mgs. Of Alcohol C.C. 253 (B)	1
Opioid Overdose	7
Possession Of Offensive Weapon Dangerous To The Public Peace C.C. 88	25
Possession Of Prohibited Weapon C.C. 91 (2)	19
Possession Of Property Obtained By Crime C.C. 354 (1)	1
Public Mischief C.C. 140 (1)	9
Robbery C.C. 344 (B)	36
Robbery Using Firearm C.C. 344 (A)	1
Sexual Assault C.C.271	36
Suspicious Incident	75
T.T.C. # 1-3.25(C) Behave In Indecent (Offensive) Manner On TTC Property	1
T.T.C. # 1-3.25(F) Interfere with Ordinary Enjoyment of Transit System	1
T.T.C. # 1-3.28(A) Travel On Exterior Of Vehicle	1
T.T.C. # 1-3.4 Unauthorized Crossing Or Entering Upon Subway Tracks	2
T.T.C. # 1-3.29 Unauthorized Use Of Transit System Equipment	1
Theft Of Vehicle C.C. 333.1	1
Theft Under \$5,000 C.C. 334(B)	66
Uttering Threats C.C. 264.1 (1)	148
Weapon: Carrying Concealed Weapon C.C. 90	2
Total	1,436

## Property

Special Constable Service is responsible for keeping all evidence and property seized in connection with their duties except in the following circumstances:

- Where Toronto Police request the evidence be turned over to them.
- Where an accused is held in Toronto Police custody.
- All drugs seized/found.
- All firearms seized/found.

All property and evidence seized from persons that is not turned over to the Toronto Police Service is stored, preserved and disposed of in a manner consistent with Toronto Police Service standards and procedures for the storage and disposition of property. In 2022, Special Constables seized and processed 37 pieces of property into their property vault.

## Compliance Reporting

For 2022, the TTC received a total of 21 public complaints involving Special Constables and 27 public complaints involving Fare Inspectors for a combined total of 48, which is an increase from 28 complaints received in 2021. However, it should be noted that the number of complaints in 2021 represent the last six months only as the Fare Inspectors & Special Constable Complaints Office (FISCC), open June 30, 2021 and tracking complaints commenced on this date.

Group	2022	2021
Special Constables	21	11
Fare Inspectors	27	17
<b>Total</b>	<b>48</b>	<b>28</b>

## Early Intervention

Based on the recommendations of the Ombudsman Toronto, an Early Intervention System was introduced in 2021, and a framework was launched in 2022, to monitor complaint trends and use of force incidents amongst Fare Inspectors, Special Constables and Protective Service Guards. The TTC's Early Intervention System (EIS) is a non-disciplinary management accountability tool designed to track and identify employees with identifiable patterns of problematic performance and, subject each employee, to an intervention designed to correct performance. The EIS will also recognize employees with positive exemplary performance.

To identify employees whose performance warrants review and intervention, performance indicators, such as complaints, use of force reports, cautions/charges/summons, discipline records, body-worn/in-car camera non-compliance and recognition records are used. By using a combination of multiple performance indicators, the EIS can provide a broader base of information for identifying patterns of problematic performance amongst employees. The goal of the EIS is to detect any trends of problematic behaviour before the need for discipline arises and provide intervention to employees in the form of evaluation, training/re-training, coaching, re-assignment of duties, and if need be, discipline.

The EIS framework for complaints has been developed while other performance indicators are still in the process of being developed in alignment with the new internal policies. The Special Constable Service and Revenue Protection departments are working with the FISCC Office to collate the outcome of each complaint investigation into the system. When the information is up to date, statistics that relate to the Early Intervention will be provided accordingly.

## Use of Force Reporting

Special Constables are bound by Ontario Regulation 926/90, which compels Police Officers to submit a Use of Force Report (UFR Form 1) to the Chief of Police when a Police Officer who, when in the performance of their duties, uses force on another person that results in an injury requiring medical attention or uses a weapon on another person.

The TTC's internal policy on reporting use of force by Special Constables uses a lower threshold. Each incident where an application of force is used that is beyond compliant handcuffing is required to be reported.

The following chart further summarizes the number of incidents and the category of offence in each type of force application:

## As per Police Services Act:

Table 9: 2022 Use of Force Reporting as per Police Services Act 1

Highest Level of Force Used	Number of Incidents	Use of Force Reports Submitted	Criminal Code	Provincial Offence (LLA, MHA, TPA)
OC Foam (a non-lethal aerosol foam made with the pepper derivative Oleoresin Capsicum)	2	4	2	0*
Injury refers to injuries that require medical attention (EMS and includes hospital care, if not admitted)	1	2	1	0
<b>Total</b>	<b>3</b>	<b>6</b>	<b>3</b>	<b>0</b>

\* incidents relating to the Mental Health Act

There were 27 incidents in 2022 in which 49 Use of Force Reports were submitted per departmental policy. In five incidents, a baton (three) and OC foam (two) were presented, but not used. In two incidents, OC foam was used during interactions with assaultive subjects. Six use of Force Reports were required to be submitted to Toronto Police.

## As per Departmental Policy:

Table 10: 2022 Use of Force Reporting as per Departmental Policy.

Highest Level of Force used	Number of Incidents	Use of Force Reports Submitted	Criminal Code	Provincial Offence (LLCA, MHA, TPA) or Other
Physical Control – Soft	27	43*	17	7
Physical Control – Hard	6	7	5	1
Impact Weapon Soft	1	1	0	1
Impact Weapon – Hard	1	1	1	0
Baton or OC Foam Presented – Not Used	5	12	4	1

\*Multiple Use of Force Reports submitted, one per individual officer attending the same incident.

## Injury Reporting

### Defendants

A total of 11 Injury Reports were submitted by Special Constables on behalf of the accused in 2022, five more than the six submitted in 2021. Three of the 11 reports were a result of Special Constable action; either OC Foam and handcuff rub. Five of the 11 were documented suspect injuries in which the cause was unknown and occurred prior to the arrest.

## **Prior to Arrest**

A total of nine Injury Reports were submitted relating to injuries presented by the accused prior to the arrest. These include pre-existing conditions, visible lacerations and abrasions, swelling and bruising. Two suspects reported injuries, broken wrists and ribs and although they were offered, both declined medical assistance. Two incidents of intoxication resulted in one suspect observed with swelling to the face and was taken to hospital while the other accused, due to an inebriated state, fell down the escalator, treated at scene, but was transported to the hospital for intoxication. One encounter resulted in the use of OC Foam prior to arrest of a suspect who charged at officers with a box cutter in hand and was treated at the scene by EMS. Two incidents of pre-existing injuries; one sustained during a physical altercation and the other from an injury sustained two weeks prior.

## **During Arrest**

Two of these reports were submitted in relation to injuries sustained during the course of an arrest resulting from a handcuff rub and resulted in one accused being transported to the hospital for minor lacerations.

## **Special Constables**

Special Constables reported the following types of occupational injury sustained while on duty:

- 94 incidents were reported by Special Constables – six Lost-Time and 88 No Lost-Time injuries.
- Arrest-Related – 39 incidents reported with five Special Constables sustaining five Lost-Time injuries,
- Accidental incidents – Eight No Lost-Time injuries
- Exposure – Seven incidents of No Lost-Time (three incidental contact during arrest of COVID- positive person and four incidents of exposure to bed bugs during an MHA Apprehension).
- Other – Emotional Trauma experienced by 40 Special Constables while attending a Priority 1 – One resulted in a Lost-Time injury.

## **Court Services**

### **Provincial Offence Court**

The Ontario Court of Justice remained committed to providing meaningful access to justice during the COVID-19 pandemic while keeping the health and safety of all court users a priority. As the Province reopened, court proceedings were also adjusted to align with public health guidance. In April 2022, there was an increase in access to in-person proceedings. The Courts continue to consult with its partners to establish the best way to implement its vision of using technology to better serve court users and improve access to justice, including the use of remote technology (video or telephone) in appropriate cases.

With the easing of COVID-19 public health measures, the restriction to capacity limits were also lifted in public spaces, including courthouses. This increased the Ontario Court of Justice's capacity to return to in-person proceedings. In 2022, trials addressing matters under the Provincial Offence Act, including the Trespass to Property and Liquor License Control Acts, had not resumed. However, criminal court proceedings commenced on April 2022. Participants were asked to confirm availability of technology to accommodate video appearance when scheduling their matter. The mode of appearance that applied to criminal proceedings were

subject to the direction of the presiding judicial officer. Courthouses continued to accommodate local in-person appearances by the accused persons who were unable to attend by video or audio.

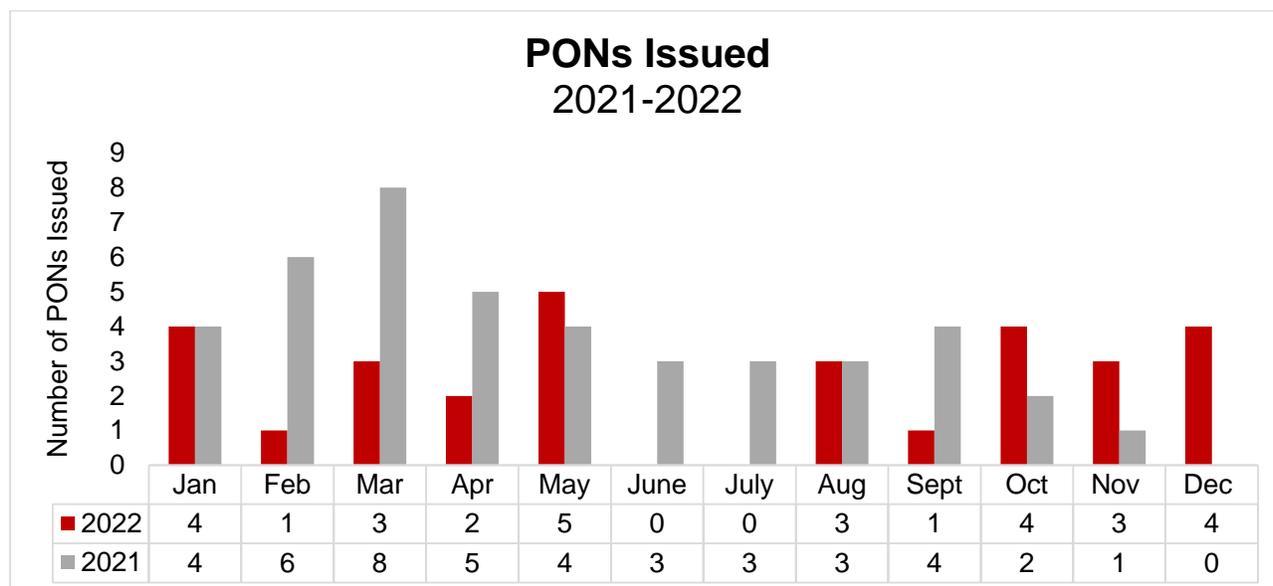
### Provincial Offence Notices (PON) Issued

Due to the decrease in the number of Provincial Offence Notices issued by TTC Special Constables, the Toronto Courts implemented the following:

- Decrease the number of days that TTC matters are being heard;
- Decrease the number of tiers per day; and
- Decrease the number of matter per tier.

In 2022, the Special Constable Service issued 30 Provincial Offence Notices, 13 certificates fewer than those issued in 2021. A total of 12 notices issued to defendants were a result of an arrest related to criminal offences, Trespass to Property Act and the Liquor License Control Act.

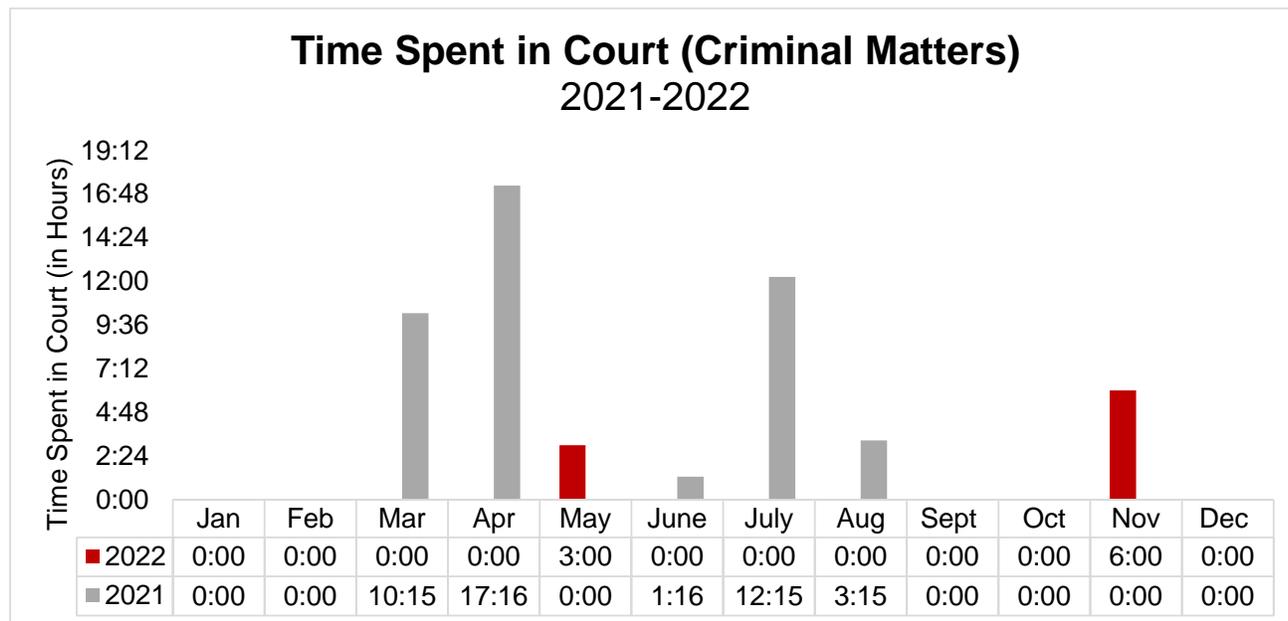
Chart 6: PONs Issued



## Time Spent in Court

In-person proceedings increased in 2022 with the easing of the COVID-19 public health measures, including lifting capacity limits in public spaces, such as courthouses. Special Constables attended criminal court proceedings remotely and in 2022 spent a total of nine hours in court.

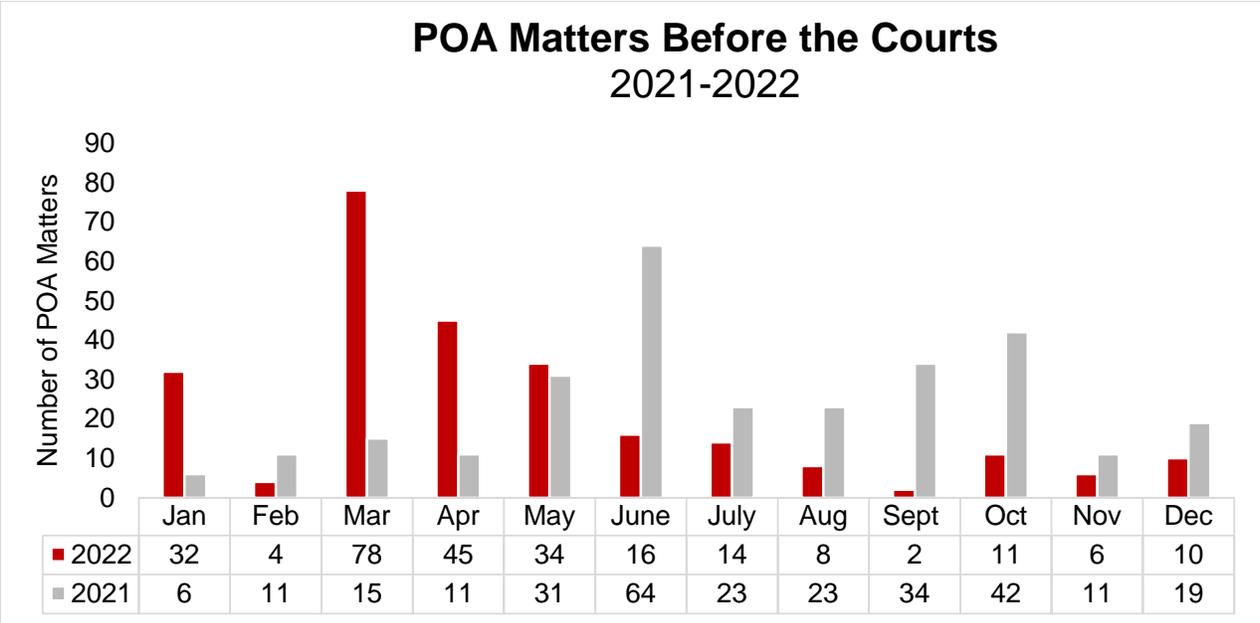
Chart 7: Time Spent in Court



## Provincial Offence Act (POA) Matters Before the Courts

Provincial Offence in-person trial dates were not provided by the City of Toronto for 2022. However, POA hearings proceeded via video conferencing. 260 matters went before the courts, a decrease of 11% when compared to the 290 that were spoken to in 2021. 168 were dealt with through Early Resolution (a telephone meeting with the TTC Prosecutor where the accused enters a guilty plea for a reduced fine) while 92 were spoken to and resolved with a guilty plea.

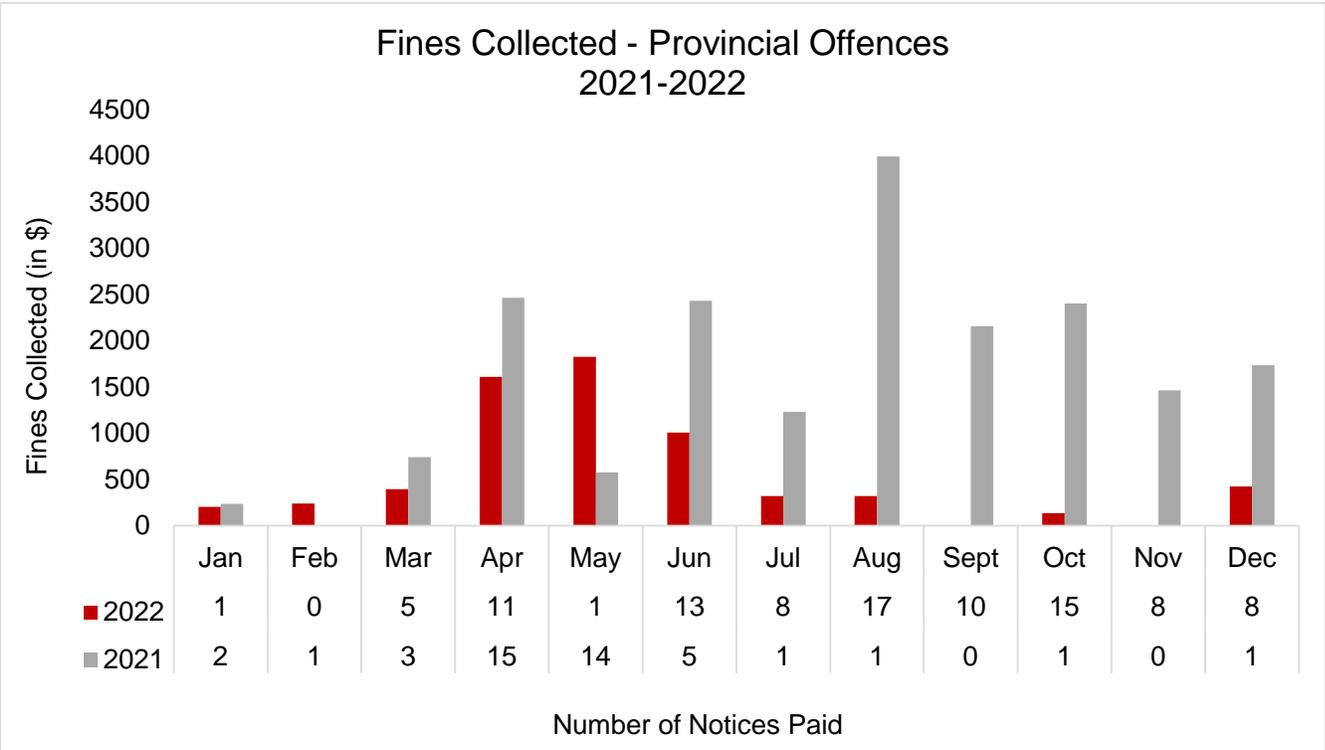
Chart 8: POA Matters Before the Courts



**Fines Imposed and Fines Collected**

In an Ontario Court, fines for Provincial Offences Act are specified by the Chief Justice of the Ontario Court of Justice for the purpose of proceedings under Part 1 or Part 2. In 2022, 98 POA Part 1 and Part 3 court matters were sentenced with an imposed amount of \$16,355. With 44 of the matters paid, there were 54 unpaid cases resulting in \$9,868 in outstanding fines.

Chart 9: Fine Collected – Provincial Offences



## Conclusion

In 2022, the TTC Special Constable Service continued to prioritize the safety and security of passengers and employees in response to the recovery in ridership following the loosening of COVID-19 restrictions. In addition, the department recognized the increase in the underhoused and those with addiction or experiencing mental health seeking shelter within the transit system. As a result, the department deployed additional Community Engagement Units (CEUs) to offer assistance to those in need. The CEUs increased the number of officers from one constable to four constables and a sergeant.

The department also continued its efforts to enhance its presence in the transit system by announcing plans to recruit new Special Constables in 2022. This recruitment effort exemplifies the TTC's commitment to providing a safe and secure environment for all its stakeholders, while also ensuring efficient and reliable transportation services.

The Special Constable Service is committed to advancing equity, diversity and inclusion in every facet of its operations. The department acknowledges the persistent systemic barriers that historically disadvantaged communities have faced in accessing public transportation and endeavours to create a secure and welcoming environment for all employees and customers.

To that end, the Special Constable Service has implemented policies and initiatives aimed at promoting diversity and inclusivity within its ranks. For example, the department provides comprehensive training programs to its officers to equip them with the knowledge and skills necessary to serve a diverse community with sensitivity and respect.

Moreover, the Service recognizes the importance of representation and has taken proactive steps to ensure that its workforce reflects the diversity of the communities it serves. The department actively recruits individuals from underrepresented groups and provides equal opportunities for all candidates, regardless of their race, gender, religion, sexual orientation or other personal characteristics.

The Special Constable Service played a critical role in ensuring the safety and security of customers and employees in 2022. The department's efforts to increase foot patrols, along with the deployment of additional CEUs, have helped address challenges within the transit system.

Moving forward, the TTC will continue to prioritize safety, security and inclusivity in all its operations. The department remains committed to enhancing its presence in the transit system; promoting equity, diversity and inclusion; and fostering a safe and inclusive environment for all stakeholders. The TTC's transformation process is aimed at enhancing accountability, transparency and public trust, underscoring the TTC's commitment to excellence in providing safe, efficient, accessible and reliable transportation services for all.

## Contact information

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## PUBLIC REPORT

**May 23, 2023**

To: Chair and Members  
Toronto Police Services Board

From: Myron Demkiw  
Chief of Police

**Subject: 2023 Operating Budget Variance for the Toronto Police Service, Period Ending March 31, 2023**

**Purpose:**  Information Purposes Only  Seeking Decision

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

This report recommends 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:**

The Toronto Police Service's (Service) 2023 approved net operating budget is \$1,165.5 Million (M). As at March 31, 2023, the Service is projecting a net zero variance. Table 1 provides a breakdown of the projected variance, by feature category. Details regarding these categories are discussed in the sections that follow.

### **Summary:**

The purpose of this report is to provide the Board with the Service's 2023 projected year-end variance as at March 31, 2023. The Service's projected total net expenditures are \$1,165.5M, resulting in a projected net zero 2023 year-end variance.

Table 1 provides a high-level summary of variances by feature category. The body of this report provides explanations of variances in each feature category and explains potential expenditure reductions to mitigate projected potential overspending identified in the variance.

**TORONTO POLICE SERVICES BOARD**

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**Table 1 – 2023 Variance by Feature Category**

<b>Category</b>	<b>2023 Budget (\$Ms)</b>	<b>Actual to Mar 31/23 (\$Ms)</b>	<b>Projected Year-End Actual (\$Ms)</b>	<b>Fav / (Unfav) (\$Ms)</b>
1- Salaries	\$871.1	\$198.7	\$861.2	\$9.9
2- Premium Pay	\$58.9	\$16.4	\$76.0	(\$17.1)
3- Benefits	\$259.6	\$61.0	\$258.8	\$0.8
4- Non Salary	\$100.0	\$33.4	\$100.9	(\$0.9)
5- Contributions to / (Draws from) Reserves	(\$1.0)	\$0.0	(\$1.0)	\$0.0
6- Revenue	(\$122.1)	(\$23.6)	(\$123.3)	\$1.2
7- Net Impact of Grants	\$0.0	(\$0.1)	(\$2.7)	\$2.7
<b>Total Preliminary Net</b>	<b>\$1,166.5</b>	<b>\$285.8</b>	<b>\$1,169.9</b>	<b>(\$3.4)</b>
Expenditure Reductions			(\$3.4)	\$3.4
<b>Total Net</b>			<b>\$1,166.5</b>	<b>(\$0.0)</b>

**Discussion:**

***Background***

At its January 9, 2023 meeting, the Board approved the Service’s budget request at \$1,166.5M (Min. No. P2023-0109-2.2 refers).

Subsequently, City Council, at its February 15, 2023 meeting, approved the Service’s 2023 operating budget at the same amount.

As at March 31, 2023, the Service is projecting a year-end variance of zero. However, while still early in the year, preliminary projections show that the Service will have to manage \$3.4M of unfavourable variance risk to come in on budget. The Service is assessing spending plans and opportunities to manage this risk to stay within budget. This is explained later in the report, but includes reviewing the following:

- timing and pace of hiring;
- premium pay spending;
- non-salary expenditures;
- revenue and cost-recovery opportunities; and
- reserve draw and contribution strategies.

***Relevant Board Policies and Compliance:***

This report is in compliance with the Board’s Budget Transparency Policy, approved on July 29, 2021 (Min. No. P2021-0729-3.0. refers).

## **Budget Variances**

Details regarding variances shown in Table 1 are discussed below. It is important to note that expenditures do not all follow a linear pattern and therefore year-to-date expenditures cannot be simply extrapolated to year-end. Rather, the projection of expenditures to year-end is done through an analysis of all accounts, taking into consideration factors such as expenditures to date, future commitments expected and spending patterns.

### **1 - Salaries:**

As can be seen in Table 2 below, the total salary budget is \$871.1M with a projected spending of \$861.2M, resulting in a favourable variance of \$9.9M in this category.

**Table 2 - Salaries Expenditures**

<b>Expenditure Category</b>	<b>2023 Budget (\$Ms)</b>	<b>Actual to Mar 31/23 (\$Ms)</b>	<b>Projected Year-End Actual (\$Ms)</b>	<b>Fav / (Unfav) (\$Ms)</b>
Uniform Officers	\$642.0	\$147.9	\$638.6	\$3.4
Civilians	\$229.1	\$50.8	\$222.6	\$6.5
<b>Total Salaries</b>	<b>\$871.1</b>	<b>\$198.7</b>	<b>\$861.2</b>	<b>\$9.9</b>

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 2023 approved budget assumed that there would be 200 uniform officer separations during the year. To date, 52 officers have separated from the Service, as compared to the 59 that was assumed in the budget for the same time period (7 less than anticipated). In addition, officers signing up to retire at a future date have slowed. As a result, the year-end projected separations have been decreased to 175, thereby increasing salary expenditures.
- The 2023 approved budget includes funding for 408 uniform hires with class sizes of 120 in April, 120 in August, 120 in December and 48 lateral hires, 24 of which were anticipated to take place in February. The Service achieved 10 lateral hires in February, resulting in salary savings. In order to meet hiring targets, and current as well as future anticipated service level demands, the Service has updated its hiring assumptions and is planning to increase the August class to 150 cadets. The August class will be deployed in early 2024. The current year-end 2023 projected officer strength will be 5,138, representing 209 above year-end 2022 levels.

The impact of the above variances results in a net favourable variance of \$3.4M for uniform salaries.

Actual separations are monitored monthly, and the Service will reassess future recruiting efforts, based on the actual pace of hiring and separations.

Civilians - The 2023 approved budget includes funding to continue hiring to fill various civilian vacancies. This includes Communications Operators, Special Constables and other civilian vacancies that support the frontline and/or other mandated activities. While the Service has been hiring to fill key positions, many of the positions have been filled through internal promotions, creating other cascading vacancies. Separations for 2022 were greater than planned, and in addition, 2023 year-to-date civilian separations continued at an advanced pace and are double than that anticipated (55 versus 27). As a result, the Service is currently at 2,368, or 102 below its average funded civilian strength of 2,470. Therefore, the Service is projecting savings of \$6.5M in civilian salaries.

Greater separations and cascading vacancies will put pressure on premium pay expenditures as the Service ensures required services are provided and necessary work continues.

*2 - Premium Pay:*

The total premium pay budget is \$58.9M with a projected spending of \$76.0M resulting in an unfavourable variance of \$17.1M in this category.

**Table 3 – Premium Pay Expenditures**

<b>Expenditure Category</b>	<b>2023 Budget (\$Ms)</b>	<b>Actual to Mar 31/23 (\$Ms)</b>	<b>Projected Year-End Actual (\$Ms)</b>	<b>Fav / (Unfav) (\$Ms)</b>
Uniform Officers	\$53.3	\$14.1	\$64.1	(\$10.8)
Civilians	\$5.6	\$2.3	\$11.9	(\$6.3)
<b>Total Premium Pay</b>	<b>\$58.9</b>	<b>\$16.4</b>	<b>\$76.0</b>	<b>(\$17.1)</b>

Uniform Officers - There is a base level of uniform premium pay inherent to policing. 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 the 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).

The 2023 operating budget includes an opening premium pay pressure of approximately \$11M, as the Service experienced an unfavourable premium pay variance of \$22M in 2022 adjusted for onetime events (e.g. policing the Freedom Convoy) and the 2023 operating budget submission included only a \$11.6M increase to the premium pay budget in order to keep the Service’s budget increase to a minimum.

The Service's ability to deal with and absorb the impact of major unplanned events (e.g., demonstrations, emergency events, and homicide / missing persons) relies on the use of off-duty officers which results in premium pay costs. However, due to reduced uniform staffing levels in recent years, the Service's ability to manage both unplanned and planned events has become increasingly challenging. The redeployment of the Community Response Units to the Neighbourhood Community Officer Program during 2022 has reduced the capacity for the Service to respond to unplanned events with on duty resources. As a result, the Service has had to rely on off duty resources by way of call-backs in order to provide the surge capacity required in order to ensure adequate resources are available to respond during major unplanned events and public safety issues. For example, the increased police presence to enhance public safety on the T.T.C. required off duty resources that accounted for \$1.9M in premium pay costs and the Service incurred almost \$0.7M in premium pay related to the Maple Leaf Sports & Entertainment playoffs.

The uniform premium pay variance is projected to be \$10.8M 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.

As civilian vacancies have increased, the Service has had to rely on premium pay. Reductions in civilian premium pay spending are expected as civilian staffing vacancies decrease. However, many of the civilian positions (e.g., communication operators, special constables) require weeks or months of ongoing training before the staff can be utilized to their full potential.

The civilian premium pay variance for 2023 is projected to be \$6.3M unfavourable. The projected higher-than-budgeted civilian premium pay expenditures are offset by savings in civilian salaries.

### *3 - Benefits:*

The total Benefits budget is \$259.6M with a projected spending of \$258.8M, resulting in a \$0.8M favourable variance. Table 4 below outlines the major categories of Benefit expenditures, and each category is discussed below.



#### 4 - Non-Salary:

The total Non-Salary budget is \$100.0M with a projected spending of \$100.9M, resulting in a \$0.9M unfavourable variance. Table 5 summarizes the major categories, and each is discussed below.

**Table 5 – Non-Salary Expenditures**

<b>Non Salary</b>	<b>2023 Budget (\$Ms)</b>	<b>Actual to Mar 31/23 (\$Ms)</b>	<b>Projected Year-End Actual (\$Ms)</b>	<b>Fav / (Unfav) (\$Ms)</b>
Vehicles (e.g. gas, parts)	\$17.3	\$3.5	\$17.2	\$0.1
Information Technology	\$39.2	\$22.2	\$39.4	(\$0.2)
Contracted Services	\$13.7	\$1.5	\$12.7	\$1.0
Other	\$29.8	\$6.2	\$31.6	(\$1.8)
<b>Total Non Salary</b>	<b>\$100.0</b>	<b>\$33.4</b>	<b>\$100.9</b>	<b>(\$0.9)</b>

Vehicles (e.g., gas, parts) - The favourable variance of \$0.1M is mainly due to \$0.5M favourable variance in gasoline due to lower than budgeted gas prices, which is partially offset by increased costs for vehicles.

Information Technology (I.T.) - This category funds the maintenance and support of the Service's computer infrastructure. The small variance is a result of minor changes in in-year requirements.

Contracted Services - A portion of this budget is funded from reserves (e.g., the Legal and Modernization reserves) and these types of expenditures can fluctuate from year to year; however, these expenditures are offset by equal draws from reserves.

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 projected overspending is being funded through a reallocation of contracted services budgets and costs incurred for joint projects. The costs for the joint projects are being funded from other services, as discussed in the revenue section below.

#### 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 is \$1.0M, and a net zero variance is projected in this category. Table 6 identifies the categories of Reserves and activity in each Reserve.

**Table 6 – Reserves**

<b>Reserve</b>	<b>2023 Budget (\$Ms)</b>	<b>Actual to Mar 31/23 (\$Ms)</b>	<b>Projected Year-End Actual (\$Ms)</b>	<b>Fav / (Unfav) (\$Ms)</b>
<b>Collective Agreement Mandated - Central Sick, Sick Pay Gratuity &amp; Post-Retirement Health</b>				
Contribution to Reserve	\$14.3	\$0.0	\$14.3	\$0.0
Draw from Reserve	(\$28.2)	\$0.0	(\$28.2)	\$0.0
<b>Net Impact</b>				<b>\$0.0</b>
<b>Legal, Modernization and Cannabis</b>				
Contribution to Reserve	\$0.9	\$0.0	\$0.9	\$0.0
Draw from Reserve	(\$8.8)	\$0.0	(\$8.8)	\$0.0
<b>Net Impact</b>				<b>\$0.0</b>
<b>Vehicle &amp; Equipment</b>				
Contribution to Reserve	\$20.8	\$0.0	\$20.8	\$0.0
Draw from Reserve	n/a	n/a	n/a	n/a
<b>Net Impact</b>				<b>\$0.0</b>
<b>Net Contribution to / (Draws from) Reserves</b>	<b>(\$1.0)</b>	<b>\$0.0</b>	<b>(\$1.0)</b>	<b>\$0.0</b>

The Service contributes to and/or draws from the following reserves: City Sick Pay Gratuity; City Cannabis; Vehicle and Equipment; Central Sick; Post-Retirement Health; and Legal.

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

**6 – Revenue (excluding Reserves):**

The total Revenue budget for 2023 is \$122.1M, and projected revenue is \$123.3M, resulting in a \$1.2M favourable variance. The major revenue categories are summarized in Table 7 below.

**Table 7 – Revenues**

<b>Revenue Category</b>	<b>2023 Budget (\$Ms)</b>	<b>Actual to Mar 31/23 (\$Ms)</b>	<b>Projected Year-End Actual (\$Ms)</b>	<b>Fav / (Unfav) (\$Ms)</b>
Provincial Recoveries	(\$67.4)	(\$10.9)	(\$65.0)	(\$2.4)
Fees and Recoveries (e.g., paid duty, secondments, vulnerable sector screening.)	(\$29.1)	(\$6.4)	(\$31.3)	\$2.2
Paid Duty - Officer Portion	(\$24.7)	(\$5.8)	(\$24.7)	\$0.0
Miscellaneous Revenue	(\$0.9)	(\$0.5)	(\$2.3)	\$1.4
<b>Total Revenues</b>	<b>(\$122.1)</b>	<b>(\$23.6)</b>	<b>(\$123.3)</b>	<b>\$1.2</b>

Provincial Recoveries – These recoveries consist of the provincial uploading of court security and prisoner transportation and the recovery for the Public Safety Response Team. The unfavourable variance is a result of less than anticipated recoveries for the provincial uploading of courts due to the related recoverable costs being lower than anticipated.

Fees and Recoveries - The Service experienced a reduction in demand for paid duties and vulnerable sector screenings as a result of COVID-19. In preparing the 2023 operating budget, it was difficult to predict the level of demand for these services. Year-to-date recoveries indicate that revenues have largely made a return to pre-pandemic levels and the Service is projecting a \$1.5M favourable variance. The Service is also projecting favourable recoveries of \$0.7M from outside agencies to facilitate expenditures for joint projects.

Paid Duty – Officer Portion - A zero variance is projected at this time; however, any variance would have an overall net zero impact, as this portion of the paid duty recovery is directly offset by the salaries earned by paid duty officers.

Miscellaneous Revenue – The favourable variance of \$1.4M represents higher than budgeted recoveries of premium pay expenses incurred while assisting other jurisdictions on joint projects.

7 - Grants:

The budget reflects the net impact from grants of \$0M (expenditures net of revenues). A favourable variance of \$2.7M is projected at year-end. Table 8 summarizes the grants portion of the Service's budget.

**Table 8 – Grants**

<b>Grants</b>	<b>2023 Budget (\$Ms)</b>	<b>Actual to Mar 31/23 (\$Ms)</b>	<b>Projected Year-End Actual (\$Ms)</b>	<b>Fav / (Unfav) (\$Ms)</b>
<b>Guns &amp; Gangs</b>				
Expenses	\$4.9	\$0.1	\$0.4	\$4.5
Revenues	(\$4.9)	(\$1.1)	(\$3.1)	(\$1.8)
<b>Net impact</b>				<b>\$2.7</b>
<b>Community Safety &amp; Policing</b>				
Expenses	\$0.0	\$2.7	\$6.0	(\$6.0)
Revenues	\$0.0	(\$4.4)	(\$6.0)	\$6.0
<b>Net impact</b>				<b>\$0.0</b>
<b>Other</b>				
Expenses	\$0.2	\$10.4	\$11.1	(\$10.9)
Revenues	(\$0.2)	(\$0.1)	(\$11.1)	\$10.9
<b>Net impact</b>				<b>\$0.0</b>
<b>Net Impact From Grants</b>	<b>\$0.0</b>	<b>\$7.6</b>	<b>(\$2.7)</b>	<b>\$2.7</b>

Grant funding generally results in a net zero variance, as funds are provided for expenditures to achieve specific purposes. However, a net favourable variance is projected in this category 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.

The two biggest grants received by the Service are the Guns and Gangs and Community Safety and Policing (C.S.P.) grants. Other grants include Provincial grants such as the Children at Risk of Exploitation (C.A.R.E.) grant and the Provincial Strategy to Protect Children from Sexual Abuse and funding for Automated Licence Plate Recognition.

The Service is usually aware of grant opportunities prior to budget approval; however, revenue and expenditure budgets cannot be set up if the grant contracts are not approved. In addition, as the provincial fiscal year ends on March 31<sup>st</sup>, versus December 31<sup>st</sup> for the Service, unspent provincial grant funding from 2022 is carried forward into 2023. The amounts being carried forward are not finalized until well after

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

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

*Expenditure Reductions to Achieve Zero Year-end Variance:*

While preliminary year-end projections are trending \$3.4M unfavourable, it must be noted that projections are based on estimates. The Service is working to stay within its approved budget, and some of the actions and mitigations that the Service is currently exploring include the following:

- ongoing review of the timing and pace of hiring and associated impacts to the Service's workforce;
- close monitoring of premium pay expenses across the Service to keep expenditures to an absolute minimum, taking into account pressures on the front line, investigative and support units as a result of low staffing levels;
- a reassessment of non-salary expenditures; and
- subject to protecting future funding viability, reassessing contribution strategies with a view to defer reserve contributions where warranted.

Given the early projection estimates and the opportunities for risk mitigation, the Service is reporting a zero net variance at this time.

***Conclusion:***

As at March 31, 2023, the Service is projecting to be on budget. However, preliminary projections show that the Service is managing \$3.4M of unfavourable variance risk. The Service is therefore evaluating spending plans and opportunities to manage this risk in order to continue to stay within budget, recognizing that unanticipated events could require increased action and response to keep our communities safe.

Ms. Svina Dhaliwal, Interim Chief Administrative Officer, will be in attendance to answer any questions the Board may have regarding this report.

Respectfully submitted,

Myron Demkiw, M.O.M.  
Chief of Police

\*copy with original signature on file at Board Office



## PUBLIC REPORT

**May 23, 2023**

To: Chair and Members  
Toronto Police Services Board

From: Myron Demkiw  
Chief of Police

**Subject: Capital Budget Variance Report for the Toronto Police Service, Period Ending March 31, 2023**

**Purpose:**  Information Purposes Only  Seeking Decision

### **Recommendations:**

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

1. amend the 2023-2032 Approved Capital Budget and Plan for the Infrastructure Lifecycle project by increasing the total project costs by \$3.7 Million (M), with cash flow funding in 2023, fully funded by Vehicle and Equipment reserve, for the purpose of enabling the Service to implement its multi-year technology roadmap and server replacements to accommodate future growth; and
2. 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:**

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At its January 9, 2023 meeting, the Board approved the Toronto Police Service's (Service) 2023-2032 capital program at a net amount of \$16.6M and gross amount of \$46.6M for 2023 (excluding carry forwards from 2022), and a 10-year total of \$219.4M net and \$679M gross (Min. No. P2023-0109-2.3 refers). Subsequently, City Council, at its February 15, 2023 meeting, approved the Service's 2023-2032 capital program at the same level as the Board-approved amount. Attachment A provides a detailed list of all approved projects in the 10-year program.

Table 1 provides a summary of 2023 budget and projected expenditures. Of the \$95.7M (\$46.6M of 2023 budget plus \$49.1M carry forwards) in available gross

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funding in 2023, \$80.9M is projected to be utilized, for an estimated gross spending rate of 84.6%. Of the total under expenditure of \$14.7M, \$13.4M will be carried forward to 2024 and \$1.4M will be returned to the City or the Vehicle and Equipment Reserve.

It is always the Service’s goal to ensure capital projects are completed on budget and on schedule, or to ensure required changes are identified as quickly and transparently as possible. In recognition of the historical challenges associated with project execution and spending rates, the Service is dedicating additional project management support in 2023 to oversee capital projects to improve project delivery.

**Table 1 – Summary of 2023 Budget and Expenditures (Ms)**

Category	2023 Gross (Ms)	2023 Debt (Ms)
2023 approved program excluding carry forward	\$46.6	\$16.6
2022 carry forwards	\$49.1	\$32.9
Total 2023 available funding	\$95.7	\$49.5
2023 Projection to year end	\$80.9	\$37.8
Variance to available funding	\$14.7	\$11.7
Carry forward to 2024	\$13.4	\$11.5
Returned Funding	\$1.4	\$0.2
Spending rate	84.6%	76.4%

**Summary:**

The purpose of this report is to provide the Board with the status of the Service’s capital projects as at March 31, 2023. 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 March 31, 2023 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 2023-2032 program.

## **Discussion:**

### ***Background***

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

- Green - on target to meet project goals (scope/functionality), on budget and on schedule and no corrective action is required; spending rate of 70% or more of the budget.
- Yellow - at risk of not meeting certain goals, some scope, budget and/or schedule issues, and minimal corrective action is required; spending rate is 50% to 70% of budget.
- Red - high risk of not meeting goals, significant scope, budget and/or schedule issues, and extensive corrective action is required; spending rate is less than 50% of budget.

Capital projects fall under the following four main categories:

- facility projects;
- information technology modernization projects;
- replacements, maintenance and equipment projects; and
- lifecycle projects.

The remainder of this report discusses each capital project in detail.

### **Capital Program Variances**

Each year as part of the budgeting process, capital projects are re-baselined with updated project planning and cost assumption and therefore the project health at the start of 2023 has improved from year-end 2022.

Table 2 provides a high-level summary of 2023 spending for each capital project, variances and spend rates, and whether funds are to be carried forward to 2024, or are no longer required.

**Table 2 – 2023 Capital Budget Variance Report as at March 31, 2023 (\$000s)**

	2023 Cash Flow		Variance (Over)/ Under	Lost Funding/ Return to Reserve	Spending Rate	Carry Forward to 2024	Overall Project Health
	Available to Spend	Projected Actuals					
<b>Facility Projects:</b>							
Long Term Facility Plan - 54/55 Amalgamation; New Build	768.1	150.0	618.1	0.0	19.5%	618.1	<b>Red</b>
Long Term Facility Plan - 41 Division; New Build	20,627.9	15,627.9	5,000.0	0.0	75.8%	5,000.0	<b>Green</b>
Communication Center Consulting	101.1	101.1	0.0	0.0	100.0%	0.0	<b>Green</b>
Long Term Facility Plan - Facility and Process Improvement	899.9	710.0	189.9	189.9	78.9%	0.0	<b>Green</b>
Relocation of Wellness Services	1,700.0	1,200.0	500.0		70.6%	500.0	<b>Green</b>
Long Term Facility Plan - Consulting	774.5	738.0	36.5	36.5	95.3%	0.0	<b>Green</b>
<b>Information Technology Modernization Projects:</b>							
Transforming Corporate Support (HRMS, TRMS)	865.0	493.0	372.0	0.0	57.0%	372.0	<b>Yellow</b>
ANCOE (Enterprise Business Intelligence, Global Search)	392.5	342.5	50.0	0.0	87.3%	50.0	<b>Green</b>
Body Worn Camera - Phase II	560.0	485.0	75.0	0.0	86.6%	75.0	<b>Green</b>
Next Generation (N.G.) 9-1-1	3,944.8	3,584.8	360.0	0.0	90.9%	360.0	<b>Green</b>
<b>Replacements/ Maintenance/ Equipment Projects:</b>							
State-of-Good-Repair - Police	6,038.4	4,237.6	1,800.8	0.0	70.2%	1,800.8	<b>Green</b>
Radio Replacement	1,949.2	1,940.0	9.2	9.2	99.5%	0.0	<b>Green</b>
Automated Fingerprint Identification System (A.F.I.S.) Replacement	1,106.7	869.5	237.2	0.0	78.6%	237.2	<b>Yellow</b>
Mobile Command Centre	1,608.8	1,508.8	100.0	0.0	93.8%	100.0	<b>Green</b>
Information Technology Storage Growth	500.0	500.0	0.0	0.0	100.0%	0.0	<b>Green</b>
New Records Management System (RMS)	10,000.0	7,000.0	3,000.0	0.0	70.0%	3,000.0	<b>Green</b>
Uninterrupted Power Supply (U.P.S.) Lifecycle Replacement	467.4	467.4	0.0	0.0	100.0%	0.0	<b>Green</b>
<b>Lifecycle Projects:</b>							
Vehicle Replacement	9,892.5	9,254.5	638.0	0.0	93.6%	638.0	
IT- Related Replacements	22,460.4	21,577.3	883.1	883.1	96.1%	0.0	
Other Equipment	11,033.6	10,160.6	873.0	233.5	92.1%	639.5	
<b>Total Capital Expenditures</b>	<b>95,690.9</b>	<b>80,948.2</b>	<b>14,742.7</b>	<b>1,352.1</b>	<b>84.6%</b>	<b>13,390.6</b>	
Funding from Developmental Charges	(5,888.2)	(5,247.1)	(641.1)	0.0	89.1%	(641.1)	
Vehicle & Equipment Reserve	(40,272.5)	(37,878.4)	(2,394.1)	(1,116.6)	94.1%	(1,277.5)	
<b>Debt</b>	<b>49,530.2</b>	<b>37,822.6</b>	<b>11,707.6</b>	<b>235.5</b>	<b>76.4%</b>	<b>11,472.0</b>	

## **Facility Projects:**

Due to the pandemic, there have been delays in planned construction schedules, including labour and critical supply-chain disruption and delays in obtaining required permits. The Service continues to monitor these factors and mitigate their impact on 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 in future years as more information becomes available. Details on this project are included under the Long Term Facility Plan - Consulting Services section.

### *54/55 Amalgamation; New Build (Red)*

This project provided for the amalgamation of 54 and 55 Divisions (built in 1951 and 1972 respectively) into one consolidated facility (as recommended by the Transformational Task Force), at the former Toronto Transit Commission's (T.T.C.) Danforth Garage site located at 1627 Danforth Avenue.

- The current cost for this project is \$50.5M. The cost of construction has increased considerably due to the increased labour and materials costs, as well as other factors such as the high cost of constructing a very deep, waterproof underground parking structure in a location with a high water table.
- The project was put on hold in the second quarter of 2022 to allow staff to evaluate alternative options so that the Command could make an informed decision on how to proceed in a fiscally responsible way that meets operational requirements. The project remains on hold while staff continue to work with the City Real Estate Management Division on viable options for an amalgamated division. The Service will keep the Board informed of the outcome of the potential options.
- The health status of this project is Red as this project is currently on hold and has an anticipated spending rate of 19.5% for the year. Of the available funding of \$768 Thousand (K), \$150K will be utilized in 2023. The remaining amount of \$618K will be carried forward to 2024.

### *41 Division; New Build (Green)*

The current 41 Division facility is approximately 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 building is being constructed in phases on the existing 41 Division site. Operations will continue on the site while construction is ongoing.

- There has been cost escalation and some delays due to inflationary factors and the redesign requirements to achieve Net Zero Emissions, which were included in the 2023-2032 capital program. All Net Zero Emissions costs will be recovered through the sustainable Energy Plan Financing, resulting in a net-zero impact on the Service's capital program. The application for funding was submitted to the City's Environment and Energy Department in the last quarter of 2022. The new 41 Division will be the first Net Zero Emissions building in the Service's asset base.
- Working drawings are completed and tendering of the balance of trades is expected to conclude in the second quarter of 2023. The Board will be updated on budget impacts following receipt of the tender submissions from the various sub-contractors, and any changes will be included as part of the 2024-2033 capital program.
- Site Plan approvals are expected in the second quarter of 2023. Some delays have been experienced in the completion of the review and issuance of the notice of approval conditions (N.O.A.C.). The full building permit is expected to be received in the second quarter of 2023, conditional on the receipt of the N.O.A.C. Conditional permits (i.e. Foundations, Drainage) have been received.
- Excavation is complete and formwork/footings are underway. The structure will be above grade by the end of the third quarter of 2023.
- The health status of this project is Green with a projected spending rate of 76%.

#### *Communication Centre Consulting (Green)*

This project provides funding to acquire external expertise to assist the Service with a comprehensive review of all requirements for a new Communications Centre, taking into account the impact of Next Generation (N.G.) 9-1-1 and other key considerations. The actual cost for the new facility project is not included in the Service's capital program.

Until a new Communications Centre is built, some modifications are required to the existing Communications Centre (Primary Site), including a new training room, as well as to the Back-up Site (Secondary Site). This project provides funding for the design of the architectural, mechanical, electrical, and structural drawings of the Primary and Secondary Sites. The renovation and construction aspects are part of the (separate) N.G. 9-1-1 project described later in this report.

- The existing location for Communications Services (C.O.M.) has reached maximum capacity for personnel, workspace and technology. The current facility cannot accommodate the anticipated expansion that will be required because of N.G. 9-1-1.
- The analysis being conducted 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, and indicates that the estimated cost for a new Communications Centre facility will be significant (at \$100M+). The cost of this project should be jointly coordinated with the other City emergency services. The Service will work with City Finance, Toronto Fire and Toronto Paramedic Services to that end, for the development of the future year's capital program.
- The design for the construction phase of the new training room at the Primary Site, which will also serve as a full Production Tertiary site is completed.
- AECOM has completed the drawings for the renovations at the three other floors of the Primary Site. Renovations at the Primary Site will likely begin in the fourth quarter of 2023 or the first quarter of 2024.
- Construction for the Secondary Site has been substantially completed.
- The health status of this project is Green. It is anticipated that all available funding will be utilized in 2023.

*Long -Term Facility Plan – Facility and Process Improvement (Green)*

Aligned with the police reform directions approved by the Board, this project funds the review of operational processes, focusing on opportunities to improve the efficiency and effectiveness of 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. Installation at 32 Division has been completed and will be implemented in the second quarter of 2023. Work has begun to transition the video bail pilot project into a permanent program, which should be complete by the third quarter of 2023.
- Work on the Service-wide investigative review continues, including a review of the Community Investigative Support Unit (C.I.S.U.), with a focus on identifying potential efficiencies, standardizing functions across the divisions and enhancing service delivery of criminal investigative processes. The final report is scheduled to be delivered to Command in the fourth quarter of 2023, and a number of analysis projects to support this work are underway.
- The health status of this project is Green as it is progressing on time and within budget. The project team anticipates that outstanding deliverables will be completed by year end.

*Relocation of Wellness Services (Green)*

The project is to undertake renovations required to relocate portions of the Service's Wellness Unit from the Toronto Police Headquarters (H.Q.) to more accessible locations in the west end of the city at the Toronto Police College and an east end location that is yet to be finalized. Once completed, the new decentralized delivery model will allow members to access wellness services from a central, east and west location. The

anticipated benefits are increase access to care, improved member service, greater willingness by members to seek support.

- The Service's Facilities Management Unit has hired an architect and has held a series of design meetings with staff, leading to the completion of the schematic designs for the spaces at (H.Q.) and Toronto Police College.
- City Real Estate Services is finalizing a lease agreement with a landlord for the leased space at the east end location on Kennedy Road. The Facilities Management Unit has worked with the Wellness Unit to develop furniture requirements, furniture fabrication for delivery, as well as to develop electrical, security, information technology and audio visual requirements. This work has been quoted/or awarded.
- The health status of this project is Green as the schematic design phase is completed and the renovations are on schedule toward completion by 2024.

#### *Long-Term Facility Plan – Consulting Services (Green)*

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. External expertise has been retained to develop a long-term strategic building program based on the assessment of current space utilization, short and long-term requirements of the Service, and the condition of the existing buildings.

- The Service hired Stantec Architecture Limited (Stantec) through a competitive Request for Proposal process to provide architectural consulting services to develop a Strategic Building Program. 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 the current building portfolio, office space standards, staffing needs, and the ability to provide services in a growing city.
- Assessment objectives are to enhance operational flexibility, improve aging facility infrastructure, optimize resources, and where possible, reduce the Service's facilities footprint.
- Stantec has completed all building condition assessment (B.C.A.) visits in 2022, and has submitted the majority of written reports in draft format. Stantec continues with strategic interviews with staff at each building, which will be completed by the second quarter of 2023. Additional analytic work and preparation of the formal report will be completed by the end of 2023.
- The health status of this project is Green as it is progressing on time and within budget.

### **Information Technology Modernization Projects:**

In the last decade, there have been many important developments with respect to information technologies that the Service has embraced. 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.) (Yellow)*

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 T.R.M.S database migration, in all non-production environments, was completed at the end of 2022.
- Work has begun to modify T.R.M.S application code to work with query/S.Q.L. databases. Anticipated completion by the Q3 2023.
- End user testing to begin in the third quarter of 2023. Development work will begin to rewrite T.R.M.S reports and interfaces. Anticipated completion by the second quarter 2024.
- H.R.M.S PeopleTools and Application upgrade has begun. Anticipated migration to production before the end of 2023.
- Process currently underway to secure external resource to manage the replacement of the Service's recruiting system to allow a better application process and provide higher level reporting capability.
- The health status of this project is Yellow due to a low projected spending rate of 57%. Of the available funding of \$865K, \$493K will be utilized in 2023 and the remaining \$372K will be carried forward to 2024 to complete the rewrite of T.R.M.S. reports and interfaces and enhance the existing interfaces between H.R.M.S/T.R.M.S. and other Service applications.

#### *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 as Global Search. The program focuses on improving the analytical reporting environments with new and enhanced Power B.I. and geospatial and reporting technologies, and will deliver

streamlined service processes that will make data and analytics products available to front-line members, management, and the public.

- The E.B.I. portion of the project has been completed along with the Service's Geographic Information System (G.I.S.) platform.
- The Service continues to increase the use of Power B.I. and the G.I.S. technologies for monitoring and reporting on operational and strategic initiatives.
- The use of spatial analysis enables better decision making for operations and planning activities. In addition to improvements in the analytical reporting, the G.I.S. technologies have brought improved situation awareness tools to front-line officers.
- Improvement in data sharing, as the Service can now share information in the forms of maps, applications and interactive dashboards internally and with the public and other agencies.
- Improvements to the Global Search program for 2023 will include the addition of new datasets such as parking data, additional search features such as Advanced Searching and the migration of the Global Search functionality to a new platform.
- The health status of the A.N.C.O.E. project is Green as the project is progressing on time and within budget. .

#### *Body Worn Cameras (B.W.C.) – Phase II (Green)*

This project has equipped frontline officers with B.W.C.s. This initiative will enhance public trust and accountability, as part of its commitment to the delivery of professional, transparent, unbiased and accountable policing.

- The consolidation and extension of contracts with Axon Canada for B.W.C's, Conducted Energy Devices and In-Car Cameras was approved by the Board at its December 2022 meeting (Min. No. P2022-1216-7.0 refers).
- As of Spring 2023, the Service has issued and deployed 2,487 body worn cameras, and has trained 3,200 frontline officers (accounting for the rotation of officers assigned to frontline roles).
- In June 2022, a new training course for Case Managers and Investigators focusing on evidence management and disclosure was created. This course encapsulates all of the body-worn camera training, and leverages our Evidence.com cloud-based platform as a digital evidence management system with the purpose of creating efficiencies and streamlining disclosure workflows to court. To date, 98% of all Case Managers/Investigators from all units have been trained. Training of all Case Managers/Investigators will continue throughout 2023 as officers move into new roles.

- Current priorities include Video Management integration, staff training, disclosure process re-engineering and migration from Digital Photo and Viewing Management System (D.P.V.M.S.) to Evidence.com.
- The status of this project is Green as it is progressing on time and within budget.

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

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. The system is designed to improve the way people request emergency services and how emergency responders communicate with each other. The system will also provide more accurate location information, which will help emergency responders reach people more quickly and efficiently.

This project includes the implementation of the new technology provided by Solacom, as well as the renovation of the training room, training room furniture and the retrofitting of three other floors at the current Communications Centre building which serves as the Primary Site.

- The design of the technological architecture which isolates Solacom solution from the rest of the Service's network is being reviewed to ensure we have made the necessary provisions. The review includes call flow configuration, report structure, support and maintenance.
- Construction of the new N.G. 9-1-1 Training Room at the Primary Site, contracted to Stevens & Black Electrical Contractors Limited, has been 95% completed. However, some upgrades to the heating, ventilation, and air conditioning (H.V.A.C.) are still outstanding and are scheduled for completion by mid-June 2023.
- To assist with the creation of a comprehensive test plan, the Service requires external expertise and resources. A Request for Services (R.F.S.) has been issued and a vendor has been selected to deliver the Privacy Impact Assessment (P.I.A.). The R.F.S. for the Information Technology Quality Assurance has been issued, with the resource expected to on-board by July.
- It is anticipated that the training (*train the trainer*) for the new N.G. 9-1-1 technological solution will begin by the third quarter of 2023.
- Collaboration meetings with the secondary Public Safety Answering Point (Toronto Paramedic Services and Toronto Fire) on the N.G. 9-1-1 platform are ongoing.
- The implementation of Real Time Text (R.T.T.) is anticipated to occur in April of 2024. However, public education efforts are crucial for the successful implementation of N.G.9-1-1 and it is important for stakeholders to prioritize and

allocate resources towards public education to ensure a smooth and effective transition to the new system. It is uncertain how much the implementation of N.G.9-1-1 will be affected by the required education effort, but it is possible that delays in the go-live date could occur.

- The health status of this project is Green and will be on time and on budget.

### **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.) (Green)*

S.O.G.R. funds are used to maintain the overall 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. The overall demand for upkeep at many of the Service's existing facilities is steadily increasing with escalating costs. Some examples of work are hardware replacement, repairs/replacement of overhead door and gate equipment, flooring repairs/replacement and painting, and lifecycle replacement of security equipment.
- This funding source is also used by the Service for technology upgrades to optimize service delivery and increase efficiencies.
- The health status of this project is Green with a projected spending rate of 70%. Of the available funding of \$6M, \$4.2M will be utilized in 2023 and the remaining \$1.8M will be carried forward to 2024.

#### *Radio Lifecycle 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.

- The health status of this project is Green with a projected spending rate of 99.5%. The supply chain issues that have impacted this project's spending rate previously have been resolved. The order for radios has been placed in 2022 to ensure delivery by year-end 2023.

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

The current A.F.I.S. is a 2011 model that was first deployed in January 2013, and has reached end of life as of December 31, 2020. The A.F.I.S. system is based on 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 in April 2020 and contract negotiations were completed in December 2020.
- The Planning phase was completed and the project plan was delivered in August 2021.
- IDEMIA is working on the challenges of limited resources and the impact it has on the preparation and delivery of documents for review and approval. Due to continued delays in the design phase, system acceptance and Go-Live milestones have been moved from 2023 to 2024. The Design Phase is undergoing final reviews and approval of the design documents is anticipated to be finalized in the second quarter of 2023.
- Throughout 2022 to date, much work has been done towards the implementation of the new system with configuration, migration and acceptance test planning. This work was conducted in tandem with the Design Phase in efforts to mitigate further delays. In the first quarter of 2023, the focus was on finalizing Design documents and continued progress with the migration and configuration of the new system.
- The risk register continues to be closely monitored by both the Forensic Identification Unit and IDEMIA. Unpredictable COVID-19 global impacts including hardware procurement, shipping and human-resource constraints continue to be evaluated. There are some risks involved with maintaining our current A.F.I.S. system while implementing the new solution and utilizing the same staffing in both areas. Steps are being taken to manage this risk with enhanced support from the vendor.
- The health status of this project is changed from Red to Yellow as some project milestones will be completed in 2023. Of the available funding of \$1.1M, \$870K will be utilized and the remaining \$237K will be carried forward to 2024.

#### *Mobile Command Centre (Green)*

The Service is in the process of building a new Mobile Command Vehicle. This vehicle will support the challenges of providing public safety services in a large urban centre. The vehicle will play an essential role in fulfilling 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 investigative operations.

- The vehicle will incorporate all relevant capabilities to support and integrate with other emergency services as well as municipal, provincial and federal agencies. Current technology solutions will ensure the vehicle has all the necessary tools and resources to support any operation. The vehicle will remain flexible in its design to ensure future technological needs can be incorporated, further ensuring it remains relevant and can effectively and efficiently manage working within the C.3. (Command, Control, Communications) environment.

- P.K. Van Welding and Fabrication was the successful bidder and has started construction of the vehicle.
- All technical requirements for the vehicle have been identified and the development and implementation of these solutions are on ongoing.
- The health status of this project is Green. It is anticipated that the Mobile Command Vehicle will be fully functional to respond to operational requirements by the end of 2023.

*New Records Management System (R.M.S.) (Green)*

This project is for replacement of the existing R.M.S. system, a core business operating system of the Service. A review of our existing system has highlighted technological weaknesses, as usability and functional gaps continue to create operational challenges, as well as hinder progress to a digital environment. This misalignment with the Service’s strategy for digital reform limits its ability to improve the flow of information through the organization from front-line to investigative and analytical/intelligence functions.

- The new system is expected to improve the ability to make connections between related pieces of information and increase the interaction and openness to the public of our information and our processes. It is expected to generate tangible savings, cost avoidance, reduce risk, increase transparency and improve other operational processes to deliver public safety services effectively and efficiently.
- The R.M.S. program is approaching a major milestone allowing the commencement of the project, following approval of the contract award by the Board. The contract award was approved at the April 28, 2023 Board meeting (Min. No. P2023-0428-7.0 refers).
- With the contract awarded, the Service is now able to move forward with the project kick-off, develop more detailed plans, commence onboarding of project resources, procure infrastructure implementation hardware and services, and procure the Niche R.M.S. software.
- The health status of this project is Green. It is anticipated to be on time and on budget.

***Lifecycle Projects:***

Projects listed in this category are funded from the Vehicle and Equipment Reserve (Reserve), as well as developmental charges. The Reserve is in turn funded through annual contributions from the Service and Parking Enforcement Unit’s operating budgets. As table 3 shows, Lifecycle Projects include the regular replacement of vehicles, information technology equipment and other equipment.

**Table 3 – Summary of Vehicle and Equipment Lifecycle Replacement (\$000s)**

Project Name	Carry Forward from previous years	2023 Budget	Available to Spend	Year End Projection	YE Variance (Over)/ Under	Carry Forward to 2024	Return to Reserve
Vehicle Replacement	361.5	9,531.0	9,892.5	9,254.5	638.0	638.0	0.0
IT- Related Replacements	10,690.4	11,770.0	22,460.4	21,577.3	883.1	0.0	883.1
Other Equipment	2,325.6	8,708.0	11,033.6	10,160.6	873.0	639.5	233.5
<b>Total Lifecycle Projects</b>	<b>13,377.5</b>	<b>30,009.0</b>	<b>43,386.5</b>	<b>40,992.4</b>	<b>2,394.1</b>	<b>1,277.5</b>	<b>1,116.6</b>

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

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). While the Service has taken steps to create efficiencies, the amount of equipment that must be replaced continues to increase as a result of these new systems and storage requirements. These increased requirements put significant pressure on this Reserve, which 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. 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 the carry forward of funding are:

- \$0.5M – Furniture Lifecycle – Replacement of office furniture at the Communications Centre Primary Site are deferred until renovations are complete.
- \$0.79M – Workstation, Laptop, Printer Lifecycle – As we consolidated devices and shifted to laptops during the pandemic, there are fewer workstations that need to be life cycled in 2023 which will result in underspending.

Due to new systems and storage requirements, the Service is implementing a multi-year technology roadmap and server replacements. To ensure there is sufficient funding in 2023, this report recommends that the Board approve an increase of \$3.7M for the Infrastructure Lifecycle project, fully funded by the Vehicle and Equipment reserve, to enable the Service to accommodate growth.

**Relevant Board Policies and Compliance:**

This report is in compliance with the Board’s Budget Transparency Policy, approved on July 29, 2021 (Min. No. P2021-0729-3.0. refers).

***Conclusion:***

The Service's 2023 gross spending rate is estimated at 84.6%. From the under-expenditure of \$14.7M, \$13.4M will be carried forward to 2024 and \$1.4M will be returned to the City or the Vehicle and Equipment Reserve.

Although labour and supply chain issues as well as competing operational priorities, continue to have an impact on the projects in the Service's capital program, the Service is committed to mitigating these risks so that projects remain on schedule and have an improved process which improves the spending rate.

The Board will continue to be kept apprised of project progress through the quarterly variance report, including any major issues as projects progress, and any proposed capital program changes.

Ms. Svina Dhaliwal, Interim Chief Administrative Officer, will be in attendance to answer any questions the Board may have regarding this report.

Respectfully submitted,

Myron Demkiw, M.O.M.  
Chief of Police

***Attachments:***

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Attachment A - Approved 2023 – 2032 Capital Program  
Attachment B - 2023 Capital Budget Variance Report as at March 31, 2023



# Attachments

**TORONTO POLICE SERVICES BOARD**

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**Approved 2023-2032 Capital Program**

Attachment A

Project Name	2023	2024	2025	2026	2027	2023-2027 Request	2028	2029	2030	2031	2032	Total 2028-2032	Total 2023 2032
<b>Facility Projects:</b>													
Long Term Facility Plan - 54 and 55 Division	0	8,825	16,625	19,029	3,783	48,262	0	0	0	0	0	0	48,262
Long Term Facility Plan - 41 Division; New Build	1,367	24,959	23,333	0	0	49,659	0	0	0	0	0	0	49,659
Long Term Facility Plan - Facility and Process Improvement	50	0	0	0	0	50	0	0	0	0	0	0	50
Long Term Facility Plan - Consulting	0	0	0	0	0	0	0	0	0	0	0	0	0
Communication Centre - New Facility Assessment	0	0	0	0	0	0	0	0	0	0	0	0	0
Relocation of Wellness Services	1,700	300	0	0	0	2,000	0	0	0	0	0	0	2,000
Long Term Facility Plan - 13,53 Division	0	0	0	0	0	0	0	300	8,661	23,303	24,553	56,817	56,817
Long Term Facility Plan - 51 Division; Major Expansion	0	0	0	0	8,761	8,761	9,120	7,729	0	0	0	16,849	25,610
<b>Information Technology Modernization Projects:</b>													
Transforming Corporate Support (HRMS, TRMS)	0	0	0	0	0	0	0	0	0	0	0	0	0
ANCOE (Enterprise Business Intelligence, Global Search)	202	0	0	0	0	202	0	0	0	0	0	0	202
Next Generation (N.G.) 9-1-1	0	814	0	0	0	814	0	0	0	0	0	0	814
Body Worn Camera - Phase II	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Replacements/ Maintenance/ Equipment Projects:</b>													
State-of-Good-Repair - Police	2,348	4,400	4,400	4,400	4,400	19,948	4,400	4,400	4,400	4,400	4,400	22,000	41,948
New Records Management System (RMS)	10,000	10,600	0	0	0	20,600	0	0	0	0	0	0	20,600
Radio Replacement	0	0	0	0	14,734	14,734	4,733	6,429	4,867	6,116	0	22,145	36,879
Automated Fingerprint Identification System (A.F.I.S.) Replacement	0	0	0	0	3,589	3,589	0	0	0	0	0	0	3,589
Uninterrupted Power Supply (U.P.S.) Lifecycle Replacement	450	450	450	450	450	2,250	450	450	450	450	450	2,250	4,500
Mobile Command Centre	0	0	0	270	50	320	0	0	0	270	0	270	590
Information Technology Storage Growth	500	500	500	500	500	2,500	500	500	500	500	500	2,500	5,000
Property & Evidence Warehouse Racking	0	50	950	0	0	1,000	0	0	0	0	0	0	1,000
<b>Lifecycle Projects:</b>													
Vehicle Replacement	9,531	10,251	10,013	9,991	10,028	49,814	9,975	10,077	10,102	10,423	10,128	50,705	100,519
IT- Related Replacements	11,770	24,184	21,751	21,404	22,098	101,207	16,703	18,667	28,994	16,492	22,827	103,683	204,890
Other Equipment	8,708	9,786	7,655	6,557	7,075	39,781	6,570	5,119	11,916	7,765	4,968	36,338	76,119
<b>Vehicle and Equipment Total</b>	<b>30,009</b>	<b>44,221</b>	<b>39,419</b>	<b>37,952</b>	<b>39,201</b>	<b>190,802</b>	<b>33,248</b>	<b>33,863</b>	<b>51,012</b>	<b>34,680</b>	<b>37,923</b>	<b>190,726</b>	<b>381,528</b>
<b>Total Gross Projects</b>	<b>46,626</b>	<b>95,119</b>	<b>85,677</b>	<b>62,601</b>	<b>75,468</b>	<b>365,491</b>	<b>52,451</b>	<b>53,671</b>	<b>69,890</b>	<b>69,719</b>	<b>67,826</b>	<b>313,557</b>	<b>679,048</b>
<b>Funding Sources:</b>													
Vehicle and Equipment Reserve	(26,980)	(40,230)	(36,077)	(34,855)	(37,468)	(175,610)	(29,586)	(33,863)	(50,208)	(34,667)	(37,923)	(186,247)	(361,857)
Development Charges Funding	(3,029)	(16,362)	(20,917)	(15,600)	(17,416)	(73,324)	(5,662)	(1,239)	(5,756)	(4,248)	(7,518)	(24,423)	(97,747)
<b>Total Debt</b>	<b>16,617</b>	<b>38,527</b>	<b>28,683</b>	<b>12,146</b>	<b>20,584</b>	<b>116,557</b>	<b>17,203</b>	<b>18,569</b>	<b>13,926</b>	<b>30,804</b>	<b>22,385</b>	<b>102,887</b>	<b>219,444</b>

2023 Capital Budget Variance Report as at March 31, 2023 (\$000)

Attachment B

Project Name	2023 Cashflow					Variance (Over)/ Under	Spending Rate	Lost Funding/ Return to Reserve	Carry Forward to 2024	Total Project Cost		Status
	Carry Forward from 2021 & 2022	2023 Budget	Total Available Funding	Actuals as of March 31, 2023	Projected Actuals to year-end					Budget	Life to Date	
<b>Facility Projects:</b>												
Long Term Facility Plan - 54/55 Amalgamation; New Build	768.1	0.0	768.1	0.0	150.0	618.1	19.5%	0.0	618.1	50,500.0	685.1	On hold
Long Term Facility Plan - 41 Division; New Build	19,260.9	1,367.0	20,627.9	1,735.3	15,627.9	5,000.0	75.8%	0.0	5,000.0	76,656.0	9,471.3	On Time
Communication Center Consulting	101.1	0.0	101.1	2.1	101.1	0.0	100.0%	0.0	0.0	500.0	401.0	On Time
Long Term Facility Plan - Facility and Process Improvement	849.9	50.0	899.9	34.7	710.0	189.9	78.9%	189.9	0.0	3,507.7	2,642.5	On Time
Relocation of Wellness Services	0.0	1,700.0	1,700.0	0.0	1,200.0	500.0	70.6%	0.0	500.0	2,000.0	0.0	On Time
Long Term Facility Plan - Consulting	774.5	0.0	774.5	183.8	738.0	36.5	95.3%	36.5	0.0	878.0	287.3	On Time
<b>Information Technology Modernization Projects:</b>												
Transforming Corporate Support (HRMS, TRMS)	865.0	0.0	865.0	66.1	493.0	372.0	57.0%	0.0	372.0	8,435.0	7,006.9	Delayed
ANCOE (Enterprise Business Intelligence, Global Search)	190.5	202.0	392.5	90.4	342.5	50.0	87.3%	0.0	50.0	12,527.6	12,225.5	On Time
Body Worn Camera - Phase II	560.0	0.0	560.0	34.7	485.0	75.0	86.6%	0.0	75.0	5,887.0	5,117.6	On Time
Next Generation (N.G.) 9-1-1	3,944.8	0.0	3,944.8	679.6	3,584.8	360.0	90.9%	0.0	360.0	10,856.0	5,176.7	On Time
<b>Replacements/ Maintenance/ Equipment Projects:</b>												
State-of-Good-Repair - Police	3,690.4	2,348.0	6,038.4	529.8	4,237.6	1,800.8	70.2%	0.0	1,800.8	on-going	on-going	On Time
Radio Replacement	1,949.2	0.0	1,949.2	25.9	1,940.0	9.2	99.5%	9.2	0.0	38,051.4	36,128.2	On Time
Automated Fingerprint Identification System (A.F.I.S.) Replacement	1,106.7	0.0	1,106.7	0.0	869.5	237.2	78.6%	0.0	237.2	4,285.1	474.3	Delayed
Mobile Command Centre	1,608.8	0.0	1,608.8	3.3	1,508.8	100.0	93.8%	0.0	100.0	2,325.0	129.5	On Time
Information Technology Storage Growth	0.0	500.0	500.0	12.5	500.0	0.0	100.0%	0.0	0.0	5,000.0	12.5	On Time
New Records Management System (RMS)	0.0	10,000.0	10,000.0	0.0	7,000.0	3,000.0	70.0%	0.0	3,000.0	20,600.0	0.0	On Time
Uninterrupted Power Supply (U.P.S.) Lifecycle Replacement	17.4	450.0	467.4	198.0	467.4	0.0	100.0%	0.0	0.0	4,900.0	580.6	On Time
<b>Lifecycle Projects:</b>												
Vehicle Replacement	361.5	9,531.0	9,892.5	2,056.5	9,254.5	638.0	93.6%	0.0	638.0	On-going	On-going	On-going
IT- Related Replacements	10,690.4	11,770.0	22,460.4	12,630.3	21,577.3	883.1	96.1%	883.1	0.0	On-going	On-going	On-going
Other Equipment	2,325.6	8,708.0	11,033.6	1,666.8	10,160.6	873.0	92.1%	233.5	639.5	On-going	On-going	On-going
<b>Total Capital Expenditures</b>	<b>49,064.9</b>	<b>46,626.0</b>	<b>95,690.9</b>	<b>19,950.0</b>	<b>80,948.2</b>	<b>14,742.7</b>	<b>84.6%</b>	<b>1,352.1</b>	<b>13,390.6</b>			
Funding from Developmental Charges	(2,859.2)	(3,029.0)	(5,888.2)	(2,470.3)	(5,247.1)	(641.1)	89.1%	0.0	(641.1)			
Funding from Vehicle and Equipment Reserve	(13,292.5)	(26,980.0)	(40,272.5)	(14,347.7)	(37,878.4)	(2,394.1)	94.1%	(1,116.6)	(1,277.5)			
<b>Debt</b>	<b>32,913.2</b>	<b>16,617.0</b>	<b>49,530.2</b>	<b>3,132.0</b>	<b>37,822.6</b>	<b>11,707.6</b>	<b>76.4%</b>	<b>235.5</b>	<b>11,472.0</b>			



## PUBLIC REPORT

**May 24, 2023**

To: Chair and Members  
Toronto Police Services Board

From: Myron Demkiw  
Chief of Police

**Subject: 2023 Operating Budget Variance for the Toronto Police Service Parking Enforcement Unit, Period Ending March 31, 2023**

**Purpose:**  Information Purposes Only  Seeking Decision

### **Recommendation:**

This report recommends 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:**

The Toronto Police Service Parking Enforcement Unit's (P.E.U.) 2023 approved net operating budget is \$51.3 Million (M). The P.E.U.'s projected total net expenditures as at March 31, 2023 is \$49.2M, resulting in a 2023 projected year-end favourable variance of \$2.1M.

### **Summary:**

The purpose of this report is to provide the Board with information on the P.E.U.'s 2023 projected year-end variance as at March 31, 2023. The P.E.U.'s projected net expenditures are \$49.2M, resulting in a projected favourable variance of \$2.1M. Table 1 provides a high-level summary of variances by feature category. The body of this report provides explanations of the variances in each category.

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**Table 1 – 2023 Variance by Feature Category**

<b>Category</b>	<b>2023 Budget (\$Ms)</b>	<b>Actual to Mar 31/23 (\$Ms)</b>	<b>Projected Year-End Actual (\$Ms)</b>	<b>Fav/(Unfav) (\$Ms)</b>
1- Salaries	\$34.1	\$7.3	\$32.3	\$1.8
2- Premium Pay	\$1.9	\$0.3	\$1.9	\$0.0
3- Benefits	\$8.8	\$1.3	\$8.5	\$0.3
4- Materials & Equipment	\$2.0	\$0.2	\$2.0	\$0.0
5- Services	\$5.7	\$0.6	\$5.7	\$0.0
6- Revenue (e.g. T.T.C., towing recoveries)	(\$1.3)	(\$0.1)	(\$1.3)	\$0.0
<b>Total Net</b>	<b>\$51.3</b>	<b>\$9.6</b>	<b>\$49.2</b>	<b>\$2.1</b>

**Discussion:**

***Background***

At its January 9, 2023 meeting, the Board approved the Toronto Police Service’s P.E.U operating budget request at \$51.3 Million (M) (Min. No. P2023-0109-2.4 refers), a 0.95% increase over the 2022 approved budget. Subsequently, City Council, at its February 15, 2023 meeting, approved the P.E.U.’s 2023 operating budget at the same amount.

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

***Relevant Board Policies and Compliance***

This report is in compliance with the Board’s Budget Transparency Policy, approved on July 29, 2021 (Min. No. P2021-0729-3.0. refers).

***Budget Variances***

Variances to budget are explained below. It is important to note that expenditures do not all follow a linear pattern and therefore year-to-date expenditures cannot be simply extrapolated to year-end. Rather, the projection of expenditures to year-end is done through an analysis of all accounts, taking into consideration factors such as expenditures to date, future commitments expected and spending patterns.

***1 – Salaries:***

The total Salaries budget for 2023 is \$34.1M with an estimated spending of \$32.3M, resulting in a \$1.8M favourable variance. Salary expenditures are primarily impacted by the number of Parking Enforcement Officers (P.E.O.) hired each year and the number of

P.E.O.s retiring or resigning each year, and how these vary from budget. The timing of hires and separations can also significantly impact expenditures.

- The P.E.U. continued to experience higher-than-anticipated separations during 2022, with 83 P.E.O.s lost to either retirement or promotions to other positions, and only 45 new hires, resulting in lower than anticipated staffing levels at the start of 2023.
- The hiring of Special Constables and Cadets has a significant impact on the P.E.U., as a significant number of P.E.O.s have historically made the transition from P.E.O. to Special Constable and Cadet. While there are challenges to predicting the amount of P.E.O.s who will make the transition to these other positions, we continue to monitor actual separations and have increased our year-end projected separations from 34 to 46 to reflect higher than anticipated transitions from P.E.O. to Special Constable and Cadet.

The 2023 approved budget includes funding for a January class of 35 P.E.O. hires, and another class of 40 hires in June. The January class actually had 42 hires who graduated in March. The June class remains at 40, with another class of 20 being added in November to offset anticipated separations for the same net budgeted overall positions on average for the year (357 budgeted, on average).

Actual separations are monitored monthly, and the Service will reassess future recruiting efforts based on the actual pace of hiring and separations.

The impact of the above factors results in a projected favourable salary variance of \$2.1M.

## **2 – Premium Pay:**

The total Premium Pay budget for 2023 is \$1.9M with no variance anticipated at this time. Nearly all premium pay at the P.E.U. is related to enforcement activities, such as special events or directed enforcement activities.

## **3 – Benefits:**

The total Benefit budget for 2023 is \$8.8M with an estimated \$0.3M favourable variance due to lower than anticipated staffing levels.

## **4 – Materials and Equipment:**

The total Materials and Equipment budget for 2023 is \$2M with no variance anticipated at this time. Significant items in this category include parking tags, uniforms, gasoline, vehicle parts and batteries for handheld parking devices.

## **5 – Services:**

The total Services budget for 2023 is \$5.7M, with no variance anticipated at this time. Significant items in this category include interdepartmental chargebacks, contributions to reserves, rental of property and maintenance, and support costs for the handheld parking devices. It must be noted that the contributions to the reserves are not made

until the end of the year, as a result, year to date expenditures are low relative to the overall budget in this category.

**6 – Revenues:**

The total Revenue budget for 2023 is \$1.3M with no variance anticipated at this time. Revenues include towing recoveries, draws from reserves, and recoveries from the Toronto Transit Commission (T.T.C.). The recoveries from the T.T.C. are for premium pay expenditures that are incurred to enforce parking by-laws on T.T.C. right of ways, which are necessitated by the continuing weekend subway closures for signal replacements maintenance.

**Conclusion:**

As at March 31, 2023, the P.E.U. is projecting a favourable variance of \$2.1M, and the unit will continue to review its spending plans.

Ms. Svina Dhaliwal, Interim Chief Administrative Officer, will be in attendance to answer any questions the Board may have regarding this report.

Respectfully submitted,

Myron Demkiw, M.O.M.  
Chief of Police



## PUBLIC REPORT

**May 3, 2023**

To: Chair and Members  
Toronto Police Services Board

From: Danielle Dowdy  
A/Executive Director and Chief of Staff

**Subject: 2023 Operating Budget Variance Report for the Toronto Police Services Board, Period Ending March 31, 2023**

**Purpose:**  Information Purposes Only  Seeking Decision

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

This report recommends 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:**

As of March 31, 2023, the Board is anticipating no year-end variance on its 2023 Operating Budget.

### **Summary:**

The purpose of this report is to provide information on the Board's 2023 projected year-end variance as at March 31, 2023.

The Board is not projecting any year-end variance on its 2023 Operating Budget. Anticipated savings in Salaries and Benefits will be offset by lower than projected draws from reserves and in-year pressures due to the Deputy Chief, Chief Administrative Officer (C.A.O.), and Executive Director & Chief of Staff selection processes.

## Discussion:

### **Background**

At its January 9, 2023 meeting, the Board approved the Toronto Police Services Board's 2023 Operating Budget at a net amount of \$2,176,800 (Min. No. P2023-0109-2.6 refers), a \$207K increase over the 2022 approved budget. Subsequently, City Council, at its February 15, 2023 meeting, approved the Board's 2023 Operating Budget at the same net amount.

### **Relevant Board Policies and Compliance**

This report is in compliance with the Board's Budget Transparency Policy, approved on July 29, 2021 under Board Minute P2021-0729-3.0.

### **Overall Variance**

As of March 31, 2023, no variance is anticipated at year-end. Details are discussed below.

The following chart summarizes the Board's variance by expenditure category. Details regarding these categories are discussed in the sections that follow.

<b>Expenditure Category</b>	<b>2023 Budget (\$000s)</b>	<b>Actual to March 31/2023 (\$000s)</b>	<b>Projected Year-End Actual (\$000s)</b>	<b>Fav/(Unfav) (\$000s)</b>
Salaries & Benefits	\$1,561.4	\$321.7	\$1,317.8	\$243.6
Non-Salary Expenditures	\$1,691.1	\$109.1	\$1,804.3	(\$113.2)
Draws from Reserves	(\$1,075.7)	\$0.0	(\$945.2)	(\$130.5)
<b>Total Net</b>	<b>\$2,176.8</b>	<b>\$430.8</b>	<b>\$2,176.8</b>	<b>\$0.0</b>

It is important to note that not all expenditures follow a linear pattern and, as such, year-to-date expenditures cannot be simply extrapolated to year-end. Rather, the projection of expenditures to year-end is done through an analysis of all accounts, taking into consideration factors such as expenditures to date, future commitments and spending patterns.

### **Salaries & Benefits**

Year-to-date expenditures for Salaries and Benefits are lower than budgeted, as not all Board staff are at the highest 'step' of their respective salary band, and one position became vacant at the beginning of the year. Therefore, a favourable projection of \$243,600 is expected at year-end.

These projected savings are expected to be fully offset by lower than budgeted draws from reserves and expenditures related to the selection process for the Deputy Chief, C.A.O. and Executive Director & Chief of Staff as outlined in the subsequent sections.

### ***Non-Salary Expenditures/Draws from Reserves***

The majority of the costs in this category are for arbitrations/grievances and City charge backs for legal services.

The Toronto Police Services Board cannot predict or control the number of grievances filed or referred to arbitration, as filings are at the discretion of bargaining units. In order to address this uncertainty and ensure adequate financial resources are available to respond to these matters when they arise, the 2023 Operating Budget includes 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.

In case of a favourable operating variance at year-end, the Board may choose to draw less than the budgeted amount from the reserves in order to preserve the reserves' balances.

### ***Executive Selection Process***

The Board previously secured an outside professional firm to assist the Board with the executive search services to select Toronto's Chief of Police. The Board has again secured similar services in 2023 to assist with the selection of two Deputy Chiefs and the C.A.O. for the Toronto Police Service, as well as the Board's Executive Director & Chief of Staff. Costs for the executive search processes are estimated to be \$150K and will all occur within 2023.

Every effort will be made to absorb the costs associated with these processes within the 2023 Operating Budget, however, as these executive selection processes do not occur regularly, the associated funds are not 'built in' to the Board Office's annual budget, and therefore create a potential budget pressure. This pressure will partially offset the anticipated savings for Salaries and Benefits.

### ***Conclusion:***

As of March 31, 2023, no variance is being projected by the end of 2023. Every effort is being made to absorb the costs associated with the executive selections within the 2023 Operating Budget.

Respectfully submitted,



Danielle Dowdy  
A/Executive Director and Chief of Staff

\*copy with original signature on file at Board Office



## PUBLIC REPORT

**June 2, 2023**

To: Chair and Members  
Toronto Police Services Board

From: Dubi Kanengisser  
Acting Executive Director and Chief of Staff

**Subject: Paid Duty Rates – January 1, 2023**

**Purpose:**  Information Purposes Only  Seeking Decision

**Recommendation(s):**

It is recommended that the Board receive this report.

**Financial Implications:**

There are no financial implications arising from the recommendation(s) contained in this report.

**Summary:**

The purpose of this report is to provide the Board with the attached notification from the Toronto Police Association dated November 28, 2022, with respect to an increase to paid duty rates that took effect January 1, 2023.

**Discussion:**

***Background***

Article 8.07 of the uniformed collective agreement stipulates the following with respect to paid duty rates:

*“The rate to be paid to each member for special services requested of the Service for control of crowds or for any other reason, shall be determined by the Association and the Board shall be advised by the Association of the said rate when determined or of any changes therein”.*

Toronto Police Services Board records indicate that as at January 1, 2022, the rate for all classifications of police constables was \$78.50 per hour. The attached notice establishes a new rate of \$90.00 per hour for constables. For greater context, the chart below provides a summary of paid duty rates from 2009–2023:

<b>Year</b>	<b>Amount</b>	<b>% Change</b>
2009	65.00	
2010	65.00	0.0%
2011	65.00	0.0%
2012	65.00	0.0%
2013	65.00	0.0%
2014	68.00	4.6%
2015	68.00	0.0%
2016	68.00	0.0%
2017	68.00	0.0%
2018	71.00	4.4%
2019	73.00	2.8%
2020	74.00	1.4%
2021	77.00	4.1%
2022	78.50	1.9%
2023	90.00	14.6%

### ***Previous Practice of the Board***

It has always been the practice of the Board to place paid duty rates on its agendas. In 2020, a decision was made that these reports should no longer be placed on the Board agenda, as no Board decision is required. Instead, the information was provided directly to the Chief of Police for operationalization. In the interest of transparency, we have since determined that public notification of rate increases is appropriately achieved through reporting on public Board agendas. Future notices received from the Toronto Police Association will be included on the Board’s public agenda in a timely manner.

### ***Conclusion:***

It is recommended that the Board receive the attached notification from the Toronto Police Association dated November 22, 2023, with respect to paid duty rates that took effect January 1, 2023.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Dubi Kanengisser', enclosed within a thin black rectangular border.

Dubi Kanengisser  
Acting Executive Director and Chief of Staff

*Attachments:*

---

Letter from Toronto Police Association dated November 28, 2022



## TORONTO POLICE ASSOCIATION

200 – 2075 Kennedy Road  
Toronto, Ontario  
Canada, M1T 3V3

Telephone  
(416) 491-4301  
Facsimile  
(416) 494-4948

**Jon Reid**  
*President*

**Brian Callanan**  
*Vice President*

**Derek Gregoris**  
*Director*  
*Administrative Services*

**Pete Grande**  
*Director*  
*Member Benefits*

**Kevin Corrigan**  
*Director*  
*Civilian Field Services*

**Mike Harris**  
*Director*  
*Civilian Field Services*

**Jason Tomlinson**  
*Director*  
*Uniform Field Services*

**Clayton Campbell**  
*Director*  
*Uniform Field Services*

**Ron Tait**  
*Director*  
*Uniform Field Services*

November 28, 2022

### SENT BY EMAIL ONLY

Ryan Teschner  
Executive Director  
Toronto Police Services Board  
40 College Street  
Toronto, ON M5G 2J3  
Email: [Ryan.Teschner@tpsb.ca](mailto:Ryan.Teschner@tpsb.ca)

Dear Mr. Teschner:

### **Re: 2023 Paid Duty Rates – Increase**

In conformance with Article 8.07 of the Uniform Collective Agreement, we are advising the Toronto Police Services Board there will be an increase in the 2023 hourly paid duty rates. Effective January 1, 2023, the paid duty rates will be as follows:

	<u>January 1, 2023</u>
<b>Constables</b> (All classifications)	\$90.00 (minimum \$270.00)
<b>Sergeants</b>	\$102.00 (minimum \$306.00)
<b>Staff Sergeants</b>	\$112.50 (minimum \$337.50)

Partial hours (beyond a minimum of three hours) that an officer performs at such paid duty are paid out at the established hourly rate.

The Association will forward this information to all units today. We ask that this information be included on Routine Orders and that Unit Commanders be advised of same.

Yours sincerely,

TORONTO POLICE ASSOCIATION

Jon Reid  
President

JR:cw

- c. James Ramer, Chief of Police, TPS  
TPA Board of Directors

**WE PROTECT THOSE WHO PROTECT OTHERS**



## PUBLIC REPORT

**May 23, 2023**

To: Chair and Members  
Toronto Police Services Board

From: Myron Demkiw  
Chief of Police

**Subject: Annual Report: April 1, 2022 to March 31, 2023 – Grant Applications and Contracts**

**Purpose:**  Information Purposes Only  Seeking Decision

**Recommendation:**

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This report recommends that the Toronto Police Services Board (Board) receive this report.

**Financial Implications:**

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For the reporting period of April 1, 2022 to March 31, 2023, the Toronto Police Service (Service) was awarded a total of \$44.7 Million (M) in grant funding, primarily from the Ontario Provincial government, and includes \$50 Thousand (K) received from the National Hockey League (N.H.L.).

**Summary:**

Grant funding fully or partially subsidizes the program for which a grant is intended. Grants with confirmed annual funding at the time of budget development are included in the Service's operating and capital budgets. Grants that are awarded in-year, result in a budget adjustment to both expenditure and revenue accounts, with a net zero impact to the Service. Any program costs not covered by grants are accounted for in the Service's capital or operating budgets.

## Discussion:

### Background

At its meeting of February 28, 2002, the Board granted standing authority to the Chair of the Board to sign all grant and funding applications and contracts on behalf of the Board (Min. No. P66/02 refers). At its meeting of November 24, 2011, the Board approved that the Chief report annually on grant applications and contracts (Min. No. P295/11 refers). This annual report covers the period of April 1, 2022 to March 31, 2023.

### Active Grants

As of March 31, 2023, the Service is working with 18 active grants. Some of these grants were awarded in prior reporting periods, span multiple years and therefore would not be in Appendix A (Grant Applications) or B (New Grants Awarded & Contracts). The 18 active grants, at this point in time, are outlined in Table 1 below:

Table 1 – Active Grants

#	Name of Grant	Frequency of Award	Amount	Year ending
1	Youth In Policing Initiative and Youth In Policing Initiative - After School Program	Annually	\$1,110,500	March 31, 2023
2	Provincial Strategy to Protect Children from Sexual Abuse and Exploitation on the Internet	Four-year	\$637,282 \$637,282 \$637,282 \$637,282	March 31, 2022 March 31, 2023 March 31, 2024 March 31, 2025
3	Reduce Impaired Driving Everywhere (R.I.D.E.)	Two-year	\$175,228 \$175,471	March 31, 2023 March 31, 2024
4	Ontario Closed Circuit Television (C.C.T.V.) Grant Program – C.C.T.V. Installation and Integration	One-time	\$73,000	March 31, 2023
5	Proceeds of Crime Front-line Policing Grant - Project Engage	Three-year	\$100,000 \$100,000 \$100,000	March 31, 2021 March 31, 2022 March 31, 2023
6	Proceeds of Crime Front-line Policing Grant - YourChoice.to - Supporting the L.G.B.T.Q.I.2.S. Survivors	Three-year	\$100,000 \$70,000 \$130,000	March 31, 2021 March 31, 2022 March 31, 2023
7	Victim Support Grant – Project Survivor - Supporting Survivors and Communities through Training, Awareness and Research	Two-year	\$100,000 \$100,000	March 31, 2022 March 31, 2023

#	Name of Grant	Frequency of Award	Amount	Year ending
8	Children at Risk of Exploitation (C.A.R.E.) Unit Grant	Five-year	\$753,000 \$1,369,500 \$1,167,000 \$1,195,500 \$1,224,800	March 31, 2021 March 31, 2022 March 31, 2023 March 31, 2024 March 31, 2025
9	Criminal Intelligence Service Ontario - Proceeds of Crime Law Enforcement Grant	One-time	\$86,500	March 31, 2023
10	Criminal Intelligence Service Ontario – Police Operations Support Grant - Other	One-time	\$54,205	March 31, 2023
11	Ontario's Strategy to End Human Trafficking	One-time	\$69,600	March 31, 2023
12	Provincial Human Trafficking Intelligence - Led Joint Forces Strategy	One-time	\$217,090	March 31, 2023
13	Automated License Plate Recognition (A.L.P.R.) Technology Grant	One-time	\$10,289,604	March 31, 2023
14	N.H.L. and National Hockey League Players Association (N.H.L.P.A.)'s Hockey Culture Advancement Grant	One-time	\$50,000	October 31, 2023
15	Provincial Guns and Gangs Initiative Grant	Three-year	\$4,911,000 \$4,911,000 \$4,911,000	March 31, 2023 March 31, 2024 March 31, 2025
16	Next Generation 9-1-1 (N.G.9-1-1) Program	One-time	\$1,400,000	March 31, 2023
17	Community Safety and Policing (C.S.P.) Grant (Local Stream)  <u>Breakdown:</u>  - Neighbourhood Officer Program & Expansion  - Digital Officer Program  - Inclusive Policing Transformation  - Data Storage Modernization	Three-year	\$23,624,814 \$23,624,814 \$23,624,814  \$12,239,200  \$6,512,500  \$1,824,800  \$540,000	March 31, 2023 March 31, 2024 March 31, 2025

#	Name of Grant	Frequency of Award	Amount	Year ending
	- Public Safety Response Team		\$33,000,000	
	- Data Governance and Metadata Management		\$3,420,100	
	- Centralized Shooting Response Team		\$13,337,842	
18	C.S.P. Grant (Provincial Stream) – Provincial Genealogy Investigations	Three-year	\$500,000 \$500,000 \$500,000	March 31, 2023 March 31, 2024 March 31, 2025

The Service was awarded \$44.7M from the above 18 active grants for the reporting period of April 1, 2022 to March 31, 2023, plus an additional \$61.9M committed between April 1, 2023 and March 31, 2025.

Appendix A provides the details of grant applications submitted by the Service. During the current reporting period, April 1, 2022 to March 31, 2023, there were six applications submitted for grant funding which were all approved.

Appendix B provides the details of new grants awarded and contracts signed by the Chair. During the current reporting period, April 1, 2022 to March 31, 2023, the Chair signed 13 grant contracts.

**Conclusion:**

This report provides the Board with information on grant related activity that occurred during the period of April 1, 2022 to March 31, 2023, as well as the active grants in place as at the same date.

Ms. Svina Dhaliwal, Interim Chief Administrative Officer, will be in attendance to answer any questions the Board may have regarding this report.

Respectfully submitted,

Myron Demkiw, M.O.M.  
Chief of Police

**Attachments:**

Appendix A - Grant Applications Submitted by the Service; Appendix B - New Grants Awarded & Contracts Signed by Chair

**Grant Applications Submitted by the Service  
April 1, 2022 to March 31, 2023**

Name and Description of Grant	Amount of Funding Requested	Grant Term	Comments
<p><b>Provincial Guns &amp; Gangs Initiative Grant</b></p> <ul style="list-style-type: none"> <li>Funding to support the Toronto Police Service over three years to fight gun and gang violence in the City of Toronto.</li> </ul>	\$14,733,000	April 1, 2022 to March 31, 2025	<p>Application submitted to Ministry of the Solicitor General in May 2022.</p> <p><b>Funding approved - See Appendix B.</b></p>
<p><b>Ontario C.C.T.V. Grant Program – C.C.T.V. Installation and Integration</b></p> <ul style="list-style-type: none"> <li>A grant program to expand C.C.T.V. across the province to help address the growing issue of guns and gangs.</li> </ul>	\$73,000	April 1, 2022 to March 31, 2023	<p>Application submitted to Ministry of the Solicitor General in May 2022.</p> <p><b>Funding approved – See Appendix B.</b></p>
<p><b>A.L.P.R. Technology Grant</b></p> <ul style="list-style-type: none"> <li>A grant program to support municipal police services in acquiring A.L.P.R. technology to improve public safety and strengthen roadside law enforcement efforts across the province.</li> </ul>	\$11,030,000	April 1, 2022 to March 31, 2023	<p>Application submitted to Ministry of the Solicitor General in August 2022.</p> <p><b>Funding approved – See Appendix B.</b></p>
<p><b>R.I.D.E.</b></p> <ul style="list-style-type: none"> <li>A program to reduce impaired driving.</li> </ul>	\$478,000	April 1, 2022 to March 31, 2024	<p>Application submitted to Ministry of the Solicitor General in September 2022.</p> <p><b>Funding approved – See Appendix B.</b></p>
<p><b>N.G.9-1-1 Program</b></p> <ul style="list-style-type: none"> <li>Funding to support the implementation of the N.G.9-1-1 system.</li> </ul>	N/A	April 1, 2022 to March 31, 2023	<p>Application submitted to Ministry of the Solicitor General in January 2023.</p> <p><b>Funding approved – See Appendix B.</b></p>
<p><b>Youth In Policing Initiative and Youth In Policing Initiative - After School Program</b></p> <ul style="list-style-type: none"> <li>A program to provide summer and after school employment opportunities for youth who are reflective of the cultural diversity of the community.</li> </ul>	\$1,110,500	April 1, 2022 to March 31, 2023	<p>Application submitted to Ministry of Children, Community and Social Services in July 2022.</p> <p><b>Funding approved – See Appendix B.</b></p>

## Appendix B

### New Grants Awarded & Contracts Signed by Chair April 1, 2022 to March 31, 2023

Name and Description of Grant	Amount of Funding Approved	Grant Term	Comments
<p><b>Youth In Policing Initiative and Youth In Policing Initiative - After School Program</b></p> <ul style="list-style-type: none"> <li>A program to provide summer and after school employment opportunities for youth who are reflective of the cultural diversity of the community.</li> </ul>	\$990,009	April 1, 2021 to March 31, 2022	The Chair signed the contract in May 2022.
<p><b>Youth In Policing Initiative and Youth In Policing Initiative - After School Program</b></p> <ul style="list-style-type: none"> <li>A program to provide summer and after school employment opportunities for youth who are reflective of the cultural diversity of the community.</li> </ul>	\$1,110,500	April 1, 2022 to March 31, 2023	The Chair signed the contract in January 2023.
<p><b>Ontario C.C.T.V. Grant Program – C.C.T.V. Installation and Integration</b></p> <ul style="list-style-type: none"> <li>A grant program to expand C.C.T.V. across the province to help address the growing issue of guns and gangs.</li> </ul>	\$73,000	April 1, 2022 to March 31, 2023	The Chair signed the contract in October 2022.
<p><b>Provincial Guns &amp; Gangs Initiative Grant</b></p> <ul style="list-style-type: none"> <li>Funding to support the Service over three years to fight gun and gang violence in the city of Toronto.</li> </ul>	\$14,733,000	April 1, 2022 to March 31, 2025	The Chair signed the contract in August 2022.
<p><b>A.L.P.R. Technology Grant</b></p> <ul style="list-style-type: none"> <li>A grant program to support municipal police services in acquiring A.L.P.R. technology to improve public safety and strengthen roadside law enforcement efforts across the province.</li> </ul>	\$10,289,604	April 1, 2022 to March 31, 2023	The Chair signed the contract in November 2022.

Appendix B

**New Grants Awarded & Contracts Signed by Chair  
April 1, 2022 to March 31, 2023**

Name and Description of Grant	Amount of Funding Approved	Grant Term	Comments
<b>R.I.D.E.</b> <ul style="list-style-type: none"> <li>• A program to reduce impaired driving.</li> </ul>	\$350,699	April 1, 2022 to March 31, 2024	The Chair signed the contract in January 2023.
<b>Criminal Intelligence Service Ontario - Proceeds of Crime Law Enforcement Grant</b> <ul style="list-style-type: none"> <li>• Funding used to purchase equipment that will directly enhance the abilities of investigations to disrupt criminal acts, provide evidence of the allegations, and ultimately afford the prosecutors the best product in the criminal trial process.</li> </ul>	\$86,500	April 1, 2022 to March 31, 2023	The Chair signed the contract in February 2023.
<b>Criminal Intelligence Service Ontario - Police Operations Support – Other Grant</b> <ul style="list-style-type: none"> <li>• Funding used to purchase a support vehicle.</li> </ul>	\$54,205	April 1, 2022 to March 31, 2023	The Chair signed the contract in February 2023.
<b>Ontario's Strategy to End Human Trafficking</b> <ul style="list-style-type: none"> <li>• Funding to assist police services in coordinating the increased identification of victims, provide support services to victims of human trafficking and exploitation, and assist in preventing the cycle of recurring victimization. The strategy will build capacity and sustainability by establishing a coordinated, strategic plan between police services, Crown attorneys and victim support services in investigating human trafficking and protecting victims.</li> </ul>	\$69,600	April 1, 2022 to March 31, 2023	The Chair signed the contract in July 2022.

**New Grants Awarded & Contracts Signed by Chair  
April 1, 2022 to March 31, 2023**

Name and Description of Grant	Amount of Funding Approved	Grant Term	Comments
<p><b>N.H.L. and N.H.L.P.A.'s Hockey Culture Advancement Event - Neighborhood Officer Hockey Program</b></p> <ul style="list-style-type: none"> <li>Funding for the Service's Neighbourhood Officer Youth Hockey Skills Program</li> </ul>	\$50,000	October 14, 2022 to October 31, 2023	The Chair signed the contract in November 2022.
<p><b>Provincial Human Trafficking Intelligence-Led Joint Forces Strategy</b></p> <ul style="list-style-type: none"> <li>The funding is to partially cover the salaries and benefits of a Human Trafficking Investigator and a Human Trafficking Intelligence Analyst dedicated to investigative activities undertaken as part of the Province's Intelligence-Led Joint Force Strategy.</li> </ul>	\$217,090	April 1, 2022 to March 31, 2023	The Chair signed the contract in September 2022.
<p><b>Community Safety and Policing Grant – Local Priorities Funding Stream</b></p> <ul style="list-style-type: none"> <li>A three-year grant program to support police services in combatting crime on a more sustainable basis and keeping Ontario communities safe. A total of seven initiatives are included under the Program: <ol style="list-style-type: none"> <li>Neighbourhood Officer Program &amp; Expansion (\$12,239,200)</li> <li>Digital Officer Program (\$6,512,500)</li> <li>Inclusive Policing Transformation (\$1,824,800)</li> <li>Data Storage Modernization (\$540,000)</li> <li>Public Safety Response Team (\$33,000,000)</li> <li>Data Governance and Metadata Management (\$3,420,100)</li> <li>Centralized Shooting Response Team (\$13,337,842)</li> </ol> </li> </ul>	\$70,874,442	April 1, 2022 to March 31, 2025	The Chair signed the contract in May 2022.

**Appendix B**

**New Grants Awarded & Contracts Signed by Chair  
April 1, 2022 to March 31, 2023**

Name and Description of Grant	Amount of Funding Approved	Grant Term	Comments
<p><b>Community Safety and Policing Grant – Provincial Priorities Funding Stream – Toronto Police Service Program for Provincial Genetic Genealogy Investigations</b></p> <ul style="list-style-type: none"> <li>A three-year grant program to support police services in combatting crime on a more sustainable basis and keeping Ontario communities safe. This project is to provide funding in support of establishing a program to make genetic genealogy (a science that assists in identifying suspects in investigations of homicide and sexual assault cases) available to police services province-wide.</li> </ul>	<p>\$1,500,000</p>	<p>April 1, 2022 to March 31, 2025</p>	<p>The Chair signed the contract in April 2022.</p>
<p><b>NG911 Program</b></p> <ul style="list-style-type: none"> <li>Funding to support the implementation and operationalization of the NG911 system.</li> </ul>	<p>\$1,400,000</p>	<p>April 1, 2022 to March 31, 2023</p>	<p>The Chair signed the contract outside the reporting period (April 2023).</p>



## PUBLIC REPORT

**May 30, 2023**

To: Chair and Members  
Toronto Police Services Board

From: Myron Demkiw  
Chief of Police

**Subject: Semi-Annual Report: Occupational Health and Safety Update for July 1, 2022 to December 31, 2022, full year summary and Member Wellbeing Strategy Update**

**Purpose:**  Information Purposes Only  Seeking Decision

### **Summary:**

The purpose of this report is to update the Board on matters relating to occupational health, safety and wellbeing for the second half of 2022 and provide a full-year summary. This report will also provide an update on the implementation of the Service's Wellbeing Strategy.

### **Discussion:**

#### ***Background***

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

In May 2022, the Board changed the reporting schedule to semi-annual and that future reports will include updates on the overall Toronto Police Service (Service's) Member Wellbeing programming.

**TORONTO POLICE SERVICES BOARD**

40 College Street Toronto, Ontario M5G 2J3 | Phone: 416.808.8080 Fax: 416.808.8082 | [www.tpsb.ca](http://www.tpsb.ca)

## ***Semi-Annual Accident and Injury Statistics***

Injured on Duty (I.O.D.) reports are classified according to the incident type. Appendix A contains graphs and charts that summarize the I.O.D. reports received by the Wellness Unit between July 1 and December 31, 2022.

From July 1 to December 31, 2022, there were 407 reported workplace accidents/incidents involving Service members, resulting in lost time from work and/or health care, which was provided by a medical professional. These incidents were reported as claims to the Workplace Safety and Insurance Board (W.S.I.B.).

During this same period, 33 recurrences of previously approved W.S.I.B. claims were reported. Recurrences can include, but are not limited to: ongoing treatment, re-injury, and medical follow-ups, ranging from specialist appointments to surgery.

The top three incident categories are:

1. Harmful Substances/Environmental: 86 reported incidents
2. Assaults: 62 reported incidents
3. Emotional/Psychological: 61 reported incidents

The highest category of incidents during the reporting period of July 1 to December 31, 2022 is the “Harmful Substances/Environmental” category. Since early 2020, Harmful Substances/Environmental injuries have become one of the predominant types of claims due to the nature of police work, and the COVID-19 Pandemic.

Emotional/Psychological incidents remain high and are related to the psychologically demanding nature of police work, the presumptive legislation for First Responders in the Workplace Safety and Insurance Act, as well as evidence of decreased stigma around reporting emotional/psychological incidents.

Assaults by arrested parties, suspects, or members of the public typically form one of the largest categories of I.O.D. reports. A significant portion of training received by police officers is designed to mitigate the risk of these types of injuries.

## ***Critical Injuries***

Under Ontario’s occupational health and safety regulatory framework, employers have the duty to report all critical injuries and fatalities which occur in the workplace to the Ministry of Labour, Training, and Skills Development (M.L.T.S.D.) pursuant to *Section 51 of the Occupational Health and Safety Act and Ontario Regulation 420/21*.

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

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

During the second half of 2022, there was one critical injury incident reported to the M.L.T.S.D. For each critical injury incident, an investigation is conducted by the Service independent of the M.L.T.S.D. investigation, involving both the injured member's local Joint Health and Safety Committee and the Service's Wellness Unit. In each case, root causes are sought and recommendations are made, where applicable, to reduce the risk of similar incidents in the future.

### ***Communicable Diseases***

As part of the Communicable Disease Exposure Surveillance Program, members of the Wellness Unit reviewed reported exposures during the months indicated in the table on Appendix B. The majority of these exposures did not result in claim submissions to the W.S.I.B.

In the event that a member requires information or support regarding a communicable disease exposure, they will be contacted by a medical professional from the Wellness Unit in order to discuss potential risk, consider treatment options as required, and to ensure that the member is supported properly with respect to stress and psychological well-being.

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

Of the 135 Injured on Duty reports received which were related to a potential exposure to the novel coronavirus which causes COVID-19, 104 resulted in claims to the W.S.I.B, and the remaining 31 were precautionary in nature and did not result in health care or lost time.

Examples of the types of exposures which fall into the category "Other, Miscellaneous" can include, but are not limited to: ringworm, scabies, lice, pertussis (whooping cough), diphtheria, etc.

### ***Semi-Annual Injury and Accident Costs***

As a Schedule 2 employer, the Service paid \$612,413 in W.S.I.B. health care costs for civilian members and \$2,758,723 in W.S.I.B. health care costs for uniform members for the second half of 2022, totalling \$3.37M, and 6.07M annually.

Appendix C contains a graph and chart which summarize the W.S.I.B. health care costs for civilian and uniform members for the same period over the last three years.

Over the past 3 years, the increases in Uniform Healthcare costs have been attributed in part to the *Supporting Ontario's First Responders Act* (passed in April 2016), and presumptive legislation for first responders diagnosed with Post Traumatic Stress Disorder (P.T.S.D.). As claims for operational stress injuries increase and mature, so too do the associated costs for health care for claims which can be long in duration, and highly complex to resolve.

Over the past 7 years, aggregate costs of claims by injury year have fluctuated between \$8.2M (to date) paid on all claims initiated in 2016 to a high of \$19.85M (to date) paid on all claims initiated in 2018. Since that time, both 2019 and 2021 saw aggregate costs between \$17M and \$17.5M respectively, with 2020 dropping to \$11.8M paid on all claims initiated in 2020. To date, only \$4.8M has been paid on claims initiated in 2022, but this will continue to increase in 2023 as claims mature and time lost/treatment costs accumulate. Appendix D shows aggregate costs paid from 2016-2022 for all claims occurring after 2016. It is important to note that payments are captured in the year of injury.

However, with regards to the proportion of claims related to P.T.S.D., Chronic Mental Stress and other Mental Disorders, a different trend has emerged with 48% of claims costs in 2016 related to Mental Disorders, and 75% of claims costs related to Mental Disorders in 2021, representing a 56% increase over that period. To date, in 2022 the proportion of claims related to Mental Disorders is reduced to 67% - which is more in line with the results in 2020, and appears to be an early indication of reduced proportional cost. 2022 was the first full year of engagement with a third-party partner to support the W.S.I.B. claim administration, Risk Management Solutions, whose work and impact is explained further below.

### ***Update on Member Wellbeing Programming***

As was presented and discussed at the December 2020 (Min. No. P209/2020) and February 2021 (Min. No. P2021-0225-4.0) Board meetings, the Service and the Board committed to a Member Wellbeing Strategy that is focused on optimized operations, and enabling and sustaining the high performance of members. It is also intended to foster a perpetuating culture of health, safety and wellbeing for Service members.

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

The following sections provide updates since the last report submitted in December 2022 (Min. No. P2022-0727-6.0.), in addition to what is noted above in this report. The updates below are current as of the date of this report.

### ***Embedded Teams***

Wellbeing Coordinator roles have been introduced on the team, by creating a new job profile, and reallocating existing budgeted headcount. This role has expertise in mental and physical wellbeing and is a dedicated health promotion resource for members and supervisors. The Wellbeing Coordinators will be assigned to a region within the Wellness Unit regional service delivery model and will be deployed to divisions/units as an embedded and dedicated Wellness presence. They will develop and launch preventative programs and initiatives that target the specific and complex needs of members and will be a direct conduit between members and Wellness resources, supports and activities. As part of the overall mental health and wellbeing health promotion strategy, the Regional Wellbeing Coordinators are engaging in ongoing preventative education and awareness building at the divisions/units on topics relating to addiction and substance abuse. Topics included in sessions and materials include: Continuum of Addiction, Signs and Symptoms, and Accessing Supports and Services. This is one of many topics that the Service provides resources on.

The Wellness Unit has been working collaboratively with other areas of the Service to co-develop programs and initiatives to enhance member wellbeing. In 2023 so far, the Wellness Unit has collaborated with the Women's Internal Support Network (W.I.S.N.), the Latin American Internal Support Network (L.A.I.S.N.) and the Black International Support Network (B.I.S.N.) as well as the Mobile Crisis Intervention Team (M.C.I.T.) to develop and launch wellbeing events. We are considering the next implementation phase of the Service's Peer Support Program, which is a follow-up from the audit that was done through the Mental Health Innovation (M.H.I.) at the end of 2022.

### ***Offsite Health Hub***

Driven from member and Toronto Police Association (T.P.A.) input on a need for more accessible care, the Wellness Unit will be relocating to three regionally based locations starting in June 2023 with a target completion date of the Spring 2024. The relocation will serve to reduce stigma and create more accessible spaces for members to obtain support and information.

Each location will be the home base for a dedicated team of Wellness members supporting divisions and units located in that region. Team members will visit divisions and units to create awareness of services and share best practices on key topics related to health, safety and wellbeing. These teams will be responsible for building relationships and becoming embedded trusted advisors to members and supervisors at the unit level.

The East location will be live in June 2023 when members of the East Regional Wellness Team move into the newly leased space located at 2075 Kennedy Road. This building is in close proximity to Toronto Police Service (Service) facilities in the east-end of the City including; 41, 42, & 43 Division, Communications, Emergency Task Force and 330 Progress Ave.

The Wellness Unit is currently working with Facilities Management and WZMH Architects to design and renovate the West and Central locations that will be located in the Toronto Police College (T.P.C.) and the Service's Headquarters 3rd Floor, respectively. Renovations are expected to start at T.P.C. in September 2023. In spring 2024, once all renovations are complete, Wellness staff will relocate to the Wellness West and Central locations. Evaluation of the new model will commence in 2024/2025 by way of an internal evaluation with consultation, survey, etc, with member and Association involvement.

### ***Construct Integrated Health Teams***

Based on the longer-term trend of steady cost increases in workplace injury and illness since 2016, the Service entered into a partnership in January, 2022 with Risk Management Solutions, a leader in providing employers with workers' compensation and health and safety services in Canada (Min. No. P2021/1123-7 refers). The purpose of this partnership is to optimize claims management programming through early and safe return to work, and ensuring that workplace injury and illness claims are properly assessed and managed within the policy and legislation guidelines of the *Workplace Safety and Insurance Act* and associated W.S.I.B. operational policies. Additionally, the Service seeks to ensure that members are get the support that they need and are entitled to. Moving forward, this partnership will focus on the following:

- More consistent and focused communication with members, supervisors and the W.S.I.B., supported by parallel case coordination and earlier intervention where possible, to support early and safe return to work and accommodation
- Training and information access at all levels to improve process awareness and transparency, to support member and supervisor process adherence
- Improved accountability on the part of the W.S.I.B. regarding timely and thoughtful adjudications and recommendations, backed by analysis and due diligence
- Audit and quality assurance rigor, to be able to provide the W.S.I.B. with feedback and escalation where their service is not meeting our needs
- Revised and improved approaches to payment of work related claims to minimize overpayment, appropriate use of lost time benefits, and to remain in step with Collective Agreements.

The Wellness Unit, in partnership with the Public Services Health & Safety Association (P.S.H.S.A.) completed the second phase of an industry-leading Job Demands Analysis (J.D.A.) in 2022. A final phase of J.D.A. will be completed in 2023. This partnership and body of work, including comprehensive on-site assessments and observations of front-line sworn and civilian members and their leadership teams, has informed the launch of a sector-specific Work Reintegration project that aims to develop and implement a Service-housed and supported program that engages and enables injured or ill members' recovery while they remain actively at work. This will be achieved through monitored training programs as well as clearly defined modified duty programs, providing opportunities for members to contribute day to day, and remain part of the organization as they work towards functional recovery. This project has sought the

collective input and experiences of our members and leaders, and associations service-wide, as well as those external to the Service through a comprehensive environmental scan of similar programs in policing across Canada. The project will also leverage a partnership with the Institute for Work and Health (I.W.H.) to ensure that the best and most current research and practices are considered in the development, testing and implementation of this program at the Service, to be launched in a pilot program at the beginning of 2024.

These are examples of partnerships and investments that reflect the Service's commitment to a progressive and transformative approach to claims adjudication, case management, return to work/stay at work, and best practice in disability management. The Service has been invited to present for the second time at the Law Enforcement in Occupational Safety and Health (L.E.O.S.H.) 2023 conference in Banff, Alberta. The presentation is on the continued learnings and progress made towards a comprehensive and industry-leading work reintegration program.

### ***System Navigator as intake for all Wellness Services***

The responsibilities of the COVID-19 Pandemic Support Team have expanded to form a central intake line where members can inquire about Wellness processes and unit navigation, request support and begin the process of submitting a claim or accommodation request.

This team streamlines member access to information and supports creating an immediate and front line response to member needs. The central intake line is available for members Monday-Friday from 0700-1500.

From its inception on December 1, 2022 to March 31, 2023 the team has engaged in 1550 live calls with members. While the nature of the calls are varied, 54.5% have been in relation to respiratory or gastrointestinal symptoms, 40.0% have been in relation to occupational or non-occupational claims or accommodations, and 5.2% have been in regard to Wellbeing Team programing and personal health matters.

On May 5, 2023, the World Health Organization (W.H.O.) formally ended the state of global emergency regarding the COVID pandemic which was declared over three years ago. The W.H.O. advises that it is now time to transition to a long-term COVID management and mitigation strategy. In line with this, the Service has removed the requirement to report COVID-19 related illness to the Wellness Unit. Data to date, demonstrates that active COVID-19 and other respiratory infections are at a stable rate, however, in the event that this changes we have an infrastructure in place that can easily be scaled up to respond to the needs of members and the Service.

### ***Expand Health Promotion Services***

In alignment with the focus on health promotion and harm prevention, the Wellness Unit has developed a calendar of health promotion events for 2023 (See Appendix E). From January to May 2023, four Service-wide events have occurred: Therapy Dogs in recognition of Bell Let's Talk in January; Financial Health Workshop in February to promote financial literacy; Women's Yoga Program delivered at targeted units across the Service; and a "Spring Cleaning: Inside and Out" event to promote healthy habits.

Thus far, the majority of events have been at or near full capacity. Of the two evaluations collected at three events, 95% of respondents said they would recommend the session to a Service member should it be offered again. We continue to enhance the evaluation process in order to inform future events.

In January 2023, 29 divisions/units participated in the Service's Bell Let's Talk Therapy Dog initiative launched by the Wellness Unit in partnership with St. John Ambulance. Based on the overwhelmingly positive feedback from members, the Wellness Unit has committed to an ongoing partnership with the St. John Ambulance Therapy Dog Program for the duration of 2023.

In March 2023, based on member feedback, the Wellness Unit rebranded and relaunched the MindFit program to MindFit 2.0. The MindFit Pin was developed by the Wellness Unit as part of a larger prevention strategy and uses the incentive of 4 lieu hours awarded to encourage participation. The goal of the MindFit program is to create opportunities for members to engage in healthy activities – mindfulness meditation and sessions with a mental health expert – to enhance their overall wellbeing and support the development of healthy habits. The MindFit 2.0 is available to all members and their families free of charge.

The Wellness Unit social media initiative was launched at Wellness Day on October 19<sup>th</sup>, 2022. The goal of the social media initiative is to modernize and diversify the way in which we communicate with members on topics relating to mental health and wellbeing. Since inception, our social media has reached over 140k accounts, had 50k impressions, gained 750 followers and included over 150 posts. The Wellness Unit social media accounts continue to gain an average of 4 new followers per week.

### ***Develop an Ecosystem of Health and Wellbeing Supports***

The Wellness Unit is developing an organizational Addiction Strategy to target support and education around behavioural addictions and substance use issues. As part of the strategy, the Wellness Unit will act as a bridge to assist members with obtaining accurate information and non-clinical support and care. The strategy includes the development of resources on addictions to support a preventative care approach, reduce stigma and promote early and appropriate help seeking (See Appendix E).

As part of an exploration into effective hiring practices that reduce attrition and enhance appropriate candidate selection, the Psychological Services team is engaged in two pilot assessment programs: 1) pre-hire assessments for Communications Operators; and, 2) transfer assessments for Family Liaison Officers (F.L.O.). In 2022, 64 Communications Operator candidates were assessed; in 2023, 28 F.L.O. candidates were assessed. Evaluations will be conducted on the pilot for review in 2023.

The Peer Support and Critical Incident Response Program audit was completed in January 2023. The audit was led by paramilitary and police experts at Mental Health Innovations (M.H.I.). Over 50 key stakeholders participated in the process including representatives from all levels of the organization, Command, the Toronto Police Association (T.P.A.) and the Senior Officers Organization (S.O.O.). The report included

11 key recommendations to transform and enhance the Peer Support and the Critical Incident Response Team (C.I.R.T.) programs to better support members. The findings of this report will inform a large and important project in 2023 to develop a refreshed Peer Support Program for members.

### ***Psychological Health and Safety***

The Service has a long history of providing psychological health supports to members through many long standing programs including: in-house corporate psychologists, critical incident response, peer support, access to mental health resources through our extended health benefit providers, and the chaplaincy program. The Member Wellbeing Strategy seeks to augment the Services' commitment to psychological health and safety, through the ongoing review and addition of best in class programming.

The Service launched a pilot of the Before Operational Stress (B.O.S.) program for all members. The B.O.S. program is offered through a partnership with Canadian Institute for Public Safety Research and Treatment (C.I.P.S.R.T.), Wayfound Psychology and Wounded Warriors Canada and is funded through federal grants. This program has been embraced by public safety personnel agencies across Canada and is widely recognized as a cutting edge resiliency training program in Canada and is gaining international attention and interest. See Appendix G for some internal Service testimonials of the B.O.S. program. As of April 2023, 8612 online B.O.S. codes had been redeemed. 30% have completed or are in the process of completing. Members have until December 31, 2023 to complete the program. Ongoing promotional activities are being planned to ensure that engagement continues with the goal of having full completion by the end of 2023.

The Service has supported B.O.S. becoming an embedded feature in the Early Career Program from September 2023 onward making the Toronto Police Service the second Service in Canada to include B.O.S. for all new recruits as part of the post-Ontario Police College (O.P.C.) curriculum. By including the B.O.S. program in the cadet curriculum, mental health and resilience training for new recruits will increase from 90 minutes to 12 hours.

The Early Career Program was relaunched in January 2023 and is focused on three distinct areas to support new police officers in their first 24 months of assignment: 1) Prevention; 2) Promotion; and 3) Connection. As stated above, the B.O.S. program comprises the prevention portion of the program; all new recruits will receive 12 hours of B.O.S. resilience training delivered in-person by a clinician trained in First Responder mental health. The promotion portion of the program will include a series of in-person and virtual events and activities targeted to early career members to support ongoing mental health and wellbeing in the workplace. These sessions will be led by the Wellness Unit. The Connection portion of the program includes individual and group touch points with members of the Wellness Unit to provide ongoing psycho-education on topics relating to police mental health and preventative self-care.

### ***Enabled and Informed by Data and Technology***

Progress has been made in the development of dashboards to report on unit performance, member engagement / experience, and compliance with statutory requirements and internal procedures.

- Technology enabled - The foundation now exists enabling claims management data to be reconciled and analysed with other Service legacy systems data such as attendance reporting and employment history.
- Data integrity – Processes have been developed to ensure data is accurate, reliable, and complete. A dedicated analytics role has been developed to support this evolutionary stage of data and metrics management.
- Data governance - Throughout the development, Wellness has ensured data is secure, private, and accessible in accordance to regulations.
- Scalable, efficient, and evolutionary – Summary level dashboards and ad hoc reports have been developed with key metrics from multiple systems. The Wellness Unit is currently piloting a Leaders' Report for sick leave and modified return to work. This is designed to give leaders key information about their members' wellbeing. A Service-wide launch of this is planned for this year.

It is important to note that these investments represent complex transformative changes an immediate impact to employee wellness related metrics may not be initially visible. As such, the Wellness Unit is in the process of developing a measurement framework. Key indicators of success include: increased engagement in health promotion initiatives, reduced stigma around illness and injury, increased participation in early, safe and sustained return to work, decrease in absence durations, and an increase to member awareness and accessibility of supports.

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

The Service's approach to member health, safety and wellbeing is intentionally heterogeneous and multi-faceted in recognition that the needs of our membership are individualized and diverse.

### ***Conclusion:***

This report provides an update to the Board on matters relating to occupational health, safety and wellbeing for the second half of 2022, including an update to the Service's Member Wellbeing Strategy.

The next report will be submitted to the Board for its meeting in November 2023.

Ms. Svina Dhaliwal, Interim Chief Administrative Officer, will be in attendance to answer any questions the Board may have regarding this report.

**Recommendation:**

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

**Financial Implications:**

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

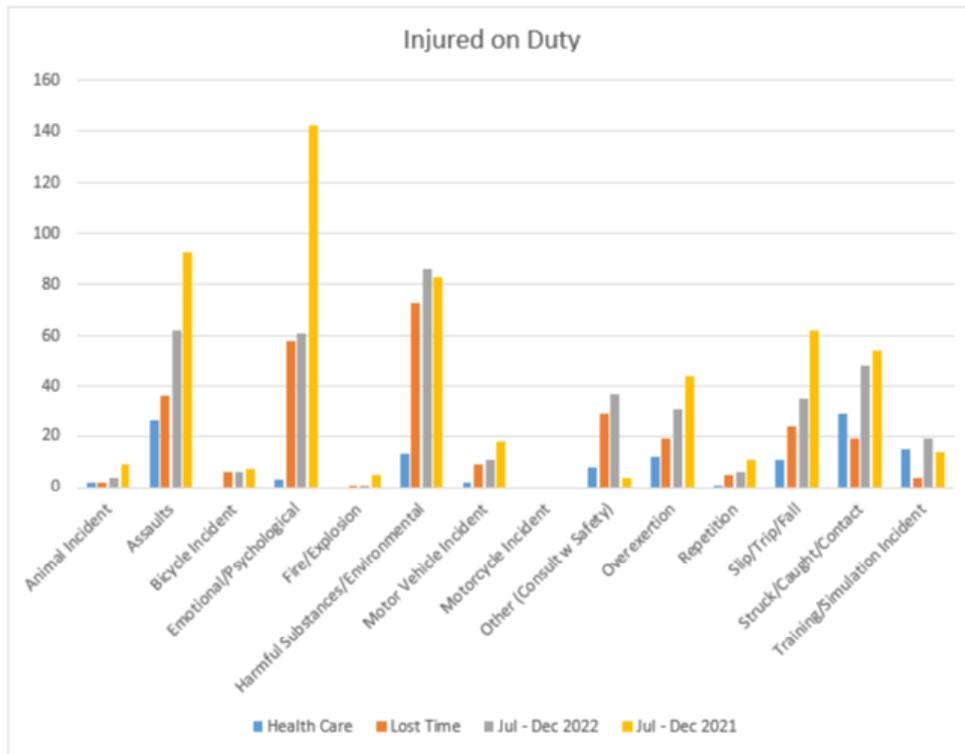
Respectfully submitted,

Myron Demkiw, M.O.M.  
Chief of Police

**Appendix A**

Injured on Duty (I.O.D.) reports are classified according to the incident type. Appendix A contains graphs and charts that summarize the I.O.D. reports received by the Wellness Unit between July 1 and December 31, 2022.

*Injured on Duty Reports  
July to December, 2022*



Incident Type	Health Care	Lost Time	Jul - Dec 2022	Jul - Dec 2021
Animal Incident	2	2	4	9
Assaults	26	36	62	93
Bicycle Incident	6	6	6	7
Emotional/Psychological	3	58	61	142
Fire/Explosion	1	1	1	5
Harmful Substances/Environmental	13	73	86	83
Motor Vehicle Incident	2	9	11	18

Incident Type	Health Care	Lost Time	Jul - Dec 2022	Jul - Dec 2021
Motorcycle Incident	0	0	0	0
Other (Consult w Safety)	8	29	37	4
Overexertion	12	19	31	44
Repetition	1	5	6	11
Slip/Trip/Fall	11	24	35	62
Struck/Caught/Contact	29	19	48	54
Training/Simulation Incident	15	4	19	14
<b>Totals</b>	<b>122</b>	<b>285</b>	<b>407</b>	<b>692</b>

-285

-41%

The number of incidents decreased during July to December 2022 by 285 incidents or 41%, primarily as a result of:

- 81 less Emotional / Psychological LT claims
- 31 less Assault claims
- 27 less Slip/Trip/Fall claims

#### Five Year Statistics

Incident Type	Health Care	Lost Time	Total 2022	Total 2021	Total 2020	Total 2019	Total 2018
Animal Incident	11	4	15	16	7	10	16
Assaults	71	71	142	197	160	154	199
Bicycle Incident	2	7	9	14	15	17	9
Emotional/Psychological	25	181	206	274	131	97	103
Fire/Explosion	2	2	4	6	10	1	3
Harmful Substances/Environmental	56	289	345	301	173	62	91
Motor Vehicle Incident	8	29	37	32	45	61	51
Motorcycle Incident	1	4	5	2	1	5	3
Other (Consult w Safety)	27	63	90	51	28	48	7
Overexertion	33	50	83	108	104	139	161
Repetition	7	8	15	22	27	11	14
Slip/Trip/Fall	39	77	116	126	83	143	90
Struck/Caught/Contact	73	65	138	106	124	137	89
Training/Simulation Incident	30	14	44	29	38	30	33
<b>Total</b>	<b>385</b>	<b>864</b>	<b>1249</b>	<b>1284</b>	<b>946</b>	<b>915</b>	<b>869</b>

#### Appendix B

*Monthly Member Exposure to Communicable Diseases  
July to December 2022*

<b>Reported Exposures</b>	<b>Jul 2022</b>	<b>Aug 2022</b>	<b>Sep 2022</b>	<b>Oct 2022</b>	<b>Nov 2022</b>	<b>Dec 2022</b>
COVID-19	45	21	30	12	10	17
Bodily Fluids, Misc.	14	18	9	8	11	8
Hepatitis A, B, & C	0	1	0	2	0	0
HIV	0	1	0	0	0	0
Influenza	0	0	0	0	0	0
Measles, Mumps, Rubella	0	0	0	0	0	0
Meningitis	5	0	0	0	0	0
Staphylococcus Aureus	0	0	0	0	0	0
Tuberculosis	0	0	0	0	0	0
Varicella (Chickenpox)	0	0	0	0	0	0
Bed Bugs	0	4	6	0	2	2
Other, Miscellaneous	9	5	7	2	8	14
<b>Total</b>	<b>73</b>	<b>50</b>	<b>52</b>	<b>24</b>	<b>31</b>	<b>41</b>

*Cumulative Member Exposure to Communicable Diseases  
Back Half 2022, 2021*

<b>Reported Exposures</b>	<b>Jul- Dec 2022</b>	<b>Jul- Dec 2021</b>
COVID-19	135	345
Bodily Fluids, Misc.	68	66
Hepatitis A, B, & C	3	4
HIV	1	6
Influenza	0	0
Measles, Mumps, Rubella	0	0
Meningitis	5	0
Staphylococcus Aureus	0	0
Tuberculosis	0	0
Varicella (Chickenpox)	0	0
Bed Bugs	14	17
Other, Miscellaneous	45	69
<b>Total</b>	<b>271</b>	<b>507</b>

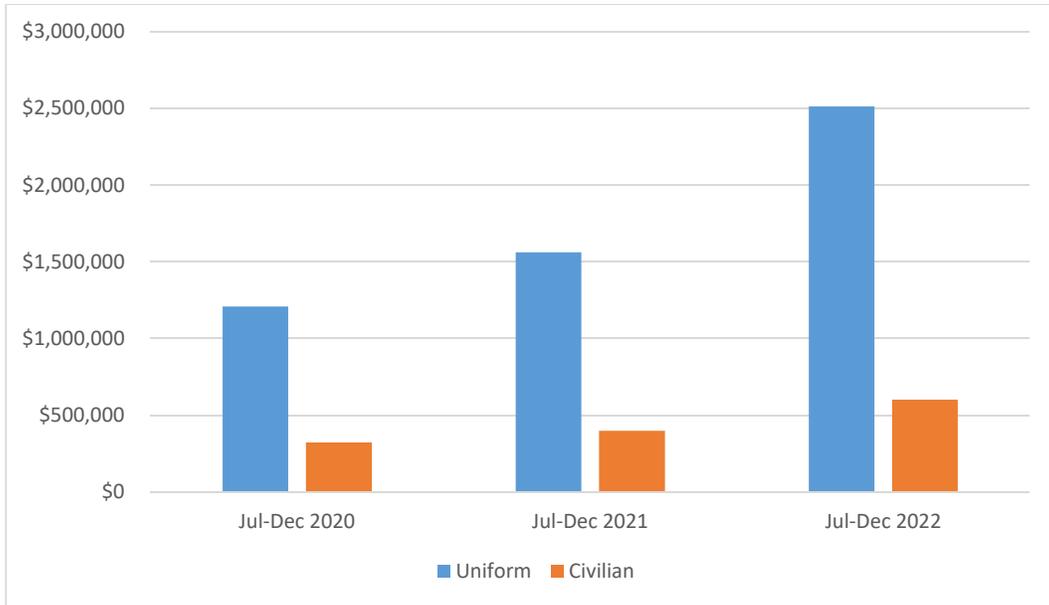
During the last half of 2022, there were 135 Injured on Duty reports received which were related to a potential exposure to the novel coronavirus which causes COVID-19, 104 resulted in claims to the W.S.I.B., and the remaining 31 were precautionary in nature and did not result in health care or lost time.

*Five Year Statistics*

<b>Reported Exposures</b>	<b>Total 2022</b>	<b>Total 2021</b>	<b>Total 2020</b>	<b>Total 2019</b>	<b>Total 2018</b>
COVID-19	543	1605	2625	0	0
Bodily Fluids, Misc.	140	143	226	173	207
Hepatitis A, B, & C	4	11	7	12	20
HIV	4	7	25	13	22
Influenza	0	0	0	0	0
Measles, Mumps, Rubella	0	0	0	0	0
Meningitis	5	0	6	0	9
Staphylococcus Aureus	0	0	0	0	0
Tuberculosis	3	0	7	12	18
Varicella (Chickenpox)	0	0	0	0	0
Bed Bugs	32	46	59	52	71
Other, Miscellaneous	109	151	116	59	95
<b>Total</b>	<b>840</b>	<b>1963</b>	<b>3071</b>	<b>321</b>	<b>442</b>

**Appendix C**

Appendix C contains a graph and chart which summarize the W.S.I.B. health care costs for civilian and uniform members for the same period over the last three years.



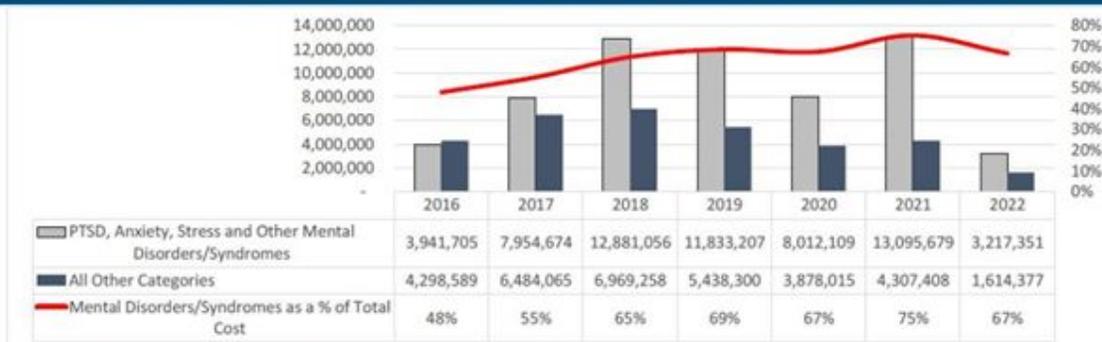
<b>W.S.I.B. Costs</b>	<b>Jul-Dec 2020</b>	<b>Jul-Dec 2021</b>	<b>Jul-Dec 2022</b>
Uniform	1,208,826	1,563,056	2,758,723
Civilian	322,970	399,882	612,413
<b>Total</b>	<b>1,531,796</b>	<b>1,962,938</b>	<b>3,371,136</b>

## Appendix D

Appendix D shows aggregate costs paid from 2016-2022 for all claims occurring after 2016. Payments are captured in the YEAR OF INJURY, not year of payment.

## 2016-2022 Aggregate Costs of Claims by Nature

2016 – 2022 Accident Years for Uniformed and Civilian, Invoiced & CBA Combined



\*Costs shown exclude WSIB Administrative fees

	2016	2017	2018	2019	2020	2021	2022	Total
PTSD, Anxiety, Stress and Other Mental Disorders/Syndromes	3,941,705	7,954,674	12,881,056	11,833,207	8,012,109	13,095,679	3,217,351	64,427,292
Sprain, Strain, Repetition	1,537,723	2,091,631	2,107,754	1,541,704	1,104,525	1,183,984	323,806	12,578,385
COVID-19	-	-	-	-	450,124	856,963	397,314	1,704,401
Contact with Carriers of Disease, Parasites, etc.	23,273	359,575	330,737	86,413	167,062	16,539	9,171	1,022,540
Dislocations, Fractures and Amputations	976,816	1,076,213	756,765	699,603	613,737	529,178	99,212	6,185,738
Bruises, Contusions and Soft Tissue Injuries	65,751	564,748	290,492	327,115	143,181	84,602	73,676	1,662,311
Traumatic Injuries to Nerves, Bones and Muscles	668,731	907,835	1,009,389	914,888	410,712	760,068	391,692	5,675,559
All Other Categories	677,325	1,040,476	699,266	617,129	600,570	517,141	271,006	6,174,469
Concussions and other Intercranial Injuries	338,315	222,633	1,708,369	1,220,585	355,131	194,569	35,869	4,449,273
Cuts, Lacerations, Punctures, Abrasions	10,655	220,963	66,487	30,863	32,972	164,365	12,631	554,174
Total	8,240,294	14,438,739	19,850,314	17,271,507	11,890,123	17,403,086	4,831,728	104,434,641

- The above data shows aggregate costs paid from 2016-2022 for all claims occurring after 2016.
- Payments are captured in the year of injury, not year of payment.
- 14.9% of 2022 benefit payments are a result of 2022 claims (excluding admin).
- \$11.1-Million of \$17.4-million in 2021 claim costs were paid in 2022 (not depicted)

\*Data was provided by the WSIB for WSIB Firm #002327 and 002573. Data is current to December 31, 2022, and includes all claims for both invoiced and covered by advances. All benefits paid are tied to the year of injury, not year of payment.



Appendix E

# 2023 Wellness Unit EVENTS

January	Bell Let's Talk
February	Financial Health
March	Women's Health
April	Spring Cleaning: Inside and Out
May	Mental Health
June	Post Traumatic Stress and Success
July	Self-Care: Mental, Spiritual, and Physical
August	Family and Youth Mental Health
September	Suicide Prevention
October	Wellness Day!
Movember	Men's Health 
December	Preparing for the Holidays

@TPSWellnessUnit 



# Coping Strategies: Where do Substances fit in for you?

## 1 Coping

It is human nature to avoid uncomfortable emotions and situations. Because police officers are routinely exposed to traumatic events, the stakes are even higher when it comes to coping with emotional and physical pain. There are many strategies - helpful and unhelpful - to cope with pain. Substances are just one of them.

It can be useful to periodically check in with yourself to investigate your own coping strategies as a way of understanding if your relationship to substances is healthy, unhealthy or somewhere in between. Ask yourself:

- How do I "recover" from a difficult day?
- How else do I unwind?
- What do I feel I need to get through a difficult day?
- What coping strategies do I feel are healthy? Which ones would I like to change?

## 2 Substance Use

Substance use is on a spectrum from occasional use to diagnosed Substance Use Disorder. If you're wondering where you sit on the spectrum, see the tips below as a guide.

### Signs it's time for change!

- Inability to manage emotions
- Substance use is required to get through work day
- Impaired decision making
- Using substance while on duty
- Blacking out
- Driving on and off duty under the influence

### Signs of Withdrawal

- Irritability and or agitation
- Diarrhea
- Insomnia
- Body aches and or increase in pain
- Chills and sweating
- Nausea and or stomach pain

## Did you know...?

You can confidentially submit receipts for wellbeing services provided and get reimbursed by Greenshield (TPS benefits provider.)

Your benefits include:  
 \$5K Annually: Psychologist | Social Worker | Psychotherapist  
 Osteopath \$20 per visit  
 RMT \$75 per visit \$750 Annually  
 Physiotherapist \$4000 Annually  
 Migraine Therapy \$3000 Annually  
 Naturopath \$50 per visit upto \$500  
 Chiropractor \$50 per visit \$500 Annually

### Self-Reflection

- am I open to changing my substance use?
- How would changing my substance use change my life?
- If I change my substance use, what will I do instead?

### Stress Factors

There are significant risk factors that police officers experience daily professionally which can have an impact on their well-being.

- Environmental Hazards
- Critical Incident
- Tribunal
- Shift in worldview based on exposure to recurring trauma or one single event
- Shift work
- Burnout
- Compassion Fatigue
- Continuously activating your nervous system
- Returning to work
- Being Suspended
- Internal Politics

Personal challenges that can impact your ability to cope.

- Divorce
- Loss
- Financial issues
- Infertility
- Illness
- Unexpected life changes

## 3 Supports

Seeking help can look many different ways and is unique to each person. Help can be offered formally or informally. It can be private and confidential or a shared experience. You get to decide how, when to whom you ask for help. Here are some support easily available to you:

- TPS Peer Support/ CIRT
- External mental health expert
- Loved one, friend, family, spiritual leader
- Toronto Police Association (TPA)
- Greenshield (TPS Benefits Provider)
- Lifeworks (TPS EAP Provider)
- TPS Corporate Psychologists
- TPS Wellbeing Coordinators

## 4 Next Steps

Making a change takes time. Give yourself an opportunity to take care of yourself. Taking care of your self can look like:

- Let someone in your circle of trust know what you're going through
- Contact one of the supports listed above
- Invite one healthy coping tool into your day
- Engage in a physical activity that relaxes your nervous system
- Use your health benefits provided by TPS
- Use your TPS EAP



Your past has already happened. Your future is waiting for you and the present moment is an opportunity to make a new choice.

## **Appendix G**

### **Before Operational Stress (B.O.S.) Program Testimonials**

The testimonials below were submitted voluntarily to the Mental Health and Wellbeing Team by members who completed the online B.O.S. Program in 2022/2023

#### **Anonymous Member Testimonials**

- I found the B.O.S. training to be very helpful, and I am very happy to have had the opportunity to take part in the online version as well.
- I have completed the B.O.S. Program, learned a lot, very interesting program.
- I loved the training and found it extremely helpful
- Thank you for recommending us for this program, I took a great deal from it.
- I thought it was amazing – so much good stuff that we can apply to our own lives, both professionally and personally. Thank you for this amazing opportunity!
- THANK YOU again for this opportunity and advocating for our group, this was truly a very valuable program for us.
- I have finally completed the Wayfound B.O.S. course.... Which I absolutely loved. I hope one day it becomes mandatory for all of our members to complete.
- I thought it was AMAZING and really wish it was mandatory for all officers. Thanks again!
- I must say this has been one of the best courses I have taken in my career.
- Thanks again for the opportunity, I truly learnt a lot and found it to be one of the most effective online training modules yet, so kudos to you and your team for implementing this.
- I have completed the B.O.S. program – it was quite good. I enjoyed it and definitely see the value.
- Thanks for organizing something like this – found it extremely informative.
- The course was excellent. I really enjoyed it.
- It's very interesting and educational.
- The course is very helpful and informative.
- I found the course to be very helpful. I hope we have more like this in the future.

#### **Leadership Testimonials**

The stress on first responders is greater than ever. The introduction of the B.O.S. course is an extremely useful resource for members sworn and civilian. The course normalizes the stress of our profession and provides practical information and tools to help yourself and others. The real life participants sharing their experiences helps with removing the stigma around stress and making individuals feel like they are not alone or broken.

As a leader the B.O.S. course provides opportunities to give our members training to help navigate their mental wellness throughout their careers and afterwards. I myself have taken the course and support encouraging all members to complete the course.

- Superintendent Shane Branton

Having this training available to our new officers is so valuable as they embark on a career in policing. I wish something like this had been offered when I started 35 years ago.

- Inspector Liz Benoit



## PUBLIC REPORT

**May 5, 2023**

To: Chair and Members  
Toronto Police Services Board

From: Myron Demkiw  
Chief of Police

**Subject: Chief's Administrative Investigation into the Custody Injury of Complainant 2022.42**

**Purpose:**  Information Purposes Only  Seeking Decision

### **Summary:**

The Professional Standards (P.R.S.) investigation determined the conduct of the two involved officers and the two civilian Special Constables was not in compliance with the applicable provincial legislation regarding the Standards of Conduct and applicable Toronto Police Service (T.P.S.) procedures.

### **Discussion:**

#### ***Background***

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.

#### ***Relevant Board Policies and Compliance***

- Toronto Police Service (T.P.S.) procedures
- *Special Investigations Unit Act*
- *Police Services Act (P.S.A.)*

## **S.I.U. Terminology**

**Complainant** – Refers to the Affected Person

**SO** – Subject Official

**SEW** – Service Employee Witness

**EMS** – Emergency Medical Services

## **S.I.U. Investigative Conclusion**

In a letter to the Chief of Police dated January 10, 2023, Director Joseph Martino of the S.I.U. advised, *“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 subject 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 22-TCI-234, which can be found via the following link:

[https://www.siu.on.ca/en/directors\\_report\\_details.php?drid=2261](https://www.siu.on.ca/en/directors_report_details.php?drid=2261)

## **S.I.U. Incident Narrative**

*“The evidence collected by the SIU, including interviews with the Complainant and members of the TPS responsible for his care while in custody, gives rise to the following scenario. As was his legal right, the SO declined an interview with the SIU and the release of his notes. The Complainant was arrested by TPS officers in the evening of September 11, 2022, on drug trafficking charges. The arrest was relatively uneventful. A search of the Complainant’s person incident to arrest uncovered a quantity of fentanyl.*

*At his booking before the SO at 51 Division, the Complainant disclosed that he had consumed a quantity of fentanyl, methamphetamine and alcohol prior to his arrest. He appeared to be lethargic but was otherwise coherent and cooperative. The Complainant was subjected to a further frisk search, after which he was held temporarily in an interview room before being lodged in a cell. The time was about 11:16 p.m.*

*Soon after he was placed in the cell, the Complainant discreetly removed a quantity of fentanyl that he had secreted in his rectum. He crushed the substance, arranged it into separate lines on the cell bunk, and proceeded to snort the drug. Several minutes later, the Complainant laid down on his bunk and went to sleep. The time was about 11:35 p.m.*

*The Complainant was roused by a special constable – SEW #2 – at about 4:51 a.m. of the following day. As the Complainant was very sleepy and unable to support himself, SEW #2 sought the assistance of his colleague – SEW #1 – to*

*move him to the fingerprint room. The Complainant was placed in a wheeled chair and removed from the cell. As the Complainant was having his prints taken by SEW #2, SEW #1 returned to the cell and observed powder on the cell bunk. Suspecting the powder was an illicit substance, the special constable advised the officer-in-charge – Sergeant #1.*

*Sergeant #1 attended the fingerprint room to check on the Complainant's condition. The time was about 5:00 a.m.*

*EMS were contacted and arrived on scene at about 5:18 a.m.*

*The Complainant was taken to hospital and treated for a suspected overdose. He was expected to make a full recovery”.*

### ***Analysis and Director's Decision***

*“On September 12, 2022, the Complainant lapsed into medical distress and was transported to hospital where he was treated in the ICU. As the Complainant was in police custody at the time, the SIU was notified of the matter and initiated an investigation. The SO was identified as the subject official. 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 incident.*

*The offences that arise for consideration are failure to provide the necessities of life and criminal negligence causing bodily harm contrary to sections 215 and 221 of the Criminal Code, respectively. Both require something more than a simple want of care to give rise to liability. The former is predicated, in part, on conduct that amounts to a marked departure from the level of care that a reasonable person would have exercised in the circumstances. The latter is premised on even more egregious conduct that demonstrates a wanton or reckless disregard for the lives or safety of other persons. It is not made out unless the neglect constitutes a marked and substantial departure from a reasonable standard of care. In the instant case, the question is whether there was any want of care on the part of the SO, sufficiently serious to attract criminal sanction, that endangered the Complainant's life or contributed to his medical predicament. In my view, there was not.*

*It is unlikely there was anything more that could have been done to detect the drugs within the Complainant's person prior to his placement in cells. It might have been that a strip search, had it been conducted, would have revealed the presence of fentanyl in the Complainant's rectum, but that is largely conjecture. More to the point, it is not clear that the circumstances surrounding the Complainant's apprehension would have legally justified such a search. The SO specifically turned his mind to the question, and decided that there were insufficient grounds to authorize such an invasive search. Though the Complainant had admitted to drug consumption and appeared to be under the*

*influence, he was coherent and responsive, and had no prior history of concealing drugs in custody. On this record, I am satisfied that the sergeant's decision to forgo a strip search was well-founded.*

*Once in cells, it is clear that there were problems in the level of supervision that the Complainant was afforded. Though his custodians might perhaps be forgiven for not having noticed behaviour on the part of the Complainant's suggesting the retrieval and consumption of drugs – that conduct occurred over a period of minutes and could reasonably have been missed by anything other than continuous surveillance – it is difficult to understand why they did not keep a closer eye on him throughout the night. Pursuant to TPS policy, prisoners ought to be personally checked about once every half-hour, and sleeping intoxicated prisoners ought to be woken, at minimum, every four hours. That did not happen in the case of the Complainant. SEW #2 and SEW #1, the officers most directly responsible for the Complainant's care, last checked him in-person at about 12:30 a.m. of September 12, 2022. The next time that happened was at about 4:50 a.m., when SEW #2 attended the cell to wake the Complainant and take him for fingerprinting. I accept that the Complainant's health and well-being were placed in jeopardy with every hour that passed from the moment he consumed the fentanyl at about 11:30 p.m. until he was woken. I also accept that there is a reasonable prospect that medical attention could have been provided to the Complainant earlier had the special constables checked him personally and, perhaps, observed the drug residue in the cell. And I accept that the special constables' failings must, to one degree or another, be visited upon the SO – he was the officer with overall responsibility for the welfare of prisoners in cells and for ensuring the competent performance of the special constables under his command.*

*Whatever the officers' failings, however, I am not satisfied they departed markedly from a reasonable standard of care. The special constables missed the four-hour window within which to rouse the Complainant, but did so at the five-hour and 20-minute mark – a likely breach of policy to be sure, but not a gross one. The evidence also indicates that one or the other of the special constables checked the Complainant via computer monitor about every half-hour or so. That too was arguably substandard supervision, but one which, in my view, did not transgress the limits of care prescribed by the criminal law. That might have been different had the special constables had any particular reason to believe that the Complainant was at risk of overdose. However, as far as they knew, the Complainant had been searched, and was coherent at the point of his arrest and booking.*

*In the result, as there are no reasonable grounds to believe that the SO, or the special constables who reported to him, comported themselves in violation of the criminal law, there is no basis for proceeding with charges in this case. The file is closed”.*

## **Summary of the Toronto Police Investigation:**

The P.R.S. and the PRS – S.I.U. Liaison conducted an administrative investigation as is required by provincial legislation.

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.

This investigation reviewed the following P.R.S. reviewed the following T.P.S. procedures:

- Procedure 01-01 (Arrest);
- Procedure 01-02 (Search of Persons);
- Procedure 01-03 (Persons in Custody);
- Procedure 10-06 (Medical Emergencies);
- Procedure 13-16 (Special Investigations Unit);
- Procedure 13-17 (Notes and Reports);
- Procedure 15-02 (Injury/Illness Reporting);
- Procedure 15-17 (In-Car Camera System); and
- Procedure 15-20 (Body-Worn Camera).

This investigation also reviewed the following legislation:

- *Special Investigations Unit Act, 2019.*

## **Conclusion:**

The P.R.S. and 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 following additional comments are provided.

The P.R.S. and S.I.U. Liaison investigation determined the conduct of two officers and two civilian Special Constables was not in compliance with applicable provincial legislation regarding the Standards of Conduct and applicable T.P.S. procedures.

Specifically, it was substantiated that an officer failed to comply with T.P.S. Procedure 01-03 (Persons in Custody) when he left the complainant unattended in a police vehicle for an extended period of time, allowing him to access concealed contraband.

Further, it was substantiated that two civilian Special Constables who were responsible for prisoner management in the cell area of the division failed to comply with T.P.S. Procedure 01-03 (Persons in Custody) when they failed to conduct physical checks on

the complainant and failed to conduct checks on the complainant within the stated target time of every 30 minutes.

Finally, it was substantiated that the Officer-in-Charge of the division failed to comply with T.P.S. Procedure 01-03 (Persons in Custody) when he failed to ensure those he was supervising conducted timely and physical checks on the complainant.

The substantiated misconduct against the police officers was adjudicated at the unit level.

The substantiated misconduct against the two civilian employees was adjudicated by Labour Relations.

Staff Superintendent Peter Code, Professionalism and Accountability, will be in attendance to answer any questions that the Board may have regarding this report.

**Recommendation:**

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This report recommends that the Board receive this report for information.

**Financial Implications:**

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

Respectfully submitted,

Myron Demkiw, M.O.M.  
Chief of Police



## PUBLIC REPORT

**May 5, 2023**

To: Chair and Members  
Toronto Police Services Board

From: Myron Demkiw  
Chief of Police

**Subject: Chief's Administrative Investigation into the Firearms Discharge at a Person – Complainant 2022.54**

**Purpose:**  Information Purposes Only  Seeking Decision

**Recommendation:**

The following report recommends that the Board forward a copy of this report to the Solicitor General as per O. Reg 552/92, s .8

**Financial Implications:**

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

### **Summary:**

The Professional Standards (P.R.S.) – Special Investigations Unit Liaison (S.I.U. Liaison) investigation determined the conduct of the designated officials was in compliance with applicable provincial legislation regarding the Standards of Conduct and applicable Toronto Police Service (T.P.S.) procedures.

### **Discussion:**

#### ***Background***

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.

#### *Relevant Board Policies and Compliance*

- Toronto Police Service (T.P.S.) procedures
- *Special Investigations Unit Act*

#### **S.I.U. Terminology**

**Complainant** – Refers to the Affected Person

**CW** – Civilian Witness

**SO** – Subject Official

**WO** – Witness Official

**BWC** – Body-Worn Camera

**CEW** – Conducted Energy Weapon

#### **S.I.U. Investigative Conclusion**

In a letter to the Chief of Police dated January 27, 2023, Director Joseph Martino of the S.I.U. stated, *“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 22-TFP-258, which can be found in its entirety via the following link:

[https://www.siu.on.ca/en/directors\\_report\\_details.php?drid=2285](https://www.siu.on.ca/en/directors_report_details.php?drid=2285)

#### **S.I.U. Incident Narrative**

*“The material events in question are clear on the evidence collected by the SIU, including police BWC footage that captured the incident, and may briefly be summarized. As was his legal right, the SO chose not to interview with the SIU or authorize the release of his notes.*

*In the evening of September 30, 2022, the Complainant was confronted by police officers inside an apartment at The Queensway, Toronto. The apartment was not his. The Complainant had broken into the residence following a series of events that saw him chased away from a restaurant nearby. The Complainant had trespassed onto the property and stolen from the premises. He was chased away by restaurant staff and customers to The Queensway and Royal York Road. The Complainant unsuccessfully attempted to carjack a woman's vehicle in the area of the intersection before making his way to an apartment at The Queensway.*

*The police had received several 911 calls reporting the Complainant's misdeeds and movements. In one of the calls, the caller reported that he had been threatened by the Complainant with a knife. Police were dispatched and made their way to the area where the Complainant had last been seen.*

*When the Complainant refused to voluntarily exit the apartment, multiple officers entered the unit with weapons drawn. Among the officers was the SO armed with a less-lethal shotgun. WO #1 and WO #2 were also among the contingent that entered the apartment – both with their CEWs at the ready. Undesignated Official #2, a C-8 rifle in hand, was the first to confront the Complainant. From the kitchen looking into the living room, Undesignated Official #2 took the lead in speaking to the Complainant.*

*The Complainant held a pair of tweezers to his neck, which the officers mistook as a knife, and refused to disarm himself. Over a period of about ten minutes, Undesignated Official #2 attempted to de-escalate the situation by offering the Complainant help of various sorts. The Complainant was not receptive. At one point, the Complainant placed the tweezers inside a pocket and took a seat on a chair in the living room. Shortly thereafter, however, he stood from the chair, appeared to reach towards his jacket pocket with his right hand, and was met with CEW discharges and a less-lethal round fired by the SO.*

*From a position in a hallway leading to the living room, WO #1 was the first to discharge his CEW. Immediately thereafter, WO #2 and the SO fired their weapons. The Complainant was struck by a sock round from the SO's less-lethal shotgun in the torso, the impact causing him to hunch over. Multiple officers moved into the living room, took a hobbled Complainant to the floor, and assisted in handcuffing him.*

*The Complainant lapsed into medical distress shortly after his arrest. Naloxone was administered by the officers at the scene.*

*The Complainant was transported to hospital where he recovered without having suffered any serious injury.”*

### ***Analysis and Director's Decision***

*“On September 30, 2022, the TPS contacted the SIU to report that one of their officers had fired a less-lethal shotgun at a person – the Complainant. The officer – the SO – was identified as the subject official in 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 discharge of his firearm.*

*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.*

*Based on what the officers knew of the 911 calls that had been received by the police, reporting the Complainant's misconduct at the restaurant and on the streets, and his presence in an apartment that was not his, they were lawfully proceeding to arrest him when their weapons were deployed.*

*With respect to the force that was brought to bear by the officers, namely, CEW discharges and a single round fired from a less-lethal shotgun by the SO, I am satisfied that it was legally justified. Led by Undesignated Official #2, the officers had attempted to resolve the matter peacefully through negotiations. The Complainant was resolute, however, in refusing to disarm himself. In the circumstances, when the Complainant, having put away his tweezers and taken a seat, rose to his feet and reached for his pocket, the officers were understandably concerned that he was about to retrieve his weapon and attempted to prevent that from happening. They might have chosen to rush at the Complainant and neutralize him physically, but that would have risked injury coming to the officers or the Complainant had he taken hold of the weapon before they could reach him. In contrast, the use of the CEWs and less-lethal shotgun carried the prospect of incapacitating the Complainant from a safe distance without the infliction of serious injury. In fact, that is precisely what occurred.*

*In the result, as there are no reasonable grounds to believe that the SO comported himself other than lawfully when he fired his less-lethal shotgun at the Complainant, there is no basis for proceeding with criminal charges in this case. The file is closed."*

### **Summary of the Toronto Police Service's Investigation**

The P.R.S. – S.I.U. Liaison conducted an administrative investigation mandated by provincial legislation.

This investigation examined the circumstances of the firearms discharge at a person 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 01-02 (Search of Persons);
- Procedure 01-03 (Persons in Custody);
- Procedure 06-04 (Persons in Crisis);
- Procedure 06-13 (Mobile Crisis Intervention Team);
- Procedure 08-15 (Naloxone);
- 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 (Incident Response (Use of Force/De-Escalation)); and
- Procedure 15-02 (Injury/Illness Reporting);
- Procedure 15-03 (Service Firearms);
- Procedure 15-06 (Less Lethal Shotguns);
- Procedure 15-09 (Conducted Energy Weapons); and
- Procedure 15-20 (Body-Worn Camera).

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

- *Special Investigations Unit Act, 2019*
- R.R.O. 1990, Reg. 926

***Conclusion:***

The S.I.U. Liaison investigation determined that the T.P.S.'s policies and procedures associated with this firearm discharge at a person 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 officials was in compliance with applicable provincial legislation regarding the Standards of Conduct and applicable T.P.S. procedures.

Staff Superintendent Peter Code, Professionalism and Accountability, will be in attendance to answer any questions that the Board may have regarding this report.

Respectfully submitted,

Myron Demkiw, M.O.M.  
Chief of Police



## PUBLIC REPORT

**May 5, 2023**

To: Chair and Members  
Toronto Police Services Board

From: Myron Demkiw  
Chief of Police

**Subject: Chief's Administrative Investigation into the Firearms Discharge at a Person – Complainant 2022.58**

**Purpose:**  Information Purposes Only  Seeking Decision

**Recommendation:**

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The following report recommends that the Board forward a copy of this report to the Solicitor General as per O. Reg 552/92, s .8

**Financial Implications:**

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

**Summary:**

The Professional Standards (P.R.S.) – Special Investigations Unit Liaison (S.I.U. Liaison) investigation determined the conduct of the designated officials was not in compliance with applicable provincial legislation regarding the Standards of Conduct and applicable Toronto Police Service (T.P.S.) procedures.

**Discussion:**

***Background***

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.

#### *Relevant Board Policies and Compliance*

- Toronto Police Service (T.P.S.) procedures
- *Special Investigations Unit Act*

#### ***S.I.U. Terminology***

**Complainant** – Refers to the Affected Person

**CW** – Civilian Witness

**SO** – Subject Official

**WO** – Witness Official

**CEW** – Conducted Energy Weapon

#### ***S.I.U. Investigative Conclusion***

In a letter to the Chief of Police dated February 17, 2023, Director Joseph Martino of the S.I.U. stated, *“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 22-TFP-272, which can be found in its entirety via the following link:

[https://www.siu.on.ca/en/directors\\_report\\_details.php?drid=2303](https://www.siu.on.ca/en/directors_report_details.php?drid=2303)

#### ***S.I.U. Incident Narrative***

*“The events in question are clear on the evidence collected by the SIU, included interviews with the Complainant and the SO, and video footage that captured the incident in parts.*

*In the evening of October 20, 2022, TPS officers were dispatched to an apartment building on Mornelle Court, Scarborough, following 911 calls from the building reporting a possible fire in a unit.*

*The SO, and WO #1 and WO #5, were the first officers on scene. Stepping off the elevator on the floor of the unit, they could smell an odour of something burning in the air. They also met with firefighters, who had been the first at the scene. According to the firefighters, the Complainant had opened his door to them with a knife on his person. The firefighters had decided to withdraw pending the arrival of the police officers until they could be assured the Complainant did not pose a threat.*

*The Complainant opened the door to the police officers on hearing them knock, but only partially. He refused to drop to his knees, as directed by the officers, and attempted to close the door on the officers as WO #1 fired his CEW at him. The CEW probes did not find their target.*

*The three officers were shortly joined by three other TPS officers responding to the scene, including WO #2. The sergeant (WO # 2) authorized a plan to force entry into the unit. With the use of a prying tool, WO #5 breached the door to the apartment. WO #2, his CEW at the ready, pushed open the door and confronted the Complainant a short distance into the unit. The Complainant was holding a box-cutter knife in his left hand. The officer fired his CEW once at the Complainant without any apparent effect. He proceeded to discharge his CEW a second time at about the same time as the SO, armed with a less-lethal shotgun, fired her weapon. The sock-round struck the Complainant in the right forearm. Officers rushed into the unit, pushed the Complainant onto the floor, and handcuffed him.*

*The Complainant had sustained a superficial, soft tissue abrasion of his right forearm. Multiple knives were recovered from the Complainant's person in a search following his arrest.*

*There were no ongoing fires in the Complainant's apartment."*

### ***Analysis and Director's Decision***

*"On October 20, 2022, the TPS contacted the SIU to report that one of their officers had earlier that day fired a less-lethal firearm at a male – the Complainant. The SIU initiated an investigation, naming the SO as the subject official. 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 discharge of her firearm.*

*Pursuant to section 25(1) of the Criminal Code, police officers are immune from criminal liability for force used in the course of their duties provided such force was reasonably necessary in the execution of an act that they were required or authorized to do by law.*

*I am satisfied that the Complainant was subject to lawful arrest for arson at the time the SO fired her less-lethal shotgun. The officers were aware via the 911 call that the Complainant was suspected of setting fires in his apartment. Once at the scene, that awareness would have been amplified by the smell of something burning coming from the Complainant's apartment.*

*I am also satisfied that the force brought to bear by the SO was legally justified. Given the urgency to enter the apartment to prevent any fire from spreading, I am unable to fault the SO for firing her less-lethal shotgun once at the Complainant.*

*As the door was forced open, the officer had seen WO #2 fire his CEW, to no effect, and an object in the Complainant's left hand. That object, as the SO suspected, was in fact a knife, albeit a box-cutter knife in the closed position. It was imperative in the moment that the Complainant be temporarily incapacitated from a distance in the interest of everyone's safety. The less-lethal shotgun performed as it was designed, namely, to distract someone long enough to allow for their apprehension without inflicting serious injury.*

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

### **Summary of the Toronto Police Service's Investigation**

The P.R.S. – S.I.U. Liaison conducted an administrative investigation mandated by provincial legislation.

This investigation examined the circumstances of the firearms discharge at a person 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 01-02 (Search of Persons);
- Procedure 01-03 (Persons in Custody);
- Procedure 06-04 (Persons in Crisis);
- Procedure 06-13 (Mobile Crisis Intervention Team);
- 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 (Incident Response (Use of Force/De-Escalation)); and
- Procedure 15-02 (Injury/Illness Reporting);
- Procedure 15-03 (Service Firearms);
- Procedure 15-06 (Less Lethal Shotguns);
- Procedure 15-09 (Conducted Energy Weapons); and
- Procedure 15-20 (Body-Worn Camera).

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

- *Special Investigations Unit Act, 2019*
- R.R.O. 1990, Reg. 926

**Conclusion:**

The S.I.U. Liaison investigation determined that the T.P.S.'s policies and procedures associated with this firearm discharge at a person 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 officials was not in compliance with Procedure 15-20 (Body-Worn Camera). Specifically, one official involved in this event failed to promptly activate his camera as required by procedure.

An internal investigation was initiated and misconduct was substantiated against the officer. This matter was dealt with at the unit level.

Staff Superintendent Peter Code, Professionalism and Accountability, will be in attendance to answer any questions that the Board may have regarding this report.

Respectfully submitted,

Myron Demkiw, M.O.M.  
Chief of Police



## PUBLIC REPORT

**May 5, 2023**

To: Chair and Members  
Toronto Police Services Board

From: Myron Demkiw  
Chief of Police

**Subject: Chief's Administrative Investigation into the Custody Injury of Complainant 2022.60**

**Purpose:**  Information Purposes Only  Seeking Decision

### **Summary:**

The Professional Standards (P.R.S.) – Special Investigations Unit Liaison (S.I.U. Liaison) investigation determined the conduct of the designated officials was in compliance with applicable provincial legislation regarding the Standards of Conduct and applicable Toronto Police Service (T.P.S.) procedures.

### **Discussion:**

#### ***Background***

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.

#### ***Relevant Board Policies and Compliance***

- Toronto Police Service (T.P.S.) procedures
- *Special Investigations Unit Act, 2019*

## **S.I.U. Terminology**

**Complainant** – Refers to the Affected Person

**SO** – Subject Official

**WO** – Witness Official

**CW** – Civilian Witness

**BWC** – Body-Worn Camera

**ETF** – Emergency Task Force

**MCIT** – Mobile Crisis Intervention Team

## **S.I.U. Investigative Conclusion**

In a letter to the Chief of Police dated February 22, 2023, 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 two subject 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 22-TCI-277, which can be found in its entirety via the following link:

[https://www.siu.on.ca/en/directors\\_report\\_details.php?drid=2310](https://www.siu.on.ca/en/directors_report_details.php?drid=2310)

## **S.I.U. Incident Narrative**

*“The evidence collected by the SIU, including interviews with the Complainant and one of the two subject officials, SO #1, and BWC footage that captured the incident in parts, gives rise to the following scenario. As was his legal right, SO #2 declined an interview with the SIU and to authorize the release of his notes.*

*In the evening of October 25, 2022, TPS officers were dispatched to a high-rise apartment building in the area of Dufferin Street and King Street West, Toronto. CW #3 had contacted police to report a disturbance involving the Complainant. The Complainant was screaming and throwing things from his balcony on the fifth-floor.*

*The Complainant was in the midst of a psychotic episode at the time, and believed himself to be in a fictional TV series.*

*Part of the TPS response involved the deployment of a MCIT unit. The unit consisted of CW #2 – a registered nurse and mental health professional – and the WO. Together with other uniformed officers, the pair arrived at the front door of the Complainant’s apartment at about 7:15 p.m. Over the course of the next 45 minutes or so, the team attempted to communicate with the Complainant through the closed front door of the apartment and an adjacent balcony, as the*

*Complainant entered and exited his balcony. The MCIT unit quickly deduced that the Complainant had become detached from reality. CW #2 tried to “ground” the Complainant, but to no effect. As the MCIT were making no inroads, and the Complainant had started talking about dying, they decided that the ETF should take the lead in negotiations.*

*Shortly after 8:00 p.m., a team of ETF officers, including SO #1 and SO #2, arrived at the apartment, were briefed by the MCIT, and took carriage of the situation. SO #2, a trained negotiator, attempted to establish dialogue with the Complainant from the adjacent balcony. He assured the Complainant that the police were there to help him and invited him to meet with police outside his apartment. The Complainant was mostly unintelligible in his responses. Taunts and jeers directed at the Complainant from a crowd of onlookers proved distracting and did not assist in the officer’s efforts.*

*As SO #2 attempted to speak with the Complainant, SO #1 concerned himself with what other strategies and tactics might become necessary. He spoke with a family member by phone on several occasions to gain whatever information he could that might prove helpful, but was cautious about involving them directly in the negotiations for fear that introducing a family member might trigger rash or impulsive behaviour. The officer also made plans to arrange for ETF officers to rappel to the fifth-floor apartment balcony, should their immediate intervention become necessary, and had paramedics staged nearby. A call was placed to a forensic psychiatrist to seek advice.*

*The negotiations wore on, the Complainant grew increasingly agitated with the onlookers below, and SO #1’s concern with the Complainant’s safety heightened. The officer decided to try drawing the Complainant into the apartment by having SO #2 speak to him through the front door. The time was about 10:15 p.m. About five minutes later, when it appeared that the Complainant could not hear SO #2, the front door was opened to facilitate communication. The officer having stepped just past the threshold of the door, the tactic momentarily seemed a good one. The Complainant initially appeared to engage with the officer, but soon became frightful and climbed over the balcony railing. SO #2 quickly withdrew from the apartment and closed the door.*

*Within moments, with SO #1 imploring him to return to safety from the adjacent balcony, the Complainant moved across the outside ledge of the balcony, attempted to climb down to a balcony below, and fell to the ground.*

*The Complainant was taken from the scene to hospital in ambulance and diagnosed with multiple fractures and a collapsed lung.”*

### ***Analysis and Director’s Decision***

*“The Complainant was seriously injured in a fall from his apartment balcony in Toronto on October 25, 2022. As TPS had been called to the building to deal with*

*the Complainant and were present around his balcony at the time of the fall, the SIU was notified of the incident and initiated an investigation. Two members of the TPS ETF – SO #1 and SO #2 – were identified as the subject officials. The investigation is now concluded. On my assessment of the evidence, there are no reasonable grounds to believe that either subject official committed a criminal offence in connection with the Complainant's injuries.*

*The offence that arises for consideration is criminal negligence causing bodily harm contrary to section 221 of the Criminal Code. The offence is reserved for serious cases of neglect that demonstrate a wanton or reckless disregard for the lives or safety of other persons. It is predicated, in part, on conduct that amounts to a marked and substantial departure from the level of care that a reasonable person would have exercised in the circumstances. In the instant case, the question is whether there was a want of care on the part of SO #1 or SO #2, sufficiently egregious to attract criminal sanction that caused or contributed to the Complainant's fall. In my view, there was not.*

*The subject officials were engaged in the discharge of their duties when they responded to the scene to assist with the Complainant. A police officer's foremost obligation is the protection and preservation of life. Appreciating that the Complainant was of unsound mind at the time and in a position of peril on his balcony, the officers were duty-bound to do what they reasonably could to safely resolve the situation.*

*It is also apparent that SO #1 and SO #2 comported themselves with due care and regard for the health and well-being of the Complainant throughout their engagement. The ETF was only brought in, reasonably, in my view, when the MCIT unit had tried but been unable to make progress in dealing with the Complainant and he started talking about death. Thereafter, there is nothing apparent in the record to suggest that the subject officials did anything other than attempt to de-escalate the situation. They both had occasion to talk to the Complainant in re-assuring terms, sought advice from a forensic psychiatrist, and consulted with a family member of the Complainant's to explore avenues to get a better handle on the situation. It is true that the decision to open the door to the apartment seems to have frightened the Complainant and served as the catalyst for his decision to climb over the balcony railing. However, by that time, the officers had failed to make any headway with the Complainant after more than two hours and he seemed to be growing increasingly restless on the balcony. They were entitled, in the circumstances, to try a different tact, and the one they chose was not reckless on its face. As soon as it became apparent that the move was counterproductive, SO #2 immediately withdrew from the apartment and closed the door.*

*For the foregoing reasons, there are no reasonable grounds to believe that either subject official transgressed the limits of care prescribed by the criminal law in their dealings with the Complainant. Accordingly, 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 P.R.S. – S.I.U. Liaison conducted an administrative investigation as is required by provincial legislation.

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 06-04 (Persons in Crisis);
- Procedure 06-13 (Mobile Crisis Intervention Team);
- 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 15-20 (Body-Worn Camera).

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

- *Special Investigations Unit Act, 2019*

### ***Conclusion:***

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 following additional comments are provided.

The initial negotiations with the Complainant were captured on the Body Worn Camera (B.W.C.) worn by the officers. A recording of the negotiations between the E.T.F. and the Complainant was also produced and disclosed to the S.I.U.

The B.W.C. footage coupled with the recorded negotiations with the Complainant provided the S.I.U. with an unparalleled perspective of this event and was an essential piece of evidence in assisting the S.I.U. in determining what happened and why.

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

Staff Superintendent Peter Code, Professionalism and Accountability, will be in attendance to answer any questions that the Board may have regarding this report.

**Recommendation:**

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This report recommends that the Board receive this report for information.

**Financial Implications:**

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

Respectfully submitted,

Myron Demkiw, M.O.M.  
Chief of Police