



Public Meeting

**Thursday,
July 27, 2023
at 9:00AM**



PUBLIC MEETING AGENDA
Thursday, July 27, 2023 at 9:00AM
Livestreaming at <https://youtube.com/live/8zUC46zxMyI>

Call to Order

Indigenous Land Acknowledgement

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

Chief's Monthly Verbal Update

1. Confirmation of the Minutes from the regular public meeting held on [June 22, 2023](#).

Presentations and Items for Consideration

2. **Executing Search Warrants Procedure Update Presentation**
3. **Update on Auditor General Recommendations Implementation**
 - 3.1 **Auditor General Recommendations Implementation Project Update Presentation**
 - 3.2 July 17, 2023 from Myron Demkiw, Chief of Police
Re: Update on Auditor General Recommendations Implementation

4. **Professionalism and Accountability**
 - 4.1 **Toronto Police Service Professionalism and Accountability Presentation**
 - 4.2 June 27, 2023 from Myron Demkiw, Chief of Police
Re: Professionalism and Accountability – June 2023

5. **Request for Special Funds – Champions of Change 2023 Awards Gala**
 - 5.1 **Request for Special Funds – Champions of Change 2023 Awards Gala Presentation**
 - 5.2 June 22, 2023 from Dubi Kanengisser, Acting Executive Director
Re: Request for Special Funds – Champions of Change 2023 Awards Gala

6. June 30, 2023 from Dubi Kanengisser, Acting Executive Director
Re: City Council Decision – Pedestrian Safety on Avenue Road, Bloor Street to St. Clair Avenue West

7. June 30, 2023 from Dubi Kanengisser, Acting Executive Director
Re: City Council Decision – The Sustainable City of Toronto Fleets Plan

8. July 10, 2023 from Dubi Kanengisser, Acting Executive Director
Re: 2024 Budget Committee

9. June 19, 2023 from Myron Demkiw, Chief of Police
Re: Automatic Licence Plate Recognition (A.L.P.R.)

10. June 5, 2023 from Myron Demkiw, Chief of Police
Re: Request for Review of a Service Complaint Investigation –PRS-089724

11. June 6, 2023 from Myron Demkiw, Chief of Police
Re: Special Constable Appointments and Re-Appointments – July 2023

Consent Agenda

12. June 22, 2023 from Dubi Kanengisser, Acting Executive Director
Re: Toronto Police Services Board Representative on the Canadian Association of Police Services Board (CAPG)

13. May 25, 2023 from Myron Demkiw, Chief of Police
Re: Annual Report: 2022 Recruitment, Appointments and Promotions, Secondments, Secondary Activities and Cumulative Legal Costs for Labour Relations Counsel and Legal Indemnification

14. June 14, 2023 from Dubi Kanengisser, Acting Executive Director
Re: Toronto Police Services Board Special Fund – Annual Specified Procedures Report for the Year Ending December 31, 2022

15. **Chief’s Administrative Investigation Reports**
 - 15.1 June 9, 2023 from Myron Demkiw, Chief of Police
Re: Chief’s Administrative Investigation into the Alleged Sexual Assault of Complainant - 2022.50

 - 15.2 June 9, 2023 from Myron Demkiw, Chief of Police
Re: Chief’s Administrative Investigation into the Firearm Discharged at a Person - Complainant 2022.55

 - 15.3 June 9, 2023 from Myron Demkiw, Chief of Police
Re: Chief’s Administrative Investigation into the Vehicle Injury of Complainant 2022.57

 - 15.4 June 9, 2023 from Myron Demkiw, Chief of Police
Re: Chief’s Administrative Investigation into the Vehicle Injury of Complainant 2022.64

 - 15.5 June 9, 2023 from Myron Demkiw, Chief of Police
Re: Chief’s Administrative Investigation into the Custody Injury of Complainant 2022.65

- 15.6 June 9, 2023 from Myron Demkiw, Chief of Police
Re: Chief's Administrative Investigation into the Custody Injury of Complainant 2022.66
- 15.7 June 9, 2023 from Myron Demkiw, Chief of Police
Re: Chief's Administrative Investigation into the Custody Death of Complainant 2022.68
- 15.8 June 9, 2023 from Myron Demkiw, Chief of Police
Re: Chief's Administrative Investigation into the Custody Injury of Complainant 2022.69

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, September 14, 2023
Hybrid Board Meeting – at Police Headquarters, 40 College Street or virtually via WebEx**

Members of the Toronto Police Services Board

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

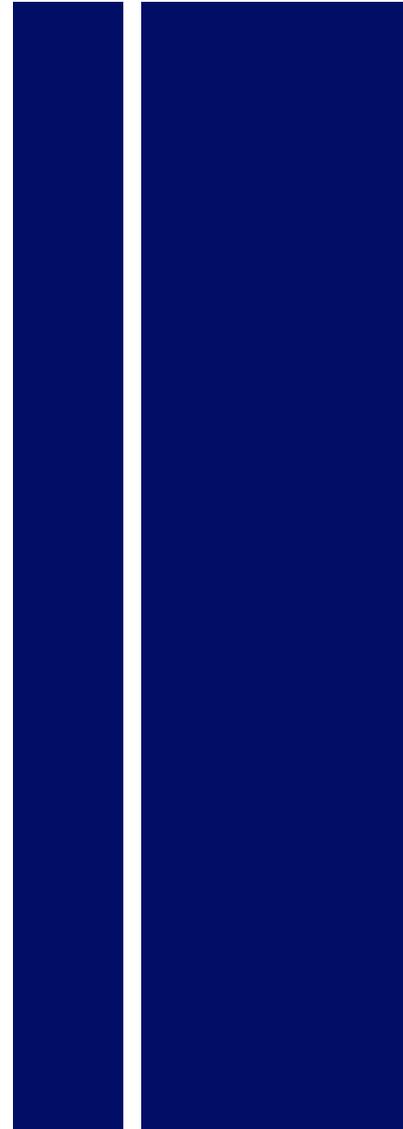
Frances Nunziata, Vice-Chair & Councillor
Nadine Spencer, Board Member
Vincent Crisanti, Member & Councillor



Toronto Police Service Board Presentation

Executing Search Warrants Procedure Update

July 2023



O.I.P.R.D. Notification

November 18, 2022

The O.I.P.R.D. released a Notification to Police Services in relation to Dynamic Entries (Knock and Announce Rule)

Trend in increasing complaints in this area

Meeting with the Director of the OIPRD and discussed the Notification process and the move away from Systemic Reviews

OIPRD – Identified Areas of Concern

1. Governance

- Guidance on decision when to depart from Knock and Announce Rule
- Clear approval processes – Supervision
- Risk Assessments and Entry Plans
- Documentation and Record keeping

2. Data

- Frequency of departure
- Injuries

3. Training

4. Communication to the Public

Governance Review

Working group formed and examined TPS Governance

Emergency Task Force – Insp. Kevin Leahy

Organized Crime Enforcement – Supt. Steve Watts

Office Of The Chief – Supt. Don Belanger, Mr. James Cornish and Insp. Stefan Prentice

Governance – Ms. Shauna Bent

Legal Services – Mr. Noah Schacter

Ministry of the Attorney General consultation

Equity Inclusion and Human Rights – G.E.R.C. Committee Review led by Ms. Laura Flyer and

Supt. Andrew Ecklund

Balancing Governance and Operations

Review uncovered that our practices have by and large kept up with developments in law but our governance had not been updated to reflect current practise

Governance acknowledges and reflects the dynamic nature of executing search warrants and the unique landscape faced by our members

Members can take action, when justified, but need to communicate and document actions and decisions

The Toronto Police College was engaged to ensure Governance was aligned with training standards

Data and Documentation

Search Warrant Executed GO replaced by:

Search Warrant Executed Announced Entry

Search Warrant Executed Without Prior Announcement

Assessment of Risk Factors and Entry Plan Text Template

Documentation of Plan/Considerations/Alternatives

Data Collection

Briefing Packages

Communication to Public

- Continuous engagement with the OIPRD as the procedure was updated

- New Form TPS 990

Supervisor Information

Type of Warrant - Announced / Unannounced

Damage – who to contact

- Procedure posted publicly – Board Direction #36

Procedure Update Highlights

Supervisory Officer in Charge of Search Warrant Entry

- *The supervisory officer will be a Sergeant or Detective from the unit that obtained the search warrant unless relieved by a higher-ranking officer. A supervisor shall be present for the execution of all search warrants unless unforeseen or unplanned circumstances necessitate the search warrant to be executed forthwith and prior to the arrival of a supervisor. If this occurs, the member making this decision will assume all responsibilities of the Supervisory Officer in Charge of the Search Warrant Entry and shall notify a supervisor of the circumstances as soon as practicable. The member will assume these responsibilities until relieved by a higher-ranking officer.*

Procedure Update Highlights

2. Where a Detective from the unit that obtained the search warrant is not able to attend
 - a uniform Sergeant or a Detective, ideally from the Division within which the warrant is being executed, will attend and fulfill this role
 - if in attendance, the Emergency Task Force (ETF) Special Weapons Team (SWT) Sergeant will fulfill this role until all occupants are secured and the premises has been deemed by the ETF safe and can be searched by the unit who obtained the warrant
3. Where it is anticipated that the premises to be searched will be occupied by individuals in any state of undress (partial or complete), shall make efforts to deploy personnel in a manner sensitive and appropriate to each situation in order to respect the dignity of any person encountered therein having regard to human rights principles.
4. The supervisory officer or ETF Sergeant on scene shall
 - consult with the case manager in order to conduct an assessment of risk factors and entry plan for the search warrant given the specific circumstances of the investigation

Procedure Update Highlights

- ensure searches are carried out in accordance with the terms of the warrant and that entry to the premises or property will be preceded by an announcement, unless deviating from the statutory requirement is justified under the conditions outlined below
 - *When deviating from the statutory requirement to announce entry, the supervisor must articulate*
 - reasonable grounds to be concerned about the destruction of evidence (Evidentiary); and/or
 - reasonable grounds to be concerned about the possibility of harm to themselves or occupants that amounts to reasonable suspicion that weapons are present or that violence will be used following an announced entry (Safety Concerns).
 - *The assessment of risk factors and entry plan should consider, but not be limited to, factors such as presence/availability of weapons, history of violence, size and layout of premises, type of evidence sought and ease with which it could be destroyed, mental state of persons who may be present, the presence of potential bystanders, and other safety factors specific to the circumstances of the warrant being executed. The entry plan shall consider alternatives for entry, and they shall be documented accordingly.*
 - *The decision to deviate from the requirement to announce entry prior to executing a search warrant is an operational decision made by the supervisory officer in charge of the entry and does not require advance judicial authorization. Affiants should not request “no knock entries” in the Information to Obtain when applying for a search warrant. [As noted above, this does not apply to Feeney warrants.]*

Procedure Update Highlights

6. The supervisory officer shall
 - ensure that the assessment of risk factors and entry plan are noted, to the extent possible, prior to entry
 - ensure the required eReports and accompanying template are completed in full
 - ensure that all members comply with Procedure [15-20](#) "Body-Worn Camera"
 - ensure the case manager has complied with items 11 and 12
 - in the event that a search warrant has been executed at an incorrect address, ensure their Detective/Staff Sergeant are notified at the first available opportunity

- provide the owner, or occupant, with the names and badge numbers of all officers participating in the search, if requested and where the entry to the property was unannounced provide a brief rationale for the reason for the lack of announcement, except where doing so would expose the officers to risk of injury or compromise an ongoing investigation or prosecution
- ensure that a completed copy of [TPS 990](#) is provided to the owner or occupant

- where possible, count or itemize money, or valuables, in the presence of a supervisor

Procedure Update Highlights

Staff/Detective Sergeant

19. When members under their supervision execute a search warrant, shall review all eReports including any briefing package and the Assessment of Risk Factors and Entry Plan template for completeness.
20. When notified that a search warrant has been executed at an incorrect address shall advise the Unit Commander of the circumstances at the first available opportunity.

Unit Commander

21. When advised that a search warrant has been executed at an incorrect address shall advise the Staff Superintendent of the circumstances at the first available opportunity and ensure
 - the matter is thoroughly investigated
 - appropriate action is taken
 - the matter is documented
 - members comply with Procedure [18-04](#) "Third Party Claims for Damage to or Loss of Private Property"

Internal Communication and Training

Presentations – Command, SMT and Unit Commanders

Engagement Sessions – All Detective Sergeants
Training Precis provided
TPC participation

Routine Order published



02-18 Executing a Search Warrant

Status: Amended

Issued: 2023.06.22

Replaces: 2020.01.03

Rationale

This procedure details the requirements of police officers when applying for, and executing search warrants pursuant to the *Criminal Code*, the *Controlled Drugs and Substances Act*, and other *Acts*.

Supervision

- Supervisory Officer attendance mandatory when executing a search warrant
- Officer in Charge (OIC) notification mandatory when planning to execute a search warrant

Procedure

A search warrant is a signed written order, which authorizes peace officers within the territorial jurisdiction to enter a dwelling house, building, receptacle or place to seize evidence with respect to the commission, suspected commission or intended commission of an offence.

The appropriate application, along with the proper and lawful execution of search warrants will help to increase the likelihood of successful prosecutions.

- In order to ensure that members are familiar with the legal requirements for applying for and executing search warrants, please refer to [Appendix A](#) for the list of relevant courses where this material is covered in training.
- All members equipped with body-worn camera (BWC) equipment during the execution of a search warrant, shall comply with Procedure [15-20](#) “Body-Worn Camera”, as applicable.

Criminal Code s. 529 Arrest Warrants (Feeney Warrants)

Warrants issued under the *Criminal Code* s. 529, commonly referred to as “Feeney Warrants”, are separate and distinct from search warrants issued under other *sections*. As a result, Feeney warrants have legal requirements that are different than search warrants. When applying for a warrant under section 529 (Feeney warrant), officers must receive prior judicial authorization to enter a dwelling house without prior announcement.

The *Criminal Code* s.529.4 stipulates that, when executing a Feeney warrant, a peace officer **must receive specific authorization from a judge or justice** to enter a dwelling house without prior

announcement and such authorization will only be granted where the judge or justice is satisfied that there are reasonable grounds to believe that a prior announced entry would

- expose the peace officer or any other person to imminent bodily harm or death; or
- result in the imminent loss or imminent destruction of evidence relating to the commission of an indictable offence.

Even when an unannounced entry on a Feeney warrant has been authorized, officers **must have reasonable grounds** that at least one of the two conditions listed above still applies at the time of entry. There are limited circumstances in which the law allows for an unannounced entry on a Feeney warrant absent specific, prior judicial authorization.

The requirements for executing a Feeney warrant can be found in Procedure [01-01](#) “Arrest”.

Plainclothes Officers

1. While executing a search warrant, non-uniformed officers shall wear their soft body armour and, if available, a raid jacket ensuring that the word POLICE is clearly displayed on either the body armour carrier or the jacket unless identifying themselves as police would
 - place the officer at risk of serious harm, or
 - risk the imminent loss or destruction of evidence, or
 - compromise a current or future investigation, or
 - when authorized by a Judicial Order

→ *When executing a search warrant at financial institutions, hospitals or similar type facilities, the requirement for wearing a raid jacket or body armour shall be at the discretion of the case manager in charge of the investigation.*

Supervisory Officer in Charge of Search Warrant Entry

- *The supervisory officer will be a Sergeant or Detective from the unit that obtained the search warrant unless relieved by a higher-ranking officer. A supervisor shall be present for the execution of all search warrants unless unforeseen or unplanned circumstances necessitate the search warrant to be executed forthwith and prior to the arrival of a supervisor. If this occurs, the member making this decision will assume all responsibilities of the Supervisory Officer in Charge of the Search Warrant Entry and shall notify a supervisor of the circumstances as soon as practicable. The member will assume these responsibilities until relieved by a higher-ranking officer.*
2. Where a Detective from the unit that obtained the search warrant is not able to attend
 - a uniform Sergeant or a Detective, ideally from the Division within which the warrant is being executed, will attend and fulfill this role
 - if in attendance, the Emergency Task Force (ETF) Special Weapons Team (SWT) Sergeant will fulfill this role until all occupants are secured and the premises has been deemed by the ETF safe and can be searched by the unit who obtained the warrant
 3. Where it is anticipated that the premises to be searched will be occupied by individuals in any state of undress (partial or complete), shall make efforts to deploy personnel in a manner sensitive and appropriate to each situation in order to respect the dignity of any person encountered therein having regard to human rights principles.
 4. The supervisory officer or ETF Sergeant on scene shall
 - consult with the case manager in order to conduct an assessment of risk factors and entry plan for the search warrant given the specific circumstances of the investigation

- ensure searches are carried out in accordance with the terms of the warrant and that entry to the premises or property will be preceded by an announcement, unless deviating from the statutory requirement is justified under the conditions outlined below

→ *When deviating from the statutory requirement to announce entry, the supervisor must articulate*

- reasonable grounds to be concerned about the destruction of evidence (Evidentiary); and/or
- reasonable grounds to be concerned about the possibility of harm to themselves or occupants that amounts to reasonable suspicion that weapons are present or that violence will be used following an announced entry (Safety Concerns).

→ *The assessment of risk factors and entry plan should consider, but not be limited to, factors such as presence/availability of weapons, history of violence, size and layout of premises, type of evidence sought and ease with which it could be destroyed, mental state of persons who may be present, the presence of potential bystanders, and other safety factors specific to the circumstances of the warrant being executed. The entry plan shall consider alternatives for entry, and they shall be documented accordingly.*

→ *The decision to deviate from the requirement to announce entry prior to executing a search warrant is an operational decision made by the supervisory officer in charge of the entry and does not require advance judicial authorization. Affiants should not request “no knock entries” in the Information to Obtain when applying for a search warrant. [As noted above, this does not apply to Feeney warrants.]*

- document the reasons for their decision that give rise to their belief that an entry without prior announcement is lawful and ensure those reasons are known to the entry/search team prior to entry, where possible
- ensure all members participating in the search warrant entry and/or investigation are provided with a search warrant briefing package, where operationally feasible
- ensure all members participating in the search warrant entry and investigation are fully briefed on the plan to execute the search warrant including
 - whether entry is to be announced or unannounced
 - reason for the search / offences alleged
 - each officers’ duties
 - complete description of articles being sought
 - safety considerations
 - method of entry
 - entry plans

→ *It may be necessary to split or delegate briefing responsibilities if operationally required. The person providing the briefing will document who was present at their briefing and the details of the search warrant plan as described above.*

5. For any warrant being executed by the ETF, the Sergeant of the SWT making the entry shall
 - make the final decision on the manner of execution of the search warrant (announced/unannounced), unless relieved of these duties by a higher ranking ETF officer
 - for announced entry
 - ensure the SWT enters the premises and secures all the occupants
 - once satisfied that all occupants in the premises have been secured and the location is safe, turn the premises and occupants over to investigators
 - for unannounced entry

- inform the case manager of the reason(s) for an unannounced entry to allow the case manager to relay this information to the primary occupant(s) following execution where appropriate
- ensure the case manager has the required information to allow for it to be captured in the applicable eReport

6. The supervisory officer shall
- ensure that the assessment of risk factors and entry plan are noted, to the extent possible, prior to entry
 - ensure the required eReports and accompanying template are completed in full
 - ensure that all members comply with Procedure [15-20](#) “Body-Worn Camera”
 - ensure the case manager has complied with items 11 and 12
 - in the event that a search warrant has been executed at an incorrect address, ensure their Detective/Staff Sergeant are notified at the first available opportunity

Case Manager in Charge of the Investigation

7. When planning to execute a search warrant shall
- prepare a briefing package, when operationally feasible, that includes but it not limited to the following information
 - designate an officer to be in charge of each search team
 - designate an exhibit officer who shall be responsible for
 - ensuring the continuity of all property and controlling all property seized
 - recording and initialing property seized as exhibits for court purposes
 - completing the TPS 405 and the applicable property eReports, in compliance with applicable procedures in [Chapter 9](#)
 - designate a recording officer who shall be responsible for recording
 - the names and badge numbers of all police officers participating in the search
 - the details for any subsequent investigation, hearing or judicial proceeding, including the names of persons found on the premises, time and location where the item was seized, and the name of the officer who located the seized item
 - the background of the suspects
 - the physical layout, or floor plan, of the place to be searched
 - the number of persons expected to be present during the execution of the warrant
 - if firearms or other weapons may be present
 - determine if members of Detective Operations – Forensic Identification Services (FIS) may be required for the purpose of photographing the premises or property seized
 - use the following recommended ratios of police officers to supervisors as a guide
 - 1 Sergeant/Detective and 6 Constables
 - 1 Staff/Detective Sergeant, 3 Sergeants/Detectives and 18 Constables
 - 1 senior officer, 2 Staff/Detective Sergeants, 6 Sergeants/Detectives and 36 Constables
 - document the reason uniform officers are excluded
 - when operationally possible, shall consider the gender of individuals expected to be found at the location
 - consider setting up containment of the address regardless of the type of search
 - arrange for the attendance of a supervisory officer
 - notify the OIC – Toronto Police Operations Centre (TPOC) of the
 - address or location
 - type of premises
 - type of warrant
 - expected time the search warrant will be executed
 - potential hazards

- number of officers, both uniform and plainclothes, expected to be present
 - attendance of any other service/agency
 - notify the OIC of the Division having jurisdiction in the area where the search warrant is to be executed of the
 - address or location
 - expected time the search warrant will be executed
8. Where it is anticipated that the premises to be searched will be occupied by individuals in any state of undress (partial or complete), shall make efforts to deploy personnel in a manner sensitive and appropriate to each situation in order to respect the dignity of any person encountered therein having regard to human rights principles
- *Searches of a sensitive nature may require a senior officer to attend, regardless of the number of officers involved. Such searches shall be conducted only after consulting with the Deputy Chief – Specialized Operations Command, or when not available, the Duty Senior Officer – Toronto Police Operations Centre. Officers shall also comply with Procedure 15-20 “Body-Worn Camera”.*
9. When planning to execute a search warrant, and firearms or other weapons are suspected, shall notify an on duty ETF supervisor or designate and request the ETF attend and execute the search warrant.
- *Operations can be dynamic and there may be situations where the ETF is otherwise occupied and/or unable to execute an entry where firearms or other weapons are suspected. In those instances, the supervising officer conducting the search warrant entry and subsequent search shall document the reasons for that decision and notify their Unit Commander at the first available opportunity.*
10. When rendezvousing with police officers prior to a search, shall:
- provide a briefing package outlined in item 7 to all members attending and executing the search warrant, if operationally feasible
 - brief all members, prior to a search
 - fully brief the supervisory officer or ETF Sergeant with all relevant facts and circumstances of their investigation
 - ensure the briefing provides sufficient information to permit the supervisory officer or ETF Sergeant in making justifiable decisions on the manner of search, including, but not be limited to, the following
 - opportunity to view the warrant, offences alleged, and complete description of articles sought
 - information to assess announcement requirements as outlined in item 4
 - reason for the search
 - any other information requiring special consideration
11. When executing a search warrant shall
- obtain a key to the premises, or place to be searched, if possible
 - ascertain the name of the owner, landlord, tenant, occupant or agent in charge of the premises
 - ensure proper announcement is made prior to entry (identification, purpose of entry, etc.) except as described in items 2, 4, and 5 of this Procedure
 - provide a copy of the search warrant (including Appendices A and B) to the owner, agent or occupant of the place to be searched prior to beginning the search if possible, and if not, as soon as possible thereafter
 - record in the applicable eReport the following
 - time, date, place and name of the officer providing a copy of the warrant
 - name of the person receiving the copy
 - reasons if a copy of the search warrant was not given before the search began

- conduct the search in such a manner as to minimize damage, or disturbance, to the building and contents (the manner of search should be reasonable and consistent with the items to be searched for as per Appendix "A")
- conduct the search in the presence of the owner, agent, occupant or other police officer in order to corroborate findings, unless
 - the owner, agent or occupant is not present when police enter the premises or during the search
 - the owner, agent or occupant does not wish to accompany the searchers, in which case the refusal is to be recorded
 - extenuating circumstances make an accompanied search impracticable, in which case the circumstances be documented
- ensure video and photographs are taken of the premise prior to actively searching and then post completion of the search

→ *If photographic documentation of the scene is not done, the supervisor shall document the reasons for not doing so, as well as document all efforts they have made to obtain photos and/or video.*

- ensure video and/or photographs are taken when evidence of significance are located, whenever possible
- provide the owner, or occupant, with the names and badge numbers of all officers participating in the search, if requested and where the entry to the property was unannounced provide a brief rationale for the reason for the lack of announcement, except where doing so would expose the officers to risk of injury or compromise an ongoing investigation or prosecution
- ensure that a completed copy of [TPS 990](#) is provided to the owner or occupant
- when the owner, agent or occupant is not present during the search, leave a copy of the search warrant (including Appendices A and B) and completed TPS 990 in a sealed envelope inside the premise.
- upon completion of a search where the owner, agent or occupant is not present, ensure the premises are left secure, or in the control of a competent person

→ *In circumstances where a search warrant has been granted for something other than a physical premises, neither the [TPS 990](#) nor the Assessment of Risk Factors and Entry Plan text template need to be completed. However, an eReport is still required. These circumstances include but are not limited to searches of*

- cell phones, laptops, or other electronic devices
- receptacles such as bank safety deposit boxes
- records or electronic records
- desks, lockers, or other receptacles found within government-run facilities

12. When searching persons found in the premises relating to a search warrant shall do so in compliance with Procedure [01-02](#).
13. When property is seized shall
 - ensure the owner, agent or occupant is present at the location being searched, when possible
 - before seizing an item, attempt to ensure the owner, agent or occupant is brought to the room or site where the item was found, when possible
 - where possible, count or itemize money, or valuables, in the presence of a supervisor
 - where possible, count or itemize money, or valuables, in the presence of the owner or occupant
 - handle seized property and complete the applicable eReports in compliance with the applicable procedures in [Chapter 9](#)
14. When seizing weapons and firearms under ss. 117.02, 117.03 and 117.04 of the *Criminal Code* shall comply with Procedure [05-21](#).

15. After a search warrant has been executed shall
- advise the OIC - TPOC that the search warrant has been executed
 - advise the OIC of the Division or detachment having jurisdiction in the area where the warrant was executed of
 - the address/location where the search warrant was executed
 - the time and date of execution
 - the name, rank, badge number and unit of the case manager in charge of the search
 - whether charges are laid
 - comply with the applicable procedures in [Chapter 1](#) and [Chapter 12](#) if an arrest has been made
 - complete a “Search Warrant Executed - Announced Entry” eReport or where an entry was made without prior announcement, the supervisory officer authorizing that entry will complete a “Search Warrant Executed Without Prior Announcement” eReport, along with a completed Search Warrant Assessment of Risk Factors and Entry Plan template
 - include the following in the eReport
 - a copy of the search warrant (including Appendices A and B)
 - based on the assessment of risk factors and entry plan, the reason(s) why the entry was made without announcement
 - the name, rank, badge number and unit of the case manager in charge of the search
 - supervisory officer or ETF Sergeant present during the execution of the search warrant
 - any related eReport numbers, if applicable
 - retain the original search warrant
 - comply with Procedure [02-17](#) if a Prohibition of Access Order is deemed necessary
 - comply with Procedure [02-19](#)
 - add supplementary information to the original eReport, outlining the particulars of any Reports to a Justice or hearings for Continued Detention held subsequent to the execution of the search warrant, including the date and disposition of any hearing
16. Prior to executing a search warrant outside the boundaries of Toronto shall
- ensure the issuing Justice has authority in the jurisdiction in which the search warrant is to be executed
 - notify the OIC of the Division or detachment having jurisdiction in the area where the search warrant is to be executed of the address/location and the expected time the search warrant will be executed
 - arrange with the local police agency to have an officer accompany the search team

When property is seized during the execution of a search warrant outside the boundaries of Toronto shall surrender custody of such property to the local police agency if the prosecution of any charges will proceed in that jurisdiction.

Staff/Detective Sergeant

17. When consulted by a case manager in charge of an investigation who is planning to execute a search warrant shall ensure
- sufficient personnel attend
 - specific details regarding the premises, the individuals and items that may be encountered, are provided
 - officers are designated to specific tasks
 - officer safety
 - a proper search will be conducted
 - a supervisory officer is present for the execution of the search warrants
18. When notified by an officer from another police service who is planning to execute a search warrant within the boundaries of Toronto shall
- assign sufficient personnel if requested, as practicable

- ensure a supervisor notifies TPOC via telephone or [email](#) of the
 - address or location
 - type of warrant
 - expected time the search warrant will be executed
 - potential hazards
 - number of officers, both uniform and plainclothes, expected to be present
 - name of service/agency executing the search warrant
- after the search warrant has been executed, ensure the applicable Search Warrant Executed eReport is completed, which includes the name, rank, badge number, service/agency of the case manager in charge of the search

19. When members under their supervision execute a search warrant, shall review all eReports including any briefing package and the Assessment of Risk Factors and Entry Plan template for completeness.

20. When notified that a search warrant has been executed at an incorrect address shall advise the Unit Commander of the circumstances at the first available opportunity.

Unit Commander

21. When advised that a search warrant has been executed at an incorrect address shall advise the Staff Superintendent of the circumstances at the first available opportunity and ensure
- the matter is thoroughly investigated
 - appropriate action is taken
 - the matter is documented
 - members comply with Procedure [18-04](#) “Third Party Claims for Damage to or Loss of Private Property”

Taxation Search Warrant

Member

22. When receiving a request for police officers to accompany Revenue Canada investigators for the purpose of executing a Taxation Search Warrant shall refer the requester to the Staff Superintendent – East Field Command or the Staff Superintendent – West Field Command, as appropriate.

Police Officer

23. When assigned to accompany Revenue Canada investigators for the purpose of executing a Taxation Search Warrant shall ensure there is no breach of the peace.

Appendices

[Appendix A – List of Search Warrant Associated Courses](#)

Supplementary Information

Governing Authorities

Federal: Canada Evidence Act; Controlled Drugs and Substances Act; Criminal Code.

Provincial: Police Services Act; Police Services Act, O. Reg 3/99, Adequacy & Effectiveness of Police Services; Provincial Offences Act.

Relevant Case Law: R. v. Cornell (Supreme Court of Canada) (2010)

Associated Governance

TPSB Policies:

- Adequacy Standards Compliance Policy - Part 4 XX ER-002\ER-003 Tactical and Hostage Rescue Unit;
- Adequacy Standards Compliance Policy - Part 5 XXXVIII LE-011 Search of Premises;
- Adequacy Standards Compliance Policy - Part 5 XLVII LE-020 Collection, Preservation and Control of Evidence and Property;
- Board Policy - Body-Worn Cameras; and
- Board Policy - Police Attendance at Locations Occupied Solely by Women in a State of Partial or Complete Undress.

TPS Procedures:

- [Chapter 1](#) Arrest & Release;
- [02-17](#) Obtaining a Search Warrant;
- [02-19](#) Report to a Justice/Orders for Continued Detention;
- [04-09](#) American Sign Language and Language Interpreters;
- [04-21](#) Gathering/Preserving Evidence;
- [05-21](#) Firearms;
- [08-06](#) Hazardous Materials, Decontamination and De-infestation;
- [08-07](#) Communicable Diseases;
- [Chapter 9](#) Property;
- [10-02](#) Incidents Involving Hazardous Materials;
- [10-05](#) Incidents Requiring the Emergency Task Force;
- [10-11](#) Clandestine Laboratories and Marihuana Grow Operations;
- [Chapter 12](#) Courts;
- [13-17](#) Notes and Reports;
- [15-19](#) Soft Body Armour;
- [15-20](#) Body-Worn Camera;
- [18-04](#) Third Party Claims for Damage to or Loss of Private Property.

Forms: eReports; TPS 405 Property Receipt; [TPS 990](#) Notice to Owner/Occupant.

Definitions

For the purposes of this Procedure, the following definitions will apply:

Case Manager in Charge of the Investigation for the purposes of executing a search warrant means the officer most familiar with the investigation, and not necessarily the supervisor on the scene.

Justice means a Justice of the Peace or a Provincial Court Judge
(Source: S. 2 CC).

Announced Entry is generally the intentional communication to the occupant of a place as to the presence of the police, the authority for the entry and the purpose of the entry before entry is made. This is commonly achieved by knocking at the door or ringing a doorbell, identifying as police officers and advising that there is a search warrant and that entry is required to execute that warrant.

Unannounced Entry includes a

- Breach and Hold - an entryway is breached without announcement for observation of the interior of the property without immediate entry,
- Dynamic Entry - an entryway is breached and there is an immediate entry into the premises, or
- Dynamic Entry with Distraction Devices - same as Dynamic Entry but using distraction devices to attempt to ensure the property is safely secured without injury to the occupants or the officers; only Emergency Task Force (ETF) officers are authorized to use Distraction Devices.

We are dedicated to delivering police services, in partnership with our communities, to keep Toronto the best and safest place to be.

Learn more about our Service **Core Values** and **Competencies** [here](#)



July 11, 2023

Chief Myron Demkiw

Toronto Police Service

40 College Street

Toronto, Ontario M5G 2J3

Via e-mail: OfficeoftheChief@torontopolice.on.ca

Dear Chief Demkiw,

Re: Toronto Police Service Procedure 02-18 Executing a Search Warrant

On November 18, 2022, the Office of the Independent Police Review (OIPRD) issued a Notification Letter to the Ontario police services pertaining to “Knock and Announce” Rule (Dynamic Entries). Recognizing the importance of safeguarding section 8 of the *Canadian Charter of Rights and Freedoms*, the OIPRD reviewed the police policies and identified several deficiencies regarding the execution of search warrants, which if left unaddressed, would result in erosion of public trust in policing. To that end, the OIPRD made several recommendations to the police services to assist in modifying their procedures to enhance public trust and promote best policing practices that align with current caselaw.

In response to this Notification, your service promptly initiated steps to revise its procedure on Executing a Search Warrant (“Procedure”) and afforded the OIPRD with several opportunities to review the draft Procedure and provide feedback.

I am pleased to advise that the latest revised Procedure of the Toronto Police Service reflects the intentions and goals of the OIPRD’s Notification and more closely aligns with the current case law. Importantly, the Procedure recognizes that the departure from the “knock and announce” rule should not occur as a matter of routine.

To that end, the Procedure introduces a comprehensive scheme to document the reasons for a “no knock entry” and consideration of alternatives, as well as a built-in accountability and oversight mechanism. I am encouraged by the addition of provisions surrounding execution of search warrants at the wrong residence as well as explicit reference to vulnerable persons and bystanders in the training for the execution of a search warrant. These provisions, along with the relevant training reflect positive developments in this

area, which may also be built upon in the future as we continually need to consider these issues.

Overall, I commend the Toronto Police Service's commitment to reviewing police practices and working towards ensuring that those practices facilitate a more effective and respectful form of policing in Toronto. I thank you and members of the Toronto Police Service, especially Inspector Stefan Prentice and Mr. James Cornish, your Special Counsel and Strategic Advisor, for your diligent work in this area. I am confident that the proposed revisions, combined with the proposed trainings, will be a step towards enhancing public confidence in police.

When the Procedure is finalized and approved, it will be posted on the OIPRD's website as an exemplary Procedure on Executing a Search Warrant. I will also be recommending that other police services review and consider this Procedure in reviewing and amending their own.

Sincerely,



Stephen Leach
Independent Police Review Director

- CC. **Inspector Stefan Prentice**, Office of the Chief
Via e-mail: Stefan.Prentice@torontopolice.on.ca
Mr. James Cornish, Special Counsel and Strategic Advisor to the Chief of Police
Via e-mail: James.Cornish@torontopolice.on.ca
Superintendent Mandeep Mann
Via e-mail: b5375@tps.ca
Detective Sergeant Robert Choe
Via e-mail: b5392@tps.ca



Search Warrant - Notice to Owner / Occupant

Supervisor in Charge of Entry:

First Name: _____ Last Name: _____

Rank: _____ Badge #: _____ Date: _____
(YYYY/MM/DD)

Type of Search Warrant Entry Conducted:

- Criminal Code
- Controlled Drugs and Substances Act
- General Warrant
- Without Warrant
- Other, please specify _____

GO #: _____

THE ENTRY AT YOUR PREMISE WAS ANNOUNCED

OR

THE ENTRY AT YOUR PREMISE WAS NOT ANNOUNCED

If not announced, the reason no announcement was made prior to entry was for the following:

(Check all that apply)

- Prior announcement would expose the peace officer or any other person to imminent bodily harm or death.
- Result in the imminent loss or imminent destruction of evidence in relation to the commission of an indictable offence.

Copy of warrant provided or left at scene.

Yes No Was there damage as a result of the entry? If yes, please provide name and contact information for the Supervisor in Charge:

Supervisor's First Name: _____ Last Name: _____

Badge #: _____ E-mail: _____ Phone Number: _____

Completed By:

First Name: _____ Last Name: _____

Rank: _____ Badge #: _____ Date: _____
(YYYY/MM/DD)

Distribution: This form must be left at the scene once completed.

Print Form

Auditor General Report Recommendations

IMPLEMENTATION

Project Update

2023 June 22



STRATEGY
MANAGEMENT

Background



A Journey of Change to Improve Community Safety and Well-Being Outcomes Together:

Review of Toronto Police Services - Opportunities to Support More Efficient and Effective Police Response to Calls-For-Service



Audit Committee Item 13.6
(22-AU13.6)

A 9-1-1 Call to Better Support Staffing, Improved Information Management, and Outcomes

An Audit of Toronto Police Service's 9-1-1 Operations



Audit Committee Item 13.5
(22-AU13.5)

Key Common Themes:

Optimizing Resources

Alternative Response

Community Education
& Awareness

Timing Methodologies

Collaboration Between
Stakeholders

Journey of Change



Implementation Highlights



Optimizing Resources

- Building capacity to better use data and technology to support current TPS resources
- Addressing staffing challenges by securing funding for imperative positions

Alternative Response

- Evaluating T.C.C.S. to build a template for future collaborations
- Reviewing findings of 3rd party evaluation to build organizational process assets for future pilots and programs

Community Education & Awareness

- Leveraging existing Community Engagement programs to use as a blueprint for future activities
- Building working group to plan Corporate Communication implementation activities

Timing Methodologies

- Focus on aligning service delivery and resource allocation to key metrics and outcomes
- Completion of Staffing Analysis Readiness Assessment to ensure capacity is in place to build required data models

Collaboration Between Stakeholders

- Creation of new partnership opportunities with external stakeholder agencies
- Building internal communication capacity and programs to foster better collaboration on implementation activities

Implementation Next Steps



Optimizing Resources

- Collaborating with TPA to identify optimal shift schedules for Communications Services members to pilot (following vote)
- Supporting work on I&T initiatives, including R.M.S. replacement and NG911

Alternative Response

- Meeting with City Agency counterparts to explore next steps for partnering on new Alternative Response initiatives
- Continued support for SafeT.O. and TCCS

Community Education & Awareness

- Launching awareness campaigns related to “making the right call”
- Leveraging community engagement and awareness initiatives to support implementation goals

Timing Methodologies

- Facilitating analysis and modelling work to identify resource needs for PRU
- Following an evidence-based approach, working with the Board to establish time targets for Calls for Service

Collaboration Between Stakeholders

- Continued relationship building with external partners, including numerous City agencies and the T.P.A.
- Building capacity for better information & data sharing

Continuous Improvement



- Moving from “Where We Are” to “Where We Want To Be” is not a one-time endeavor
- Building continuous improvement into our programs and processes to support lasting change
- Striving to cement the reputation of TPS as a Service that drives progress





PUBLIC REPORT

July 17, 2022

To: Chair and Members
Toronto Police Services Board

From: Myron Demkiw
Chief of Police

**Subject: Update on Auditor General Recommendations
Implementation**

Purpose: Information Purposes Only Seeking Decision

Recommendations:

It is recommended that the Toronto Police Services Board (Board) forward this report to:

- 1) the City of Toronto (City) Council for information; and
- 2) the Office of the Auditor General, City of Toronto (Auditor General) for information.

Financial Implications:

To date, all costs incurred to implement the recommendations made by the Auditor General have been aligned and incorporated into existing Toronto Police Service (Service) projects, programs and initiatives that have approved funding allocations.

At this time, the Service is projecting a need for approximately \$250,000 to fund a collaborative advertising campaign in partnership with the City of Toronto. This funding will be included for consideration as part of the 2024 Operating Budget request.

As collaboration continues with our partners in various City agencies, the Service anticipates additional funding requirements related to resources needed to launch required pilots and programs or make adjustments to existing projects. While these requirements cannot be fully quantified at this time, they will be evaluated and included in the 2024 and future year budget requests.

The Service is developing a framework to track costs resulting from the implementation of the Auditor General's recommendations, including project

TORONTO POLICE SERVICES BOARD

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resourcing costs, which will be reported on through the annual budget process. Conversely, the Service will ensure that all cost savings or efficiencies realized through the implementation of the Auditor General's recommendations, including those resulting from alternate service delivery, will also be tracked and reported to the Board and reinvested to address increased demand for service and stem further degradation of response times.

Summary:

The purpose of this report is to provide an update to the Board on implementation progress related to recommendations made by the Auditor General in two reports: *Review of Toronto Police Service – Opportunities to Support More Effective Responses to Calls for Service; A Journey of Change: Improving Community Safety and Well-Being Outcomes* and *Toronto Police Service – Audit of 9-1-1 Public Safety Answering Point Operations; Better Support for Staff, Improved Information Management and Outcomes*.

The Auditor General stressed that ensuring community safety and well-being will require active leadership and commitment from the City, Service and various stakeholders, as well as a multi-sector collaboration and partnership in pursuing alternative responses that will allow the Service to focus on achieving its mandate and provide the best possible outcome for the people of Toronto. The Service is committed to supporting the AG's recommendations and working with the City and other partners to determine non-police responses where appropriate. This shift is considered gradual and in the short-term there are limited resources to staff strategic priorities.

Discussion:

Background

In June 2022, the Board received a report and related presentation from the Auditor General on two audits performed by the Auditor General's office [Min. No. P2022-0622-4.0 refers]. The Service tasked the Strategy Management unit with overseeing the implementation of the 51 recommendations made by the Auditor General over the two reports.

In October 2022, the Board received a presentation to advise of the Service's proposed implementation strategy and approach [Min. No. 2022-1027-3.0 refers]. The Service's implementation is centred around the following project goals:

- Fostering a commitment to change, in line with the Service's recent work implementing other police reform measures;
- Building a process that supports achievement thinking;
- Demonstrating momentum and ensuring that implementation work begins immediately; and

- Increasing collaboration and communication with City partners and other external stakeholders.

Collaborative Multi-Section Structure

In July 2022, Toronto City Council considered and adopted, with amendments, items 22-AU13.5 and 22-AU13.6 from the City Audit Committee, in response to the Auditor General’s Recommendations. The Service is committed to working with the Board and our City partners collaboratively through the implementation governance structure co-developed with the Board and the Deputy City Manager’s office. The City Manager’s Office will also be leading much of this implementation work, as several of the Auditor General’s recommendations were directed to the City Manager to implement.

A fulsome update on this collaborative approach was approved by the Board in March 2023 [Min. No. P2023-0302-6.0 refers].

“Journey of Change”

Since 2017, the Service has been working through numerous transformational change projects and initiatives in order to modernize and enhance our delivery of services to the public. While not a comprehensive list, the following are some of the projects and initiatives the Service is working on while implementing the Auditor General’s recommendations:

- **Police Reform** initiatives, including the Board’s 81 Directions on Police Reform, the Missing & Missed Implementation, the Mental Health and Addictions Strategy, the introduction of Service-Based Budgeting, and, in partnership with the City, the Toronto Community Crisis Service;
- **Technology** initiatives, including the I&T Command Benefits Framework, the Digital Officer Program, the Information Management Framework, Next Generation 9-1-1 (N.G.9-1-1), and the Records Management Replacement project;
- **Equity & Inclusion** initiatives, including the Race and Identity-Based Data Collection project, the Gender Diversity and Trans Inclusion Project, advancement of internal support networks, and the Service’s forthcoming Equity Strategy;
- **Organizational Culture Change** initiatives, including the Service’s People & Culture Plan, Wellness Strategy and updated Recruitment, Promotional and Performance Management processes;
- **Legislative** initiatives including partnership in the City’s SafeT.O. Community Safety and Well Being Plan, the Board’s legislated responsibility for crafting the forthcoming 2023-2027 Strategic Plan, and
- **Accountability** initiatives, including recommendations directed at the Service as a result of a Coroner’s Inquest, such as the Coroner’s Inquest into the Death of Mr. Andrew Loku, and actions resulting from legal decisions and settlements, such as *McWilliam v Toronto Police Services Board*.

The cumulative effect of working through these numerous transformational change projects was a foremost consideration in the planning and execution of implementation

activities for the A.G. Recommendations. As outlined to the Board in a presentation in October 2022 [Min. No. P2022-10027-3.1 refers], an Implementation Steering Committee has been established to ensure that work on new and existing transformational change projects is aligned with the work required to implement the Auditor General's recommendations.

As noted in the report from the Auditor General last June, "it will be important for the [Board] and the [Service], as well as the City, to consider the findings, recommendations, and key common themes from these reports holistically in order to fully realize possible synergies and the most efficient and effective outcomes possible."

The Service has embarked on an implementation strategy for these recommendations that is based on a principle of integration across and with existing projects and initiatives.

Opportunities & Challenges

Since the release of the Auditor General's recommendations in June 2022, both the City of Toronto and the Provincial Government of Ontario have announced change initiatives to provide support related to some of the issues and opportunities identified by the Auditor General. Some of these opportunities include:

- The Provincial government pledged to invest \$208 million over 3 years to enhance the 9-1-1 emergency response system across Ontario, and support the implementation of a new communications system known as N.G.9-1-1;
- In April 2023, the Provincial government announcement of measures to boost police recruitment, including the elimination of tuition fees and changes to education requirements for potential recruits;
- In March 2023, Toronto Public Health sent an updated submission to Health Canada seeking to decriminalize drugs for personal use in Toronto. The updated submission includes the endorsement of the Service, and the proposed model aiming to strike a balance between public health and public safety needs for Toronto community members, and advancing equity for those members most impacted by the harms of criminalization; and
- In January 2023; the Board and the City approved a \$48.3 Million (M) increase in funding to the Service in order to address many of the challenges identified by the Auditor General.

As the Service detailed in the Service's 2023 Operating Budget Request report [Min No. P2023-0109-2.2 refers], "although there has been transformative capacity building efforts over the past several years, the Service's environment continues to be influenced by evolving demands for policing services and increased workload. The 2023 budget includes a hiring plan to prevent further service degradation and to support improvements to service levels and to work towards achieving organizational priorities and improved public safety outcomes."

Implementation Update:

Key Common Themes

The Service's implementation strategy for the recommendations made in both of the Auditor General's reports has been structured around the 5 key common themes and messages included in the "capstone" report that accompanied the Auditor General's recommendations, as follows:

1. Improve and Use Data to Enhance Staffing and Operational Strategies, and Ensure Adequate Resources are in Place to Address Priority Areas (Optimizing Resources)
2. Further Explore Call-for-Service Alternative Responses to free up time of Priority Response Unit officers and 9-1-1 Communications Operators and help provide better outcomes for people (Alternative Response)
3. Build Greater Community Education and Awareness to help manage demand on the 9-1-1 line and expectations that a PRU officer response is primarily for emergencies and police matters (Community Education & Awareness)
4. Enhance Response Time Methodology and Improve Emergency Response Times and 9-1-1 Call Answering Times (Timing Methodologies)
5. Recognize that this is a Journey of Collaboration between the City, TPS, and Other Stakeholders to Build Better Outcomes by Moving Forward Together (Stakeholder Collaboration)

Theme 1: Optimizing Resources

While the Service was performing analysis of the recommendations and developing an implementation strategy, it became clear that the primary and most pressing theme the Service needs to address relates to better optimizing our resources. In addition to a focus on building our capacity to better use data and technology to support the current state of resources for the Service, we have also taken numerous steps to address the staffing challenges outlined in the Auditor General's reports.

Despite the numerous transformational change and capacity building efforts undertaken since 2017, the Service's workforce continues to be impacted by increased workload and changing policing service demands. Population increases and the increasing complexity of the policing profession have resulted in growing and differing demands for service than in past years. The Service will continue our significant efforts to modernize service delivery and respond to the complex needs of a growing city, with a focus on public service, efficiency, effectiveness and innovation.

2023 Service Budget

Work and results to date are as follows:

- To ensure sufficient resources to deliver adequate and effective policing services, the Service's 2023 approved operating budget included an increase of \$48.3 Million (M), or 4.3% above the Service's approved budget in 2022 in order

to accommodate inflationary and contractual increases, and also to address service levels and priorities including (but not limited to) the following:

- 162 officers for Priority Response to help meet increased demands, stem further degradation of response times and to address the A.G. findings. This includes 25 officers to support community safety in the downtown core for a strategic presence to address spontaneous and sometimes unpredictable demands;
- 90 General Special Constable vacant positions will be filled and ensure certain community safety functions can be performed effectively and at lower cost, allowing sworn police officers to be deployed more strategically and where a police officer is required; and
- 20 9-1-1 Communications Operators, to improve call answering times and improve compliance with the National Emergency Number Association (N.E.N.A.) standards, taking a step to address the shortcomings highlighted in Auditor General's findings;
- The Service has moved to a service-based budget approach, to allow for an informed discussion that better ensures the impacts of fiscal decisions are central in decision-making. Budgeted costs, including those in the 9-1-1 Response and Patrol service area, are tied to services delivered through the budget and supported by metrics and outcomes;
- Public consultations, including a community survey conducted in September 2022, have become an important component of the Service's modernized budget approach, as the information gathered is critical in helping the Service gauge an understanding of the level of service the public expects, and how to best align the allocation of resources and budget to reflect these priorities.

Next steps are as follows:

- The Service will continue to structure our budget discussions around service delivery, and will ensure the 9-1-1 Response and Patrol service area continues to support the implementation of the Auditor General's recommendations as a component of the budget development;
- Staffing increases beyond 2023 have not yet been determined, and the Service will spend 2023 and 2024 evaluating the impact of its many change and reform initiatives underway to inform future staffing discussions.

Information Management Framework

Work and results to date are as follows:

- Falling under the Service's Information Management pillar, a new unit, entitled Data Governance has been created and is responsible for developing and implementing data management and governance programs for the Service;
- This new unit has been structured to allow for multi-functional teams to support digital transformation initiatives with specialized data management and governance services that integrate with projects as they arise;

- Pillar and Unit leadership have been supporting the Auditor General project by playing an important role in the project's Steering Committee and Working Groups.

Next steps are as follows:

- Continued work on creating responsive data management and data governance products for the Service, including but not limited to:
 - Records retention schedule;
 - Master data management standards;
 - Enterprise data models;
 - Data risk and control frameworks; and
 - Data quality standards.
- Harmonization and alignment to ensure that Auditor General Recommendations that relate to data improvement are captured in related work plans.

N-G-9-1-1

Work and results to date are as follows:

- Since 2019, the Service has invested significant resources and funding into implementing N.G.9-1-1 technology, as mandated by the Canadian Radio-Television and Telecommunications Commission (C.R.T.C.);
- The Service has collaborated with provincial First Responder counterparts as part of the Next Generation 9-1-1 Interagency Advisory Panel to provide expert analysis, advice and recommendations to the Province of Ontario, including:
 - Developing materials to support project implementation,
 - Developing themes to guide project work,
 - Launching a survey across 282 unique organizations (police, fire, paramedic and municipal sectors) to identify areas where respondents felt the Provincial government should set standards, and
 - Developing final project deliverables, including a standards report, governance model and transition guide.

The Service is on track to meet the C.R.T.C. deadlines for transitioning to N.G.9-1-1.

Next steps are as follows:

- The new N.G.9-1-1 solution is being implemented in 2 phases:
 - Phase 1: deployment between the current Secondary Site and the new Tertiary Site
 - Phase 2: deployment at the Primary Site (post major renovations), with the Tertiary Site switching back to a training room functionality
- The City Manager will be presenting a Report for Action to Executive Committee to seek Council's authority to enter into an agreement with Bell Canada, as required by the C.R.T.C. to enable N.G.9-1-1 technology. The agreement will also be between the City and the Service.
- Provision of training to members of Communications Services to ensure they are conversant with new software and processes prior to go-live.

- Continued collaboration with City stakeholders to ensure that any required data fields identified by the Auditor General are included in the implementation strategy.

Staffing & Schedule Analysis – C.O.M.

Work and results to date are as follows:

- The Service has partnered with the Toronto Police Association (T.P.A.) on a project to review current staffing levels and shift deployments at Communications Services (C.O.M.), with a goal of better aligning call demand with resource availability and supporting analysis and review of minimum staffing requirements;
- Both the T.P.A. and the Service have agreed to follow the model developed through the Primary Response Unit Shift Schedule Pilot project, to ensure that the members of C.O.M. can benefit from the best practices jointly developed and honed since 2018;
- Following the release of an Request for Proposal (R.F.P.) by the T.P.A., a 3rd party vendor was selected to conduct a workforce analysis and review of the C.O.M. unit;
- The Service, T.P.A. and vendor have developed a working group and related governance;
- Data analysis activities commenced in Q2 2023.

Next steps are as follows:

- Presenting analysis findings and related potential scheduling options to the members of C.O.M.;
- Conducting a vote of all C.O.M. members to determine if there is a scheduling option that members wish to pilot, or whether they wish to stay with their current schedule;
- If members vote to pilot a new schedule, T.P.A. and the Service will work with S.M.E.s to ensure pilot launch in January 2024.

R.M.S. Replacement

At its meeting on April 28, 2023 (Min. No. P2023-0428-7.0 refers), the Board approved a contract award to Niche Technology Inc. (Niche) for the supply and delivery of software, maintenance and professional services in relation to the acquisition and implementation of a new Records Management System (R.M.S.) Work and results to date are as follows:

- A Request for Pre-Qualification (R.F.P.Q.) was issued in November 2021, and in September 2022 the Board approved Niche as the only pre-qualified vendor for the provision of a new R.M.S. (Min. No. P2022-0913-4.1 refers);
- Product demonstrations were provided to more than 500 members across the Service;
- Project governance has been established, including technical and process tables;

- Analysis work was conducted by the Strategy Management project team and provided for consideration to the Business Relationships Management unit, to ensure that identified recommendations were included in discussions around R.M.S. functionalities and requirements.

Next steps are as follows:

- A Statement of Work with the vendor is near completion;
- The implementation of the project will start in 2023 and conclude in 2025, when a transition to a maintenance/stabilization phase will commence.

Promotional Process

One of the most important components of ensuring we sustain the changes incurred through implementing the Auditor General's recommendations is by reinforcing the change through the next generation of leadership within the Service. The Service's People and Culture (P&C) pillar has created an updated Promotional Process Roadmap to support this leadership transformation. Work and results to date are as follows:

- Review of the process with a diversity lens and to emphasize the importance of professional development and community engagement competencies in our future leaders;
- Inclusion of the Strategy Management Unit in the project team, to ensure that relevant recommendations by the Auditor General are captured in related business processes;
- Retaining of a 3rd party Human Resources consultant to provide guidance on application review processes;
- Redesigned examination process has been approved and launched in May 2023.

Next steps are as follows:

- Competitions for promotion to the rank of Sergeant and Staff Sergeant will be held in Q3 2023;
- Newly promoted Sergeants will be trained to re-inforce behaviours of P.R.U. officers related to improvement areas identified by the Auditor General, including arriving at scene and clearing calls;
- Following a process evaluation post-competition, Service procedures and related governance will be updated to reflect the Service's updated Promotional Process

Theme 2: Alternative Response

The Service is both eager and determined to modernize the role of police in crisis events in a way that ensures we are no longer the default service provider. The cornerstone of our program and model for future pilots is our partnership with the City's Social Development, Finance and Administration Division on the Toronto Community Crisis Service (T.C.C.S.) program.

One of the challenges identified through the evaluation of the T.C.C.S. pilot was an unintended impact on certain Communications Services operations. Specifically, for calls that meet the criteria for diversion to T.C.C.S., "talk time" (meaning the duration of

time a communications operator spends on an emergency line with a caller) was found to have increased dramatically. The total “talk time” consumed for events diverted to T.C.C.S. per caller on the emergency 9-1-1 line is on average 9:36 (mm:ss). Compared to the monthly average “talk time” for all events on the emergency line, which in 2022 was between 1:49 and 2:00 (mm:ss), this represents an almost 400% increase in talk time for those specific calls. Explaining the T.C.C.S. process to the caller, obtaining consent to release personal health information, and staying on the line to exchange information with the 2-1-1 call taker are all activities that have impacted “talk time” for T.C.C.S. calls.

Unfortunately, this increase in “talk time” for T.C.C.S.-related calls has further impacted Communications Services ability to meet the National Emergency Number Association (N.E.N.A.) standard for answering 9-1-1 calls. In order to help support our Communications Services members, the Service will ensure that impacts to the capacity of the unit are measured and analysed prior to launching any future Alternative Response pilots or programs.

The Service will continue to explore other ways to divert calls, further expand online reporting and civilianize uniform positions, as well as improve processes with a goal of continuing to provide an affordable and value-added public safety service. Future reports will include updates related to additional alternative response initiatives being led by City agencies where the Service plays a role, as well as any new initiative partnerships undertaken in response to the Auditor General’s recommendations.

Toronto Community Crisis Service

A fulsome update on the Service’s contribution to this program was provided at the April 2023 Board meeting [Min. No. P2023-0428-3.0 refers]. Work and results to date are as follows:

- The T.C.C.S. pilot launched on March 31, 2022 and is a goal and priority action of the City of Toronto (City) SafeT.O. Community Safety and Well-Being Plan;
- The pilot has now officially transitioned to a program, and is currently operational in 9 Service divisions;
- The City retained third party evaluators, the Provincial System Support Program (P.S.S.P.) and Shkaabe Makwa at the Centre for Addiction and Mental Health (C.A.M.H.) to conduct an evaluation of the pilot, as reported.

Next steps are as follows:

- Continuing to engage, share information and track progress of the T.C.C.S. program, in partnership with the City’s Social Development, Finance and Administration Division;
- Working in partnership with the City of Toronto to implement the recommendations made by the P.S.S.P. review;
- The Service will continue to work towards improvements related to data capture and sharing, including,
 - Creating tools for more automated data collection,

- Continued meetings between the Service and the T.C.C.S. to identify a solution to enable an electronic push of the Service's event information to the T.C.C.S. service navigator.

9-1-1 Crisis Call Diversion (9-1-1 C.C.D.)

Work and results to date are as follows:

- At its meeting of June 24, 2021, the Board authorized the entering into of a M.O.U. between the Board and Gerstein Crisis Centre (G.C.C.) to establish the 9-1-1 C.C.D. (Min. No. P2021-0624-2.1).
- The 9-1-1 C.C.D. co-locates a G.C.C. crisis worker with specialized training in mental health crisis response in the Service's 911 Communications Services Call Centre, to respond to persons in crisis who call 9-1-1 with primarily mental health needs;
- At the meeting held on September 13, 2022 (Min. No. P2022-0913-2.0 refers), the Board approved extending the pilot until September 30, 2023;
- While the initial pilot catchment area consisted of 3 downtown divisions, the catchment area was expanded city-wide in September 2022 due to the high demand from outside of the catchment area, and the hours of the pilot were expanded to 24 hours per day;

Next steps are as follows:

- Continued monitoring and evaluation of the pilot during the approved extension period.

Theme 3: Community Education and Awareness

The Service supports the Auditor General's sentiment that targeted public education and awareness activities will lead to decreased demands for services. The Service also acknowledges that one of our main priorities for increasing community trust and awareness comes from creating dialogue and opportunities to hear directly from communities we serve in addition to simply providing them information.

The Service's Race & Identity Based Data Collection Strategy has provided an important blueprint to illustrate how to successfully embed continuous community engagement into future Service initiatives. In addition to the creation of a Community Advisory Panel to guide the project, a number of Community Town Halls throughout the city were hosted by community agencies in partnership with the Service. These town halls provided a forum for community members to share perspectives and experiences, as well as providing feedback on action items and outcomes. The combination of providing an educational component to community members and soliciting qualitative feedback in return provides opportunities for true, reciprocal learning and knowledge-sharing.

The Service's Corporate Communications unit has been meeting with our City of Toronto counterparts to develop a joint implementation strategy related to building

community education and awareness around the reporting of emergency and non-emergency events. The focus will be to ensure that the public knows which number is most appropriate to call and when. At this time, the Service is projecting a need for approximately \$250,000 to fund a collaborative advertising campaign in partnership with the City of Toronto. This funding will be included for consideration as part of the 2024 Operating Budget request.

Through the harmonization efforts of the Service’s Corporate Communications and Strategy Management units, and continued partnership commitments with engaged City agencies, the Service strives to ensure that future community consultation and engagement activities are leveraged to include messaging related to the Auditor General’s recommendations where possible.

Theme 4: Timing Methodologies

As indicated earlier in this report, when discussing our updated service-based budgeting approach, the Service has been focusing efforts on better aligning service delivery and resource allocation to key metrics and outcomes. For example, the following chart that was included in our 2023 Operating Budget request outlines the relationship between response times for Priority 1 calls and the number of deployed uniform officers. It illustrates the strong correlation between the increase in average response times and decrease in average deployed uniform strength:

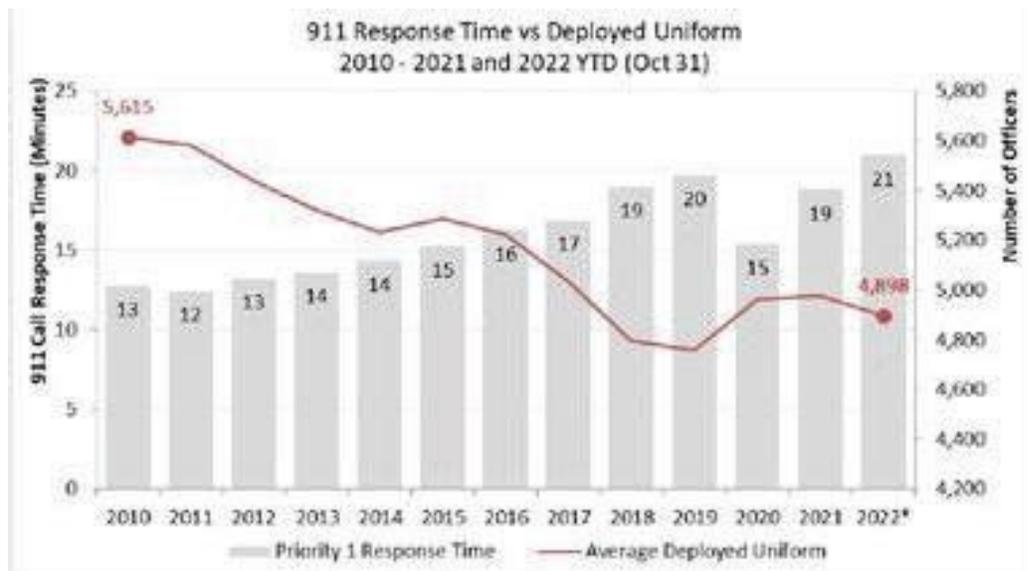


Figure 1 - Source: 2023 Service Operating Budget Request, p. 45

A continued focus on aligning resources with demand will guide the Service’s work towards refining and updating required time targets.

Staffing Analysis – P.R.U.

Work and results to date are as follows:

- In April 2022, the Strategy Management unit undertook a project to facilitate a staffing analysis program for the Service with goals to:
 - Determine the appropriate time targets for response times and proactive policing time,
 - Identify the accurate number of Priority Response Unit officers required to achieve the set targets,
 - Foster ongoing monitoring and measurement of performance to demonstrate improvement;
- The project team has incorporated best practices and lessons learned from a similar analysis done in partnership with the T.P.A. to support the joint shift schedule pilots currently being conducted in all Service divisions and several additional units;
- A Staffing Analysis Readiness Assessment report was conducted by a 3rd party consultant and concluded that the Service is indeed in a position to proceed with building a program based on our current data availability;
- Planning is currently underway with a data analytics consulting vendor to perform the required data analysis and build related data models. To ensure project success, the Service will again be partnering with the T.P.A. to complete this work.

Next steps are as follows:

- Analysis and Modelling project work is anticipated to launch in Q3 2023;
- The Service will also be undertaking a business process review to determine how best to support logistical and accountability processes required to support program success;
- At intervals during the project and following completion of the required project work, Strategy Management will be providing the Board with fulsome updates on results and findings.

Theme 5: Collaboration with Stakeholders

One of the cornerstones of the Service's implementation strategy for the Auditor General's recommendations is ensuring that collaboration with stakeholders is embedded across all themes and project activities. A major focus of implementation work through the strategy has been building relationships, systems and structures to foster a robust collaborative approach. Important developments include:

- Leveraging opportunities to partner with external stakeholder agencies, to ensure that the Service is co-leading as opposed to working in silos and secrecy. The T.C.C.S. is an important blueprint for this, as project success is a testament to the Service's productive working relationship with the City's Social Development, Finance and Administration Division;
- The Service's partnership with the T.P.A. on the C.O.M. Staffing and Scheduling Analysis is another example of how this collaborative approach leads to stronger problem solving and assists with building momentum to drive swifter change;

- Creating working groups and focusing on internal communication channels and continuous dialogue has fostered better internal collaboration on implementation activities during the first phase of implementation work;
- Utilizing 3rd party expertise to allow for independent evaluation of project activities allows for the Service and partner agencies to focus on results and outcomes without worrying about potential bias. The joint evaluation of the T.C.C.S. pilot by the P.S.S.P., as recommended by the Auditor General, will now allow the Service to focus on program improvement recommendations while continuing to build a collaborative relationship with the T.C.C.S. team.

Conclusion:

The Service looks forward to continuing to work together with our City partners and other external stakeholders to achieve positive change through implementing the Auditor General's recommendations.

A/Staff Superintendent Joe Matthews 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

Attachments:

Appendix A – Toronto Police Service Update Re: Recommendations Contained In Opportunities to Support More Effective Response to Calls For Service Report
Appendix B – Toronto Police Service Update Re: Recommendations Contained In Audit of 911 Public Safety Answering Point Operations Report

Appendix A – Toronto Police Service Response to Toronto Auditor General Recommendations

Review of Toronto Police Service – Opportunities to Support More Effective Responses to Calls for Service
 A Journey of Change: Improving Community Safety and Well-Being Outcomes (2022)

Response Legend

Not Started

In Progress

Implemented - meaning the recommendation has been operationalized and is pending verification by the Auditor General

Implemented & Ongoing - meaning this recommendation has been operationalized, pending verification by the Auditor General, but work is ongoing and the Service will continue to be guided by the principles within the recommendation

Supporting Role Only – meaning that the Service will work diligently to support recommendations that were directed to the City Manager or Board to implement

| Toronto Auditor General’s Recommendation | Toronto Police Service (Service) Update |
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| <p>#1</p> <p>City Council request the City Manager, and the Toronto Police Services Board direct the Chief, Toronto Police Service (TPS) to work in collaboration along with other agencies, to determine the feasibility of setting up adequately resourced, non-time restrictive, alternative responses for events where police are currently attending and where such attendance is likely not essential.</p> <p>In doing so, the City and TPS should:</p> <ul style="list-style-type: none"> a) identify call for service event types, including but not limited to, the six event types discussed in our report that may be suitable for an alternative response; | <p>Status = In Progress</p> <p>The Service is both eager and determined to modernize the role of police in crisis events in a way that ensures we are no longer the default service provider. The cornerstone of our program and model for future pilots is our partnership with the City’s Social Development, Finance and Administration Division on the Toronto Community Crisis Service (T.C.C.S.) program.</p> <p>The City retained third party evaluators, the Provincial System Support Program (P.S.S.P.) and Shkaabe Makwa at the Centre for Addiction and Mental Health (C.A.M.H.) to conduct an evaluation of the pilot, and the initial evaluation was presented to our Board in April 2023. Next steps will</p> |

| Toronto Auditor General's Recommendation | Toronto Police Service (Service) Update |
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| <p>b) develop reasonable criteria for each event type to assess the calls for service within those event types that may be suitable for an alternative response, including defining the level of acceptable risk and liability and how these factors will be managed;</p> <p>c) consider alternative response pilot programs (e.g. community dispute mediation), with adequate evaluation mechanisms, to provide information and insights on the effectiveness of any established responses. This should include an assessment of the feasibility and cost-effectiveness of providing these alternative responses;</p> <p>d) consider existing City or other community programs that could provide an alternative response and where needed, the feasibility and cost-effectiveness of changing the approach and resourcing to provide a timely and effective non-police response (e.g. Municipal Licensing and Standards Division for noisy small gatherings, Shelter, Support & Housing Administration Division street outreach teams);</p> <p>e) consider a gradual and informed approach to establishing responses and assess the factors that would be needed for an effective and efficient full transition, including consultation with the public; and,</p> <p>f) develop and regularly update a plan that includes key milestones and targets so that progress can be tracked.</p> <p><i>Related City Council Motion: 22-AU13.6 #1 (July 2022)</i></p> | <p>include reviewing and implementing the evaluator's recommendations for program improvement and continued monitoring.</p> <p>Any expansion of alternative response programs will not be possible without ensuring all parties have adequate resources to support efforts. Despite the numerous transformational change and capacity building efforts undertaken since 2017, the Service's workforce continues to be impacted by increased workload and changing policing service demands.</p> <p>The Service will focus on this recommendation in our next phase of project work, including developing a framework for a feasibility study and engagements with City partners.</p> |

| Toronto Auditor General’s Recommendation | Toronto Police Service (Service) Update |
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| <p>#2</p> <p>City Council request the City Manager, in consultation with the Toronto Police Services Board, to reiterate the City’s requests for funding commitments from the Government of Canada and the Ontario Government to support permanent housing options and to provide supports to address Toronto’s mental health and addictions crises.</p> <p>In doing so, the City should communicate to the other governments that a “whole-of-government” funding approach in these areas will be critical to building the infrastructure needed to support effective alternative response delivery and ensure the best possible outcomes for the people of Toronto</p> <p><i>Related City Council Motion: 22-AU13.6 #2 (July 2022)</i></p> | <p>Status = Supporting Role Only</p> <p>The Board and the Service have and will continue to support the City and our agency partners with ensuring that funding for the social safety net is provided to support permanent housing options and mental health & addiction supports.</p> <p>In March 2023, Toronto Public Health sent an updated submission to Health Canada seeking to decriminalize drugs for personal use in Toronto. The updated submission includes the endorsement of the Service, and the proposed model aiming to strike a balance between public health and public safety needs for Toronto community members, and advancing equity for those members most impacted by the harms of criminalization.</p> <p>In May 2023, Toronto City Council adopted a housing pledge to achieve or exceed the provincial housing target of 258,000 new Toronto homes by 2031. This target represents an ambitious goal and represents a 23 per cent increase in Toronto’s housing supply within 10 years.</p> |

| Toronto Auditor General’s Recommendation | Toronto Police Service (Service) Update |
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| <p>#3</p> <p>Toronto Police Services Board direct the Chief, Toronto Police Service (TPS), in consultation with the Toronto Police Association, to:</p> <ul style="list-style-type: none"> a) assess the impact of expanding the Primary Report Intake, Management and Entry (PRIME) Unit, Community Investigative Support Unit (CISU) and District Special Constable programs, and, where appropriate, if it would assist with supporting and/or further reducing the time spent on events currently attended by Priority Response Unit (PRU) officers. For the PRIME and CISU units, consider both sworn members (including retired officers) and potentially civilian members, where appropriate, for potential expanded capacity; b) consider if all TPS Special Constables, including Court Officers and District Special Constables, can be cross-trained to increase the pool of Special Constables available to assist the PRU in call for service diversion. | <p>Status = In Progress</p> <p>The Service has made significant progress on this recommendation.</p> <p>The Special Constable Generalist program was approved by Command in 2022. The program supports a multi-functional special constable role with greater versatility and flexibility, and enables special constables to perform all three functions – district special constable, booker, and court officer.</p> <p>A bridge course to train the Service’s Special Constable complement on all generalist functions is underway.</p> <p>Through the 2023 Budget process, the Service has allocated funding to fill 90 vacant General Special Constable vacant positions and is on track to onboard these positions by 2024.</p> <p>Strategy Management has completed assessment activities related to P.R.I.M.E. and C.I.S.U. as part of work on an Interim Report for the Investigative Review project, and does not recommend expansion at this time. As the Service is currently reviewing workflows and business processes related to implementing a new Records Management System, capacity planning related to expansion of either P.R.I.M.E. or C.I.S.U. will be most effective once new processes are identified. The Service is forecasting significant process efficiencies with our new</p> |

| Toronto Auditor General's Recommendation | Toronto Police Service (Service) Update |
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| | <p>R.M.S., and as a result may not require the expansion of either unit.</p> <p>The Service will continue to review opportunities to increase resourcing in these areas to support adequate and effective service delivery.</p> <p>Estimated completion = Q2 2024</p> |
| <p>#4</p> <p>Toronto Police Services Board direct the Chief, Toronto Police Service to examine if:</p> <ul style="list-style-type: none"> a) aspects of the Primary Report Intake, Management and Entry Unit and Community Investigative Support Unit (CISU) can be centralized together, so that the workload can be shared and calls for service can be handled more efficiently. b) for aspects that cannot be centralized, (e.g. mobile CISU units) consider more clearly defining the responsibilities and expectations, including workload allocations, to both units. | <p>Status = In Progress</p> <p>Strategy Management has completed an Interim Report for the Investigative Review project, which includes an examination of the C.I.S.U. A final report will include action items to support streamline workflow practices and workload allocations within Divisions.</p> <p>Following the completion of the investigative review in Q4 2023, the Service will move on to completing a feasibility study to complete the recommendation activities.</p> <p>Estimated completion = Q3 2024</p> |
| <p>#5</p> <p>City Council request the Chief, Toronto Paramedic Services, and the Toronto Police Services Board direct the Chief, Toronto Police Service (TPS) to work in collaboration to review current protocols for when Priority</p> | <p>Status = In Progress</p> <p>To support a collaborative approach to implementing this recommendation, the 9-1-1 Committee has been resurrected and has been the primary medium to conduct this work. This committee is comprised of leaders from</p> |

| Toronto Auditor General's Recommendation | Toronto Police Service (Service) Update |
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| <p>Response Unit (PRU) officers are requested for See Ambulance calls for service. This should include:</p> <ul style="list-style-type: none"> a) determining if there are any opportunities to further refine the See Ambulance protocol so that the attendance of PRU officers is based on an articulable risk to paramedic safety, specific to the unique circumstances of each call for service; b) re-evaluating the criteria for when police are requested. This evaluation should specifically consider, but not be limited to, if the presence of alcohol, in absence of other risk factors, requires an automatic PRU response; c) ensure that the rationale for requesting PRU attendance and other important information is clearly documented in the Toronto Paramedic Services call for service details. Both entities should also consider documenting which entity initiated the request for attendance from the other entity; d) in situations where TPS would have sent PRU officers to calls for service irrespective of a request from Toronto Paramedic Services, TPS should consider documenting this in its call for service system; e) regular, joint evaluation of calls for service where PRU attendance is requested, to assess the effectiveness and efficiency of the revised protocol and consider any changes as necessary; and, f) consider if additional training is needed for TPS and Toronto Paramedic Services call takers to ensure requests for police attendance are well | <p>T.P.S., Toronto Paramedic Services and Toronto Fire Services.</p> <p>Significant progress has been made on this recommendation, and collaborative evaluation activities have commenced. In February 2023, Toronto Paramedics Services implemented a number of process changes (plus related training), including the provision that call takers must now articulate the reason for police attendance if requested, and the reason is noted in the text of the event.</p> <p>A preliminary analysis by our T.P.S. Analytics & Innovation unit has seen See Ambulance Calls For Service Attendance numbers trending down since February 2023, including a 7.5 % drop in attendance in March (when compared to March 2022 data) and an 11.5% drop in attendance in April (compared to April 2022 data). These results are promising and we will continue to monitor in partnership with Toronto Paramedics Services.</p> |

| Toronto Auditor General's Recommendation | Toronto Police Service (Service) Update |
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| <p>documented and comply with policies and procedures.</p> <p><i>Related City Council Motion: 22-AU13.6 #3 (July 2022)</i></p> | |
| <p>#6</p> <p>Toronto Police Services Board direct the Chief, Toronto Police Service (TPS) to evaluate the root causes for increasing response times and determine a strategy for meeting priority one to priority three response time targets. This should specifically include:</p> <ul style="list-style-type: none"> a) considering strategies for how to improve staff deployability rates, both across the organization and for individual TPS divisions; this could include reallocating officers across divisions when needed, and more active management of TPS members who are on accommodation, or long or short-term disability. b) assessing how implementing the recommendations in Section A of this report would assist with improving response times. | <p>Status = In Progress</p> <p>In April 2022, the Strategy Management unit began a project to facilitate a staffing analysis program for the Service with goals to:</p> <ul style="list-style-type: none"> • Determine the appropriate time targets for response times and proactive policing time, • Identify the accurate number of Priority Response Unit officers required to achieve the set targets, • Foster ongoing monitoring and measurement of performance to demonstrate improvement; <p>Following the completion of a Staffing Analysis Readiness Assessment, planning is underway with a data analytics consulting vendor to perform the required data analysis and build related data models. The Service will also be undertaking a business process review to determine how best to support logistical and accountability process required to support program success.</p> <p>Estimated completion = Q4 2024</p> |

| Toronto Auditor General's Recommendation | Toronto Police Service (Service) Update |
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| <p>#7</p> <p>Toronto Police Services Board (TPSB) direct the Chief, Toronto Police Service (TPS) to:</p> <ul style="list-style-type: none"> a) evaluate the root causes for increasing clearance times, particularly for non-emergency, low priority (priority four to six) calls for service, and consider the impact on response times; and, b) in collaboration with TPSB, consider setting reasonableness thresholds for call for service clearance times by event type and evaluating/analyzing clearance times across divisions and event types to enhance performance measurement and operational monitoring at a high-level (e.g. divisional and/or TPS-wide). | <p>Status = In Progress</p> <p>The Service has begun planning work to complete required root cause analysis. Reviews will be iterative, and much progress has been made on data analysis capability through the Service's Budget process. The Service has been focusing efforts on better aligning service delivery and resource allocation to key metrics and outcomes.</p> <p>In order to support the Service's service-based budgeting program, the Analytics & Innovation unit is in the process of developing an Analytics Framework. The Framework contains a suite of key metrics to help support each of the identified Service areas, including 9-1-1 Response and Patrol. This Framework will allow 9-1-1 Response and Patrol Service Leads to better develop action plan to address operational improvements.</p> <p>Once analysis activities have been completed, the Service will engage the Board to consider the feasibility reasonableness thresholds.</p> <p>Estimated completion = Q4 2024</p> |
| <p>#8</p> <p>Toronto Police Services Board, work in collaboration with the Chief, Toronto Police Service (TPS) to:</p> | <p>Status = In Progress</p> <p>The Service has begun planning work to complete required time standard reviews. Reviews will be iterative, and much</p> |

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| <ul style="list-style-type: none"> a) review response time standards adopted as part of the Metropolitan Toronto Police Restructuring Task Force’s “Beyond 2000: Final Report” and determine if any updates are needed; b) once a reasonable set of response time standards have been agreed upon and formally adopted, communicate them across the organization and routinely measure progress c) consider publicly reporting out on its response time performance to increase transparency and accountability; and, d) consider its current response time calculation methodology and consider including the impact of call taker time and any other relevant factors, including items which may not be currently included. | <p>progress has been made on data analysis capability through the Service’s Budget process. The Service has been focusing efforts on better aligning service delivery and resource allocation to key metrics and outcomes.</p> <p>In order to support the Service’s service-based budgeting program, the Analytics & Innovation unit is in the process of developing an Analytics Framework. The Framework contains a suite of key metrics to help support each of the identified Service areas, including 9-1-1 Response and Patrol. This Framework will allow 9-1-1 Response and Patrol Service Leads to better develop action plan to address operational improvements.</p> <p>Time calculation methodology is in scope as part of the staffing analysis project described in Recommendation #6.</p> <p>Estimated completion = Q4 2024</p> |
| <p>#9</p> <p>Toronto Police Services Board direct the Chief, Toronto Police Service (TPS) to determine if an automated technology solution can be implemented to improve completeness of information for officer arrival times (or increase compliance with officers pressing the “at-scene” button), so that arrival time is recorded for all responses</p> | <p>Status = In Progress</p> |

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| <p>and that all responses are included in the response time calculation.</p> | <p>A working group has been established to explore opportunities to foster better communication of arrival times and a plan has been drafted to communicate targeted reminder messages to officers, supervisors and communications operators. A focus on newly promoted Sergeants following the Service's updated promotional process is included in this plan.</p> <p>Opportunities for automated technological solutions will continue to be explored by Strategy Management in partnership with our Business Relationships Management unit.</p> <p>Estimated completion = T.B.D.</p> |
| <p>#10</p> <p>Toronto Police Services Board direct the Chief, Toronto Police Service (TPS) to ensure its 70/30 reactive/proactive officer time goal is effectively communicated across the organization, understood by the front line, and regularly measured. In measuring achievement of this goal, TPS should identify divisions where the goal has not been met, identify the root causes, and develop strategies to enhance achievement.</p> | <p>Status = In Progress</p> <p>In order to support the Service's service-based budgeting framework, the Analytics & Innovation unit is in the process of developing an Analytics Framework. The Framework contains a suite of key metrics to help support each of the identified Service areas, including 9-1-1 Response and Patrol and Crime Prevention. Once launched, this Framework will allow Service Leads to better monitor key metrics related to proactive policing time.</p> |

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| <p>#11</p> <p>Toronto Police Services Board direct the Chief, Toronto Police Service (TPS) to improve TPS data quality and reliability by:</p> <ul style="list-style-type: none"> a) establishing more detailed time categories in the Intergraph Computer Aided Dispatch system, so that TPS can have more detailed information on how time is being spent on a per call for service basis. For example, this could include time spent on activities such as reporting, time spent during calls for service on investigative activities, and time spent on customer service/dispute resolution/mediation. In improving the usefulness of data for time tracking purposes, TPS should consider both the need to collect more enhanced, detailed information, and the operational demands on TPS members. b) improve the reliability of the data of the Time Resource Management System, including ensuring accurate reflection of leave hours, and members' work assignments; c) improve data reliability and quality related to members on disability and/or accommodation; and, d) consider opportunities for integration between staffing and accommodation/disability management systems, where appropriate, so that there is one clear, reliable source of information for | <p>Status = In Progress</p> <p>This recommendation has already been included as a consideration in N.G.9-1-1 planning activities related to data and information management, and discussions have begun between impacted stakeholders.</p> <p>The Service's I&T Command Benefits Framework will also address this recommendation through the Human Capital Management program. Implementation and remediation are currently forecasted to conclude by Q4 2024.</p> <p>In partnership with the Toronto Police Association (T.P.A.), Strategy Management and Communication Services have engaged the services of a 3rd party consulting firm to undertake the analysis work recommended by the A.G. in Recommendations 1 & 2 of the A.G.'s 911 report. Project activities to date have included a review of Communications Operator time and attendance data, and the project team has built a great deal of knowledge and capacity through that process. Next Steps will include providing recommendations & guidance to respective teams to help support recommendation implementation work.</p> <p>Estimated completion = Q4 2024</p> |

| Toronto Auditor General's Recommendation | Toronto Police Service (Service) Update |
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| making staffing, resourcing and wellness decisions. | |
| <p>#12</p> <p>Toronto Police Services Board direct the Chief, Toronto Police Service (TPS) to improve the collection and analysis of its call for service data so that it includes more detailed sub-categories or data fields for responding officers to indicate the nature of the calls for service. This will allow for more robust data analysis and provide data for calls for service that may be suitable for alternative responses. Specifically, this should include:</p> <ul style="list-style-type: none"> a) sub-categories/data fields to better understand event types that are broad in nature. For example, Check Address, Unknown Trouble, Advised and 311 Referral; b) system flags/data fields to identify any calls for service that involved interaction with persons experiencing homelessness and/or mental health challenges, or any other factors that may be helpful in analyzing calls for service; and, c) text analysis on call for service notes in the call for service system to allow for more effective event analysis. | <p>Status = In Progress</p> <p>A working group to discuss data improvement related to calls for service data has been established and this work has also been integrated into the Service's Information Management framework project.</p> <p>Extensive consultation with stakeholders and a Privacy Impact Assessment will have to be conducted to ensure that the Service balances the need for capturing additional data sets with preserving the public's private health information. An equity impact assessment will also be required.</p> |
| <p>#13</p> <p>City Council request the City Manager, and the Toronto Police Services Board direct the Chief, Toronto Police</p> | <p>Status = In Progress</p> |

| Toronto Auditor General’s Recommendation | Toronto Police Service (Service) Update |
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| <p>Service (TPS) to work in collaboration along with other agencies to:</p> <ul style="list-style-type: none"> a) analyze low priority, non-emergency calls for service (e.g. Unwanted Guests, Check Address etc.) to identify instances where officers are repeatedly attending the same locations; to determine if an alternative resolution can be implemented. In developing solutions, TPS should consider if call for service volume can be reduced through implementing Recommendation 1 of this report; and, b) for calls for service at hospitals related to missing persons inquiries, consider if a technological solution, such as an automated portal with authentication, may help reduce hospital visits and free-up officer time for more priority calls for service. This evaluation should consider legislative requirements and consultation with the Ministry of the Solicitor General and other stakeholders, as required. <p><i>Related City Council Motion: 22-AU13.6 #4 (July 2022)</i></p> | <p>Discussions with City agencies has begun and implementation work on this recommendation will be completed in tandem with Recommendation #1.</p> <p>Through the Board, the Service will engage the Ministry of the Solicitor General once analysis activities have been completed.</p> |
| <p>#14</p> <p>Toronto Police Services Board direct the Chief, Toronto Police Service (TPS) and City Council request the City Manager to work in collaboration with the President & CEO, Toronto Community Housing Corporation (TCHC)</p> | <p>Status = In Progress</p> <p>A working group with members of Strategy Management and Community Policing Engagement Unit has been formed and the group have begun discussions related to better data sharing.</p> |

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| <p>to determine if strategies can be implemented to reduce instances of Priority Response Unit officers repeatedly dispatched to the same locations within TCHC properties..</p> <p><i>Related City Council Motion: 22-AU13.6 #5 (July 2022)</i></p> | <p>The feasibility of using our Service's online reporting tool to streamline efficiency and support better data sharing between external stakeholder agencies is currently underway and will be piloted as part of the Service's Central Fraud Intake Strategy Pilot. Once the pilot has been evaluated, results will be shared with the working group and our partners at T.C.H.C. to determine next steps.</p> |
| <p>#15</p> <p>Police Services Board direct the Chief, Toronto Police Service (TPS) to:</p> <ul style="list-style-type: none"> a) accelerate the Digital Officer program and electronic memo book initiative, including any interfaces with other records management and reporting systems, to create efficiencies in how front-line officer time is spent. b) consider any best practices that can be leveraged from other jurisdictions, and if any aspects of a digital memo book can be implemented on a more short-term basis, even if full integration is not achieved. | <p>Status = In Progress</p> <p>Implementation of the Service's R.M.S. replacement has commenced and these recommendations have been provided to the business requirement development team.</p> <p>As part of the Service's Investigative Review, an extensive jurisdictional scan was conducted. Additionally, the Service has implemented Evidence.com to better support efficient processes for primary response officers related to document and file management.</p> |
| <p>#16</p> <p>Toronto Police Services Board direct the Chief, Toronto Police Service (TPS) to:</p> <ul style="list-style-type: none"> a) continue to pursue digital strategies, such as video calling, as an alternative to front-line Priority | <p>Status = In Progress</p> <p>Work to achieve this outcome is underway and is a core focus of the Platforms and Transformation Program initiated in 2021. The first use cases are to be delivered at the end of 2023 with the project continuing to deliver use</p> |

| Toronto Auditor General's Recommendation | Toronto Police Service (Service) Update |
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| <p>Response Unit officer response and consider if there are any event types that can be addressed remotely without an on-scene police response. In doing so, TPS should assess if there are any legislative or privacy requirements that would need to be examined in relation to increased use of technology such as video capability.</p> <p>b) review event types and consider if there are any additional event types that the public can report through the online reporting system or if current reporting criteria (e.g. dollar value limits) can be expanded.</p> | <p>cases up to video interaction. The program is expected to achieve this milestone in 2-3 years and will be ongoing thereafter.</p> |
| <p>#17</p> <p>Toronto Police Services Board direct the Chief, Toronto Police Service (TPS) to consider as part of its Digital Platform and Transformation Program, an interface for callers to communicate with TPS call takers and provide additional information, and provide confirmation, for certain event types, if a situation no longer exists, such as that an unwanted guest has gone or a noisy party has concluded.</p> | <p>Status = In Progress</p> <p>Consideration of this work has been included in the Service's Digital Platform and Transformation Program. Resources required for this work may have to complete activities related to the Service's R.M.S. replacement prior to being able to focus on implementation.</p> |
| <p>#18</p> <p>City Council request the City Manager, and the Toronto Police Services Board direct the Chief, Toronto Police Service (TPS) to work in collaboration to:</p> <p>a) conduct joint program assessments of the outcomes from current mental health call for</p> | <p>Status = In Progress</p> <p>Significant progress has been made on this recommendation.</p> <p>A fulsome update on the Service's contribution to these programs were provided:</p> |

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| <p>service diversion pilots, including the Gerstein Crisis Centre call for service diversion pilot, and the City’s Toronto Community Crisis Service, to assess the effectiveness and outcomes of these programs;</p> <p>b) ensure mechanisms are in place so that both the City and TPS have access to the necessary data, including TPS call for service data (e.g. number of calls for service received, diverted) and relevant call for service details to complete effective evaluations of the current and any future pilots; and,</p> <p>c) ensure planning for future pilot programs are coordinated, involve both the City and TPS, and consider the recommendations from Section A.1 of this report, to ensure they are achieving the desired outcomes in the most efficient and effective way.</p> <p><i>Related City Council Motion: 22-AU13.6 #6 (July 2022)</i></p> | <ul style="list-style-type: none"> • for T.C.C.S., at the April 2023 Board meeting [Min. No. P2023-0428-3.0 refers]; • for Gerstein Crisis Centre, at the September 2022 Board Meeting [Min. No. P2022-0913-2.0 refers] <p>In October 2022, based on overwhelmingly positive feedback, the Gerstein pilot was expanded to operate across all T.P.S. divisions for an additional year, and expand availability to 24 hours a day, 7 days a week.</p> <p>The City retained third party evaluators, the Provincial System Support Program (P.S.S.P.) and Shkaabe Makwa at the Centre for Addiction and Mental Health (C.A.M.H.) to conduct an evaluation of the T.C.C.S. pilot, as recommended.</p> <p>Next steps are as follows:</p> <ul style="list-style-type: none"> • Continuing to engage, share information and track progress of both. programs; , • Working in partnership with the City of Toronto to implement the recommendations made by the P.S.S.P. review; • The Service will continue to work towards improvement related to data capture and sharing, including, <ul style="list-style-type: none"> ○ Creating tools for more automated data collection, ○ Continued meetings between the Service and the T.C.C.S. to identify a solution to enable |

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| | <p style="text-align: center;">an electronic push of the Service's event information to the T.C.C.S. service navigator.</p> <ul style="list-style-type: none"> • Continued joint monitoring and further evaluation of the Gerstein 9-1-1 C.C.D during the pilot's extension period (through October 2023) |
| <p>#19</p> <p>Police Services Board direct the Chief, Toronto Police Service (TPS) to:</p> <ol style="list-style-type: none"> a) consider automating and streamlining the process by which TPS members make and track referrals for community-based services, including the Furthering Our Community by Uniting Services (FOCUS) table and other community referrals, with the goals of making the referral process easier for officers, preventing further repeat calls for service requiring Priority Response Unit officer response, increasing diversion to supporting organizations, and improving the outcomes and quality of service to the public. b) with these same goals in mind, TPS to also consider performing analysis of call for service data at a corporate level to identify trends or possibly situations that may also be suitable for referral. | <p>Status = In Progress</p> <p>A working group with members of Strategy Management and Community Policing Engagement Unit has been formed and the group have begun discussions related to how to best tackle this work.</p> <p>The analysis tool developed by Strategy Management in response to Recommendation #12 of the 9-1-1 report will be utilized as an input to analysis recommended in 19b.</p> <p>Estimated completion = Q1 2024</p> |
| <p>#20</p> <p>Toronto Police Services Board direct the Executive Director and Chief of Staff, Toronto Police Services Board</p> | <p>Status = Supporting Role Only</p> <p>The Service is happy to support the Board and the Provincial government in this endeavor. The Ministry of the</p> |

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| <p>Office, in consultation with the Chief, Toronto Police Service, and other stakeholders as necessary, to request changes to the legislation for mental health apprehensions regarding police custody while waiting at hospitals.</p> | <p>Solicitor General is currently finalizing <i>Community Safety and Policing Act</i> regulations, which may also provide some additional tools and resources to assist our Service in this area. As the Service and Board are engaged for consultations on draft regulations, recommendations in line with AG recommendation #20 will be conveyed to the Province where appropriate. Once the legislation comes into force and all regulations are in place, the Board, in consultation with the Chief, will reassess whether additional changes are in order, and communicate those to the Province accordingly.</p> <p>The Service supports ensuring that the Board's Mental Health and Addictions Advisory Panel are engaged and consulted as a part of this work.</p> |
| <p>#21</p> <p>Toronto Police Services Board direct the Chief, Toronto Police Service (TPS), in consultation with the Chief, Toronto Paramedic Services and the Chief Executive Officers (or other appropriate executive liaisons) of Toronto hospitals to:</p> <p>a) leverage technology and/or the use of data to identify the most appropriate hospital for an officer to transport an individual in custody, with the view of minimizing wait times and travelling the least possible distance; and</p> | <p>Status = In Progress</p> <p>To support a collaborative approach to implementing relevant Auditor General recommendations, the 9-1-1 Committee has been resurrected and has been the primary medium to conduct this work.</p> <p>Discussions have begun and Toronto Paramedics Services have shared protocols with the Service, as they have already established protocols with hospitals.</p> |

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| <p>b) develop police-hospital liaison committees and transfer of care protocols with all hospitals where TPS transports apprehended persons, to minimize wait times and develop protocols to create a workflow which will benefit both TPS and the hospitals.</p> <p><i>Related City Council Motion: 22-AU13.6 #7 (July 2022)</i></p> | |
| <p>#22</p> <p>City Council request the City Manager, and the Toronto Police Services Board direct the Chief, Toronto Police Service (TPS) to work in collaboration to:</p> <ul style="list-style-type: none"> a) assess if current call for service diversion strategies to the City, through 3-1-1 Toronto, are working as intended, and if TPS and City staff clearly understand the roles and responsibilities. This should include evaluation of call volumes and outcomes at both TPS's Communications Centre and 3-1-1 Toronto for relevant call for service types. b) assess if there are opportunities to increase call for service diversion from TPS to the City. <p><i>Related City Council Motion: 22-AU13.6 #8 (July 2022)</i></p> | <p>Status = In Progress</p> <p>The Service will focus on this recommendation in our next phase of project work, including developing a framework for a feasibility study and engagements with 3-1-1 Toronto to perform required data analysis.</p> |
| <p>#23</p> | <p>Status = In Progress</p> |

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| <p>City Council request the City Manager, and the Toronto Police Services Board direct the Chief, Toronto Police Service (TPS) to work in collaboration to consider through an interface or other means, increasing the information shared between City divisions (e.g. Municipal Licensing and Standards Division, 3-1-1 Toronto, etc.) and TPS on a per call for service basis (e.g. addresses where police respond to noisy parties) so that trends can be identified and the City can help address the root cause of issues that are not police matters.</p> <p>Before undertaking any data sharing, TPS and the City should perform a legal review, which includes consideration of any relevant privacy considerations, specifically the requirements outlined in the Municipal Freedom of Information and Protection of Privacy Act.</p> <p><i>Related City Council Motion: 22-AU13.6 #9 (July 2022)</i></p> | <p>Through the City's Safe T.O. Community Safety and Well-Being Plan, significant progress has been made related to data sharing between City agencies, and an M.O.U. is in place.</p> <p>Additionally, the implementation of the Service's R.M.S. replacement will help support required technology to build interfaces required to share required information with our City counterparts.</p> |
| <p>#24</p> <p>City Council request the City Manager, and the Toronto Police Services Board direct the Chief, Toronto Police Service (TPS) to work in collaboration to leverage 2-1-1 Central data in conjunction with call for service data, at an aggregate level, to identify neighbourhoods where there are a high number of low priority calls for service, and where community resources may exist to help divert front-line police resources. Before undertaking any data</p> | <p>Status = In Progress</p> <p>Through the T.C.C.S. program, the Service looks forward to collaborating with the City and the P.S.S.P. to complete the required analysis.</p> |

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| <p>sharing, TPS and the City should perform a legal review, which includes consideration of any relevant privacy considerations, specifically the requirements outlined in the Municipal Freedom of Information and Protection of Privacy Act.</p> <p><i>Related City Council Motion: 22-AU13.6 #10 (July 2022)</i></p> | |
| <p>#25</p> <p>City Council request the City Manager, and the Toronto Police Services Board direct the Chief, Toronto Police Service (TPS) to work in collaboration to consider implementing public awareness campaigns addressing the public's perceptions on people experiencing mental health challenges and/or homelessness and what type of response (e.g. police or non-police response) would be most appropriate. This process should include mechanisms for campaign evaluation (e.g. key metrics that will be measured), a process for including community engagement in the planning process and determining the most appropriate target audience.</p> <p><i>Related City Council Motion: 22-AU13.6 #11 (July 2022)</i></p> | <p>Status = In Progress</p> <p>The Service's Corporate Communications unit has formed a working group with the City's Strategic Public and Employee Communications division, and activities related to this recommendation can commence once work has been completed on Recommendation #25 of the 9-1-1.</p> <p>Prior to launching any public awareness campaigns, the Service will analyze the impacts of other transformational change project activities, to see if other initiatives related to community engagement can support this work. A working group to discuss will be formed by Q4 2023.</p> |

Appendix B – Toronto Police Service Response to Toronto Auditor General Recommendations

Toronto Police Service – Audit of 9-1-1 Public Safety Answering Point Operations
 Better Support for Staff, Improved Information Management and Outcomes (2022)

Response Legend

Not Started

In Progress

Implemented - meaning the recommendation has been operationalized and is pending verification by the Auditor General

Implemented & Ongoing - meaning this recommendation has been operationalized, pending verification by the Auditor General, but work is ongoing and the Service will continue to be guided by the principles within the recommendation

Supporting Role Only – meaning that the Service will work diligently to support recommendations that were directed to the City Manager or Board to implement

| Toronto Auditor General’s Recommendation | Toronto Police Service (Service) Update |
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| <p>#1</p> <p>Toronto Police Services Board direct the Chief, Toronto Police Service (TPS) to re-evaluate and establish new minimum staffing requirements for Communications Services, ensuring staffing levels are sufficient to achieve TPS’s 9-1-1 service level standard, and using improved data and information to include:</p> <p>a) Consideration of staff absenteeism rates and other detractors/ factors, the underlying causes of not adhering to the current minimum staffing requirements, and aiming to minimize overtime where possible, for the different timeslots. (considering peak and non-peak periods)</p> | <p>Status = In Progress</p> <p>In partnership with the Toronto Police Association (T.P.A.), Strategy Management and Communication Services have engaged the services of a 3rd party consulting firm to undertake the analysis work recommended by the A.G. in Recommendations 1 & 2.</p> <p>Once the vendor has completed their analysis, the findings will be used by the project team to establish new staffing requirements. If staffing gaps are identified, the Service will follow appropriate channels to pursue any necessary increases to Communication Service’s complement.</p> <p>Estimated completion = Q2 2024</p> |

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| <p>b) Re-balancing the workload amongst staff and staffing resources as needed throughout the day to meet operational needs while also enhancing staff's mental health and well-being.</p> | |
| <p>#2</p> <p>Toronto Police Services Board direct the Chief, Toronto Police Service (TPS) to review the current staffing levels, shift deployment and start hours, and scheduling system for communications operators to ensure the assignment of the actual number of operators at work aligns with its planned minimum staffing requirements (that TPS re-evaluates as part of Recommendation 1) as required to achieve its service levels and handle its call volume. Depending on the results of TPS's evaluation of minimum staffing requirements, TPS should consider:</p> <ul style="list-style-type: none"> a) Requesting an overall staffing increase of communications operators for TPS Communication Services. b) Hiring part-time call takers, particularly to help address peak periods and spike incidents. | <p>Status = In Progress</p> <p>In partnership with the Toronto Police Association (T.P.A.), Strategy Management and Communication Services have engaged the services of a 3rd party consulting firm to undertake the analysis work recommended by the A.G. in Recommendations 1 & 2.</p> <p>Once the vendor has completed their analysis, the T.P.A. and Strategy Management will present potential scheduling options to the members of Communications Services, and facilitate a member vote. Members will be asked to vote to either stay on their current schedule, or to pilot one of the schedule options presented. If a majority of members vote to pilot a new schedule, Strategy Management will coordinate with Service stakeholders to implement the pilot. The process will mirror the divisional PRU shift schedule pilots and will include an evaluation component to measure impacts of moving to a new schedule.</p> <p>Estimated completion = Q2 2024</p> |
| <p>#3</p> <p>Toronto Police Services Board direct the Chief, Toronto Police Service (TPS) to improve TPS's data to understand the time required for communications</p> | <p>Status = In Progress</p> <p>Strategy Management, Communications Services and Data Management subject matter experts have begun meetings and discussions to ensure that we will be able to</p> |

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| <p>operators to meet operational needs, by establishing separate time codes to track the time a communications operator:</p> <ul style="list-style-type: none"> a. Spends on processing a previously answered call. b. Needs after handling a traumatic call (either at their desk or away from their desk). c. Needs to recuperate before being available for the next call. <p>This will allow TPS to have more information on how certain calls affect the mental health and well-being of its communications operators, and the actual occupancy time needed to handle and complete a call, as well as the processing time.</p> | <p>meet these data needs once we transition to the new N.G.9-11 system.</p> <p>Estimated completion = Q4 2024 (dependent on N.G.9-1-1 implementation activities)</p> |

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| <p>#4</p> <p>Toronto Police Services Board direct the Chief, Toronto Police Service (TPS) to analyze TPS's data (using new time tracking codes from Recommendation 3) on the time needed by communications operators to handle traumatic calls, in combination with additional feedback received from staff, and use these insights in developing additional strategies to assist the communications operators in their mental health and well-being. In doing so, TPS should leverage strategies used by other agencies.</p> | <p>Status = In Progress</p> <p>A working group has been established with members of our People & Culture pillar to determine next steps once the required data is available. An environmental scan of other agencies to identify potential strategies to assist will commence in Q3 2023.</p> <p>The People Strategy & Performance unit have continued to work with Communications Services on implementing their strategy to assist Communications Services members with managing stress.</p> <p>Estimated Completion = TBD</p> |
| <p>#5</p> <p>Toronto Police Services Board direct the Chief, Toronto Police Service (TPS), in consultation with TPS's Corporate Services Command, to determine the feasibility of filling vacancies sooner than the required two-year time lapse for communications operators who are on Injured on Duty assignment (but not replacing the position), to address its operational requirements.</p> | <p>Status = In Progress</p> <p>Strategy Management has met with our Wellness unit to begin discovery and analysis activities. Next steps include engaging other impacted People & Culture units, including Labour Relations, to work on potential strategies to address this recommendation.</p> <p>Estimated completion = Q4 2023</p> |

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| <p>#6</p> <p>Toronto Police Services Board direct the Chief, Toronto Police Service (TPS), in consultation with TPS's Corporate Services Command – Legal Services, and the Toronto Police Association, to evaluate the 'return to work' criteria for those communications operators Injured on Duty, so that either they are only fit to return if that means fit to return to their previous job site, working at the 9-1-1 Communications Centre, or if TPS needs to employ them elsewhere, that TPS is able to hire additional surge positions in the 9-1-1 Communications Centre to address its operational requirements.</p> | <p>Status = In Progress</p> <p>The Wellness unit is currently working on plans to identify potential opportunities which will allow members to return to meaningful work while still addressing required accommodations (for example, an inability to return to the Communications Services facility or to a rotating shift schedule). Due to the highly skilled nature of the Communications Operator's job duties, finding meaningful positions outside of a traditional Communications Operator role remains challenging.</p> <p>Strategy Management will begin discussions with Legal Services, Labour Relations, Wellness and the T.P.A. before the end of Q4 2023.</p> |

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| <p>#7</p> <p>Toronto Police Services Board direct the Chief, Toronto Police Service, in consultation with the Toronto Police Association, to explore and develop recruitment strategies to address the shortage in communications operators and challenges in retaining trainees and full-time permanent staff, including:</p> <p>The feasibility of hiring dedicated call taker/ dispatcher positions, and potential to retain qualified individuals who did not pass dispatcher training as call taker only beyond one year permanently, depending on the results of the pilot program.</p> <p>Increasing the probation period for communications operators beyond one year permanently, depending on the results of the pilot program that recently began.</p> | <p>Status = In Progress</p> <p>Communications Services continues to monitor the effectiveness of pilot programs related to the 18 month probationary period and 1 year contract for call-taker only. Early indications related to data analysis are positive.</p> <p>Communications Services has undertaken several initiatives to streamline human resources and hiring activities, including refined testing activities for job applicants to better identify which candidates may struggle with components of the call taker role prior to hiring or on-boarding.</p> <p>Once project activities related to implementing Recommendations 1 & 2 have been completed, the project team will look at other initiatives to support employee retention.</p> <p>Estimated Completion = TBD</p> |

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| <p>#8</p> <p>Toronto Police Services Board direct the Chief, Toronto Police Service (TPS), in consultation with TPS's Corporate Services Command, to identify and provide the necessary human resources and hiring supports to Communications Services, so the communications operators can maximize their time in performing call answering and dispatching services.</p> | <p>Status = In Progress</p> <p>Communications Services is working with Talent Acquisition on several initiatives to streamline human resources and hiring activities, including refined testing activities for job applicants to better identify which candidates may struggle with components of the call taker role prior to hiring or on-boarding. Both units will continue to look for further opportunities to provide additional H.R. supports to Communications Services.</p> <p>Additionally, through the 2023 Budget process, the Communications Services unit has increased the Communications Operator complement by 20 members.</p> <p>Estimated Completion = TBD</p> |

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| <p>#9</p> <p>Toronto Police Services Board direct the Chief, Toronto Police Service, to review and determine the management information needs of Communications Services and improve the data available, ensuring the data is accurate, collected efficiently, and</p> <p>The results of data analysis should be used to inform strategies and action plans to address operational improvements, including but not limited to:</p> <ul style="list-style-type: none"> a. Enabling accurate and robust data analysis of its calls for service, workload, deployment of staffing resources, and communications operators' activities b. Developing strategies for how to improve timeliness of answering 9-1-1 dialed calls. c. Identifying further areas of training opportunities for communications operators. <p>Identifying areas where further call diversion can be made.</p> | <p>Status = In Progress</p> <p>The project developed in partnership with the T.P.A., Strategy Management and Communications Services to implement Recommendations #1 and #2 will help support this work.</p> <p>In order to support the Service's service-based budgeting framework, the Analytics & Innovation unit is in the process of developing an Analytics Framework. The Framework contains a suite of key metrics to help support each of the identified Service areas, including 9-1-1 Response and Patrol. This Framework will allow 9-1-1 Response and Patrol Service Leads and Communications Services to better develop action plan to address operational improvements.</p> <p>A working group to discuss data improvement related to call data has been established and this work has also been integrated into the Service's Information Management framework project.</p> <p>Estimated Completion = TBD (is dependent on availability of resources, as competing priorities such as N.G.9-1-1 and R.M.S. replacement projects will impact resource capacity)</p> |

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| <p>#10</p> <p>Toronto Police Services Board direct the Chief, Toronto Police Service (TPS) to ensure the data and information management needs of Communication Services are included and addressed in TPS's data strategy, Next Generation 9-1-1 implementation related to data analysis, and any future upgrade of TPS's Intergraph Computer Aided Dispatch system, including the need for interconnection between the information systems.</p> | <p>Status = In Progress</p> <p>This recommendation has already been included as a consideration in N.G.9-1-1 planning activities related to data and information management, and discussions have begun between impacted stakeholders.</p> <p>In order to support the Service's service-based budgeting framework, the Analytics & Innovation unit is in the process of developing an Analytics Framework. The Framework contains a suite of key metrics to help support each of the identified Service areas, including 9-1-1 Response and Patrol. This Framework will allow 9-1-1 Response and Patrol Service Leads and Communications Services to better develop action plan to address operational improvements.</p> <p>A working group to discuss data improvement related to call data has been established and this work has also been integrated into the Service's Information Management framework project.</p> <p>Estimated Completion = TBD (is dependent on availability of resources, as competing priorities such as N.G.9-1-1 and R.M.S. replacement projects will impact resource capacity)</p> |

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| <p>#11</p> <p>Toronto Police Services Board direct the Chief, Toronto Police Service (TPS) to regularly provide the information on timeliness of transferred 9-1-1 calls to Toronto Paramedic Services, Toronto Fire Services, and other agencies where appropriate, with the view to working together to meet the 9-1-1 emergency call service level standards TPS and the other agency(ies) should meet, when needed, to determine if any changes are needed to established protocols to ensure the safety of citizens.</p> <p><i>Related City Council Motion: 22-AU13.5 #1 (July 2022)</i></p> | <p>Status = In Progress</p> <p>To support a collaborative approach to implementing this recommendation, the 9-1-1 Committee has been resurrected and has been the primary medium to conduct this work. This committee is comprised of leaders from T.P.S., Toronto Paramedic Services and Toronto Fire Services.</p> <p>Significant progress has been made on this recommendation. In February 2023, Toronto Paramedics Services implemented a number of process changes (plus related training), including the provision that call takers must now articulate the reason for police attendance if requested, and the reason is noted in the text of the event.</p> <p>A preliminary analysis by our T.P.S. Analytics & Innovation unit has seen See Ambulance Calls For Service Attendance numbers trending down since February 2023, including a 7.5 % drop in attendance in March (when compared to March 2022 data) and an 11.5% drop in attendance in April (compared to April 2022 data). These results are promising and we will continue to monitor in partnership with Toronto Paramedics Services.</p> |

#12

Toronto Police Services Board direct the Chief, Toronto Police Service (TPS) to analyze TPS's call-for-service data to identify callers and locations that repeatedly call 9-1-1 for non-emergency matters (priority 4 to 8), or those who repeatedly call the police non-emergency line for non-police matters.

The results of this analysis should be used to inform a targeted education/awareness program to raise awareness of the proper use of 9-1-1, the police non-emergency line, and the availability of other non-police City resources.

Status = In Progress

The Service notes that significant progress has been made on this recommendation.

In partnership with the Analytics & Innovation unit, Strategy Management has developed an analysis tool to perform ongoing and comprehensive analysis related to non-emergency repeat calls. Project activities over 3 phases have been completed:

- Phase 1 – handling 2022 C.A.D. data to identify the most frequent, low-priority (Priority 4-9) callers and their patterns
- Phase 2 – analysis and developing strategy, to allow for a tailored approach to each target caller type (individuals, businesses, and phones in public spaces)
- Phase 3 – Assessment and maintenance quarterly to ensure the tool continues to work effectively and monitor results of targeted awareness programming

Once progress has been demonstrated in this area, Strategy Management will look to transition ownership of this tool to an operational unit for ongoing use.

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| | Estimated Completion = Q4 2023 |
| <p>#13</p> <p>Toronto Police Services Board direct the Chief, Toronto Police Service (TPS) to accelerate the Digital Workflows project and use data analytics to identify other opportunities and technological tools to create efficiency in the call handling process for communications operators, and to further explore other areas for call diversion. In implementing this recommendation, TPS should consider any best practices and leverage any existing tools already used by other agencies.</p> | <p>Status = In Progress</p> <p>Acceleration of the Digital Workflows project requires a move to a new Records Management System (R.M.S.). The Service has received approvals and funding to launch the R.M.S. replacement project, which is expected to be completed in 2025. Next steps on the project include working with the vendor to complete the Statement of Work.</p> <p>Additionally, diversion and referral data models are currently being developed to inform implementation of this recommendation. Once launched, the aforementioned Analytics Framework tool will also help support this work.</p> <p>Before further work done on call diversion, Communications Services will need to ensure adequate staffing is in place to support any potential increases in operational demand resulting from call diversion pilots or programs.</p> |

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| <p>#14</p> <p>Toronto Police Services Board direct the Chief, Toronto Police Service (TPS) to use TPS's data to identify callers who are repeatedly making pocket dials, abandoned, and hang-up calls on the 9-1-1 line. TPS should consider a strategy to reduce these types of calls, in consultation with its Corporate Services Command -- Legal Services, and the Toronto Police Services Board, including the feasibility of introducing a fee for this unwanted behaviour that impacts TPS's resources.</p> | <p>Status = In Progress</p> <p>This data set exists and analysis work is underway. A trend towards an increased number of hang-up and abandoned calls has been identified, which may correlate to increased 9-1-1 call answer wait times related to diminished resource availability and increases in the duration of time spent on "soft transferring" calls to call takers at partner agencies. The Service will continue to monitor and re-evaluate once activities to increase staffing availability have been completed.</p> <p>Subject to resource availability, the Service will continue to investigate whether modelling a program similar to our alarms cost recovery would be feasible.</p> <p>Estimated Completion = TBD</p> |

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| <p>#15</p> <p>Toronto Police Services Board direct the Chief, Toronto Police Service (TPS) to explore technological tools that can assist TPS's communications operators in assigning event types and in prioritizing the urgency of the call for service, to ensure the assessment is consistent with TPS policies and to help reduce stress levels for TPS's communications operators.</p> | <p>Status = In Progress</p> <p>This recommendation has been considered as part of requirements planning for the N.G.9-1-1 project.</p> <p>TPS continue to work with the ITS pillar and with the procured software for NG9-1-1 to determine opportunities to leverage these outputs. Implementation of this recommendation may require resources to acquire new technology, if existing technology does not have the necessary capability. The Service will identify any additional resources required in the appropriate budget request.</p> |

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| <p>#16</p> <p>Toronto Police Services Board direct the Chief, Toronto Police Service to identify where system upgrades can be made to automate manual processes that must be made by communications operators during the call. Such processes can include but are not limited to:</p> <ul style="list-style-type: none"> a. Adjusting the default priority rating for certain factors on calls. b. Selection of call source for 9-1-1 dialed call. c. Adjusting the event type and priority rating for certain types of calls based on the amount of time elapsed from when the event started. | <p>Status = In Progress</p> <p>Discussions have begun between stakeholders, and this recommendation will continue to be explored once further progress has been made on the Information Management Framework and N.G.9-1-1 projects. A part of the Benefits Framework of ITS, to explore opportunities for automation and this 'problem to be solved' will be included in implementation strategy work.</p> <p>Estimated Completion = TBD</p> |

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| <p>#17</p> <p>Toronto Police Services Board direct the Chief, Toronto Police Service (TPS) to review and update TPS's Call Taker Manual to ensure:</p> <ul style="list-style-type: none"> a. Clarity of all event types and the related procedures. b. That the event type's default priority rating is consistent with police response expectation and urgency of the type of event <p>When reviewing and updating the manual, also consider the following potential changes to specific event types and priority ratings outlined in the report:</p> <ul style="list-style-type: none"> - Whether danger to life versus damage to property (in situations where it may be lower priority) could be better distinguished in priority ratings. - Default priority ratings for events relating to civil matters. - Further defining 'catch-all' event types (e.g. check address). | <p>Status = In Progress</p> <p>Call Taker and Dispatch Manuals are reviewed and updated prior to every training class, to include changes to event types and policy that have been reviewed after the last print date. Recommendations made by the Auditor General will continue to be reviewed and assessed for application and updating of the Manual. This review process is iterative; alignment with N.G.9-1-1 and other training demands is necessary to support effective learning for Communications Operators and prevent change fatigue.</p> <p>Strategy Management has begun a business process review related to "Hot Shot" calls, and will share results with Communications Services and other impacted stakeholder units once analysis work has been completed.</p> |

| Toronto Auditor General's Recommendation | Toronto Police Service (Service) Update |
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| <p>#18</p> <p>Toronto Police Services Board direct the Chief, Toronto Police Service to explore training opportunities for communications operators to further improve their skills, particularly regarding assignment of event type, adjustment of the default priority rating, updating an event based on information on related subsequent call(s), and inclusion of key notes in the event chronology.</p> | <p>Status = In Progress</p> <p>Training curriculums, which are based on Call Taker and Dispatch Manuals, are reviewed and updated prior to every training class, to include changes to event types and policy that have been reviewed after the last print date. Recommendations made by the Auditor General will continue to be reviewed and assessed for application and updating of the Manual. This review process is iterative; alignment with N.G.9-1-1 and other training demands is necessary to support effective learning for Communications Operators and prevent change fatigue.</p> <p>Strategy Management has begun a business process review related to "Hot Shot" calls, and will share results with Communications Services and other impacted stakeholder units once analysis work has been completed.</p> |

| Toronto Auditor General's Recommendation | Toronto Police Service (Service) Update |
|--|--|
| <p>#19</p> <p>Toronto Police Services Board direct the Chief, Toronto Police Service (TPS) to analyze TPS's call answering data to identify the call taker time that impacts the police response time, and evaluate the feasibility to further reduce this time interval in the view to understand and improve the overall response times for citizens, especially for high priority emergency (priority 1 to 3) calls.</p> | <p>Status = In Progress</p> <p>In order to support the Service's service-based budgeting framework, the Analytics & Innovation unit is in the process of developing an Analytics Framework. The Framework contains a suite of key metrics to help support each of the identified Service areas, including 9-1-1 Response and Patrol. This Framework will allow 9-1-1 Response and Patrol Service Leads and Communications Services to better develop action plan to address operational improvements. This metric will be added to the Framework backlog for future inclusion when possible.</p> <p>Additional work on data evaluation related to call duration and call data is already underway in relation to both the T.C.C.S. program and the workforce/scheduling analysis work being done in response to Recommendations 1 & 2.</p> |

| Toronto Auditor General's Recommendation | Toronto Police Service (Service) Update |
|--|--|
| <p>#20</p> <p>Toronto Police Services Board direct the Chief, Toronto Police Service to ensure the clearance of a call-for-service event is communicated in a timely manner by officers, so that the dispatcher is aware of the availability of the officer units to be assigned for other calls for service.</p> | <p>Status = In Progress</p> <p>A working group has been established to explore opportunities to foster better communication of event clearance and a plan has been drafted to communicate targeted reminder messages to officers, supervisors and communications operators.</p> <p>In order to ensure that recommendations such as this one made by the Auditor General can be reinforced by our Service's supervisors, Strategy Management has worked with People & Culture to look for opportunities to ingrain messaging within our performance management processes. A focus on providing training and reinforced messaging to newly promoted Sergeants following the Service's updated promotional process is included in our project plan.</p> <p>Estimated completion = Q4 2023</p> |

| Toronto Auditor General's Recommendation | Toronto Police Service (Service) Update |
|---|--|
| <p>#21</p> <p>Toronto Police Services Board direct the Chief, Toronto Police Service, in collaboration with Toronto Paramedic Services and Toronto Fire Services, to achieve live-time interconnectivity in communication on 9-1-1 calls and events amongst these entities, both currently, and in the implementation of the Next Generation 9-1-1 solution moving forward. This should include consideration of an interface of the Intergraph Computer Aided Dispatch system to allow for improved communication during 9-1-1 call transfers and events, and to specifically assist with communication where Toronto Police Service are no longer required by Toronto Paramedic Services and/or Toronto Fire Services as applicable, so as to avoid unnecessarily committing police resources.</p> <p><i>Related City Council Motion: 22-AU13.5 #2 (July 2022)</i></p> | <p>Status = In Progress</p> <p>Discussions on this work have commenced and will be supported by data-related activities being conducted as part of the SafeT.O. Community Safety and Well-being plan, including the SafeT.O. Collaborative Analytics and Learning Environment (S.C.A.L.E.).</p> <p>This response is constrained both by budgetary considerations and maturity of current systems – something that may be addressed by leveraging new N.G. 9-1-1 technologies and available Provincial funding.</p> |

| Toronto Auditor General's Recommendation | Toronto Police Service (Service) Update |
|---|---|
| <p>#22</p> <p>Toronto Police Services Board, in consultation with the Chief, Toronto Police Service and its Corporate Services Command -- Legal Services, to engage with the City and City Council for the collection of the 9-1-1 levy or request a change in legislation with the provincial government, so that a 9-1-1 levy can be collected by the telecommunication service providers and remitted to the Public Safety Answering Point, particularly given the fiscal sustainability issues with the implementation of mandated Next Generation 9-1-1 requirements, and given this is the current practice in most other provinces in Canada.</p> | <p>Status = Supporting Role Only</p> <p>The Service has been advised that the Ministry of the Solicitor General is currently drafting legislation related to N.G.9-1-1 implementation, as a Regulation under the forthcoming Community Safety and Policing Act. The Service has not had an opportunity to review the legislation; however, early indications from the Ministry indicate that the legislation will contain elements of the recommendations from the Auditor General's report. This may include levies and charges to be facilitated by telecommunications carriers.</p> <p>The Service and the Board will continue to support work on this recommendation via the Ministry's Inter-Agency Panel (I.A.P.) on N.G.9-1-1 matters.</p> |

#23

The City Manager, in consultation with Toronto Police Services Board, Toronto Police Service (TPS), and City's Legal Services, to include the following to inform its feasibility review of whether to move the 9-1-1 operations to a non-police City Service:

- a. Fulsome cost/benefit analysis that includes the potential impact to call answer and call response time of police, fire, and ambulance, and the other related functions of the call centre such as audio and data requests including for court proceedings, and maintenance of radio communications.
- b. Cost impact and feasibility with regards to staffing, given the current collective agreement of communications operators.
- c. Legislative feasibility given the current draft and forthcoming legislative requirements related to the delivery of policing and related services, in particular, the involvement of the police service in the Public Safety Answering Point (PSAP) dispatching function.
- d. Legal risk and who would be responsible for those 9-1-1 calls and/or alternate non-police response

Status = Supporting Role Only

The Board and the Service support this recommendation and have engaged the City Manager to assist in any way possible to ensure the success of this review

| Toronto Auditor General's Recommendation | Toronto Police Service (Service) Update |
|--|---|
| <p>where police are not dispatched, and it results in a negative outcome.</p> <p>e. Governance model for PSAP with the view to enhance interoperability and co-ordination of emergency response services delivered.</p> <p>f. The goals and outcomes that are intended through a potential move of the 9-1-1 operations, and whether other strategies may be more effective, efficient, and economical to achieve those, such as offering another phone number for non-police response such as 2-1-1, and/or working together with TPS on other strategies, including but not limited to, updating the 9-1-1 communications operators manual, additional training, data and technological supports for communications operators and police officers, and increased public education and awareness.</p> <p><i>Related City Council Motion: 22-AU13.5 #3 (July 2022)</i></p> | |

| Toronto Auditor General's Recommendation | Toronto Police Service (Service) Update |
|---|---|
| <p>#24</p> <p>Toronto Police Services Board direct the Chief, Toronto Police Service, in collaboration with the City, to undertake public education campaigns (including targeted awareness programs) and ongoing public education initiatives to improve public awareness and understanding on distinguishing between the various lines and the proper use of 9-1-1, the non-emergency line (416-808-2222), online police reporting, and other non-police alternative resources, including promotion of 2-1-1 (assistance in connecting people with community and social service resources) and 3-1-1. Assessment should be made to evaluate the effectiveness of these campaigns and initiatives on call behaviours. The campaign and/or initiatives should:</p> <ul style="list-style-type: none"> a. Include strategies to increase public awareness on what to do when the caller dials 9-1-1, including the specific information that needs to be provided to the call taker in order to shorten police response time, how to prevent pocket dials, and what to do when an individual dials 9-1-1 by mistake. b. Be multi-lingual. | <p>Status = In Progress</p> <p>The Service's Corporate Communications unit has begun discussions and planning with the City's Strategic Public and Employee Communications division. A strategy has been developed, and the Service is currently awaiting decision on funding to determine when next steps can be initiated.</p> <p>Additionally, in June 2023, the Service launched an awareness campaign to ask the public to help prevent accidental calls to 9-1-1.</p> |

| Toronto Auditor General's Recommendation | Toronto Police Service (Service) Update |
|---|--|
| <p>c. Be refreshed and refocused periodically to address the 9-1-1 call analysis results to reduce unnecessary or avoidable non-emergency related calls to 9-1-1.</p> | |
| <p>#25</p> <p>Toronto Police Services Board direct the Chief, Toronto Police Service (TPS), in collaboration with the City, to consider a shorter and easier to remember number (if possible three digits) for TPS's dedicated non-emergency line.</p> <p><i>Related City Council Motion: 22-AU13.5 #5 (July 2022)</i></p> | <p>Status = In Progress</p> <p>The Service's Corporate Communications unit has developed a working group with the City's Strategic Public and Employee Communications division. This recommendation is dependent on evaluation results related to the upcoming advertising campaign being developed in response to Recommendation #24, as that will be a key metric to calculate the business value of undertaking the change to a shorter non-emergency number.</p> |

| Toronto Auditor General's Recommendation | Toronto Police Service (Service) Update |
|---|--|
| <p>#26</p> <p>Toronto Police Services Board direct the Chief, Toronto Police Service (TPS) to further improve TPS's website so that it is easy for the public to navigate and to find information on the 9-1-1, non-emergency line (8-2222), and online reporting.</p> | <p>Status = Implemented & Ongoing</p> <p>Corporate Communications launched an updated Toronto Police Service website in June 2022. The update website includes "Who Do I Call" information prominently featured on the home page, and includes a carousel of infographics to inform on when to call 9-1-1, non-emergency lines, 2-1-1, 3-1-1 and specific details about how and when to access online reporting.</p> <p>The website is available at the following link: https://www.tps.ca/</p> |
| <p>#27</p> <p>Toronto Police Services Board forward this report and its actions to City Council for information through the City's Audit Committee.</p> | <p>Status = Implemented & Ongoing</p> <p>In July 2022, Toronto City Council considered and adopted, with amendments, items 22-AU13.5 and 22-AU13.6 from the City Audit Committee, in response to the Auditor General's Recommendations.</p> <p>The Service will continue to forward all relevant updates to both the Auditor General and City Council through the Board.</p> |

Toronto Police Service

Professionalism and Accountability

June 2023





Professionalism and Accountability is a pillar of the Toronto Police Service under the purview of Specialized Operations Command. The pillar is comprised of Awards and Recognition, Professional Standards Investigations, and Risk Analysis and Assessment.

Statistical information included in this report has been compiled from data contained in the Professional Standards Information System (P.S.I.S.), with input and assistance from the pillar's subunits.

The data contained in this report includes records entered into P.S.I.S. between January 1 and December 31, 2022.





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Year at a Glance

AWARDS: **881** internal awards were presented to members of the Toronto Police Service, the community, and other police services by the T.P.S. and the Toronto Police Services Board (T.P.S.B.).



PUBLIC COMPLAINTS: **859** public complaints were received concerning the conduct of officers, policies or services of the Toronto Police Service. **320** were investigated. **539** were screened out by the O.I.P.R.D. 2022 represents a **9.1%** decrease, in comparison to 2021.

PUBLIC CONTACTS: Toronto Police Officers had approximately **647,600** documented contacts with members of the public. The total number of public complaints filed in 2022 (**859**) represents only a small fraction (less than **0.05%**) of documented contacts.



SPECIAL INVESTIGATIONS UNIT: The S.I.U. invoked its mandate with respect to investigating **69** incidents, compared to **83** incidents in 2021, representing a **16.9%** decrease in the number of incidents year-over-year.

EARLY INTERVENTION: **2299** alerts triggered in relation to members, which is a **55.8%** increase compared to 2021 when there were **1475** alerts generated. These alerts were then reviewed and analyzed with the intent on assisting officers prior to the potential of misconduct



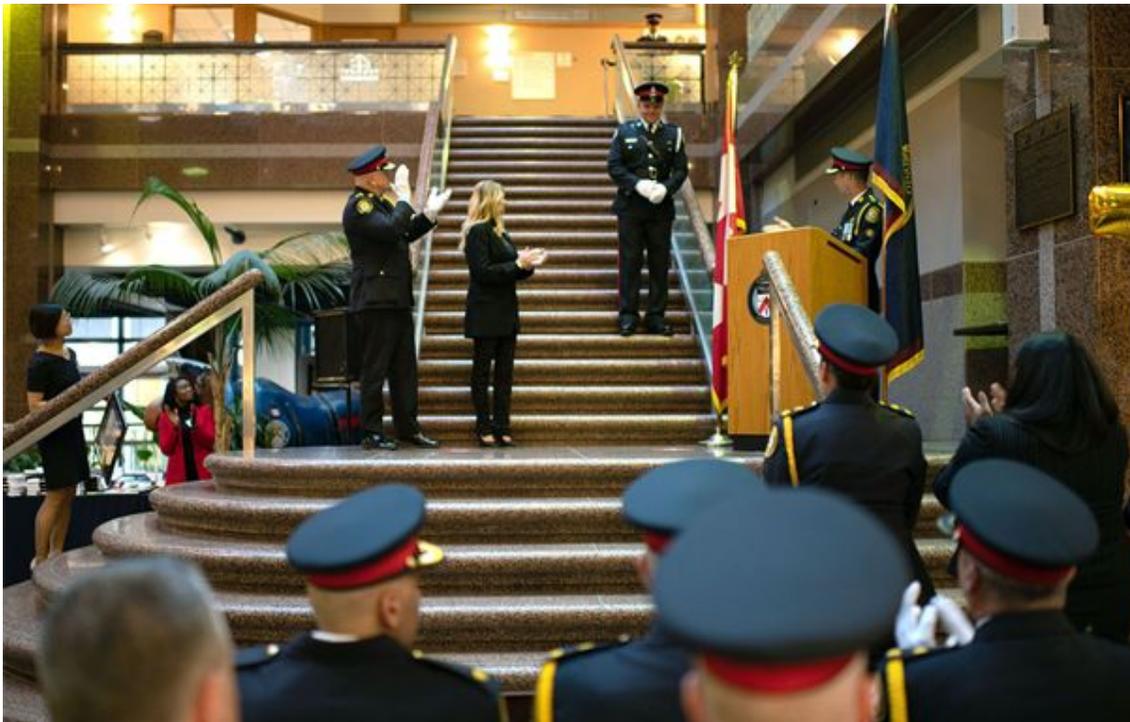
SUSPECT APPREHENSION PURSUITS: **18.1%** decrease in the number of pursuits initiated in 2022, from **260** in 2021 to **213** pursuits in 2022. . Officers and pursuit supervisors discontinued approximately **40.0%** of all pursuits in 2022 in the interest of public safety.

Awards and Recognition

The Awards Program recognizes outstanding contributions and achievements by Toronto Police Service (T.P.S.) members and members of the public. Recipients are recognized individually, or in groups, for acts of excellence, bravery, altruism, innovative contributions to community policing, public safety, and professional excellence. T.P.S. members are also recognized for their dedicated long service with milestone awards such as the 25 year wrist watch, and 20, 30, 40, and 50 year medals, bars, and commemorative pins. A Standing Awards Committee, comprised of uniform and civilian members of various ranks and positions from across the Service and representation from the Toronto Police Services Board (T.P.S.B) reviews eligibility for awards to ensure fairness and consistency.

Internal Awards

In 2022, 881 internal awards were presented to members of the Toronto Police Service, the community, and other police services by the T.P.S. and the Board. In addition to these awards for outstanding performance, the T.P.S.B. presented 290 members with their retirement plaques. The internal awards presented in 2022 are listed as follows.



Chief of Police Excellence Award

Granted by the Chief of Police to any person for acknowledgement of achievement through dedication, persistence, or assistance to the Service: *2 awards presented.*

Chief of Police Letter of Recognition (For external police agencies)

Granted by the Chief of Police to a police officer or a civilian member for excellence in the performance of duty, community policing initiatives, innovations, or initiatives that enhance the image or operation of the Toronto Police Service: *13 awards presented.*

Medal of Merit

Granted by the T.P.S.B. to the police officer or a civilian member for outstanding acts of bravery or highest level of performance of duty: *14 awards presented.*

Merit Mark

Granted by the T.P.S.B. to the police officer or a civilian member for exemplary acts of bravery performance of duty, community policing initiatives, innovations, or initiatives that enhance the image or operation of the Toronto Police Service: *1 award presented.*

Commendation

Granted by the T.P.S.B. to a police officer or a civilian member for exceptional performance of duty, community policing initiatives, innovations, or initiatives that enhance the image or operation of the Toronto Police Service: *2 awards presented.*

Teamwork Commendation

Granted by the T.P.S.B. to a group of police officers and/or civilian members for exceptional performance of duty, community policing initiatives, innovations, or initiatives that enhance the image or operation of the Toronto Police Service: *202 awards presented.*

Community Member Award

Granted by the T.P.S.B. to citizens for grateful acknowledgement of unselfish assistance rendered to the T.P.S. or for an initiative, or innovation that had a positive effect on the image or operation of the Toronto Police Service: *104 awards presented.*

Mental Health Excellence Award

Granted by the T.P.S.B. to a police officer or a civilian who has demonstrated excellence, compassion and respect in their interaction with members of the community who are experiencing mental illness: *1 award presented.*

Robert Qualtrough Award

Granted by the T.P.S.B. to community and Service members who have demonstrated excellence and leadership through their participation in an innovative and effective police-community partnership initiative: *No awards presented in 2022.*

Civilian Long Service Recognition Pin (20, 30 & 40 years)

Granted by the T.P.S.B. and presented to civilian members upon the completion of 20, 30, and 40 years of employment with the Toronto Police Service: *127 pins presented.*

25 Year Commemorative Watch

Granted by the T.P.S.B. and presented to police officers, civilian members, and auxiliary officers upon completion of 25 years of full-time employment: *215 watches presented.*

Communicator of the Year

Granted by T.P.S. to communication operators who displayed exemplary customer service during an event that involved the preservation of life, protection of property, the enhancement of personal safety, or security in a manner that is consistent with unit goals and service values: *1 award presented (following page for more details)*

Communications Operator Megan Colicchio Communicator of the Year

“Communications Operators, like Megan, are always heard but rarely seen. They’re the calm voice in the dark and through the chaos. Communications Operators are faced with life and death situations every day and respond with empathy and professionalism during what might be the most difficult day of someone’s life.”

To learn more about Toronto Police Service Communication Services, scan the QR code below.



External Awards

There were 344 awards presented to Toronto Police Service members by external agencies or organizations in 2022. The external awards presented in 2022 are listed as follows:

Ontario Auxiliary Police Medal

Presented by the Chief of Police on behalf of the Ontario Government to auxiliary officers for dedicated service upon the completion of 20, 25, 30, and 35 years of service: *24 medals/bars presented.*

Ontario Women in Law Enforcement Award

Presented in recognition of outstanding achievements made by women, uniform and civilian, in Ontario law enforcement. Categories include: valour, community, mentoring, and leadership: *1 award and 15 certificates of recognition presented.*

Peace Officer Exemplary Service Medals

Granted by the Governor General of Canada to recognize long and meritorious service of peace officers. The medal is presented to eligible peace officers who have attained 20 years of service; a silver bar is presented upon completion of every additional 10-year period: *26 medals presented.*

Police Exemplary Service Medals

Granted by the Governor General of Canada to recognize long and meritorious service of police officers. The medal is presented to eligible police officers who have attained 20 years of service; a silver bar is presented upon completion of every additional 10-year period: *216 medals presented.*

Police Excellence Award

Presented since 1967 by the Toronto Region Board of Trade in partnership with the T.P.S. to recognize officers who make significant contributions to the safety of the citizens of Toronto: *10 awards presented to 28 recipients.*

Police Officer of the Year Award

Presented annually since 1967 by the Toronto Region Board of Trade in partnership with the T.P.S. to recognize the efforts of outstanding police officers. Recipients are selected from the list of Police Officer Excellence Awards: *1 award presented to 4 recipients.*



2022 Police Officer of the Year Recipients: Constable Kwabena Saffu, Constable Nicolas Ditlof, Constable Deanna Jovanovich and Sergeant Brian James

Business Excellence Award of the Year 2022

Presented by the Toronto Region Board of Trade in partnership with T.P.S. to recognize significant contributions to the T.P.S. and the City of Toronto based on innovation, community service, technical achievement, or customer service and reliability: *1 award presented to 4 recipients.*

Civilian Excellence Award of the Year 2022

Presented by the Toronto Region Board of Trade in partnership with T.P.S. to recognize superior diligence, dedication, initiative and/or leadership which has improved the administration or operation of T.P.S. and the City of Toronto: *1 award presented to 2 recipients.*

St. John Ambulance Award Lifesaving Award / Certificate of Commendation / Automated External Defibrillator Award

Presented to an individual(s) who saves or attempts to save a life by means of their knowledge of first aid and where the application of first aid was involved. Recipients also receive a gold or silver lapel pin: *37 awards presented.*

Ontario Medal for Bravery

Presented by the Governor General of Canada to a police officer for individual acts of outstanding courage. Ontario: *6 awards presented.*



56th Annual Police Excellence Awards

The 56th Annual Police Excellence Awards were held on May 11th, 2023.

“The Police Officer Excellence Awards were created by the Board of Trade in 1967 as the Police Officer of the Year Awards, with the purpose of recognizing officers of the Toronto Police Service who have made significant contributions to making Toronto one of the safest cities in the world. The awards have evolved over time and have since been expanded to include the Service’s civilian members as well. Winners are selected by a panel of judges which include media representatives, members of the community, and students, using the following criteria: bravery, humanitarianism, superior investigative work and outstanding police skills.”

All of our Police Excellence Award Winners are detailed in the following pages, including our 2023 recipients of the Police Officer of the Year Award, and the Civilian Excellence Award.

To learn more about the Annual Police Excellence Awards scan the QR code to the right.





TORONTO POLICE SERVICE
POLICE OFFICER EXCELLENCE AWARDS 2022
Thursday, May 11, 2023



Police Constable Igor Zdrzhko – Police Officer of the Year 2023

On September 10th 2022, Police Constable Igor Zdrzhko, while off duty and at a gas station, witnessed a carjacking unfold before his eyes.

Two offenders had approached two unsuspecting people who were sitting in their car, and one of the offenders brandished a firearm. The citizens peeled out of the gas station lot upon realizing what was happening, resulting in the two offenders running from the area.

Running from the area, but now being chased on foot by Constable Zdrzhko.

The foot chase continued, and when the two offenders split up, Constable Zdrzhko followed the one with the gun. The offender's response to Constable Zdrzhko's pursuit, was to turn and fire, narrowly missing him. Constable Zdrzhko tackled the offender, wrestled the firearm from the suspect and held him while he called 911 for other officers to arrive.



Group Leader Randy Brenham – Civilian Excellence Award 2023

Randy Brenham is a Group Leader at Hanna Stores in Fleet and Materials Management.

During the worldwide covid-19 pandemic, Mr. Brenham was given the unenviable task of equipping the Toronto Police Service with protective equipment so that we could continue to keep our community safe in the face of a highly contagious virus. While others were ordered to remain home, emergency services including the Toronto Police Service kept calm and carried on.

Mr. Brenham was responsible for sourcing, purchasing, stocking, and distributing personal protective equipment while shortages of such equipment were occurring worldwide. Mr. Brenham tackled this massive undertaking with professionalism and expertise, communicating twice daily with the Service's Emergency Management and Public Order unit, the City of Toronto Emergency Operations Centre, and City departments such as Water, Housing, and Long Term Care. Mr. Brenham's efforts allowed these additional groups to plan strategically for their own protective equipment inventory.

Mr. Brenham has committed to this task for the last two years while also maintaining a high performance in his regular duties as a Group Leader at Hanna Stores.



Police Constable John Amatuzio
Police Constable Rebecca Gaudreau
Police Constable Laura Mackasey

Police Constable Steevens Audige
Police Constable Mihail Kochankov
Police Constable Steven Hawley

In the early hours of May 13, 2021, security officers on patrol at a residential high-rise heard yelling from the above units and witnessed a man kick out the 8th-floor window. The man began to squeeze his way out of the window. The security officers contacted the police and then attended the 8th floor to remain outside of the apartment door.

Police Constables Hawley, Amatuzio, MacKasey, Audige, Kochankov and Gaudreau arrived at the apartment to see the man hanging out of the window. Constable Hawley took over communication from the exterior of the building while the other officers went up to the unit.

When officers arrived, the security officers and building staff were now at the window holding the man by his sweater as he struggled to jump. The male was slipping from their grasp.

Constable Kochankov immediately climbed **over** the window frame, reaching down and grabbing the male by the arm. At the same time, Constable Amatuzio climbed out the south window, reached over and grabbed the man's other arm. The man thrashed about, trying to free himself from the officer's holds, and yelling at all of them to let him go.

Constables Kochankov and Amatuzio fought against the man's struggles by securing themselves onto the window frame full of broken glass.

Constable Hawley directed security and other officers to the unit below where they broke another window, climbed through, grabbed the male's legs and eventually were able to pull him inside, saving his life.

Sergeant Douglas Surphlis

In early May of last year, Sergeant Doug Surphlis, while off duty, was travelling on Highway 404 north of the City. He watched as a vehicle in front of him began to swerve and dart erratically in and out of traffic. The vehicle suddenly veered into another vehicle, exploded into flames, left the motorway and landed on the highway embankment.

Sergeant Surphlis stopped behind the burning vehicle, rescued the driver and stayed with him until emergency services could arrive. The car was heavily burned and stacks of Canadian currency were found next to the driver door in the ditch.

The driver was treated at hospital, survived the ordeal, and was then charged with Dangerous Driving and Possession of Counterfeit Currency.



 **TORONTO POLICE SERVICE**
POLICE OFFICER EXCELLENCE AWARDS 2022
Thursday, May 11, 2023 

Police Constable Daniel Sunghing

There are some events that rock entire communities.

In November of 2018, one such event occurred.

It had been reported that a series of horrific sexual assaults had taken place at St. Michael's College. The sexual assaults had involved a number of students.

Detective Constable Daniel Sunghing was assigned to investigate this case. In doing so Constable Sunghing's team worked tirelessly, conducting over 60 interviews, numerous photo lineups, reviewing surveillance videos, drafting search warrants, issuing media releases and following tips from Crime Stoppers.

The rigor of the investigation resulted in five offenders being identified, charged and pleading guilty to a variety of charges, with a sixth offender being found guilty after a lengthy criminal trial.



 **TORONTO POLICE SERVICE**
POLICE OFFICER EXCELLENCE AWARDS 2022
Thursday, May 11, 2023 



TORONTO POLICE SERVICE
POLICE OFFICER EXCELLENCE AWARDS 2022
Thursday, May 11, 2023



Police Constable Michael Harris

Police Constable Amandeep Malhi

In July of 2021, Neighbourhood Officers Police Constable Michael Harris and Police Constable Amandeep Malhi, while walking through their community, stopped to speak with a woman and her baby, who were seated on a bench. The woman appeared to the officers to be experiencing a significant amount of emotional distress. The officers engaged to see if they could assist. Through conversation, the woman disclosed that she had spent the last few months in shelters with her child after fleeing from her captors who had been trafficking her for an extended period of time.

The officers immediately connected her with members of the Human Trafficking Enforcement Team, who in turn connected her with Victim Services Toronto. Their lives immediately changed with both of them getting the supports, security and safety that they needed.

The investigation that ensued uncovered a horrific chronology where the woman had been trafficked through the sex trade in Ontario, Manitoba, and Nova Scotia. The individuals responsible were arrested, and numerous sentimental items that had been held as collateral by the offenders, including the woman's grandparents' ashes and family photo albums were returned to her.

A month later, Officers Harris and Malhi again came to gain the trust of a second woman, unrelated to the first that had also been trafficked through the sex trade. Officers Harris and Malhi were able to connect her with supports, including rehabilitation programs that changed her life. As in the first case, the offenders responsible were arrested and charged.



TORONTO POLICE SERVICE
POLICE OFFICER EXCELLENCE AWARDS 2022
Thursday, May 11, 2023



Sergeant Allan Racette Police Constable Akin Gul
Police Constable Lloyd Samuell

In late October of 2021, our members responded to a 911 emergency call placed by the parents of an individual who was suffering from a mental health crisis. The parents reported that their son had left their home, would likely return shortly, and had access to firearms.

Sergeant Racette, Constable Gul and Constable Samuell arrived at the home, only to find that the male in distress had indeed returned and was now in the darkness of his room. Sergeant Racette and Constable Gul positioned themselves outside of the man's room, only to hear him loading a handgun. The man did not respond to the officer's calls to him. Sergeant Racette, using his flashlight to illuminate the area revealed that the male was holding a semi-automatic firearm by his side. Constable Gul and Sergeant Racette used their bodies to shield the parents as they were evacuated to the safety of Constable Samuell. Constable Samuell continued the evacuation of both parents as well as other neighbours from the area.

A specialty team consisting of members of our Emergency Task Force, as well as mental health professionals from the Centre of Addiction and Mental Health negotiated with the male, who surrendered himself without harm.



TORONTO POLICE SERVICE
POLICE OFFICER EXCELLENCE AWARDS 2022
Thursday, May 11, 2023



Police Constable Jason Brady Police Constable Cody McIntosh
Police Constable Darryl Norman

In April 2020, police were asked to respond to a man armed with a large butcher's knife, banging relentlessly at a neighbour's door.

When the officers arrived they were immediately confronted by the man who was indeed armed with a large butcher's knife, was holding it over his head in a striking formation, and turned his attention to the officers upon their arrival.

The man ignored all commands to drop the knife as he ran towards the officers, who tactically retreated to create space. As the man closed the gap to 15 feet he taunted the officers to shoot him. Constable Norman fired two less lethal rounds with no effect. The man continued forward. Constable McIntosh deployed his conducted energy weapon but it didn't stop his advance. Constable Norman fired two more less lethal rounds. Again, nothing.

Constable Brady became aware of two things. First, the officers were moments away from a hand-to-hand attack by a man wielding a knife. Several lives were in danger. Second, there was a concrete wall at the man's back that would stop any errant bullet. Constable Brady fired his handgun striking the man in the torso. The man continued and was hit again by Constable McIntosh's CEW and Constable Brady's pistol. This time the man fell to the ground. He was still holding the knife.

All three officers immediately commenced life saving measures. The man was treated, taken to hospital and survived the ordeal.



TORONTO POLICE SERVICE
POLICE OFFICER EXCELLENCE AWARDS 2022
Thursday, May 11, 2023



Sergeant Matthew Daigle

Police Constable Harpreet Sahota

In late June of last year, in a crowded shopping mall in the west end of town, a man became enraged at his fellow employees, armed himself with a machete and began threatening them with it in a frenzy.

Sergeant Daigle and Constable Sahota sped to the scene and came across the attacker, now in the parking lot but still armed with a large machete.

The Officers recognized that the male was in a mental health crisis. He was aggressive, refused to comply with any of the officers' commands, and chose to run when the officers tried to reason with him and de-escalate the situation.

Sergeant Daigle and Constable Sahota gave chase, and upon recognizing this, the man reached into his bag pack, pulled out a black handgun and pointed it directly at the officers. Sergeant Daigle responded by deploying his Conductive Energy Weapon, stunning the man, and allowing Constable Sahota the crucial moments in time to apprehend him.

Police Constable Peter Eckersall

In mid November of last year, a young man staggered into the administrative office at Birchmount Collegiate Institute and promptly collapsed on the floor. He had been stabbed five times, including stab wounds to his heart, lungs and liver.

Toronto Police Officers from 41 Division arrived and immediately commenced life saving measures. The young man appeared to start breathing, but remained unconscious.

When Police Constable Peter Eckersall arrived he immediately recognized that although breathing, the young man was in fact gasping for air, a symptom that he had learned was a condition usually associated to cardiac arrest, and meant the young man's brain was not getting enough oxygen. The laboured breathing was a clear indicator that the young man was very close to death.

Constable Eckersall immediately began doing chest compressions until paramedics arrived, and then briefed paramedics on what he believed was happening.

They concurred and promptly transported the young man to the hospital on an emergency run. The young man was placed in an induced coma for 6 days, but survived the attack, thanks to the quick and decisive action of Constable Eckersall.



Police Constable Samantha Fermo

In late October of 2021, a serious motor vehicle collision occurred when a speeding motorcyclist collided with a vehicle. The rider was thrown from his motorcycle in the collision, suffering a severed lower limb and a severely injured left arm. Constable Fermo was off-duty and walking close by when the collision occurred.

Constable Fermo ran to the victim, recognized the significance of injuries sustained and contacted emergency services. She then immediately commenced life saving measures to stop the bleeding that would undoubtedly, if not treated, cost the man his life. The man was slipping into shock, and Constable Fermo, recognizing this, kept the man engaged and alert.

Three other individuals ran to assist. Through the engagement of Constable Fermo a leather belt was used as a tourniquet to slow the heavy bleeding until paramedics arrived. The quick actions of Constable Fermo undoubtedly saved the man's life.



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Police Constable Adam Veleke

Police Constable Alexander Young

In November of last year, Constable Young and Constable Veleke responded to an emergency call where a female was attempting to commit suicide by self-drowning in Lake Ontario.

As they arrived they noticed the female swimming away from the shorelines. The Officers called out to her, but she ignored their commands and continued swimming.

Constables Young & Veleke entered the frigid water to rescue the female, speaking with her while wading out to her location.

The officers gained her trust, waded up to her, and were able to get her to safety with the assistance of members of the Marine Unit, without any injuries.

She was turned over to medical professionals to provide her with the care that she required.

Early Intervention

Early Intervention

One of the ways in which the Toronto Police Service (T.P.S.) achieves corporate and member risk management is through the Early Intervention (E.I.) Program. The E.I. Program is key to helping identify performance patterns that require intervention before these patterns result in misconduct or degrade a member's health and wellness. Moreover, the E.I. process identifies potential gaps in training and/or Governance and reduces risk to the Service.

The E.I. Program uses data analytics to proactively identify T.P.S. members with potential performance, wellness, or conduct issues. A comprehensive report is then generated and provided to managers in order to assist them in developing a personalized strategy, designed to support the member and improve their performance. The E.I. Program is administered by the Risk Analysis & Assessment (RA&A) unit.

Early Intervention Program

The E.I. Program is a philosophy, process and mechanism for enhancing member wellness, as well as fostering accountability and transparency.

Early intervention is a proactive process that seeks to identify members with potential performance or conduct issues that do not warrant formal disciplinary action, but suggest potential concerns or atypical performance characteristics. It provides the identified members' unit with comprehensive reports to assist in the development of strategies to help members. The E.I. process creates an opportunity for the member and supervisor to discuss any issues, formulate a plan if necessary, and provide support and guidance to address those issues.

Supervisors are able to provide non-disciplinary direction and training before the officer's actions become a potential liability. Officers are encouraged to improve their performance through counseling, training or coaching, heightened monitoring, review of assignment and referrals to the Employee & Family Assistance Program (E.F.A.P.), Medical Advisory Services (M.A.S.), Equity, Inclusion & Human Rights (E.I. & H.R.) and Psychological Services. The process also allows for supervisors to check in on members' wellness (for example, to discuss accumulative stress as a result of attending high risk calls). The E.I. process is supported by the statistical data and functions of the Professional Standards Information System (P.S.I.S.; otherwise known as the

IAPro application), meaning that the process is empirical, objective, and analytical, having the capacity to identify trends and patterns.

Threshold Analysis

An E.I. alert is triggered when a member exceeds a pre-set threshold for incidents, or performance indicators, monitored through P.S.I.S. Performance indicators are measurable activities or functions relating to the member. Some of the performance indicators currently used are complaints, use of force incidents, firearm pointed at a person incidents, firearm discharge incidents, vehicle pursuits, vehicle collisions, and Special Investigations Unit investigations. It is important to note that these incidents, or reports, are not normally indicative of poor performance; rather the majority of incidents reflect procedural reporting obligations.

Once an alert is triggered, the incidents contained in the alert, and the identified member's conduct history, are manually reviewed by RA&A. The purpose of the review is to identify if there are any emerging trends, wellness concerns, or atypical behaviours that may be reflected in the reports capturing the details of each incident. If there are no concerns raised by the circumstances within the incidents, or if it is determined that the E.I. report would not be beneficial, the alert is closed. If concerns are identified, the member's unit is provided with a comprehensive E.I. report to assist the management team in developing performance-improving strategies.

Risk Analysis & Assessment regularly conducts data analysis to set and review the thresholds to ensure they continue to be relevant and accurate. In fact, the E.I. Program is dynamic and continually evaluated and adjusted to reflect current trends and T.P.S. risk management concerns. Work continues in academic circles today from an analytical or data-driven perspective, as well as a behavioral and psychological lens with respect to the E.I. program. This work and findings are regularly reviewed by members of Risk Analysis & Assessment (RRA&A) to ensure that the Service's E.I. Program continues to reflect best practices.

In 2022, there were 2299 alerts triggered in relation to members, which is a 55.8% increase compared to 2021 when there were 1475 alerts generated.

Monitored Officers

In 2018, Risk Analysis & Assessment (RRA&A) initiated a new alert process that monitors Probationary Constables for 12 months from the date of first deployment. An alert is triggered when the monitored officer is linked as the subject officer to an incident entered into P.S.I.S. Alerts are manually reviewed by RRA&A for emerging trends or patterns, atypical behavior,

training issues and general well adjustment to the policing environment. In 2022 this process was expanded to include newly hired Special Constables, Court Officers and Parking Enforcement Officers, as well as continuing to monitor all newly hired Police Constables. As a result, 527 out of the total 2299 alerts (or 22.9%) triggered in 2022 were in relation to Probationary Monitored Officers. If concerns are identified in the member's performance, the matter may be escalated in order to ensure that appropriate intervention strategies are considered and initiated.

Body Worn Camera Alerts

Recording interactions with members of the public through the use of body-worn cameras increases transparency, enhances accountability, provides independent evidence, and improves law enforcement practices by identifying where a need may exist for additional training, supervision or discipline. Body-worn cameras also enable the timely and fair investigation of any allegations of misconduct by Service Members, and a quick resolution of complaints.

Beginning in 2021 body-worn camera equipped officers were added to P.S.I.S. as Monitored Officers. The threshold is set at 1, meaning that every time an officer is involved in one of the incident types that are tracked in P.S.I.S. (such as an external complaint, use of force report, firearms discharge incident or



an S.I.U. investigation) an alert is triggered. The incident is reviewed to evaluate the deployment, ensure compliance with Body-Worn Camera Procedure 15-20, ensure that the police and public interaction is bias-free, fosters trust and accountability, and if applicable, supports improved evidence for investigative, judicial and oversight purposes.

In 2022, 642 alerts, or 55.0% of the total 1169 Monitored Officer alerts were generated in relation to members who were involved in an incident and who were body-worn camera equipped.

Overall Alerts

In 2022, 119 of the total 2299 alerts were classified as Overall alerts, representing 5.2%. The Overall alert incorporates all other types of alerts. The Overall alert captures incidents that in their totality may not have triggered an alert, but when combined and taken in the context of all other alerts, may be the beginning of a pattern of atypical behaviour. The key to the Overall alert is the time frame and frequency: for instance, the member may not have any previous alerts, but in the span of 12 months is the subject officer in regards to five (5) different incidents. None of these incidents on their own would have triggered an Alert, but 5 incidents in 12 months may indicate an officer performance issue.

Use of Force Alerts

Alerts generated by Use of Force incidents continued to be the highest incident type that triggered an alert in 2022. 58.0%, or 1333, of all alerts in 2022 were related to Use of Force reports submitted by officers. Use of Force incidents are individually reviewed to ensure that the reason for force, application, level of force, and the selected use of force option was reasonable and justifiable in relation to the circumstances of the interaction. Incidents involving an officer pointing their firearm at a person continued to decline for the fourth year in a row, which may be correlated to increasing CEW usage. In general, increased Use of Force alerts in 2022 reflected an increase in police and public interactions, in comparison to 2021 engagements, which were lower due to COVID-19 restrictions.

Public Complaints

The Ontario Police Services Act (P.S.A.) governs all police services across the province. Section 80 of the P.S.A. defines police misconduct, which includes any violation of the Code of Conduct, as described in Ontario Regulation 268/10. The Code of Conduct categorizes misconduct as discreditable conduct, insubordination, neglect of duty, deceit, breach of confidence, corrupt practices, unlawful or unnecessary exercise of authority, damage to clothing or equipment, and consuming drugs or alcohol in a manner prejudicial to duty.

Ontario Regulation 3/99 requires every Chief of Police to prepare an annual report for their Police Services Board reflecting information on public (external) complaints from the previous fiscal year. This section of the report is intended to address the annual reporting requirement.

The Office of the Independent Police Review Director (O.I.P.R.D.)

The Office of the Independent Police Review Director (O.I.P.R.D.) was established under the Independent Police Review Act and is a civilian-staffed, independent agency that acts as an objective, impartial office responsible for receiving, managing, and overseeing all public complaints against police officers in Ontario. The O.I.P.R.D. began operation on October 19, 2009.

To be connected to the Office of the Independent Police Review Director Homepage, scan the QR Code to the right.



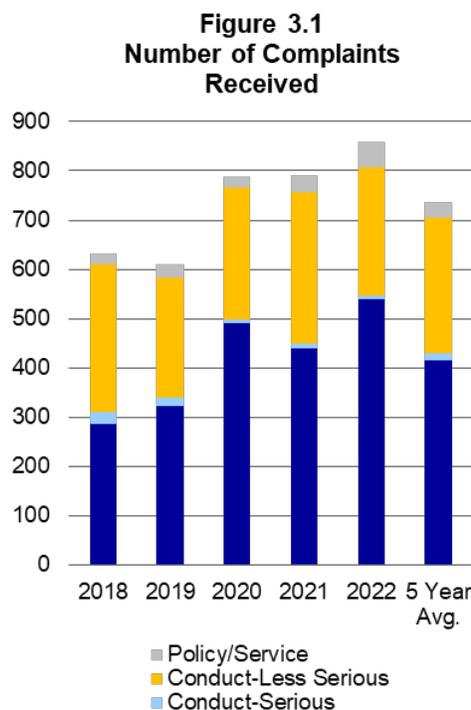
The O.I.P.R.D. ensures complaints are dealt with in a transparent, effective, and fair manner for both the public and the police. In addition to managing public complaints, the O.I.P.R.D. is responsible for setting up and administering the public complaints system, including oversight, systemic reviews, audits, education, and outreach.

Investigation of complaints received by the O.I.P.R.D. may be conducted by O.I.P.R.D. investigators, an outside police service, or the police service in question. The O.I.P.R.D. reviews all complaints to determine their classification as either a conduct, policy, or service complaint. Section 60 of the P.S.A. grants the O.I.P.R.D. the discretion to screen out complaints, for example, if the complaint is found to be frivolous, vexatious, made in bad faith or not in the public interest. The complaints that are screened out by the O.I.P.R.D. are captured as 'not investigated' in this report.

Presently, the O.I.P.R.D. permits the investigation of complaints made by third party complainants and those received beyond the six month limitation period.

Trend Analysis

In 2022, a total of 859 public complaints were received concerning the conduct of uniform members, the policies, or the services of the T.P.S. Of the 859 complaints, 320 were investigated and 539 were screened out by the O.I.P.R.D. 2022 represents a 9.1% decrease, in comparison to 352 investigated complaints in 2021. However, the total number of complaints in 2022 (859 - both investigated and screened out) represents an increase of 8.6% from 2021, and is above the five-year average of 735.8 complaints (Figure 3.1).



Note: It is relevant to consider the volume of interactions T.P.S. members had with members of the public when evaluating the statistics presented in this report. For example, the total number of public complaints filed in 2022 represents only a small fraction (less than 0.05%) of documented contacts that officers had with members of the public.¹

¹ Documented Contact numbers are a combination of the following data: calls for service, Provincial Offence Act Notices (POT, Warnings, Form 104, Suspension Notices), M.H.A. apprehensions (including voluntary), and arrests.

In 2021 the Toronto Police Service underwent a technological upgrade to the database used to record calls for service. This resulted in administrative changes to the way calls were classified. Under the new system and re-classifications, total calls for service decreased substantially, from the previous year (2020). As a result, since calls for service are included in the overall data used to determine documented contacts, the decrease in the calls for service dataset has reduced the overall ratio of incident to contacts in 2022, compared to previously reported years.

Sub-Classification of Complaints based on Alleged Misconduct

The P.S.A. Code of Conduct is utilized by the T.P.S. as a means of sub-classifying conduct complaints received by the O.I.P.R.D. A single complaint may involve one or more subject officers who, in turn, may be accused of multiple categories of misconduct. The most serious allegation in a single complaint is used to sub-classify the complaint as a whole. It should be noted that a public complaint is classified on the initial allegations provided by the complainant and information gathered during the intake process. Complaint classifications and sub-classifications may be revised as the investigation progresses and/or upon concluding findings.

In 2022, discreditable conduct represented 43.1% of complaints investigated, which is a decrease compared to the five-year trend of 48.1%. This broad sub-classification captures conduct that may bring discredit to the T.P.S. but does not fall within one of the more specific classifications.

Allegations of unlawful or unnecessary exercise of authority accounted for 17.2% of investigated complaints in 2022. This is a decrease compared to the five-year average of 21.8% of investigated unlawful and/or unnecessary exercise of authority complaints. Allegations in relation to policy and service complaints increased in 2022, from 9.7% in 2021 to 16.3% in 2022. Figure 3.2 details the sub-classifications of investigated complaints received in 2022.

Figure 3.2
Sub-classification of Alleged Misconduct

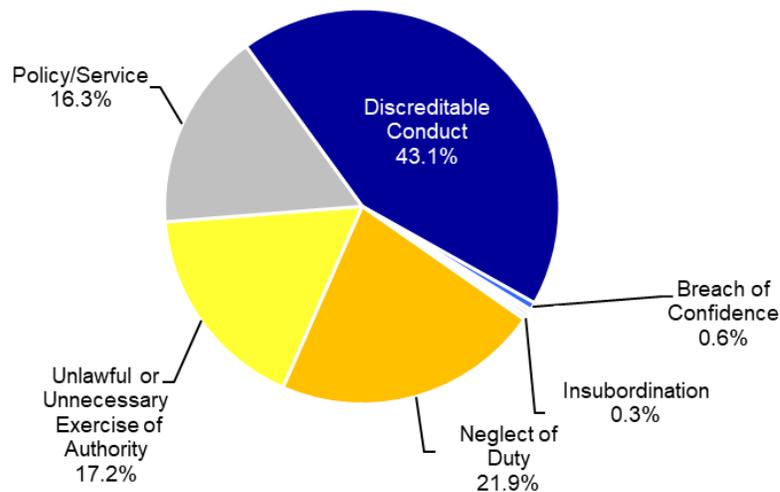
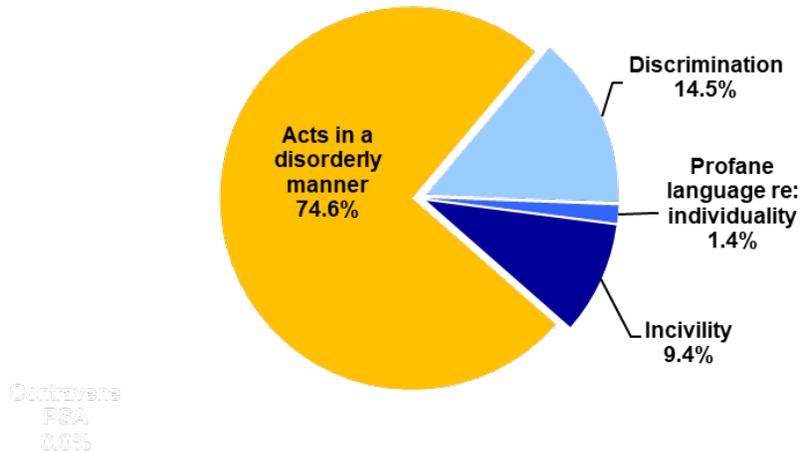


Figure 3.3 depicts investigated complaints received in 2022 that have been sub-classified as discreditable conduct, further categorized by specific charges under the P.S.A. Code of Conduct. A description of these charges is included in the Glossary of Terms section at the conclusion of this report.

Figure 3.3
Discreditable Conduct Allegations



In 2022, allegations of incivility accounted for 9.4% of discreditable conduct allegations, an increase from 6.3% in 2021, but below the five-year average of 16.6%. Allegations of disorderly conduct have remained the most common allegation under the category of discreditable conduct at 74.6% in 2022. This is an increase, in comparison to the 69.4% five-year average. Allegations of discrimination represented 14.5% of all discreditable conduct allegations in 2022, which is comparable to 14.8% in 2021. However, the allegations of discrimination in 2022 is higher than the five-year average of 12.5%.

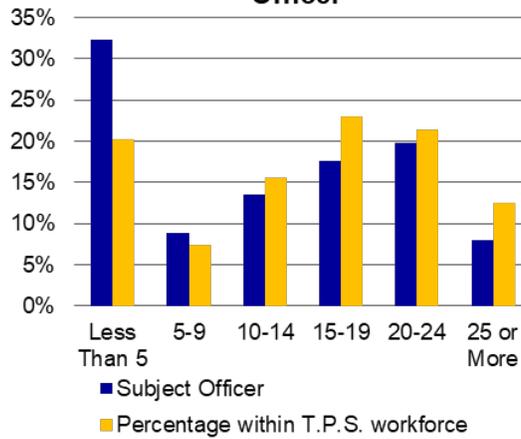
Years of Service and Rank of Subject Officer

Figure 3.4 illustrates a correlation between years of service (grouped by age ranges), the percentage of the overall T.P.S. workforce that the age group represents and the number of complaints in which an officer is named as a subject officer.

In 2022, T.P.S. officers with less than five years of service represented 32.3% of subject officers named in public complaints; this is the highest age category in this section. Officers with 20-24 years of service represented the second highest age category at 19.8%.

In general, trends in the “Years of Service” category reflect years of experience, training and assignment, but may also reflect corporate hiring practices as well.

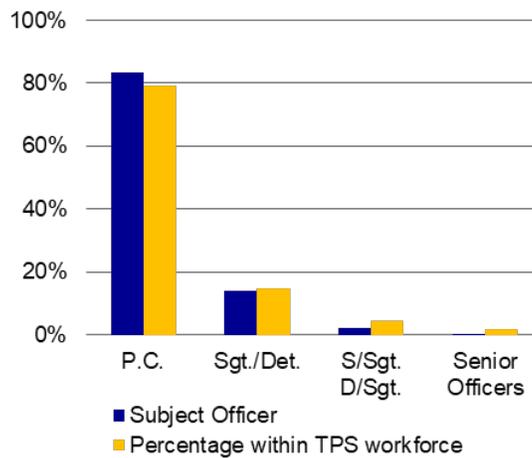
Figure 3.4
Years of Service of Subject Officer



The rank of Police constable continue to account for the majority (85.2%) of subject officers named in public complaints. This is explained by the fact that the majority of the T.P.S. uniform strength (78.8%) are police constables and that, by the nature of their roles and responsibilities, they are usually the first line of police interaction with the public.

Figure 3.5 shows a comparison of the percentage of officers named in public complaints to the percentage of officers by rank Service-wide.

Figure 3.5
Rank of Subject Officer



Investigated Complaints by Command

Note: In March of 2021 the T.P.S. underwent a restructuring of Units and Commands. The new Organizational Chart resulted in changes to command titles, which therefore impacted the historical breakdown of investigated complaints by Command (Figure 3.6).

Investigated complaints in relation to officers attached to Community Safety Command accounted for 89.4% of public complaints received in 2022. Divisional primary response officers, the Public Safety Response Team and Traffic Services fall under these Commands. These officers are primarily responsible for responding to calls for service and general patrols that afford them frequent daily interactions with the public.



Subject officers and/or commands that have not yet been identified, or are not applicable (for example, policy/service, or withdrawn complaints), account for 4.7% of complaints received in 2022. This number is expected to decrease as more investigations are concluded.

Figure 3.6 displays the breakdown of complaints received by command in 2022.



An expanded chart comparing the number and percentage of complaints for all divisions and units is contained in the Supplementary Data section of the report.

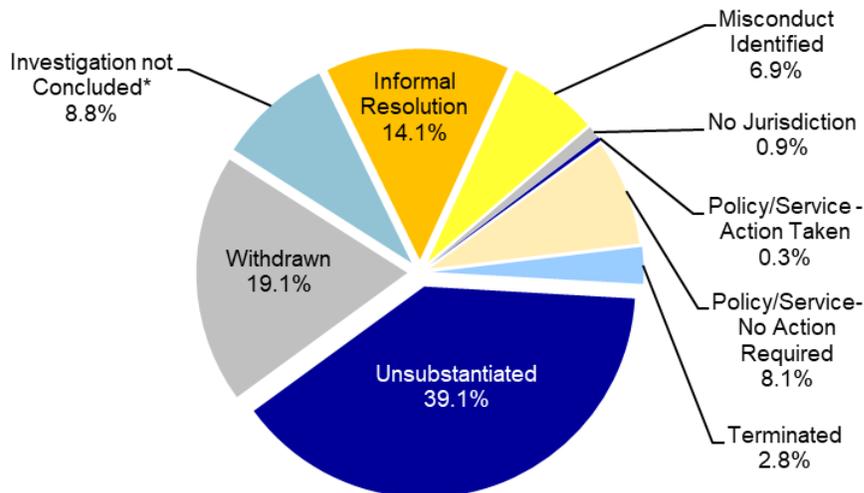
Disposition of Investigated Complaints

To date, 39.1% of the investigated complaints received in 2022 have been concluded with the disposition: allegations found to be unsubstantiated. 42.6% of investigated complaints in 2021 were found to be unsubstantiated. It should be noted that 8.8% of investigated 2022 complaint files remain open; as these files are concluded the disposition numbers will be affected.

Complaint withdrawals represent 19.1% of concluded 2022 complaints, compared to 19.0% in 2021. Informal resolutions made up 14.1% of concluded 2022 complaints, compared to 2021 where 21.6% were resolved in this manner.

The number of complaints where misconduct was identified continues to represent a small proportion of all investigated complaints. Misconduct was identified in just 6.9% of concluded 2022 complaints thus far, comparable to 6.5% in 2021, and also comparable to the five-year average of 6.2% of complaints (Figure 3.7).

Figure 3.7
Disposition of Investigated Complaints



Civilian Oversight Complaint Reviews

Public complaints against police officers can be reviewed by an independent civilian agency on the basis of the complaint classification and/or disposition.

In cases where the complaint was investigated by police and found to be unsubstantiated, or designated as less serious, the complainant(s) can request that the O.I.P.R.D. conduct a review of the investigation. When a complaint is investigated by the O.I.P.R.D., the decision is final and no review will be conducted. Following their review, the O.I.P.R.D. Review Panel may confirm the findings or determine that the investigation requires further action. If the complainant is dissatisfied with the results of a disciplinary hearing, they can appeal to the Ontario Civilian Police Commission (O.C.P.C.), an independent agency under the Ministry of the Solicitor General.

Of the complaints received in 2022, there were 59 cases where the complainant requested that the file be reviewed by the O.I.P.R.D., an increase of 20 cases compared to 39 from 2021. With respect to the 59 reviews conducted, the O.I.P.R.D. upheld 43 decisions and ordered 8 new investigations; 7 reviews are still ongoing and 1 investigation resulted in a panel varied decision.²

If a complainant requests a review of a policy or service complaint they can appeal to the respective Police Services Board.

² Request for Review statistics taken from <http://stats.oiprd.on.ca/?year=2022&service=Toronto>

Judicial Critical Narrative

The Toronto Police Service has been tracking and reporting comments from the judiciary regarding officer conduct and testimony when advised of such findings since 2013. This is a result of a request from the Toronto Police Services Board (Min. No, P74/13).

Both the Ministry of the Attorney General – Crown Law Office and Public Prosecution Services of Canada have internal directives that govern when they are required to report to the Toronto Police Service concerns in relation to police officer misconduct.

The Ministry of the Attorney General’s guidance is found within the Crown Prosecution Manual, at *Directive 29: Police*, within the paragraph “Police as witness – Allegations of Dishonesty”.

To be connected to the Ministry of the Attorney General – Crown Prosecution Homepage, scan the QR Code to the right.



The Public Prosecution Services of Canada guidance is found within the Public Prosecutions Services of Canada Deskbook, at *Part II: Principles Governing Crown Counsel’s Conduct*, within the paragraph “2.13 Allegations of Misconduct by Persons Involved in the Investigation of Charges”.

To be connected to the Public Prosecutions Services of Canada Deskbook Homepage, scan the QR Code to the right.



In 2022, Professional Standards was made aware of twelve (12) complaints from the Ministry of the Attorney General and/or Public Prosecution Services of Canada. Complaints were raised regarding the conduct or credibility of thirty-four (34) officers, involved in the twelve separate investigations. All twelve (12) complaints of adverse judicial findings and thirty-four (34) members, were investigated by Professional Standards.

Misconduct was determined to be unsubstantiated in eight (8) of the cases and substantiated in four (4) cases. Of the cases where misconduct was substantiated, three (3) members were found guilty of Discreditable Conduct (PSA), one (1) officer was found guilty of Insubordination (PSA) and one (1) officer was found guilty of Unlawful or Unnecessary Exercise of Authority (PSA). Three (3) of the six (6) officers received a verbal reprimand and/or a referral for additional

training; one (1) officer received a penalty of eight (8) hours. One (1) officer's case was referred to the Tribunal; and one (1) of the officers retired before the conclusion of the investigation.

Public Contacts

Community-based policing is a priority for the T.P.S. The residential population of Toronto is estimated at 2.79 million (2021 City of Toronto Census). Service members have extensive contact with members of the community in order to ensure public safety. In 2022, there were over 385,666 calls for service for events attended by the T.P.S., approximately 249,500 provincial offence tickets were issued, 13,585 Mental Health Act (M.H.A.) apprehensions following a Person in Crisis call for service and over 25,770 arrests. In total, T.P.S. officers had approximately 647,600 documented contacts³ with members of the public in 2022 (this figure includes repeat contacts).



It is relevant to consider the volume of interactions T.P.S. members had with members of the public when evaluating the statistics presented in this report. For example, the total number of public complaints filed in 2022 represents only a small fraction (less than 0.05%) of documented contacts. Further, when considering the total number of use of force incidents relative to arrests and M.H.A. apprehensions in 2022, force was required in 5.8% of the time. Lastly, when comparing the number of S.I.U. investigations to documented contacts, there was one S.I.U. incident investigated for every 9,778 documented contacts with members of the public (or less than 0.01%) in 2022.

³ Documented Contact numbers are a combination of the following data: calls for service, Provincial Offence Act Notices (POT, Warnings, Form 104, Suspension Notices), M.H.A. apprehensions (including voluntary), and arrests. In 2021 the Toronto Police Service underwent a technological upgrade to the database used to record calls for service. This resulted in administrative changes to the way calls were classified. Under the new system and re-classifications, total calls for service decreased substantially, from the previous year (2020). As a result, since calls for service are included in the overall data used to determine documented contacts, the decrease in the calls for service dataset has reduced the overall ratio of incident to contacts in 2022, compared to previously reported years.

Time Taken to Conclude Investigated Complaints

The P.S.A. requires that respondent officers be given notice of a hearing within six months of the decision to retain or refer a complaint for investigation, where there is a decision of a substantiation of serious misconduct. As such, the O.I.P.R.D. directs police services to complete and submit the investigative report within 120 days. In order to ensure these timelines are met, T.P.S. procedures stipulate that complaint investigations shall be completed within 90 days.

However, there are provisions for investigations that require additional time. For all investigated complaints received in 2022, 91.3% have been concluded to date. Of the concluded investigations, 56.2% were completed within 90 days, compared to 52.8% in 2021 and the five-year average of 45.0%.

Figure 3.8 compares the time taken to conclude complaints that were received between 2018 and 2022.

| | 2018 | 2019 | 2020 | 2021 | 2022 | 5 Year Avg. |
|-----------------|------|------|------|------|------|-------------|
| 0 to 30 days | 26 | 31 | 46 | 68 | 73 | 48.8 |
| 31 to 60 days | 35 | 36 | 34 | 63 | 37 | 41 |
| 61 to 90 days | 53 | 52 | 44 | 51 | 54 | 50.8 |
| 91 to 120 days | 51 | 63 | 55 | 77 | 62 | 61.6 |
| 121 to 150 days | 75 | 55 | 41 | 35 | 35 | 48.2 |
| 151 to 180 days | 43 | 21 | 25 | 21 | 13 | 24.6 |
| Over 180 days | 59 | 29 | 51 | 30 | 18 | 37.4 |

Comparison to Other Police Services

The O.I.P.R.D. releases an annual report on the number of external complaints they receive in relation to all Ontario police services. Figure 3.9, depicts information obtained from the O.I.P.R.D. Stats Dashboard and compares the T.P.S. to other police services in the province.

**Figure 3.9
OIPRD Statistics* - Comparison to other Police Services**

| Police Service* | Number of Officers | Type of Complaint | | Total Complainants** | Screened Out** | Investigated** | Total Complaints per 100 Officers | Investigated Complaints per 100 Officers |
|------------------------|--------------------|-------------------|--------|----------------------|----------------|----------------|-----------------------------------|--|
| | | Conduct | Policy | | | | | |
| Durham Regional | 904 | 134 | 0 | 143 | 83 | 58 | 15.8 | 6.4 |
| Hamilton | 829 | 157 | 2 | 169 | 93 | 73 | 20.4 | 8.8 |
| Kitchener | 205 | 52 | 1 | 60 | 38 | 22 | 29.3 | 10.7 |
| London | 800 | 138 | 1 | 165 | 88 | 72 | 20.6 | 9.0 |
| Niagara Regional | 700 | 165 | 1 | 191 | 107 | 70 | 27.3 | 10.0 |
| Ottawa | 1,480 | 720 | 4 | 866 | 632 | 227 | 58.5 | 15.3 |
| Peel Regional | 2,200 | 236 | 3 | 249 | 138 | 111 | 11.3 | 5.0 |
| Toronto*** | 5,400 | 906 | 4 | 988 | 630 | 345 | 18.3 | 6.4 |
| Walterloo Regional | 820 | 129 | 1 | 135 | 80 | 61 | 16.5 | 7.4 |
| York Regional | 1,600 | 229 | 0 | 245 | 145 | 91 | 15.3 | 5.7 |
| Total Complainants**** | 26,100 | 4,580 | 34 | 5,099 | 3,158 | 1,849 | 19.5 | 7.1 |

Source: OIPRD Stats Dashboard, <http://stats.oiprd.on.ca/?year=2022> (extracted 2023.04.10)

* Police Service "Number of Officers" Statistics from "Statistics Canada - Police Resources in Canada 2022". Please see individual Police Services' sites for a breakdown of employees (civilian vs. sworn members).

** "Type of Complaint", "Screened Out" and "Investigated" complaints do not necessarily add to the "Total number of Complaints" received by an agency. This is due to delays in investigations and cases being carried over from previous years &/or not yet concluded when these statistics were extracted. It may also be due to complaints that were withdrawn by the complainant prior to screening.

*** T.P.S. complaint numbers featured in this report differ from the OIPRD dashboard due to delays in reporting and when complaints were screened in or out. For consistency purposes, T.P.S. numbers as they appeared on the OIPRD dashboard were used in the agency comparison analysis above.

**** This number includes all police services in Ontario and includes the agencies listed above.

Special Investigations Unit

The Special Investigations Unit (S.I.U.) is a civilian law enforcement agency with a mandate to maintain confidence in Ontario's police services by assuring the public that police actions resulting in serious injury, death, or allegations of sexual assault are subjected to comprehensive, independent investigations.

The S.I.U. is independent of the police and is at arm's length to the Ministry of the Attorney General. Any incident that may reasonably fall within the mandate of the S.I.U. must be reported to the S.I.U. by the police service involved and/or may be reported by the complainant or any other person.

To be connected to the Special Investigations Unit
Homepage, scan the QR Code to the right.



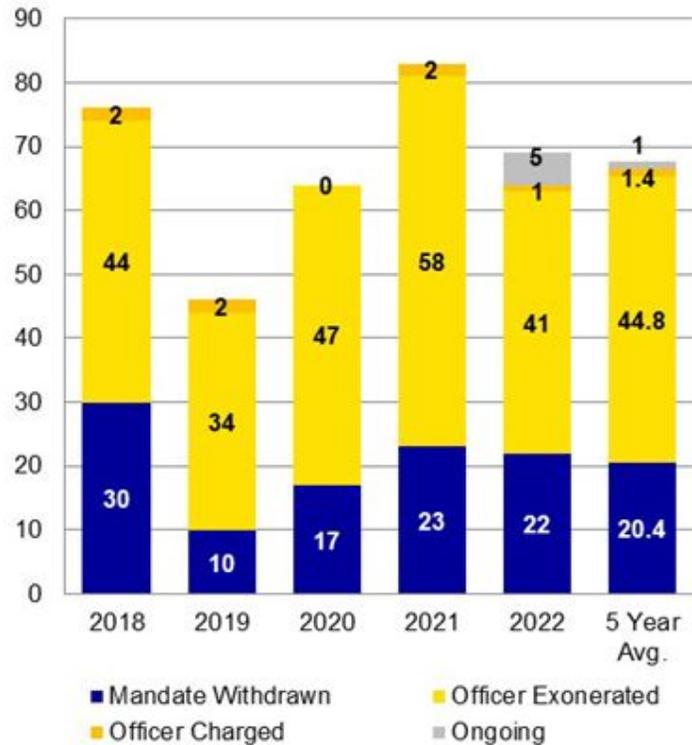
Trend Analysis

In 2022, the S.I.U. invoked its mandate with respect to investigating 69 incidents, compared to 83 incidents in 2021, representing a 16.9% decrease in the number of incidents year-over-year.

Of the incidents occurring in 2022, 41 cases were concluded with the subject officer(s) being exonerated, the S.I.U. withdrew its mandate in 22 cases, 1 case resulted in officers being charged criminally, and investigations are ongoing in 5 cases (Figure 6.1).

The S.I.U. withdraws its mandate in cases that do not meet the threshold for intervention; for example, the injury was not serious or the actions of the officer did not contribute to the injury.

Figure 6.1
Number of S.I.U. Investigations



A low proportion of police contacts with the public result in the S.I.U. mandate being invoked. When comparing the number of S.I.U. investigations to the documented number of community contacts that officers had in 2022, there was one SIU incident investigated for every 9,778 contacts. In other words, less than 0.01% of community contacts resulted in a SIU investigation.⁴

The number of custody-related incidents decreased 17.6% from 46 in 2021 to 38 in 2022. There were five (5) vehicle-related incidents in 2022 which is comparable to four (4) in 2021, but is below the five-year average of 6.6 incidents. Figure 6.2 provides a five-year perspective of S.I.U. investigations involving T.P.S. officers.

⁴ Documented contact numbers are a combination of the following data: calls for service, Provincial Offence Act Notices (POT, Warnings, Form 104, Suspension Notices), M.H.A. apprehensions (including voluntary), and arrests.

In 2021 the Toronto Police Service underwent a technological upgrade to the database used to record calls for service. This resulted in administrative changes to the way calls were classified. Under the new system and re-classifications, total calls for service decreased substantially, from the previous year (2020). As a result, since calls for service are included in the overall data used to determine documented contacts, the decrease in the calls for service dataset has reduced the overall ratio of incident to contacts in 2022, compared to previously reported years.

Figure 6.2
Reasons for SIU Investigations

| Occurrence Type | 2018 | | 2019 | | 2020 | | 2021 | | 2022 | | 5 Year Avg. | |
|------------------------------|----------|-----------|----------|-----------|-----------|-----------|-----------|-----------|----------|-----------|-------------|-----------|
| | Death | Injury | Death | Injury | Death | Injury | Death | Injury | Death | Injury | Death | Injury |
| Firearm incident | 1 | 1 | 1 | 4 | 2 | 3 | 3 | 11 | 2 | 6 | 1.8 | 5 |
| Vehicle incident | 1 | 8 | 1 | 3 | 0 | 11 | 2 | 2 | 0 | 5 | 0.8 | 5.8 |
| Custody incident | 4 | 47 | 2 | 26 | 8 | 29 | 10 | 36 | 4 | 34 | 5.6 | 34.4 |
| Allegation of Sexual Assault | N/A | 14 | N/A | 9 | N/A | 11 | N/A | 18 | N/A | 16 | N/A | 13.6 |
| Other Death or Injury | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 | 1 | 0.4 | 0.2 |
| Total | 6 | 70 | 4 | 42 | 10 | 54 | 16 | 67 | 7 | 62 | 8.6 | 59 |

The S.I.U. invoked its mandate to investigate seven (7) deaths in 2022, a decrease from sixteen (16) in 2021, and below the five-year average of 8.6 deaths. In relation to the seven (7) 2022 investigations, officers were exonerated in five (5) incidents, one (1) incident was withdrawn, and one (1) incident remains open.

At the time this report was drafted, 1.4% of all incidents investigated by the S.I.U. in 2022 resulted in officers being charged criminally; this is comparable to the five-year average of 2.2% incidents.

Section 11 Investigations

Pursuant to Section 11 of Ontario Regulation 267/10, the Chief of Police conducts an administrative investigation into any incident in which the S.I.U. is involved. The administrative investigation is intended to examine the policies of, and/or services provided, by the police service along with the conduct of its police officers. These reviews are commonly referred to as Section 11 Investigations.

These investigations are conducted by subject matter experts drawn from various units within the Toronto Police Service (T.P.S.) including Homicide and Missing Persons Unit, Sex Crimes, Traffic Services, and Professional Standards.

Comparison to Other Police Services

The Special Investigations Unit maintains a statistical dashboard with respect to investigations where the SIU mandate was invoked in relation to all Ontario police services. Additionally, the S.I.U. publishes an Annual Report (reporting period is January 1 to December 31).

Figure 6.3 features information contained in the 2022 S.I.U. Annual Report, as well as the S.I.U. Stats Dashboard (updated regularly) and compares the Toronto Police Service to other police agencies in Ontario with respect to S.I.U. investigations.

Figure 6.3
S.I.U. Statistics - Comparison to other Police Services

| Police Service | Number of Officers* | Firearm | | Discharge at Person | | Custody | | Vehicle | | Sexual Assault Allegation | | Other | | Total Investigated | Cases per 100 Officers |
|--------------------------|---------------------|---------|-------|---------------------|-------|---------|-------|---------|-------|---------------------------|--------|-------|---|--------------------|------------------------|
| | | Injury | Death | Injury | Death | Injury | Death | Injury | Death | Injuries | Deaths | | | | |
| Durham Regional | 904 | 0 | 0 | 0 | 2 | 5 | 2 | 3 | 0 | 3 | 0 | 0 | 0 | 13 | 1.4 |
| Hamilton | 829 | 0 | 2 | 1 | 0 | 12 | 0 | 1 | 1 | 1 | 0 | 0 | 0 | 18 | 2.2 |
| Kingston | 205 | 0 | 0 | 0 | 0 | 4 | 0 | 2 | 0 | 2 | 0 | 0 | 0 | 8 | 3.9 |
| London | 800 | 0 | 0 | 1 | 0 | 4 | 0 | 2 | 0 | 0 | 0 | 0 | 0 | 7 | 0.9 |
| Niagara Regional | 700 | 0 | 1 | 0 | 0 | 6 | 0 | 0 | 0 | 2 | 0 | 0 | 0 | 9 | 1.3 |
| Ottawa | 1,480 | 0 | 1 | 1 | 0 | 7 | 0 | 2 | 0 | 1 | 0 | 0 | 0 | 12 | 0.8 |
| Peel Regional | 2,200 | 0 | 0 | 1 | 0 | 14 | 0 | 5 | 0 | 5 | 0 | 0 | 1 | 26 | 1.2 |
| Toronto | 5,400 | 1 | 2 | 5 | 4 | 34 | 4 | 5 | 0 | 16 | 1 | 1 | 1 | 69 | 1.3 |
| Waterloo Regional | 820 | 1 | 0 | 0 | 1 | 8 | 1 | 0 | 0 | 2 | 0 | 0 | 0 | 12 | 1.5 |
| York Regional | 1,600 | 1 | 4 | 1 | 0 | 4 | 0 | 1 | 0 | 3 | 0 | 0 | 0 | 14 | 0.9 |
| Investigated by S.I.U.** | 26,100 | 7 | 12 | 23 | 14 | 171 | 14 | 36 | 4 | 55 | 1 | 7 | 7 | 330 | 1.3 |

Sources: S.I.U. Breakdown of Occurrences (January 1, 2022 to December 31, 2022); https://www.siu.on.ca/en/report_occurrences.php (extracted 2023.04.05);
S.I.U., Status of Cases, 2022; http://www.siu.on.ca/en/case_status.php (extracted 2023.04.05).

* Police Service "Number of Officers" Statistics from "Statistics Canada - Police Resources in Canada 2022". Please see individual Police Services' sites for a breakdown of employees (civilian vs. sworn members).
** This number includes all police services in Ontario and includes the agencies listed above.

Suspect Apprehension Pursuits

The Ontario Ministry of the Solicitor General has established detailed guidelines regarding police vehicle pursuits, including when and how pursuits are to be commenced or continued, supervisory obligations during the pursuit process, and reporting requirements.

Recognizing the inherent risk to both officers and members of the public when pursuits are initiated, the Toronto Police Service (T.P.S.) has undertaken a number of strategies to both reduce the number of pursuits initiated and develop targeted training to enhance safe driving practices.

Ontario Regulation 266 / 10

Legislation governing police pursuits in Ontario is found in Ontario Regulation 266/10, entitled Suspect Apprehension Pursuits. According to the Regulation, a suspect apprehension pursuit occurs when a police officer attempts to direct the driver of a motor vehicle to stop, the driver refuses to obey the officer, and the officer pursues in a motor vehicle for the purpose of stopping the fleeing motor vehicle, or identifying the fleeing motor vehicle, or an individual in the fleeing motor vehicle.

The Regulation allows an officer to pursue, or continue to pursue, a fleeing vehicle that fails to stop if the officer has reason to believe that a criminal offence has been committed, or is about to be committed, or for the purposes of motor vehicle identification, or the identification of an individual in the vehicle.

The Regulation further requires that each police service establish written procedures on the management and control of suspect apprehension pursuits. T.P.S. Procedure 15-10 (Suspect Apprehension Pursuits) was specifically amended to address this requirement. The Regulation also directs every officer who initiates a pursuit to complete a provincial Fail to Stop Report. The report provides a comprehensive description of the pursuit, including the reasons for and the results of the pursuit, charge information, and the environmental conditions prevailing at the time of the pursuit.

Pursuit Reduction Initiatives

Police officers, by the demands of their profession, are asked to perform far more difficult driving tasks than the average motorist on the road. Unique aspects of police driving can be broken down

into three functions: patrol, emergency response and suspect apprehension pursuit. Police Vehicle Operations (P.V.O.) delivers specialized decision-based driver training programs that are developed by subject matter experts. The program is highly engaging with interactive classroom activities, simulation exercises and practical in-car training.

In 2022 Service wide training was conducted for all police officers in the Suspect Apprehension Pursuit (S.A.P.) course. S.A.P. training is a mandatory requirement for any officer who may engage in a pursuit. P.V.O. provides training for front line officers, supervisors and civilian communications personnel that is accredited by the Ministry of Community Safety and Correctional Services. The training ensures members are conversant with T.P.S. procedure, with a focus on identifying risks associated with pursuits and instruction on alternative strategies. S.A.P. training is incorporated into all emergency vehicles driving instruction.

In January 2022 all post Ontario Police College recruits continued to receive a two day P.V.O. Course. The first day focused on emergency driving, while the second day addressed suspect apprehension pursuits. The course includes lecture, simulation and practical components with the goal of increasing public and officer safety at the earliest opportunity in our newest officer's careers. Additionally, in 2022 tandem stops were added to practical and strategic exercises. This training provides officers with another safe alternative to terminating and/or preventing a pursuit.



Driver Simulator Training

The Service uses an L3 PatrolSim driving simulator to enhance delivery of Suspect Apprehension Pursuits training to frontline officers. Training scenarios are customized and are developed reflecting issues identified through various sources and analysis, such as Service vehicle collisions, S.A.P. statistics, and in-car camera video.

During the training, officers are able to drive in, and observe, a variety of common emergency response and S.A.P. scenarios, reinforcing classroom lectures and discussions. By combining S.A.P. with a cooperative driving system, customized simulation exercises and practical in-vehicle training the result is an advanced driving program designed to reinforce appropriate driving behaviours consistent with legislative requirements and T.P.S. procedures.

The Toronto Police Service is the only police service in Ontario that currently uses a driving simulator to enhance the delivery of driver training to frontline officers, making the Service a leader within Ontario with respect to safe police vehicle operations.

Trend Analysis

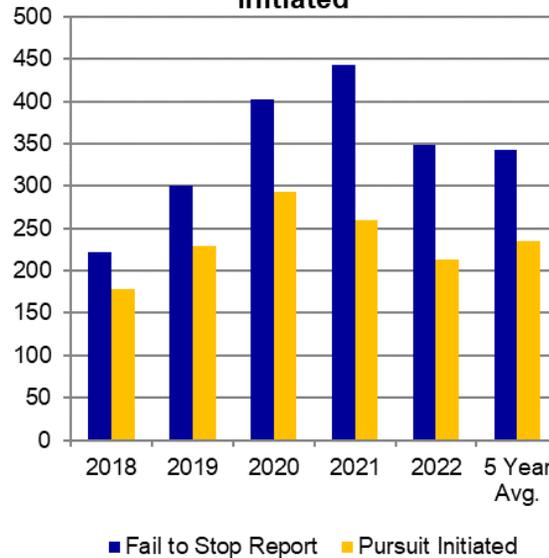
Number of Pursuits

In 2022, 349 Fail to Stop Reports were submitted, representing 21.2% decrease from 2021. Of the reports submitted in 2022, 61.0% (213) resulted in the initiation of a pursuit, which is a decrease when compared to the five-year average of 68.4%. This is also an 18.1% year-over-year decrease in the number of pursuits initiated in 2022, from 260 in 2021 to 213 pursuits in 2022 (Figure 7.1).

It is important to note that not all instances of failing to stop for the police result in a pursuit. Further, the decision to engage in pursuing a suspect vehicle that has failed to stop for the police is a set of entirely different circumstances.

The Fail to Stop Report is mandated by the Ministry; both circumstances are captured on the same Ministry Form.

Figure 7.1
Fail to Stop Reports and Pursuits
Initiated



Reasons for Initiating Pursuits

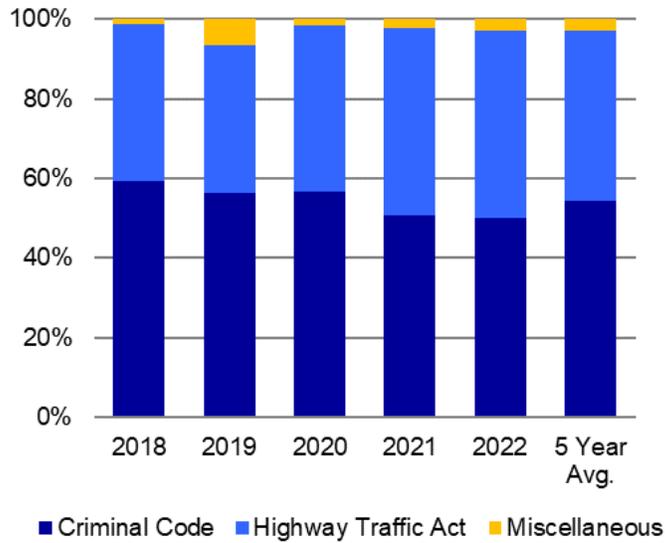
Of the 213 pursuits initiated in 2022, 50.2% occurred as a result of the commission of *Criminal Code* offences. Within the *Criminal Code* category, the majority of pursuits were initiated as a result of the dangerous operation of a motor vehicle or stolen vehicles. In 2022, there were 40 pursuits initiated with respect to stolen vehicles, comparable to the five-year average of 40.8 pursuits.

Of the pursuits initiated in 2022, 46.9% resulted from the commission of offences under the *Highway Traffic Act*

(*H.T.A.*). This is comparable to the five-year average (42.6%). Within the *H.T.A.* category, the most common reason for initiating a pursuit was in relation to moving violations, representing 32.4% of all pursuits initiated in 2022. Moving violations have consistently remained the most common reason for initiating a non-criminal pursuit over the last five years, representing 28.7% of all pursuits.

Miscellaneous circumstances, including reports from the public and suspicious vehicles, accounted for 2.8% of pursuits initiated, as indicated in Figure 7.2.

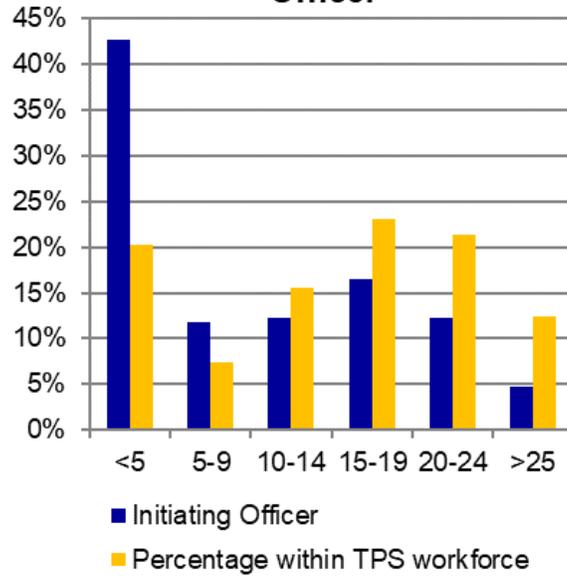
**Figure 7.2
Pursuit Initiation Reasons**



Years of Service

In 2022, T.P.S. officers with less than five (5) years of service initiated the majority of pursuits (42.7%), despite representing only 20.2% of all officers within the T.P.S. This discrepancy is indicative of the fact that officers with less than five (5) years of service are primarily deployed to uniform front line policing duties and experience a great opportunity to observe and engage with other drivers on the road. Officers with fifteen (15) to nineteen (19) years of service represented the second highest category of officers initiating pursuits at 16.4%. Figure 7.3 illustrates the years of service of subject officers involved in pursuits.

Figure 7.3
Years of Service of Initiating Officer

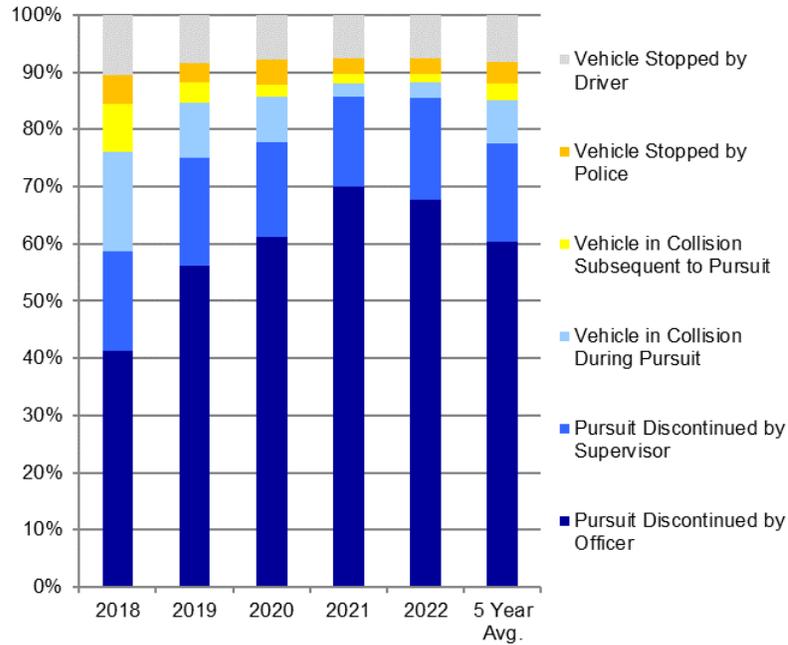


Results of Initiated Pursuits

There was a decrease in the percentage of pursuits that were *discontinued* by officers in 2022; 70.0% of all pursuits initiated in 2021 were discontinued, while 67.6% pursuits were discontinued in 2022. In 2022, the designated pursuit supervisor terminated 17.8% of pursuits initiated, in comparison to terminating 15.8% of pursuits in 2021 (17.2% of terminated pursuits is the five-year average).

In 2.8% of all pursuits in 2022, officers were able to stop suspect vehicles using specific techniques (for example, rolling block, intentional contact, etc.), which is below the five-year average of 3.7%. In 7.5% of pursuits initiated in 2022, the vehicle was stopped by the driver, which is a comparable to the five-year average of 8.3%. Pursuit results are indicated in Figure 7.4.

**Figure 7.4
Pursuit Results**



Charges Laid in Initiated Pursuits

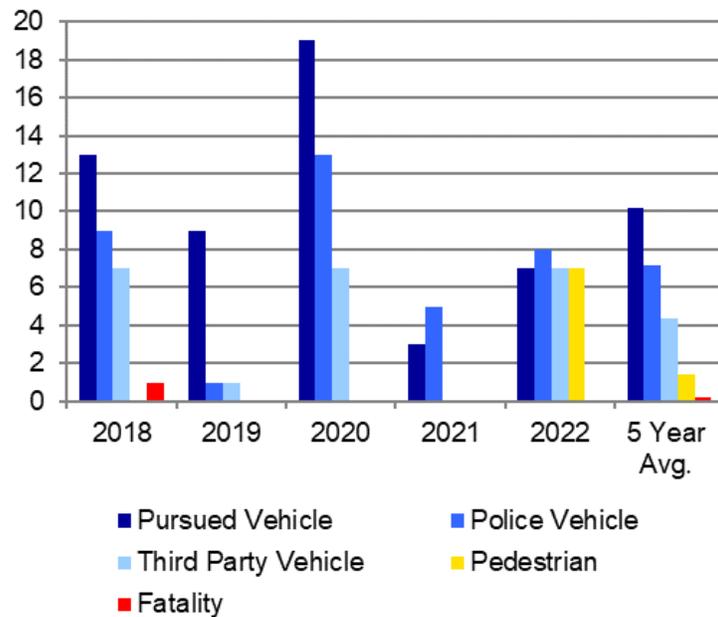
In 2022, 62 pursuits resulted in charges being laid in relation to offences committed under the *Criminal Code*, the H.T.A., and/or other statutes, compared to 78 pursuits in 2021 where charges were laid. The 62 pursuits in 2022 resulted in 55 people being charged with *Criminal Code* offences and 42 people charged with H.T.A. offences.

This is compared to 84 and 40 respectively in 2021. In total, 314 combined *Criminal Code*, H.T.A., and other statute charges were laid in 2022, representing a 28.8% decrease from 441 charges laid in 2021, and a 20.2% decrease when compared to the five-year average (392.6 charges). *Criminal Code* charges equated to the majority of those laid in 2022 (68.5 %).

Collisions and Pursuit Related Injuries

In 2022, 9 pursuits resulted in collisions (either during, or subsequent to the pursuit), representing 4.2% of all pursuits initiated. Of the 213 pursuits last year, 15 (or 7.0%) resulted in injuries, for a total of 29 individuals injured: seven (7) individuals in the pursued vehicle, eight (8) individuals in a police vehicle, seven (7) individuals in a third party vehicle, and seven (7) pedestrians (Figure 7.5).

Figure 7.5
Pursuit Related Injuries



Supplementary Data

Public Complaints

| Classification of Complaints | | | | | | |
|---|--------------|--------------|--------------|--------------|--------------|--------------|
| Complaints - Investigated | 2018 | 2019 | 2020 | 2021 | 2022 | 5 Year Avg. |
| Conduct-Less Serious | 299 | 245 | 267 | 309 | 260 | 276.0 |
| Conduct-Serious | 25 | 17 | 9 | 9 | 8 | 13.6 |
| Policy | 3 | 2 | 5 | 3 | 1 | 2.8 |
| Service | 18 | 24 | 17 | 31 | 51 | 28.2 |
| Number and Percentage of Complaints (Investigated) | 345 | 288 | 298 | 352 | 320 | 320.6 |
| | 54.7% | 47.2% | 37.8% | 44.5% | 37.3% | 43.6% |
| Complaints - Not Investigated | 2018 | 2019 | 2020 | 2021 | 2022 | 5 Year Avg. |
| Abandoned | 0 | 0 | 0 | 1 | 0 | 0.2 |
| Better Dealt with in Other Law | 33 | 34 | 62 | 26 | 21 | 40.8 |
| Complaint Over Six Months | 2 | 4 | 0 | 0 | 9 | 3 |
| Frivolous | 51 | 84 | 68 | 62 | 85 | 70 |
| Made In Bad Faith | 2 | 0 | 0 | 0 | 0 | 0.4 |
| No Jurisdiction | 46 | 30 | 37 | 29 | 40 | 36.4 |
| Not Directly Affected | 7 | 8 | 23 | 18 | 33 | 17.8 |
| Not in the Public Interest | 144 | 160 | 298 | 300 | 342 | 248.8 |
| Vexatious | 1 | 2 | 2 | 2 | 6 | 2.6 |
| Withdrawn | 0 | 0 | 0 | 1 | 3 | 0.8 |
| Number and Percentage of Complaints (Not Investigated) | 286 | 322 | 490 | 439 | 539 | 415.2 |
| | 45.3% | 52.8% | 62.2% | 55.5% | 62.7% | 56.4% |
| Total Number of Public Complaints | 631 | 610 | 788 | 791 | 859 | 735.8 |

| Alleged Misconduct - Investigated Complaints | | | | | | | | | | | | |
|---|------------|--------------|------------|--------------|------------|--------------|------------|--------------|------------|--------------|--------------|--------------|
| | 2018 | | 2019 | | 2020 | | 2021 | | 2022 | | 5 Year Avg. | |
| | # | % | # | % | # | % | # | % | # | % | # | % |
| Breach of Confidence | 3 | 0.9 | 2 | 0.7 | 2 | 0.7 | 1 | 0.3 | 2 | 0.6 | 2.0 | 0.6 |
| Corrupt Practice | 3 | 0.9 | 0 | 0.0 | 2 | 0.7 | 1 | 0.3 | 1 | 0.3 | 1.4 | 0.4 |
| Deceit | 1 | 0.3 | 1 | 0.3 | 0 | 0.0 | 0 | 0.0 | 1 | 0.3 | 0.6 | 0.2 |
| Discreditable Conduct | 166 | 48.1 | 125 | 43.4 | 166 | 55.7 | 176 | 50.0 | 138 | 43.1 | 154.2 | 48.1 |
| Insubordination | 6 | 1.7 | 4 | 1.4 | 2 | 0.7 | 4 | 1.1 | 1 | 0.3 | 3.4 | 1.1 |
| Neglect of Duty | 56 | 16.2 | 46 | 16.0 | 45 | 15.1 | 75 | 21.3 | 70 | 21.9 | 58.4 | 18.2 |
| Unlawful or Unnecessary Exercise of Authority | 89 | 25.8 | 84 | 29.2 | 59 | 19.8 | 61 | 17.3 | 55 | 17.2 | 69.6 | 21.7 |
| Policy/Service | 21 | 6.1 | 26 | 9.0 | 22 | 7.4 | 34 | 9.7 | 52 | 16.3 | 31.0 | 9.7 |
| Total | 345 | 100.0 | 288 | 100.0 | 298 | 100.0 | 352 | 100.0 | 320 | 100.0 | 320.6 | 100.0 |

| Number of Days to Conclude Investigated Complaint Investigations | | | | | | | | | | | | |
|--|------------|--------------|------------|--------------|------------|--------------|------------|--------------|------------|--------------|--------------|--------------|
| | 2018 | | 2019 | | 2020 | | 2021 | | 2022 | | 5 Year Avg. | |
| | # | % | # | % | # | % | # | % | # | % | # | % |
| 0 to 30 days | 26 | 7.6 | 31 | 10.8 | 46 | 15.5 | 68 | 19.7 | 73 | 25.0 | 48.8 | 15.6 |
| 31 to 60 days | 35 | 10.2 | 36 | 12.5 | 34 | 11.5 | 63 | 18.3 | 37 | 12.7 | 41.0 | 13.1 |
| 61 to 90 days | 53 | 15.5 | 52 | 18.1 | 44 | 14.9 | 51 | 14.8 | 54 | 18.5 | 50.8 | 16.3 |
| 91 to 120 days | 51 | 14.9 | 63 | 22.0 | 55 | 18.6 | 77 | 22.3 | 62 | 21.2 | 61.6 | 19.7 |
| 121 to 150 days | 75 | 21.9 | 55 | 19.2 | 41 | 13.9 | 35 | 10.1 | 35 | 12.0 | 48.2 | 15.4 |
| 151 to 180 days | 43 | 12.6 | 21 | 7.3 | 25 | 8.4 | 21 | 6.1 | 13 | 4.5 | 24.6 | 7.9 |
| Over 180 days | 59 | 17.3 | 29 | 10.1 | 51 | 17.2 | 30 | 8.7 | 18 | 6.2 | 37.4 | 12.0 |
| Total | 342 | 100.0 | 287 | 100.0 | 296 | 100.0 | 345 | 100.0 | 292 | 100.0 | 312.4 | 100.0 |

| Top Three Sub-Classifications of Alleged Misconduct | | | | | | | | | | | | |
|---|------------|--------------|------------|--------------|------------|--------------|------------|--------------|------------|--------------|--------------|--------------|
| | 2018 | | 2019 | | 2020 | | 2021 | | 2022 | | 5 Year Avg. | |
| | # | % | # | % | # | % | # | % | # | % | # | % |
| Discreditable Conduct | | | | | | | | | | | | |
| Discrimination | 12 | 7.2 | 12 | 9.6 | 25 | 15.1 | 26 | 14.8 | 20 | 14.5 | 19.0 | 12.3 |
| Profane language re: individuality | 4 | 2.4 | 3 | 2.4 | 2 | 1.2 | 2 | 1.1 | 2 | 1.4 | 2.6 | 1.7 |
| Incivility | 43 | 25.9 | 33 | 26.4 | 28 | 16.9 | 11 | 6.3 | 13 | 9.4 | 25.6 | 16.6 |
| Contravene P.S.A. | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 |
| Acts in a disorderly manner | 107 | 64.5 | 77 | 61.6 | 111 | 66.9 | 137 | 77.8 | 103 | 74.6 | 107.0 | 69.4 |
| Total | 166 | 100.0 | 125 | 100.0 | 166 | 100.0 | 176 | 100.0 | 138 | 100.0 | 154.2 | 100.0 |
| Neglect of Duty | | | | | | | | | | | | |
| Neglects to perform a duty | 54 | 96.4 | 46 | 100.0 | 44 | 97.8 | 74 | 98.7 | 69 | 98.6 | 57.4 | 98.3 |
| Fails to report matter | 1 | 1.8 | 0 | 0.0 | 0 | 0.0 | 1 | 1.3 | 1 | 1.4 | 0.6 | 1.0 |
| Fails to disclose evidence | 0 | 0.0 | 0 | 0.0 | 1 | 2.2 | 0 | 0.0 | 0 | 0.0 | 0.2 | 0.3 |
| Omits to make entry in a record | 1 | 1.8 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0.2 | 0.3 |
| Total | 56 | 100.0 | 46 | 100.0 | 45 | 100.0 | 75 | 100.0 | 70 | 100.0 | 58.4 | 100.0 |
| Unlawful/Unnecessary Exercise of Authority | | | | | | | | | | | | |
| Unlawful/unnecessary arrest | 17 | 19.1 | 11 | 13.1 | 12 | 20.3 | 21 | 34.4 | 18 | 32.7 | 15.8 | 22.7 |
| Unnecessary force | 72 | 95.2 | 73 | 80.9 | 47 | 86.9 | 40 | 79.7 | 35 | 66.1 | 58.4 | 82.0 |
| Collect information about individual | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 2 | 3.6 | 0.4 | 0.6 |
| Total | 89 | 114.3 | 84 | 94.0 | 59 | 107.2 | 61 | 114.1 | 55 | 102.5 | 69.6 | 105.3 |

| Disposition - Investigated Complaints | | | | | | | | | | | | |
|---------------------------------------|------------|--------------|------------|--------------|------------|--------------|------------|--------------|------------|--------------|--------------|--------------|
| | 2018 | | 2019 | | 2020 | | 2021 | | 2022 | | 5 Year Avg. | |
| | # | % | # | % | # | % | # | % | # | % | # | % |
| Discontinued | 0 | 0.0 | 0 | 0.0 | 1 | 0.3 | 1 | 0.3 | 0 | 0.0 | 0.4 | 0.1 |
| Informal Resolution | 75 | 21.7 | 66 | 22.9 | 67 | 22.5 | 76 | 21.6 | 45 | 14.1 | 65.8 | 20.5 |
| Misconduct Identified | 27 | 7.8 | 13 | 4.5 | 14 | 4.7 | 23 | 6.5 | 22 | 6.9 | 19.8 | 6.2 |
| No Jurisdiction | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 2 | 0.6 | 3 | 0.9 | 1.0 | 0.3 |
| Not in Public Interest | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 1 | 0.3 | 0 | 0.0 | 0.2 | 0.1 |
| Over 6 Months Old | 1 | 0.3 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0.2 | 0.1 |
| Policy/service - Action Taken | 1 | 0.3 | 3 | 1.0 | 2 | 0.7 | 2 | 0.6 | 1 | 0.3 | 1.8 | 0.6 |
| Policy/service-No Action Required | 11 | 3.2 | 14 | 4.9 | 9 | 3.0 | 18 | 5.1 | 26 | 8.1 | 15.6 | 4.9 |
| Terminated | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 5 | 1.4 | 9 | 2.8 | 2.8 | 0.9 |
| Unsubstantiated | 170 | 49.3 | 131 | 45.5 | 138 | 46.3 | 150 | 42.6 | 125 | 39.1 | 142.8 | 44.5 |
| Withdrawn | 57 | 16.5 | 60 | 20.8 | 65 | 21.8 | 67 | 19.0 | 61 | 19.1 | 62.0 | 19.3 |
| Investigation not Concluded* | 3 | 0.9 | 1 | 0.3 | 2 | 0.7 | 7 | 2.0 | 28 | 8.8 | 8.2 | 2.6 |
| Total | 345 | 100.0 | 288 | 100.0 | 298 | 100.0 | 352 | 100.0 | 320 | 100.0 | 320.6 | 100.0 |

*Number is anticipated to decrease as complaints are concluded, this will effect the final dispositions.

| Investigated Complaints by Involved Unit | | | | | | | | | | |
|--|------------|--------------|------------|--------------|------------|--------------|------------|--------------|------------|--------------|
| Involved Unit | 2018 | | 2019 | | 2020 | | 2021 | | 2022 | |
| | # | % | # | % | # | % | # | % | # | % |
| 11 Division | 6 | 1.7 | 10 | 3.5 | 7 | 2.3 | 11 | 3.1 | 12 | 3.8 |
| 12 Division | 9 | 2.6 | 7 | 2.4 | 5 | 1.7 | 9 | 2.6 | 10 | 3.1 |
| 13 Division | 17 | 4.9 | 11 | 3.8 | 5 | 1.7 | 8 | 2.3 | 5 | 1.6 |
| 14 Division | 22 | 6.4 | 23 | 8.0 | 14 | 4.7 | 26 | 7.4 | 27 | 8.4 |
| 22 Division | 18 | 5.2 | 8 | 2.8 | 11 | 3.7 | 14 | 4.0 | 20 | 6.3 |
| 23 Division | 16 | 4.6 | 11 | 3.8 | 9 | 3.0 | 13 | 3.7 | 7 | 2.2 |
| 31 Division | 18 | 5.2 | 10 | 3.5 | 11 | 3.7 | 17 | 4.8 | 12 | 3.8 |
| 32 Division | 16 | 4.6 | 14 | 4.9 | 19 | 6.4 | 9 | 2.6 | 15 | 4.7 |
| 33 Division | 14 | 4.1 | 7 | 2.4 | 2 | 0.7 | 11 | 3.1 | 20 | 6.3 |
| 41 Division | 10 | 2.9 | 9 | 3.1 | 19 | 6.4 | 12 | 3.4 | 13 | 4.1 |
| 42 Division | 9 | 2.6 | 7 | 2.4 | 7 | 2.3 | 15 | 4.3 | 14 | 4.4 |
| 43 Division | 25 | 7.2 | 12 | 4.2 | 22 | 7.4 | 31 | 8.8 | 8 | 2.5 |
| 51 Division | 20 | 5.8 | 21 | 7.3 | 23 | 7.7 | 31 | 8.8 | 26 | 8.1 |
| 52 Division | 23 | 6.7 | 21 | 7.3 | 26 | 8.7 | 21 | 6.0 | 34 | 10.6 |
| 53 Division | 11 | 3.2 | 11 | 3.8 | 14 | 4.7 | 8 | 2.3 | 15 | 4.7 |
| 54 Division | 13 | 3.8 | 7 | 2.4 | 7 | 2.3 | 4 | 1.1 | 0 | 0.0 |
| 55 Division | 15 | 4.3 | 9 | 3.1 | 8 | 2.7 | 22 | 6.3 | 23 | 7.2 |
| Communication Services | 6 | 1.7 | 3 | 1.0 | 4 | 1.3 | 4 | 1.1 | 17 | 5.3 |
| Community Pship and Engagement | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 1 | 0.3 |
| Corporate Communications | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 1 | 0.3 | 1 | 0.3 |
| Drug Squad | 2 | 0.6 | 1 | 0.3 | 1 | 0.3 | 1 | 0.3 | 0 | 0.0 |
| Emergency Task Force | 10 | 2.9 | 4 | 1.4 | 5 | 1.7 | 1 | 0.3 | 1 | 0.3 |
| Financial Crimes Unit | 4 | 1.2 | 1 | 0.3 | 1 | 0.3 | 2 | 0.6 | 0 | 0.0 |
| Forensic Identification Svcs | 0 | 0.0 | 1 | 0.3 | 0 | 0.0 | 1 | 0.3 | 0 | 0.0 |
| Hold Up Squad | 5 | 1.4 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 1 | 0.3 |
| Homicide | 0 | 0.0 | 2 | 0.7 | 2 | 0.7 | 3 | 0.9 | 0 | 0.0 |
| Information and Technology Cmd | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 2 | 0.6 | 3 | 0.9 |
| Integrated G&G Task Force | 2 | 0.6 | 3 | 1.0 | 4 | 1.3 | 5 | 1.4 | 4 | 1.3 |
| Intelligence Services | 0 | 0.0 | 0 | 0.0 | 1 | 0.3 | 1 | 0.3 | 1 | 0.3 |
| Marine | 1 | 0.3 | 0 | 0.0 | 1 | 0.3 | 3 | 0.9 | 0 | 0.0 |
| Mounted | 1 | 0.3 | 1 | 0.3 | 2 | 0.7 | 1 | 0.3 | 1 | 0.3 |
| Not Applicable | 20 | 5.8 | 32 | 11.1 | 23 | 7.7 | 25 | 7.1 | 8 | 2.5 |
| Not Identified | 4 | 1.2 | 7 | 2.4 | 14 | 4.7 | 7 | 2.0 | 6 | 1.9 |
| Parking Enforcement | 0 | 0.0 | 0 | 0.0 | 1 | 0.3 | 0 | 0.0 | 0 | 0.0 |
| Police Dog Services | 0 | 0.0 | 2 | 0.7 | 0 | 0.0 | 2 | 0.6 | 0 | 0.0 |
| Pro ROPE, Fug Sq & Bail Comp | 1 | 0.3 | 0 | 0.0 | 0 | 0.0 | 1 | 0.3 | 0 | 0.0 |
| Professional Standards | 0 | 0.0 | 1 | 0.3 | 1 | 0.3 | 0 | 0.0 | 1 | 0.3 |
| Property & Video Evidence Mgmt | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 1 | 0.3 |
| Public Safety Response | 4 | 1.2 | 2 | 0.7 | 3 | 1.0 | 0 | 0.0 | 1 | 0.3 |
| Records Management Services | 1 | 0.3 | 0 | 0.0 | 0 | 0.0 | 3 | 0.9 | 0 | 0.0 |
| Sex Crimes Unit | 3 | 0.9 | 4 | 1.4 | 2 | 0.7 | 2 | 0.6 | 0 | 0.0 |
| Strategy Management | 1 | 0.3 | 1 | 0.3 | 0 | 0.0 | 1 | 0.3 | 0 | 0.0 |
| Talent Acquisition | 1 | 0.3 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 1 | 0.3 |
| Toronto Police College | 0 | 0.0 | 1 | 0.3 | 1 | 0.3 | 1 | 0.3 | 2 | 0.6 |
| Toronto Police Operations | 3 | 0.9 | 5 | 1.7 | 4 | 1.3 | 1 | 0.3 | 0 | 0.0 |
| Traffic Services | 14 | 4.1 | 19 | 6.6 | 19 | 6.4 | 22 | 6.3 | 9 | 2.8 |
| Total | 345 | 100.0 | 288 | 100.0 | 298 | 100.0 | 352 | 100.0 | 320 | 100.0 |

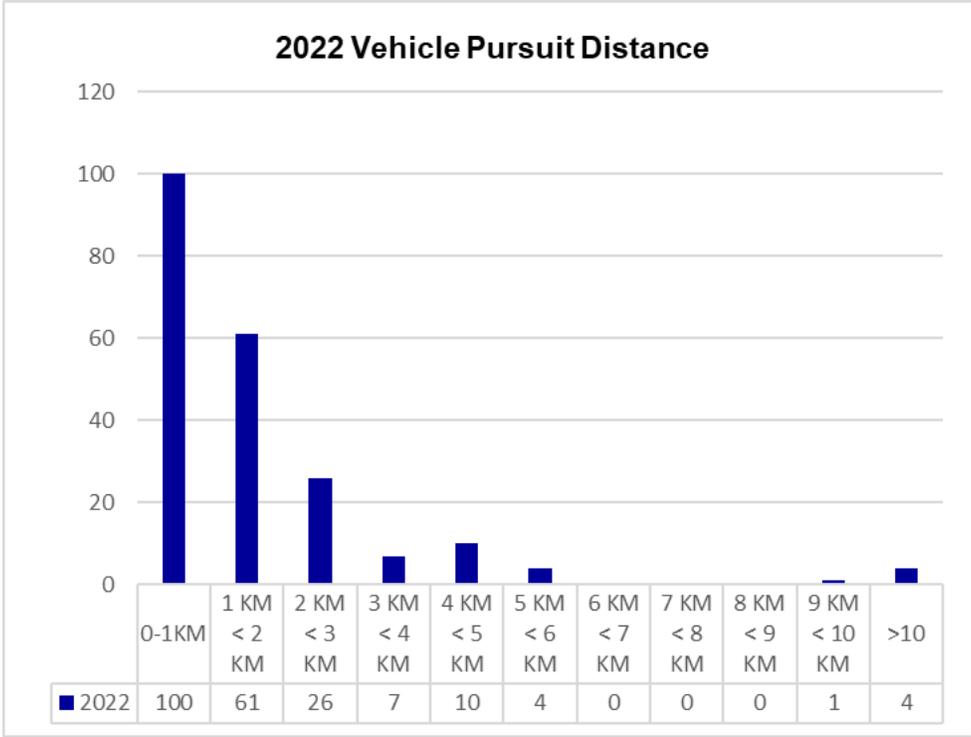
Suspect Apprehension Pursuits

| Pursuit Initiation Reason | | | | | | | | | | | | |
|----------------------------|------------|--------------|------------|--------------|------------|--------------|------------|--------------|------------|--------------|--------------|--------------|
| | 2018 | | 2019 | | 2020 | | 2021 | | 2022 | | 5 Year Avg. | |
| | # | % | # | % | # | % | # | % | # | % | # | % |
| Criminal Code | | | | | | | | | | | | |
| Break and Enter | 2 | 1.1 | 6 | 2.6 | 3 | 1.0 | 6 | 2.3 | 3 | 1.4 | 4 | 1.7 |
| Dangerous Operation | 26 | 14.5 | 20 | 8.7 | 44 | 15.0 | 31 | 11.9 | 19 | 8.9 | 28 | 11.9 |
| Impaired Operation | 12 | 6.7 | 9 | 3.9 | 19 | 6.5 | 21 | 8.1 | 15 | 7.0 | 15.2 | 6.5 |
| Other* | 24 | 13.4 | 36 | 15.7 | 32 | 10.9 | 43 | 16.5 | 26 | 12.2 | 32.2 | 13.7 |
| Prohibited Operation | 2 | 1.1 | 1 | 0.4 | 4 | 1.4 | 1 | 0.4 | 2 | 0.9 | 2 | 0.9 |
| Robbery | 4 | 2.2 | 12 | 5.2 | 10 | 3.4 | 1 | 0.4 | 2 | 0.9 | 5.8 | 2.5 |
| Stolen Vehicle | 36 | 20.1 | 45 | 19.7 | 54 | 18.4 | 29 | 11.2 | 40 | 18.8 | 40.8 | 17.4 |
| Sub-total | 106 | 59.2 | 129 | 56.3 | 166 | 56.7 | 132 | 50.8 | 107 | 50.2 | 128 | 54.5 |
| Highway Traffic Act | | | | | | | | | | | | |
| Equipment Violation | 7 | 3.9 | 11 | 4.8 | 29 | 9.9 | 20 | 7.7 | 15 | 7.0 | 16.4 | 7.0 |
| Moving Violation | 46 | 25.7 | 54 | 23.6 | 81 | 27.6 | 87 | 33.5 | 69 | 32.4 | 67.4 | 28.7 |
| Other | 18 | 10.1 | 19 | 8.3 | 11 | 3.8 | 14 | 5.4 | 15 | 7.0 | 15.4 | 6.6 |
| R.I.D.E. | 0 | 0.0 | 1 | 0.4 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0.2 | 0.1 |
| Suspended Driver | 0 | 0.0 | 0 | 0.0 | 1 | 0.3 | 1 | 0.4 | 1 | 0.5 | 0.6 | 0.3 |
| Sub-total | 71 | 39.7 | 85 | 37.1 | 122 | 41.6 | 122 | 46.9 | 100 | 46.9 | 100.0 | 42.6 |
| Miscellaneous | | | | | | | | | | | | |
| Other** | 1 | 0.6 | 2 | 0.9 | 1 | 0.3 | 2 | 0.8 | 1 | 0.5 | 1.4 | 0.6 |
| Report from Public | 0 | 0.0 | 1 | 0.4 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0.2 | 0.1 |
| Suspicious Vehicle | 1 | 0.6 | 12 | 5.2 | 4 | 1.4 | 4 | 1.5 | 5 | 2.3 | 5.2 | 2.2 |
| Sub-total | 2 | 1.1 | 15 | 6.6 | 5 | 1.7 | 6 | 2.3 | 6 | 2.8 | 6.8 | 2.9 |
| Total | 179 | 100.0 | 229 | 100.0 | 293 | 100.0 | 260 | 100.0 | 213 | 100.0 | 234.8 | 100.0 |

* Other Criminal Code offences for which officers engaged in pursuits in 2022 included Theft, Shooting and Firearms investigations, Armed Suspects, Attempted Carjacking, Threatening and Assault occurrences, and Wanted Persons.

** Other Miscellaneous events for which officers engaged in pursuits in 2022 was a Suspicious Incident event.

| Vehicle Pursuit Distance | | |
|--------------------------|------|--------|
| | 2022 | 2022% |
| 0-1KM | 100 | 46.9% |
| 1 KM < 2 KM | 61 | 28.6% |
| 2 KM < 3 KM | 26 | 12.2% |
| 3 KM < 4 KM | 7 | 3.3% |
| 4 KM < 5 KM | 10 | 4.7% |
| 5 KM < 6 KM | 4 | 1.9% |
| 6 KM < 7 KM | 0 | 0.0% |
| 7 KM < 8 KM | 0 | 0.0% |
| 8 KM < 9 KM | 0 | 0.0% |
| 9 KM < 10 KM | 1 | 0.5% |
| >10 | 4 | 1.9% |
| Total: | 213 | 100.0% |



Glossary of Terms

Police Services Act Definitions

Discreditable Conduct

- 2(1)(a)(i) Fails to treat or protect a person equally without discrimination with respect to police services because of race, ancestry, place or origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, age, marital status, family status or disability.
- 2(1)(a)(ii) Uses profane, abusive or insulting language that relates to a person's race, ancestry, place or origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, age, marital status, family status or disability.
- 2(1)(a)(iii) Is guilty of oppressive or tyrannical conduct towards an inferior in rank.
- 2(1)(a)(iv) Uses profane, abusive or insulting language to any other member of a police force.
- 2(1)(a)(v) Uses profane, abusive or insulting language or is otherwise uncivil to a member of the public.
- 2(1)(a)(vi) Wilfully or negligently makes any false complaint or statement against any member of a police force.
- 2(1)(a)(vii) Assaults any other member of a police force.
- 2(1)(a)(viii) Withholds or suppresses a complaint or report against a member of a police force or about the policies of, or services provided by the force of which the officer is a member.
- 2(1)(a)(ix) Is guilty of an indictable criminal offence or criminal offence punishable upon summary conviction.
- 2(1)(a)(x) Contravenes any provision of the *Act* or the regulations.
- 2(1)(a)(xi) Acts in a disorderly manner or in a manner prejudicial to discipline or likely to bring discredit upon the reputation of the police force of which the officer is a member.

Insubordination

- 2(1)(b)(i) Is insubordinate by word, act or demeanour.
- 2(1)(b)(ii) Without lawful excuse, disobeys, omits or neglects to carry out any lawful Order

Neglect of Duty

- 2(1)(c)(i) Without lawful excuse, neglects or omits promptly and diligently to perform a duty as,
 - (A) A member of the police force of which the officer is a member, if the officer is a member of an Ontario police force as defined in the *Interprovincial Policing Act, 2009*, or
 - (B) A police officer appointed under the *Interprovincial Policing Act, 2009*,
- 2(1)(c)(ii) Fails to comply with any provision of the *Special Investigations Unit Act, 2019*,
- 2(1)(c)(ii.1) Failed to comply with any provision of Ontario Regulation 267/10 (Conduct and Duties of Police Officers Respecting Investigations by the Special Investigations Unit) before the revocation of that regulation,
- 2(1)(c)(iii) Fails to work in accordance with orders, or leaves an area, detachment, detail or other place of duty, without due permission or sufficient cause.
- 2(1)(c)(iv) By carelessness or neglect permits a prisoner to escape.
- 2(1)(c)(v) Fails, when knowing where an offender is to be found, to report him or her or to make due exertions for bringing the offender to justice.
- 2(1)(c)(vi) Fails to report a matter that is his or her duty to report.
- 2(1)(c)(vii) Fails to report anything that he or she knows concerning a criminal or other charge, or fails to disclose any evidence that he or she, or any person within his or her knowledge, can give for or against any prisoner or defendant.
- 2(1)(c)(viii) Omits to make any necessary entry in a record.
- 2(1)(c)(ix) Feigns or exaggerates sickness or injury to evade duty.
- 2(1)(c)(x) Is absent without leave from or late for any duty, without reasonable excuse.

-
-
- 2(1)(c)(xi) Is improperly dressed, dirty or untidy in person, clothing or equipment while on duty.

Breach of Confidence

- 2(1)(e)(i) Divulges any matter which it is his or her duty to keep secret,
- 2(1)(e)(ii) Gives notice, directly or indirectly, to any person against whom any warrant or summons has been or is about to be issued, except in the lawful execution of the warrant or service of the summons,
- 2(1)(e)(iii) Without proper authority, communicates to the media or to any unauthorized person any matter connected with,
- (A) The police force of which the officer is a member, if the officer is a member of an Ontario police force as defined in the *Interprovincial Policing Act, 2009*, or
- (B) The police force with which the officer is working on a joint forces operation or investigation, if the officer is appointed as a police officer under the *Interprovincial Policing Act, 2009*, or
- 2(1)(e)(iv) Without proper authority, shows to any person not a member of the police force described in sub-sub clause (iii) (A) or (B), as the case may be, or to any unauthorized member of that police force any record that is the property of that police force;

Unlawful or Unnecessary Exercise of Authority

- 2(1)(g)(i) Without good and sufficient cause makes an unlawful or unnecessary arrest.
- 2(1)(g)(i) Without good and sufficient cause makes an unlawful or unnecessary physical or psychological detention.
- 2(1)(g)(ii) Uses any unnecessary force against a prisoner or other person contacted in the execution of duty.
- 2(1)(g)(iii) Collects or attempts to collect identifying information about an individual from the individual in the circumstances to which Ontario Regulation 58/16 (Collection of Identifying Information in Certain Circumstances – Prohibition and Duties) made under the Act applies, other than as permitted by that regulation;





PUBLIC REPORT

June 27, 2023

To: Chair and Members
Toronto Police Services Board

From: Myron Demkiw
Chief of Police

Subject: Report: Professionalism and Accountability – June 2023

Purpose: Information Purposes Only Seeking Decision

Summary:

The Professionalism and Accountability June 2023 report fulfils the Toronto Police Service's (T.P.S.) compliance with reporting requirements regarding public complaints, Special Investigations Unit (S.I.U.) investigations, suspect apprehension pursuits, and the Early Intervention Program. The report also highlights the achievements of T.P.S. members, as recognized through Service awards.

Discussion:

Background

On July 27, 2022 the Toronto Police Services Board approved a revised organizational chart for the Service.

The Professionalism and Accountability (PAC) pillar was created as a result. Overseen by a Staff Superintendent and reporting directly to the Chief of Police, the Professionalism and Accountability pillar has the following business units reporting to it:

- Awards and Recognition
- Professional Standards Investigations
- Risk Analysis and Assessment

In September 2022, the reporting structure for Professionalism and Accountability was adjusted so that the pillar was now under the purview of the Deputy Chief of Specialized Operations Command. The make-up of the pillar remained the same.

TORONTO POLICE SERVICES BOARD

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Professional and Accountability provides support to numerous T.P.S. internal stakeholders and committees, such as the Disciplinary Hearings Office, Analytics and Innovation, the Incident Response Committee, the Service Vehicle Collision and Pursuit Reduction Committee, as well external agencies such as the Office of the Independent Police Review Director (O.I.P.R.D.) and the Special Investigations Unit (S.I.U.).

The data contained in this report is extracted from the Professional Standards Information System (P.S.I.S.) and covers a time period between January 1, 2022 and December 31, 2022. P.S.I.S. was implemented in 2003 to collect relevant data to proactively identify and analyze trends surrounding the practices, conduct, ethics, and integrity of T.P.S. members. The P.S.I.S. software, designed specifically for the law enforcement industry, contains data pertaining to complaints, Use of Force Reports, suspect apprehension pursuits, Service vehicle collisions, S.I.U. investigations, and additional internal investigative files.

Key findings highlighted within the report include the following:

- 881 Service awards were presented to members of the T.P.S., the community, and other police service members by the T.P.S. and the T.P.S.B.
- 859 public complaints were received concerning the conduct of officer, policies or services of the T.P.S. 539 of these complaints were screened out by the Office of the Independent Police Review Director (O.I.P.R.D.). 320 complaints were investigated. In 22 cases misconduct was identified. In 45 cases the complaint was resolved by informal resolution.
- T.P.S. officers had approximately 647,000 documented contacts with members of the public. The total number of public complaints filed (859) represents a fraction (0.05%) of documented contacts.
- The Special Investigations Unit invoked its mandate with respect to 69 incidents. Compared to 83 incidents in 2021, this represents a decrease of 16.9%.
- There was 213 suspect apprehension pursuits in 2022. This represents an 18.1% decrease from the 2021 number of 260. Officers and pursuit supervisors discontinued 40% of the total number of suspect apprehension pursuits in the interest of public safety.

Conclusion:

In summary, the June 2023 Professionalism and Accountability report provides the Board with an overview of the statistics gathered between January 1 and December 31, 2022.

Staff Superintendent Peter Code, Professionalism and Accountability, will be in attendance to answer any questions that the Board may have regarding this report.

Recommendation:

This report recommends that the Board receive this report for information.

Financial Implications:

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

Respectfully submitted,

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

Attachments:

Report – Toronto Police Service Professionalism and Accountability: June 2023

WE'VE GOT YOUR 6

TORONTO
Beyond
THE BLUE





Our Beginning

Darius' Story

In 2016 Darius Garda lost his life to suicide. TBTB was born in 2017 with a mission to strengthen and support police families. We understand struggle and offer a safe space for members and their families to fall when they need support.

What We Do

National Voice of Police Families

Toronto BTB is a chapter a part of a larger national network. We are volunteer led and work tirelessly ensuring your families voices are heard and represented on issues that impact you and and them. In our family, no one fights alone.

Promote Awareness and Advocacy

A large part for the work TBTB does raises awareness to the unique trials and tribulations that impact our Blue Family. Being a strong voice and championing your families is where we thrive.

Deliver Education and Programs

The way forward is through education. Providing workshops, programming and seminars that are tailored to our Blue family's needs will promote resiliency and get you and your family to retirement intact.



“

TPS Uniform Member

“Toronto Beyond the Blue has not only supported me through these difficult few years. The members of Toronto Beyond the Blue have given me a sense of family, and a support system I never knew I possessed. I am forever grateful for Toronto beyond the Blue.”

Resources Offered

Support
comes in
many forms



Education & Programming



Advocacy



Social Events & Fundraising



Community of Support

“

TPS Uniform Member

“The work that TBTB does is like nothing I have seen before, without them, I dread to think what would happen to the lives of so many people who are in crisis with no-one to turn to.”



Fundraising Saves Lives

Fundraising is the number one revenue stream that funds Toronto Beyond The Blue Initiatives. Not only does it save lives, it also raises awareness and normalizes the conversation surrounding very real struggles. Dollar for dollar when you purchase, participate or share a TBTB fundraising campaign you are making a difference in the lives of people who you know. This is for our family by our family.



Suicide Memorial

The police suicide memorial acknowledges the loss associated with complex mental health injuries sustained by law enforcement. We strive to remember the sacrifice and honour the families left behind.



Awards Gala

This gala showcases and celebrates mental health change makers in law enforcement. Proceeds of this gala fund the ongoing programming, memorial and grief network for survivors.

Want to get involved?

Ambassador Program

Help spread the word. This role is crucial for reaching those who need support.

Divisional Peer Support Session Facilitator

Want to make an impact on your brother and sisters? Want to help them talk it out? It can start with you.

Run a Challenge or Fundraiser

Our number one revenue stream comes from initiatives like this. Have confidence knowing every dollar goes back into supporting our own. Take pride in knowing you were a part of a meaningful solution to help those struggling.

“

What Are You Most Proud Of As A TBTB Ambassador?

I'm proud to represent an organization that is trusted by our members and their families. It means a lot when I can help a member get the support they need. TBTB means safe, supportive, and above all, confidential. I'm proud to be part of this team.

SARAH DA SILVA

TBTB Brand Ambassador
Police Constable, TPS



“

What Are You Most Proud Of As A TBTB Ambassador?

I was the first ever TBTB Brand Ambassador and I have felt so much pride in seeing the work our team does directly support our members and families. I have seen our team grow and the impact this kindness has had on others makes me feel like I am helping make a difference.

MICHAEL CRAIG

TBTB Brand Ambassador
Special Constable, TPS



“

What Are You Most Proud Of As A TBTB Ambassador?

Knowing that we exist to help members and their families. TBTB gives me hope that we can save others from the mental health struggles that occur in policing.

CHRISTIAN EMOND
TBTB Brand Ambassador
Police Constable, TPS



“

Why did you join TBTB?

I was drawn to the idea that I could have a positive impact on people I care about through TBTB's Peer Support Team. Sharing my lived experience can help so many who need the connection and compassion.

CRAIG COLEMAN

TBTB Brand Ambassador
Police Constable, TPS



“

Why did you join TBTB?

I had followed TBTB since it's inception after devastating & tragic suicides of good Officers from our service. I am very happy to see such a committed & honest organization created for the purpose of helping people, that help people for a living but may not have the support they need for themselves. Even the strongest need support.

I truly wish this organization was in operation when I was dealing with work and family issues in the past.

JEREMY GRAY

TBTB Brand Ambassador

Police Constable, TPS



“

TPS Uniform Member

“The support network that TBTB have in place is phenomenal and without them, I don't know where I would be now.”



TORONTO
Beyond
THE BLUE

Connect with us discreetly and safely

Kristal Jones
info@torontobeyondtheblue.com

Melissa Elaschuk & Susan Cieslik
peersupport@torontobeyondtheblue.com

Cheryl Lam
education@torontobeyondtheblue.com



Website

www.torontobeyondtheblue.com



Phone Number

(647) 864-8282



Social Media

@TorontoBTB



PUBLIC REPORT

June 22, 2022

To: Chair and Members
Toronto Police Services Board

From: Dubi Kanengisser
Acting Executive Director

**Subject: Request for Special Funds – Champions of Change
2023 Awards Gala**

Purpose: Information Purposes Only Seeking Decision

Recommendation(s):

It is recommended that, as an exception to its Special Fund Policy, the Board approve funding in the amount of \$5,000.00 to sponsor the 2023 Champions of Change Awards Gala that is being organized by Canada Beyond the Blue.

Financial Implications:

If the Board approves the recommendation contained within this report, the Board's Special Fund will be reduced by \$5,000.00. The current approximate balance of the Special Fund is \$409,851.

Summary:

Canada Beyond the Blue's 2nd Annual Champions of Change Awards Gala acknowledges and celebrates police service Members and community partners who are championing the advancement of mental health and well-being initiatives within their respective police service. The purpose of this report is to recommend that the Board sponsor the Gala, both to support the work of Canada Beyond the Blue, and to demonstrate the Board's dedication to the mental health and well-being of Service Members.

Discussion:

Background

Canada Beyond the Blue

Established in 2013, Canada Beyond the Blue (Canada BTB) and its chapters have been dedicated to strengthening and supporting families of law enforcement officers in Canada by providing education, awareness and emotional support to families of police officers.

In 2017, Canada BTB welcomed Toronto as a newly instituted chapter under the leadership of its President, Ms. Dilnaz Garda, and Vice-President, Ms. Kristal Jones – both strong and dedicated advocates of mental health and well-being for Toronto Police Service Members and their families.

Board's Commitment to Mental Health

As the employer of Service Members, the Board is committed to enhancing and promoting mental health and wellness in the workplace. Police officers and civilian Members are faced with the most difficult, intense and challenging situations on a daily basis, regularly experiencing and witnessing situations involving trauma and tragedy. This can often manifest in Post-Traumatic Stress Disorder, Operational Stress Injuries, as well as depression and anxiety - mental health conditions that have a tremendous, and sometimes tragic, impact on the lives of the Members they touch, as well as the lives of their loved ones.

Champions of Change Gala

Canada BTB is organizing the 2nd Annual Champions of Change Awards Gala taking place on September 14, 2023, to acknowledge and celebrate police service Members and community partners who are championing the advancement of mental health and well-being initiatives within their respective police service. This Gala is an extension of the Canada BTB Memorial which remembers officers who have died by suicide. It is imperative that we honour those lives, paying tribute to their contributions to our community safety and their role in our organizations. From these tragedies, it is also important that we learn, and make the necessary changes so we can, as best as possible, prevent another life from being lost.

The Gala will allow people to come together, to grieve, to remember, to honour, and to support and strengthen one another in dealing with such tragedy. Significantly, it will also increase awareness of a topic that must be discussed - openly and regularly - in every policing organization today.

The attendance of Board Members and staff at the Gala will not only support the efforts of Canada BTB, but will also send a strong message to Service Members of the importance the Board assigns to recognizing the tragic impacts of policing on Service Members, advancing mental health within the Service, and fighting stigmas around seeking support.

Awards of Excellence

At this Gala, awards of excellence will be granted to recognize those who have demonstrated a commitment to championing mental health wellness, awareness and advocacy. The awards categories are as follows:

1. **Darius Garda Legacy Award** recognizes any uniform or civilian service Member or family member who is within the Blue Family who is sharing their story of struggle and perseverance.
2. **Leadership Award** recognizes police service Members who serve in a formal leadership role and are committed to making change within the organization. This may include uniform or civilian supervisors, senior officers, executive and command level officers, and civilian managers and directors.
3. **Agent of Change Award** recognizes police service uniform and civilian Members who actively strive to normalize the conversations around mental health and to remove the stigma in the workplace.
4. **Association Advocacy Award** recognizes Police Service Association Members who are working to provide their membership with advocacy, resources and supports, and who champion mental health.
5. **Community Partner Award** recognizes a community partner dedicated to helping the police service or their family members attain the help they need. This may include but not limited to partners such as clinicians, educators, not-profit organizations, religious leaders, chaplains, and educators.

These awards recognize the importance of dealing with mental health proactively. It is critical that we not only continue to put into place the relevant programming and initiatives to effectively support workplace mental health, but also that we persist in encouraging the cultural shifts necessary to remove stigma and inspire dialogue.

Therefore, I am recommending that the Board provide sponsorship to the 2nd Annual Gala, which will go towards the purchase of a table, logo placement on campaign materials, and a half page in the gala program.

Relevant Board Policies and Compliance

This report is in compliance with the Board's *Special Fund Policy*.

Conclusion:

Given the Board's ongoing commitment to providing support to the well-being of Members of the Toronto Police Service, and the Board's important relationship with Canada BTB's Toronto Chapter, I am recommending that, as an exception to its Special Fund Policy, the Board approve funding in the amount of \$5,000.00 to sponsor The Champions of Change Awards Gala.

Respectfully submitted,

A handwritten signature in black ink, appearing to be 'Dubi Kanengisser', enclosed within a thin, hand-drawn oval border.

Dubi Kanengisser
Acting Executive Director



PUBLIC REPORT

June 30, 2023

To: Chair and Members
Toronto Police Services Board

From: Dubi Kanengisser
Acting Executive Director

Subject: City Council Decision – Pedestrian Safety on Avenue Road, Bloor Street to St. Clair Avenue West

Purpose: Information Purposes Only Seeking Decision

Recommendation(s):

It is recommended that the Board:

1. Request that the Chief of Police take Council's motion into consideration in the enhancement of speed enforcement on Avenue Road, between Bloor Street and St. Clair Avenue West, because of the prevalence of illegal speeding and the resulting risk to pedestrian safety; and,
2. Forward a copy of this report to the City Clerk's Office to inform Council, as required.

Financial Implications:

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

Discussion:

City Council, at its meeting on May 10, 2023, adopted an item with respect to Toronto and East York Community Council - Pedestrian Safety on Avenue Road, Bloor Street to St. Clair Avenue West.

TORONTO POLICE SERVICES BOARD

40 College Street Toronto, Ontario M5G 2J3 | Phone: 416.808.8080 Fax: 416.808.8082 | www.tpsb.ca

The Motion is available at this link:

[Agenda Item History - 2023.TE4.66 \(toronto.ca\)](#)

In considering this matter, Council adopted the following:

2. City Council request the Toronto Police Services Board to ask the Toronto Police Service to consider enhanced speed enforcement on Avenue Road, between Bloor Street and St. Clair Avenue West, because of the prevalence of illegal speeding and the resulting risk to pedestrian safety.

Conclusion:

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

1. Request that the Chief of Police take Council's motion into consideration in the enhancement of speed enforcement on Avenue Road, between Bloor Street and St. Clair Avenue West, because of the prevalence of illegal speeding and the resulting risk to pedestrian safety; and,
2. Forward a copy of this report to the City Clerk's Office to inform Council, as required.

Respectfully submitted,



Dubi Kanengisser
Acting Executive Director

*copy with original signature on file at Board Office



PUBLIC REPORT

June 30, 2023

To: Chair and Members
Toronto Police Services Board

From: Dubi Kanengisser
Acting Executive Director

Subject: **City Council Decision – The Sustainable City of Toronto Fleets Plan**

Purpose: Information Purposes Only Seeking Decision

Recommendation(s):

It is recommended that the Board:

1. Refer this report to the Chief of Police for consideration and direct the Chief to liaise with City officials and others, as deemed appropriate, and report back to the Board with respect to Council's recommendation; and,
2. Forward a copy of this report to City Clerk's Office 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's decision regarding the Sustainable City of Toronto Fleets Plan.

Discussion:

Background

City Council, at its meeting on May 10, 2023, adopted an item with respect to Infrastructure and Environment Committee Item 3.5 – The Sustainable City of Toronto Fleets Plan.

The Motion is available at this link:

[Agenda Item History - 2023.IE3.5 \(toronto.ca\)](#)

In considering this matter, Council adopted the following:

4. City Council request the Toronto Transit Commission Board, the Toronto Police Services Board, the Toronto Community Housing Corporation Board of Directors, the Board of Governors of Exhibition Place, the Board of Management of the Toronto Zoo, the Toronto Parking Authority Board of Directors, and the Toronto Public Library Board to adopt and implement The Sustainable City of Toronto Fleets Plan.

Conclusion:

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

1. Refer this report to the Chief of Police for consideration and direct the Chief to liaise with City officials and others, as deemed appropriate, and report back to the Board with respect to Council's recommendation; and,
2. Forward a copy of this report to City Clerk's Office to inform Council, as required.

Respectfully submitted,



Dubi Kanengisser
Acting Executive Director

*copy with original signature on file at Board Office



PUBLIC REPORT

July 10, 2022

To: Chair and Members
Toronto Police Services Board

From: Dubi Kanengisser
Executive Director

Subject: 2024 Budget Committee

Purpose: Information Purposes Only Seeking Decision

Recommendation(s):

This report recommends that:

1. The Toronto Police Services Board (Board) establish a Budget Committee for the purpose of reviewing the Toronto Police Service's 2024 capital, operating, and the Parking Enforcement Unit's budget requests as well as the Board's 2024 operating budget request, as they develop;
2. The Board designate Chair Ann Morgan, Councillor Vincent Crisanti, and Board Members Lisa Kostakis and Nadine Spencer as members of the Budget Committee;
3. The Board approve the meeting schedule as outlined in this report; and
4. The Board forward a copy of this report to the City Manager, and to the Deputy City Manager and Chief Financial Officer (CFO).

Financial Implications:

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

Summary:

The purpose of this report is to strike the 2024 Budget Committee that will assist in the development of the Toronto Police Service's 2024 capital, operating, and Parking Enforcement Unit's budget requests as well as the Board's 2024 operating budget request.

Discussion:

Background

In the spirit of increasing transparency of the Board's and Service's budget process, it is recommended that the Board strike a Budget Committee, which will hold public meetings to discuss the Service's and the Board's budget as it develops.

Committee Membership and Meeting Information

It is proposed that the Budget Committee will be chaired by the Board's Chair, Ann Morgan, where Councillor Vincent Crisanti, and Board Members Lisa Kostakis and Nadine Spencer will serve as members. All Board Members are encouraged and welcome to attend and participate in the Budget Committee's meetings.

The Budget Committee's meetings will be convened in accordance with the Board's Procedural Bylaw and, consequently, will meet in public. As with all public Board meetings, members of the public will have an opportunity to participate through our established deputation process.

The Board will ensure that there will be other opportunities for public input into the budget process, with exact details to be determined.

Key Dates

It is recommended that the Budget Committee meet on the following days and times at Toronto Police Service Headquarters, with an option for virtual participation:

- September 19, 2023: 10:00 – 11:30am
- October 17, 2023: 10:00 – 11:30am
- November 27, 2023: 10:00 – 11:30am

If any changes to the schedules are made necessary, new dates and times will be confirmed with all committee members, and the public will be notified in advance.

Equity Analysis

Ensuring that the 2024 budget process embraces transparency will increase accessibility for Torontonians, who will be able to participate and engage more deeply and be better educated on the budget development process. They will also have other opportunities to be heard throughout the process.

Conclusion:

As the Service transitions to a more transparent service-based budget, the Board's Budget Committee will help further increase transparency of the budget development process itself. It is therefore recommended that:

1. The Board establish a Budget Committee for the purpose of reviewing the Toronto Police Service's 2024 capital, operating, and the Parking Enforcement

Unit's budget requests as well as the Board's 2024 operating budget request, as they develop;

2. The Board designate Chair Ann Morgan, Councillor Vincent Crisanti, Board Members Lisa Kostakis, and Nadine Spencer as members of the Budget Committee;
3. The Board approve the meeting schedule as outlined in this report; and
4. The Board forward a copy of this report to the City Manager, and to the Deputy City Manager and Chief Financial Officer (CFO).

Respectfully submitted,



Dubi Kanengisser
Executive Director

Contact

Danielle Dowdy
Senior Advisor, Strategic Policy and Stakeholder Relations
Email: Danielle.Dowdy@tpsb.ca



PUBLIC REPORT

June 19, 2023

To: Chair and Members
Toronto Police Services Board

From: Myron Demkiw
Chief of Police

Subject: Automatic Licence Plate Recognition (A.L.P.R.)

Purpose: Information Purposes Only Seeking Decision

Recommendation:

This report recommends that the Toronto Police Services Board (Board) approve the implementation of A.L.P.R. technology in Toronto Police Service (Service) vehicles for the purpose of Amber Alerts and missing persons, and to improve public safety and strengthen roadside law enforcement efforts.

Financial Implications:

The Service received \$10.2M in provincial funding through the A.L.P.R. Technology grant in 2022 to support acquisition, implementation and installation of the A.L.R.P. technology.

In addition to known annual maintenance and lifecycle replacement requirements, this technology will also result in process changes (e.g., due to increases in volume of cars seized). While this impact cannot be fully quantified at this time, there will be financial implications that will be evaluated and included in the 2024 and future year budgets. The Service is currently responsible for the processing and storage of vehicles in relation to criminal offences. In order to provide the appropriate storage solution, the Service will review the current state and processes in relation to vehicles that results in temporary and long term seizure and look for opportunities to minimize the amount of required storage. Any resulting funding requirements will be identified in future operating or capital budget requests.

Summary:

The purpose of this report is to provide the Board with information about the A.L.P.R. program and to seek approval to move forward with implementation as per Board Policy - Use of Artificial Intelligence Technology.

Discussion:

Background

The Province established the A.L.P.R. Technology grant 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”.

An A.L.P.R. is an automated system that specifically recognizes licence plates in proximity of the police vehicle. The licence plate characters are then compared with a 'hotlist' database of known licence plates of interest (stolen, missing person, wanted person). This hotlist is provided and updated by the Ministry of Transportation (M.T.O.) and mirrors the information currently available to officers through manual checks.

When the A.L.P.R. system identifies a match, the system sounds an audible alert and displays the photograph of the vehicle (front or rear view). The system does not detect moving violations such as speeding, going through a red light or distracted driving.

A.L.P.R. is a tool to support officers in the performance of their day-to-day duties and does not change or replace procedures for stopping vehicles or issuing statements of offence. Hotlist alerts always require human verification prior to any enforcement action.

Privacy Implications

The A.L.P.R. system camera is used only to read and identify vehicle licence plates. Information collected in the database of the automated licence plate reader system is limited to the licence plate image and text, vehicle image, date, time and location. No personal information such as facial image, gender, or race is captured for analysis. The scanner neither records video, nor saves/analyses pictures of anything other than a license plate.

If a license plate is scanned and there is no match on the hotlist, no notification to the officer in the car occurs, and all information relating to that plate is deleted in accordance with the records retention settings.

Frontline officers using the A.L.P.R. system do not have access to the recorded data history and cannot carry out a search at their basic user level to retrieve licence plates captured by this technology. These A.L.P.R. records will not be available or stored in any other Service databases.

The Information and Privacy Commissioner of Ontario (I.P.C.) has released guidelines on the use of A.L.P.R. by police services - <https://www.ipc.on.ca/resource/guidance-on-the-use-of-automated-licence-plate-recognition-systems-by-police-services/>. The report

ensures that the Service's use of this technology respects citizens' privacy rights recognized under the *Canadian Charter of Rights and Freedoms*, and that personal information is handled in a lawful manner.

The Information Privacy and Security section is completing the privacy impact assessment (P.I.A.) for A.L.P.R. considering the I.P.C guidelines.

Collection, retention, use, and disclosure of any personal information obtained from the A.L.P.R. is done so in compliance with the *Municipal Freedom of Information and Protection of Privacy Act* (M.F.I.P.P.A.).

Artificial Intelligence Technology Assessment

The A.L.P.R. uses artificial intelligence technology to assist with specifically identifying a licence plate and rendering the licence plate character images into known alphanumeric characters. The process of information gathering, retention and result methodology was evaluated through the Service's draft Artificial Intelligence procedure. This is comprised of an artificial intelligence pre-assessment screening and an evaluation of trustworthiness, deployment and precision factors to illuminate the benefits, risks, and mitigation steps to reduce such risks. The results for this pilot project has evaluated the A.L.P.R. at a "Low Risk Technology" under the Board Policy: Use of Artificial Intelligence.

Relevant Board Policies and Compliance

Board Policy - Use of Artificial Intelligence Technology.

Equity Analysis

- A.L.P.R. does not detect people, gender or race or use facial identification.
- The user cannot selectively apply the A.L.P.R. to specific vehicles.

Conclusion:

Once A.L.P.R. is implemented, to the Service will leverage A.L.P.R. technology for Amber Alerts and missing persons. A further use will be the addition of the M.T.O. provided hotlist for the purposes of enforcement and locating stolen vehicles which supports the intention and application of the A.L.P.R. Technology Grant.

Chief Information Officer Colin Stairs 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

June 5, 2022

To: Chair and Members
Toronto Police Services Board

From: Myron Demkiw
Chief of Police

**Subject: Request for Review of a Service Complaint Investigation
-PRS-089724**

Purpose: Information Purposes Only Seeking Decision

Recommendations:

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

- 1) Determine whether to concur with the decision that no further action was required with respect to the complaint, and
- 2) Advise the complainant, the Independent Police Review Director and the Chief of the disposition of the complaint, in writing, with reasons.

Financial Implications:

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

Discussion:

Background

The Board has received a request to review the disposition of a complaint about a policy of the Toronto Police Service (T.P.S.).

Relevant Board Policies and Compliance

Section 63 of the *Police Services Act* (P.S.A.) directs the Chief of Police to review every complaint about the policies of or services provided by a municipal police force that is referred to him or her by the Independent Police Review Director.

The Chief of Police shall, within 60 days of the referral of the complaint to him or her, notify the complainant in writing of his or her disposition of the complaint, with reasons, and of the complainant's right to request that the Board review the complaint if the complainant is not satisfied with the disposition.

A complainant may, within 30 days after receiving the notice, request that the Board review the complaint by serving a written request to that effect on the Board.

Board Review:

Section 63 of the P.S.A. directs that upon receiving a written request for a review of a complaint previously dealt with by the Chief of Police, the Board shall:

- a) Advise the Chief of Police of the request.
- b) Subject to subsection (7), review the complaint and take any action, or no action, in response to the complaint, as it considers appropriate; and
- c) Notify the complainant, the Chief of Police and the Independent Police Review Director in writing of its disposition of the complaint, with reasons.

Summary of the Complaint and Investigation

Complaint Number: PRS-089724
Complaint Type: Service
Disposition: No Action Required

Complaint

On December 22, 2022, the Office of the Independent Police Review Director (O.I.P.R.D.) received a complaint alleging that a member of the T.P.S. did not adequately investigate the theft of a bicycle and did not properly communicate with the complainant.

The Complainant reported that his bicycle had recently been stolen and was being sold online (Kijiji) and that an investigator did not follow up with the online listing of the bicycle for sale.

The O.I.P.R.D. classified this complaint as a complaint about the service provided by the T.P.S. and on January 13, 2022, assigned it to the T.P.S. for investigation.

The Unit Complaints Co-ordinator of 52 Division was assigned the file for investigation.

As a part of the investigation, documents and materials were reviewed, including: T.P.S. procedures, statements and related occurrences.

As a result of the investigation into the service that was provided, the following finding was made:

Finding:

A deficiency in the overall Service/Policies of the T.P.S. was not identified. In this particular instance, the provision for assigning an occurrence where there was the possibility of identifying a suspect was simply not adhered to, resulting in an individual deficiency of service.

This occurrence was mistakenly identified as being suitable for the Criminal Investigation Support Unit Program. The member tasked with assigning occurrences has been counselled regarding assigning reports to the appropriate units.

As a Service, the policy/procedures for assignment of occurrences is not deficient. The deficiency in this case was the human error of assigning the occurrence to a civilian member in the C.I.S.U. when it should have been assigned to a criminal investigator in an investigative role (C.I.B.)

Action Taken:

The member tasked with assigning occurrences has been counselled on the importance of correctly assigning occurrences.

The civilian member initially assigned the occurrence (Civilian Witness Member) has been counselled regarding his lack of investigation in that he failed to recognize that there was a strong possibility to identify a suspect and to potentially recover the bicycle.

He was further counselled regarding his lack of communication with the Complainant. The service fell below the standard expected. It has been addressed and corrected.

This matter having been investigated by the T.P.S. was concluded as 'No Further Action' on March 9, 2023.

On April 5, 2023, the complainant requested in writing that the Board review that decision and investigation.

Conclusion:

The portion of the complaint assigned to the T.P.S. for investigation was classified by the O.I.P.R.D. as a complaint about the service provided by the T.P.S.

Pursuant to the notice provided; the complainant requested that the Board review my decision. It is the Board's responsibility to review this investigation to determine if they are satisfied that my decision to take no further action was reasonable.

In reviewing a policy or service complaint, subsection 63(7) of the P.S.A. directs that a Board that is composed of more than three members may appoint a committee of not fewer than three members of the Board, two of whom constitute a quorum for the purpose of this subsection, to review a complaint and to make recommendations to the Board after the review and the Board shall consider the recommendations and shall take any action, or no action, in response to the complaint as the Board considers appropriate.

Subsection 63(8) of the P.S.A. directs that in conducting a review under this section, the Board or the committee of the Board may hold a public meeting respecting the complaint.

Reason for Confidential Information

This report includes a confidential attachment containing details of an Investigative Report that has been placed on the confidential agenda of the same meeting.

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

June 6, 2023

To: Chair and Members
Toronto Police Services Board

From: Myron Demkiw
Chief of Police

Subject: Special Constable Appointments – July 2023

Purpose: Information Purposes Only Seeking Decision

Recommendation:

This report recommends that the Toronto Police Services Board (Board) approve the agency-initiated appointment requests for the individuals listed in this report as special constables for 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 appointments of special constables for the 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 the U of T governing the administration of special constables (Min. Nos.P571/94 refer).

The Service received requests from the 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 | Jae Woong Chung | Appointment | N/A |
| U of T St. George Campus | Neil Dimitri Khelawan Neves | 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.

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 agency has advised the Service that the above individuals satisfy all of the appointment criteria as set out in their agreement with the Board. The 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 |
|-----------------------------|----------------------------|---------------------------|
| U of T St. George Campus | 50 | 34 |

Conclusion:

The Service continues to work together in partnership with the U of T to identify individuals to be 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

Attachments:

U of T St. George Campus 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

May 23, 2023

To: Special Constable Liaison Office

From: Michael Munroe

Subject Request for Toronto Police Services Board approval for 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 individuals named below are 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 |
|-----------------|-----------------|---------------------|
| Jae Woong Chung | New Appointment | N/A |
| Neil Neves | 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.

Regards


Michael Munroe – Director



PUBLIC REPORT

June 22, 2023

To: Chair and Members
Toronto Police Services Board

From: Dubi Kanengisser
Acting Executive Director

**Subject: Toronto Police Services Board Representative on the
Canadian Association of Police Services Board (CAPG)**

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 Board is a Member of the Canadian Association of Police Governance (CAPG), the only national organization dedicated to excellence in police governance in Canada. The purpose of this report is to update the Board that Member Nadine Spencer will be replacing Chair Ann Morgan as the Board's representative to the CAPG Board.

Discussion:

Background

The Canadian Association of Police Governance (CAPG) is the only national organization dedicated to excellence in police governance in Canada. Founded in 1989 with the goal to improve the effectiveness of civilian bodies that govern local police services, it has since grown to represent 80% of municipal police service governance bodies throughout Canada.

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For over 30 years, the CAPG has worked diligently to achieve the highest standards as the national voice of civilian governance and oversight of municipal police. CAPG helps create the space for thought leadership on the challenging but important questions in the police governance and oversight spheres, and provides opportunities for its members to collaborate with one another in tackling the modern challenges and for progressive thinking in this space. These opportunities have perhaps never been more important. The Board and Office of the Police Services Board Staff are consistently involved in the work of the CAPG.

Replacement of Ann Morgan on the CAPG

At its meeting held on April 28, 2023, Interim Chair, Ann Morgan, was elected as the full-time Chair of the Toronto Police Services Board. As a result, Chair Morgan has advised that she will step down from her role on the CAPG Board, to allow her to focus on fulfilling her role as Chair.

As a result, Ms. Spencer has agreed to take Chair Morgan's place on the CAPG Board for the remainder of the term. Based on her expression of interest, Ms. Spencer's unique expertise as a business leader, as well as the important perspective she will bring as a visionary entrepreneur and dedicated community-builder, I believe that she will bring a valuable perspective to national police governance issues, where appropriate.

Conclusion:

It is important that the Board continue to support this national police governance organization in its efforts to share best practices, provide education and training and otherwise support the evolution of police governance in Canada. Through Board Member Nadine Spencer's involvement with the CAPG Board, the Board will continue to remain engaged and active in the significant work of the CAPG.

Respectfully submitted,



Dubi Kanengisser
Acting Executive Director



PUBLIC REPORT

July 18, 2023

To: Chair and Members
Toronto Police Services Board

From: Myron Demkiw
Chief of Police

Subject: Annual Report: 2022 Recruitment, Appointments and Promotions, Secondments, Secondary Activities and Cumulative Legal Costs for Labour Relations Counsel and Legal Indemnification

Purpose: Information Purposes Only Seeking Decision

Recommendation:

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

Financial Implications:

This report includes implications related to salary expenses, staffing complement, and costs associated with labour relations counsel, legal indemnification and arbitration. All costs associated with this report have been incurred in 2022 and any annualization of salary costs have been included in the 2023 budget requests.

Both Civilian and Uniform recruitment often draws from existing members, which can affect temporary budget surpluses as there is a reallocation of existing headcount for new positions. Civilian vacancies are filled by internal recruitment 45.3% of the time, resulting in additional recruitment costs to backfill the role that has been vacated as a result of the internal movement. New police cadets are hired from existing civilian staff, including Special Constables, Parking Enforcement Officers, and other civilian positions almost 20% of the time, again resulting in the additional costs to recruitment of filling those now vacant civilian positions.

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Labour relations counsel, legal indemnification, and arbitration costs totalled approximately \$1.76 Million in 2022. These costs are funded from the Toronto Police Service's (Service) Legal Reserve.

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

Summary:

This report combines four annual reports previously submitted separately, entitled: (1) *Recruitment, Appointments and Promotions for Uniform and Civilian Members*; (2) *Secondment Listing*; (3) *Secondary Activities*; (4) *Labour Relations Counsel and Legal Indemnification Cumulative Legal Costs*.

This combined People and Culture Pillar report includes the following annual information for 2022:

- routine orders outlining the 2022 Promotional Processes;
- new job descriptions that were created for Civilian Toronto Police Service (Service) members;
- socio-demographic information about applicants and selected candidates in recruitment and promotional processes;
- strategies the Service currently employs or intends to employ in order to rectify any potential concerns about recruitment and promotional process and/or disparate outcomes for identified groups;
- a list of secondment positions filled by Service members;
- a summary of applications received from Toronto Police Service members to engage in secondary activities; and
- information on the payment of accounts for labour relations counsel and cumulative legal indemnification costs for 2022.

Relevant Board Policies and Compliance

This report is in response to the following Board policies:

At its meeting on September 27, 2021 the Board approved a new policy entitled "Recruitment, Appointments and Promotions for Uniform and Civilian Members of the Toronto Police Service (Service) (Minute No.: P2021-0927-3.0). The new policy sought to do the following:

- merge three previous policies dealing with Appointments and Promotions;
- set a high standard for new recruits to the Service and of Members promoted to leadership positions;
- ensure that the membership of the Service reflects the diversity of the City of Toronto's communities and the residents the Service serves;
- streamline the processes for recruitment, hiring, promotion and termination of Service Members to achieve higher efficiency; and
- enhance the reporting received by the Board to ensure the Board has the relevant information to effectively carry out its governance and oversight roles.

This policy was further refined and approved at the Board's meeting held on March 2, 2023 (Minute No.: P2023-0302-2.0).

Also relevant to this report, at its meeting of January 25, 2001 the Board directed that the Chief of Police report annually on secondments of Service members (Minute No P5/01). The information on secondments contained in this report is submitted in compliance with the Board's direction.

Further, the Board Policy on Secondary Activities (Minute No: P292/10) requires that the Chief of Police report to the Board annually on decisions with respect to Secondary Activities.

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

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

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

This report provides the Board with information on the payment of accounts for the year 2022.

Discussion: 2022 Recruitment, Appointments and Promotions

SECTION I - Civilian Hiring

In 2022, 647 full time civilian vacancies were filled, excluding Youth in Policing Initiative (Y.I.P.I.) hires. There were a total of 224 job calls, including those for mass classes. Of the 647 full time hires, 45.3% (293) were hired as internal movements/promotions and 54.7% (354) were external hires.

In 2022, the following 11 new civilian jobs were created by the Service (Job Descriptions for each found in Appendix A).

S.O.O. - Civilian Senior Officer Positions

- Z32032 Chief Information Security Officer, Information and Technology Command
- Z28036 Senior Advisor, Inclusion and Special Projects, Equity, Inclusion and Human Rights
- Z26031 Equity Data Scientist, Equity, Inclusion and Human Rights

T.P.A. - Unit A Position

- A13014.3 Solutions Architect, I.T. Risk Management
- A11037.3 E.I. and H.R. Curriculum Specialist, Toronto Police College
- A11036.3 System Navigation Specialist, Wellness

- A10062.3 Alarm Coordinator, Communications Services
- A09064.3 Senior Benefit Coordinator, Employee Services
- A08081.3 H.R. Policy Analyst, People, Strategy and Performance
- A05218.3 Logistics & Equipment Clerk, Forensic Identification Services

T.P.A. - Unit B Position

- B05007.4 Stable Attendant, Mounted Unit

Socio-Demographic Data Summary (Civilian)

Aggregated socio-demographic data for external civilian applicants is found in Appendix B, with the highlights summarized below:

- The racial and gender profile of the applicant pool between 2021 and 2022 was consistent. For example, 65% of applicants were racialized and approximately 50% of applicants are female.
- In 2022, 50% of candidates hired were racialized, highlighting that racial disproportionalities exist between selected candidates and their relative presence in the applicant pool (65% vs 50%).
- Insights from one Special Constable (mass hire) class in August 2022 shows that we are experiencing success recruiting women to the General Special Constable program, where they were 39% more likely to be selected relative to their presence in the applicant pool (20% applied, 28% selected). Two-thirds of the selected candidates were racialized. The Special Constable role is one of the paths to a future career as a police cadet and prioritizing a diverse workforce for this role will support greater diversity in other roles.
- Generally when looking at the total of all civilian hires, there was a 23% decrease in the proportion of women civilians hired from 2021 to 2022. However, among Senior Officers, by the end of 2022, 55% of all Civilian Senior Officers were women. They make up 47% of total civilians across the Service, meaning a greater proportion of Civilian Senior Officers are women relative to their presence among civilians.

SECTION II – Uniform Hiring and Promotions

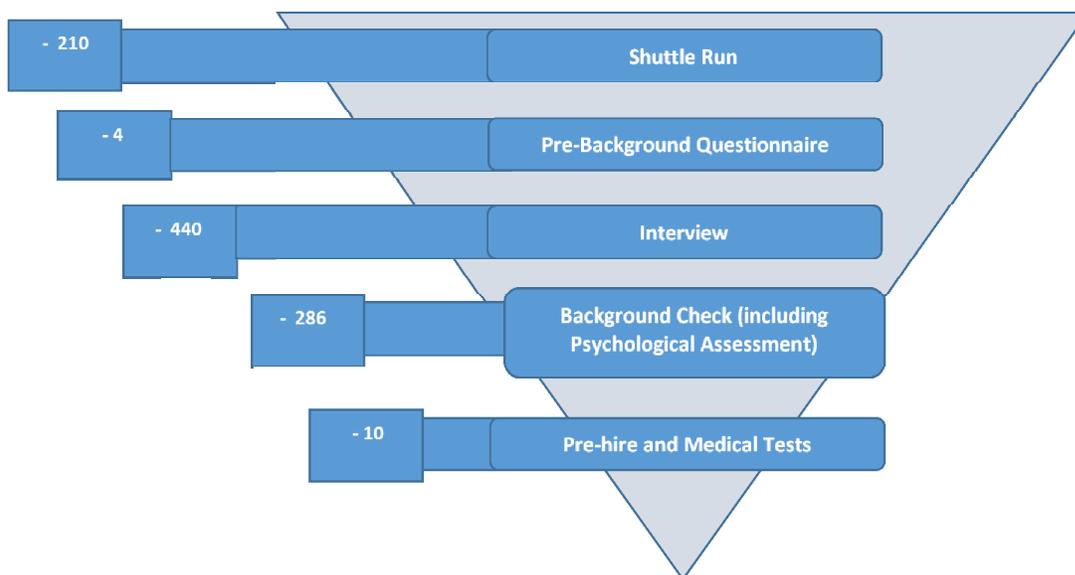
A) Cadet Hiring

In 2022, the Service received 3,370 distinct applicants for the position of Police Cadet in Training. This is only a slight decrease from the 3,439 in 2021. To accurately understand the screen-out numbers at each level of the process, it is important to note that although a new job call is created each year, the processing of applications is continuous and often runs from one year to the next. In 2022, there are applicants from 2021 job calls deferred to future classes, resulting in approximately 3,962 candidates that were considered in total. Of these applications, 2,829 did not meet the minimum standards to apply and were

screened out by the system during the pre-screening stage. The minimum standards, as outlined on the tps.ca careers website, include:

- Canadian citizen or permanent resident of Canada
- 18+ years of age
- Physically and mentally able to perform the duties of the position, having regard to your own safety and the safety of members of the public
- Successfully completed at least four years of secondary school education or its equivalent (note: Official transcripts and diplomas will be required). Where education has been completed outside Ontario, official proof of equivalency must be obtained
- Good moral character and habits, meaning that you are an individual that other people view as being trustworthy and having integrity
- Have no criminal convictions for which a pardon has not been granted
- Possess a valid driver's licence with no more than six accumulated demerit points, permitting you to drive an automobile in Ontario with full driving privileges
- Have current certification in C.P.R. and first aid by the time the offer of employment is given
- Possess a valid O.A.C.P. (Ontario Association of Chiefs of Police Certificate)
- Successfully pass the hearing standards as outlined by the O.A.C.P.
- Have a minimum of 20/40 (uncorrected) vision, with normal colour acuity
- Be able to pass a security clearance as well as a background investigation, credit and reference checks
- Be physically ready and able to achieve stage 7 of the Shuttle Run and pass the P.R.E.P. test (Physical Readiness Evaluation for Police)

Therefore, 1,272 applicants, including 139 carried over from 2021 job calls, met the minimum qualifications and were considered in 2022. The numbers in the following chart represent those applicants processed by Talent Acquisition for the three (3) cadet classes hired in 2022 (April, August and December). Of the 1,272 total processed applications, 210 were screened out at the shuttle run stage, 4 at the Pre-Background Questionnaire (P.B.Q.) stage, 440 at the interview stage, 286 at the Background Stage and 10 at the Pre-hire/Medical test stage, for a total of 950, leaving 322 Cadets who were successful in the process and hired.



Of the 322 cadets, 20% (64) were internal hires from other units including Parking Enforcement, Court Services and Special Constables. Aggregated socio-demographic data for the 80% of cadets hired externally can be found in Appendix C. Key highlights include:

- The Service is attracting a more diverse external applicant pool for cadet classes - 59% of applicants self-identified as racialized in 2020 and this increased to 65% in 2022.
- When comparing 2020 to 2022, there has been a 20% improvement in the representation of racialized cadets relative to their presence in the applicant pool. There will be continued focus on reducing disproportionalities that take away from achieving a workforce that reflects the City.
- Between 2020 and 2022 cadet classes increased in diversity:
 - 33% increase in racialized members
 - 15% increase in cadets that are fluent in more than one language (40% in 2020 spoke more than one language vs 46% in 2022)
- Appendix C: Racial make-up of Toronto (2020) vs Selected Candidates 2021 and 2022 highlights areas that are under and over-represented. Specifically:
 - There is a gap between the Indigenous population of the City of Toronto and the number of selected applicants who identify as Indigenous (0.9% of population compared to 0.3% of selected applicants).
 - Middle Eastern, Black, and South Asian candidates were selected at a higher proportion than their make-up in the City of Toronto.
 - The greatest representation gap relative to the City of Toronto population is with the East/South East Asian community who represent 20.7% of the City. Preliminary review suggests that the root cause of this gap primarily exists due to the number of applications received (6.7%) from this community. Some efforts underway to address identified gaps in recruitment and hiring can be found starting on page 9 under “Recruitment and Hiring Initiatives”.
- From 2021 to 2022, the percentage of female applicants remained consistent, however the percentage of females hired decreased (24% of selected candidates in 2021, vs. 11% of selected candidates in 2022). This is a concerning trend and the Service is committed to prioritizing the recruitment of female cadets in 2023. One area of success is the promotion of women to uniform senior officer roles since 2019 where they occupied 17% of the roles and now occupy 24% of senior leadership roles.

In 2022, 21 Lateral Police Constables were hired. Of these, 9 were officers who had previously worked for the Toronto Police Service and 12 were officers who came to the Service as new members. These hires are not included in the statistics above.

B) Uniform Promotions

In 2022, the Service conducted two uniform promotional processes.

The timing and type of process is summarized below in descending order of rank:

- Superintendent promotional process: May, 2022
- Inspector promotional process: November, 2022

Appendix D contains the routine orders published outlining the promotional process for each rank.

Superintendent Promotional Process

As part of the promotional process to the rank of Superintendent, 27 candidates submitted a resume outlining their qualifications. The qualifications included career history, education, awards and significant contributions to the Service and the community. The applications were reviewed by all Staff Superintendents and a readiness recommendation was made to the Chief of Police for consideration.

22 candidates were granted an interview between June and July 2022 by a panel comprised of Chief James Ramer (now retired), Acting Deputy Chief Myron Demkiw (now Chief), Acting Deputy Chief Lauren Pogue (now Deputy Chief), Chief Administrative Officer Tony Veneziano (now retired) and Chief Information Officer Colin Stairs.

Aggregated socio-demographic data for applicants and successful candidates, as well as the list of new Superintendents for promotion is included in Appendix E. Socio-demographic highlights include:

- Approximately one-third (31%) of successful candidates were female and this is consistent with the proportion of female applicants in the process and greater than the typical gender make up within the Service (~20% female).
- 37.5% of successful candidates self-identified as having a racialized background compared to 32% of applicants.
- 68.75% of successful candidates indicated a Bachelor's Degree or higher as their highest level of formal education.

Additional information about this promotion process can be found in the Board Report **Senior Officer Uniform Promotions** (Board Min. P2022-0727-4.0.)

Inspector

There were a total of 42 applicants for the Inspector promotional process. 37 candidates (88%) met the qualifications and were deemed ready by their respective Unit Commander and invited to participate in an interview process in early December 2022. The interviews were conducted by a Command Officer panel and included Chief James Ramer (now retired), Chief Designate Myron Demkiw (now Chief), Acting Deputy Chief Lauren Pogue (now Deputy Chief), Acting Deputy Chief Pauline Gray, Interim Chief Administrative Officer Svina Dhaliwal and Chief Information Officer Colin Stairs.

Following the completion of the interview process, 19 candidates were selected and placed on a list for promotion.

Aggregated socio-demographic data for applicants and successful candidates, as well as the list of new Inspectors for promotion is included in Appendix F. Socio-demographic highlights include:

- Applicants had an average of 12 years of supervisory experience whereas the candidates selected for the promotion had an average of 15 years of supervisory experience.
- Racialized candidates were under-represented in the final selection (36% of applicants self-identified as being racialized compared to 21% of successful candidates).
- 26% of successful candidates are female and they represented 14% of the applications received.
- Over one-quarter of the successful candidates (28%) indicated they are fluent in a second language other than English.
- 63% of successful candidates self-identified as having completed post-secondary education, with several indicating on-going studies.

Additional information about this promotion process can be found in the Board Report **Senior Officer Uniform Promotions** (Board Min: P2023-0126-3.0.)

SECTION III - Analysis of Trends in Hiring/Promotion and Identification of Systemic Barriers

Insights identified in Section II above can be summarized as follows:

- The overall diversity of the Service's workforce continues to increase year over year at all levels including increased number of racialized members and women in leadership positions. Within the uniform ranks, there remains an emphasis to develop and promote more women. By the end of 2022, women made up 24% of the uniform senior officer cadre, while only representing 18.4% of the total uniform complement.
- The Service continues to attract an increasingly diverse external applicant pool however when comparing to the City of Toronto population, gaps remain in attracting candidates from some communities (e.g. Southeast Asians and Indigenous communities).
- While there have been improvements, disproportionalities continue to exist between those who apply and those who get selected. There will be continued focus on reducing these disproportionalities, especially where gaps exist in reflecting the make-up of the City and in promotional processes.

An area of focus for 2023 is the recruitment of women as there has been a steady decline in the number of women both applying for and being hired by the Service in the past three years. Women represented 20% of all cadet applicants in 2020 and now represent 15%. Moreover, they only made up 11% of the cadet classes in 2022 compared to an average of 30% in 2020/2021. The reason for this is not definitive, however, possible causes include: the impact on women in the workforce in general during the COVID-19 pandemic, the Service's shift schedules, decline of interest in policing as a career choice. Moreover,

during the past three years, there were no community job fairs or formal recruitment events and it is at these events that females can connect with recruiters and learn about the requirements of pursuing policing as a profession. The lack of access to these events including Motivational Monday, a T.P.S. initiative where women can attend and practice the fitness testing, have had a direct impact on the overall hiring of female applicants.

It is recognized that a diverse workplace requires a wider pool of applicants representing all communities from which to draw. With these insights, the goal of the Talent Acquisition Unit is to develop strategies that continue to attract applicants from diverse communities and create opportunities for those applicants to succeed in the process.

Recruitment and Hiring Initiatives

As COVID restrictions have lifted throughout 2022, the Service has taken further steps to implement new initiatives to broaden and diversify its reach. Below is a summary of recruitment activities and process changes that took place in 2022 and/or are considered ongoing into 2023, in addition to new activities planned for 2023.

| Initiative and Program Area | 2022 | ongoing | New |
|---|------|---------|-----|
| Recruitment and Engagement | | | |
| Toronto Transit Commission (T.T.C.) Advertisements – Advertisement posters were developed that were strategically placed in high traffic T.T.C. and Subway stations during the month of November 2022. | X | | |
| Ontario Police Services Job Fair (November 2022) – The Service coordinated and hosted the first ever multi-police service Job Fair at the Toronto Police College. This event included attendance from 23 Services across the province and more than 500 attendees. As an indication of its success, 145 applicants listed “job fair” as their referral source in their application. | X | | |
| Online Recruitment Campaign (August – December 2022) – The Service in collaboration with the Toronto Police Association engaged a marketing agency to develop a digital ad campaign, updated website and social media content highlighting the stories of constables and their choice towards a career at the Service called “why T.P.S.”. Analytics collected on the campaign include the following: <ul style="list-style-type: none"> • Over 35 million impressions • Over 33,000 clicks • The number of applications for all roles increased by 8% • Higher number of applicants passed pre-screening and first level interviews (% improvement varies depending the role) | X | | |
| Community Focused Information Sessions – The recruiting team in partnership with the Community Partnerships and Engagement Unit will continue to have a presence at community events and provide targeted General | | X | |

| Initiative and Program Area | 2022 | ongoing | New |
|--|------|---------|-----|
| Recruitment and Engagement | | | |
| Information Sessions. From May to December 2022 members of the Recruitment team attended approximately 110 multicultural events in the City of Toronto. Appendix G contains a list of some of the diverse events team members have attended in 2022 and will continue to attend in 2023. | | | |
| Ambassador Program – This program enables Service members to support recruitment and outreach efforts by providing training and key messages so that they can actively promote opportunities at the Service as part of the normal course of their work and support attendance at community events. This concept is especially useful through the Neighbourhood Community Officer Program (N.C.O.P.), primary response officers, auxiliary officers as they interact on a daily basis with the community. It is estimated that member referrals in 2022 account for at least 200 cadet applications. Moreover, total online applications that mention “current employee” as their referral source across all posted roles was 1,572 in 2022 and this increases to almost 2,000 when including “former employees” and “retired employees” as the referral source. | | X | |
| Youth Engagement - The focus of this approach is to broadly recruit for all roles and develop entry level starting points. For example, maintaining relationships with the Youth in Policing Initiative (Y.I.P.I.) graduates and attending high schools. | | X | |
| Expansion of Women’s Only Mentoring Program – In addition to Women’s only Motivational Mondays, the recruiting team has expanded the mentoring program to now include in-person General Information Sessions as well as the Physical Readiness Evaluation for Police practice sessions. Virtual platform for mentoring sessions with candidates who cannot make it in-person will also continue. | | X | |
| Social Media Messaging and Branding – Increased use of Social Media and greater consistency in messaging and branding to expand the Service’s reach and public engagement. | | X | |
| The Indigenous Candidate Program – Formed in 2023 in partnership with the Aboriginal Peace Keeping Unit, this program aims to address hiring gaps and to provide outreach and employment opportunities within Indigenous communities. | | | X |
| Process and Operational Changes | | | |
| Change of Procedure in Shuttle Run Testing – In cases where a candidate is not successful in the shuttle run, there | | X | |

| Initiative and Program Area | 2022 | ongoing | New |
|--|------|---------|-----|
| Recruitment and Engagement | | | |
| is no longer a mandatory waiting period between each attempt, up to three attempts. | | | |
| Better Data Collection - The Service is implementing a number of measures to improve response rates and streamline data collection processes. Examples include: unique QR codes for each recruiting event or initiative, broad workforce census to understand the current make-up of the Service, changing the tool to collect the data to improve retention, classification and streamline processes. These improvements will allow the Service to gain further insights to better design its recruitment and hiring processes and simplify the effort associated with data collection and analysis. | | | X |
| Applicant Review Panels consist of members from Psychological Services, Equity, Inclusion and Human Rights, Senior Officer(s) from the field, Talent Acquisition and the Toronto Police College. The panel receives both a written submission about the applicant and the community questions. The panel meets virtually to discuss both the applicant(s) suitability for this career and to ensure Talent Acquisition business practices are fair, equitable and free from bias. | | X | |
| Team Training - Implementation of Standardized Training for all members newly assigned to Talent Acquisition. Any new member assigned to the unit has completed the Generalist Training Program and has a minimum of 3 years investigative experience. All members receive mandatory anti-bias training | | X | |
| Hiring Process Improvements including: introduction of application review panels, supervisory review of file decisions, updating of interview questions and review role and placement of psychological assessment | | X | |
| Applicant Tracking System selection and implementation | | | X |

Promotional Process Redesign

The design and administration of promotional processes have been an ongoing discussion and focus area for the Service since 2020. Fair and transparent human resource processes are critical to member trust, sound labour relations and community confidence. In 2019, the Service engaged a third party firm to help design updated promotional processes. The Board approved the proposed processes on September 2020. In practice however, while some elements of the updated process were applied to future processes, the process as designed was difficult to operationalize for a number of reasons including resourcing and logistical challenges as well as time commitment required by members and management to administer a high volume process. Between 2021 – 2023, through the establishment of working groups, as well as most recently the engagement of an external employment and healthy workplace specialist, the Service is

embarking on a newly designed promotional process for the Sergeant and Staff Sergeant ranks. All elements of the process have and continue to be considered from an equity lens and principles of procedural fairness to eliminate the potential for bias. This process will be administered in Fall 2023 and key highlights include:

- Interviews to be granted on the objective basis of an exam score that is readily known to applicants
- Diverse composition of a maximum of five panels conducting interviews
- Training for Unit Commanders and interview panel members on conducting assessments to promote greater evaluation consistency
- Clearly defined evaluation frameworks
- Sub-components of the application that will be externally evaluated by community members with experience in human resources
- 'Blind' interview stage where marks from other stages of the process will not be known
- Robust question management controls
- Communication of marks to each applicant as well as
- Transparency on numbers associated with vacancies and selection
- Socio-demographic data collection

Discussion: Secondment Listing

2022 Secondment Update

In 2022, a total of 52 Toronto Police Service (Service) members (46 uniform and 6 civilians) were seconded to various provincial, federal and American partner organizations. Of this total, 29 uniform and 6 civilians were seconded to various agencies at full cost recovery for salaries and benefits to the Service.

In addition, for the same time period, 17 uniform members were seconded with no cost recovery to the Service.

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

A list of funded and unfunded secondment positions filled by Service members during 2022 is appended to this report (see Appendix H).

Discussion: Secondary Activities

Background:

Secondary activities performed by members of the Service outside of their employment with the Service are governed by Section 49 of the *Police Services Act (P.S.A.)* and related Service Procedure.

Section 49(1) of the *P.S.A.* states:

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

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

Pursuant to Service Procedure 14-25, members are required to submit an Application for Secondary Activity on Form T.P.S. 778 for approval by the Chief of Police if the member believes the activity may contravene Section 49(1) of the *P.S.A.*

Service Procedure 14-25 does not outline an exhaustive list of activities which may contravene Section 49(1) of the *P.S.A.*, and the Chief of Police exercises discretion, on a case-by-case basis, to determine whether an application is likely to contravene the restrictions set. Members whose applications are approved are required to sign an agreement outlining the terms and conditions of approval.

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

Discussion:

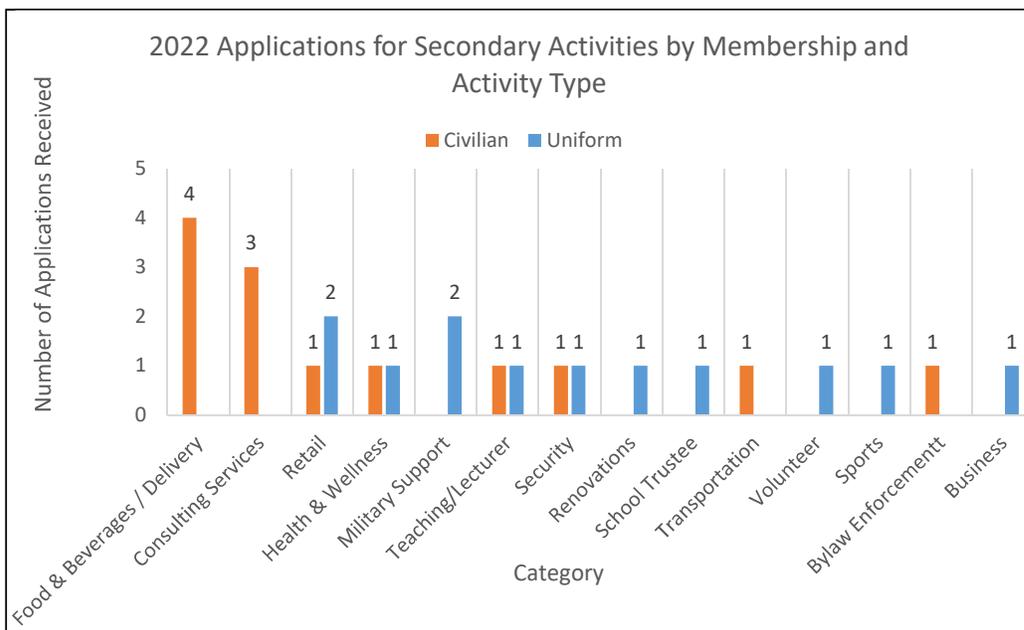
The chart below outlines the number of secondary activity applications received for uniform and civilian members for the past 5 years. These members may or may not be continuing to engage in these activities.

Secondary Activity Applications Received – 2018 to 2022

| Year | Uniform | Civilian | Total | Approved | Denied |
|------|---------|----------|-------|----------|--------|
| 2018 | 13 | 5 | 18 | 18 | 0 |
| 2019 | 8 | 18 | 26 | 25 | 1 |
| 2020 | 9 | 16 | 25 | 19 | 6 |
| 2021 | 12 | 5 | 17 | 17 | 0 |
| 2022 | 12 | 13 | 25 | 24 | 1 |

During 2022, there were 25 new applications received from members requesting approval to engage in secondary activities. Of these 25 applications, 24 were approved and deemed not to contravene Section 49(1) of the *P.S.A.*, while one (1) was denied.

The bar chart below summarizes the number of applications received in 2022 and details the type of secondary activities requested, broken down by the number of applications received from uniform and civilian members.



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

Discussion: Labour Relations Counsel and Legal Indemnification

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

Labour and Employment Law Legal Costs

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

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

Legal Indemnification Costs

Members of the Service may be eligible for indemnification for legal costs incurred in respect of particular types of legal proceedings as outlined in the relevant collective agreements and Service Procedure where, amongst other things, a member was acting

in the good faith performance of his or her duties. These proceedings include criminal and civil proceedings, Special Investigations Unit investigations, Coroner's Inquests, and reviews by the Office of the Independent Police Review Director.

There are a number of existing parameters and risk management measures in place for legal indemnification claim approvals, including those contained in the collective agreements as well as memoranda of understanding between the T.P.A. and the Board. The T.P.A. or S.O.O., as appropriate, are responsible for retaining counsel for a member involved in a legal proceeding and for following the application and adjudication process prescribed by the parties. All legal fees are independently reviewed for reasonableness and necessity by the City Solicitor's Office and dockets are amended when necessary before indemnification is approved. In addition, hourly rates charged by counsel for members are capped for different types of proceedings.

Cumulative Summary for 2022

During the period from January 1 to December 31, 2022, 352 invoices for external labour relations counsel totalling \$418,487 were received and approved for payment. Eight invoices totalling \$20,000 were received and approved for payment to arbitrators presiding over grievances.

During the period from January 1 to December 31, 2022, 115 accounts from external counsel relating to legal indemnification were paid totalling \$1,327,369, representing the largest component (75%) of the total legal costs incurred for 2022.

For the period January 1 to December 31, 2022, legal costs incurred for Labour Relations Counsel and Legal Indemnification totalled \$1,765,856 as follows:

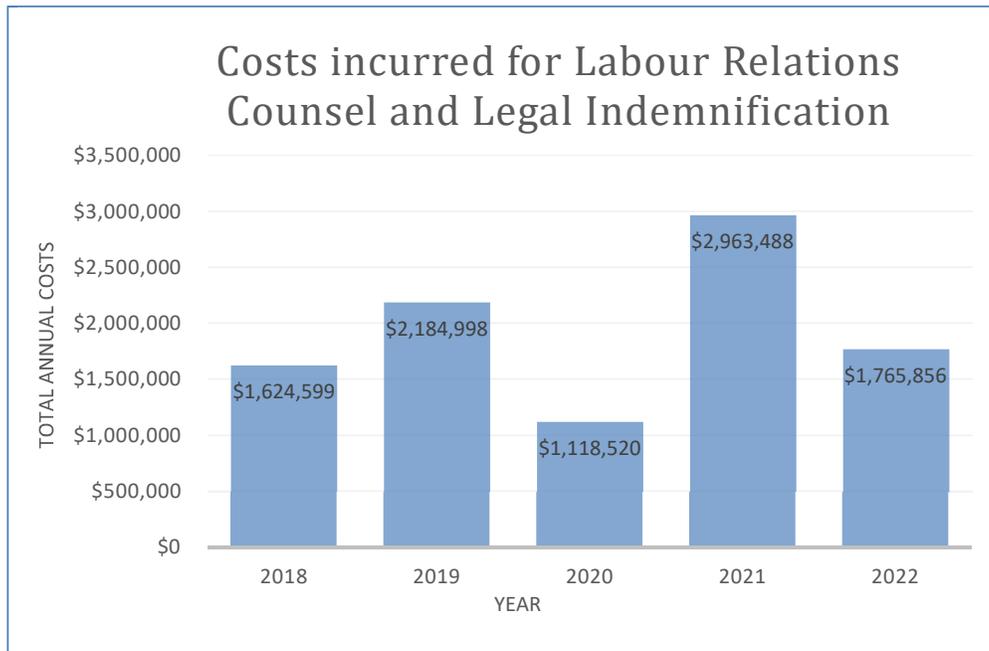
| Number of Files | Type of Account Paid | 2022 Costs Incurred |
|------------------------|---|-------------------------------|
| 352 | Payments for labour relations counsel: 61 payments for labour relations counsel 0 payments for bargaining (T.P.A. & S.O.O.) 291 payments for Workplace Safety and Insurance Board (W.S.I.B.) case management | \$213,640 \$0 \$204,847 |
| 8 | Arbitration Costs related to Grievances: 6 payments for grievance activity | \$20,000 |
| 91 | Legal Indemnification – Special Investigations Unit (283 officers represented) | \$356,961 |
| 1 | Legal Indemnification – Criminal Injuries Compensation Board: (1 officers represented) | \$44,571 |
| 17 | Legal Indemnification – Third Party Records Application (18 officers represented) | \$246,695 |
| 3 | Legal Indemnification – Criminal Charges (3 officers represented) | \$372,822 |
| 0 | Legal Indemnification – Office of the Independent Police Review Director (0 officers represented) | \$0 |
| 3 | Legal Indemnification – Coroner's Inquests (8 officers represented) | \$306,320 |
| 0 | Legal Indemnification – Civil Actions | \$0 |

| Number of Files | Type of Account Paid | 2022 Costs Incurred |
|-----------------|-----------------------------|---------------------|
| | Total Costs for 2022 | \$1,765,856 |

Five Year Trend

It is important to note that legal indemnification costs are influenced by several factors including number and complexity of cases, resulting in variances from year to year. Total legal costs decreased in 2022 due to a decrease in legal indemnification claim volume and amounts. Costs for labour relations counsel remained elevated as a result of cases related to COVID-19.

The following chart illustrates the total legal costs incurred for labour relations counsel and legal indemnification for the years 2018 to 2022:



Conclusion:

This report provides the Board with an annual People and Culture update, including: information on 2022 civilian and uniform hiring and promotions; a 2022 secondments update; a summary of applications received for secondary activities in 2022; and a summary of the total cumulative legal costs for labour relations counsel, legal indemnification claims, and claims relating to inquests for the period January 1 to December 31, 2022. It includes the following appendices;

- new Civilian Job Descriptions
- routine orders outlining Promotional Processes
- aggregate demographic information on applicants/hires/promotions where available

- examples of events attended in 2022 and ongoing in 2023 meant to drive diversity in hiring and recruitment for both civilian and uniform roles
- a list of funded and unfunded secondment positions filled by Service members during 2022.

Also included is an analysis of trends in attraction and hiring from diverse communities, as well as a synopsis of ongoing efforts, challenges and next steps.

Moving forward into 2023, the Service continues its commitment to improvement across all of its human resources (H.R.) processes; across data collection and dissemination, technology, process/policy, and culture in order to be able to accurately identify and break down any systemic barriers that exist to hiring or promotion.

Ms. Svina Dhaliwal, interim Chief Administrative Officer, will be in attendance to respond to any questions that the Board may have in regard to this report.

Respectfully submitted,

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

*copy with original signature on file at Board Office

Attachments:

Appendix A: 2022 New Civilian Job Descriptions

Appendix B – Civilian External Hire Demographic Information

Appendix C – 2022 Cadet External Hire

Appendix D – Routine Orders for Promotion Processes

Appendix E: Superintendent Demographic Data and Promotion Eligibility List

Appendix F: Inspector Demographic Data and Promotion List

Appendix G: List of Some of the Events Attended by Recruiters in 2022

Appendix H: 2022 Secondment List

Appendix A: 2022 New Civilian Job Descriptions



**TORONTO POLICE SERVICE
JOB DESCRIPTION**

Date Approved: 2022.02.17
Board Minute No.: N/A
Total Points: 1139
Pay Class: 1139

JOB TITLE: Chief Information Security Officer **JOB NO.:** Z32032
BRANCH: Information & Technology Command **SUPERSEDES:** New

UNIT: Information & Technology Command **HOURS OF**
WORK: 35 **SHIFTS:** 1
SECTION: **NO. OF**
INCUMBENTS IN THIS JOB: 1
REPORTS TO: Chief Information Officer, Information & Technology Command **DATE**
PREPARED: 2021.04.06

SUMMARY OF FUNCTION:

Responsible for the strategic development, execution and maintenance of the Service-wide cyber security program to ensure applications, technology, systems, processes and infrastructure are adequately protected and resilient. Develops and provides governance, assurance and oversight over operational cyber security functions.

DIRECTION EXERCISED:

Works cross-functionally by communicating risk to senior administration, internal units and external partners.

MACHINES AND EQUIPMENT USED:

Workstation with associated software and related office equipment.

DUTIES AND RESPONSIBILITIES:

1. Leads and develops the strategic Service-wide cyber security program through comprehensive risk management between dynamic cyber based threats and evolving business requirements.
2. Leads, develops and maintains cyber security and operational risk management processes through the application of cyber security frameworks, business impact analysis and risk evaluation approaches.
3. Ensures Service-wide cyber security posture is maintained or improved by coordinating with units within the Information Technology Services (ITS) and Information Management pillars

as well as with other business units within the Service that provide best practices in procurement, projects, upgrades, new initiatives, and/or compliance requirements.

4. Maintains and communicates corporate risk awareness of cyber threats, vulnerabilities, trends and tactics through the development and maintenance of threat intelligence capability and documentation.
 5. Maintains current knowledge of security threats, emerging technology, equipment, and/or systems in order to provide cyber security solutions, governance or process recommendations to senior management.
 6. Ensures external and internal compliance or standard requirements, such as PCI-DSS or board recommendations, are achieved by coordinating with the Audit and Quality Assurance unit and other supporting stakeholders.
 7. Partners with the IT Risk Management and Information Security units to ensure a holistic approach to cyber, data and solution security.
 8. Leads, develops and measures cyber security awareness programs in partnership with the Information Security unit.
-
9. Ensures appropriate cyber incident response through the development of incident response plans in coordination with all units within the I&T Command, Corporate Communications and other stakeholders.
 10. Ensures cyber incidents that require an investigative response are conducted with timely evidence gathering and legal prosecution methodologies and by developing and guiding joint investigative actions between ITS, the Coordinated Cyber Centre (C3) and Technological Crimes Unit of Intelligence Services.
 11. Reports on a quarterly basis to the Chief of Police regarding the Service's cyber security status.
 12. Maintains current industry knowledge and capability through partnerships with external cyber enabled agencies such as NC3, CSIS, CCCS, NCFTA, and law enforcement IT security leads at the RCMP, OPP, GTA regional police services as well as private sector partners.
 13. Leads assurance processes by developing, applying, observing and evaluating penetration test or other metrics in order to ensure Service cyber controls and processes are appropriate.
 14. Acts as the Service lead when engaging with third-party cyber reviews and audits, integrating recommendations into Service cyber security measures and overseeing the response.
 15. Performs other related duties, as required.

EDUCATION/EXPERIENCE:

Degree or diploma in computer security, cyber security or information security combined with a minimum of five years of experience within the cyber security or a cyber related field or an equivalent combination of education, training and experience.

Active Certified Information Systems Security Professional (CISSP) certification or equivalent.

ADDITIONAL REQUIREMENTS:

- Demonstrates excellent verbal and written communication in both highly technical and non-technical business environments.
- Knowledge of computer networking concepts and protocols and network security methodologies.
- Experience with technical mechanisms that support Identity and Access Management controls.
- Knowledge of cyber threats and vulnerabilities along with emerging threats.
- Demonstrated leadership and influential management skills.
- Strong problem solving abilities, combined with excellent research and strategic planning skills.
- Working knowledge of the Criminal Code, Police Services Act.
- Extensive knowledge of the Personal Information Protection and Electronic Documents Act.
- Proven track record of integrity, accountability, decisiveness and interpersonal skills.
- Working experience with legal prosecution processes involving computers and systems, including evidence seizure, supporting notes, case law and testimony requirements at various levels of judicial hearings.
- Ability to effectively prioritize and execute tasks in a high-pressure incident response environment.
- Experience with common cyber security frameworks such as NIST Cybersecurity Framework, CIS controls are preferred.

QUALIFYING PERIOD:

One year.



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved: 2022.07.29

Board Minute No.:

Total Points: 818

Pay Class: Z28

JOB TITLE: Sr. Advisor, Inclusion & Special Projects **JOB NO.:** Z28036
BRANCH: Corporate Services Command/People & Culture **SUPERSEDES:** New
UNIT: Equity, Inclusion & Human Rights **HOURS OF WORK:** 35 **SHIFTS:** 1
REPORTS TO: Unit Commander **NO. OF INCUMBENTS IN THIS JOB:** 1
DATE PREPARED: 2022.09.01

SUMMARY OF FUNCTION:

Oversees, develops and implements the Service's key strategic equity, diversity and inclusion projects and goals. Develops and implements a change management strategy that addresses the learning and capacity needs at all levels of the organization, and supports the information flow to and from the front-line. Ensures successful uptake of inclusion initiatives at all levels.

DIRECTION EXERCISED:

Under the direction of the Manager, Equity, Inclusion & Human Rights (EIHR), works with all levels of the organization to translate vision and implementation strategies. Manages and supervises team members including a researcher, analysts and specialists.

MACHINES AND EQUIPMENT USED:

Workstation with associated software and any other office related equipment, as required.

DUTIES AND RESPONSIBILITIES:

1. Provides strategic direction to the Service and the EIHR team into the design and implementation of Service wide initiatives focused on equity, inclusion, diversity and human rights. Subject matter could include education and capacity building, change management, systemic changes and building a diverse workforce.
2. Manages multiple high priority projects related to equity and inclusion initiatives, ensuring that projects are delivered on time and in support of the Service's business plan.
3. Works with Command, management, and front-line staff to translate the EIHR vision and implementation strategies to staff at the level of buy-in.
4. Develops audience appropriate communication materials from a change management framework. Initiates and follows through on change management initiatives. Develops,

prepares and delivers education materials that are complex, sensitive, and/or broad in scope.

5. Manages and supervises team members and provides day-to-day leadership and guidance, including the operational planning/scheduling of work and resolution of escalated issues.
6. Provides informed advice, support and recommendations concerning equity and inclusion to Command, senior management and staff.
7. Increases awareness and understanding among Service members of systemic discrimination through informing and educating staff.
8. Supports the development of strong strategic partnerships with community partners, academics, leaders and agencies to provide advice and guidance on Service objectives related to EIHR issues.
9. Works to understand the inclusion needs of the Service at all levels and supports the information flow to and from the front-line and with members of the public.
10. Identifies and addresses issues and barriers present in the organization, undertakes research, strategically analyzes systemic issues, and designs solutions to support continuous improvement.
11. Organizes meetings, prepares briefing notes, reports and recommendations, and assesses and analyzes information regarding diversity and inclusion concerns.
12. Provides the knowledge and skills needed to foster an inclusive culture through the development and implementation of training, workshops, and other educational programs. Plans and develops inclusive work initiatives and programs that are current, relevant and practical.
13. Conducts surveys, assessments and other reviews to determine and isolate diversity and inclusion needs in the various units of the Service. Reviews and oversees reports and research completed by staff regarding inclusion issues and policing.
14. Leads change initiatives for integrating equity and anti-oppressive practices, ensuring Toronto Police Service's alignment with its goals of inclusion.
15. Ensures the successful development, implementation and communication of change leadership.
16. Develops strong working relationships with internal and external stakeholders representing a variety of communities and interests.
17. Engages in open and honest communication regarding equity and inclusion issues. Identifies immediate and ongoing needs concerning equity and inclusion through consultation with Service and community stakeholders.
18. Represents the Chief of Police and the Service on internal and external committees.
19. Acts in absence of the Manager, Equity, Inclusion & Human Rights, as required.
20. Performs other duties, functions and assignments inherent to the position.

EDUCATION:

Undergraduate degree in a related field such as diversity, sociology, business administration, labour relations, or human relations or the equivalent combination of education, training and experience. Graduate degree in a field related to human relations or diversity and/or Change Management Certification would be an asset.

ADDITIONAL REQUIREMENTS:

- Minimum eight years' of progressively responsible experience working with larger groups, organizations or communities to implement, improve or support diversity and inclusion initiatives. Strong political acuity skills are necessary in order to mediate sensitive political situations and provide appropriate and helpful responses while mitigating damage.
- Demonstrated relationship building skills to work with all levels of staff (Command, management and front-line staff) to convey information concisely and professionally. Ability to understand the inclusion needs at all levels of the Service and support the information flow to and from the front-line.
- Excellent written and verbal communication skills to effectively brief management and board members, engage with staff, and communicate information in an engaging manner.
- Experience developing diverse and inclusive educational capacity building tools and materials that are current, engaging and practical.
- Strong public speaking skills with the ability to communicate effectively with a diverse population.
- Demonstrated experience identifying and addressing issues and barriers present in the organization, undertakes research, strategically analyzes systemic issues, and designs solutions to support continuous improvement integrating equity and anti-oppressive practices.
- Expert presentation, facilitation and design skills, including the ability to design relevant and compelling training and workshop content. Experience conducting diversity and inclusivity workshops, workplace training, and various education programs.
- Computer experience required, including standard office computer applications (e.g. Microsoft Word, Microsoft Excel, Microsoft PowerPoint, and Microsoft Outlook).

QUALIFYING PERIOD:

One year.



TORONTO POLICE SERVICE
JOB SPECIFICATION

Date Approved: 2021.11.22

Board Minute No.: N/A

Total Points: 743

Pay Class: Z26

JOB TITLE: Equity Data Scientist

JOB NO.: Z26031

BRANCH:Corporate Services Command/People & Culture **SUPERSEDES:** New

UNIT:Equity, Inclusion & Human Rights **HOURS OF WORK:** 35 **SHIFTS:** 1

REPORTS TO: Manager, Equity, Inclusion and Human Rights **NO. OF INCUMBENTS IN THIS JOB:** 1

DATE PREPARED: 2022.09.01

SUMMARY OF FUNCTION:

This role is responsible for the development, analysis and provision of race-based and identity data for internal and external reports and provide strategic advice to senior management. Provides oversight, training and development of high quality analytical products across the organization that are informed by community, stakeholder and relevant subject matter expert input. The Equity Data Scientist is responsible for providing strategic leadership and subject matter expertise to identify opportunities to track, monitor, and address systemic disparities and advance inclusion and equity through increased critical and analytical capacity and related solutions.

DIRECTION EXERCISED:

Provides strategic and technical leadership, advice and expertise to management and project team. Oversees the work and mentors the Analyst in the unit.

MACHINES AND EQUIPMENT USED:

Workstation with associated software and other office equipment as required.

DUTIES AND RESPONSIBILITIES:

1. Responsible for the development of strategic and tactical analytical reports, frameworks, strategies and the provision of advanced level human rights and equity analyses for senior management that promotes and complies with *the Ontario Human Rights Code, Anti-Racism Act and regulation, Anti-Racism Data Standards, Accessibility for Ontarians with Disabilities Act*, and applicable privacy legislation.

2. Provides day-to-day oversight and guidance to the Analyst, including the planning/scheduling of work, resolution of escalated issues and conducting performance reviews to reach optimal performance.
3. Supports the Manager, Equity, Inclusion and Human Rights and project manager by providing regular updates on the Race-Based Data Collection Strategy, participating or leading various tasks as assigned, including strategic planning, change management, developing project charters, terms of references, identifying issues and risks, mitigations and influence assignment of tasks and work stream, election of methodologies, techniques and tools as deemed appropriate.
4. Oversees the implementation of the Race-Based Data Collection, Analyses and Reporting Policy and the effective teamwork involving the community engagement consultants, inclusion lead, analysts and researchers towards successful outcomes.
5. Directs, designs and conducts research and data analyses, including identifying gaps and working with IT and other data areas to improve processes and systems for analytics and data equity.
6. Provides tactical and strategic advice through an equity analysis and assists in the development of corporate planning strategies, communications and community engagement plans, change management efforts, policies and operational procedures related to race-based and identity information and equitable and inclusive police services.
7. Designs, employs and directs research and evaluation methodologies to accomplish strategic goals related to internal and external equity, inclusion and human rights practices and reviews of operational policies, procedures and practices from an equity lens.
8. Researches innovation and new technology as it relates to data collection, statistical analysis, and data visualization, promote best practices based on evidence-based research and supporting knowledge dissemination in the unit and across the Service.
9. Presents reports, results of analyses, and recommends race-based and identity data collection and analytic strategies to help advance equity in the workplace and in community relations through police policies, procedures, and practices.
10. Provides technical leadership and subject matter expertise in data equity, strategic advice and support to senior management and leaders to make evidence-informed decisions; provides guidance and mentoring to analysts, researchers and others in the organization on equity, inclusion and human rights issues.
11. Participates in the Service's efforts to advance professional and fair policing, attend meetings and liaises with internal and external stakeholders, including

supporting and fostering strategic stakeholder relationships to contribute to the Service's objectives.

12. Contributes or supports a portfolio of projects, including relevant external research projects; establishes and/or leads project committees and working groups from inception to implementation in relation to equity, inclusion and human rights.
13. Contributes to defining and creating the Service's Equity, Inclusion and Human Rights Centre of Excellence and leadership in the policing sector.
14. Acts in absence of the Manager, Equity, Inclusion & Human Rights, as required.
15. Performs all other duties, functions and assignments inherent to the position.

EDUCATION:

Graduate degree in sociology, human rights, criminology, data management, mathematics, statistical analysis, social justice or a related field, combined with a minimum of five years progressively responsible work experience in social or commercial research, policy/program analyses and evaluation plus data collection, data analysis, and/or data evaluation project/program management or the equivalent combination of education, training and experience.

Certification in a related discipline would be considered an asset.

ADDITIONAL REQUIREMENTS:

- Demonstrated experience in progressively responsible positions related to data collection, management, analyses and reporting. Advanced knowledge of information privacy and data governance best practices, relational databases, algorithmic solutions and predictive tools is preferred.
- Recent experience with race-based or identity-based data analysis projects, developing strategic thinking skills to deal with ongoing challenges concerning socio-demographic data collection. Experience with equity and human rights-related data collection, initiatives, projects and/or strategies is essential.
- Recent experience developing and implementing quantitative and qualitative research frameworks and methodologies for large-scale projects, including engaging with stakeholders and supporting senior leaders with strategic advice.
- Advanced knowledge of anti-oppression tools, methodologies, and perspectives, including expertise in research related to anti-Black, anti-Indigenous and intersectional issues concerning systemic barriers and human rights in criminal justice, including related sectors impacting vulnerability to criminal justice involvement (child welfare, mental health, employment and housing, etc.).
- Advanced ability to design and manage quantitative and qualitative projects including the development of analysis plans, quantitative and qualitative analysis skills using different data structures, strategic reports, incorporation of information and the application of various analytical methodologies and techniques in a team

setting, including managing stakeholder relationships to embed community perspectives.

- Demonstrated experience in operational research and program evaluations, statistical analysis which includes forecasting trends, identifying emerging issues, and applying critical and lateral thinking skills required.
- Excellent verbal communications skills with the ability to deliver presentations as well as testify in court as required.
- Superior skills in report writing and effective communication of complex ideas and concepts, with experience in developing strategic plans and comprehensive reports intended for senior management, internal and external stakeholders and agencies on a regular basis.
- Experience in providing senior managers with both written and oral briefings required.
- Must possess excellent computer skills and be proficient in standard office computer applications (e.g., Microsoft Office Suite, Adobe Acrobat Professional) and statistical and research software such as SPSS, R, and NVivo.
- Sound knowledge of the application of relevant statutory requirements under the Anti-Racism Act and Anti-Racism Data Standards, Ontario Human Rights Code, Municipal Freedom of Information and Privacy Act required.
- Demonstrated project management skills with the ability to foresee challenges, risks and opportunities concerning socio-demographic data collection in a policing context, lead and organize projects, troubleshoot and solve problems creatively.
- Ability to align, prioritize, multi-task and meet deadlines in a fast-paced environment.
- Strong interpersonal skills required with an emphasis on teamwork and the ability to effectively collaborate, mentor, guide, train and transfer skills and techniques to other employees at all levels of the Service.
- Demonstrated ability to maintain a high degree of tact, discretion and sound judgement when handling sensitive and confidential information and issues.
- Recent experience working on projects in a large law enforcement organization is preferred.

QUALIFYING PERIOD:

One year.



TORONTO POLICE SERVICE

JOB DESCRIPTION

Date Approved:

Board Minute No.:

Total Points: 366

Pay Class: B51

JOB TITLE: Stable Attendant **JOB NO.:** B05007

BRANCH: Specialized Operations Command – Public Safety Operations **SUPERSEDES:** New

UNIT: Emergency Management & Public Order **HOURS OF WORK:** 40
SHIFTS: 1

SECTION: Mounted Unit **NO. OF INCUMBENTS IN THIS JOB:** 1

REPORTS TO: Training Sergeant, Mounted Unit **DATE PREPARED:** 2021.01.29
Updated: 2022.03.04

SUMMARY OF FUNCTION:

Supports uniformed members of the Mounted Unit and works closely with Service vendors. Responsible for the daily care of police mounts, as well as the overall general maintenance and cleanliness of the horse stalls and stable.

DIRECTION EXERCISED:

None.

MACHINES AND EQUIPMENT USED:

Tractor/loader, manure fork/shovel and cart, push cart equipment. Various small hand tools (e.g. screwdrivers, pliers, wrenches) and power tools (e.g. power washer, drills, impact guns). Workstation with associated software and other office equipment as required.

DUTIES AND RESPONSIBILITIES:

1. Ensures cleanliness of stable facility. Mucks out stalls by removing fouled bedding and manure, loads manure into waste bins, sweeps main aisles, arranges waste bin removal, etc.
2. Prepares and distributes feed to horses.

3. Ensures the stable facility is secure (e.g. all gates are closed) and in a state of good repair (e.g. doors and gates). Liaises with and makes requests for service to Exhibition Place tradespeople, as needed (e.g. plumbing, electrical, carpentry).
4. Monitors inventory and quality of stable supplies (e.g. diesel/fuel, feed, stall bedding, veterinary supplies). Liaises with appropriate vendors to make arrangements to ensure adequate supplies are maintained.
5. Liaises with veterinarian to discuss general health of the horses and the development and maintenance of nutrition plans for individual police mounts. Oversees routine health visits.
6. Monitors police mounts for basic health needs. Monitors for and treats minor ailments (e.g. cuts, scrapes, rashes, allergies) and administers equine First Aid, as required. Monitors for life threatening ailments and initiates primary treatments.
7. Collects, updates and maintains unit records, as required (e.g. individual mount records, UCMR, sick board and reports for horses, veterinary reports, farrier treatments).
8. Liaises with community members and provides tours of the stable facility.
9. Assists with the coordination of the YIPI and Co-op student programs.
10. Assists with QuarterMaster duties and responsibilities, when required.
11. Performs typical duties inherent to the position.

EDUCATION:

Grade 12 or an approved equivalent combination of education, training and experience.

Completion of equine courses or certifications would be an asset.

Possession of a valid Equine First Aid certificate would be an asset.

ADDITIONAL REQUIREMENTS:

- At least two years' experience in a related field.
- Must possess the knowledge, confidence and ability to work with large and heavy animals (e.g. handling, grooming, saddling, trailer loading).
- Ability to perform minor repairs.
- Ability to push, pull and lift heavy objects.
- A strong sense of initiative and ability to work well independently.

- Excellent organizational skills are essential as well as well-developed time-management skills.
- Ability to communicate effectively, both verbally and in writing, with members of the Service, vendors and the public.
- Good computer skills and the ability to multi-task.
- Must have (or be willing and eligible to obtain) an Ontario Class “G” Driver’s Licence and a Toronto Police Service ‘Blue Card’.

QUALIFYING PERIOD:

Six months.

1. Responsible for providing effective hands-on architectural solutions in line with the Service's Information & Technology (I&T) Command Reference Architecture.
2. Participates in the design thinking approach to create engaging and effective citizen services and police officer tools.
3. Designs digital solutions that leverage Service reference architecture assets, accelerators and platforms.
4. Maintains technical responsibility for technical project deliverables and objectives.
5. Designs new processes, objects and tasks using the Service reference architecture in an efficient, maintainable and structured manner.
6. Creates and maintains technical solution documentation (technical requirements, Systems Integration Plans, interfaces, architecture, use cases).
7. Configures platforms and systems (i.e., Microsoft Dynamics CRM, Power Platform, Integration Engine, Notification Engine).
8. Participates in the development of cloud technology strategies for digital solutions.
9. Develops strong integration capability between enterprise systems and digital solutions.
10. Monitors systems performance to validate solution architecture and tunes and corrects when required.
11. Provides technical leadership and consulting from strategic planning to the project development level.
12. Participates in defining and creating Center of Excellence for various platforms and enablement of platform use across the I&T Command.
13. Supports system integration, test planning and test execution activities that include developmental and operational test events involving diverse systems, subsystems, networks and servers.
14. Monitors the Service's service level agreements with cloud vendors.
15. Leads the cloud based implementation, contract management and vendor selection for the Service.
16. Conducts research on emerging technologies in support of cloud implementation efforts and recommends technologies that will increase cost effectiveness and infrastructure flexibility.
17. Analyzes cost-reduction opportunities and develops, recommends, documents and communicates infrastructure plans for investing in both current and future Service cloud infrastructure/platform/service technologies.

18. Prepares system development cost estimates, budgets, and schedules and monitors any contractor designs or workloads as necessary for project management.
19. Performs typical duties inherent to the position.

EDUCATION:

Four year degree in Computer Science, B.Sc.,B.Eng. or equivalent.

ADDITIONAL REQUIREMENTS:

- Minimum of five years progressively responsible experience and demonstrated expertise within the field of IT, and specifically in those areas related to solution design, architecting, digital solutions.
- Experience with a digital ecosystem, cloud platforms, digital platforms (Experience with Microsoft stack).
- Excellent communication skills (both verbal and written), excellent interpersonal skills and the ability to provide solutions in a fast paced service oriented environment.
- In-depth technical knowledge of cloud technology and future direction.
- Expert knowledge of script languages.
- Hands-on experience with network, servers, storage development tools.
- Strong knowledge of hardware and software evaluation principles and practice.
- Experience with integration of cloud based services with on premise technology.
- Good knowledge of applicable data privacy practices and laws with exceptional analytical, conceptual, and problem-solving abilities.

QUALIFYING PERIOD: One year.



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved:
Board Minute No
Total Points: 540.5
Pay Class: A11

JOB TITLE: Equity, Inclusion & Human Rights Curriculum Specialist **JOB NO.:** A11037

BRANCH: Corporate Services Command – People & Culture **SUPERSEDES:** New

UNIT: Toronto Police College **HOURS OF WORK:** 35 **SHIFTS:** 1

REPORTS TO: Inspector, Toronto Police College **NO. OF INCUMBENTS IN THIS**
JOB: 1 **DATE PREPARED:** 2022.07.21

SUMMARY OF FUNCTION:

Builds a culture of equity and inclusion within all training provided by the Toronto Police College (TPC). Provides equity, inclusion and human rights based training and capacity building to Service members in accordance with the Toronto Police Services Board's (TPSB) 81 recommendations on police reform. Designs, develops, coordinates and delivers equity, inclusion and human rights training programs. Reviews all training with a lens to support equity, inclusion and human rights initiatives, develops and/or evaluates transfer of knowledge strategies, and prepares Service Board reports in the areas of police reform and fair and equitable policing. Leads, develops and implements a change management strategy that addresses the learning and capacity needs at all levels of the organization, and supports the information flow to and from the front-line. Ensures successful uptake of inclusion initiatives at all levels. Liaises regularly with the Service's Equity, Inclusion & Human Rights (EI&HR) unit to ensure alignment with broader Service initiatives.

DIRECTION EXERCISED:

Works with all levels of the organization to translate vision and implementation strategies. Project oversight related to equity, inclusion and human rights based training and capacity building to Service members in support of the TPSB's 81 recommendations on police reform.

MACHINES AND EQUIPMENT USED:

Workstation with associated software and any other office related equipment, as required.

DUTIES AND RESPONSIBILITIES:

1. In collaboration with TPC instructors and the EI&HR unit, works with all levels of the organization to translate vision and implementation strategies into a training

and development plan and activities to build capacity. Maps out annual training plans.

2. Ensures successful uptake of inclusion initiatives at all levels and long-term stability of new and updated diversity initiatives and programs; gathers feedback from trainers and trainees after each educational session; assesses instructional effectiveness and determines the impact of training on employee skills and KPIs; and assists in data collection and analysis (e.g. course evaluations) related to program effectiveness to ensure the program meets its learning goals (e.g. knowledge promotion; skill acquisition and application) and to contribute to informed decision-making.
3. Develops audience appropriate communication materials from a change management framework. Initiates and follows through on change management initiatives; markets available training to employees and provides necessary information about sessions; and designs, prepares and orders educational aids and materials.
4. Provides informed advice, support and recommendations concerning equity and inclusion to senior management and staff.
5. Increases awareness and understanding among Service members of systemic discrimination through informing and educating staff.
6. Supports the development of strong strategic partnerships with community partners, academics, leaders and agencies to provide advice and guidance on Service objectives related to equity, inclusion and human rights issues.
7. Works to understand the inclusion needs of the Service at all levels and supports the information flow to and from the front-line and with members of the public.
8. Identifies and addresses issues and barriers present in the organization, undertakes research, strategically analyzes systemic issues, and designs solutions to support continuous improvement.
9. Organizes meetings, prepares reports summarizing program data, including reports on the participant progress, course evaluations and question performance for each online learning program.
10. Designs and develops training programs (outsourced and/or in-house); delivers equity, inclusion and human rights related content where appropriate; works with e-learning developers to plan a training curriculum and provides guidance for development of highly relevant modules; develops training materials (job aids, modules, presentations) for mobile applications; and selects appropriate training methods or activities (e.g. simulations, mentoring, on-the-job training, professional development classes).
11. Hosts train-the-trainer sessions for internal subject matter experts.
12. Conducts organization-wide training needs assessment and identifies skills or knowledge gaps that need to be addressed.

13. Leads change initiatives for integrating equity and anti-oppressive practices, ensuring the Service's alignment with its goals of inclusion.
14. Ensures the successful development, implementation and communication of change leadership.
15. Partners with internal and external stakeholders representing a variety of communities and interests and liaises with experts regarding instructional design.
16. Engages in open and honest communication regarding equity and inclusion issues. Identifies immediate and ongoing needs concerning equity and inclusion through consultation with Service and community stakeholders.
17. Applies known education principles and stays up-to-date on new training methods and techniques.
18. Maintains updated curriculum database and training records.
19. Performs other duties, functions and assignments inherent to the position.

EDUCATION:

University degree in a related discipline such as diversity, sociology, business administration, labour relations, or human relations or the equivalent combination of education, training and experience. A graduate degree in a field related to human relations or diversity would be an asset. Change Management Certification would be considered an asset.

ADDITIONAL REQUIREMENTS:

- Minimum five years' of progressively responsible experience working with larger groups, organizations or communities to implement, improve or support diversity and inclusion initiatives. Strong cultural competence and organization awareness is necessary in order to mediate opposing views, provide helpful responses and mitigate damage.
- Demonstrated relationship building skills to work with all levels of staff (Command, management and front-line) to convey information concisely and professionally. Ability to understand the inclusion needs at all levels of the Service and support the information flow to and from the front-line.
- Experience in developing evaluation tools and metrics to analyze the effectiveness of diversity education and initiatives.
- Superior written and verbal communication skills to effectively brief management, engage with staff, and communicate information in an engaging manner.
- Proven ability to complete full training cycle (assess needs, plan, develop, coordinate, monitor and evaluate).
- Experience developing diverse and inclusive educational capacity building tools and materials that are current, engaging and practical.
- Strong public speaking skills with the ability to communicate effectively with a diverse population.
- Demonstrated experience identifying and addressing issues and barriers present in organization, undertaking research, strategically analyzing systemic issues, and designing solutions to support continuous improvement integrating equity and anti-oppressive practices.

- Expert presentation, facilitation and design skills, including the ability to design relevant and compelling training and workshop content. Experience conducting diversity and inclusivity workshops, workplace training, and various education programs.
- Computer experience required, including standard office computer applications (e.g. Microsoft Word, Microsoft Excel, Microsoft PowerPoint, and Microsoft Outlook).
- Hands-on experience coordinating multiple training events in a corporate setting.
- Extensive knowledge of instructional design theory and implementation.
- Experience creating e-learning content using Articulate Storyline 360.
- Adequate knowledge of learning management systems and web delivery tools.
- Familiarity with traditional and innovative job training methods and techniques.
- Experience with e-learning platforms.
- Strong attention to detail.
- Ability to learn new technologies quickly.
- Ability to apply structured problem solving to complex problems.
- Excellent time management skills, including the ability to manage competing priorities.
- Demonstrated ability to work effectively in a fast-paced environment.

QUALIFYING PERIOD: One year.

1. Coordinates the activities of staff in the intake area. Establishes courses of action and performance standards to ensure the team is organized, effective and efficient. Facilitates staff development and conducts performance evaluations.
2. Advises, counsels, and educates members about resources available to them to support their individual health and wellbeing.
3. Builds and maintains a scalable infrastructure to provide intake and support for members.
4. Assists in the research and implementation of positive health engagement including physical, mental, social, and life health.
5. Evaluates requests for assistance, complaints and concerns from units; investigates complaints and concerns and recommends a course of action; produces regular reports summarizing section activity and identify opportunities for improvement.
6. Supports, communicates and implements health and wellness initiatives throughout the Service.
7. Liaison between members and the Wellness unit to create a health and wellness plan to ensure adequate services are available to all Service members.
8. Establishes and maintains relationships with external partners/stakeholders to identify and create pathways for member support external to the Service through transformational concepts.
9. Employs a variety of strategies to motivate and assist members to internalize important health and wellness information.
10. Identifies areas of improvement with regards to present health challenges including nutrition, wellness, mental health and addiction.
11. Collaborates with internal and external stakeholders to promote and integrate health and wellness learning in all aspects of member work/home life balance.
12. Trains and educates members of the Wellness team to ensure continuity of service and ensure the most current information is applied to day to day operations.
13. Evaluates program efficacy and accessibility for continuous improvement across wellness areas.
14. Performs all other duties, functions and assignments inherent to the position.

EDUCATION/EXPERIENCE:

Degree in health or social sciences field combined with a minimum of five years' experience in health or social work, including, but not limited to: mental health programming or support, occupational health, case management, care coordination, education, public health, or relevant work experience.

Master's degree in social work is preferred.

Experience working in a customer care centre is an asset.\

ADDITIONAL REQUIREMENTS:

- Knowledge of health care system and community resources, traditional as well as digital wellness programs and how to access physical and mental health resources within the public safety/policing community.

- Demonstrated strong discretion, and ability to manage confidential information.
- Exceptional oral and written communication skills.
- Demonstrated excellence in program design and implementation.
- Excellent interpersonal and leadership skills.
- Must possess strong research and analytical skills, as well as problem solving and risk assessment skills.
- Demonstrated commitment to healthy workplace culture.
- Strong technological skills, including customer care centre skills
- Ability to supervise high performing teams.
- Ability to form strong relationships at all levels of the organization.
- Work experience in policing or public safety agencies is preferred.

QUALIFYING PERIOD:

One year.



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved: 2022.01.21

Board Minute No.: N/A

Total Points: 495.5

Pay Class: A10

JOB TITLE: Alarm Coordinator

JOB NO.: A10062

BRANCH: Community Safety Command/Field Services **SUPERSEDES:** New

UNIT: Priority Operations Communications Services **HOURS OF WORK:** 35 **SHIFTS:** 1

SECTION: Alarms **NO. OF INCUMBENTS IN THIS JOB:** 1

REPORTS TO: Assistant Manager Communications Support **DATE PREPARED:** 2022.03.03

SUMMARY OF FUNCTION:

Responsible for the efficient and effective administration of the Service's Alarm Response Policy and Cost Recovery Program, including the supervision of section staff members.

DIRECTION EXERCISED:

Directly supervises trains and evaluates the Alarm Information Clerks.

MACHINES AND EQUIPMENT USED:

Workstation with associated software and other related office equipment as required.

DUTIES AND RESPONSIBILITIES:

1. Supervises the activities of staff in the section ensuring that they are properly trained and able to meet performance standards. Performs related administrative tasks (e.g. TRMS timesheet approval).
2. Initiates and/or oversees Service correspondence with alarm account holders, monitoring stations, members of the public and/or City Council. Prepares business cases, Board Reports and other documentation, as required.
3. Ensures all false alarms are tracked, invoiced and services suspended, where applicable, in compliance with the Alarm Response Policy and Cost Recovery Program. Reviews all monitoring station financial account statements and authorizes the suspension process as applicable. Liaises with Finance and Business Management regarding invoicing, cost recovery issues and initiatives.
4. Reviews and authorizes all invoked suspensions of service, assignment of identified disposition codes and the reinstatement of service for premises that have served the required suspension period.
5. Reviews and authorizes special exemption considerations related to the Cost Recovery Program and the suspension policy for high-risk infrastructure or other

- premises where the invoice of a false alarm fee or suspension of police response to alarm activations would be inappropriate because of assessed risk factors.
6. Investigates and adjudicates alarm disposition and alarm suspension appeals.
 7. Investigates the cause of repeated false alarms at Service owned/operated facilities, complaints or issues arising from Service Procedures/Policies related to alarm calls for service, and conduct of Service members involved. Provides recommendations to applicable Unit Commanders and Facilities Management and leverages the Unit Complaints Coordinator (UCC) Sergeant to facilitate conduct discussions with uniform members.
 8. Provides training to Communications Operators with respect to alarm event processing, related Service Procedures and unit specific policies and officer response.
 9. Liaises with internal and external parties, including Intelligence Services, National Defence, provincial government, various police services and alarm industry associations and committees, to review the need for continuance of special exemptions and ways to reduce false alarms and monitor alarm technology.
 10. Reviews and updates Service Procedures and unit specific policies and ensures member compliance through quality control audits.
 11. Raises public, Service member and alarm industry awareness by conducting information sessions, presentations and through media and postings to the Service's internet website.
 12. Participates in and plans various projects; researches and evaluates emerging personal security technologies; and conducts assessments and testing to determine impact to the Service and identify industry best practice.
 13. Performs other duties, functions and assignments inherent to the position.
-

EDUCATION/EXPERIENCE:

Grade 12 combined with a minimum of five years' experience in an emergency call centre environment or an equivalent combination of education, training and experience.

ADDITIONAL REQUIREMENTS:

- Must have supervisory experience, which can include acting assignments, leadership/supervisory courses.
- Must be self-motivated and the ability to work independently and in a team environment.
- Exceptional organizational skills with the ability to meet strict timelines.
- Excellent interpersonal skills with the ability to lead and motivate staff.
- Strong decision-making and problem-solving skills.
- Working knowledge of Service Governance and Procedures that relate to alarm response, break and enters and robberies.
- Must possess strong computer skills: MS Word, Excel and Outlook.

- Excellent customer service and communication skills with the ability to effectively engage and deal with members of the Service and external agencies.
- Project experience would be considered an asset.
- Ability to develop and deliver training and information sessions would be considered an asset.
- Knowledge of Versadex, ICAD and TRMS would be considered an asset.

QUALIFYING PERIOD:

One year.



TORONTO POLICE SERVICE

JOB DESCRIPTION

Date Approved:
2022.03.09

Board Minute No.: N/A

Total Points: 479

Pay Class: A09

JOB TITLE: Senior Benefit Coordinator

JOB NO.: A09064

BRANCH: Corporate Services Command/People & Culture **SUPERSEDES:** New

UNIT: Employee Services

HOURS OF WORK: 35 **SHIFTS:** 1

SECTION: Benefits

NO. OF INCUMBENTS IN THIS JOB: Multiple

REPORTS TO: Supervisor, Benefits

DATE PREPARED: 2022.06.14

SUMMARY OF FUNCTION:

Working closely with the Supervisor, plays a crucial role in the handling, directing, planning and accurate administration of non-disability group benefits programs, Employment Standards Act (ESA) related leaves, non statutory leaves, and pension items. Accountable for seamless and accurate administration of all Service unit's enrolments, terminations, sick pay gratuity payouts within a fast paced, deadline oriented environment. Gathers and critically evaluates benefits and pension information from the Human Resource Management System and other sources, focusing on reconciling, resolving and reporting information compliance that also aligns with the business needs of the Service's internal units such as, but not limited to, Wellness, home units and Payroll and Leave teams.

DIRECTION EXERCISED:

Responsible for scheduling and performing regular and ad hoc audits of the Benefit Administrators to ensure compliance with all internal and external stakeholders. Provides support and direction to Benefits Administrators relating to enrolment, terminations, transfers, job re-classifications, pension buy-back, and pension year-end. Administers benefits and pension for union, management and excluded members in accordance with the provisions of the collective agreements, Terms & Conditions of Employment and policies.

MACHINES & EQUIPMENT USED:

Workstations with associated software and office related equipment.

DUTIES AND RESPONSIBILITIES:

1. Leave Administration:

- First point of escalation, and provides guidance and support to the Benefit Administrators for complex non-medical leave of absence requests.
- Provides back up support to the Leave & Absence Coordinator as needed, for medical leave of absence requests.
- Researches and updates the leave of absence policy and procedure documents for the Supervisor.
- Audits the unit's leave of absence tracker database for both medical and non-medical leaves of absence to ensure it's up to date and no data points are missing.
- Upon approval from the Supervisor, reviews and updates the administration, policy and, processes documents for non-medical leave of absence applications to ensure compliance with Service standards and legislative requirements.
- Serves as the first escalation point for the Benefit Administrators in explaining the financial details of ESA leaves to the team and to members, as required.
- Follows up and consults with internal and external stakeholders on expected outstanding member documents that are required to ensure non- medical leaves are approved and calculated accurately.
- Peer reviews the Leave & Absence Coordinator's calculation of offsets for CSLB, CPP Disability, subrogation, and 3rd party actions.
- Assists in the review and investigation of any leave enquiries from benefit carriers and internal stakeholders (Labour Relations, 3rd party actions, non-medical leaves of absence for Motor Vehicle Accidents, etc.).
- Responsible for all leaves for secondments, suspensions, etc.

2. Pension:

- Acts as escalation support to Benefit Administrator for complex pension files.
- Files source documents.
- Provides peer review support to the Leave & Absence Coordinator.
- Performs reconciliation projects to ensure information reconciles to that of the various benefit and pension providers.
- Prepares and supports the supervisor with the year-end pension process based on deadlines as determined by the pension plan and management.

3. Group Benefits:

- Responsible for the validation of information on new, terminating, and active members into systems including employee assignments, wages, termination, banking information and benefit elections.
- Updates manual and electronic records to reflect benefit rate and policy changes.
- Performs reconciliation projects to ensure information reconciles to that of the various benefit and pension providers.
- Assists with various year-end processes, as requested.
- Prepares, implements and posts all educational material (intranet and booklet and at a glance documents).
- Responsible for all benefit matters related to members on secondment, suspension and severance.
- Validates the weekly data feed error report from the carrier, and investigates issues.
- Files source documents.

4. Service Banks:

- Audits Benefit Administrator's Service bank files for members on the annual 12x Absence report prior to issuing file to the Wellness unit.
- Updates member's TRMS records, and ensures Payroll has updated information to provide retroactive payments related to the 12x program.
- Provides peer audit and back up support to the Leave & Absence Coordinator for TRMS updates as they relate to their Service bank responsibilities.
- Audits Service bank balances when under or overpayments have occurred and presents written summary to the Supervisor.
- Assesses and calculates Service banks for complex non-medical files, Labour Relations' files, memorandums of settlement, secondments, severances and suspensions.

5. Training & Development:

- Maintains and updates knowledge with respect to Service policies, changing legislation and provincial/federal regulations, OMERS pension plan, collective agreements, systems and other software tools etc.
- Communicates and socializes benefit and pension plan changes with the team.
- Writes new standard operating procedures (SOPs), and amends SOPs for all non-disability and non-retirement processes in the unit.
- Coaches and mentors the Benefits Administrators on the Service's benefit programs related to all non-medical and non-retirements.
- Assists the Supervisor with the research on non-disability or retirement benefits issues.
- Supports the Supervisor in the development and delivery of material for Service stakeholders regarding pension and benefit programs.
- Supports the Supervisor in presenting information sessions for Service members.

6. Reporting and Analytics:

- Reviews source documents for completeness and accuracy, reports issues and provides options to the attention of the Supervisor and/or other HR staff as appropriate; accountable for ensuring all required forms have been submitted and filed.
- Validates systems information on new and existing members including employee assignments, wages, termination, banking information, benefit elections, waiver of premium deactivation/activation etc.
- Conducts audits of the Benefits team to determine productivity meets service level agreement elements, including turnaround time and accuracy.
- Completes year-end leave reconciliation process including calculation of new leave entitlements and verification of carry-forward balances.
- Generates system reports and reconciles discrepancies.
- Continually monitors, reconciles and corrects electronic and manual information to ensure data integrity.
- Manages, creates and distributes dashboard reports for work performed to the Employee Services unit.

7. Acts in the Supervisor, Benefits & Pension Administration position, when required.

8. Performs other related duties and projects, which do not affect the nature and scope of work.

EDUCATION/EXPERIENCE:

Post-secondary degree/diploma in Human Resources, Business Administration or a related field or an approved equivalency, with at least two years of experience in an HR Benefit/Pension role.

GBA and/or CHRP designation is an asset.

ADDITIONAL REQUIREMENTS:

- Strong knowledge of benefits, pension, payroll and accounting procedures and practices is required.
- Advanced business mathematical skills combined with the aptitude to work with numbers to produce detailed and accurate calculations.
- Intermediate Excel skills with preference for Advanced Excel skills. Intermediate Word and PowerPoint. Basic Visio is an asset.
- The ability to meet strict deadlines, work under pressure and in a fast pace environment that is subject to change with minimal notice
- Knowledge and understanding and ability to apply collective agreement language as they pertain to pension and benefits.
- Excellent written and oral communication skills with the ability to communicate with all levels.
- Excellent problem solving and decision making skills.
- Strong knowledge of human resource and time and attendance systems is required.
- Strong attention to detail.
- Required to travel to Service units to provide training to new hire groups on Service specific areas such as banks, vacation, etc.

QUALIFYING PERIOD:

One year.



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved: 2022.03.30

Total Points: 429

Pay Class: A08

JOB TITLE: HR Policy Analyst **JOB NO./CODE:** A08081/A08ANA
BRANCH: Corporate Services Command People & Culture **SUPERSEDES:** New
UNIT: People Strategy & Performance **HOURS OF WORK:** 35 **SHIFTS:** 1
SECTION: Admin. **NO. OF INCUMBENTS IN THIS JOB:**
REPORTS TO: Manager, People Strategy & Performance **DATE PREPARED:**
2022.04.08

SUMMARY OF FUNCTION:

Utilizes a human resources (HR) lens to develop, implement, revise and evaluate internal policies, processes, practices and procedures to ensure compliance to relevant employment legislation, align governance to provisions in the collective agreements and recognized best practices, and connect people management practices with the Service's overall vision, mission and core values.

DIRECTION EXERCISED:

None.

MACHINES AND EQUIPMENT USED:

Workstation with associated software and other office equipment as required.

DUTIES AND RESPONSIBILITIES:

1. Develops new policies, processes and practices by identifying problems and researching options; socializes and presents recommended solutions to the Board office, Command, Senior Management Team, Senior Officers' Organization and Toronto Police Association.
2. Identifies and responds to the need for policy, process and practice revisions based on legislative changes, organizational needs and other factors; proactively identifies gaps in compliance.
3. Ensures HR policies, processes, practices and procedures are in accordance with recognized best practices, negotiated terms and conditions of the Services' collective agreements and are in compliance with relevant employment legislation.
4. Works in collaboration with other People & Culture units to develop/update and implement policies, procedures, processes and practices; provides policy briefings (written and verbal) and presentations within and outside of the organization.
5. Monitors employment related issues and pending legislative changes, forecasting their impact on the Service's HR function.
6. Researches topics, issues and policies; gathers data utilizing a variety of methods including external benchmarking and jurisdictional scans.
7. Analyzes quantitative and qualitative data, utilizing both formal and informal research findings.
8. Communicates and implements policy, procedure, process and practice changes, as a means in which to drive policy adoption.

9. Designs means in which to evaluate policies, procedures, processes and practices for effectiveness through the design of formal program evaluation; measures and reports upon policy/process/practice effectiveness.
 10. Documents People & Culture practices, procedures and operational plans, including process flow.
 11. Performs all other duties, functions and assignments inherent to the position.
-

EDUCATION/EXPERIENCE:

Degree in public policy, public administration, human resources, labour relations, business administration or related field combined with one year of policy experience or an equivalent combination of education, training and experience.

Masters degree in public policy or public administration would be an asset.

ADDITIONAL REQUIREMENTS:

Strong written communication, verbal communication, listening, and presentation skills.

Strong research, analytical and problem solving skills.

Strong prioritization and organizational skills.

Strong teamwork, collaboration and interpersonal skills.

Solid understanding of applicable provincial employment law/legislation.

Ability to interpret employment law/legislation, collective agreements, research reports and findings.

Proficient in Microsoft Office Suite (e.g. Word, Excel, PowerPoint and Outlook).

Ability to manage multiple projects.

Ability to work with members at all levels.

QUALIFYING PERIOD:

One year.

- DFO ovens,
- airflow stations,
- indanedione heat presses,
- downdraft fingerprinting stations,
- biohazard drying cabinets,
- freezers, refrigeration units,
- forensic identification response vehicles and,
- other forensic related equipment.

DUTIES AND RESPONSIBILITIES:

1. Develops and maintains a list of equipment and materials used at FIS, with associated order/maintenance schedules and lifecycle dates.
2. Schedules and oversees equipment maintenance.
3. Maintains an automated accounting system to address all FIS holdings and conducts monthly audits and inventories.
4. Procures, maintains, sanitizes and manages FIS stock and vehicles after deployment.
5. Transports vehicles to and from scenes, as required.
6. Provides administrative support to Forensic Identification Officers at scenes, as required.
7. Maintains a stock of consumable materials, laboratory chemicals and other items to ensure efficient operations.
8. Conducts research and remains up to date on the trends in the forensic identification field. Makes recommendations to management regarding equipment purchases.
9. Liaises with external agencies to develop efficient procurement, training and maintenance plans for equipment.
10. Liaises with members of the Service to leverage their expertise to facilitate purchase orders.
11. Monitors Asset Inventory Management System (AIMS) and tracks shared and consumable assets. Audits the use of AIMS and ensures shared assets are in a state of operational.
12. Conducts building assessments, submits and manages Building Deficiency Reports. Liaises with Facilities Management to ensure building deficiencies are repaired in a timely manner.
13. Participates in the Workplace Health and Safety Committee.
14. Maintains and fit-tests respirators on the approved schedule.
15. Tests and evaluates new tools equipment and personal protective equipment.
16. Maintains section files and supplies, ensuring that both are kept in accordance with established guidelines and legislation.
17. May be required to attend court and give evidence.
18. Assists the Property Clerk with tasks, as needed.
19. Performs typical duties inherent to the position (e.g. conducts tours of the section).

EDUCATION:

Grade 12 or an equivalent combination of education, training and/or experience.
Two year college diploma would be an asset.

ADDITIONAL REQUIREMENTS:

- Minimum one year of related experience. Work experience in logistics or supply chain management would be an asset.
- General knowledge of forensic techniques and required equipment.
- General knowledge of Service purchasing procedures and City of Toronto purchasing by-laws would be an asset.
- General knowledge of the Criminal Code, Police Services Act of Ontario and other appropriate statutes in relation to evidence handling.
- General knowledge of Service procedures and legislation relating to the transportation of dangerous goods.
- Must be able to communicate effectively, both verbally and in writing, with members of the Service and outside agencies.
- Computer skills are required.
- Must be able to work independently and use own initiative to set priorities and problem solve. Must be certified (or be willing and eligible to be certified) in fit testing personal protective masks.
- Must possess a valid Ontario Driver's Licence, have (or be willing and eligible to obtain) a Toronto Police Service "Blue Card" and be able to operate a motor vehicle in a heavily populated urban setting.
- Must be able to lift heavy items when required – up to 50 lbs.

QUALIFYING PERIOD:

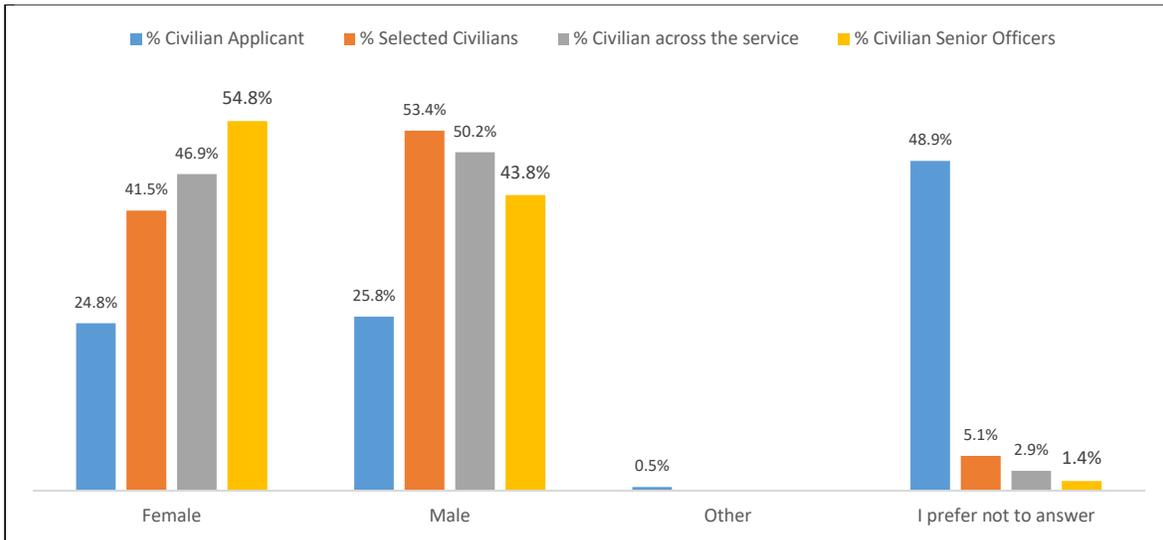
Six months.

Appendix B – Civilian External Hire Demographic Info

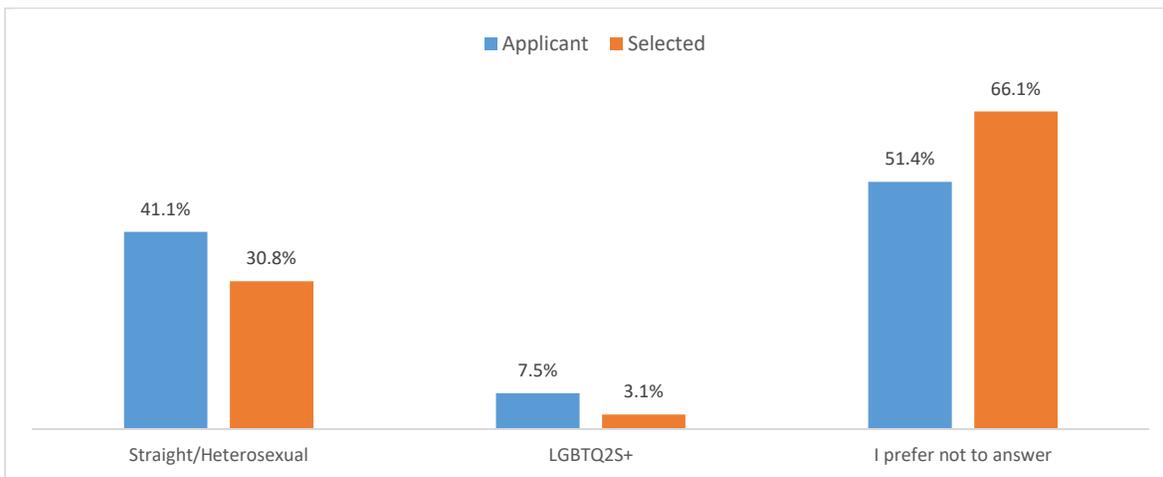
Note for Appendix B

- Non-Respondents and those that selected prefer not to answer were aggregated together
- For Gender comparison H.R.M.S. actuals data was aggregated and compared to applicant survey data
- Civilian applicants typically apply to multiple roles and may have only responded to the socio-demographic survey once, resulting in a high number “prefer not to answer” or non-responses

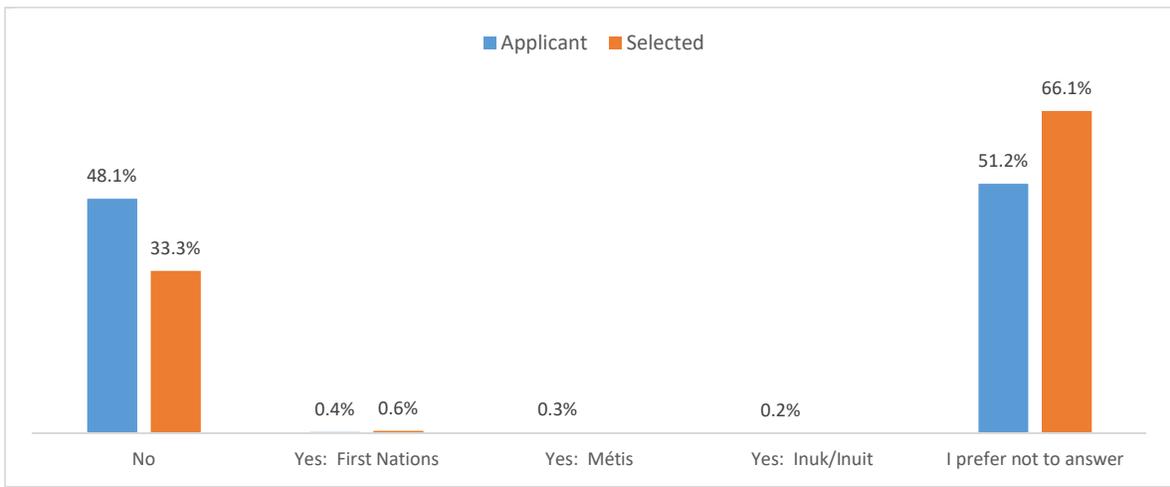
Gender Identity – % Civilian Applicant Vs % Selected Civilian Vs % Civilian member across the service Vs % Civilian Senior Officers



Sexual Orientation:

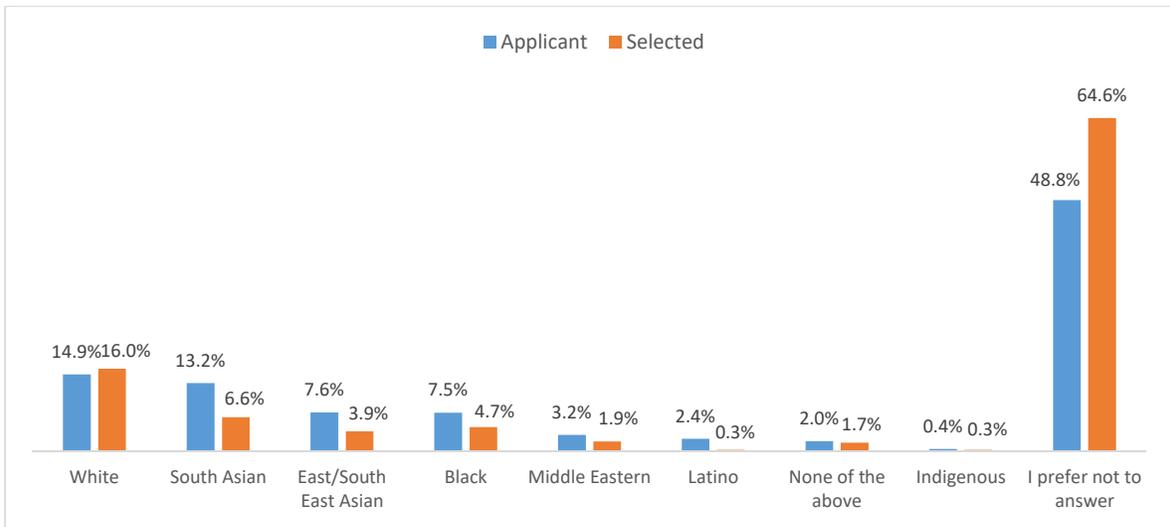


Indigenous Identity:

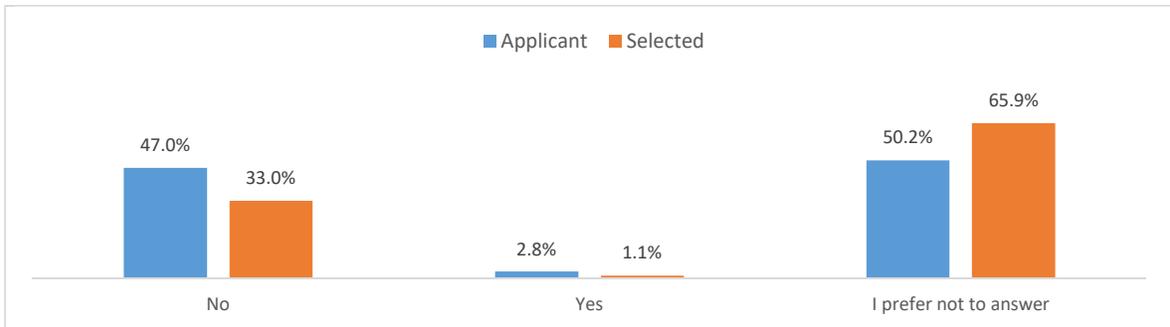


Note that respondents can answer yes to more than one option, for example they could select both First Nations and Metis etc

Race:



Disability:



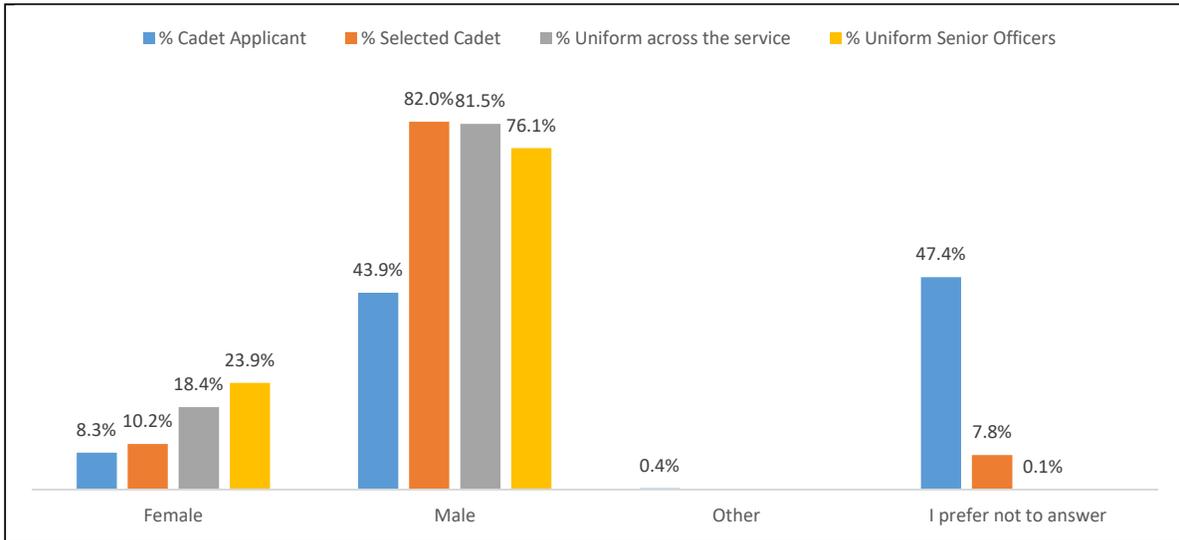
Appendix C – 2022 Cadet External Hire

Socio-demographic Info

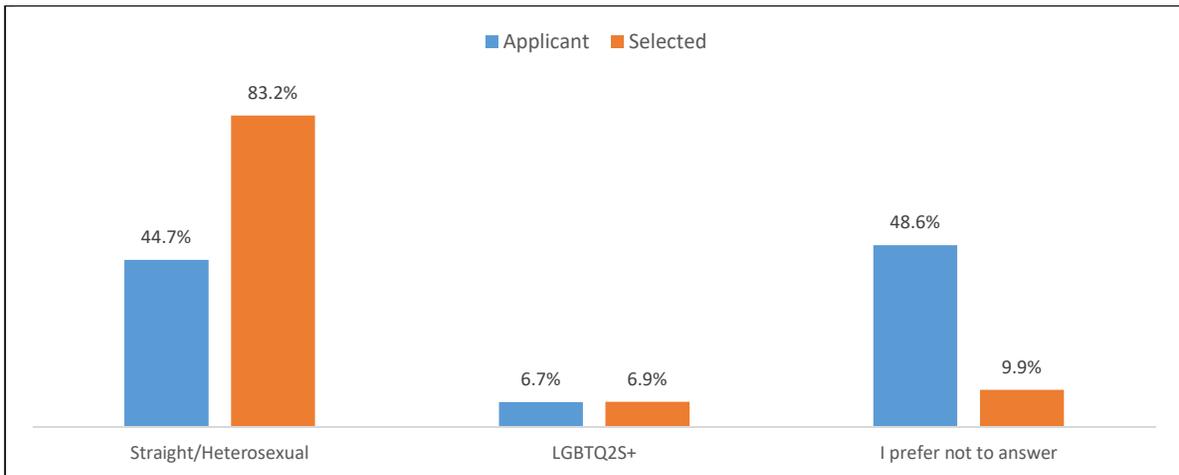
Note for Appendix C

- Non-Respondents and those that selected prefer not to answer were aggregated together
- For Gender comparison H.R.M.S. actuals data was aggregated and compared to applicant survey data

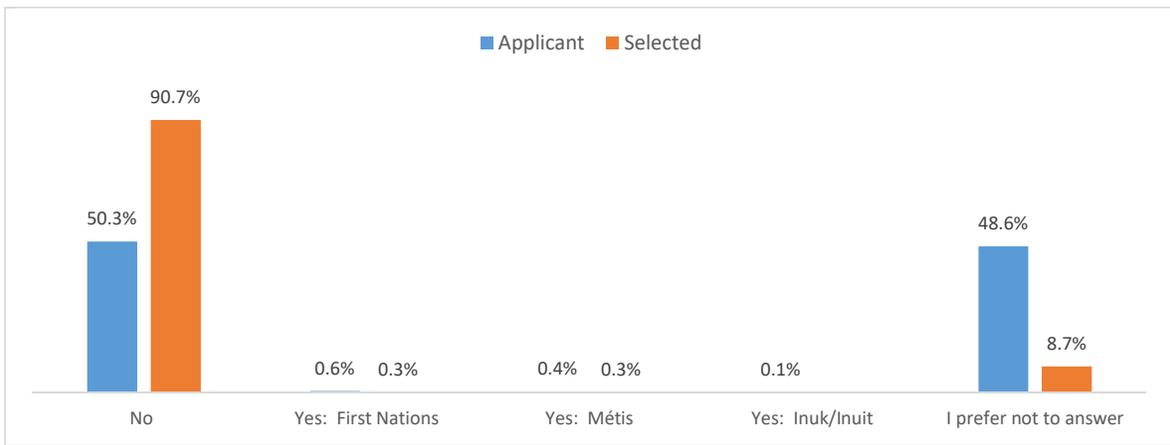
Gender Identity – % Cadet Applicant Vs % Selected Cadet Vs % Uniform members across the service Vs % Uniform Senior Officers



Sexual Orientation:

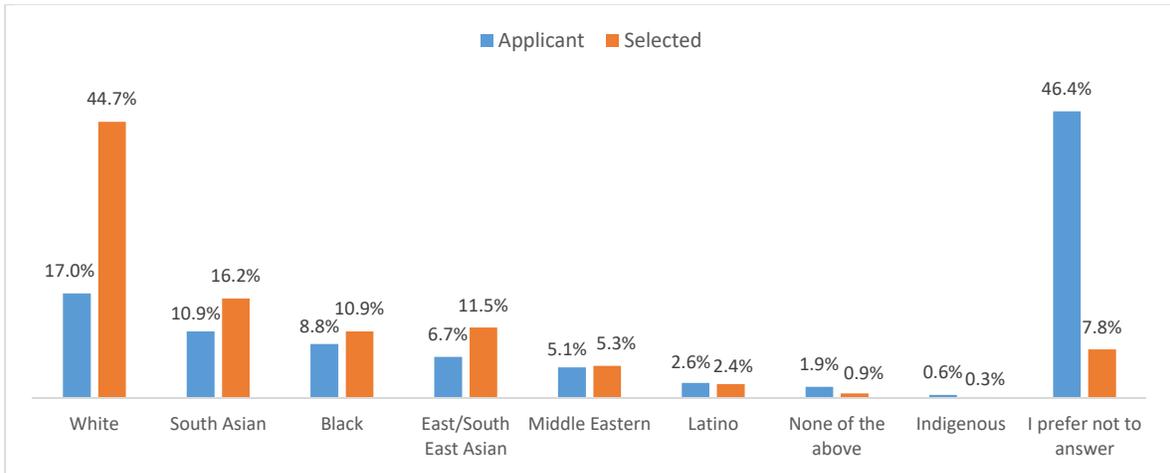


Indigenous Identity:

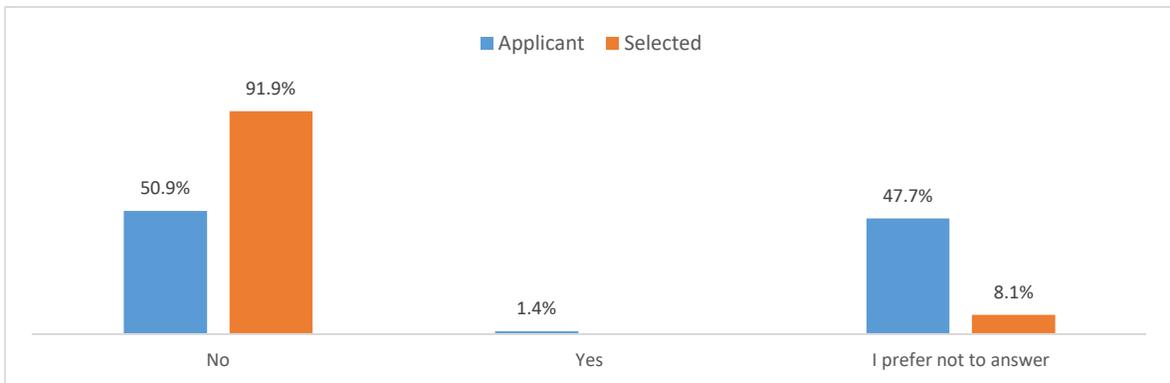


Note that respondents can answer yes to more than one option, for example they could select both First Nations and Metis etc

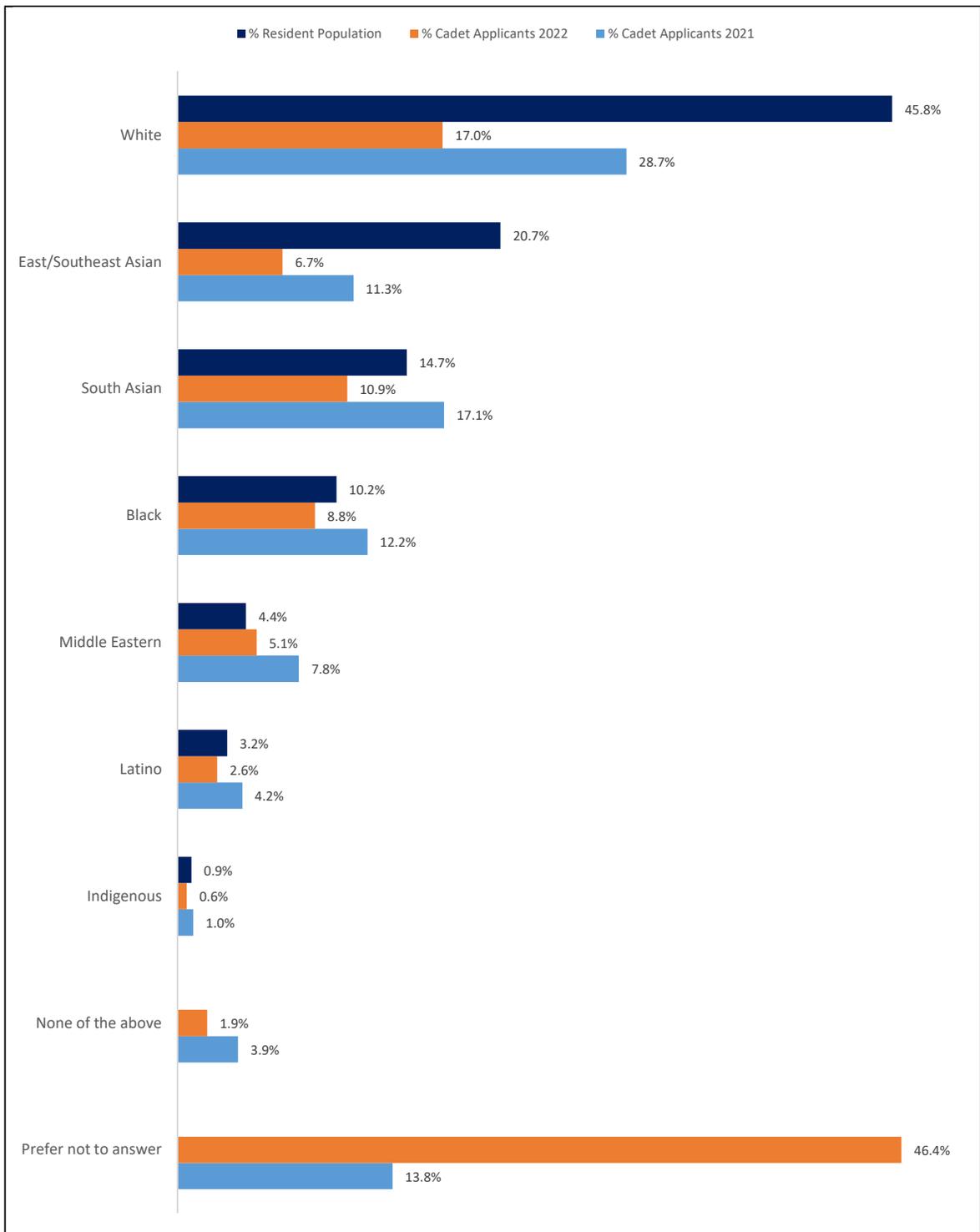
Race:



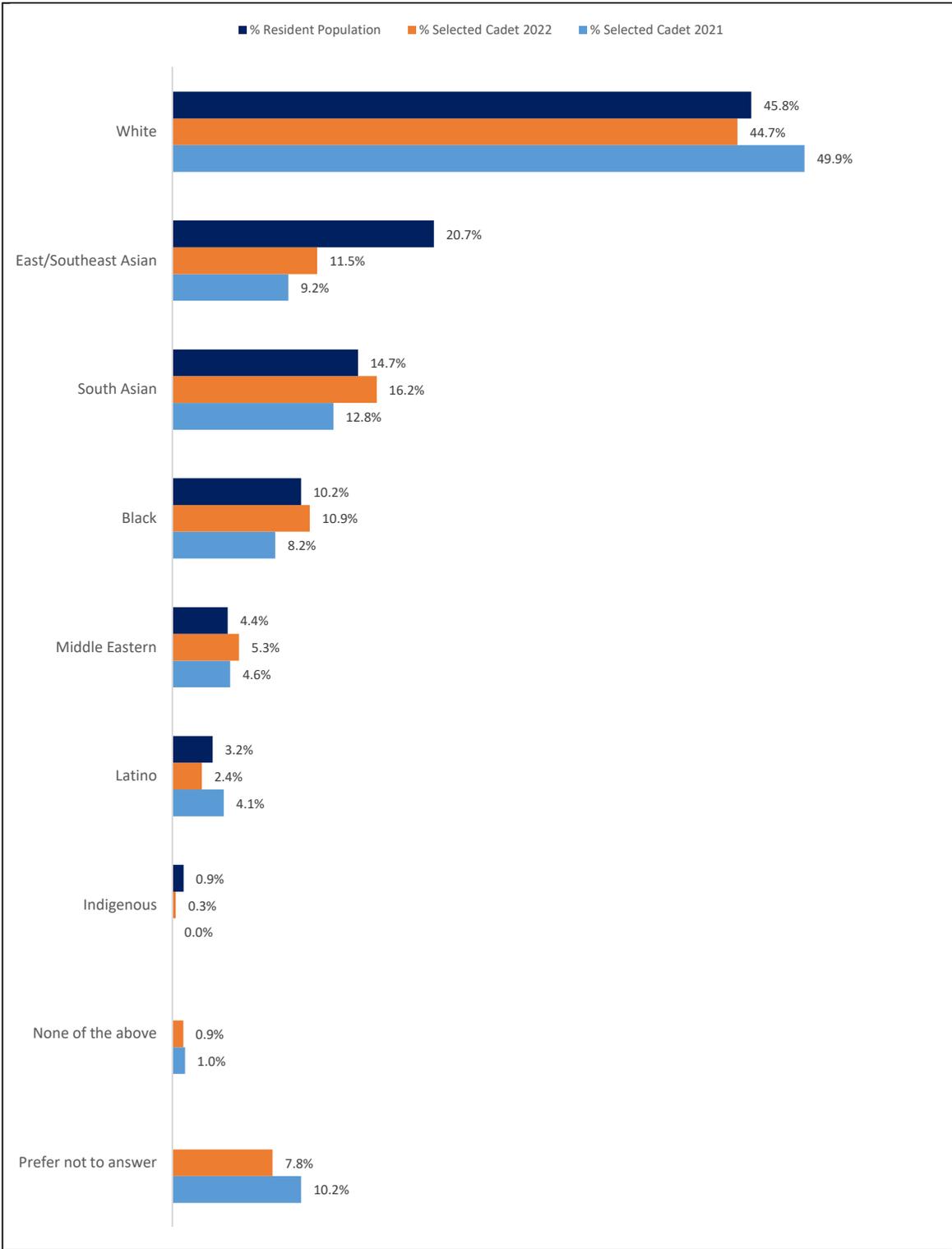
Disability:



Racial make-up of Toronto (2020) Vs Applicants 2022 & 2021



Racial make-up of Toronto (2020) Vs Selected candidates 2022 & 2021



2022.05.19-0515 - PROMOTIONAL PROCESS TO THE RANK OF SUPERINTENDENT

The Service is pleased to announce the opening of the competition for promotion to the rank of Superintendent.

Minimum Qualifications

Applicants must meet all of the minimum eligibility requirements outlined in [Procedure 14-10 “Uniform Promotion Process”](#)

Application Process

The promotional process will continue to be governed by [Procedure 14-10 “Uniform Promotion Process”](#) with some enhancements being piloted this year to support the Service’s vision for a more efficient, transparent process. Note that in the event of process-related questions or issues, the directives outlined in this Routine Order will take precedence.

Qualified candidates who are confirmed in the rank of Inspector or above are now invited to apply for promotion to the rank of Superintendent as follows:

Step 1: Apply Online

- Complete and save a TPS 828 “Application and Consent to the Disclosure of Personal Information”;
- Complete and save a TPS 981D “Promotion Application for Superintendent”;
- Apply to the “Uniform Promotional Process” posting in Member Gateway;
- Upload your completed Application and Consent to Disclose Personal Information at the

Résumé step of the online application;

Answer the screening questions;

Submit your application;

You will receive an e-mail confirmation within 24-hours of submission;

You must submit your online application no later than Monday, 2022 May 30; and

- For an overview of the internal job application process in Member Gateway, please click on the following link: [e-Recruit for Internal Applicants](#)

Step 2:

- Print a copy of your completed Application and Consent to Disclose Personal Information;
- Sign and date the waiver portion of the document (Section 4), and have it witnessed; Print a copy of your TPS Internal Résumé from your Talent

Profile in Member Gateway, and staple it to the back of your Application and Consent to Disclosure of Personal Information; and

- **You must submit the package to your Unit Commander no later than Monday, 2022 May 30.**

Other Notes

- You may withdraw your application in Member Gateway at any time during the competition.

Staff Superintendents/Directors

Staff Superintendents/Directors shall adhere to the instructions as contained in Procedure 14-10 and forward the completed application to Staff Sergeant Asif ALI (87298), Talent Acquisition, 2nd Floor Headquarters **no later than Monday, 2022 June 6.**

Units shall forward the required personnel file to Staff Sergeant Asif ALI (87298), Talent Acquisition, 2nd Floor Headquarters **no later than Friday, 2022 June 17.**

Interviews

This promotional process will consist of one (1) interview, which may be scheduled during evening hours or weekends.

The interviews are tentatively scheduled to commence the week of **2022 July 4 – 8**, and will require candidates to appear before a panel consisting of the Chief of Police, Deputy Chiefs of Police, Chief Administrative Officer and Chief Information Officer.

This interview will last approximately forty five (45) minutes and will consist of a series of structured hypothetical, situational, behavioural, performance and/or current issues questions.

Candidates being granted an interview will be notified by email of their interview date, time and location.

All candidates receiving an interview will be subject to a background check conducted by Professional Standards.

The order of dress for the interview will be dress uniform with no medals (ribbons will be permitted) and no white gloves. Candidates are NOT permitted to bring any electronic devices.

Note: Due to COVID 19, social distancing protocols will be in effect. Members shall refrain from hand shaking. Hand sanitizer will be available. Please bring your own PPE. Bottled water will be provided and shall be removed by the candidate at the completion of the interview. Please ensure you have completed the on-line self-screening prior to your interview.

Any questions about this promotional process should be directed to Staff Sergeant Asif ALI (87298), Talent Acquisition, via email or local 8-7275.

Per: Talent Acquisition

10.25-1165 - PROMOTIONAL PROCESS TO THE RANK OF INSPECTOR

The Toronto Police Service is pleased to announce the promotional process to the rank of Inspector.

Minimum Qualifications

Applicants must meet all of the minimum eligibility requirements outlined in [Procedure 14-10, "Uniform Promotional Process"](#).

The ideal candidate will have demonstrated leadership capabilities within the organization, and will be able to articulate their management skills and experience, including, but not limited to, operations and administration, service and community relationships, leadership and strategic planning.

They will also exemplify commitment to the Core Values, goals, and objectives of the Toronto Police Service, as well as the principles of equity, collaboration, transformation and reform. The ideal candidate must possess the ability to lead with vision combined with a thorough understanding of the community and its concerns.

Successful candidates promoted to the rank of Inspector will assume regular duties throughout all aspects of the Service, including a strong likelihood of shift-work to ensure Senior Officer Representation over a 24-hour workday. In addition to regular duties, as with all Senior Officers, newly promoted Inspectors will be assigned to additional portfolios and duties as determined by the Chief of Police.

Application Process

The promotional process will continue to be governed by [Procedure 14-10, "Uniform Promotional Process"](#) with some enhancements and exceptions being piloted to support the Service's vision for a more efficient, transparent process.

Note that in the event of process-related questions or issues, the directives outlined in this Routine Order will take precedence.

Qualified candidates are now invited to apply for promotion to the rank of Inspector as follows:

Who can apply?

- Staff or Detective Sergeants confirmed in the rank;

[Please see Procedure 14-10 Phase 2](#)

Step 1: Apply Online

Complete and save a Promotion Application for Inspector, Consent to Disclosure of Personal Information (TPS 828). ***The TPS 828 and Application are available on TPS FORMS.***

Apply to the "Uniform Promotional Process" posting in Member Gateway:

Upload your completed Application at the resume step;

Upload your signed Consent to Disclosure of Personal Information (TPS 828) at the attachments step;

NOTE your internal resume is automatically uploaded. DO NOT UPLOAD A SECOND

COPY;

Do not exceed space available on the application form TPS 981C OR upload additional attachments or appendixes; Submit your application.

You will receive an e-mail confirmation within 24-hours of submission.

You must submit your online application no later than 2022 November 04.

For an overview of the internal job application process in Member Gateway, please click on the following link: [e-Recruit for Internal Applicants](#).

Step 2: Initiate the Unit Commander Verification and Assessment

- Email the completed Application to your Unit Commander; and
- Print a copy of your TPS Internal Résumé from Member Gateway (Talent Profile tile), and staple it to the back of your Application and Consent form.

You must submit the package to your Unit Commander no later than Friday 2022 November 04.

Unit Commanders

- Ensure that all eligible members who are absent on leave, secondment, leave of absence or any other type of absence that could affect the member's ability to apply, are notified of this process. When eligible members cannot apply online or cannot be contacted, Unit Commanders are permitted to submit proxy applications (contact Talent Acquisition for instructions).

- Receipt of the Promotion Application for Inspector:

Ensure the candidate meets the eligibility requirements set out in Procedure 14-10;

Complete the comments and Readiness Assessment portion of the document

contained in the Promotion Application for Inspector; and

Keep a copy of all documents, and submit the originals electronically to the Staff Superintendent/Director by Friday 2022 November 11.

Staff Superintendents/Directors

- Upon receipt of the Promotion Application for Inspector:
- Ensure the candidate meets the eligibility requirements set out in Procedure 14-10;
- Complete the Staff Superintendent/Director Overall Rating;

- Return a copy of the Application to the Unit Commander and candidate with overall assessment and;

Keep a copy of all documents; submit the originals electronically to Inspector Stephanie BURRITT (89955) Talent Acquisition, 2nd Floor Headquarters no later than Monday 2022 November 18.

Interviews

The interview panel will be one level, and will consist of the Chief of Police and Command. Eligible candidates will be informed in writing of the exact time, date and location of their interview. The interview will consist of a variety of behavioural, hypothetical, situational, performance-based and/or current event type questions. Electronic devices of any type will not be permitted in the interview room.

This interview will determine the promotion pool.

Mentoring sessions will not be permitted after Friday, 2022 December 02.

Members are advised that should they be selected to appear before a promotional panel, they are to be attired as follows:

All Members: Formal dress with stripped Sam Browne as prescribed in Service Procedure 15-16 (Uniform, Equipment and Appearance Standards). Medals are not to be worn. However, ribbons may be worn. White gloves are not required.

Please note that successful promotional candidates may be required to attend a leadership training course at the Toronto Police College. Details to be provided at a later date.

**Contact: Inspector Stephanie BURRITT (89955), Talent Acquisition, 40 College St., 2nd Floor,
416-808-8085, 89955@tps.ca**

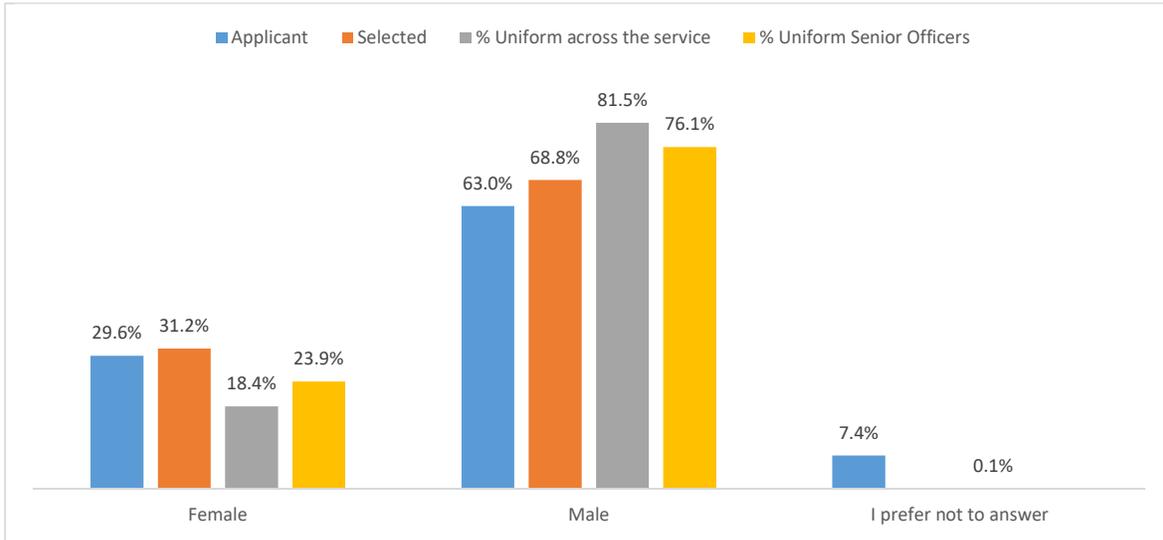
Per: Talent Acquisition

Appendix E: Superintendent Demographic Data and Promotion Eligibility List

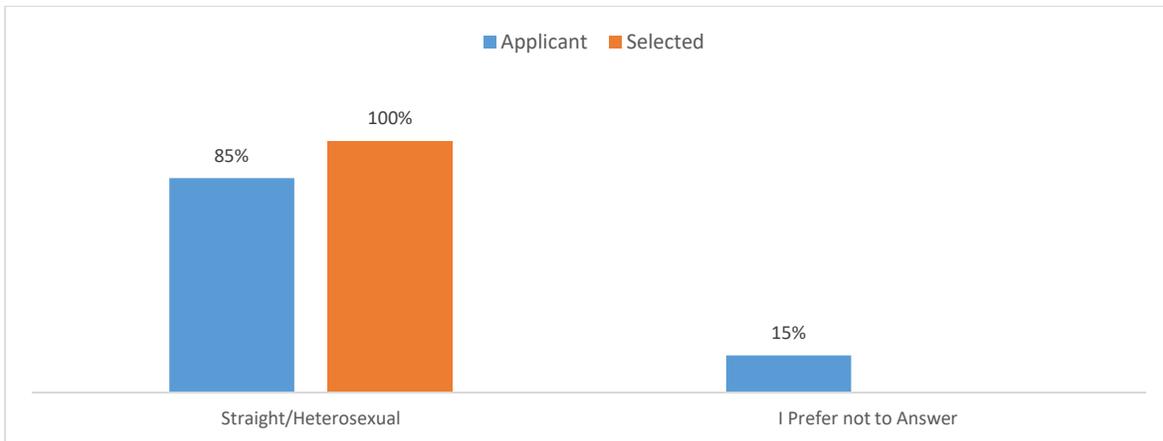
Note for Appendix E

- Non-Respondents and those that selected prefer not to answer were aggregated together
- For Gender comparison H.R.M.S. actuals data was aggregated and compared to applicant survey data

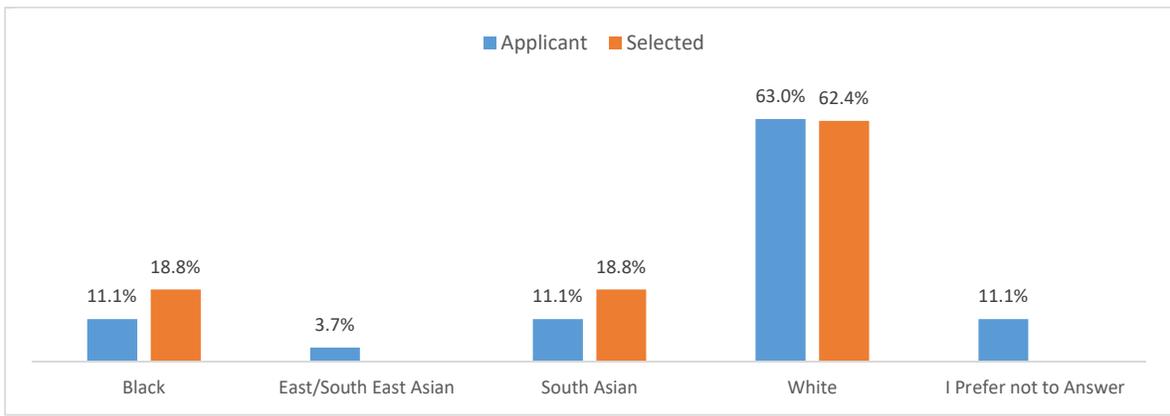
Gender Identity– % Superintendent Promo Applicant Vs % Selected Vs % Uniform members across the service Vs % Uniform Senior Officers



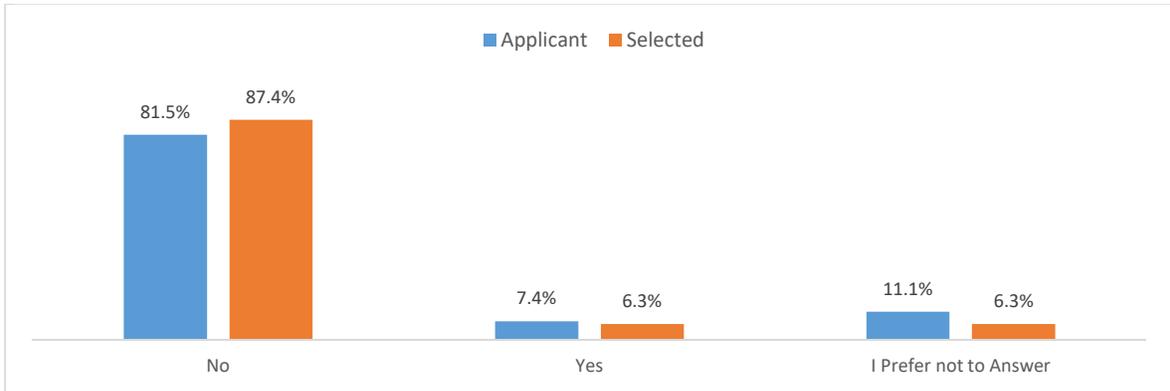
Sexual Orientation:



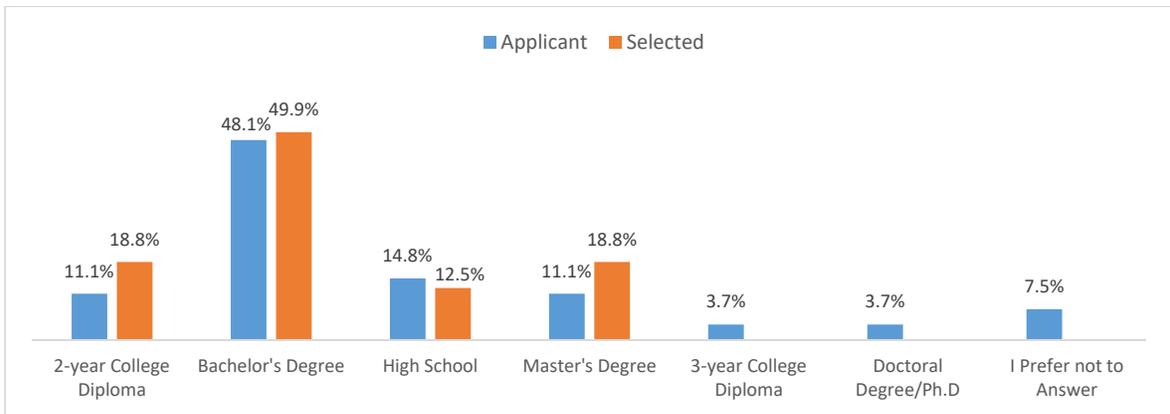
Race:



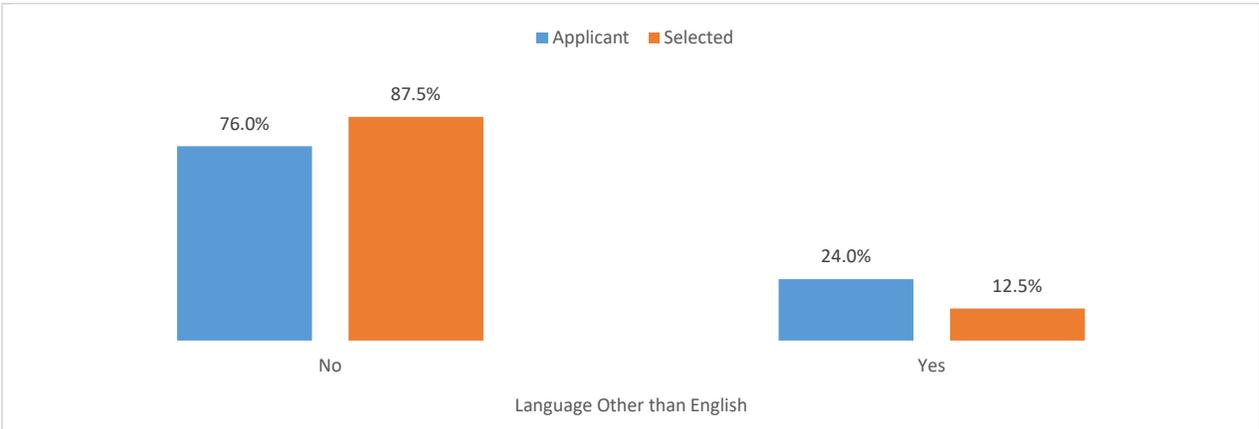
Disability:



Highest Education Level:



Fluent in a Language other than English:





2022.07.29-0864 - ELIGIBILITY FOR PROMOTION TO THE RANK OF SUPERINTENDENT

Effective Date: 2022 July 27

| Rank | Name | Badge |
|-------------|-----------------------|--------------|
| Insp. | BAUS, Jacqueline | 7526 |
| Insp. | BRANTON, Shane | 6620 |
| Insp. | DAWSON, Shannon | 5061 |
| Insp. | ECKLUND, Andrew | 5343 |
| Insp. | HILTON, Tyrone | 5344 |
| Insp. | LOCKE, Donovan | 7949 |
| Insp. | MANN, Mandeep | 5375 |
| Insp. | MATTHEWS, Joseph | 1199 |
| Insp. | MUSAH, Ishmail | 7606 |
| Insp. | NICOL, Brett | 99444 |
| Insp. | PAPIZEWSKI, LeeAnn | 2962 |
| Insp. | SINGH, Angadvir | 8091 |
| Insp. | SKINNER, Kelly | 5268 |
| Insp. | STEPHENSON, Katherine | 7947 |
| Insp. | VANDER HEYDEN, Justin | 5018 |
| Insp. | WATTS, Gregory | 7626 |

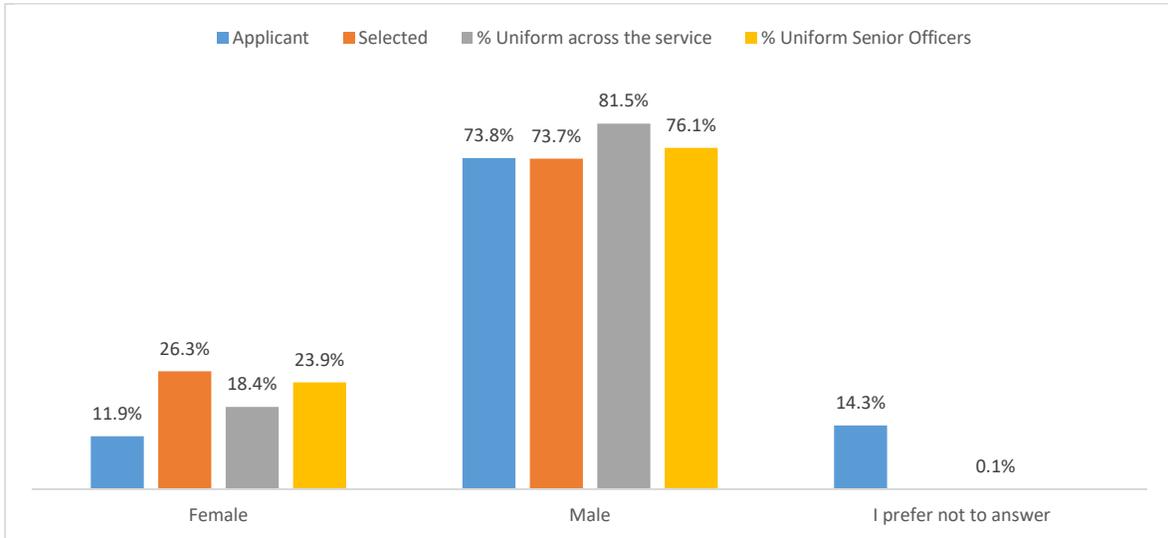
Per: Office of the Chief

Appendix F: Inspector Demographic Data and Promotion List

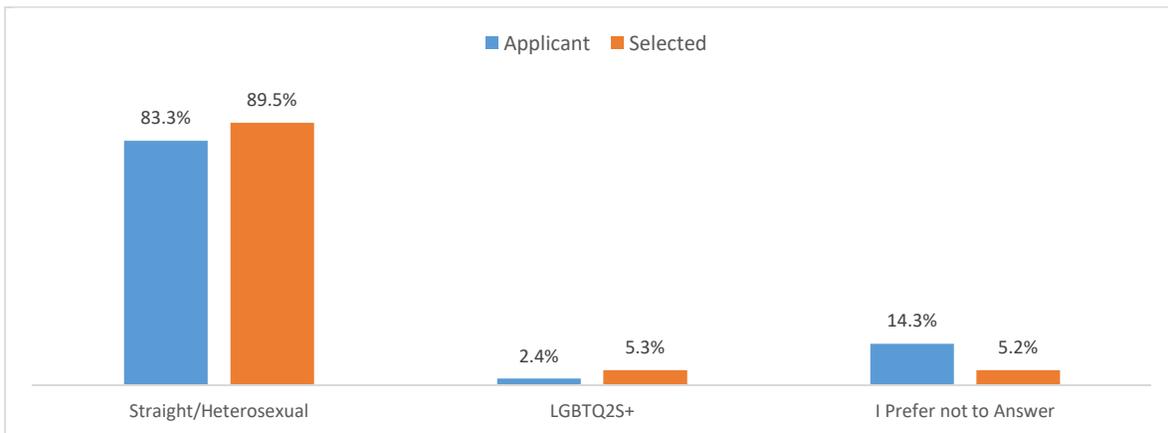
Note for Appendix F

- Non-Respondents and those that selected prefer not to answer were aggregated together
- For Gender comparison H.R.M.S. actuals data was aggregated and compared to applicant survey data

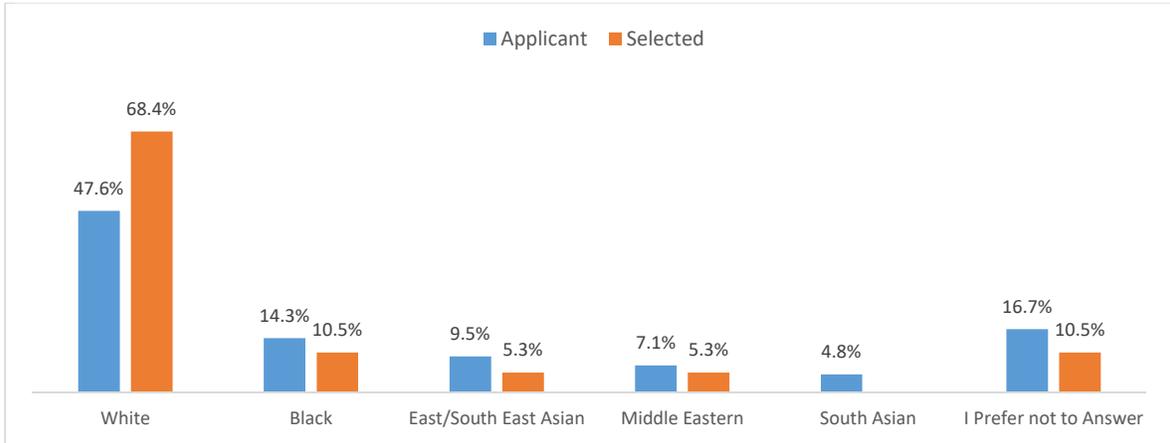
Gender Identity – % Inspector Promo Applicant Vs % Selected Vs % Uniform members across the service Vs % Uniform Senior Officers



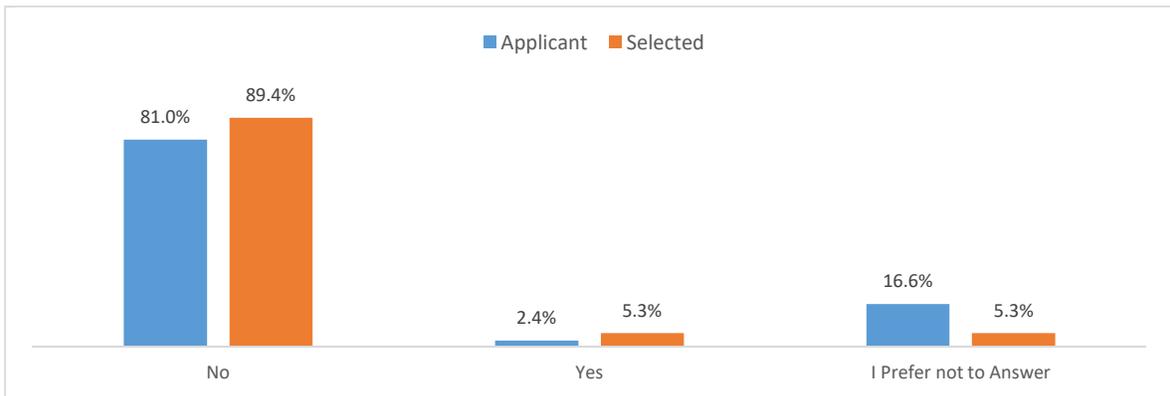
Sexual Orientation:



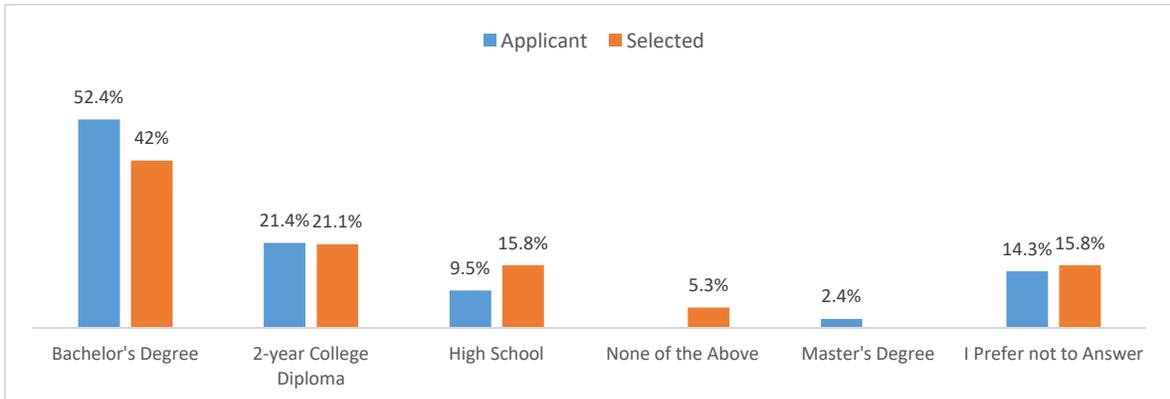
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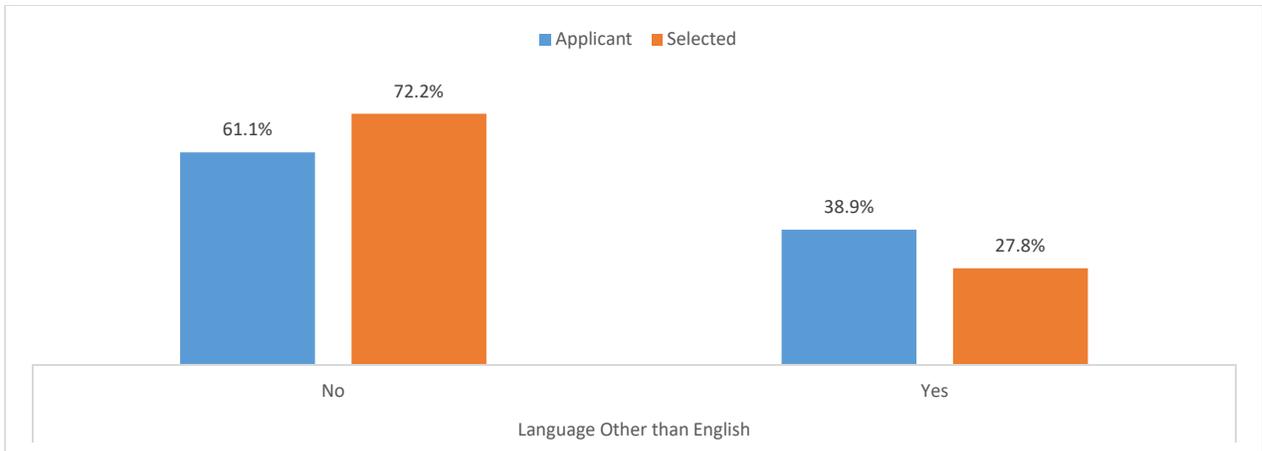
Disability:



Highest Education Level:



Fluent in a language other than English:



ELIGIBILITY FOR PROMOTION TO THE RANK OF INSPECTOR

Effective Date: 2023 January 27

| Rank | Name | Badge |
|-------------|---------------------|--------------|
| D/Sgt. | ABDEL-MALIK, Maher | 7670 |
| D/Sgt. | BANGILD, Jeffrey | 5158 |
| D/Sgt. | CHOE, Robert | 5392 |
| D/Sgt. | CRILLY, John | 5083 |
| D/Sgt. | DESROCHERS, Roger | 5349 |
| D/Sgt. | FERNANDES, Keri | 8059 |
| S/Sgt. | FORDE, Ryan | 86872 |
| S/Sgt. | GURR, Jack | 5407 |
| D/Sgt. | HAYLES, Michael | 5009 |
| D/Sgt. | JOHNSTON, Tricia | 5058 |
| D/Sgt. | LIOUMANIS, Metodios | 5363 |
| D/Sgt. | MANCUSO, Francesco | 7761 |
| D/Sgt. | MATYS, Joseph | 7886 |
| S/Sgt. | MCCANN, Gary | 99697 |
| D/Sgt. | OLSZEVSKI, Michelle | 89887 |
| D/Sgt. | REDMAN, Suzanne | 5567 |
| <hr/> | | |
| S/Sgt. | SMITH, Kristy | 99839 |
| D/Sgt. | WEHBY, Peter | 7965 |
| D/Sgt. | YOUNG, Craig | 6145 |

Per: Office of the Chief

Appendix G: List of Some of the Events Attended by Recruiters in 2022

- **Khalsa Day Event** – A traditional celebration recognizing the founding of the Sikh Community. One of the largest community celebrations seeing people in the 10s of thousands attend.
- **Native Men’s Residence Pow Wow** – This event was held at Fort York National Historic Site to recognize National Indigenous History Month. More than 4000 people were in attendance.
- **International Women’s Achievement Awards** – This awards night honours women and the positive, significant changes they have made in their communities.
- **Association of Black Law Enforcement (A.B.L.E.) Magazine and Gala** – Recruitment Team coordinated with the Association of Black Law Enforcement to include a full page recruitment advertisement in the ABLE magazine, as well as setup a recruiting booth during the gala to engage attendees.
- **Islamic Heritage month** – Recruiting officers attended an Islamic Heritage Month Celebration at the Toronto Police College and provided a recruitment presentation.
- **Fuyu Matsuri** – An event hosted by the Japanese Canadian Cultural Centre, celebrating Japanese art and culture.
- **Tamil Fest** - Tamil Fest is a street festival showcasing the rich cultural heritage, history and pride of Tamil Culture to Canada’s diverse communities.
- **Dragon Festival** – An event hosted by the Canadian Association of Chinese Performing Arts showcasing Chinese Canadian Artists and culture.
- **International Women’s Achievement Awards** – An awards night that honours women and the positive, significant changes they made in their communities.

Appendix H: 2022 Secondment List

| No. of Members | RANK | LOCATION | TERM | | | COST |
|----------------|---------------------|--|------------|----|------------|--------|
| 1 | Detective Sergeant | Royal Canadian Mounted Police Combined Forces Special Enforcement Unit (C.F.S.E.U.) | 2022.02.23 | to | 2027.02.23 | U.F.D. |
| 2 | Detective | Royal Canadian Mounted Police Combined Forces Special Enforcement Unit (C.F.S.E.U.) | 2022.02.23 | to | 2027.02.23 | U.F.D. |
| 4 | Detective Constable | Royal Canadian Mounted Police Combined Forces Special Enforcement Unit (C.F.S.E.U.) | 2022.02.23 | to | 2027.02.23 | U.F.D. |
| 1 | Inspector | Royal Canadian Mounted Police Integrated National Security Team (I.N.S.E.T.) | 2021.01.01 | to | 2023.12.31 | F.C.R. |
| 1 | Detective Constable | Royal Canadian Mounted Police Integrated National Security Team (I.N.S.E.T.) | 2020.12.01 | to | 2022.08.03 | F.C.R. |
| 1 | Police Constable | Royal Canadian Mounted Police (M.S.E.R.T.) | 2018.01.01 | to | Ongoing | F.C.R. |
| 1 | A09 Civilian | Royal Canadian Mounted Police National Weapons Enforcement Support Team (N.W.E.S.T.) | 2020.02.22 | to | 2023.02.20 | F.C.R. |
| 1 | Police Constable | Royal Canadian Mounted Police Pearson International Airport | 2021.07.19 | to | 2024.07.19 | U.F.D. |
| 1 | Z34 Civilian | Royal Canadian Mounted Police National Advisor Race Relations | 2021.11.01 | to | 2023.05.01 | F.C.R. |
| 1 | Detective Constable | Corrections Canada Community Corrections Liaison Officer (C.C.L.O. Liaison Officer) | 2021.04.01 | to | 2023.03.31 | U.F.D. |
| 1 | Deputy Chief | Government of Canada MCC Nova Scotia | 2021.01.01 | to | 2022.09.01 | F.C.R. |
| 1 | D/Constable | Government of Canada | 2022.03.07 | to | 2024.03.07 | U.F.D. |
| 2 | Detective | Ministry of Community Safety & Correctional Services Biker Enforcement (B.E.U.) | 2020.06.08 | to | Ongoing | U.F.D. |
| 1 | PC | Ministry of Community Safety & Correctional Services Biker Enforcement (B.E.U.) | 2014.09.03 | to | Ongoing | U.F.D. |
| 2 | D/Constable | Ministry of Community Safety & Correctional Services Chief Firearms Office (C.F.O.) | 2021.04.01 | to | 2026.03.31 | F.C.R. |

| No. of Members | RANK | LOCATION | TERM | | | COST |
|----------------|---------------------------------|--|------------|----|------------|--------|
| .1 | Detective | Ministry of Solicitor General Provincial Anti-Terrorism (P.A.T.) | 2021.01.04 | to | 2023.12.29 | F.C.R. |
| 1 | Detective Constable | Ministry of Solicitor General Provincial Anti-Terrorism (P.A.T.) | 2021.03.15 | to | 2024.03.17 | F.C.R. |
| 2 | Acting Detective Sergeant | Ministry of Solicitor General C.I.S.O. | 2021.04.02 | to | 2022.04.25 | F.C.R. |
| 1 | Detective Sergeant | Ministry of Solicitor General C.I.S.O. | 2019.12.17 | to | Ongoing | F.C.R. |
| 1 | Police Constable | Ministry of Solicitor General V.i.C.L.A.S. | 2019.10.14 | to | 2022.10.14 | F.C.R. |
| 1 | Police Constable | Ministry of Solicitor General V.i.C.L.A.S. | 2021.07.12 | to | 2024.07.12 | F.C.R. |
| 1 | Detective | Ministry of Solicitor General Public Safety Division | 2019.07.01 | to | 2023.06.30 | F.C.R. |
| 1 | Detective Constable | Ministry of Solicitor General Human Trafficking (I.J.F.S.) | 2021.03.29 | to | 2025.03.31 | F.C.R. |
| 1 | A09 Civilian | Ministry of Solicitor General Human Trafficking (I.J.F.S.) | 2021.02.01 | to | 2026.03.31 | F.C.R. |
| 2 | Sergeant | Ontario Police College Basic Constable Training | 2020.09.14 | to | 2022.08.05 | F.C.R. |
| 1 | Acting Sergeant | Ontario Police College Basic Constable Training | 2022.02.23 | to | 2023.12.01 | F.C.R. |
| 2 | Detective Constable | Ontario Chief Coroner Coroner's Inquest | 2019.07.01 | to | 2022.06.30 | U.F.D. |
| 1 | Inspector | Ontario Provincial Police Provincial Repeat Offender Parole Enforcement (R.O.P.E.) | 2020.01.01 | to | Ongoing | F.C.R. |
| 2 | Detective | Ontario Provincial Police Provincial Repeat Offender Parole Enforcement (R.O.P.E.) | 2021.06.02 | to | 2025.01.01 | F.C.R. |
| 7 | D/Constable | Ontario Provincial Police Provincial Repeat Offender Parole Enforcement (R.O.P.E.) | 2021.06.22 | to | 2025.01.01 | F.C.R. |
| 2 | C04 Civilians | Ontario Provincial Police Provincial Repeat Offender Parole Enforcement (R.O.P.E.) | 2021.11.09 | to | 2025.01.01 | F.C.R. |
| 1 | Detective | US Immigration & Customs I.C.E. | 2021.09.27 | to | 2024.09.26 | U.F.D. |
| 1 | Detective | New York Police Department N.Y.P.D. Liaison | 2021.03.01 | to | 2022.04.17 | U.F.D. |
| 1 | Detective Constable | United States Postal Service Telemarketing | 2020.02.04 | to | Ongoing | F.C.R. |
| 1 | A/08 Civilian | United States Postal Service Telemarketing | 2020.11.16 | to | Ongoing | F.C.R. |

Legend:

F.C.R. - Full Cost Recovery
U.F.D. - Unfunded



PUBLIC REPORT

June 14, 2023

To: Chair and Members
Toronto Police Services Board

From: Dubi Kanengisser
Acting Executive Director

Subject: Toronto Police Services Board Special Fund – Annual Specified Procedures Report for the Year Ending December 31, 2022

Purpose: Information Purposes Only Seeking Decision

Recommendation(s):

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

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 the annual Specified Procedures Report, performed by KPMG LLP. The audit revealed that the Board is in compliance with the administrative processes as outlined in the Board's Special Fund Policy.

Discussion:

Background

Attached is the Specified Procedures Report which provides results of the audit of the Police Services Board Special Fund, for the year ending December 31, 2022. The audit is performed by independent external auditors, to assist the Board in evaluating the application and disbursement procedures and processes related to the Special Fund.

TORONTO POLICE SERVICES BOARD

40 College Street Toronto, Ontario M5G 2J3 | Phone: 416.808.8080 Fax: 416.808.8082 | www.tpsb.ca

This audit tests the degree to which the Board is adhering to its Policy governing the Special Fund.

Audit of the Special Fund

The 2022 audit included a review of Special Fund disbursements, bank statements, bank deposits, disbursements that are an exception to the policy, account balance, record keeping, signatories, etc. The audit revealed that the Board is in compliance with the administrative processes as outlined in the Board's Special Fund Policy.

A copy of the auditor's findings is attached to this report.

Conclusion:

It is, therefore, recommended that the Board receive the annual Specified Procedures Report, performed by KPMG LLP.

Respectfully submitted,



Dubi Kanengisser
Acting Executive Director

*copy with original signature on file at Board Office



KPMG LLP
Vaughan Metropolitan Centre
100 New Park Place, Suite 1400
Vaughan ON L4K 0J3
Canada
Tel 905-265-5900
Fax 905-265-6390

REPORT ON SPECIFIED AUDITING PROCEDURES

To the Toronto Police Services Board

Toronto Police Services Board Special Fund ("TPSB Special Fund") - Section 9100
Report on the result of applying specified auditing procedures to financial information
other than financial statements.

As specifically agreed upon with you, we have performed the specified auditing
procedures as described in Appendix A, with respect to the TPSB Special Fund. The
procedures were performed solely to assist you in evaluating compliance with the
application and disbursement procedures and processes related to the TPSB Special
Fund during the year ended December 31, 2022.

Our engagement was performed in accordance with Canadian generally accepted
standards for specified auditing procedures engagements.

We make no representation regarding the appropriateness and sufficiency of the
specified auditing procedures. These specified auditing procedures do not constitute
an audit or review, and therefore we are unable to and do not provide any assurance.
Had we performed additional procedures, an audit or review, other matters might have
come to light that would have been reported. The findings included in Appendix B
relate only to the elements, accounts, items or financial information specified above
and does not extend to any of the TPSB Special Fund's financial statements as a
whole.

A handwritten signature in black ink that reads 'KPMG LLP' with a horizontal line underneath.

Chartered Professional Accountants, Licensed Public Accountants

Vaughan, Canada

June 14, 2023

APPENDIX A: Specified procedures

Application and disbursement procedures

Haphazardly select 25% of the number of annual disbursements (cheques) from the TPSB Special Fund general ledger and:

1. Ensure the Toronto Police Services Board (the "Board") approval has been obtained for the disbursement.
2. Ensure that the cheque amount agrees to the approved amount, and that such amount is recorded in the TPSB Special Fund general ledger (book of accounts).
3. Ensure that a Board report which includes an overview of the funding proposal is submitted to the Board for approval in accordance with the TPSB Special Fund Policy.
4. Ensure that the cheque is signed by the appropriate signatories in accordance with the TPSB Special Fund approval guidelines and policies.

General procedures

5. Haphazardly select 10 disbursements from the TPSB Special Fund and ensure that the funding is provided prior to the date of the event/activity, as specified in the funding application.
6. Haphazardly select six bank statements and ensure that the account balance does not fall below \$150,000 during the period covered by the statement, as set out in the TPSB Special Fund Policy.
7. Request the Board office to provide a listing of disbursements which were exceptions to the policy and ensure that the Board approved the disbursement despite the exception by reference to the Board minutes.
8. Haphazardly select 10 deposits within the bank statements and ensure that they are from authorized revenue sources as allowed by the Police Services Act.

APPENDIX B: Findings

Procedure 1 to 4:

We haphazardly selected 16 disbursements from the TPSB Special Fund bank statements for testing, itemized below, for the year ended December 31, 2022, representing 25% of the total number of annual disbursements for the year ended December 31, 2022.

For each disbursement selected, we completed procedures 1 through 4 and have noted no exceptions.

| Disbursements (cheque numbers) | | | |
|--------------------------------|------|------|------|
| 1603 | 1625 | 1644 | 1663 |
| 1605 | 1626 | 1648 | 1622 |
| 1612 | 1613 | 1651 | 1671 |
| 1615 | 1637 | 1655 | 1669 |

Procedure 5:

We haphazardly selected 10 disbursements, itemized below, from the TPSB Special Fund bank statements and ensured that the funding was provided prior to the date of the event or activity, as specified in the funding application.

Any exception noted is summarized in procedure 7.

| Disbursements (cheque numbers) | | | |
|--------------------------------|------|------|------|
| 1612 | 1648 | 1644 | 1637 |
| 1626 | 1651 | 1605 | |
| 1655 | 1671 | 1675 | |

Procedure 6:

We haphazardly selected six bank statements of the TPSB Special Fund, itemized below, and ensured that the account balance did not fall below \$150,000 during the period covered by the statement, as set out in the TPSB Special Fund Policy.

We have not found any exceptions as a result of completing this procedure.

| Monthly bank statements | | |
|----------------------------|-----------------------|---------------------------------|
| January 2022 March 2022 | May 2022 July 2022 | September 2022 December 2022 |

**APPENDIX B: Findings
(continued)**

Procedure 7:

Based on inquiry with Toronto Police Services Board representative, there was one exception to the policy, itemized below, during the year ended December 31, 2022. We have reviewed the minutes of the Board meeting outlining the exception. No issues noted as a result of the completing this procedure. No further exceptions to report.

| Exceptions to the policy | | |
|--------------------------|--|------------------------|
| Exception # | Description | Board minutes reviewed |
| 1. | Request for Special Funds - Funeral Reception Expenses Police Constable Andrew Hong (7815) | BM-P2022-1216-9-0 |

Procedure 8:

We haphazardly selected 10 deposits to the TPSB Special Fund, itemized below, and ensured that they were from authorized revenue sources as allowed by the Police Services Act.

We have found no exceptions to report as a result of completing this procedure.

| Deposit date | Revenue source |
|---------------------------------|-----------------------------------|
| January 26, 2022 - \$31,937.63 | Other - Return of Unspent Funding |
| February 23, 2022 - \$11,831.31 | Other - Return of Unspent Funding |
| August 23, 2022 - \$11,265.22 | Unclaimed Cash |
| December 5, 2022 - \$10,937.13 | Unclaimed Cash |
| May 11, 2022 - \$8,009.39 | Proceeds from Auction |
| February 24, 2022 - \$6,603.38 | Proceeds from Auction |
| July 28, 2022 - \$4,162.45 | Unclaimed Cash |
| August 18, 2022 - \$1,475.00 | Mutilated Bank Notes |
| August 10, 2022 - \$696.63 | Proceeds from Auction |
| December 5, 2022 - \$7,686.38 | Unclaimed Cash |



PUBLIC REPORT

June 9, 2023

To: Chair and Members
Toronto Police Services Board

From: Myron Demkiw
Chief of Police

Subject: Chief's Administrative Investigation of the Alleged Sexual Assault of Complainant - 2022.50

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 (S.I.U.A.), 2019*

S.I.U. Investigative Conclusion

In a letter to the Chief of Police dated March 10, 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 in this case”*.

The S.I.U. has not made the Directors Report public stating in part, *“pursuant to section 34(6) of the Special Investigations Unit Act, 2019, the SIU Director may exercise a discretion, subject to prior consultation with the complainant, to not publish the report if the Director is of the opinion that the complainant’s privacy interest in not having the report published clearly outweighs the public interest in having the report published.”*

Incident Narrative

On September 23, 2022, at 1354 hours, the T.P.S. Communications Services (Communications) received a 9-1-1 call for a sexual assault at an address in the city of Toronto.

The caller reported that his fiancé had been sexually assaulted by a tenant in the residence. The tenant was identified as Alleged Sexual Assault Complainant 2022.50 (2022.50)

Uniformed officers from 31 Division were dispatched to the call.

The officers arrived and commenced an investigation.

Based on this investigation the officers formed the grounds that 2022.50 would be arrested for the offence of sexual assault.

The officers attended 2022.50’s room and placed them under arrest for sexual assault, handcuffed them and escorted them out of the premises.

Prior to placing 2022.50 into the marked police vehicle, the officers performed a protective or safety search to ensure 2022.50 did not have any weapons or sharp objects and to locate 2022.50’s identification.

Near the conclusion of the search, 2022.50 advised the searching officers that they identified as a Trans man, non-binary, gender neutral and preferred the pronouns they/them.

Further, 2022.50 advised the searching officers that they would have preferred if a female had conducted the search.

The officers advised 2022.50 that should a more thorough search be required at the station 2022.50 would have input regarding the sex of the searching officers.

After the search had been completed, 2022.50 was placed in the rear of the police vehicle while the officers continued their investigation.

It was determined 2022.50 was appropriate for release at the scene and 2022.50 was removed from the police vehicle and released on an undertaking with conditions.

On September 23, 2022, at 1849 hours, 2022.50 called 31 Division and spoke with a Sergeant and complained that they should not have been arrested and charged, and wanted the Sergeant to withdraw the charges. Further, 2022.50 advised that they believed they were sexually assaulted by the searching officer.

On September 23, 2022, the Chief's S.I.U. Liaison Officer was made aware of the sexual assault allegation and called the S.I.U. who declined to invoke its mandate.

On September 27, 2022, the Chief's S.I.U. Liaison Officer was notified by the S.I.U. that they had reviewed the circumstances of this event and had now invoked its mandate.

The S.I.U. designated one officer as a subject official; one other officer was designated as a witness official.

Summary of the Toronto Police Service's Investigation

The Professional Standards – S.I.U. Liaison (S.I.U. Liaison) conducted an administrative investigation as is required by provincial legislation. This investigation was reviewed by Specialized Criminal Investigations – Sex Crimes Unit in accordance with T.P.S. Procedure 13-16 (Special Investigations Unit).

This investigation examined the circumstances of the alleged sexual assault 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 01-08 (Criminal Code Release);
- Procedure 13-14 (Human Rights);
- 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 alleged sexual assault were lawful, in keeping with current legislation, and written in a manner which provided adequate and appropriate guidance to the members. None of the examined policies and procedures required modification.

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

The involved officers were equipped with Body-Worn Cameras (B.W.C.), and the footage of their initial contact with 2022.50, their arrest, their search and their release was captured on video and provided to the S.I.U.

The B.W.C. footage 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.

Procedure 13-14 (Human Rights) was examined to ensure the involved officers provided policing services that were fair, respectful and unbiased and that their actions were compliant with this procedure and their training. Throughout their interactions with 2022.50, the involved officers were respectful and treated 2022.50 fairly, respectfully and in an unbiased manner. Further, it is clear from the interaction between the searching officer and 2022.50 that this officer was knowledgeable and conversant in gender diversity and Trans inclusion protocols. The officer's actions and the language he chose throughout this interaction was compliant with T.P.S. procedure and compliant with the training that T.P.S. provides to all officers on gender diversity and inclusion.

Staff Superintendent Peter Code, Professionalism and Accountability, will be in attendance to answer any questions that the Board may have regarding this report.

Recommendation:

It is recommended that the Board receive this report for information.

Financial Implications:

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

June 9, 2023

To: Chair and Members
Toronto Police Services Board

From: Myron Demkiw
Chief of Police

**Subject: Chief's Administrative Investigation of the Firearm
Discharged at a Person - Complainant 2022.55**

Purpose: Information Purposes Only Seeking Decision

Recommendation:

It is recommended that the Toronto Police Services Board (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.) investigation determined the conduct of the designated officials and one of the designated witness 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.A.) 2019*
- *Police Services Act (P.S.A.)*
- *Criminal Code*

Incident Narrative

On October 7, 2022, at 0511 hours, uniformed Police Constables from 33 Division commenced an investigation of a vehicle which was parked at the rear of the Peanut Plaza located at 3000 Don Mills Road. The officers had observed a male quickly enter the vehicle after he saw them approaching.

A Canadian Police Information Centre (C.P.I.C.) inquiry of the licence plate revealed that the registered owner, identified as Firearm Discharge at a Person – Complainant 2022.55 (2022.55), was wanted on the strength of a warrant in the first instance held by the Peel Regional Police Service (P.R.P.S.) for intimate partner-related criminal harassment.

The Constables positioned their marked car directly behind the vehicle and activated their emergency lighting. The constables made several demands for 2022.55 to exit the vehicle; these demands were ignored by 2022.55, who remained in his vehicle.

2022.55's vehicle's windows had very dark tint which made it difficult for the officers to determine how many occupants, if any, aside from 2022.55, were in the vehicle.

Other officers from 33 Division arrived on scene and positioned their vehicles in a box around 2022.55's vehicle to prevent him from fleeing. One of the officers was Police Constable Alexander Cameron (12056), who was equipped with a less lethal shotgun.

After repeated demands for 2022.55 to exit the vehicle were ignored, the first-attending constable struck the driver's window several times with his ASP baton, however, the window did not break. He then instructed Constable Cameron to discharge his less-lethal shotgun at the driver side window of the vehicle as a means to break the glass. Constable Cameron fired a single round from his less lethal shotgun at the driver's side window, which caused it to shatter. This action allowed the officers to gain entry into the vehicle and arrest 2022.55 without further incident.

2022.55 did not sustain any injuries as a result of the less lethal shotgun discharge or his subsequent arrest.

2022.55 was transported to P.R.P.S. 12 Division where he was turned over to their custody.

The entire interaction with 2022.55 was captured by the body-worn cameras (B.W.C.) of the officers present.

A less lethal shotgun is defined as a firearm by the *Special Investigations Unit Act* (S.I.U.A.), 2019 and its mandate is triggered when a firearm is discharged at a person.

The S.I.U. was notified and invoked its mandate.

The S.I.U. designated Constable Alexander Cameron (12056) who has 7 months of service as a subject official; eleven other officers were designated as witness officials.

On April 25, 2023, Joseph Martino, the Director of the S.I.U. caused an information to be sworn charging Constable Cameron with one count of careless use of a firearm contrary to section 86(1) of the *Criminal Code*.

The S.I.U. published a media release detailing the charge

The S.I.U. media release is available via the following link:

<https://www.siu.on.ca/siu-lays-charge-against-toronto-police-officer-en8522>

On May 23, 2023, Constable Cameron appeared at the Ontario Court of Justice located at 10 Armoury Street for his first appearance.

Summary of the Toronto Police Service's Investigation

The T.P.S. Professional Standards (P.R.S.) conducted an administrative investigation as required by provincial legislation.

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

P.R.S. reviewed the following T.P.S. procedures:

- Procedure 10-05 (Incidents Requiring the Emergency Task Force);
- Procedure 15-01 (Incident Response (Use of Force/De-Escalation));
- Procedure 15-03 (Service Firearms);
- Procedure 15-06 (Less-Lethal Shotguns);

The P.R.S. investigation also reviewed the following legislation:

- *Criminal Code*, Section 25
- Ontario Regulation 926, Section 3.1(2) Carry Firearm

- Ontario Regulation 926, Section 14.2(1) Use of Force Training
- Ontario Regulation 926, Section 926 14.2(2) Use of Force/Firearms Qualification

Conclusion:

The P.R.S. 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 P.R.S. investigation determined the conduct of Constable Cameron and one of the designated witness officials was not in compliance with applicable provincial legislation regarding the Standards of Conduct and applicable T.P.S. procedures.

It is alleged that in this instance, Constable Cameron acted in a discreditable manner, was insubordinate, and used unnecessary force. Specifically, it is alleged that Constable Cameron discharged a less-lethal shotgun at a vehicle for the sole intent of gaining access to a vehicle in order to arrest the occupant, which is contrary to T.P.S. procedure and his training.

It is also alleged that the other involved officer was complicit in Constable Cameron's misconduct when he directed Constable Cameron to discharge the less-lethal shotgun in a manner not consistent with T.P.S. procedures or training thereby violating his duty to uphold standards of conduct and adherence to procedures. This officer has been charged with discreditable conduct, insubordination, and abetting to commit misconduct under the P.S.A.

Notices of Hearing have been served on both officers and their hearing pursuant to the P.S.A. has been adjourned *sine die* until the conclusion of the criminal case.

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

June 9, 2023

To: Chair and Members
Toronto Police Services Board

From: Myron Demkiw
Chief of Police

Subject: Chief's Administrative Investigation into the Vehicle Injury of Complainant 2022.57

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 subject official 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.A.), 2019*
- *Police Services Act (P.S.A.)*

S.I.U. Terminology

Complainant – Refers to the Affected Person

JBH – Joseph Brant Hospital

OPP – Ontario Provincial Police

ROPE – Repeat Offender Parole Enforcement Unit

SO – Subject Official

S.I.U. Investigative Conclusion

In a letter to the Chief of Police dated February 10, 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 the 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-TVI-271, which can be found via the following link:

https://www.siu.on.ca/en/directors_report_details.php?drid=2298

S.I.U. Incident Narrative

“The evidence collected by the SIU, including interviews with the Complainant and the SO, gives rise to the following scenario.

In the morning of October 14, 2022, the Complainant was out for her daily morning walk. She was at the intersection of North Shore Boulevard East and a roadway that led to, and exited from, the grounds of the JBH, the OPP Burlington Detachment (Highway Safety Division) and other buildings. Her intention was to cross North Shore Boulevard East along the west crosswalk of the traffic light-controlled intersection. The Complainant activated the push button, waited for the traffic light to turn green and the pedestrian signal to indicate ‘walk’, and then stepped onto the crosswalk.

As the same time, the SO was operating an unmarked OPP SUV northward towards the intersection from the OPP building. The officer was a member of the provincial ROPE team, and headed to Niagara Falls to take part in an operation. The SO was the first vehicle stopped at a red light waiting to turn left onto the westbound lanes of North Shore Boulevard East. When the light turned green, the officer proceeded into the intersection and embarked on his turn. As he travelled into the crosswalk, the front of the SO’s vehicle struck the Complainant.

The Complainant was sent stumbling to the ground a few metres west of the point of impact.

The SO quickly stopped his vehicle after impact, exited and went to the Complainant. The officer asked one of the civilians in the area, some of whom had started to gather around the Complainant to comfort and care for her, to call for an ambulance.

The Complainant was taken from the scene in ambulance to hospital. She was diagnosed with multiple internal injuries, including fractures and organ lacerations.

Analysis and Director's Decision

"The Complainant was seriously injured on October 14, 2022, in Burlington, when she was struck by a police vehicle being operated by a TPS officer. 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 Complainant's injuries.

The offence that arises for consideration is dangerous driving causing bodily harm contrary to section 320.13(2) of the Criminal Code. As an offence of penal negligence, a simple want of care will not suffice to give rise to liability. Rather, the offence is predicated, in part, on conduct that amounts to a marked departure from the level of care that a reasonable person would have observed in the circumstances. In the instant case, the issue is whether there was a want of care in the manner in which the SO operated his vehicle, sufficiently egregious to attract criminal sanction that caused or contributed to the collision. In my view, there was not.

I accept that the SO caused the collision. The weight of the evidence suggests that the Complainant had entered onto the crosswalk on a green light and 'walk' pedestrian signal. That being the case, the Complainant was entitled to proceed on the basis that any left-turning vehicles would yield until she had safely crossed. Conversely, the SO was under a legal obligation to refrain from making a left turn until it was safe to do so. Even if the 'walk' sign had not been illuminated at the time, and the Complainant ought not to have been in the crosswalk, the SO would still have been under a duty to refrain from turning left until the pedestrian had cleared.

I am unable to reasonably conclude, however; that the SO's indiscretion amounted to a marked departure from a reasonable standard of care. There is nothing in the short distance that the officer travelled getting to the intersection to suggest any dangerous driving behaviour. The same is largely true of this conduct at the intersection where the evidence establishes he travelled at a modest speed as he entered into his turn. It remains unclear why the SO, as he says, did not see the Complainant. Perhaps the elements had played a role – the evidence indicates there was a heavy and sudden down pour of rain and,

perhaps, even hail at the critical time. Be that as it may, I am unable to characterize the officer's mistake as anything more than a momentary and isolated lapse of attention. This, the case law makes clear, will not usually give rise to criminal liability.

In the result, as there are no reasonable grounds to believe that the SO transgressed the limits of care prescribed by the criminal law when he struck and injured 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 (S.I.U. Liaison) conducted an administrative investigation as is required by provincial legislation. This investigation was reviewed by the Traffic Services (T.S.V.) as required by Toronto Police Procedure 13-16 (Special Investigations Unit).

This investigation examined the circumstances of the vehicle 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 07-03 (Life Threatening/Fatal Collisions);
- Procedure 07-05 (Service Vehicle Collisions);
- Procedure 10-06 (Medical Emergencies);
- Procedure 13-16 (Special Investigations Unit);
- Procedure 13-17 (Notes and Reports);
- Procedure 15-11 (Use of Service Vehicles));

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

- *Special Investigations Unit Act, (S.I.U.A.) 2019.*

Conclusion:

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

The S.I.U. Liaison investigation determined the conduct of the designated subject official was not in compliance with applicable provincial legislation regarding the Standards of Conduct and applicable T.P.S. procedures. The following additional comments are provided.

The designated subject official was found to be at fault in this collision and thus failed to comply with Service Procedures 07-05 (Service Vehicle Collisions) and 15-11 (Use of Service Vehicles). Both of these procedures require that all Service members authorized to operate a Service vehicle shall operate that vehicle in a safe manner and maintain the driving standard as set out by the *Highway Traffic Act* and the Toronto Police College. The misconduct was substantiated and the subject official's penalty was adjudicated 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.

Recommendation:

This report recommends that the Board receive this report for information.

Financial Implications:

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

June 9, 2023

To: Chair and Members
Toronto Police Services Board

From: Myron Demkiw
Chief of Police

Subject: Chief's Administrative Investigation into the Vehicle Injuries of Complainant 2022.64

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 subject official 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.A.), 2019*

S.I.U. Terminology

Complainant – Refers to the Affected Person

SO – Subject Official

CW – Civilian Witness

S.I.U. Investigative Conclusion

In a letter to the Chief of Police dated March 7, 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 the 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-TVI-299, which can be found via the following link:

https://www.siu.on.ca/en/directors_report_details.php?drid=2331

S.I.U. Incident Narrative

“The material events in question, clear on the evidence collected by the SIU, may briefly be summarized. As was her legal right, the SO declined an interview with the SIU and to authorize the release of her notes.

In the early afternoon of November 21, 2022, Complainant #1 was driving a Toyota Corolla westbound on Redwater Drive towards Kipling Avenue. With him was his wife, Complainant #2. Complainant #1 came to a stop at a red light at Kipling Avenue and then embarked on a left-hand turn after the light turned green. He was well into the turn when the front end of his Corolla was struck by a northbound vehicle.

The northbound vehicle – a Dodge Challenger – was being operated by CW #2. For some time prior to the collision, CW #2 had been driving dangerously; he had been speeding and cutting off other motorists weaving from lane to lane. CW #2 entered the Redwater Drive intersection, against a red light and at about 90 km/h, collided with the Toyota Corolla.

Seemingly unknown to CW #2 at the time, he was being pursued by the SO operating a marked police cruiser. CW #2 had attracted the officer’s attention on Kipling Avenue, south of Bethridge Road when he sped past her northbound vehicle. She watched as CW #2 changed lanes without signalling, and decided to follow him. Seconds later, the SO activated her emergency lights intending to stop CW #2. The officer pursued CW #2 a short distance, travelling through a signal light that was changing from amber to red at the Rexdale Boulevard intersection, and watched from a distance as he struck Complainant #1’s vehicle.

The SO travelled to the site of the collision, called for assistance, and went to render aid to the occupants of the Toyota.

Complainant #1 and Complainant #2 were transported to hospital and diagnosed with multiple fractures.

CW #2 was fortunate to have escaped serious injury. He was arrested at the scene and taken into custody.

Analysis and Director's Decision

“Complainant #1 and Complainant #2 were seriously injured in a motor vehicle collision in Toronto on November 21, 2022. As their vehicle had been struck by another vehicle being pursued by a TPS officer at the time, the SIU initiated an investigation. The officer – 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 collision.

The offence that arises for consideration is dangerous driving causing bodily harm contrary to section 320.13(2) of the Criminal Code. As an offence of penal negligence, a simple want of care will not suffice to give rise to liability. Rather, the offence is predicated, in part, on conduct that amounts to a marked departure from the level of care that a reasonable person would have observed in the circumstances. In the instant case, the issue is whether there was a want of care in the manner in which the SO operated his vehicle, sufficiently egregious to attract criminal sanction that caused or contributed to the collision. In my view, there was not.

The SO was in the lawful discharge of her duties when she decided to stop CW #2 and initiated a pursuit to do so. CW #2 was operating his vehicle dangerously and was subject to sanctions for his driving indiscretions.

Having made the decision to pursue, I am unable to reasonably conclude that the SO failed to comport herself with the care and regard required of the criminal law. There are two aspects of the officer's conduct that merit particular scrutiny. First, having decided to activate her emergency equipment to pursue CW #2, she should have promptly notified her communications centre of what she was doing. This puts senior officers in the position of monitoring a pursuit with the authority to terminate it if necessary on public safety grounds. The SO's failure to do so effectively precluded this fail-safe from operating. Second, the SO travelled through an amber/red light at Rexdale Boulevard without stopping, and without the use of her siren.

On the other side of the ledger, the SO did have her emergency lights operating for most of her engagement with CW #2, giving notice to other motorists in the

vicinity of the pursuit. Her speeds were at times high but never grossly in excess of the speed limit over any extended period of time. She did travel through a red light, but the light had just changed to red from amber as she entered the intersection. Lastly, it is important to note that the officer's interventions were short-lived in time and distance – about a kilometre-and-a-half and under a minute. During that period, there is nothing to suggest that the SO unduly pushed or fuelled CW #2's reckless driving.

In the result, as I am not satisfied that the SO transgressed the limits of care prescribed by the criminal law, 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 (S.I.U. Liaison) conducted an administrative investigation as is required by provincial legislation. This investigation was reviewed by the Traffic Services (T.S.V.) as required by T.P.S. Procedure 13-16 (Special Investigations Unit).

This investigation examined the circumstances of the vehicle 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 07-02 (Fail to Remain Collisions);
- Procedure 07-03 (Life Threatening/Fatal Collisions);
- Procedure 10-06 (Medical Emergencies);
- Procedure 13-16 (Special Investigations Unit);
- Procedure 13-17 (Notes and Reports);
- Procedure 15-10 (Suspect Apprehension Pursuits);
- Procedure 15-17 (In-Car Camera System); and
- Procedure 15-20 (Body-Worn Camera);

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

- *Special Investigations Unit Act, (S.I.U.A.) 2019.*
- Ontario Regulation 266/10 (Suspect Apprehension Pursuits)

Conclusion:

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

The S.I.U. Liaison investigation determined the conduct of the designated subject official was in compliance with applicable provincial legislation regarding the Standards of Conduct and applicable T.P.S. procedures. The following additional comments are provided.

The Director of the S.I.U. raised two concerns regarding the conduct of the SO during this event. First, that the SO did not communicate that she had engaged in a pursuit and second, that she travelled through an, *“amber/red light at Rexdale Boulevard without stopping, and without the use of her siren”*.

The SO was driving a marked police vehicle with traffic northbound on Kipling Avenue just south of Bethridge Road when the CW #2 sped by her in the curb lane at a high rate of speed. The SO pulled out and attempted to follow CW # 2 from a distance in order to obtain a description of the vehicle, a licence plate and/or the direction of travel. The SO activated her *“wig-wag”* lights to alert traffic behind her of a potential hazard.

A Suspect Apprehension Pursuit (S.A.P.) is defined to have occurred when *“a police officer attempts to direct the driver of a motor vehicle to stop, the driver refuses to obey the officer and the officer pursues in a motor vehicle for the purpose of stopping the fleeing motor vehicle or identifying the fleeing motor vehicle or an individual in the fleeing motor vehicle. O. Reg. 266/10, s. 1 (1)”*.

This definition consists of three distinct actions and reactions:

1. Directing the driver of a motor vehicle to stop;
2. The driver refuses to stop and;
3. The officer pursues in a motor vehicle for the purpose of stopping the fleeing motor vehicle or identifying the fleeing motor vehicle or an individual in the fleeing motor vehicle.

The T.P.S. uses the definition of a Suspect Apprehension Pursuit as found in Ontario Regulation 266/10. This definition is mirrored within T.P.S. Procedure 15-10 (Suspect Apprehension Pursuits). Applying this definition in conjunction with a review of the SO's In-Car Camera System (I.C.C.S.) and her incident notes shows the SO did not attempt to direct the CW #2 to stop nor did she initiate or continue to pursue him for the purpose of stopping him.

The Director references the SO's *“decision”* to pursue CW #2. The Service position is that the SO made the decision **not** to pursue CW #2, and that this was the correct decision given the circumstances presented to her during this 40 second encounter. The Service's position is supported by the SO's I.C.C.S. footage and is corroborated by her own independent recollection of the events and observations detailed within her incident notes. It should be noted that the SO did not participate in an investigative interview with the S.I.U. nor did she provide the S.I.U. with her incident notes as is her right.

The Director commented on the SO failing to have, “*promptly notified her communications centre of what she was doing. This puts senior officers in the position of monitoring a pursuit with the authority to terminate it if necessary on public safety grounds. The SO’s failure to do so effectively precluded this fail-safe from operating*”. The SO attempted to communicate with the dispatcher about CW #2’s driving but was unable to get airtime in the 40 seconds she was involved in this event.

The Director commented on how the SO had “*travelled through an amber/red light at Rexdale Boulevard without stopping*”. The I.C.C.S. footage from the SO’s police vehicle was reviewed and it shows she entered the intersection of Kipling Avenue and Rexdale Boulevard on an amber light that then changed to red as she progressed through the intersection. The SO travelled through the intersection cautiously and her driving posed no risk to other motorists and was in compliance with the *Ontario Highway Traffic Act* Section 144 (15).

Staff Superintendent Peter Code, Professionalism and Accountability, will be in attendance to answer any questions that the Board may have regarding this report.

Recommendation:

This report recommends that the Board receive this report for information.

Financial Implications:

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

June 9, 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 2022.65

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, (S.I.U.A.) 2019*

S.I.U. Terminology

Complainant – Refers to the Affected Person

SO – Subject Official

ETF – Emergency Task Force

S.I.U. Investigative Conclusion

In a letter to the Chief of Police dated March 28, 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-303, which can be found via the following link:

https://www.siu.on.ca/en/directors_report_details.php?drid=2346

S.I.U. Incident Narrative

“The evidence collected by the SIU, including interviews with the Complainant and two witness officials, gives rise to the following scenario. As was his legal right, neither subject official agreed an interview with the SIU or to authorize the release of their notes.

In the late afternoon of November 27, 2022, TPS officers began to converge on the area around the Lido Motel, 4674 Kingston Road, Toronto, following a 911 call to police regarding an armed robbery. A patron of the motel had called to report that a male had just robbed him at gunpoint.

The Complainant was on foot in the area at the time. He made his way into a wooded area east of Kingston Road and eventually into the yards of a row of houses on Beechgrove Drive where he attempted to conceal himself.

Police officers set up a perimeter around the area to prevent the assailant’s escape. Because of the nature of the 911 call, the ETF was dispatched and assisted in the search. SO #1 and SO #2 were members of the ETF.

At about 6:00 p.m., with the help of a police dog that had picked up the Complainant’s track, he was located by SO #1 and SO #2 hiding in a refuse bin situated by the front of a home on Beechgrove Drive against the east wall. One of the officers fired his CEW at the Complainant and he was quickly grounded before being handcuffed and taken into custody.

Following his arrest, the Complainant was taken to the police station and then to hospital, where he was diagnosed with a broken nose.”

Analysis and Director’s Decision

“The Complainant sustained a broken nose in the course of his arrest in Toronto by TPS officers on November 27, 2022. The officers – SO #1 and SO #2 – were identified as the subject officials in the ensuing SIU investigation. 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 arrest and injury.

Pursuant to section 25(1) of the Criminal Code, police officers are immune from criminal liability for force used in the course of their duties provided such force was reasonably necessary in the execution of an act that they were required or authorized to do by law.

I am satisfied that SO #1 and SO #2 were proceeding to lawfully detain the Complainant. The Complainant generally matched the description of the robbery suspect, was in the area at the time, and had been found concealing himself from police.

With respect to the force used by SO #1 and SO #2 in aid of the Complainant’s arrest, I am unable to reasonably conclude that it was not legally justified. The use of the CEW seems a reasonable tactic given the information the officers would have had of the firearm used in the robbery and the fact that the suspect had been seen hiding it in his clothes as he fled the scene. That is to say, there was a real need to immediately immobilize the Complainant to neutralize the risk of the firearm being brought into play, and the CEW had the potential to do just that. The Complainant’s takedown was similarly justified.

There is little else that can be reliably ascertained with respect to the nature and extent of any further force that may have been brought to bear by one or more of the subject officials. Neither of them provided a statement to the SIU. There is a version of events proffered in the evidence that the Complainant was repeatedly punched and kicked by the officers while offering no resistance, but it would be unwise and unsafe to rest charges on the strength of this evidence. For example, the account suggests that both officers fired their CEWs and one of them deployed it at the Complainant’s face whereas the evidence indicates that only one did so and that the Complainant’s face was not struck. This rendition is also undermined by the accounts of two witness officials who observed part of the arrest process and did not see any strikes being delivered by the subject officials.

In the result, while I accept that the Complainant’s broken nose was incurred as he was being arrested by the subject officials, there is insufficient evidence to reasonably conclude with any confidence that the Complainant was subjected to

excessive force. As such, 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 01-01 (Arrest);
- Procedure 01-03 (Persons in Custody);
- Procedure 05-02 (Robberies/Hold-Ups);
- Procedure 10-05 (Incidents Requiring the Emergency Task Force);
- Procedure 10-06 (Medical Emergencies);
- Procedure 13-16 (Special Investigations Unit);
- Procedure 13-17 (Notes and Reports);
- Procedure 15-01 (Incident Response (Use of Force/De-Escalation));
- Procedure 15-02 (Injury/Illness Reporting);
- Procedure 15-09 (Conducted Energy Weapon); and
- Procedure 15-20 (Body-Worn Camera).

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

- *Special Investigations Unit Act (S.I.U.A), 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 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:

This report recommends that the Board receive this report for information.

Financial Implications:

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

June 9, 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 2022.66

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 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.A.) 2019*

S.I.U. Terminology

Complainant – Refers to the Affected Person

SO – Subject Official

WO – Witness Official

S.I.U. Investigative Conclusion

In a letter to the Chief of Police dated April 12, 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 the 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-316, which can be found via the following link:

https://www.siu.on.ca/en/directors_report_details.php?drid=2358

S.I.U. Incident Narrative

“The evidence collected by the SIU, including interviews with the Complainant and both subject officials, gives rise to the following scenario.

In the late afternoon of December 12, 2022, the Complainant drove east on Wilson Avenue in his Hyundai Santa Fe, turning right to travel south a short distance to a school. As the Complainant turned into the school parking lot, his vehicle was forced to a stop by police vehicles that had maneuvered directly in front of, and behind, his Santa Fe.

The vehicle in front of the Santa Fe was an unmarked cruiser being operated by SO #2. The vehicle behind was a marked cruiser with SO #1 in the driver’s seat and WO #1 in the front passenger seat. The officers were part of a police operation that day that had targeted the Complainant’s home and vehicle for the execution of a drug warrant.

SO #2 and SO #1 ran to the driver’s door of the Santa Fe and ordered the Complainant out of the vehicle. SO #1 opened the driver’s door, and he and SO #2 took hold of the Complainant and forced him outside. The officers thereafter attempted to ground the Complainant but experienced difficulty – the Complainant still had his seat belt on and it had become wrapped around his body. SO #1 eventually removed the belt from the Complainant, after which he was forced to the ground in a prone position and handcuffed behind the back.

The Complainant was transported to the police station and then to hospital where he was diagnosed with an acute cervical epidural hematoma.”

Analysis and Director’s Decision

“The Complainant was seriously injured in the course of his arrest by TPS officers in Toronto on December 12, 2022. Two of those officers – SO #2 and SO #1 – were identified as the subject officials in the ensuing SIU investigation. 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 arrest and injury.

Pursuant to section 25(1) of the Criminal Code, police officers are immune from criminal liability for force used in the course of their duties provided such force was reasonably necessary in the execution of an act that they were required or authorized to do by law.

The Complainant was the named target of search warrants that had been issued in respect of a drug investigation. In the circumstances, I am satisfied that the officers had the requisite reasonable grounds to believe that the Complainant had committed drug offences and was, therefore, subject to lawful arrest.

With respect to the force used by SO #2 and SO #1 in aid of the Complainant’s arrest, namely, a forced extrication from the vehicle followed by a takedown, I am unable to reasonably conclude that it was excessive. The officers had reason to believe that the Complainant might be armed with a firearm – they had information that he had previously been charged with firearms offences. On this record, SO #2 and SO #1 were within their rights in seeking to remove the Complainant from his vehicle and to place him in a position of disadvantage as soon as possible to mitigate the risk of any weapon being brought to bear.

There is some evidence an officer placed a foot on the Complainant’s face after he was taken to the ground, causing his glasses to break. That evidence, however, is contested by the body of evidence proffered by the police officers involved in the incident and falls short of giving rise to a reasonable and probable case that the Complainant was assaulted.

In the result, while I accept that the Complainant’s injury was the result of his interaction with the subject officials – whether the takedown or the forced extraction from the vehicle in which he found himself accidentally entangled in his seatbelt – there are no reasonable grounds to believe that either subject official comported himself other than within the limits of the criminal law throughout the arrest process. As such, there is no basis for proceeding with criminal charges. 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 01-01 (Arrest);
- Procedure 01-03 (Persons in Custody);
- Procedure 02-18 (Executing a Search Warrant);
- 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));
- Procedure 15-02 (Injury/Illness Reporting);
- Procedure 15-17 (In-Car Camera System); and
- Procedure 15-20 (Body-Worn Camera).

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

- *Special Investigations Unit Act (S.I.U.A), 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 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 T.P.S. procedures. Specifically, it was substantiated that three officers failed to utilize their In-Car Camera Systems as is required by T.P.S. Procedure 15-17. This misconduct was adjudicated 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.

Recommendation:

This report recommends that the Board receive this report for information.

Financial Implications:

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

June 9, 2023

To: Chair and Members
Toronto Police Services Board

From: Myron Demkiw
Chief of Police

**Subject: Chief's Administrative Investigation into the Custody
Death of Complainant 2022.68**

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 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*

S.I.U. Terminology

Complainant – Refers to the Affected Person

CW – Civilian Witness

SO – Subject Official

WO – Witness Official

ETF – Emergency Task Force

S.I.U. Investigative Conclusion

In a letter to the Chief of Police dated April 24, 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-TCD-326, which can be found in its entirety via the following link:

https://www.siu.on.ca/en/directors_report_details.php?drid=2370

S.I.U. Incident Narrative

“The material events in questions, clear on the evidence collected by the SIU, may briefly be summarized. As was his legal right, the SO declined an interview with the SIU or to authorize the release of his notes.

In the morning of December 25, 2022, at about 5:10 a.m., TPS officers were dispatched to an apartment unit on Antibes Drive, Toronto, following a call from one of the residents. The caller – CW #1 – reported that the Complainant was breaking into their apartment. The Complainant had knocked on the apartment door, and been refused entry by its occupants – CW #1 and CW #3.

Determined to access his family’s apartment, the Complainant forced his way into a neighbouring apartment. From that unit’s balcony, the Complainant climbed over the barrier separating it from the balcony to CW #1 and CW #3’s unit. Observing the Complainant on their balcony, CW #1 left the apartment and called the police. CW #3 also left the apartment.

Uniformed officers began arriving at the scene at about 5:20 a.m. A number of them, including WO #2 and WO #1, spoke with the Complainant on the balcony. By this time, the Complainant was standing on the balcony railing facing outward away from the building, his hands over his head touching the balcony above. The officers attempted to calm the Complainant and talk him down off the railing, but he was largely unresponsive to their efforts. He repeatedly shouted words to his family, asking forgiveness.

WO #4 arrived on scene at about 5:30 a.m. He heard talk of deploying a TPS Mobile Crisis Intervention Team unit to the address, but realized that none would be available given the time of day. Instead, the sergeant made arrangements to have the ETF sent to the address.

ETF officers began arriving at about 6:00 a.m. Among their ranks was the SO, who took the lead in the negotiations that followed. From a position on the balcony, the officer attempted to de-escalate the situation. He encouraged the Complainant to step into the apartment where it was warmer and he could speak with his family, if he wanted. Still mostly unresponsive, the Complainant remained precariously perched on the balcony railing. At one point, the Complainant travelled along the railing onto the balcony railing of an adjacent apartment. The SO made his way onto that balcony and continued with his efforts.

At about 6:51 a.m., the Complainant crouched down and jumped from the railing. He fell several stories, a distance of about 43 metres.

Officers and first responders rushed to the Complainant, but he could not be resuscitated. He was pronounced deceased at 6:57 a.m.”

Analysis and Director’s Decision

“On December 25, 2022, the Complainant passed away following a fall from the balcony of a high-rise apartment building. As TPS officers were present and engaged with the Complainant at the time, the SIU was notified of the incident 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 Complainant’s death.

The offence that arises for consideration is criminal negligence causing death contrary to section 220 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 the SO, sufficiently egregious to attract criminal sanction, that caused or contributed to the Complainant’s death. In my view, there was not.

The SO was lawfully placed and in the execution of his duty when he attended at the scene as a member of the ETF team. The officer was aware that the Complainant had caused a disturbance at his family’s apartment and had then taken a dangerous position atop the railing of the balcony. He was duty bound in

the circumstances to do what he reasonably could to prevent harm coming to the Complainant.

I am further satisfied that the SO comported himself with due care and regard for the Complainant's health and wellbeing throughout their engagement. The officer – trained in dealing with persons in mental health crisis and negotiations – spoke with the Complainant. He did so on the balcony but from a distance so as not to pressure the Complainant. The Complainant was offered tea and an opportunity to speak with his family in the apartment if he would step down from the balcony. Regrettably, the Complainant remained steadfast on top of the railing, mostly unengaged with the SO's overtures. When the Complainant jumped from the railing, he left the SO little time, if any, to intervene to prevent his fall.

In the result, as there are no reasonable grounds to believe that the SO transgressed the limits of care prescribed by the criminal law throughout his engagement with the Complainant, there is no basis for proceeding with criminal charges. The file is closed."

Summary of the Toronto Police 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 death in relation to the applicable legislation, policing services provided, procedures, and the conduct of the involved officers.

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

- Procedure 01-01 (Arrest);
- Procedure 04-16 (Death in Police Custody);
- Procedure 06-04 (Person in Crisis);
- Procedure 06-13 (Mobile Crisis Intervention Team);
- Procedure 08-03 (Injured on Duty Reporting);
- Procedure 08-04 (Members Involved in a Traumatic Critical Incident);
- Procedure 10-05 (Incidents Requiring the Emergency Task Force);
- Procedure 10-06 (Medical Emergencies);
- Procedure 13-16 (Special Investigations Unit);
- Procedure 13-17 (Notes and Reports);
- Procedure 15-20 (Body-Worn Camera)

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

- *Special Investigations Unit Act (S.I.U.A), 2019.*

Conclusion:

The P.R.S. – 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 P.R.S. – S.I.U. Liaison investigation determined the conduct of the designated officials was in compliance with the 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:

This report recommends that the Board receive this report for information.

Financial Implications:

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

June 9, 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 2022.69

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 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.A.) 2019*
- *Police Services Act (P.S.A.)*
- *Highway Traffic Act (H.T.A.)*

S.I.U. Terminology

Complainant – Refers to the Affected Person

CW – Civilian Witness

SO – Subject Official

WO – Witness Official

S.I.U. Investigative Conclusion

In a letter to the Chief of Police dated April 26, 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 the 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-328, which can be found in its entirety via the following link:

https://www.siu.on.ca/en/directors_report_details.php?drid=2372

S.I.U. Incident Narrative

“The evidence collected by the SIU, including interviews with one of the two subject officials – SO #2, the Complainant, and several civilian eyewitnesses, as well as video footage that captured the incident in parts, gives rise to the following scenario. As was his legal right, SO #1 chose not to interview with the SIU or authorize the release of his notes.

At around noon of December 27, 2022, a 911 call was received by the TPS reporting an armed robbery of a pharmacy. One of the masked assailants had brandished a firearm, and a quantity of drugs had been stolen. The suspects fled the scene of the robbery in a Toyota Camry, the licence plate of which was ascertained and reported to the police.

TPS officers located the Camry, followed it from a distance, and eventually decided to execute a stop of the vehicle. As the Camry came to a stop in the centre southbound lane of Highway 27 behind traffic waiting at a red light at Queen’s Plate Drive, SO #1 drove his cruiser front-first into the rear of the vehicle. Shortly thereafter, WO #2 maneuvered his vehicle around the line of southbound traffic waiting at the intersection, preventing it from moving forward through the intersection. The officers exited their vehicles and approached the driver’s side of the Camry with their firearms drawn. They repeatedly ordered its occupants out of the vehicle. They tried opening the front and rear doors, but both were locked. At one point, SO #1 extended his ASP and struck the rear driver’s side window

several times, but failed to break it. Other officers began arriving at the scene and also took up positions around the Camry.

The Complainant was seated in the driver's side rear seat at the time of the takedown. To his right was CW #4. CW #6 was the driver. After some time, the Complainant opened the rear driver's side door. As he was making his way out of the vehicle, he was grabbed by WO #3. SO #1 struck the Complainant several times, first with his ASP as he was being brought to ground, and then with his legs in the manner of knee strikes or kicks. SO #2 was on the ground by the Complainant's lower body at the time. The Complainant was handcuffed, lifted to his feet, and escorted to SO #2's vehicle to be searched.

CW #4 and CW #6 were forcibly removed from the Camry and also arrested. A pellet gun was recovered from the back seat of the vehicle.

The Complainant complained of pain and requested medical attention. He was transported to hospital in ambulance and eventually diagnosed with a left clavicular dislocation.”

Analysis and Director's Decision

“The Complainant was seriously injured in the course of his arrest by TPS officers on December 27, 2022. Two of those officers – SO #1 and SO #2 – were identified as the subject officials in the ensuing SIU investigation. 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 arrest and injury.

Pursuant to section 25(1) of the Criminal Code, police officers are immune from criminal liability for force used in the course of their duties provided such force was reasonably necessary in the execution of an act that they were required or authorized to do by law.

SO #2 and SO #1 were in the lawful execution of their duties when they moved to arrest the Complainant. The Complainant was in a vehicle that had reportedly been involved in an armed robbery. That same vehicle, which had been reported stolen, was days earlier involved in another armed robbery of a pharmacy.

With respect to the force used by the subject officials, I am satisfied that it was legally justified. Though the Complainant did not seem to offer much in the way of physical resistance once the door was opened, he and his associates did delay in opening the door for several seconds. Equipped with the knowledge of the likely presence of a firearm inside the Camry, that delay would have been a serious cause for concern for the officers, whose objective would have been to take the vehicle occupants into custody as soon as possible to mitigate the risk of weapons being brought into play. With that imperative in mind, I am unable to reasonably conclude that the forced grounding of the Complainant, and the strikes delivered

by SO #1 in quick succession, were excessive in the circumstances. For his part, it would appear that the force used by SO #2 was limited to the use of his body weight and muscular power to keep the Complainant pinned to the ground and assist in his handcuffing. Once handcuffed, there is no evidence of any further strikes having been delivered.

There is some evidence that the Complainant was thrown to the ground after he was lifted and searched; however, this is simply not borne out by the video footage of the event.

In the result, while I accept that the Complainant's injury was incurred in the physical confrontation that marked his arrest, there are no reasonable grounds to believe it was attributable to unlawful conduct on the part of either subject official. As such, 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 01-01 (Arrest);
- Procedure 01-02 (Search of Persons);
- Procedure 01-03 (Persons in Custody);
- Procedure 07-01 (Transportation Collisions);
- Procedure 07-05 (Service Vehicle Collisions);
- 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));
- Procedure 15-02 (Injury/Illness Reporting);
- Procedure 15-11 (Use of Service Vehicles);
- Procedure 15-17 (In-Car Camera System); and
- Procedure 15-20 (Body-Worn Camera).

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

- *Special Investigations Unit Act* (S.I.U.A), 2019, SO 2019, c 1, Sch 5
- Ontario Regulation 532/22, under the *Police Services Act*, RSO, c. P.15

- *Highway Traffic Act*, RSO 1990, c H.8

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 S.I.U. Liaison investigation determined the conduct of a designated official was not in compliance with Procedure 15-11 (Use of Service Vehicles) for not meeting and maintaining the driving standards as set by the *Highway Traffic Act* and training.

Two additional designated officers were not in compliance with Procedures 15-17 (In-Car Camera System) and 15-20 (Body-Worn Camera). Specifically, one official involved in this event failed to promptly activate his Body-Worn camera and the other failed to activate his In-Car Camera as is required by procedure.

An internal investigation was initiated and misconduct was substantiated against the officers. These matters were 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.

Recommendation:

This report recommends that the Board receive this report for information.

Financial Implications:

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

Respectfully submitted,

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