



**Public Meeting**

**Monday,  
March 18, 2024  
at 9:00AM**



**PUBLIC MEETING AGENDA**  
**Monday, March 18, 2024 at 9:00AM**  
**Livestreaming at**  
<https://youtube.com/live/CWH5IEDnu28>

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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 [January 11, 2024](#)

Presentation and Items for Consideration

2. **Toronto Crime Stoppers**
  - 2.1 **Presentation**
  - 2.2 February 14, 2024 from Dubi Kanengisser, Executive Director  
**Re: Request for Special Funds – Toronto Crime Stoppers 26th Annual Chief of Police Dinner**
3. January 31, 2024 from Myron Demkiw, Chief of Police  
**Re: Contract Extension and Increase with the National Anonymous Call Centre for Crime Stoppers Services**

4. January 17, 2024 from Lisa Kostakis, Vice-Chair, Toronto Police Services Board, Co-Chair, Mental Health and Addictions Advisory Panel and Kevin Haynes, Co-Chair, Mental Health and Addictions Advisory Panel  
**Re: 2023 Update from Board's Mental Health and Addictions Advisory Panel**
5. January 23, 2024 from Myron Demkiw, Chief of Police  
**Re: Next Generation 9-1-1 Secondary M.O.U.**
6. March 18, 2024 from Myron Demkiw, Chief of Police  
**Re: Mobile Crisis Intervention Team Program Memorandum of Understanding between the Toronto Police Services Board and Partner Hospitals: Unity Health Network, Scarborough Health Network, and North York General Hospital**
7. February 11, 2024 from Myron Demkiw, Chief of Police  
**Re: Contract Award to NEX Industrial Supplies Incorporated for the Preventative Maintenance, Repair and Replacement of Overhead Doors, Gates and Parking Arms**
8. March 18, 2024 from Myron Demkiw, Chief of Police  
**Re: Contract Awards for Medical Advisory Services**
9. January 26, 2024 from Myron Demkiw, Chief of Police  
**Re: Contract Extension & Increase with Stevens & Black Electrical Contractors Ltd. for Electrical Services**
10. March 18, 2024 from Myron Demkiw, Chief of Police  
**Re: Request for Funds – Annual Community Events 2024**
11. March 18, 2024 from Myron Demkiw, Chief of Police  
**Re: Annual Report: 2023 Activities and Expenditures of Community Consultative Groups**

12. January 25, 2024 from Myron Demkiw, Chief of Police  
**Re: Special Constable Appointments and Re-Appointments – March 2024**
  
13. February 23, 2024 from Dubi Kanengisser, Executive Director  
**Re: City Council Decision — Infrastructure and Environment Committee  
Item 7.2 Congestion Management Plan 2023–2026**
  
14. **Ontario Human Rights Commission (OHRC) Reports**
  - 14.1 March 4, 2024 from Dubi Kanengisser  
**Re: Update on the Ontario Human Rights Commission (OHRC)  
Report “From Impact to Action” Final Recommendations  
Directed at the Board Only**
  
  - 14.2 February 9, 2024 from Myron Demkiw, Chief of Police  
**Re: Ontario Human Rights Commission (OHRC) Report “From  
Impact to Action” Final Recommendations**
  
15. March 4, 2024 from Myron Demkiw, Chief of Police  
**Re: Toronto Police Service’s Equity Strategy: *The Road to Creating an  
Inclusive Workplace and Fairness in Community Safety***
  
16. March 18, 2024 from Myron Demkiw, Chief of Police  
**Re: Auxiliary Members – Termination of Appointments: January 1, 2023  
to December 31, 2023**
  
17. February 1, 2024 from Ann Morgan, Chair  
**Re: Annual Report – 2023 Use of the Toronto Police Services Board’s  
Image**
  
18. February 6, 2024 from Myron Demkiw, Chief of Police  
**Re: Annual Report: 2023 Statistical Report Municipal Freedom of  
Information and Protection of Privacy Act**

19. February 8, 2024 from Myron Demkiw, Chief of Police  
**Re: [Annual Report: 2023 Summary of Grievances and Employment-Related Applications to the Human Rights Tribunal of Ontario](#)**
  
20. January 24, 2024 from Myron Demkiw, Chief of Police  
**Re: [Annual Report: 2023 Parking Enforcement Unit – Parking Violation Notices Issuance](#)**
  
21. **Chief’s Administrative Investigation Reports**
  - 21.1 January 25, 2024 from Myron Demkiw, Chief of Police  
**Re: [Chief’s Administrative Investigation into the Discharge of a Firearm at a Person - Complainant 2023.43](#)**
  
  - 21.2 January 25, 2024 from Myron Demkiw, Chief of Police  
**Re: [Chief’s Administrative Investigation into the Alleged Sexual Assault Complainant 2023.45](#)**
  
  - 21.3 January 26, 2024 from Myron Demkiw, Chief of Police  
**Re: [Chief’s Administrative Investigation into the Vehicle Injury of Complainant 2023.47](#)**
  
  - 21.4 January 26, 2024 from Myron Demkiw, Chief of Police  
**Re: [Chief’s Administrative Investigation into the Custody Injury of Complainant 2023.48](#)**
  
  - 21.5 January 26, 2024 from Myron Demkiw, Chief of Police  
**Re: [Chief’s Administrative Investigation into the Custody Injury of Complainant 2023.50](#)**
  
  - 21.6 January 29, 2024 from Myron Demkiw, Chief of Police  
**Re: [Chief’s Administrative Investigation into the Custody Injury of Complainant 2023.51](#)**
  
  - 21.7 January 25, 2024 from Myron Demkiw, Chief of Police  
**Re: [Chief’s Administrative Investigation into the Discharge of a Firearm at a Person - Complainant 2023.53](#)**
  
  - 21.8 February 1, 2024 from Myron Demkiw, Chief of Police  
**Re: [Chief’s Administrative Investigation into the Custody Injury of Complainant 2023.54](#)**

- 21.9 January 31, 2024 from Myron Demkiw, Chief of Police  
**Re: Chief's Administrative Investigation into the Custody Injury of Complainant 2023.55**
- 21.10 January 31, 2024 from Myron Demkiw, Chief of Police  
**Re: Chief's Administrative Investigation into the Custody Injury of Complainant 2023.58**
- 21.11 January 26, 2024 from Myron Demkiw, Chief of Police  
**Re: Chief's Administrative Investigation into the Vehicle Injury of Complainant 2023.59**
- 21.12 January 31, 2024 from Myron Demkiw, Chief of Police  
**Re: Chief's Administrative Investigation into the Custody Injury of Complainant 2023.61**
- 21.13 January 25, 2024 from Myron Demkiw, Chief of Police  
**Re: Chief's Administrative Investigation into the Alleged Sexual Assault Complainant 2023.63**
- 21.14 January 31, 2024 from Myron Demkiw, Chief of Police  
**Re: Chief's Administrative Investigation into the Custody Injury of Complainant 2023.67**

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**

Monday, April 22, 2024

Hybrid Board Meeting – at Police Headquarters, 40 College Street or virtually via WebEx

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**Members of the Toronto Police Services Board**

Ann Morgan, Chair

Amber Morley, Deputy Mayor & Member

Lily Cheng, Member & Councillor

Nick Migliore, Board Member

Lisa Kostakis, Vice-Chair

Nadine Spencer, Board Member

Jon Burnside, Member & Councillor



**CRIME  
STOPPERS**  
TORONTO

**See it. Say it. Stop it.**

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**An Effective Partner in Community Safety**

Presented By:

Sean Sportun, SMVol, ICPS, SAS-AP  
Chair | Toronto Crime Stoppers

Mark Cousins, CPP  
Vice Chair | Toronto Crime Stoppers



**Most major crimes are solved as a direct result of information provided by the public**

**POLICE LINE- DO NOT CROSS**  
CALL CRIME STOPPERS- 1-800-222-8477 (tips)

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CALL CRIME STOPPERS- 1-800-222-8477 (tips)

# Agenda

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**01**

About Toronto Crime Stoppers

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**02**

2023 Results

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**03**

2023 Community Reward Program Initiatives

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**04**

2023 Community Awareness Campaigns

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See it. Say it. **Stop it.**



# About Toronto Crime Stoppers

01

# Toronto Crime Stoppers

Crime Stoppers is a **partnership** of the public, police and media that provides the community with a proactive program for people to assist the police **anonymously** to solve crimes, thereby contributing to an improved quality of life.

**Toronto Crime Stoppers** is a registered charity and **does not** receive government funding and is solely dependent on **fundraising initiatives** to support Community Reward Program initiatives, deliver important public awareness and crime prevention initiatives.

Community members can provide information **anonymously** by calling 1-800-222-8477 or via web tip at [www.222tips.com](http://www.222tips.com)

The annual **Chief of Police Dinner** and **Golf Tournament** are our signature fundraising events, which provide the majority of our financial operating model.

See it. Say it. **Stop it.**



# Who Operates Crime Stoppers

A group of concerned **citizens volunteer** serve on the Board of Directors to oversee the Toronto Crime Stoppers program.

Board Members meet regularly to manage and promote the program, raise funds, authorize Community Reward Programs and ensure the anonymity of tipsters is strictly maintained.

The Toronto Police Service provides a **Police Coordinator** (Detective) to manage the day-to-day operations, a **Police Constable** to oversee the Community Engagement & Social Media platforms; as well as an **Office Administrator**. All are tasked with vetting tips and liaising with investigators related to tip management and dispositions.

See it. Say it. **Stop it.**



# How It Works: Toronto Crime Stoppers



Tipster submits tip  
& gets a unique  
identification code



Tip sent to  
investigator



Board reviews  
dispositions



Community Program applications  
are submitted on-line



Board selects  
project



Community Programs  
benefit from the reward  
money

See it. Say it. Stop it.



# Supreme Court of Canada

Crime Stoppers is the **only** true **anonymous** reporting platform in the world.

Two Supreme Court of Canada decisions provide **protection** to Crime Stoppers tipsters:

1. Greater Vancouver Crime Stoppers Association

*R. v. Leipert, [1997] 1 S.C.R. 281*

2. Durham Regional Crime Stoppers

*R. v. Durham Regional Crime Stoppers Inc., 2017 SCC 45, [2017] 2 S.C.R. 157*



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# 2023 Results

02



# Statistics: 2019-2023

		2019	2020	2021	2022	2023	Since Inception
Tips		7,267	7,186	7,102	6,054 <small>(10,536 Follow Up Tips)</small>	7,096 <small>(15,011 Follow Up Tips)</small>	190,827
Arrests Made		85	67	105	201	106	11,725
Charges Laid		311	250	780	872	720	40,907
Cases Cleared		71	67	120	124	148	17,051
Illegal Firearms Seized		2	6	18	89	30	520 <small>(Total Weapons)</small>
Illegal Narcotics Recovered		\$53,395	\$2,104,079	\$1,021,226	\$1,034,250	\$819,844	\$319,215,241
Property Seized		\$44,041	\$145,253	\$523,982	\$1,232,600	\$4,406,578	\$69,759,253
Homicides Solved		2	4	8	7	5	N/A
Auto Theft		0	1	2	8	42	N/A

## 2023 HIGHLIGHTS

Tips  
17% Increase

Follow Up Tips  
42% Increase

Cases Cleared  
19% Increase

Property Seized  
257% Increase

Auto Theft  
425% Increase

Note: Auto Theft Value Recovered: Over \$2,500,000

See it. Say it. **Stop it.**

416-222-TIPS  
222TIPS.COM

Doing what's right  
is its own reward.



# 2023 Ontario Awards

ONTARIO ASSOCIATION OF  
CRIME STOPPERS AU CRIME  
STOPPERS 1-800-222-TIPS (8477)

**President's  
Award**

Daniela Lippa  
Toronto Crime Stoppers

**Congratulations!**

ONTARIO ASSOCIATION OF  
CRIME STOPPERS AU CRIME  
STOPPERS 1-800-222-TIPS (8477)

**Marla Moon  
Memorial Award  
of Excellence**

Population Over 300,000

Toronto  
Crime Stoppers

**Congratulations!**

ONTARIO ASSOCIATION OF  
CRIME STOPPERS AU CRIME  
STOPPERS 1-800-222-TIPS (8477)

**Community  
Service Award**

BOLO Program  
Toronto Crime Stoppers

**Congratulations!**

ONTARIO ASSOCIATION OF  
CRIME STOPPERS AU CRIME  
STOPPERS 1-800-222-TIPS (8477)

**Best Radio  
Feature**

Population over 300,000

Toronto  
Crime Stoppers  
& 106.5 Elmnt

**Congratulations!**

ONTARIO ASSOCIATION OF  
CRIME STOPPERS AU CRIME  
STOPPERS 1-800-222-TIPS (8477)

**Special Project  
Award**

Population over 300,000

Toronto  
Crime Stoppers

Community Signage Program

**Congratulations!**

ONTARIO ASSOCIATION OF  
CRIME STOPPERS AU CRIME  
STOPPERS 1-800-222-TIPS (8477)

**Outstanding  
Fundraiser  
Award**

Toronto Crime  
Stoppers

Chief of Police Dinner in Support of  
Toronto Crime Stoppers

**Congratulations!**

See it. Say it. Stop it.



# 2023 International Awards



See it. Say it. Stop it.



# Community Reward Program Initiatives

03

# 2023 Initiatives: **Community Engagement**



Total Spend **\$30,400.00**



See it. Say it. **Stop it.**



# Community Awareness Campaigns

04

# 2023 Campaigns: Community Awareness



Total Spend **\$155,000.00**

See it. Say it. Stop it.



**Thank You**



# TORONTO CRIME STOPPERS



**Sean Sportun**

Chair | Toronto Crime Stoppers



**Mark Cousins**

Vice Chair | Toronto Crime Stoppers

For more information, please visit [www.222tips.com](http://www.222tips.com)

See it. Say it. **Stop it.**



**See it. Say it. Stop it.**





## PUBLIC REPORT

**February 14, 2024**

To: Chair and Members  
Toronto Police Services Board

From: Dubi Kanengisser  
Executive Director

**Subject: Request for Special Funds – Toronto Crime Stoppers  
26<sup>th</sup> Annual Chief of Police Dinner**

**Purpose:**  Information Purposes Only  Seeking Decision

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

It is recommended that, as an exception to its Special Fund Policy, the Toronto Police Services Board (Board) approve funding in the amount of \$5,000 to sponsor the Toronto Crime Stoppers 26<sup>th</sup> Annual Chief of Police Dinner

### **Financial Implications:**

If the Board approves the recommendation contained within this report, the Board's Special Fund will be reduced by \$5,000. The current approximate balance of the Special Fund is \$503,585.

### **Summary:**

On May 2, 2024, Toronto Crime Stoppers will host its annual Chief of Police Dinner which celebrates the Toronto Crime Stoppers program (program), a vital piece of our community safety framework, and honours Chief of Police Myron Demkiw.

## **Discussion:**

### ***Background***

#### *Toronto Crime Stoppers*

Founded in 1984, Toronto Crime Stoppers is a partnership between the police, the media and the community that enables concerned members of the public to anonymously provide information on the identity of a criminal or incidents of criminal activity.

The program is one of the largest of its kind, and an extraordinary example of a hugely successful partnership between the police and the community. Through this program, the public plays an integral role in keeping our neighbourhoods safe, by providing our police service with an enormous volume of beneficial tips. The funds raised through the program are used to support crime prevention through community engagement, or important initiatives that aim to enhance community safety in Toronto.

The Toronto Crime Stoppers program is also a dynamic and ever-evolving program. Over the years, the program has worked to leverage technology to provide modernized methods of securely submitting tips. In addition, its programming continuously changes to meet the evolving needs of our communities, recently focusing on gun crime, tracking down high-profile fugitives, addressing vehicle thefts and human trafficking, among many other important and emerging areas of concern. The program maintains a powerful emphasis on working with young people, an approach that includes the promotion of Crime Stoppers within school communities.

#### ***26<sup>th</sup> Annual Chief of Police Dinner***

The Chief of Police Dinner is a high profile event that has over 400 guests in attendance, including, among others, police chiefs and senior police leaders from across the province, members from all levels of government and members from the business community.

Toronto Crime Stoppers does not receive government funding and is solely dependent on fundraising initiatives, like the Chief of Police Dinner. This signature fundraiser not only sustains its capacity to offer community rewards but also allows them to deliver important public awareness campaigns.

## **Conclusion:**

Given the Board's ongoing commitment to providing support to the Toronto Crime Stoppers Program and the safety of our city, I am recommending that, as an exception to its Special Fund Policy, the Board approve funding in the amount of \$5,000 to sponsor 26<sup>th</sup> Annual Chief of Police Dinner.

Respectfully submitted,

A handwritten signature in blue ink, consisting of a vertical line that curves to the left and then back to the right, forming a stylized 'D' shape.

Dubi Kanengisser  
Executive Director



## PUBLIC REPORT

**January 31, 2024**

To: Chair and Members  
Toronto Police Services Board

From: Myron Demkiw  
Chief of Police

**Subject: Contract Extension and Increase with the National Anonymous Call Centre for Crime Stoppers Services**

**Purpose:**  Information Purposes Only  Seeking Decision

### **Recommendations:**

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

- 1) Approve a contract extension with the National Anonymous Call Centre (N.A.C.C.) to provide Call Taking Telephone Answering Services and Web Tip Monitoring for Toronto Crime Stoppers for the period of April 1, 2024 to March 31, 2027, and a contract increase of \$155,165 (excluding taxes); and
- 2) Authorize the Board Chair to execute all required agreements and related documents on behalf of the Board, subject to the approval by the City Solicitor as to form.

### **Financial Implications:**

Total spending to date on the contract with N.A.C.C., which started October 1, 2018, is \$263,469 (excluding taxes).

The monthly fee for N.A.C.C.'s services will increase from \$4,100/month to \$4,310/month due to inflation and an increase in the monthly Web Tip allowance from 500 to 600 to avoid any additional overage fees. This will require estimated funding of \$155,165 (excluding taxes) for the three year extension period. This funding is included in the Toronto Police Service's (Service's) annual operating budget.

**TORONTO POLICE SERVICES BOARD**

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

## **Summary:**

The purpose of this report is to request the Board's approval for a contract extension to the current contract with the N.A.C.C., to provide Call Taking Telephone Answering Services and Web Tip Monitoring for Toronto Crime Stoppers for the period of April 1, 2024 to March 31, 2027, and a contract increase of \$155,165 (excluding taxes).

## **Discussion:**

### ***Background***

Toronto Crime Stoppers (T.C.S.) was founded in 1984 and is a chapter of a global program that provides concerned members of the community with a platform to report crimes anonymously. The T.C.S. program is governed by a Board of volunteer civilian members who foster and maintain relationships with its sponsors and partners; along with introducing and managing various crime prevention initiatives to make Toronto a safer city. Currently, the T.C.S. Board works in conjunction with three (3) members of the Service who are assigned to the T.C.S. program to provide oversight of the daily operations. T.C.S. is a charitable organization and is primarily supported financially through sponsorship and donations.

Prior to October 1, 2018, when the current contract was first awarded to the N.A.C.C., police officers were assigned to T.C.S. where they took calls and provided related services to the public. From 2015 to 2018, T.C.S. transitioned from four (4) Call Takers to two (2). After review, T.C.S. transitioned to the N.A.C.C. for Call Taking and Web Tip Monitoring services given the feasibility, risk management concerns of managing anonymous information, and fiscal responsibility.

As a result, the Service awarded a contract to the N.A.C.C. to provide Call Taking Telephone Answering Services and Web Tip Monitoring for the period October 1, 2018 to March 31, 2024 (including approved contract extensions).

The T.C.S. Board has recommended that the Service extend the contract with N.A.C.C. because a change cannot be made for economic or technical reasons without causing significant inconvenience or substantial duplication of costs and to reduce risks that pertain to the intake and processing of anonymous information.

Over the last five (5) years, the N.A.C.C. has provided a secure and stable environment processing and managing time sensitive information by ensuring stringent guidelines and processes were in place.

After holding their fees flat over the first five years of the contract at \$4,100/month, the N.A.C.C. is only asking for a 5.125% increase to \$4,310/month for the three (3) year extension, an increase which is on par with the cost of living inflation in Canada for 2023. As part of the modest fee increase, N.A.C.C. has agreed to an increase of the monthly Web Tip allowance from 500 to 600 to avoid any additional overage fees.

During the five years of service delivery, the N.A.C.C. has shown their ability to implement and manage the necessary technical components required to process anonymous information received. They continue to provide training and remain in constant

communication with T.C.S. Program representatives to ensure that service delivery terms are met and risk management concerns are mitigated.

To consider changing to a different vendor would likely result in significant inconvenience to T.C.S. and the Service, additional costs to the Service and increased risk related to processing of anonymous information.

*Relevant Board Policies and Compliance*

The Board's Bylaw No. 163, Purchasing By-law, includes the following applicable articles/clauses:

*'15.1 A non-competitive procurement may be undertaken where both the proposed noncompetitive procurement and the particular vendor can be justified in good faith, based on one or more of the following considerations:*

...

(f) *Additional purchases from a vendor of Goods or Services that were not included in the original procurement, when a change cannot be made for economic or technical reasons without causing significant inconvenience or substantial duplication of costs to the Service;*

...

*22.3 A Contract term in excess of five (5) years, regardless of value, must be approved by the Board.'*

**Conclusion:**

For the reasons outlined above, it is recommended that the Board approve a three (3) year contract extension with the N.A.C.C., to provide Call Taking Telephone Answering Services and Web Tip Monitoring for Toronto Crime Stoppers for the period of April 1, 2024, to March 31, 2027, and a contract increase of \$155,165 (excluding taxes).

Deputy Chief Lauren Pogue, Community Safety Command and Chief Administrative Officer Svina Dhaliwal, Corporate Services Command 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

**January 17, 2024**

**To:** Chair and Members  
Toronto Police Services Board

**From:** Lisa Kostakis  
Vice-Chair, Toronto Police Services Board  
Co-Chair, Mental Health and Addictions Advisory Panel

Kevin Haynes  
Co-Chair, Mental Health and Addictions Advisory Panel

**Subject: 2023 Update from Board's Mental Health and Addictions Advisory Panel**

**Purpose:**  Information Purposes Only  Seeking Decision

### **Summary:**

This report provides an update on the activities of the Board's Mental Health and Addictions Advisory Panel (M.H.A.A.P.) for 2023.

### **Discussion:**

#### ***Background***

The Toronto Police Services Board (Board), at its meeting of February 21, 2019, approved the establishment of the Mental Health and Addictions Advisory Panel (M.H.A.A.P.), to supersede its Mental Health Sub-Committee (M.H.S.C.), as outlined in Terms of Reference (Min. No. P26/19 refers).

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

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

As the Terms of Reference note, M.H.A.A.P. is comprised of “members of the Board, members of the Service and member of the community, ensuring that this includes representatives from organizations run by and for people with lived experiences. At its meeting of December 16, 2022, the Board approved the current membership of M.H.A.A.P. (Min. No. P2022-1216-4.0. refers), including our selection as the new Co-Chairs. The first meeting of the new M.H.A.A.P. membership took place in February of 2023.

### ***Regular MHAAP Meetings in 2023***

In 2023, M.H.A.A.P. held **four** regular meetings, each three hours in length, on the following dates:

- February 3, 2023 (introductory meeting)
- May 5, 2023
- June 12, 2023
- September 6, 2023

These were *hybrid* meetings, with the majority of members attending in person, along with the ability to join remotely, for those who preferred to. Each meeting had a detailed agenda, including presentations, demonstrations and discussions.

The major issues and themes addressed in 2023 were as follows:

- Introduction of new M.H.A.A.P. membership, and development of 2023 workplan
- Alternative crisis response:
  - The Toronto Community Crisis Service (T.C.C.S.) – status updates, including expansion and first-year evaluation
  - 9-1-1 Crisis Call Diversion Pilot Program that co-locates a crisis worker from Gerstein Crisis Centre in the Service’s Communications Unit
- Ongoing monitoring of the implementation of the Service’s Mental Health and Addictions Strategy, and the Strategy workplan moving forward
- Enhanced focus on data analysis, and input into the development of the Mental Health Data Portal, the Mental Health and Addictions Strategy Commitments Dashboard and Persons in Crisis Dashboard
- Toronto Police Service (Service) Member wellness, including presentations from Beyond the Blue and the Ontario Mental Health Secretariat
- Addictions, Drug Toxicity and the Overdose Crisis, and collaboration with Toronto Public Health
- Discussion about Use of Force and the Service’s use of Conducted Energy Weapons (C.E.W.), and a presentation on the newly developed Ontario Public-Police Interactions Training Aid

### ***Special M.H.A.A.P. Meetings in 2023***

In addition, a number of special M.H.A.A.P. meetings were held in 2023, as follows:

- March 1, 2023 – special M.H.A.A.P. meeting on Transit Security and Collaborative Partnerships
- May 15, 2023 – special joint meeting for both M.H.A.A.P. and the Board’s Anti-Racism Advisory Panel (A.R.A.P.) on the Service’s Race-Based Data Collection Strategy
- September 28, 2023 - special joint meeting for both M.H.A.A.P. and A.R.A.P. on the Service’s Equity Strategy
- December 6, 2023 – special M.H.A.A.P. meeting on the T.C.C.S., One-year Report, Evaluation, and Expansion

### ***Training Observation Day at Toronto Police College***

In addition, on November 16, 2023, M.H.A.A.P. held a full-day meeting focused on the observation of training at the Toronto Police College, along with subsequent discussion. The agenda was comprehensive, including sessions on the In-Service Training Program (I.S.T.P.), Dynamic Simulation training, mental health and de-escalation training, and the use of C.E.W. and less-lethal shotgun in Person in Crisis (P.I.C.). In addition, M.H.A.A.P. members were able to view – and, in some cases, even participate in, dynamic simulation training scenarios, demonstrating not only the types of scenarios offered to officers during training, but the debriefing and discussion process that takes place subsequently.

M.H.A.A.P. members offered a number of observations and suggestions arising out of the Training Day, including the following:

- It is a privilege to have the Toronto Police College open its doors to M.H.A.A.P. and community participants
- The incorporation of the concept of an officer being triggered by a call helps to bring the conversation of mental health more to the forefront within the organization and help in combating stigma
- The Black and Indigenous training was implemented in a manner that created education that perhaps wasn’t there to begin with to help impact bias.
- The public would be pleasantly surprised by most of this training, especially the peer intervention aspect.
- The trauma-informed emphasis is on par with what is taught to staff in the mental health system
- The Toronto Police College is clearly incorporating multiple ways of learning into training.
- The training takes a true scaffolding approach, reinforcing themes, topics, and especially, the use of de-escalation, throughout

In terms of possible gaps and suggestions for change, a number of comments were made, including that:

- The Service should change the phrase “Substance abuse” to “substance use” wherever it is mentioned
- While it is important and valuable for officers to refer people to other services (housing, mental health services, employment counselling, etc.), the Service must be careful not to make promises on behalf of other organizations that they may not be able to meet
- The Service should ensure that de-escalation is understood by the public and the police in the same way.
- The Service should always be mindful of the language chosen so that the lessons do not appear insensitive, which might risk desensitizing the learners by dehumanizing people with mental health issues.
- The Service should implement the three policies recommended by the Active Bystander for Law Enforcement Training (A.B.L.E.) which are a strong anti-retaliation policy, a requirement to investigate all apparent instances of a failure to intervene, and a recognition of a successful intervention as a potential mitigating factor in any consequent discipline proceeding.
- The Toronto Police College should use actual Service radio calls as learning scenarios or draw from incidents that have cleared the court system to be used for training purposes. Learners are more likely to pay attention to what is being taught when it is a situation, they know they may encounter when they leave training.
- Peer intervention training is important and should be emphasized and properly resourced.
- The Toronto Police College should consider including virtual reality – or V.R.– training
- Training scenarios in which the T.C.C.S. could advise/assist police in situations that are considered too high-risk for T.C.C.S. to handle on their own might facilitate both services being used to the best of their abilities
- In addition, training should include information for Service Members to effectively recognize when an alternative response may be appropriate for a call to which they have responded, including engaging T.C.C.S. and others, as suitable.

These suggestions are generally operational in nature, and are, thus, offered to the Service by way of constructive suggestion as opposed to Board policy direction. In some cases, the changes have already been made and/or are in the process of being incorporated. Specific details of the observations and suggestions have been provided to the Toronto Police College for consideration.

### ***Creation of M.H.A.A.P. Working Groups***

In addition, M.H.A.A.P. created the following Working Groups in 2023 to allow for a more in-depth consideration of issues of particular significance to M.H.A.A.P.’s mandate:

- *Training and Education,*
- *Alternative Crisis Response*
- *Data, Analytics and Reporting*
- *\*Collaboration with A.R.A.P. (no meetings to date)*
- *Addiction and Drug Toxicity*

Each Working Group, with the exception of the *Collaboration with A.R.A.P.* Working Group, has met two or three times to date, has chosen a Chair or Co-Chairs, and includes subject-matter representatives from the Service, and, in some cases, external agencies such as the Toronto Community Housing Corporation (T.C.H.C.), and Toronto Paramedic Services. We look forward to the various Working Groups continuing their work in the year ahead, which may include bringing forward recommendations to M.H.A.A.P. as a whole.

### ***Looking Forward to 2024***

We are in the process of scheduling the first meeting for M.H.A.A.P. in 2024, at which time we hope to finalize a workplan for 2024, which will feature many of the same topics and areas as those addressed in the past year. These include:

- Ongoing monitoring of the implementation of the major themes in the Service's Mental Health and Addictions Strategy
- Continued input into/discussion about alternative crisis response
- Focus on training and education
- Data Analysis – Use of Force, *Mental Health Act* apprehensions, raced-based data with a focus on evaluation and intersectionality
- Focus on addictions issues and the opioid crisis
- Service Member Wellness, including as a component in the Mental Health and Addictions Strategy and the Service's Member Well-being Strategy
- Planning, along with A.R.A.P. and the Board, a policy forum to engage stakeholders in our collective work on policing in Toronto
- Consideration of the implications of any changes to police-response level to mental health calls and police referrals to community-based services

### ***M.H.A.A.P.'s Work within a Broader Context***

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

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

**Conclusion:**

It is recommended that the Board receive the update from M.H.A.A.P.

**Recommendation(s):**

It is recommended that the Board receive the update from M.H.A.A.P.

**Financial Implications:**

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

Respectfully submitted,

Lisa Kostakis  
Vice-Chair, Toronto Police Services Board  
Co-Chair, M.H.A.A.P.

Kevin Haynes  
Co-Chair, M.H.A.A.P.

\*copy with original signature on file at Board Office



## PUBLIC REPORT

**January 23, 2024**

To: Chair and Members  
Toronto Police Services Board

From: Myron Demkiw  
Chief of Police

**Subject: Next Generation 9-1-1 Secondary M.O.U.**

**Purpose:**  Information Purposes Only  Seeking Decision

### **Recommendation:**

This report recommends that the Toronto Police Services Board (Board) authorize the Chair to enter into a Memorandum of Understanding (M.O.U.) with the City of Toronto (City). This M.O.U will formalize the operational responsibilities of the Primary-Public Service Answering Point (P-PSAP) and Secondary-Public Service Answering Point (S-PSAP), under the Bell Canada Master Services Next Generation 911 (NG9-1-1) Agreement. This agreement is to be entered into by the City and Bell Canada

### **Financial Implications:**

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

### **Summary:**

The P-PSAP is the first point of contact for 9-1-1 calls for service, and the P-PSAP transfers calls to the S-PSAP identified by the City. Currently, the P-PSAP is operated by the Toronto Police Service (T.P.S.) and the two (2) S-PSAPs are operated by Toronto Fire Services (T.F.S.) and Toronto Paramedic Services.

The Board and the City deemed it necessary to enter into a secondary M.O.U. that would run concurrently with the NG9-1-1 Agreement, once the NG9-1-1 Agreement is finalized. The secondary M.O.U. formalizes the operational responsibilities of the T.P.S., T.F.S., and Toronto Paramedic Services, in their respective roles as P-PSAP

and 2 S-PSAPs, which will assist the City in fulfilling their obligations under the NG9-1-1 Agreement.

## **Discussion:**

### ***Background***

The City is statutorily responsible for the establishment and operation of the City of Toronto's emergency communication system. Since 1979, at the direction of City Council (known then as Metropolitan Toronto Council), the Board (known then as the Metropolitan Toronto Police Services Board) has operated part of the system known as the P-PSAP.

In accordance with the Canadian Radio-television and Telecommunications Commission regulation, Bell Canada operates and manages the NG9-1-1 system Emergency Services Internet – ESINet. Bell Canada and the Board, on behalf of the City, previously entered into a 9-1-1 Agreement in February 1994, for the provision of 9-1-1 emergency calling services in the city of Toronto. This 9-1-1 Agreement was most recently renewed in 2014.

Bell Canada and the City are now entering into an updated agreement for the provision of the NG9-1-1 emergency calling services.

The M.O.U between the Board and the City has been reviewed and approved as to form by the City of Toronto Solicitor. The MOU has also been reviewed and approved by T.P.S. Counsel, to ensure that the legal and operational requirements of the T.P.S. are adequately protected.

### ***Conclusion:***

In order to formalize the operational responsibilities of the T.P.S., T.F.S. and the Toronto Paramedic Services in their respective roles of P-PSAP and 2 S-PSAPs, to assist the City in fulfilling their obligations under the NG9-1-1 Agreement, it is recommended that the Board authorize the Chair to execute the M.O.U. between the Board and the City.

Deputy Chief Lauren Pogue 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

**March 18, 2024**

To: Chair and Members  
Toronto Police Services Board

From: Myron Demkiw  
Chief of Police

**Subject: Mobile Crisis Intervention Team Program Memorandum of Understanding between the Toronto Police Services Board and Partner Hospitals: Unity Health Network, Scarborough Health Network, and North York General Hospital.**

**Purpose:**  Information Purposes Only  Seeking Decision

### **Recommendation:**

This report recommends that the Toronto Police Services Board (the Board), authorize the Chair to execute three Memorandums of Understanding (M.O.U.) between the Board and each of the following partner hospitals: Unity Health Toronto (U.H.T.), Scarborough Health Network (S.H.N.) and North York General Hospital (N.Y.G.H.), in relation to the Mobile Crisis Intervention Team (M.C.I.T.) Program, subject to approval by the City Solicitor as to form.

### **Summary:**

The Board, at its meeting on August 18, 2020, approved 81 recommendations on police reform (thereby becoming Directions), originating from a report by Chair Jim Hart, titled "Police Reform in Toronto: Systemic Racism, Alternative Community Safety and Crisis Response Models and Building New Confidence in Public Safety" (Min. No. P129/2020).

Direction #4 of this report "directs the Chief of Police to prioritize and create a plan to implement, as soon as feasible, an immediate expansion of the M.C.I.T. program in partnership with existing community-based crisis services...to meet current demands for mental health-related service calls..."

A strategic plan to improve and expand the M.C.I.T. Program was executed; part of this expansion plan included updating existing M.O.U.s with local partner hospitals to reflect modernized changes in the M.C.I.T. Program, which are detailed in this report.

The Board currently holds M.O.U.s with the following partner hospitals:

Hospital	Hospital Currently Re-named To	Date M.O.U. Effective
Toronto East General Hospital	Michael Garron Hospital	November 1, 2013
St. Michael's Hospital	Unity Health Toronto	August 1, 2008
St. Joseph's Health Centre	Unity Health Toronto	December 1, 2009
Humber River Regional Hospital	Humber River Hospital	April 4, 2008
The Scarborough Hospital	Scarborough Health Network	September 1, 2009

## **Discussion:**

### ***Background – History of the Hospital Partnerships for the M.C.I.T. Program***

The genesis of the M.C.I.T. Program stemmed from two recommendations (#21 and #43) from the Lester Donaldson Inquest (1992 to 1994), which recommended that the Toronto Police Service (T.P.S.) create a specialized Crisis Intervention Unit.

Subsequent comprehensive program research and development commenced which led to a funding proposal presented in partnership by Dr Paul Links, Arthur Somner Chair on Suicide Studies, St. Michael's Hospital and the T.P.S., to the Ministry of Health and Long Term Care. The Ministry of Health agreed to provide funds to St. Michael's Hospital for two permanent psychiatric beds and nursing staff for a two-year pilot. The proposed pilot was modelled after the Crisis Outreach and Support Team (C.O.A.S.T.) program in operation at the time in Hamilton.

A Program Review Committee was established with equal membership from the hospital and the T.P.S. to assess and evaluate the progress of the pilot as well as address any problems that might be encountered.

In November 2000, the T.P.S. commenced the M.C.I.T. pilot with St. Michael's Hospital. Program nurses with specialized training in forensic mental health partnered with police officers to provide specialized crisis response to mental health related calls for service. This project led to further expansion of the M.C.I.T. Program and new partnerships with St. Joseph's Health Centre, The Scarborough Hospital, Humber River Regional Hospital and Toronto East General Hospital.

### ***Goals of the M.C.I.T. Program***

The M.C.I.T. provides a unique perspective for mental health related calls for service and it fulfils the following functions:

- Make an immediate on-site clinical assessment of the person in crisis;
- Attempt to stabilize and defuse the crisis;
- Mitigate the risk of the individual causing serious harm to themselves or others;
- Provide supportive counselling, as needed;
- Arrange appropriate mental health treatment through referrals to an appropriate agency, or apprehension under the *Mental Health Act (M.H.A.)*;
- Coordinate and facilitate transportation to the hospital emergency department if further psychiatric and medical assessment is required; and
- Divert persons in crisis from both the criminal justice system and the hospital emergency room, to provide an avenue for immediate crisis intervention through community referrals for ongoing support.

With the existing M.C.I.T. M.O.U.s being rather dated and receiving a request from North York General Hospital to enter into a M.C.I.T. M.O.U., Field Services worked in collaboration with the T.P.S. Community Partnership and Engagement Unit, Legal Services, T.P.S. Counsel and Counsel for the Board, to bring the M.C.I.T. M.O.U. up to date, including sections specific to M.C.I.T. as first or co-responders, body worn cameras and pandemic situations.

### ***The M.C.I.T as First or Co-Responders***

In the past, the M.C.I.T. attended mental health related calls for service as a support unit, after priority response officers had attended to ensure the situation was safe for the nurse. On December 7, 2021, the T.P.S. and the hospitals determined that the role of the M.C.I.T should be changed to a first responder, to persons in crisis calls for service.

The updated M.O.U. reflects that the M.C.I.T. may respond to a call for service immediately, with an appropriate back-up officer when required and make a threat assessment of the call based on the information available to the M.C.I.T. The M.C.I.T. will assess the overall safety of the situation and the overall response required from the M.C.I.T.

If the M.C.I.T.'s assessment deems a person in crisis poses a risk to the health or safety of the attending M.C.I.T. nurse, the M.C.I.T. nurse will not actively engage in the situation until the M.C.I.T. police officer has determined it is safe for the M.C.I.T. nurse to engage. Until the M.C.I.T. police officer has made the aforementioned determination, the M.C.I.T. nurse will be taken to, or asked to wait in, a safe location.

The T.P.S. developed a new M.C.I.T. operating procedure as an extension of Procedure 06-04 - Persons In Crisis. The new Procedure 06-13 - Mobile Crisis Intervention Team, identifies criteria for the M.C.I.T. to act as a first or co-responder, in certain circumstances, to mental health calls for service with appropriate police officer back-up when required. The following is an excerpt from Procedure 06-13:

*“MCITs may act as a first or co-responder in certain circumstances, including but not limited to the following calls for service involving:*

- a person experiencing a mental, emotional, or substance use crisis
- a person attempting/threatening suicide
- a barricaded person, or other circumstances where it is known or thought to be caused by a mental, emotional or substance use crisis, in order to assess the person.

➔ *Note: The MCIT officer shall conduct a threat assessment prior to attending the call; where a person in crisis is found to pose a risk or threat to the attending MCIT nurse, the MCIT officer shall direct the nurse not to actively engage in the incident until it is determined to be safe by the attending MCIT officer.*

*A threat assessment of the incident (based on available information) and overall safety of the MCIT shall determine the involvement and level of the MCIT response. The Specialized Emergency Response – Emergency Task Force (ETF) shall be notified when there is information that a person in crisis is armed or may be armed with a weapon; background checks indicate that the person in crisis has a history of violence or use of weapons; the incident involves a barricaded person; and/or the incident involves a person who by their position has placed themselves or others in immediate jeopardy (i.e. person located at height on a balcony, bridge, etc.).”*

### ***The M.C.I.T and Body Worn Cameras***

The M.C.I.T. police officer will be equipped with a body worn camera (B.W.C.), operated in accordance with Service Procedure 15-20 – Body Worn Camera. Where possible, when the in-car camera system (I.C.C.S.) in the M.C.I.T. vehicle and/or the B.W.C. is activated in accordance with Service Procedures 15-17 and 15-20, sections 58 and 59, the MCIT police officer will advise any persons being recorded, that their audio and visual actions are being recorded and monitored through the use of the I.C.C.S. or B.W.C.

### ***The M.C.I.T and Pandemic Situations***

In the event of a resurgence of a pandemic situation, a partner hospital will reserve the right to reassign M.C.I.T. nurses as necessary. If an M.C.I.T. nurse is reassigned, and will not be a part of the M.C.I.T., the M.C.I.T. will continue with one (1) police officer that will constitute the M.C.I.T. until a partner hospital deems it prudent to reassign M.C.I.T. nurses to the M.C.I.T.

The T.P.S. presented the updated M.C.I.T. M.O.U. to partner hospitals for review and input. Unity Health Network, Scarborough Health Network, and North York General Hospital have approved the updated M.C.I.T. M.O.U. and requested the T.P.S. proceed to obtain signatures on the M.C.I.T. M.O.U.

Each M.C.I.T. M.O.U. contains a stipulation that the Board and the partner hospital shall indemnify, defend and hold harmless the other party from and against any liabilities, claims that either party may incur as a result of the negligent acts or omissions of the other party, or for whom it is legally responsible.

The M.O.U. has been reviewed by the City Solicitor and been reviewed by TPS Counsel to ensure that the legal and operational requirements of the T.P.S. are adequately protected.

**Conclusion:**

The M.C.I.T. Program aligns with, and reaffirms, the T.P.S.'s commitment to our Mental Health and Addictions Strategy of zero deaths, while ensuring the well-being, safety, rights and dignity of individuals and communities. The T.P.S. is committed to learning from past interactions, and takes into account the views, expectations, and contributions of the community to guide future responses.

It is recommended that the Board authorize the Chair to execute three Memorandums of Understanding (M.O.U.) between the Board and each of the following partner hospitals: Unity Health Toronto, Scarborough Health Network and North York General Hospital, in relation to the M.C.I.T. Program.

Deputy Chief Lauren Pogue, Community Safety Command, will attend to answer any questions that the Board may have regarding this report.

**Financial Implications:**

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

Respectfully submitted,

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



## PUBLIC REPORT

**February 11, 2024**

To: Chair and Members  
Toronto Police Services Board

From: Myron Demkiw  
Chief of Police

**Subject: Contract Award to NEX Industrial Supplies Incorporated for the Preventative Maintenance, Repair and Replacement of Overhead Doors, Gates and Parking Arms**

**Purpose:**  Information Purposes Only  Seeking Decision

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

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

- 1) approve a contract award to NEX Industrial Supplies Incorporated for the preventative maintenance, repair, and replacement of overhead doors, gates and parking arms for a two-year period commencing with Board approval, plus three one-year optional extension periods at a total estimated cost of \$4.5 Million (M) over the five-year term;
- 2) authorize the Chair to execute all required agreements and related documents on behalf of the Board, subject to approval by the City Solicitor as to form; and
- 3) authorize the Chief to exercise the options to extend the contract subject to ongoing business need, continued funding, and satisfactory vendor performance.

### **Financial Implications:**

The value of the contract with NEX Industrial Supplies Incorporated (NEX) is estimated to be \$4.5M over five years, inclusive of the three one-year optional extension periods.

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The preventative maintenance, repair and replacement of overhead doors, gates and parking arms requires total funding of \$900K on an annual basis and will be funded from the following sources:

Operating Budget – An amount of \$170K has been included in the 2024 Toronto Police Service’s (Service’s) base operating budget request. The annual amount will continue to be included as part of future operating budget requests.

Capital Program – An amount of \$730K has been included in the Service’s 2024-2033 capital budget as part of the State of Good Repair project. The annual amount will continue to be included as part of future capital budget requests.

## **Summary:**

The purpose of this report is to request the Board’s approval of a contract award to NEX for the repair and replacement of overhead doors, gates and parking arms, and for the provision of a preventative maintenance program on this equipment.

## **Discussion:**

### ***Background***

The Service requires a dedicated supplier for the preventative maintenance, repairs and replacement of overhead doors, gates and parking arms at its numerous facilities across the City of Toronto. An agreement with a dedicated supplier facilitates a timely response to emergency and non-emergency repairs, allows the Service’s Facilities Management unit to liaise with the supplier and obtain updates on outstanding work orders, and ensures that repairs and equipment replacements are completed satisfactorily and in an expeditious manner.

### ***Procurement Process***

The Service’s Purchasing Services unit published a Request for Proposal (R.F.P.) number 1648083-23 for the non-exclusive provision of preventative maintenance, repair, and replacement of overhead doors, gates and parking arms on September 25, 2023, which closed on October 25, 2023. Twenty-nine (29) suppliers downloaded all or part of the R.F.P. documents from MERX and two proposals were submitted.

The Service’s Purchasing Services unit contacted the suppliers that had downloaded the R.F.P. in whole or in part and had not submitted a proposal to ask why they had not submitted a proposal. Eight (8) suppliers responded and provided the following reasons for not submitting a proposal:

- Service not offered (2)

- Not able to cover the full scope of work (2)
- Unable to cover the volume of work and requirements on a 24/7 basis (2)
- Due to current commitments, unable to provide a competitive tender
- Unable to accommodate submission deadline

It is noteworthy that the Service did not receive any questions prior to the R.F.P. question deadline, and as a result, the R.F.P. submission deadline was not extended.

### ***Evaluation Process***

Stage One – Mandatory Requirements. Proposals were first reviewed for compliance with mandatory requirements and were rated on a pass/fail basis. One submission did not meet the mandatory requirements and was disqualified, resulting in one submission (from NEX) moving forward to stage two of the evaluation process.

Stage Two – Technical Rated Criteria. The proposal was then evaluated based on the weighted criteria included in the R.F.P. These technical requirements included the following criteria:

- Company Qualifications
- Proposed Staff Team and Resources
- Proposed System and Solution
- Work plan and Deliverables

Proponents were required to attain a minimum technical score of 70% in Stage Two to advance to Stage Three (pricing) where the cost of services was evaluated.

The proposal from NEX met the minimum scoring threshold required for this R.F.P., and therefore, NEX is being recommended for award.

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

Section 20 of the Board's Purchasing Bylaw (Bylaw No. 163) outlines the Award and Contract Authorities:

*20.1 No Award shall be made except with Board approval or in accordance with the provisions of this by-law and in compliance with any other legal requirements.*

*20.3 The following persons, and those persons acting in their place from time to time, have the authority identified below, provided the conditions set out in section 20.1 and 20.4 have been met:*

*(a) The Chief may make an Award for an amount not exceeding \$1,000,000 in any one instance and execute a Contract in relation to that Award;*



...

20.4 *An Award may be made under this Part, provided that:*

- (a) The other provisions of this by-law and purchasing Procedures have been followed;*
- (b) The Award is being made to the vendor with the Lowest Cost Bid or the Highest Scoring Submission;*
- (c) There have been no disputes associated with the Solicitation; and*
- (d) At least one of the following is true:*
  - (i) Funds for the purpose of the Award are available in the interim operating budget or budget in the year in which the Award and expenditure are being made and the expenditure in that year does not exceed the amount of the available funds; or*
  - (ii) The Capital Project and its funding have been approved and funds are available for the purpose of the Award.'*

**Conclusion:**

For the reasons outlined above, it is recommended that the Board approve a contract award to NEX for the preventative maintenance, repair and replacement of overhead doors and gates. NEX will be subject to performance evaluations during the term of the contract to ensure a satisfactory level of performance.

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

Respectfully submitted,

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



## PUBLIC REPORT

**March 18, 2024**

To: Chair and Members  
Toronto Police Services Board

From: Myron Demkiw  
Chief of Police

**Subject: Contract Awards for Medical Advisory Services**

**Purpose:**  Information Purposes Only  Seeking Decision

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

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

- 1) Approve a contract award to Dr. Ronald Dykeman for Medical Advisory Services for a three-year period from April 1, 2024 to March 31, 2027, plus two one-year optional extension periods at a total estimated cost of \$1.8 Million (M) over the five-year term; and
- 2) Approve a contract award to Dr. Michael Schweigert for Medical Advisory Services for a three-year period from April 1, 2024 to March 31, 2027, plus two one-year optional extension periods at a total estimated cost of \$1.8 Million (M) over the five-year term; and
- 3) Authorize the Chair to execute any required agreements and related documents on behalf of the Board, subject to approval by the City Solicitor as to form; and
- 4) Authorize the Chief to exercise the options to extend the contracts subject to ongoing business needs, continued funding, and satisfactory vendor performance.

### **Financial Implications:**

The contracts with Drs. Ronald Dykeman and Michael Schweigert are estimated to cost \$3.5M over the five year contract term, inclusive of the two one-year optional extension periods. Based on the proposed hourly rate and the estimated annual occupational health and safety and medical

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consulting services required, the estimated annual cost is \$705,000, excluding taxes. This amount will be funded from the Toronto Police Service's (Service's) 2024 operating budget, and the future year cost estimates will be included in the Service's operating budget requests for each subsequent year of the five-year contract term. It should be noted, however, that the estimated cost will be impacted by the number of assessments and other services required.

## **Summary:**

The purpose of this Board Report is to request the Board's approval for the contract awards to Drs. Ronald Dykeman and Michael Schweigert for Medical Advisory Services.

## **Discussion:**

### ***Background***

The Medical Advisor has a medical charge of all members who, on account of illness, injury, or disability, are unable to perform their duties and/or work assignments. To fulfil this role, the Service requires Medical Advisors to oversee, support, and perform fitness for duty assessments and provide any required occupational health and safety and medical consulting services.

The services provided by the Medical Advisors are not intended for primary medical care, as this is at the discretion of the member and not the employer.

The Service requires Medical Advisors who can provide specialized services in the fields of occupational medicine and/or psychiatry. Eligible candidates must be physicians that are licensed, registered, and in good standing with the College of Physicians and Surgeons of Ontario. Additionally, the physicians must have obtained a certification in occupational medicine and/or psychiatry from the Royal College of Physicians and Surgeons of Canada.

### ***Procurement Process***

The Service's Purchasing Services unit published a Request for Proposal (R.F.P.) # 1600330-23 for Medical Advisory Services on MERX on August 1, 2023, which closed on September 6, 2023. Twenty (20) suppliers downloaded the R.F.P. documents from MERX, and two proposals were submitted as well as one no-bid submission.

The objective of the R.F.P. was to choose up to three qualified physicians in each of two categories of specialized services in the fields of occupational medicine and/or psychiatry.

The Service's Purchasing Services unit contacted the supplier that submitted the no-bid to ask why they did not submit a proposal. The supplier indicated that they did not submit

a bid because they were unclear how many hours would be required between the two types of professional services (i.e. occupational medicine and/or psychiatry).

### ***Evaluation Process***

Stage One – Mandatory Requirements: Proposals were first reviewed for compliance with mandatory requirements and were rated on a pass/fail basis. Each proponent submitted multiple physicians for consideration. In the category of occupational medicine, seven physicians were evaluated and two passed, and in the psychiatry category, five physicians were evaluated and two passed.

Stage Two – Rated Criteria: Proposals were evaluated based on the weighted criteria included in the R.F.P. using the evaluation criteria outlined below:

- Understanding of the Assignment;
- Demonstrated experience/qualifications;
- References; and
- Value Added-Merit.

A minimum overall score of 75% was required in Stage Two to move on to Stage Three – Presentation. Two physicians in the category of occupational medicine and one physician in the category of psychiatry passed Stage Two and moved to Stage Three.

Stage Three – Presentation: The objective of the presentation stage was to provide selected proponents with an opportunity to outline their proposal to demonstrate their approach and experience in providing the deliverables as identified in the R.F.P. and for the evaluation committee to obtain any clarification that it deemed necessary to evaluate the proponent's submission.

A minimum combined score of 75% was required in Stages Two and Three to move on to Stage Four – Pricing. Two proponents in the category of occupational medicine met the requirement and moved to Stage Four – Pricing, where the cost of services was evaluated. There was no successful physician that met the requirements of the R.F.P. in the psychiatry category.

The joint proposal from Drs. Ronald Dykeman and Michael Schweigert was the highest scored proposal meeting all requirements in the occupational medicine category, and therefore Drs. Ronald Dykeman and Michael Schweigert are being recommended for award (in the category of occupational medicine).

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

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

**Conclusion:**

For the reasons outlined above, it is recommended that the Board approve contract awards to Drs. Ronald Dykeman and Michael Schweigert for services of occupational medicine.

The Service will continue to seek a qualified physician specializing in the area of psychiatry or occupational psychiatry to support the requirements of the Service.

Ms. Svina Dhaliwal, Chief Administrative Officer, and Ms. Nancy Casselman, Director, People & Culture will be in attendance to answer any questions the Board may have concerning this report.

Respectfully submitted,

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



## PUBLIC REPORT

**January 26, 2024**

To: Chair and Members  
Toronto Police Services Board

From: Myron Demkiw  
Chief of Police

**Subject: Contract Extension & Increase with Stevens & Black Electrical Contractors Ltd. for Electrical Services**

**Purpose:**  Information Purposes Only  Seeking Decision

### Recommendation(s):

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

- 1) approve a contract extension with Stevens & Black Electrical Contractors Ltd. (Stevens & Black) for the provision of electrical services from May 1, 2024 to December 31, 2024;
- 2) approve a contract increase from \$2.5 million (M) to \$4.5M; and
- 3) authorize the Chair to execute all required agreements and related documents on behalf of the Board, subject to approval by the City Solicitor as to form.

### Financial Implications:

In March 2019, the Board approved a three-year contract with Stevens & Black for the provision of electrical services with an option to extend for two additional one-year terms. At that time, the estimated spend over the five-year term was \$2.5M (Min. No P56/19 refers).

Since entering into the contract with Stevens & Black, actual costs incurred are \$3.5M, exceeding the original contract value by \$1M, for reasons outlined in the Background section below. The anticipated spend for 2024 is \$1M, bringing the total estimated spend under the contract to \$4.5M.

The cost for electrical services will be funded on an annual basis from the Toronto Police Service's (Service's) approved operating budget, the Service's State of Good Repair capital project budget, and other capital project budgets as required.

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## **Summary:**

The current contract with Stevens & Black for electrical services expires on April 30, 2024, with no additional option periods remaining. The purpose of this report is to request the Board's approval for an extension to the contract from May 1, 2024 to December 31, 2024, and an increase from \$2.5M to \$4.5M to allow time for a new competitive procurement process to be conducted.

## **Discussion:**

### ***Background***

In March 2019, the Service entered into a three-year contract with Stevens and Black for the provision of electrical and data repairs, renovations, upgrading, and modifications at Service facilities. These electrical services included the installation of electrical wiring and data cabling utilized for communications and network connectivity, and electrical wiring for furniture installations Service-wide. Since that time, the performance of the supplier has been consistently satisfactory.

When the 2019 contract was established, the estimated annual expenditure for electrical services was \$500K (Min. No P56/19 refers) for a total of \$2.5M (excluding HST) over the five-year term. This estimation did not take into account the significant costs associated with the following:

- Next Generation 911 project;
- Contract usage by multiple units within the Service;
- Electrical costs associated with the new 41 Division build; and
- Costs affiliated with Long-Term Facility Plan initiatives.

To maintain uninterrupted service, an extension and increase are requested for the contract with Stevens & Black to allow the Service's Facilities Management and Purchasing Services units sufficient time to develop and issue a Request for Quotation (R.F.Q.), evaluate tender submissions, and prepare and submit a Board report to recommend a new contract award with an electrical supplier.

Additional contract management rigor is being implemented and includes the following key elements:

- Heightened proactive monitoring of contract spend and expiry dates by Purchasing Services);

Distribution of monthly contract spend and expiry reports to Contract Managers, Unit Administrative Assistants, Unit Commanders and Pillar Leaders;

- Delivery of Contract Management training

*Relevant Board Policies and Compliance*

Section 20.3 of the Board's Purchasing Bylaw (No.163) outlines that Board approval is required for contract awards greater than \$1M, and Section 20.5 of the Bylaw outlines that Board approval is required for contract increases in excess of 15% of the total cost of the original approved Contract Value at the time of Award:

*'20.5 Where any purchase has been authorized under this by-law, those persons authorized to make the Award may, upon being satisfied that increases are required, authorize expenditures that exceed the original approved Contract Value at the time of Award, provided that any additional expenditures cumulatively shall not exceed the lesser of:*

- (a) *fifteen percent (15%) of the total cost of the original approved Contract Value at the time of Award; and*
- (b) *the authority of that person as set out in section 20.3.'*

**Conclusion:**

It is therefore recommended that the Board approve a contract extension with Stevens & Black for the provision of electrical services from May 1, 2024 to December 31, 2024, and an increase in the contract value from \$2.5M to \$4.5M.

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

Respectfully submitted,

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

\*copy with original signature on file at Board Office





## PUBLIC REPORT

**March 18, 2024**

To: Chair and Members  
Toronto Police Services Board

From: Myron Demkiw  
Chief of Police

**Subject: Request for Funds – Annual Community Events 2024**

**Purpose:**  Information Purposes Only  Seeking Decision

**Recommendation:**

This report recommends that the Toronto Police Services Board (the Board) approve an expenditure in the amount of \$50,000 from the Board's Special Fund, less the return of any funds not used, to support the annual community events and initiatives listed within this report.

**Financial Implications:**

The Board's Special Fund will be reduced by a total of \$50,000. This is the total cost of expenditures related to the annual events listed in this report.

**Summary:**

This report recommends approving an expenditure of \$50,000 from the Board's Special Fund to support annual community initiatives co-hosted by the Board and the Toronto Police Service (the Service).

In accordance with the Board's Special Fund Policy, the purpose of this report is to provide the Board with a list of the annual community events and initiatives scheduled to take place in 2024.

**TORONTO POLICE SERVICES BOARD**

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

## **Discussion:**

### ***Background***

Section 132(2) of the Police Services Act (P.S.A) establishes that police boards have the sole authority for spending the proceeds from the sale of property which lawfully comes into the possession of the police service. The P.S.A. stipulates that “the Chief of Police may cause property to be sold, and the Board may use the proceeds for any purpose that it considers in the public interest.” In the case of the Board, the proceeds from such sales are placed into a fund known as the ‘Special Fund’. The Board, at its meeting on July 22, 2010, granted standing authority to the Chair and the Vice Chair to approve expenditures from the Board’s Special Fund for a total amount not to exceed \$10,000 per individual event hosted annually in whole or in part by the Board and the Service (Min. No P208/10 refers).

The Service brings forward a list of events with requested funding annually, for approval by the Board, to be funded from the Board’s Special Fund.

The Board’s policy on the Special Fund outlines the guiding principles of the fund and is clear on the delegated authority to the Chair and Vice-Chair to assess and approve funding that fall into certain categories. One of these categories is the “Annual Community Initiatives.”

During COVID-19, where possible, scheduled annual events and community engagement opportunities were cancelled and pivoted to virtual platforms. As a result, funding for annual community events was reduced from \$115,500 in 2020 to \$87,000 in 2021.

In 2022, when pandemic restrictions were lifted, annual community events reverted back to in-person events. The capital supply to the special fund during the pandemic was not replenished sufficiently and therefore the funding request for 2022 was reduced to \$78,500 and a modest request of \$50K had been made for 2023. The 2024 request remains at \$50K.

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

This report is in compliance with the requirements of the Board’s Special Fund Policy.

### ***Annual Community Events and Initiatives***

The Service participates in, and organizes numerous annual community events and initiatives throughout the year. These events are aimed at fostering safer communities, which includes building collaborative relationships with community members and organizations. Community events help create strong and inclusive communities and improve police-community relations.

Many of these annual events and initiatives are co-hosted by the Board, with the Board providing partial or full funding. The Service, community partners and community members also absorb some costs associated with community and cultural events.

The costs that are considered when creating a budget for a community or cultural event include: venue, food, refreshments, posters, frames, printing, displays, exhibits, entertainment, honorariums, transportation and incidentals.

**Review of Events and Allocated Funding for 2024**

The following adjustments to the allocation of funds are recommended in light of the financial health of the Board’s Special Fund:

- Rescind \$5,000 of funding to the Toronto Police Cricket Club. This initiative is not directly tied to the Community Partnerships and Engagement Unit. The Cricket Club will submit their own funding request directly to the Board; and
- Redistribute \$5,000 recouped from the Toronto Cricket Club as follows:
  - \$800 – to Auxiliary Graduation Ceremonies, which will raise the total funding amount to \$3,200. This funding will support an increase in annual hiring of Auxiliary Officers from 60 to 120;
  - \$2,000 – to reinstate funding for International Francophonie Day. This funding was not requested in 2023 since the event had already occurred prior to the 2023 board funding being approved;
  - \$300 - to the Board and Chief’s Pride Reception, which will raise the total funding amount to \$2,600;
  - \$2,200 – to be disbursed to all heritage month celebrations as follows:
    - \$500 – Asian Heritage Month
    - \$400 – Black History Month
    - \$500 – Islamic Heritage Month
    - \$500 – Canadian Jewish Heritage Month and Hanukkah Celebrations

**2024 Scheduled List of Annual Community Events and Initiatives**

The following chart provides a list of the events and initiatives scheduled to take place in 2024, as well as a breakdown of funding for the years 2020 to 2023:

<b>Annual Community Events and Initiatives</b>					
	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024 Request</b>
Asian Heritage Month	8,000	3,000	3,000	2,300	2,800
Auxiliary Graduation Ceremonies	6,000	3,000	3,000	2,400	3,200
Black History Month	7,000	4,000	4,000	2,600	3,000
Board & Chief’s Pride Reception	4,500	3,000	3,000	2,300	2,600
Community Police Academy	8,000	2,000	2,000	0	0
Community-Police Consultative Conference	9,000	6,000	6,000	6,000	6,000

<b>Annual Community Events and Initiatives</b>					
International Day of Pink	5,000	1,500	1,500	400	400
International Francophone Day	6,000	2,500	2,500	0	2,000
LGBTQ2S+ Youth Justice Bursary Award	3,000	3,000	3,000	2,000	2,000
National Aboriginal Celebrations	6,500	6,500	3,000	4,600	4,600
National Victims of Crime Awareness Week/ 2023 Crime Prevention Week	1,000	1,000	1,000	1,000	1,000
Pride Month Celebrations	4,500	4,500	3,000	2,300	2,300
Islamic Heritage Month	0	0	0	2,300	2,800
Canadian Jewish Heritage Month and Hanukkah Celebrations	0	0	0	2,300	2,800
Junior Carnival, Caribbean Carnival Kick-off Event and Float	10,000	10,000	5,500	5,000	5,000
Volunteer Appreciation Night	3,000	3,000	3,000	0	0
Torch Run / Special Olympics	5,000	5,000	5,000	2,500	2,500
Chief of Police Fundraising Gala	4,000	4,000	4,000	2,000	2,000
Toronto Police Cricket Club	9,000	9,000	10,000	5,000	0
United Way Campaign	10,000	10,000	10,000	5,000	5,000
Youth in Policing Initiative Luncheons	6,000	6,000	6,000	0	0
<b>Total of all funding requests</b>	<b>\$115,500</b>	<b>\$ 87,000</b>	<b>\$78,500</b>	<b>\$50,000</b>	<b>\$50,000</b>

***Equity Analysis***

The funding of the listed community events and initiatives for 2024 will have a positive equity impact for members of the City of Toronto's many diverse communities, which

includes racialized individuals, people with lived experiences, L.G.B.T.Q.2.S.+ community members, persons with disabilities, vulnerable persons, youth and seniors.

Events and initiatives focusing on community engagement raise awareness and educational opportunities to embrace differences, cultural traditions, historical events, diverse cultures and challenges for our vulnerable, marginalized and racialized communities.

***Conclusion:***

It is recommended that the Board receive the attached report for consideration and approve the requested expenditure of \$50,000 from the Board's Special Fund, less the return of any funds not used, to support the annual events and initiatives listed in this report.

Deputy Chief Lauren Pogue, Community Safety Command, 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 – Request for Annual Community Event Funding – Event Description, Expenditures and 2024 Funding Rationale

**Appendix A  
Request for Annual Community Event Funding  
Event Description, Expenditures and 2024 Funding Rationale**

<b>2023 Event - Asian Heritage Month</b>	
The Community Partnerships & Engagement Unit hosted the Toronto Police Service's (T.P.S.) Asian Heritage Month celebration on Saturday May 13 <sup>th</sup> , 2023, from 12:00 p.m. – 3:00 p.m. at the Chinese Cultural Centre located at 5183 Sheppard Ave East, Scarborough. The celebration was to recognize the many contributions that Canadians of Asian Heritage have made and continue to make. There were various speakers including the keynote speaker, Judge Albert Wong and six cultural performances. The event wrapped up with an informal reception which included music, food and drinks for the community members.	
The event was in collaboration with the Chinese, Asia Pacific and South & West Asian C.C.C.'s.	
<b>EXPENDITURES FROM TORONTO POLICE SERVICES BOARD FUNDING (\$2,300.00)</b>	
<b>Item(s) - List all items related to event(s)/initiative(s)</b>	
<b>Description</b>	<b>Total(\$)</b>
Wholesale Club - food and drinks	210.01
Sheilarae awards	210.01
Samosa Sweet Factory - samosas and spring rolls	167.00
Party City - decorations	10.10
Dollarama - food supplies	16.95
Kim Kim Hakka Chinese restaurant - food	542.40
Tony Yu - Lion dance and martial arts (honorarium)	300.00
Venue - Chinese Cultural Centre	446.35
The best shop century plaza decorations	44.50
<b>Total Expenditures</b>	<b>\$1,947.32</b>
<b>Amount to be returned</b>	<b>\$352.68</b>

**2024 Funding Rationale**

In previous years, Asian Heritage Month was hosted on a rotational basis between three community Consultative Committees - Asia Pacific, Chinese and South & West Asian. This rotational schedule

allowed for each community to host Asian Heritage Month and focus on their respective community. This practice only afforded each community the opportunity to celebrate each Asian Heritage Month every three years.

The Service consulted with the communities as well as the three Community Consultative Committees (C.C.C.'s) who advised that they would like to see an inclusive celebration to celebrate the contributions for all Asian origins during Asian Heritage Month.

In 2020, the Board approved the allocation of \$8,000 to cover the higher costs that would be required for additional cultural performances and catering services for a much larger group.

In 2023, the funding request had been reduced to \$2,300 in response to the request from the Board to ensure adherence to Board By-laws related to the minimum balance of the Special Fund.

For 2024, the funding request has been increased by \$500 in response to the increased costs associated to host an event.

The areas considered when creating a budget for this community/cultural event include; venue, food, refreshments, posters, frames, printing, displays, exhibits, entertainment, honorariums, transportation and incidentals.

**Amount requested for 2024 is \$2,800.**

## 2023 Events - Auxiliary Graduation Ceremonies

Two Auxiliary Graduation ceremonies were held in 2023, celebrating

On May 17, 2023, the T.P.S. held a graduation ceremony for the newest 60 Auxiliary members. The ceremony was held at the Toronto Police College with approximately 300 in attendance. Deputy Johnson, S/Supt Dawson, Superintendent Papizewski, Superintendent Barredo, Inspector Crilly, and several other uniform members also attended.

On December 12, 2023, the T.P.S. held a graduation ceremony for the newest 28 Auxiliary members. The ceremony was held at the Toronto Police College with approximately 150 in attendance including Deputy Pogue, S/Supt Skinner, Inspector Rinkoff, and several other uniform members, along with the family and friends of the graduates.

Refreshments and light snack consisting of an assortment of squares and cookies, fruit and cheese platter, coffee and tea were served at both events.

During the ceremony, two Auxiliaries were recognized with awards. The Chief Julian Fantino Award, which is awarded to a member of each graduating class, and a special Lifesaving Award was issued to a member who saved a life.

### EXPENDITURES FROM TORONTO POLICE SERVICES BOARD FUNDING (\$2,400.00)

Item(s) - List all items related to event(s)/initiative(s) Quantity	
Description	Total(\$)
Mission Works catering - May 17, 2023 Graduation	1,420.98
Plaque (May 17, 2023)	50.85
Mission Works catering - December 12, 2023 - Graduation	1,420.98
<b>Total Expenditures</b>	<b>\$2,892.81</b>
<b>Amount to be returned</b>	<b>\$0.00</b>

### 2024 Funding Rationale

Auxiliary officers act as a visible uniform presence working together with police officers and Divisions on Crime Prevention initiatives and community outreach. They are a consistent presence at community events, large and small.

Auxiliary members have now received specific Neighborhood Officer training for them to assist our Neighborhood Community Officers in community work. Auxiliary officer volunteers provide 60,000 hours of volunteer work in uniform, for the city, on a yearly basis.

For 2024, the funding requested has been increased to host graduation ceremonies for the larger classes of 60 new members and their families.



**Amount requested for 2024 is \$3,200.**

<b>2023 Event - Black History Month Celebrations</b>	
The Toronto Police Service's 29 <sup>th</sup> Black History Month Kick-off Event was held on Friday, February 3rd, 2023, at 11:00 am in the lobby of Police Headquarters.	
The theme was <i>Celebrating Black Excellence, Honoring Our Past, Building Our Future</i> .	
Members from the Council of Nigerian Professionals attended as the key note speakers. Cultural entertainment included traditional African drummers and fashion exhibits and concluded with an informal reception.	
<b>EXPENDITURES FROM TORONTO POLICE SERVICES BOARD FUNDING (\$2,600.00)</b>	
<b>Item(s) - List all items related to event(s)/initiative(s)</b>	
<b>Description</b>	<b>Total(\$)</b>
Catering - Forks & Fingers	804.00
Honorariums - (MC, drummer, key note speakers)	1,200.00
Prudence Mekongue fashion designer/ gifts/ supplies, mannequins	517.53
Miscellaneous supplies	82.41
<b>Total Expenditures</b>	<b>\$2,603.94</b>
<b>Amount to be returned</b>	<b>\$0.00</b>

### **2024 Funding Rationale**

The Toronto Police Service has proudly hosted Black History Month celebrations every February since 1994.

For 2024, the theme for the event was *"Honouring Your Past Leads to Conquering Your Future"*.

On February 1<sup>st</sup>, 2024, T.P.S. and the Board hosted an event at Toronto Police Headquarters celebrating Black History Month with the community. The event focused on the historical significance of the month by recognizing and honouring retired T.P.S. Detective Terry James who was the driving force to have the Service celebrate Black History Month. An annual award was created in her honour and presented to this year's recipient, Rosemary Sadlier who played an integral role in having the Canadian government recognize Black History Month.

The costs of this event totalled \$2,600.

There is another event planned on February 27<sup>th</sup>, 2024, at the Tropicana Community Centre where they will be a screening of a documentary about the life works of the Honourable Dr. Jean Augustine.

The amount of funding requested for 2024 is equal to the costs that will be incurred for the events planned.

**Amount requested for 2024 is \$3,000.**

**2023 Event - Toronto Police Services Board and Chief of Police Pride Reception**

The Board and Chiefs Pride Reception took place June 22, 2023, and for the first time since 2010, the event was bought back into the community and hosted at the Metropolitan Community Church of Toronto.

This event was planned in partnership with T.P.S. and the 2.S.L.G.B.T.Q.+ C.C.C. and showcased many of the positive things that T.P.S. is involved in to form better relationships with the 2.S.L.G.B.T.Q.+ community. Approximately 200 people attended the event which was well received by the community.

Food was purchased for the event as well as promotional items (bracelets) that were given out to those that attended.

**EXPENDITURES FROM TORONTO POLICE SERVICES BOARD FUNDING (\$2,300.00)**

**Item(s) - List all items related to event(s)/initiative(s)**

<b>Description</b>	<b>Total(\$)</b>
Comfort Cuisine Catering Company	1,716.90
Prestige Promotions - bracelets	476.52
<b>Total Expenditures</b>	<b>\$2,193.42</b>
<b>Amount to be returned</b>	<b>\$106.58</b>

**2024 Funding Rationale**

This funding will continue to support our engagement and outreach to the L.G.B.T.Q.2.S.+ community by hosting this annual event.

For 2024, the funding request has been increased by \$300 in response to the increased costs associated to host an event.

**Amount requested for 2024 is \$2,600.**

**2023 Event - Community Police Consultative (C.P.C.) Conference**

On Saturday, November 25, 2023, the Community Partnerships & Engagement Unit (C.P.E.U.) hosted their annual C.P.C. Conference with participants from the Toronto Police Services Board, Community Consultative Committees (C.C.C.), Community Police Liaison Committees (C.P.L.C.), the Chiefs Youth Advisory Committee (C.Y.A.C.) and our Service members. The event was held at the Toronto Police College from 8:30 a.m. until 3:00 p.m. A continental breakfast and lunch was provided to the participants.

The conference has always been a platform to highlight some of the topics affecting our city, and an opportunity towards the common goal of enhancing the safety and well-being of our community. This was not only an occasion to further strengthen the powerful ways our consultative committees connect, collaborate, effect change and create solutions for our communities and neighbourhoods, but an opportunity for them to meet new members and share best practices and resources.

**EXPENDITURES FROM TORONTO POLICE SERVICES BOARD FUNDING (\$6,000.00)**

Item(s) - List all items related to event(s)/initiative(s)	
Description	Total(\$)
Miscellaneous Items - Cash advance	272.59
Culligan Water	55.00
Mission Works Catering	3,236.32
Sales Dynamics Inc.	434.21
Maha Malik, Honorarium	1,664.49
Prestige Promotions	300.00
<b>Total Expenditures</b>	<b>\$5,962.61</b>
<b>Amount to be returned</b>	<b>\$37.39</b>

**2024 Funding Rationale**

This Conference has always been a platform to highlight issues and concerns relating to topics affecting our City. This event has proven to be an excellent opportunity for our volunteers including our Community Consultative Committees and our Community Police Liaison Committee members to work collaboratively towards the common goal of enhancing the safety and well-being of our communities.

For 2024, the funding request will remain unchanged.

**Amount requested for 2024 is \$6,000**

**2023 Event - International Day of Pink**

The International Day of Pink started in 2007 when a teenager faced homophobic bullying at a Nova Scotia high school for wearing a pink t-shirt. Students organized to wear pink as an act of solidarity. It is now a day of action on the second Wednesday in April every year.

The day was observed on Wednesday April 12<sup>th</sup> 2023. This year’s event was held at York Mills Collegiate (approximately 400 students in attendance). All major news outlets attended, as well as prominent community members as guest speakers including the Mayor.

Officers from the Church / Wellesley Neighbourhood were in attendance, as well as the L.G.B.T.Q.2.S.+ liaison officer. Uniform senior officer of the L.G.B.T.Q.2.S.+ C.C.C., A/S/Superintendent Crooker was also in attendance and spoke at the assembly.

**EXPENDITURES FROM TORONTO POLICE SERVICES BOARD FUNDING (\$400.00)**

**Item(s) - List all items related to event(s)/initiative(s)**

Description	Total(\$)
Pink hat invoiced from Toronto Police Gift Shop	20.33
14 cases of soda pop	107.42
<b>Total Expenditures</b>	<b>\$127.75</b>
<b>Amount to be returned</b>	<b>\$272.25</b>

**2024 Funding Rationale**

Funding for this event was first approved by the Board in 2017. The Service continues to support the school boards as the lead for this initiative. In 2022, limited funding was required to support this event. It was projected to be similar funding requirements for 2023 and therefore the funding request for this event has been reduced from the previous funding allotment levels.

For 2024, the funding request will remain unchanged.

**Amount requested for 2024 is \$400**

**2023 Event - International Francophone Day**

The celebration for International Francophone Day occurred on Monday March 20<sup>th</sup>, 2023. The event took place in the community at Frere-Andre Catholic High School and Ecole Secondaire Toronto Ouest in 11 Division.

Alternative funding was utilized for this event as the event had occurred prior to the Board Report being approved. Therefore, the original funding of \$2,500 was not requested for 2023.

**EXPENDITURES FROM TORONTO POLICE SERVICES BOARD FUNDING (\$0.00)****Item(s) - List all items related to event(s)/initiative(s)**

Description	Total(\$)
<b>Total Expenditures</b>	\$0.00
<b>Amount to be returned</b>	0.00

**2024 Funding Rationale**

With the absence of a French Liaison Officer and limited membership on the French Community Consultative Committee, C.P.E.U will coordinate with community members and a local division to host an event to celebrate International Francophone Day.

**Amount requested for 2024 is \$2,000.**

**2023 Initiative - L.G.B.T.Q.2.S.+ Youth Justice Bursary Award**

This year we were able to give two youths a \$1,000.00 bursary award to be used toward their post-secondary studies.

Both of the youths were excited to continue their studies and had a strong desire to continue to advocate for the rights of L.G.B.T.Q.2.S.+ within their chosen careers.

The bursaries were given out by Chief Demkiw at the Board and Chiefs Pride Reception which was held at Metropolitan Community Church Toronto. Numerous members of both the police service and the public were in attendance at this event.

**EXPENDITURES FROM TORONTO POLICE SERVICES BOARD FUNDING (\$2,000.00)**

**Item(s) - List all items related to event(s)/initiative(s)**

<b>Description</b>	<b>Total(\$)</b>
Brianna Wright	1,000.00
Gabriella Thompson	1,000.00
<b>Total Expenditures</b>	<b>\$2,000.00</b>
<b>Amount to be returned</b>	<b>\$0.00</b>

**2024 Funding Rationale**

This program is an excellent opportunity to recognize youth from the L.G.B.T.Q.2.S.+community and their individual contributions.

It is recommended to continue this program to provide opportunities and support the well-being of youth in this community.

**Amount requested for 2024 is \$2,000.**

## 2023 Events - National Aboriginal Celebrations

On June 13, 1996, Governor General Romeo LeBlanc proclaimed June 21st as National Aboriginal Day. This celebration has grown with each passing year. The T.P.S. has been hosting this event in partnership with the Aboriginal Consultative Committee since 1999.

C.P.E.U. hosted the annual celebration of National Aboriginal Month on Monday June 5th, 2023 at 11:00am at the Wellesley Community Centre located at 495 Sherbourne Street. This year's celebration showcased traditional drumming, singing and jigging by The Red Bear Singers and Metis Dancer.

On Monday December 18<sup>th</sup>, 2023, the Aboriginal Peacekeeping Unit (A.P.U.) hosted a Winter Solstice event at T.P.S. headquarter for grades 4 and 5 from the Wandering Spirit School to participate in Christmas tree decorating and carolling. Food and drinks were provided to all the guests and gifts were provided to the children by the Toronto Police Association.

### EXPENDITURES FROM TORONTO POLICE SERVICES BOARD FUNDING (\$4,600.00)

**Item(s) - List all items related to event(s)/initiative(s)**

Description	Total(\$)
<b>National Indigenous People's Day</b>	
Toronto Council Fire - Red Bear Singers	1,500.00
Frances Sanderson - Metis Dancer/Music	400.00
Food (McDonalds, Pizza Pizza, Costco)	592.78
<b>Winter Solstice/Christmas Tree Decorating and Carolling</b>	
Knowledge Keepers (honorariums. 3 x \$250.00)	750.00
Catering	1,033.79
Transportation	442.00
<b>Total Expenditures</b>	<b>\$4,718.57</b>
<b>Amount to be returned</b>	<b>\$0.00</b>

### 2024 Funding Rationale

As per the Board's Statement of Commitment and Guiding Principles, The Board is committed to respecting and recognizing the unique position that First Nations, Inuit and Métis peoples ("the Aboriginal community") hold in Toronto as the original peoples of this land, including a commitment to ensuring that the Service works continuously to build sustainable relationships with members of the Aboriginal community at both the corporate and the divisional levels.

The Service continues to support these guiding principles and hosts events related to Indigenous peoples, including National Indigenous Peoples Day, recognizing Indigenous Peoples Month and the National Day for Truth and Reconciliation which coincides with Orange Shirt Day.

These cultural events supporting Indigenous people have been invaluable opportunities to engage with our community. There are numerous co-operative opportunities to reflect and learn.

**Amount requested for 2024 is \$4,600.**

**2023 Event - National Victims of Crime Awareness Week/2023 Crime Prevention Week**

This year, Crime Prevention Week was recognised during the week of November 5 to November 11, to showcase the successful collaborative efforts between police services and community organizations as they work towards the common goal of preventing crime and creating safe, resilient communities across Ontario.

On Monday, November 6, 2023, C.P.E.U. held a media conference to announce the kick-off at Headquarters, Media Gallery, at 40 College Street, where Chief Demkiw was joined by the Ontario Solicitor General Michael Kerzner, T.P.S.B. Vice Chair Lisa Kostakis, O.A.C.P. Executive Director Jeff McGuire, and Victim Services Toronto Carly Kalish. Several members of the media were in attendance and the event was aired on multiple media outlets.

Events throughout the week were conducted online and as a result there were no costs accrued.

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

**Item(s) - List all items related to event(s)/initiative(s)**

Description	Total(\$)
<b>Total Expenditures</b>	\$0.00
<b>Amount to be returned</b>	\$1,000.00

**2024 Funding Rationale**

The focus on Crime Prevention continues to be a major focus of the Service.

Crime Prevention Services involve the delivery of crime prevention initiatives and activities that reduce crime, strengthen community relationships and increase resiliency and capacity to support safer communities together.

The areas considered when creating a budget for crime prevention week and initiatives include; venue(s), food, refreshments, posters, frames, printing, displays, exhibits, marketing expenses, public education campaigns, social media promotional costs and incidentals.

For 2024, the funding request will remain unchanged.

**Amount requested for 2024 is \$1,000.**



### 2023 Event - Pride Month Celebrations

Every year in the month of June the T.P.S. participates in the celebration of Pride Month. During this month and especially during Pride weekend numerous officers give out pride bracelets inscribed with the T.P.S. website information.

Doing this fosters goodwill, not only with the L.G.B.T.Q.2.S.+ Community but also with the general public as this celebration draws both members of the L.G.B.T.Q.2.S.+as well as allies to the community. Branding the bracelets with our contact information provides the public with a way to contact us, as well as showing that T.P.S. is supportive of the L.G.B.T.Q.2.S.+community.

Also held in the month of June was the Board and Chief's Pride reception which is an unofficial kick-off Pride Celebration. This event was planned with the help of the L.G.B.T.Q.2.S.+ C.C.C. and a banner was purchased to highlight the role the C.C.C. plays in the community.

Entertainment was also included in this event and The Toronto Kiki Ballroom Alliance was hired for this purpose. The Toronto Kiki Ballroom Alliance was formed in 2010 and was created as a space to nurture the needs of Black and other racialized L.G.B.T.Q.2.S.+youth that are facing various barriers and trauma. This event was attended and well received by the Queer Community as well as several members of the T.P.S.

### EXPENDITURES FROM TORONTO POLICE SERVICES BOARD FUNDING (\$2,300.00)

Item(s) - List all items related to event(s)/initiative(s)	
Description	Total(\$)
The Toronto Kiki Ballroom Alliance	700.00
Minute Man Press (Banner for L.G.B.T.Q.2.S.+C.C.C.)	237.30
Wayworks Incorporated (Promotional Items)	904.00
<b>Total Expenditures</b>	<b>\$1,841.30</b>
<b>Amount to be returned</b>	<b>\$458.70</b>

### 2024 Funding Rationale

Pride Month brings the residents of and visitors to Toronto together to celebrate the history, courage and diversity of Toronto's Two Spirit, Lesbian, Gay, Bisexual, Trans, Intersex, Queer, Questioning communities.

The Service is committed to addressing the unique challenges facing L.G.B.T.Q.2.S.+communities to build a more inclusive and equitable city. The Service also recognizes that L.G.B.T.Q.2.S.+ communities comprise some of the most marginalized and vulnerable populations in our city and the COVID-19 pandemic has had a tremendous impact on the mental/physical health and financial well-being of many across these communities, particularly trans people, as well as Black, Indigenous and racialized members of the L.G.B.T.Q.2.S.+communities, as a result of their intersectional identities.

For 2024, the funding request will remain unchanged.

**Amount requested for 2024 is \$2,300.**

<b>2023 Event - Islamic Heritage Month</b>	
The Muslim Consultative Committee elected to postpone the 2023 Islamic heritage month event as they felt it would be inappropriate to celebrate during turbulent times.	
<b>EXPENDITURES FROM TORONTO POLICE SERVICES BOARD FUNDING (\$2,300.00)</b>	
<b>Item(s) - List all items related to event(s)/initiative(s)</b>	
<b>Description</b>	<b>Total(\$)</b>
	<b>Total Expenditures</b>
	<b>Amount to be returned</b>
	\$0.00
	\$2,300.00

**2024 Funding Rationale**

In 2023, the Service began to provide an annual funding budget of \$2,300 from the Special Fund, dedicated to Islamic Heritage Month. This is in keeping with similar annual events contained within this report, such as Pride Month Celebrations, Canadian Jewish Heritage Month, Asian Heritage Month and Black History Month.

Unfortunately, due to global issues facing the Islamic community, the Muslim C.C.C. did not deem it appropriate to celebrate. They have had very large turnouts at prior year’s events and look forward to celebrating in 2024, with their community members.

For 2024, the funding request has been increased by \$500 in response to the increased costs associated to host an event.

**Amount requested for 2024 is \$2,800.**

**2023 Event - Canadian Jewish Heritage Month and Hanukkah Celebrations**

Jewish Heritage Month recognizes the contributions, history and culture of the Jewish community. It promotes understanding, unity and appreciation for the diversity that enriches our society. This event allowed our members to foster a sense of inclusivity and shared heritage.

Our Hanukkah and Menorah lighting event provided an opportunity to celebrate and share the rich traditions, culture and history of this Jewish festival.

**EXPENDITURES FROM TORONTO POLICE SERVICES BOARD FUNDING (\$2,300.00)**

**Item(s)** - List all items related to event(s)/initiative(s)

<b>Description</b>	<b>Total(\$)</b>
Jewish Heritage Month - Food and refreshments cost	455.38
Hanukkah Menorah Lighting - Food and refreshments cost	225.00
Potato Latkes	175.00
<b>Total Expenditures</b>	<b>\$855.38</b>
<b>Amount to be returned</b>	<b>\$1,444.62</b>

**2024 Funding Rationale**

In 2023, the Service began to provide an annual funding budget of \$2,300 from the Special Fund, dedicated to Canadian Jewish Heritage Month and Hanukkah Celebrations. This is in keeping with similar annual events contained within this report, such as Pride Month Celebrations Asian Heritage Month, Islamic Heritage Month and Black History Month.

For 2024, the funding request has been increased by \$500 in response to the increased costs associated to host an event.

**Amount requested for 2024 is \$2,800.**

**2023 Events - Junior Carnival, Caribbean Carnival Kick-Off Event & Float**

The Toronto Police Service’s Annual Caribbean Carnival Kick-off Celebration was held on Friday, July 21<sup>st</sup>, 2023, at 11:00 am, and took place in the front courtyard of Toronto Police Headquarters.

The Service, in partnership with community members and various organizations, have been participating in this event since 1991. This year’s event included a float in the Toronto Caribbean Junior Carnival Parade at Malvern’s Nielson Park on July 22<sup>nd</sup>, 2023 at 10:00 a.m.

This year’s theme was “*A Picture Perfect City - Creativity Gives Hope to Future Ideas*”. Following the kick-off event there was also an informal reception with refreshments and entertainment.

**EXPENDITURES FROM TORONTO POLICE SERVICES BOARD FUNDING (\$5,000.00)**

**Item(s) - List all items related to event(s)/initiative(s)**

<b>Description</b>	<b>Total(\$)</b>
Eliana Sinclair - singer	200.00
Kofi Morris - Prayers	200.00
Aaron Seunarine	400.00
Malea Yarde	400.00
Akile Augustine	400.00
DJ Neto	700.00
Norman Sue Bakery	270.00
Scott Hill Caribbean Cuisine	1,762.80
Cash Advance (Materials & art supplies for Float and Costumes, paint brushes, screws etc.)	650.00
Additional Supplies (beverages, plates, utensils, ribbons, tarps)	235.44
<b>Total Expenditures</b>	<b>\$5,218.24</b>
<b>Amount to be returned</b>	<b>\$0.00</b>

**2024 Funding Rationale**

The ability to host successful events relating to Carnival in 2022 was largely due to community relationships and partnerships where the costs for the events were supplemented or products were provided in kind. With the rising costs of inflation and the uncertainty of many community organizational funding, the Service is requesting to return to the funding allotment provided in 2020. These events are an opportunity to engage with our community to showcase cultural excellence.

The areas considered when creating a budget for these community events include; venue, food, refreshments, posters, frames, printing, displays, exhibits, entertainment, honorariums, transportation and incidentals.

**Amount requested for 2024 is \$5,000.**

**2023 Initiative - Torch Run and Special Olympics**

The Toronto Police Service Law Enforcement Torch Run for Special Olympics Ontario Torch Run Reception was held following the Service’s annual Torch Run. The costs (venue rental and refreshments) for 2023 events were paid with the Board’s allotted \$2500. The total cost for the event was \$3000 with Special Olympics Ontario covering the additional cost.

The Reception is held as a thank you to Service members for their continual support of Special Olympics Ontario. It also allowed for Service members to collaborate and discuss future fundraising efforts.

All funds provided by the Board were spent.

**EXPENDITURES FROM TORONTO POLICE SERVICES BOARD FUNDING (\$2,500.00)**

**Item(s) - List all items related to event(s)/initiative(s)**

Description	Total(\$)
Venue rental and refreshments	2,500.00
<b>Total Expenditures</b>	<b>\$2,500.00</b>
<b>Amount to be returned</b>	<b>\$0.00</b>

**2024 Funding Rationale**

The Service remains committed to supporting persons with disabilities. Special Olympics strives to create a better world by fostering the acceptance and inclusion of all people and provides opportunities for our community members with physical and intellectual disabilities.

Through the power of sports, people with intellectual and physical disabilities discover new strengths and abilities, skills and success. Athletes find joy, confidence and fulfillment—on the playing field and in life. They also inspire people in their communities and elsewhere to open their hearts to a wider world of human talents and potential. The Law Enforcement Torch Run and Polar Plunge are significant fundraisers in support of Special Olympics.

This funding helps the Service host events in support of these fundraising efforts by contributing to the budget in areas of: venue, food, refreshments, posters, frames, printing, displays, exhibits, entertainment, transportation and incidents.

**Amount requested for 2024 is \$2,500.**

### 2023 Event - Chief of Police Fundraising Gala/Victim Services Toronto

The 2023 Chief's Gala was held on November 16, 2023 at the Beanfield Centre at Exhibition Place and was attended by close to 1500 guests.

All funds raised from the event go to supporting Victim Services Toronto. Funds were spent in the following areas: food, beverage, venue and other costs related to the event.

The gala provides funding for various Victim Services Toronto programs including the Victim Crisis Response Program; The Trauma Dog Program; High Risk Support Services; Case Management Services; T.E.A.R.™, and the Volunteer Program.

### EXPENDITURES FROM TORONTO POLICE SERVICES BOARD FUNDING (\$2,000.00)

**Item(s)** - List all items related to event(s)/initiative(s)

Description	Total(\$)
Contribution towards food, beverage and venue costs	2,000
<b>Total Expenditures</b>	<b>\$2,000</b>
<b>Amount to be returned</b>	<b>\$0.00</b>

### 2024 Funding Rationale

The Chief's Gala is a high profile event that takes place yearly in the month of November. It's attendance of close to 1,500 guests includes police chiefs and senior police leaders from across the province, members from all levels of government, and members from the business community.

**Amount requested for 2024 is \$2,000.**

**2023 Program - Toronto Police Cricket Club**

The Toronto Police Cricket Club represents the Toronto Police Service and has its own cricket field, located at the intersection of McNicoll Avenue and White Heather Boulevard. The ground is rented from Toronto Hydro.

**EXPENDITURES FROM TORONTO POLICE SERVICES BOARD FUNDING (\$5,000.00)****Item(s) - List all items related to event(s)/initiative(s)**

<b>Description</b>	<b>Total(\$)</b>
Toronto Hydro Ground Rental	5,000.00
<b>Total Expenditures</b>	<b>\$5,000.00</b>
<b>Amount to be returned</b>	<b>\$0</b>

It is recommended that a separate Board report relating to this program be submitted by the Toronto Cricket Club for funding and expenditures in 2024 as this initiative is not directly tied to C.P.E.U.

**Amount requested for 2024 is \$0.00**

## 2023 Initiative - United Way Campaign

Every year, for over three decades, the Toronto Police Service (TPS) has partnered with the United Way of Greater Toronto to run a month-long employee campaign. This campaign is dedicated to raising much needed funds that benefit over 300 agencies in the community that rely on United Way funding.

United Way agencies provide individuals and families with their most basic needs, and tackle growing issues such as homelessness, food insecurity, and ensuring mental health resources are readily available for the most vulnerable individuals in our community. The United Way is an asset to the City of Toronto and the TPS Campaign continues to be a proud supporter. Through donations made via payroll deductions and fundraising events in 2023, T.P.S. donated a total of \$300,924, all of which goes directly to the United Way of Greater Toronto and into the community where it is most needed.

### EXPENDITURES FROM TORONTO POLICE SERVICES BOARD FUNDING (\$5,000.00)

Item(s) - List all items related to event(s)/initiative(s)	
Description	Total(\$)
Leadership program	823.68
Donor appreciation	610.12
Events and marketing	1,073.04
Ambassador program	1,375.53
Collector coins	617.40
Campaign support materials	26.19
	<b>Total Expenditures</b> \$4,525.96
	<b>Amount to be returned</b> \$474.04

### 2024 Funding Rationale

The funding provided by the TPS Board has enabled the campaign committee to host several fundraising events, provide donor appreciation incentives, and support the continuation of the Ambassador program. There are approximately 50-75 TPS employees who volunteer throughout the campaign as ambassadors to assist the TPS United Way Committee in all tasks required to run a successful, engaging, and inspiring campaign.

In 2023, the Toronto Police Service Campaign was awarded the Innovation in Excellence award, by the City of Toronto. This award is a wonderful example of what we can accomplish together as a Service, and the amazing success that has yet to come.

This financial support is essential for TPS to continue their partnership with the United Way of Greater Toronto and continue raising those much-needed dollars to help our community thrive. In 2024 several fundraising events will be organized, including an Emergency Services Slo-Pitch Tournament in July which will not only raise a large amount of money but will also raise awareness throughout our Service of our partnership with the United Way and the importance of giving back to a community that relies on our assistance and compassion.

**Amount requested for 2024 is \$5,000**





## PUBLIC REPORT

**March 18, 2024**

To: Chair and Members  
Toronto Police Services Board

From: Myron Demkiw  
Chief of Police

**Subject: Annual Report: 2023 Activities and Expenditures of  
Community Consultative Groups**

**Purpose:**  Information Purposes Only  Seeking Decision

### **Recommendation:**

It is recommended that the Toronto Police Services Board (the Board) approve an expenditure in the amount of \$29,000 from the Board's Special Fund, less the return of any funds not used, to support the community consultative groups listed within this report.

### **Financial Implications:**

A total of \$29,000 was allocated to community consultative groups from the Board's Special fund during 2023 (as outlined in table 1). Unspent funds totalling \$9,154.53, as outlined in the attachment "Appendix A: 2023 Summary of Activities and Expenditures Community Consultative Groups", have been returned to the Board's Special Fund.

Upon approval of the Annual Report 2023 Activities and Expenditures of Community Consultative Groups, each committee will receive \$1,000 in 2024 with the exception of the Chief's Youth Advisory Committee (C.Y.A.C.), which will receive \$2,000. This will result in the Board's Special Fund being reduced by a total of \$29,000.

**TORONTO POLICE SERVICES BOARD**

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## **Summary:**

The Toronto Police Service (T.P.S.) and the Board believe a key component of community policing is the community consultative process and therefore support community consultative groups. The community consultative process provides an opportunity for the community and the police to exchange information and identify issues specific to their communities and neighbourhoods. Members of the public take leadership roles in addressing community concerns by developing strategies in partnership with police that maintain and enhance community safety.

As per the guiding principles of the Board's Special Fund Policy, community engagement is the basis for enhancing community safety and well-being that builds healthy, strong and inclusive communities. The Board is committed to allocating funds from the Special Fund for matters of public interest that support community engagement initiatives aimed at fostering safer communities, which include collaborative relationships with community members and organizations.

The purpose of this report is to request the Board approve the renewal of annual funding to support the community engagement activities of community consultative groups that will be carried out in 2024; and to provide the Board with an annual review of the activities and accounting of community consultative groups during the period of January 1, 2023, to December 31, 2023.

## **Discussion:**

### ***Background***

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

The request for expenditures in this report, are in accordance with the Board's Special Fund Policy, which directs that the annual funding to each of the Community Police Liaison Committees (C.P.L.C.) and the Community Consultative Committees (C.C.C.) shall not exceed \$1,000; and the annual contribution to the C.Y.A.C. shall not exceed \$2,000. Further conditions include:

- i. The funds provided only be used to support engagement and outreach initiatives by the receiving Community Consultative Groups or C.P.L.C.s; and
- ii. Provide an account and description for the previous year's expenditures.

The Board's Community Consultative Groups Policy also requires that each consultative group receive \$1,000 in annual funding from the Board's Special Fund, following the receipt of an annual report from each consultative group detailing the activities and expenditures from the previous year.

All community consultative groups have submitted a 2023 annual report detailing their activities and expenditures to support community engagement and outreach, crime prevention initiatives, community events and administrative meetings.

### **Consultative Committees:**

The mission statement of the T.P.S. consultative committee process is, "To create meaningful partnerships through trust, understanding, shared knowledge and effective community mobilization to maintain safety and security in our communities."

Community consultative groups include the following:

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

The community consultative process affords opportunities for enhanced community safety involving community based activities and leadership, the mutual exchange of information and the development of joint problem solving initiatives.

Community consultative groups are governed by the T.P.S. Community Consultation and Volunteer Manual, which sets out expectations and standardized activities including:

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

### **C.P.L.C.s:**

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

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

The composition of each C.P.L.C. differ across the city, as each Unit Commander is required to establish a committee that reflects the unique and diverse population served by a particular policing division. C.P.L.C. participants shall include representation from various racial, cultural or linguistic communities, social agencies, businesses, schools, places of worship, local youth and senior groups, marginalized or disadvantaged communities and other interested entities within the local community. Each C.P.L.C. is co-chaired by a T.P.S. senior officer and a community member.

### **C.C.C.s:**

The C.C.C.s serve and represent specific communities throughout the City of Toronto. The membership draws from community leaders and stakeholders within each of these communities and serves as a voice on wider policing issues such as cultural awareness, recruiting, training, community engagement, crime prevention initiatives and strategies, promoting harmony, dialogue and understanding between the T.P.S. and the communities.

The T.P.S. currently maintains a C.C.C. for the following communities:

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

### **C.Y.A.C.:**

The T.P.S. operates a community consultation process at the Chief of Police level. The C.Y.A.C. provides a voice for youth, from diverse communities, on a wide variety of issues.

### **Reporting:**

Each community consultative group is required to include a year-end report and accounting for expenditures made from the Board's Special Fund received during the year. The funds are used for crime prevention initiatives, community outreach, community events, value-added community projects and administrative meetings. Expenditures have been recorded and verified within the Systems Application Products (SAP) accounting software used by the T.P.S. with checks at the unit level and at Finance and Administration.

### **2023 Funding Allocation:**

A total of \$29,000 was allocated to community consultative groups from the Board Special Fund during 2023, as outlined in table 1 below.

Table 1. 2023 Funding Allocation - Community Consultation Groups

	<b>Committee</b>	<b>Amount</b>
<b>1</b>	Aboriginal Community Consultative Committee	\$1,000.00
<b>2</b>	Asia Pacific Community Consultative Committee	\$1,000.00
<b>3</b>	Black Community Consultative Committee	\$1,000.00

4	Chief's Youth Advisory Committee	\$2,000.00
5	Chinese Community Consultative Committee	\$1,000.00
6	French Community Consultative Committee	\$1,000.00
7	L.G.B.T.Q.2.S.+ Community Consultative Committee	\$1,000.00
8	Jewish Community Consultative Committee	\$1,000.00
9	Muslim Community Consultative Committee	\$1,000.00
10	Disabilities Community Consultative Committee	\$1,000.00
11	Seniors Community Consultative Committee	\$1,000.00
12	South and West Asian Community Consultative Committee	\$1,000.00
13	11 Division Community Policing Liaison Committee	\$1,000.00
14	12 Division Community Policing Liaison Committee	\$1,000.00
15	13 Division Community Policing Liaison Committee	\$1,000.00
16	14 Division Community Policing Liaison Committee	\$1,000.00
17	22 Division Community Policing Liaison Committee	\$1,000.00
18	23 Division Community Policing Liaison Committee	\$1,000.00
19	31 Division Community Policing Liaison Committee	\$1,000.00
20	32 Division Community Policing Liaison Committee	\$1,000.00
21	33 Division Community Policing Liaison Committee	\$1,000.00
22	41 Division Community Policing Liaison Committee	\$1,000.00
23	42 Division Community Policing Liaison Committee	\$1,000.00
24	43 Division Community Policing Liaison Committee	\$1,000.00
25	51 Division Community Policing Liaison Committee	\$1,000.00
26	52 Division Community Policing Liaison Committee	\$1,000.00
27	53 Division Community Policing Liaison Committee	\$1,000.00
28	55 Division Community Policing Liaison Committee	\$1,000.00
<b>Grand Total:</b>		\$29,000.00

***Equity Analysis***

The funding provided to each consultative committee for community engagement and outreach will have a positive equity impact for members of the City of Toronto's many diverse communities, which includes racialized individuals, people with lived experiences, L.G.B.T.Q.2.S+ community members, persons with disabilities, vulnerable persons, youth and seniors.

Events and initiatives focusing on community engagement raise awareness and educational opportunities to embrace differences, cultural traditions, historical events, diverse cultures and challenges for our vulnerable, marginalized and racialized communities.

Constructive partnerships and positive outcomes that occur as a result of community-police interaction remain the cornerstone of a successful police service and contribute to safer communities.

***Conclusion:***

It is recommended that the Board receive the attached report for consideration and approve the requested expenditure of \$29,000 from the Board's Special Fund, less the return of any funds not used, to support the community consultative groups listed in this report.

The T.P.S. remains committed to an effective and constructive community consultative process with community stakeholders that is based on mutual trust, respect and understanding. The community consultative process that is sustained financially through the Board's Special Fund, is one method utilized by the T.P.S. to help empower our communities.

Deputy Chief Lauren Pogue, Community Services Command, 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:***

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**Appendix "A" 2023 Summary of Activities and Expenditures of Community Consultative Groups**

**Appendix “A” 2023 Summary of Activities and Expenditures of  
Community Consultative Groups**

Committees that have exceeded the allotted budget are responsible for covering any surplus.

<b>COMMITTEE NAME</b>	<b>11 Division Community Police Liaison Committee (C.P.L.C.)</b>				
<b>EXECUTIVE MEMBERSHIP</b>	Uniform Co-Chairs - Superintendent Andrew Ecklund, Inspector Joyce Schertzer (T.P.S. Co-Chair) Deborah Wilson (Civilian Co-Chair)				
<b>TOTAL NUMBER OF MEMBERS</b>	12	<b>NUMBER OF MEETINGS</b>	3	<b>NUMBER OF TOWN HALL MEETINGS</b>	0
<b><u>ENGAGEMENT AND OUTREACH INITIATIVES</u></b>					
2023/04/02 - C.P.L.C. Members on site to support the Neighbourhood Community Officers (N.C.O.s) and Crime Prevention Team with the Cram-a-Cruiser event at the Loblaws on Jane and Dundas.					
023/12/12 - C.P.L.C. Members attended 11 Division to assemble care packages and delivery to the Evangeline Shelter (Shoe Box Project).					
2023/01/01 - 2023/12/31 - Website maintenance for on-going communication and sharing of information with the community					
<b>EXPENDITURES FROM TORONTO POLICE SERVICES BOARD FUNDING (\$1,000.00)</b>					
<b>Item(s) - List all items related to event(s)/initiative(s)</b>					
<b>Description</b>	<b>Quantity</b>	<b>Price(\$)/Unit</b>	<b>Total(\$)</b>		
C.P.L.C. website platform annual fee - Without Code Inc.			\$271.79		
Shoe Box Project - Dollarama			\$100.29		
Shoe Box Project - Dollarama			\$153.12		
Shoe Box Project - Old Navy			\$90.40		
Shoe Box Project - Joe Fresh			\$51.98		
Shoe Box Project - Walmart			\$105.10		
Shoe Box Project - Walmart			\$200.00		
<b>Total Expenditures</b>			\$972.68		
<b>Amount to be returned</b>			\$27.32		

<b>COMMITTEE NAME</b>	<b>12 Division Community Police Liaison Committee (C.P.L.C.)</b>				
<b>EXECUTIVE MEMBERSHIP</b>	Uniform Co-Chair - Superintendent Paul Macintyre Civilian Co-Chair - Barbara Spyropoulos				
<b>TOTAL NUMBER OF MEMBERS</b>	39	<b>NUMBER OF MEETINGS</b>	8	<b>NUMBER OF TOWN HALL MEETINGS</b>	1

**ENGAGEMENT AND OUTREACH INITIATIVES**

Multiple Coat, Toy, and Food Drives; Community Day; Stone Soup Cooking Clubs; Prom Dreams Project; Earth Day Clean Ups; Share the Harvest Project; Bike Projects; Christmas toy distribution; C.P.T.E.D. audits and reports. Partnership with Neighbourhood Officers and Engage 416 Team.

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

**Item(s) - List all items related to event(s)/initiative(s)**

<b>Description</b>	<b>Quantity</b>	<b>Price(\$)/Unit</b>	<b>Total(\$)</b>
Community Day – annual open house event at 12 division for community members to engage with officers.			\$491.60
Volunteer Appreciation Night and Recruitment (food)			\$538.38
All other projects were at no cost to T.P.S.			
<b>Total Expenditures</b>			\$1,029.98
<b>Amount to be returned</b>			\$0.00

<b>COMMITTEE NAME</b>	<b>13 Division Community Police Liaison Committee (C.P.L.C.)</b>				
<b>EXECUTIVE MEMBERSHIP</b>	Uniform Co-Chairs - Superintendent Greg Cole, Inspector Michelle Olszewski Civilian Co-Chair - Andrew Kirsch				
<b>TOTAL NUMBER OF MEMBERS</b>	9	<b>NUMBER OF MEETINGS</b>	5	<b>NUMBER OF TOWN HALL MEETINGS</b>	2

**ENGAGEMENT AND OUTREACH INITIATIVES**

2023/05/17 - C.P.L.C. supported Neighbourhood Community Officers (N.C.O.s) with the Coffee with a Cop event hosted at the Fairbank BIA.

2023/06/17- C.P.L.C. supported N.C.O.s with the Coffee with a Cop event hosted at Kafe Daki.

2023/06/24 - C.P.L.C. supported N.C.O.s with the Cram-a-Cruiser event hosted at the Fairbank Village Summer Fest weekend event.



2023/07/15 - C.P.L.C. supported the N.C.O.s with the Cram-a-Cruiser event hosted at Loblaws (369 St Clair Ave W).

2023/09/30 - C.P.L.C. supported the N.C.O.s with the Cram-a-Cruiser event hosted at Loblaws (369 St Clair Ave W).

2023/11/22 - C.P.L.C. attend the Crime Prevention Town Hall Meeting, hosted at Leo Baeck Day school.

2023/12/09 - C.P.L.C. supported the N.C.O.s with the Toy Drive and Cram-a-Cruiser event hosted at the Allen Centre.

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

**Item(s) - List all items related to event(s)/initiative(s)**

Description	Quantity	Price(\$)/Unit	Total(\$)
Community Initiative (backpacks) - Bargains Group	24		\$410.50
Community Initiative (hockey pucks) - Bargains Group	100		\$477.04
C.P.L.C. Meeting Refreshments			\$153.12
<b>Total Expenditures</b>			\$1,040.66
<b>Amount to be returned</b>			\$0.00

<b>COMMITTEE NAME</b>	<b>14 Division Community Police Liaison Committee (C.P.L.C.)</b>				
<b>EXECUTIVE MEMBERSHIP</b>	Uniform Co-Chairs - Superintendent Domenic Sinopoli, Inspector Scott Purches Civilian Co-Chair - Miranda Kamal				
<b>TOTAL NUMBER OF MEMBERS</b>	20	<b>NUMBER OF MEETINGS</b>	8	<b>NUMBER OF TOWN HALL MEETINGS</b>	1

**ENGAGEMENT AND OUTREACH INITIATIVES**

2023/01/28 - MJKO hosted a girls boxing event for local youth. D14 CRU assisted with the event

2023/05/16 - Victim Services presentation at monthly C.P.L.C. Meeting

2023/06/03 - MJKO Open House. D14 CRU and N.C.O.s attended to assist with bike & traffic safety booth

2023/09/16 - C.P.L.C. Open House at 14 Division. C.P.L.C. volunteers, community volunteers, T.P.S.. Auxiliary officers and D14 Officers hosted a community open house at 14 Division. Many local youth from the division attended and volunteered/assisted with the event as well. Bike and Traffic Safety were among the numerous event stations and we gave away the remaining bike lights.

2023/10/24 - C.P.L.C. Town Hall at 967 College Street. Around 25 people attended the Town Hall, including our local MPP. Naloxone training was provided at the Town Hall as well as a D14 Crime Data presentation.

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

**Item(s) - List all items related to event(s)/initiative(s)**

Description	Quantity	Price(\$)/Unit	Total(\$)
Coffee for meeting			\$20.35
Timbits for meeting			\$10.00
Food & Drink			\$85.16
Flip Chart & Easel Pad			\$67.23
D14 C.P.L.C. Basketballs	12		\$608.97
Basketball set up charge			\$81.41
<b>Total Expenditures</b>			\$873.12
<b>Amount to be returned</b>			\$126.88

<b>COMMITTEE NAME</b>	<b>22 Division Community Police Liaison Committee (C.P.L.C.)</b>				
<b>EXECUTIVE MEMBERSHIP</b>	Uniform Co-Chair - Inspector Anthony Paoletta Civilian Co-Chair - Michael Georgopoulos				
<b>TOTAL NUMBER OF MEMBERS</b>	14	<b>NUMBER OF MEETINGS</b>	9	<b>NUMBER OF TOWN HALL MEETINGS</b>	1

**ENGAGEMENT AND OUTREACH INITIATIVES**

2023/02/01 - C.P.L.C. participated in the Black History Month Opening event at the Etobicoke Civic Centre.

2023/02/18 - C.P.L.C. participated in the 22 Division "Skate With a Cop" event.

2023/03/01 - C.P.L.C. participated in the 22 Division virtual Town Hall meeting on Auto Theft.

2023/04/30 - C.P.L.C. gains resident presence on the Nextdoor Community platform to share T.P.S. information with, and to receive information from, community members.

2023/05/12 - C.P.L.C. participated in the 22 Division Coffee with a Cop event at Sherway Gardens.

2023/05/16 - C.P.L.C. attended the CECHI Annual General Meeting at Cloverdale Mall.

2023/05/20 - C.P.L.C. participated in the 22 Division Open House event w/ CPLC Tent.

2023/05/27 - C.P.L.C. participated in the Horner Avenue Senior Centre Fundraising event.

2023/06/06 - C.P.L.C. hosted an in person Community Info Session with 2 presentations (i). Nicole Ehlers, Head (Acting) - Special Constable Service T.T.C. - Safety and security, on the transit system as well as at our transit stations and (ii) T.P.S. Constable Sean O'Neill, the Toronto Crime Stoppers Community Engagement & Social Media officer talked about the Toronto Crime Stoppers platform.

2023/07/29 - C.P.L.C. participated in the 22 Division Coffee with a Cop event at Michael Power Park.

2023/08/01 - C.P.L.C. participated in the 22 Division Coffee with a Cop event at Bloor Islington Food Court.

2023/08/12 - C.P.L.C. and 22 Division Neighbourhood Community Officers (N.C.O.s) organized and hosted the 2<sup>nd</sup> Annual "22 Division Community Summer Festival" at Bloordale Park South. 189 free meals and 175 free ice creams were provided to children. Based on the information provided by our food vendors we estimate that close to 300 people attended our event. Free activities were also provided to all attendees.

2023/09/09 - C.P.L.C. participated in the Taste of the Kingsway event with C.P.L.C. Tent.

2023/09/24 - C.P.L.C. participated in the Long Branch Tree Festival event with C.P.L.C. Tent.

2023/11/25 - C.P.L.C. participated in the Community Police Consultative (C.P.C.) Conference.

2023/12/09 - C.P.L.C. participated in the T.T.C./22 Division Stuff the Bus Event.

2023/12/13 - C.P.L.C. participated in the 22 Division Coffee with a Cop event at Tim Hortons.

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

**Item(s) - List all items related to event(s)/initiative(s)**

Description	Quantity	Price(\$)/Unit	Total(\$)
C.P.L.C. Website fee for community engagement			\$65.54
C.P.L.C. Email service fees	12	\$2.26	\$27.12
Community Summer Festival (ice cream cones, slushies, food & drinks, inflatables, event permit fee & facility use donation)			\$907.34
<b>Total Expenditures</b>			<b>\$1,000.00</b>
<b>Amount to be returned</b>			<b>\$0.00</b>

<b>COMMITTEE NAME</b>	<b>23 Division Community Police Liaison Committee (C.P.L.C.)</b>
<b>EXECUTIVE MEMBERSHIP</b>	Uniform Co-Chairs - Superintendent Ron Taverner, Inspector Kristy Smith Civilian Co-Chair - Richardo Harvey

<b>TOTAL NUMBER OF MEMBERS</b>	13	<b>NUMBER OF MEETINGS</b>	10	<b>NUMBER OF TOWN HALL MEETINGS</b>	1
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**ENGAGEMENT AND OUTREACH INITIATIVES**

Jan 19, 2023 - C.P.L.C. held a Town Hall - Topic: Gun and Gang Violence - Addressing Youth Gun, Gang and Group Violence. Multiple agencies, groups, schools and individuals participated resulting in a dynamic and productive discussion. Various Dates (Apr 1/2, Oct 7/8, Nov 12 and Dec 16/17) - C.P.L.C. held Cram-A-Cruiser food drives. C.P.L.C. members worked in collaboration with Neighbourhood Community Officers (N.C.O.s), Auxiliaries and District Special Constable (D.S.C.s) to collect non-perishable donated food items, which were distributed to local food banks and organizations to help combat food insecurity within the community.

Aug 29, 2023 – C.P.L.C. members held an outdoor Movie Night & BBQ. Through a collaborative effort between the C.P.L.C., N.C.O.s, D.S.C.s, volunteers and other contributors. Over 1,000 community members were able to enjoy a free meal, outdoor activities, popcorn and a movie. This event helped to foster positive community engagement.

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

<b>Item(s) - List all items related to event(s)/initiative(s)</b>			
<b>Description</b>	<b>Quantity</b>	<b>Price(\$)/Unit</b>	<b>Total(\$)</b>
Retractable Banner			\$192.10
Yearly Website Hosting for community engagement			\$120.00
Custom Lanyards	25		\$248.66
Case of 8oz Portion Popcorn Bags	2	\$64.98	\$129.96
125 Pack Disposable Paper Plates	4	\$18.07	\$72.28
240 Pack 12oz Disposable Paper Cups			\$104.20
Face Paint Kit			\$33.89
XLR Cable Audio Amplifier			\$51.97
50ft 12 Gauge Speaker Wire Cord			\$45.19
<b>Total Expenditures</b>			\$998.25
<b>Amount to be returned</b>			\$1.75

<b>COMMITTEE NAME</b>	<b>31 Division Community Police Liaison Committee (C.P.L.C.)</b>				
<b>EXECUTIVE MEMBERSHIP</b>	Co-Chair - Superintendent Andy Singh Civilian Co-Chair - Mark Tenaglia				
<b>TOTAL NUMBER OF MEMBERS</b>	6	<b>NUMBER OF MEETINGS</b>	4	<b>NUMBER OF TOWN HALL MEETINGS</b>	4

## **ENGAGEMENT AND OUTREACH INITIATIVES**

Development and establishment of James Cardinal McGuigan High School Mental Health Room: Collaboration with Neighbourhood Community Officers. This involved numerous meetings with stakeholders and sponsors - demonstrating dedication to mental health and wellness in the community.

Enhancing 31 Division's Communication Strategy: We played a crucial role in augmenting the communication strategies of 31 Division by establishing their website and developing comprehensive marketing materials, thereby improving their public engagement and visibility.

Best Practices Exchange with C.P.L.C. Co-Chairs: Regular interactions with co-chairs of other Community Police Liaison Committees (C.P.L.C.s) were held to share and implement best practices. These meetings were instrumental in fostering a collaborative approach to community policing and liaison activities.

Engagement with Public Officials for Community Issues: Our engagement extended to meetings with City Councillors, members of Provincial Parliament, and members of Parliament, focussing on addressing and strategizing over various community issues, and highlighting our proactive approach in community advocacy.

Collaborative Initiatives with Police Constable (PC) Isabelle Cotton, Chief's Youth Advisory Committee (C.Y.A.C.): We engaged in strategic meetings with PC Cotton to enhance joint initiatives, emphasizing our commitment to collaborative community development by working with youth from 31 division.

Strategic Meetings at 31 Division: We held multiple executive meetings with the Command and officers of 31 Division. These meetings were pivotal in developing communication strategies, providing updates on community issues and devising outreach policies. Additionally, we planned significant events like the Annual 31 Division Open House and BBQ, Make Your Future Initiative, and Student Leadership Bursary Awards, reflecting our active role in community engagement and youth development.

Jane and Finch Taskforce Involvement: Our active participation in the Jane and Finch Taskforce meetings alongside various stakeholders and the Toronto Police Service was a significant endeavour to enhance community safety and cooperation.

Participation in Engage416 Online Community Meetings: We engaged in online discussions with Engage416, addressing a wide range of community issues, showcasing our adaptability to digital platforms for community engagement.

Productive C.P.L.C. Executive Meeting and Town Hall (2023.11.09): Held at the Oakdale Community Centre, this meeting focussed on discussing future strategies and enhancing community engagement, reflecting our proactive approach in community development and planning.

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

**Item(s) - List all items related to event(s)/initiative(s)**

<b>Description</b>	<b>Quantity</b>	<b>Price(\$)/Unit</b>	<b>Total(\$)</b>
Refreshments for Town Hall Meeting on Thursday, May 4, 2023			\$80.02
Supplies/coffee for Community Event - October 25, 2023			\$84.47
Maintenance of Divisional Website including Web Hosting (GoDaddy), Site Hosting/Services (Wocode) and domain registration. Approved by T.P.S. IT Risk Management.			\$515.64
Food/coffee for Town Hall Meeting - November 9, 2023			\$196.64
Food for presentation to community member in need - December 22, 2023			\$121.00
<b>Total Expenditures</b>			\$997.77
<b>Amount to be Returned</b>			\$2.23

<b>COMMITTEE NAME</b>	<b>32 Division Community Police Liaison Committee (C.P.L.C.)</b>				
<b>EXECUTIVE MEMBERSHIP</b>	Uniform Co-Chair - Superintendent Don Belanger Ted Papadatos (Treasurer)				
<b>TOTAL NUMBER OF MEMBERS</b>	20	<b>NUMBER OF MEETINGS</b>	5	<b>NUMBER OF TOWN HALL MEETINGS</b>	1

**ENGAGEMENT AND OUTREACH INITIATIVES**

May 20, 2023: Police Week – Community B.B.Q  
 October 30, 2023: C.P.L.C. Town Hall for West Lansing regarding Break and Enters  
 November 16, 2023: N.C.O. Holiday Toy Drive, support by C.P.L.C.  
 November 25, 2023: Willowdale Christmas Market & Walking Parade – Cram-a-cruiser

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

**Item(s) - List all items related to event(s)/initiative(s)**

<b>Description</b>	<b>Quantity</b>	<b>Price(\$)/Unit</b>	<b>Total(\$)</b>
Community Meeting with Councillor Lily Cheng – Refreshments, Food			\$29.90
Police Week – Napkins, Napkin Holder, Condiments, Ice Blocks, Meat, Water			\$689.65
Cram-A-Cruiser – Non-perishable and baby food items for Neighbourhood Link North York			\$280.45
<b>Total Expenditures</b>			\$1,000.00
<b>Amount to be returned</b>			\$0.00

<b>COMMITTEE NAME</b>	<b>33 Division Community Police Liaison Committee (C.P.L.C.)</b>				
<b>EXECUTIVE MEMBERSHIP</b>	Uniform Co-Chair - Superintendent Donovan Locke Civilian Co-Chair - Christine Crosby				
<b>TOTAL NUMBER OF MEMBERS</b>	4	<b>NUMBER OF MEETINGS</b>	6	<b>NUMBER OF TOWN HALL MEETINGS</b>	0

**ENGAGEMENT AND OUTREACH INITIATIVES**

Crime Prevention awareness by hosting reoccurring Pamphlet Displays and Purse Patrols.

C.P.L.C. members assisted the Crime Prevention Officer (C.P.O.) with Theft of Auto education to the patrons of Fairview Mall and handed out signal-protector key fob pouches during Crime Prevention Week.

C.P.L.C. members hosted four Cram-A-Cruiser events (food drives) for the 2023 holiday season to help combat food insecurities in our division. All donations of food were donated to the Community Share Food Bank in 33 Division.

C.P.L.C. assisted with the 33 Division Toy Drive where all donations was delivered to the Paediatric Unit of the North York General Hospital.

C.P.L.C./Neighbourhood Community Officer (N.C.O.) worked together (along with Cadillac Fairview) on "Be a Santa to a Child" initiative.

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

**Item(s) - List all items related to event(s)/initiative(s)**

<b>Description</b>	<b>Quantity</b>	<b>Price(\$)/Unit</b>	<b>Total(\$)</b>
Costco (COSTI Shelter youth program refreshments)			\$36.68
Food Basics (COSTI Shelter youth program refreshments)			\$40.42
Sign World -10x10 Canopy tent to be shared with C.P.L.C. and N.C.O. (shared the total cost with 33 Division station funds)			\$400.00
KYCS Global Inc. signal-protector key fob pouches for Crime Prevention week event at Fairview Mall (total price includes tax and shipping)	32		\$522.51
<b>Total Expenditures</b>			\$999.61
<b>Amount to be returned</b>			\$0.39

<b>COMMITTEE NAME</b>	<b>41 Division Community Police Liaison Committee (C.P.L.C.)</b>				
<b>EXECUTIVE MEMBERSHIP</b>	Uniform Co-Chairs - Superintendent Warren Wilson, Inspector James Hung Civilian Co-Chair - Holly de Jong				

<b>TOTAL NUMBER OF MEMBERS</b>	9	<b>NUMBER OF MEETINGS</b>	9	<b>NUMBER OF TOWN HALL MEETINGS</b>	3
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**ENGAGEMENT AND OUTREACH INITIATIVES**

C.P.L.C. members participated in the following events and activities:

- 2023.01.18 - Dundalk Neighbourhood Community Event
- 2023.01.21 - Food Drive at Feed Scarborough
- 2023.02.24 - Kids Skating Event at McGregor Park Community Centre
- 2023.03.05 - Community tobogganing at Birchmount Stadium
- 2023.04 to 2023.07 - Project Arrowhead youth program
- 2023.05.10 - McHappy Day
- 2023.06.03 - Community Market at Feed Scarborough
- 2023.06.17 - Fun Day Event at McGregor Park Community Centre
- 2023.06.29 - Bike Rodeo at PanAm Centre
- 2023.06.30 - Community safety meeting at Gordonridge Place
- 2023.07.04 - C.P.L.C. Scholarship Program Award Ceremony
- 2023.07.08 - Taste of Lawrence
- 2023.07.22 - Salma Zahid B.B.Q. at Thompson Park
- 2023.08.05 - MPP David Smith B.B.Q. Day at McGregor Park C.C.
- 2023.08.19 - Wheels on the Danforth
- 2023.08.25 - Annual Gordonridge Community BBQ
- 2023.08.26 - Annual Summer Fest at Scarborough Hub
- 2023.09.17 - Wexford/Maryvale Community Event
- 2023.10.21 - Fun Fair at Feed Scarborough
- 2023.11.01 - Pumpkin Patch Parade in the Oakridge Neighbourhood
- 2023.11.17 - Community Police Consultative (C.P.C.) Conference at Toronto Police College
- 2023.12 - Christmas Toy Drive
- 2023.01 to 2023.12 - Numerous Coffee with a Cop throughout the year
- 2023.01 to 2023.12 - C.P.L.C. Scholarship Program
- 2023.01 to 2023.12 – C.P.L.C. members that are part of the Community Advisory Committee - T.P.S. Race Based Data Collection Strategy (R.B.D provided presentations to the C.P.L.C. and community members).

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

<b>Item(s) - List all items related to event(s)/initiative(s)</b>			
<b>Description</b>	<b>Quantity</b>	<b>Price(\$)/Unit</b>	<b>Total(\$)</b>
Christmas Toy Drive (various items)			\$173.35
Personal Safety Alarms (to be given out at events)	50		\$322.73
Pens (to be given out at events)	500		\$211.56
Room rental at Dorset Park Hub			\$40.00
Expenses for Scholarship Award Ceremony			\$225.13
<b>Total Expenditures</b>			<b>\$972.77</b>
<b>Amount to be returned</b>			<b>\$27.23</b>



<b>COMMITTEE NAME</b>	<b>42 Division Community Police Liaison Committee (C.P.L.C)</b>				
<b>EXECUTIVE MEMBERSHIP</b>	Uniform Co-Chair - Superintendent LeeAnn Papizewski Civilian Co-Chair - Simon IP				
<b>TOTAL NUMBER OF MEMBERS</b>	17	<b>NUMBER OF MEETINGS</b>	10	<b>NUMBER OF TOWN HALL MEETINGS</b>	0

**ENGAGEMENT AND OUTREACH INITIATIVES**

The C.P.L.C. continued running their Scholarship program to encourage high school students are involved in community services.

They held their annual Community Picnic at Burrows Hall Community Centre on September 23, 2023. Based on the crime statistics for car thefts and missing vulnerable persons the C.P.L.C. decided to purchase anti-theft/tracking devices to assist community members.

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

<b>Item(s) - List all items related to event(s)/initiative(s)</b>			
<b>Description</b>	<b>Quantity</b>	<b>Price(\$)/Unit</b>	<b>Total(\$)</b>
Roll up banner with soft case for C.P.L.C. display tables			\$155.94
Roll up banner with soft case for C.P.L.C. display tables			\$155.94
Air Tag Anti-Theft/Tracking Devices 4 per package	2	\$146.89	\$293.78
Vehicle Anti-Theft Devices	4	\$107.33	\$429.32
<b>Total Expenditures</b>			\$1,034.98
<b>Amount to be returned</b>			\$0.00

<b>COMMITTEE NAME</b>	<b>43 Division Community Police Liaison Committee (C.P.L.C.)</b>				
<b>EXECUTIVE MEMBERSHIP</b>	Uniform Co-Chairs - Superintendent David Rydzik, Inspector Ryan Forde Civilian Co-Chair - Jey Dharmaraj				
<b>TOTAL NUMBER OF MEMBERS</b>	22	<b>NUMBER OF MEETINGS</b>	10	<b>NUMBER OF TOWN HALL MEETINGS</b>	0

**ENGAGEMENT AND OUTREACH INITIATIVES**

2023/01/23 - Coffee with a Cop Event with C.P.L.C. to support Neighbourhood Community Officers (N.C.O.s) hosted at Tim Horton's - 3495 Lawrence Avenue East.

2023/03/05 - 2023/06/22 - Game Changing Scholarship for a grade 12 student who resides within 43 Division, shows financial need and great promise. C.P.L.C. processed and reviewed applications and presented award on 2023/06/22

2023/04/03 - Coffee with a Cop Event with C.P.L.C. supporting N.C.O.s hosted at Tim Horton's - 3270 Eglinton Avenue East.

2023/05/13 - Mother's Day Basket Presentation/Rosalie Hall Women's Residence at 3020 Lawrence Avenue East.

2023/06/03 - 43 Division Open House and Picnic. Over 3500 community members in attendance.

2023/06/26 - Coffee with a Cop Event supporting N.C.O.s hosted at Tim Horton - 3465 Kingston Road.

2023/07/02 - Eid Extravaganza II at Cornell Park with the Scarborough Muslim Cultural Centre.

2023/07/19 - Tim Hortons Camp Day - 91 Guildwood Pkwy.

2023/08/27 - Meet your N.C.O. initiative (ice cream).

2023/10/04 - Coffee with a Cop Event supporting N.C.O.s hosted at Tim Horton's - 3495 Lawrence Avenue East.

2023/10/14 - Deputy Mayor McKelvie's Harvest Fest - 5500 Lawrence Ave East.

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

**Item(s) - List all items related to event(s)/initiative(s)**

Description	Quantity	Price(\$)/Unit	Total(\$)
Gervais Tables and Chairs Rental			\$618.74
Ampot Porto Potty Rental			\$254.25
Dollarama Picnic Supplies			\$125.71
<b>Total Expenditures</b>			\$998.70
<b>Amount to be returned</b>			\$1.30

<b>COMMITTEE NAME</b>	<b>51 Division Community Police Liaison Committee (C.P.L.C.)</b>				
<b>EXECUTIVE MEMBERSHIP</b>	Uniform Co-Chair - Superintendent Chris Kirkpatrick Civilian Co-Chair - Karen Marren				
<b>TOTAL NUMBER OF MEMBERS</b>	20	<b>NUMBER OF MEETINGS</b>	9	<b>NUMBER OF TOWN HALL MEETINGS</b>	0

**ENGAGEMENT AND OUTREACH INITIATIVES**

The C.P.L.C. executive attended 24 quarterly Neighbourhood Community Officer meetings across six neighbourhoods.

The C.P.L.C. attended 6 Town Hall meetings with Councillor Moise in 6 neighbourhoods and assisted with a backpack giveaway at community event in St. Jamestown North on Sept. 9<sup>th</sup>.

The C.P.L.C. organized “A Celebration of Life” gathering on August 18th, for former C.P.L.C. Executive member, Bob Kemp who passed away, hosted several Coffee with Cops gatherings throughout the year and attended Pride & Trans Day of Remembrance Flag Raisings at 51 Division.

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

**Item(s) - List all items related to event(s)/initiative(s)**

Description	Quantity	Price(\$)/Unit	Total(\$)
Promotions NOW (Police Officer Smiley Pens)	700		\$975.24
<b>Total Expenditures</b>			\$975.24
<b>Amount to be returned</b>			\$24.76

<b>COMMITTEE NAME</b>	<b>52 Division Community Police Liaison Committee (C.P.L.C.)</b>				
<b>EXECUTIVE MEMBERSHIP</b>	Uniform Co-Chair - Superintendent Ronald Khan Civilian Co-Chair - Melanie Dickson-Smith				
<b>TOTAL NUMBER OF MEMBERS</b>	21	<b>NUMBER OF MEETINGS</b>	4	<b>NUMBER OF TOWN HALL MEETINGS</b>	1

**ENGAGEMENT AND OUTREACH INITIATIVES**

Guest Speakers at C.P.L.C. Meetings - February, April, June:

- CRU Sgt Richard Bobbis - Crowd Dynamics & Demonstrations Presentation (Feb. 2023)
- 52 Division Frauds Department - Credit Card & Taxi Scams in the City of Toronto (April 2023)
- PC Anthony Lamanna - How to stay alert and protect yourself on public transit (April 2023)
- Detective Sergeant Tsianos & Inspector Harris from the Hold Up Squad - Carjacking (June 2023)
- Sergeant Gall & Police Constable Girgis of 52 Division’s CRU - Traffic Safety (June 2023)

CPLC Executive Survey of 52 Division C.P.L.C. members - March 10 - 27, 2023

- Results presented by C.P.L.C. Secretary at April 2023 C.P.L.C. meeting

52 Division Community Event - Building Bridges: Celebrating Police-Community Partnerships - August 9, 2023

- 52 Division officers and the C.P.L.C. members joined together to create an enjoyable and informative community event, serving hot dogs and burgers to the community for a nominal fee
- Sponsorship from 4 BIAs in 52 Division enabled the 52 Division C.P.L.C. to present Contact Alternative School a cheque for \$5,325 at the September 2023 C.P.L.C. Meeting

CPLC Town Hall Event - November 1, 2023

- Inspector Roger Caracciolo from the “SAFE TO” Project
- Cassandra Alves and Jason Oulds, Downtown Yonge BIA: “Community Safety and Wellbeing in Downtown Yonge and Beyond”
- Dorsa Alizadeh-Shabani, Waterfront BIA: “Waterfront BIA - Programs and Initiatives”
- Arthur Geringas, Queen Street West BIA: “Current and Future Initiatives in Queen Street West BIA”

52 Division Community Survey- November 30, 2024

- Survey created by 52 Division C.R.U. Sergeants and sent to 52 Division C.P.L.C. members

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

**Item(s) - List all items related to event(s)/initiative(s)**

Description	Quantity	Price(\$)/Unit	Total(\$)
C.P.L.C. Town Hall Meeting: Assorted Pizzas and Pop Cans			\$120.04
Ultra Reflective Safety Yellow Bag Tag Circle Shape 2” Diameter	250		\$875.14
<b>Total Expenditures</b>			\$995.18
<b>Amount to be returned</b>			\$4.82

<b>COMMITTEE NAME</b>	<b>53 Division Community Police Liaison Committee (C.P.L.C.)</b>				
<b>EXECUTIVE MEMBERSHIP</b>	Uniform Co-chair - Superintendent Greg Cole, Inspector Heather Nichols Civilian Co-Chair - Deidre Cameron				
<b>TOTAL NUMBER OF MEMBERS</b>	15	<b>NUMBER OF MEETINGS</b>	7	<b>NUMBER OF TOWN HALL MEETINGS</b>	0

**ENGAGEMENT AND OUTREACH INITIATIVES**

- April 2023 - Printed and distributed new C.P.L.C. door hangers
- May 2023 - Hosted Gelato with a COP
- November 2023 - Web Hosting Fees for C.P.L.C. website
- December 2023 - Hosted Scholarship Fundraising High Tea

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

<b>Item(s) - List all items related to event(s)/initiative(s)</b>					
<b>Description</b>		<b>Quantity</b>	<b>Price(\$)/Unit</b>	<b>Total(\$)</b>	
C.P.L.C. Door Hangers (to print double sided)		3000		\$169.50	
Refreshments - Gelato with a COP				\$100.00	
Web Hosting Fees for C.P.L.C. website for community engagement				\$274.55	
Refreshments - Fundraising High Tea				\$466.37	
<b>Total Expenditures</b>				<b>\$1,010.42</b>	
<b>Amount to be returned</b>				<b>\$0.00</b>	
<b>COMMITTEE NAME</b>	<b>55 Division Community Police Liaison Committee (C.P.L.C.)</b>				
<b>EXECUTIVE MEMBERSHIP</b>	Uniform Co-Chairs - Superintendent Kim O'Toole, Inspector Michael Hayles Civilian Co-Chair - Peter Themeliopoulos				
<b>TOTAL NUMBER OF MEMBERS</b>	17	<b>NUMBER OF MEETINGS</b>	9	<b>NUMBER OF TOWN HALL MEETINGS</b>	0
<b><u>ENGAGEMENT AND OUTREACH INITIATIVES</u></b>					
<p>March 2023: Greektown BIA/Greek Community Parade Our active participation in this cultural celebration highlighted our commitment to cultural diversity and community unity.</p> <p>May 2023: Police Week BBQ at Jimmie Simpson Park A new corporate partnership enabled us to raise significant funds for our C.P.L.C. student bursary program through B.B.Q. sales, boosting community engagement.</p> <p>June 2023: Committee Spring Social Post our June meeting, we hosted a "Spring Social" at a local restaurant, enhancing camaraderie and fostering a united purpose within the committee members.</p> <p>August 2023: C.P.L.C. Bursary Ceremony Event Awarding a record number of student bursaries, we underscored our commitment to supporting youth and education.</p> <p>September 2023: Back to School Supply Drive Our inaugural initiative successfully delivered essential supplies to Interval House Centre for Women and Children.</p>					

September 2023: Pape Village BIA Block Party  
Engaging with children and distributing police stickers and trading cards, we reinforced our dedication to community relations.

October 2023: Toronto Fire Department Open House  
Our C.P.L.C. booth at this event furthered our goal of promoting safety awareness and community involvement.

December 2023: Holiday Luncheon  
Hosted by Superintendent Kim O’Toole, Inspector Michael Hayles, and Civilian Co-chair Peter Themeliopoulos. This event celebrated our year’s achievements and showcased our committee’s unity and leadership.

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

**Item(s) - List all items related to event(s)/initiative(s)**

Description	Quantity	Price(\$)/Unit	Total(\$)
January 2023 - C.P.L.C. meeting - refreshments			\$20.35
March 2023 - C.P.L.C. meeting - refreshments			\$25.00
April 2023 - Candy for Easter parade			\$20.26
May 2023 - C.P.L.C. - refreshments			\$40.70
C.P.L.C. Custom Flags	2	\$274.75	\$549.50
Colour filled wrist bands (swag) for C.P.L.C. events	500		\$234.05
Crayons (swag) for C.P.L.C. events	300		\$71.23
<b>TOTAL</b>			\$961.09
<b>Amount to be returned</b>			\$38.91

<b>COMMITTEE NAME</b>	<b>Aboriginal Community Consultative Committee (A.C.C.C.)</b>				
<b>EXECUTIVE MEMBERSHIP</b>	Uniform Co-Chairs - Deputy Chief Lauren Pogue, Inspector Kathlin Seremetkovski Civilian Co-Chair - Frances Sanderson				
<b>TOTAL NUMBER OF MEMBERS</b>	16	<b>NUMBER OF MEETINGS</b>	9	<b>NUMBER OF TOWN HALL MEETINGS</b>	0

**ENGAGEMENT AND OUTREACH INITIATIVES**

2023/09/13 - Annual A.C.C.C. B.B.Q. This B.B.Q. was to welcome back the A.C.C.C. from the break that was taken over the summer.

2023/12/18 - Tree decorating and solstice event.

2023/01/01 - 2023/12/31 - Monthly meetings with committee members and T.P.S. with break during summer months.

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

**Item(s) - List all items related to event(s)/initiative(s)**

Description	Quantity	Price(\$)/Unit	Total(\$)
Annual A.C.C.C. B.B.Q			\$195.34
Solstice Event			\$642.63
<b>Total Expenditures</b>			\$837.97
<b>Amount to be Returned</b>			\$162.03

<b>COMMITTEE NAME</b>	<b>Asia Pacific Community Consultative Committee (A.P.C.C.C.)</b>				
<b>EXECUTIVE MEMBERSHIP</b>	Uniform Co-Chairs - Superintendent Shaun Narine, Superintendent Katherine Stephenson Civilian Co-Chair - Will Cho				
<b>TOTAL NUMBER OF MEMBERS</b>	20	<b>NUMBER OF MEETINGS</b>	7	<b>NUMBER OF TOWN HALL MEETINGS</b>	0

**ENGAGEMENT AND OUTREACH INITIATIVES**

2023/08/20 - Malaysian Association of Canada Summer Festival. Malaysian Summer Picnic is a gathering of the Malaysian communities to celebrate the traditions and accomplishments of the Malaysian people. There were approximately 300 people in attendance including representatives from the MPP office, community leaders and stakeholders, who discussed future events such as crime prevention, fraud, traffic safety, and personal safety, and presentations to the Malaysian communities.

2023/12/01 - Stay Safe Stay Warm. This project was dedicated to the vulnerable seniors within the Asia Pacific communities. Toques and mittens were purchased for seniors, along with a senior's safety package containing a 2024 safety calendar with important contact information and a variety of safety pamphlets. These were delivered with the assistance of the A.P.C.C.C.

2023/12/18 - Happy Together Initiative. This project was dedicated to families affected by domestic violence within the Korean community. Gifts, resources packages and support were provided to those affected during Christmas and the reassurance that they will have continued support.

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

**Item(s) - List all items related to event(s)/initiative(s)**

Description	Quantity	Price(\$)/Unit	Total(\$)
Malaysian Association of Canada Summer Festival – samosas	100		\$55.09
Stay Safe Stay Warm - toques	15		\$135.43
Stay Safe Stay Warm - mittens	15		\$169.32
Happy Together - candles x6 soap x5	11		\$133.00
Happy Together - candy, gift wrap/bags	30		\$61.30
Happy Together - toys	8		\$309.05

<b>Total Expenditures</b>					\$863.19
<b>Amount to be returned</b>					\$136.81
<b>COMMITTEE NAME</b>	<b>Black Community Consultative Committee</b>				
<b>EXECUTIVE MEMBERSHIP</b>	Uniform Co-Chairs - Superintendent Ronald Khan, Inspector Michael Hayles, Inspector Don Theriault Civilian Co-Chair - Sara Ali				
<b>TOTAL NUMBER OF MEMBERS</b>	12	<b>NUMBER OF MEETINGS</b>	3	<b>NUMBER OF TOWN HALL MEETINGS</b>	0
<b><u>ENGAGEMENT AND OUTREACH INITIATIVES</u></b>					
Black History Month Event at Fairview mall which included guest speakers, entertainment, and an artist.					
<b>EXPENDITURES FROM TORONTO POLICE SERVICES BOARD FUNDING (\$1,000.00)</b>					
<b>Item(s) - List all items related to event(s)/initiative(s)</b>					
<b>Description</b>		<b>Quantity</b>		<b>Price(\$)/Unit</b>	<b>Total(\$)</b>
Website Hosting Fee for community engagement					\$449.89
<b>Total Expenditures</b>					\$449.89
<b>Amount to be returned</b>					\$550.11
<b>COMMITTEE NAME</b>	<b>Chinese Community Consultative Committee (C.C.C.C.)</b>				
<b>EXECUTIVE MEMBERSHIP</b>	Uniform Co-Chair - Superintendent Warren Wilson, Inspector James Hung Civilian Co-Chair - Alex Yuan				
<b>TOTAL NUMBER OF MEMBERS</b>	15	<b>NUMBER OF MEETINGS</b>	9	<b>NUMBER OF TOWN HALL MEETINGS</b>	0
<b><u>ENGAGEMENT AND OUTREACH INITIATIVES</u></b>					
The Chinese C.C.C. co-hosted the 29 <sup>th</sup> Annual Community Based Policing Dinner, which was attended by Chief Demkiw, over 600 community members and numerous T.P.S. police officers. The dinner event raised over \$7,000 for local youth community programs.					
Asian Heritage Month celebrations attended by Mayor Jennifer McKelvie, command officers and over 100 community members.					
<b>EXPENDITURES FROM TORONTO POLICE SERVICES BOARD FUNDING (\$1,000.00)</b>					
<b>Item(s) - List all items related to event(s)/initiative(s)</b>					
<b>Description</b>		<b>Quantity</b>		<b>Price(\$)/Unit</b>	<b>Total(\$)</b>
The Chinese C.C.C. did not use any Board funding in 2023					\$0.00



<b>Total Expenditures</b>	\$0.00
<b>Amount to be returned</b>	\$1,000.00

<b>COMMITTEE NAME</b>	<b>Disabilities Community Consultative Committee (D.C.C.C.)</b>				
<b>EXECUTIVE MEMBERSHIP</b>	Uniform Co-Chairs - Superintendent Justin Vander Heyden, Inspector Dave Correa Civilian Co-Chair - Carly Greenberg				
<b>TOTAL NUMBER OF MEMBERS</b>	9	<b>NUMBER OF MEETINGS</b>	8	<b>NUMBER OF TOWN HALL MEETINGS</b>	0

July - December - Committee members, the T.P.S. Equity Inclusion & Human Rights unit and representatives from Uber Canada have met numerous times regarding issues with rideshare drivers denying passengers who require the assistance of guide dogs. The group is looking at ways to spread awareness to drivers that under the “Blind Persons’ Rights Act”, guide dogs must be allowed.

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

Item(s) - List all items related to event(s)/initiative(s)			
Description	Quantity	Price(\$)/Unit	Total(\$)
The Disabilities C.C.C. did not use any funding in 2023			\$0.00
<b>Total Expenditures</b>			\$0.00
<b>Amount to be returned</b>			\$1,000.00

<b>COMMITTEE NAME</b>	<b>French Community Consultative Committee (F.C.C.C.)</b>				
<b>EXECUTIVE MEMBERSHIP</b>	Uniform Co-Chair - Acting Staff Superintendent Shannon Dawson, Inspector Roger Desrochers Civilian Co-Chair - Christine Page				
<b>TOTAL NUMBER OF MEMBERS</b>	6	<b>NUMBER OF MEETINGS</b>	0	<b>NUMBER OF TOWN HALL MEETINGS</b>	0

The liaison officer position was vacant between April, 2022 and November, 2022. There has not been any significant activity with the French C.C.C. due to the very low membership and lack of participation within the committee. With the appointment of new Uniform Co-Chairs, the F.C.C.C. goal is to increase membership with Francophone service providers and community partners.

**ENGAGEMENT AND OUTREACH INITIATIVES**

2023/03/20 - Committee members attended a Francophonie Day event at 330 Lansdowne Avenue with Deputy Chief Pogue in attendance.

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

Item(s) - List all items related to event(s)/initiative(s)

Description		Quantity	Price(\$)/Unit	Total(\$)
The French C.C.C. did not use any Board funding in 2023				\$0.00
<b>Total Expenditures</b>				\$0.00
<b>Amount to be returned</b>				\$1,000.00
<b>COMMITTEE NAME</b>	Jewish Community Consultative Committee (J.C.C.C.)			
<b>EXECUTIVE MEMBERSHIP</b>	Uniform Co-Chair - Inspector Paul Rinkoff Civilian Co-Chair - Michael Levitt			
<b>TOTAL NUMBER OF MEMBERS</b>	19	<b>NUMBER OF MEETINGS</b>	4	<b>NUMBER OF TOWN HALL MEETINGS</b>
				1
<b><u>ENGAGEMENT AND OUTREACH INITIATIVES</u></b>				
2023/05/03 - Committee members supported/attended a Jewish Heritage Month event at T.P.S. Headquarters.				
2023/05/22 - Committee members supported/attended Walk of Israel event in North York.				
2023/12/12 - Committee members supported/attended the 2nd annual Hanukkah Menorah Lighting ceremony at T.P.S. Headquarters with attendance of the Chief, Solicitor General of Ontario, dignitaries, T.P.S. membership and community.				
2023/12/12 - T.P.S. policy initiative to Service Procedure 15-16 Uniform & Equipment. T.P.S. kippah launched and made official uniform item for Jewish members.				
2023/12/13 - Committee members attend the annual Hanukkah reception at the Consulate of Israel with attendance of the Chief and the Premier of Ontario.				
<b>EXPENDITURES FROM TORONTO POLICE SERVICES BOARD FUNDING</b>				
<b>(\$1,000.00)</b>				
<b>Item(s) - List all items related to event(s)/initiative(s)</b>				
Description		Quantity	Price(\$)/Unit	Total(\$)
The Jewish C.C.C. did not use any Board funding in 2023				
<b>Total Expenditures</b>				\$0.00
<b>Amount to be returned</b>				\$1,000.00
<b>COMMITTEE NAME</b>	L.G.B.T.Q.2.S.+ Community Consultative Committee			
<b>EXECUTIVE MEMBERSHIP</b>	Uniform Co-Chair - Superintendent Lisa Crooker, Inspector Suzanne Redman Civilian Co-Chair - Terrence Rodriguez			

<b>TOTAL NUMBER OF MEMBERS</b>	15	<b>NUMBER OF MEETINGS</b>	12	<b>NUMBER OF TOWN HALL MEETINGS</b>	1
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**ENGAGEMENT AND OUTREACH INITIATIVES**

The L.G.B.T.Q.2.S.+ C.C.C. participated in many events over the course of 2023 including the following:

April 15 - Town hall meeting for the Missing and Missed Implementation Team at City hall.

April 20 - Volunteer appreciation night at the Toronto Police College

IDAHOBIT- A Progressive Pride flag was raised at Headquarters. C.C.C. members were in attendance and participated in the ceremony. Many members of the service were in attendance and for the first time the flag remained raised from May 17<sup>th</sup> through to the end of June.

Pride Flag Raising - The Progressive Pride flag was raised on June 1<sup>st</sup> at all non-covert building owned by T.P.S. Members of the C.C.C. participated in the flag raisings at locations across the city as well as the main ceremony which was held at 51 Division.

Board and Chiefs Pride Reception - This event was planned completely by the L.G.B.T.Q.2.S.+ C.C.C. members. After many years of this ceremony being hosted by T.P.S. at Headquarters, this event was brought back into the community and held at Metropolitan Community Church. The C.C.C. planned food, entertainment, speeches and decorations for this night. Approximately 200 people showed up for the reception including many members of the queer community.

Pride Car - The T.P.S. wrapped a service vehicle in the Progressive Pride colours to show support for the L.G.B.T.Q.2.S.+ Community. The design of the wrap was approved by the C.C.C.

Trans Day of Remembrance - C.C.C. members were on hand and participated in the Transgender Day of Remembrance ceremony held at 51 Division. A trans flag was raised and members from the community were present to pay their respects to those lost within the trans community this year.

November 29<sup>th</sup>- members of the C.C.C. met with the Chief to discuss the rise in hate crimes against the L.G.B.T.Q.2.S.+ Community. Strategies on how to combat this increase were discussed and a clear way forward was established.

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

**Item(s) - List all items related to event(s)/initiative(s)**

<b>Description</b>	<b>Quantity</b>	<b>Price(\$)/Unit</b>	<b>Total(\$)</b>
Payment for dance choreographer for Drag Masterclass in partnership with the City of Toronto			\$1,000.00
<b>Total Expenditures</b>			<b>\$1,000.00</b>
<b>Amount to be returned</b>			<b>\$0.00</b>

<b>COMMITTEE NAME</b>	<b>Muslim Community Consultative Committee (M.C.C.C.)</b>				
<b>EXECUTIVE MEMBERSHIP</b>	Uniform Co-Chairs - Superintendent Greg Cole, Superintendent Mandeep Mann Civilian Co-Chair - Omar Farouk (Civilian Co Chair)				
<b>TOTAL NUMBER OF MEMBERS</b>	13	<b>NUMBER OF MEETINGS</b>	7	<b>NUMBER OF TOWN HALL MEETINGS</b>	0
<b>ENGAGEMENT AND OUTREACH INITIATIVES</b>					
<p>October to December - The Muslim Consultative Committee assisted the T.P.S. during the ongoing middle east conflict by conveying messages from the police to the community to report hate crime incidents. The C.C.C. facilitated meetings for Chief Myron Demkiw to speak at various mosques and other Islamic institutions.</p> <p>September - The Muslim Consultative Committee in collaboration with the South and West Asian Committee conducted a mental health awareness event at the Toronto Police College. The committee invited Dr. Ahmed Mian an emergency physician at the Humber River Hospital. The committee also had guest speakers from the Mobile Crisis Intervention Team, Mental Health and Addictions Advisory Panel, and the Toronto Community Crisis Service. Other private Muslim mental health organizations attended and set up information booths for awareness.</p> <p>August - The committee collaborated with Canadian Pakistani Narrative and conducted an event before the school year where they served "Haleem", a traditional Pakistani dish to the community. Approximately 200 new backpacks were donated by community members to refugees in need.</p> <p>April - The committee collaborated with Canadian Pakistani Narrative that conducted an event during the holy month of Ramadan where they served a traditional Pakistani breakfast to the community. Community members donated over 500 new toys to Afghan refugees and other community organizations.</p>					
<b>EXPENDITURES FROM TORONTO POLICE SERVICES BOARD FUNDING</b>					
<b>(\$1,000.00)</b>					
<b>Item(s) - List all items related to event(s)/initiative(s)</b>					
<b>Description</b>	<b>Quantity</b>	<b>Price(\$)/Unit</b>	<b>Total(\$)</b>		
Mental Health Awareness Event - Refreshments			\$444.50		
Mental Health Awareness - Advertisement Eventbrite Tickets			\$33.99		
<b>Total Expenditures</b>			\$478.49		
<b>Amount to be returned</b>			\$521.51		
<b>COMMITTEE NAME</b>	<b>Seniors Community Consultative Committee (S.C.C.C.)</b>				
<b>EXECUTIVE MEMBERSHIP</b>	Uniform Co-Chairs - Superintendent Paul MacIntyre, Inspector Kristy Smith Civilian Co-Chairs - Kim Whaley & Andrea McEwan				
<b>TOTAL NUMBER OF MEMBERS</b>	13	<b>NUMBER OF MEETINGS</b>	6	<b>NUMBER OF TOWN HALL MEETINGS</b>	0

**ENGAGEMENT AND OUTREACH INITIATIVES**

June (Seniors Month) - Multiple “Senior Safety” presentations were conducted for various organizations throughout the month.

June 15th - “World Elder Abuse Awareness Day” – Deputy Chief Pogue recorded a video message to help spread awareness. The video along with information for the Toronto Seniors Helpline and Seniors Safety Line were shared on the T.P.S. intranet and through various social media channels.

October 2023 - Some members of the committee, who are subject matter experts in their respective fields recorded informational video clips on: How to Identify a Valid Power of Attorney, Misuse of Power of Attorney, Financial Abuse and Frauds.

The videos will be shared on the T.P.S. “Seniors Resources” intranet page, and can be used as a resource for officers when dealing with issues involving older adults. Additional videos will be recorded in a question and answer format.

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

**Item(s) - List all items related to event(s)/initiative(s)**

Description	Quantity	Price(\$)/Unit	Total(\$)
The Seniors C.C.C. did not use any Board funding in 2023			
<b>Total Expenditures</b>			\$0.00
<b>Amount to be returned</b>			\$1,000.00

<b>COMMITTEE NAME</b>	<b>South and West Asian Community Consultative Committee (S.W.C.C.C.)</b>				
<b>EXECUTIVE MEMBERSHIP</b>	Uniform Co-Chairs - Superintendent Shane Branton, Inspector Tricia Johnston Civilian Co-Chair - Sajanth Mohanakanthan)				
<b>TOTAL NUMBER OF MEMBERS</b>	12	<b>NUMBER OF MEETINGS</b>	5	<b>NUMBER OF TOWN HALL MEETINGS</b>	0

**ENGAGEMENT AND OUTREACH INITIATIVES**

October - Hosted a cricket match in support of autism awareness. A total of \$7,000 was raised and donated to Erinoak Kids. The match was between T.P.S. vs the Brampton Bylaw.

September - The South and West Asian C.C.C. collaborated with the Muslim C.C.C. in conducting a mental health awareness event at the Toronto Police College. The committee invited Dr. Ahmed Mian an emergency physician at the Humber River Hospital. The committee also had guest speakers from the Mobile Crisis Intervention team, Mental Health and Addictions Advisory Panel, and the Toronto Community Crisis Service. There were also other private Toronto Muslim mental health organizations that attended and set up booths for awareness.

September - The South and West Asian members lead a large South Asian recruitment drive. The event consisted of over 20 Canadian security and police agencies in attendance.

May - The South and West Asian C.C.C. along with the Chinese C.C.C., and Asia Pacific C.C.C. collaborated in celebrating Asian Heritage Month at the Chinese Cultural Centre. The keynote speaker was Judge Albert Wong.

April - The South and West C.C.C. and the T.P.S. actively participated and assisted during the Khalsa Day Parade.

**EXPENDITURES FROM TORONTO POLICE SERVICES BOARD FUNDING**

**(\$1,000.00)**

**Item(s) - List all items related to event(s)/initiative(s)**

Description	Quantity	Price(\$)/Unit	Total(\$)
Mental Health Awareness Event			
Food			\$305.10
Accessories			\$47.18
Awards			\$84.00
<b>Total Expenditures</b>			\$436.28
<b>Amount to be returned</b>			\$563.72

<b>COMMITTEE NAME</b>	<b>Chief's Youth Advisory Committee (C.Y.A.C.)</b>				
<b>EXECUTIVE MEMBERSHIP</b>	Uniform Co-Chairs - Superintendent David Rydzik, Superintendent Andy Singh Civilian Co-Chair - Dan Araujo				
<b>TOTAL NUMBER OF MEMBERS</b>	11	<b>NUMBER OF MEETINGS</b>	8	<b>NUMBER OF TOWN HALL MEETINGS</b>	0

**ENGAGEMENT AND OUTREACH INITIATIVES**

Collaborated with Victim Services and the Neighbourhood Community Officers to educate students across the city about human trafficking and online exploitation.

Partnered with the Neighbourhood Community Officers to provide a youth who faces economic, social, or cultural barriers a scholarship of \$7,500.

Participated in the Project Community Connect to provide youth opportunities and training. A communication platform was created to promote and provide information. Several training and presentations were provided to the youth across the city.

**EXPENDITURES FROM TORONTO POLICE SERVICES BOARD FUNDING**

**(\$2,000.00)**

**Item(s) - List all items related to event(s)/initiative(s)**

Description	Quantity	Price(\$)/Unit	Total(\$)
Honorarium (Human Trafficking Survivor)			\$400.00

Honorarium (Human Trafficking Survivor)			\$200.00
Honorarium (social media website design)			\$300.00
Hand throw streamers (scholarship presentation)			\$19.20
<b>Total Expenditures</b>			\$919.20
<b>Amount to be returned</b>			\$1,080.80



## PUBLIC REPORT

**January 25, 2024**

To: Chair and Members  
Toronto Police Services Board

From: Myron Demkiw  
Chief of Police

**Subject: Special Constable Appointments and Re-Appointments –  
March 2024**

**Purpose:**  Information Purposes Only  Seeking Decision

**Recommendation(s):**

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

**Financial Implications:**

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

**Summary:**

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



## Discussion:

### Background

#### Relevant Board Policies and Compliance

Under Section 53 of the *Police Services Act*, the Board is authorized to appoint and re-appoint special constables, subject to the approval of the Ministry. Pursuant to this authority, the Board has agreements with T.C.H.C., and U of T governing the administration of special constables (Min. Nos. P153/02, and P571/94 refer).

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

Table 1. Name of Agency and Special Constable Applicant

Agency	Name	Status Requested	Current Expiry Date
T.C.H.C.	Kareem KABBA	Re-Appointment	April 14, 2024
T.C.H.C.	Rahman SALEHI	Re-Appointment	April 14, 2024
T.C.H.C.	Karvan AFSAR	New Appointment	N/A
T.C.H.C.	Danyal AHMED	New Appointment	N/A
T.C.H.C.	Steven BREBNER	New Appointment	N/A
T.C.H.C.	Jerelle BROWN	New Appointment	N/A
T.C.H.C.	Mangaza BUTALE	New Appointment	N/A
T.C.H.C.	Dayoud FAIZYAR	New Appointment	N/A
T.C.H.C.	Selina HOLROYD	New Appointment	N/A
T.C.H.C.	Raman KHOSA	New Appointment	N/A
T.C.H.C.	Suban KUGATHASAN	New Appointment	N/A
T.C.H.C.	Eric MATSUMURA	New Appointment	N/A
T.C.H.C.	Kirishiyan RAGUNATHAN	New Appointment	N/A
T.C.H.C.	Luigi TACCOGNA	New Appointment	N/A

<b>Agency</b>	<b>Name</b>	<b>Status Requested</b>	<b>Current Expiry Date</b>
T.C.H.C.	Murtadha TAREQ	New Appointment	N/A
T.C.H.C.	Anjanan THARMARAJAH	New Appointment	N/A
T.C.H.C.	Jemal THOMPSON	New Appointment	N/A
T.C.H.C.	Amanda WOODHOUSE	New Appointment	N/A
U of T Scarborough Campus	Patricia TAVARES	Re-Appointment	June 26, 2024
U of T St. George Campus	Ajitpaul Singh GILL	Re-Appointment	June 26, 2024

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

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

The agencies have advised the Service that the above individuals satisfy all of the appointment criteria as set out in their agreements with the Board. The T.C.H.C., and U of T's approved and current complements are indicated below:

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

<b>Agency</b>	<b>Approved Complement</b>	<b>Current Complement</b>
T.C.H.C.	300	168
U of T Scarborough Campus	25	16
U of T St. George Campus	50	32

***Conclusion:***

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

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

Respectfully submitted,

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

\*copy with original signature on file at Board Office

***Attachments:***

- 
1. TCHC Appointment & Re-Appointment Request Letter
  2. U of T Scarborough & St. George Campus Re-Appointment Request Letter

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



January 24, 2024

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

DELIVERED VIA ELECTRONIC MAIL

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

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

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

Name	Type	Current Term Expiry
Rahman Salehi	Re-Appointment	April 14, 2024
Kareem Kabba	Re-Appointment	April 14, 2024
Kirishiyar Ragunathan	New Appointment	n/a
Anjanan Tharmarajah	New Appointment	n/a
Jerelle Brown	New Appointment	n/a
Dayoud Faizyar	New Appointment	n/a
Karvan Afsar	New Appointment	n/a
Luigi Taccogna	New Appointment	n/a
Murtadha Tareq	New Appointment	n/a

Steven Brebner	New Appointment	n/a
Raman Khosa	New Appointment	n/a
Suban Kugathasan	New Appointment	n/a
Mangaza Butale	New Appointment	n/a
Jemal Thompson	New Appointment	n/a
Danyal Ahmed	New Appointment	n/a
Amanda Woodhouse	New Appointment	n/a
Selina Holroyd	New Appointment	n/a
Eric Matsumura	New Appointment	n/a

It is requested that the Board approve these submissions and put forward the applicants to the Ministry of the Solicitor General for (re)appointment for a five-year term.

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

Respectfully,




---

**Allan Britton, Badge #31194**  
Acting Senior Director/Acting Chief Special Constable  
Community Safety Unit

**Toronto Community Housing**  
931 Yonge St, Toronto, ON M4W 2H2  
T: 416 981-4116  
[torontohousing.ca](http://torontohousing.ca)

January 18, 2024

**Subject/Re: Request for Toronto Police Services Board Approval for Appointment and Re-Appointment of Special Constables**

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

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

Name	Type	Current Term Expiry
Patricia Elizabeth Tavares	Re-Appointment	6/26/2024

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.



Christopher Ibell, Assistant Director, Campus Safety



**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

February 10, 2024

**To:** Special Constable Liaison Office

**From:** Michael Munroe

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

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

The individual named below is fully trained, meeting all Ministry requirements, and has shown they possess the required skills and ability to perform at the level required to be a special constable. Both new appointments and re-appointments have undergone a background check, conducted by the Toronto Police Service, and we are satisfied with the results of those checks.

Name	Type	Current Term Expiry
Ajitpaul Singh Gill	Re-Appointment	26/06/2024

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

Regards

  
 Michael Munroe – Director



## PUBLIC REPORT

**February 23, 2024**

To: Chair and Members  
Toronto Police Services Board

From: Dubi Kanengisser  
Executive Director

**Subject: City Council Decision — Infrastructure and Environment  
Committee Item 7.2 Congestion Management Plan 2023–  
2026**

**Purpose:**  Information Purposes Only  Seeking Decision

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

It is recommended that the Board direct the Chief to report back with an analysis of costs and operational impacts of the use of callback Uniform Members and Special Constables to expand the City's Transportation Services' Traffic Agent Program, prior to the expiry of the Toronto Police Service's pilot with Transportation Services.

### **Financial Implications:**

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

### **Summary:**

The Board is in receipt of City Council's decision on Infrastructure and Environment Committee Item 7.2 Congestion Management Plan 2023–2026 (IE7.2), which includes, among other things, direction to the General Manager, Transportation Services, to negotiate an agreement with the Board on the use of callback Uniform Members and Special Constables to expand the City's Traffic Agent Program. This report provides the Board with City Council's decision, and recommends that the Chief provide additional analysis to assist the Board in determining the appropriate response.



## **Discussion:**

### ***Infrastructure and Environment Committee Item 7.2 Congestion Management Plan 2023–2026***

City Council, at its meeting of November 8 and 9, 2023, adopted Item IE7.2 Congestion Management Plan 2023–2026. The motion is available at the following link:

<https://secure.toronto.ca/council/agenda-item.do?item=2023.IE7.2>

In considering this matter, Council adopted the following recommendation, among others:

3. City Council direct the General Manager, Transportation Services to negotiate, enter into and execute an agreement with the Toronto Police Services Board for the use of callback police officers and special constables to expand the Traffic Agent Program as required, generally upon such terms and conditions as described in the report (October 11, 2023) from the General Manager, Transportation Services, and upon such other terms and conditions satisfactory to the General Manager, Transportation Services.

### ***Traffic Agent Program Pilot***

Traffic Agents in the City's Traffic Agent Program are empowered to manage traffic at an intersection, can dynamically direct all road users (pedestrians, cyclists, and drivers) in real time, and can issue tickets for parking violations. As reported by the General Manager, Transportation Services in her report of October 11, 2023 to the Infrastructure and Environment Committee, "Transportation Services is continuing to try to expand the traffic agent program but continues to face challenges with respect to retaining staff and the lengthy recruitment process."

The Toronto Police Service (Service) is currently engaged in a pilot with Transportation Services to support the Traffic Agent Program. The Service has requested the City to provide information in order to quantify the effectiveness of the program prior to the pilot's expiry in April 2024, and may consider a further extension of the pilot until August 2024.

### ***Potential Financial and Operational Impacts***

Diverting Service resources to support the Traffic Agent Program through callbacks could have significant financial and operational impacts. Callbacks place an additional strain on Service Members, in addition to the financial strain on the Service, and should be utilized prudently. While the goals of the Traffic Agent Program align with the Service's goal to effectively manage traffic, due to the limited resources available to the Service, this goal must be balanced against the Service's other duties in an informed manner.

It is, therefore, recommended that the Board direct the Chief to conduct further analysis, based on the Service's experience of the pilot program, and the information provided by the City, and report back to the Board on projected financial and operational impacts, and with any relevant recommendations with regards to City Council's request.

**Conclusion:**

City Council has requested the Board's support of the use of Service resources to enhance the City's Traffic Agent Program. Such use must take into consideration potential impacts on the Service's ability to carry out its core operational duties. It is, therefore, recommended that the Board direct the Chief to report back with additional analysis prior to the expiry of the final extension of the pilot.

Respectfully submitted,

Dubi Kanengisser  
Executive Director



## PUBLIC REPORT

**March 4, 2024**

To: Chair and Members  
Toronto Police Services Board

From: Dubi Kanengisser  
Executive Director

**Subject: Update on the Ontario Human Rights Commission (OHRC) Report  
"From Impact to Action" Final Recommendations Directed at the  
Board Only**

**Purpose:**  Information Purposes Only  Seeking Decision

**Recommendation(s):**

It is recommended that the Board receive this report.

**Financial Implications:**

At the time of writing of this report, the final cost of implementing the recommendations is unknown. Additional analysis will be required as part of the development of an implementation plan.

### Summary:

On December 14, 2023, the Ontario Human Rights Commission (OHRC) released its final report "From Impact to Action: Final Report into anti-Black racism (ABR) by the Toronto Police Service". This final report concluded the OHRC's public inquiry into the Toronto Police Service, which began in 2017 and included two interim reports.

This report provides an update on the work carried out by the Board Office with regards to recommendations that are specifically for the Board only in the OHRC's final report. At this time, of the 23 recommendations aimed at the Board only, the Board Office has identified four (4) recommendations as partially implemented, has identified no concerns with four (4) recommendations, and requires clarification on 15 recommendations.

## Discussion:

### **Background**

The Board Office continues its consultations with its counsel with regards to the implementation of the final recommendations. The Board Office is committed to continue engaging with the OHRC to clarify any outstanding questions, and will report back to the Board at the earliest time possible with recommendations on the Board's response to the OHRC's report.

On February 9, 2024, Chief Myron Demkiw submitted to the Toronto Police Services Board (the Board) a report titled "Ontario Human Rights Commission (OHRC) Report "From Impact to Action" Final Recommendations", with an update to the Board on the Service's interim position on OHRC recommendations aimed at the Service or both the Service and Board.

This update should be read in conjunction with Chief Demkiw's report, which provides a complementary analysis of all 106 recommendations made by the OHRC.

### **Board Only Recommendations**

A total of 23 recommendations made by the OHRC are aimed at the Board only. These primarily include recommendations to create new policies or amend existing ones, as well as a number of recommendations that the Board "urge the Province of Ontario" to carry out certain actions.

Many of the recommendations require further discussions, from a legal and practical standpoint. Board staff continues to consult with its many internal and external partners on different aspects of these recommendations. The Board Office is also committed to working with the OHRC to clarify these issues, and to determine the best approach to implementing these recommendations, taking into account legal compliance, operational feasibility, and budgetary impacts.

The following table summarizes the status of the 23 recommendations aimed at the Board only:

Partially implemented	Can be implemented	Clarification required
Total: 4	Total: 4	Total: 15
20	63	3
52	81	38
73	90	53
84	92	61
		70
		71
		72
		76

**Conclusion:**

The Board is grateful to the OHRC for its analysis and the collaborative manner in which the Inquiry was carried out. The Board is committed to maintaining this collaborative spirit in developing the Board's response to these recommendations.

The Board takes seriously its civilian oversight and governance mandates in reducing and eliminating the disparate treatment of Black people in police interactions.

The Board Office will continue to keep the Board apprised of talks with the OHRC and other stakeholders, and will provide an update with recommendations at the earliest time possible.

Respectfully submitted,

Dubi Kanengisser  
Executive Director



## PUBLIC REPORT

**February 9, 2024**

To: Chair and Members  
Toronto Police Services Board

From: Myron Demkiw  
Chief of Police

**Subject: Ontario Human Rights Commission (OHRC) Report  
“From Impact to Action” Final Recommendations**

**Purpose:**  Information Purposes Only  Seeking Decision

### **Recommendation:**

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

### **Financial Implications:**

Virtually all of the OHRC’s recommendations directed at the Service alone or together with the Board have financial implications. While the OHRC did recommend that the funding necessary for the implementation of its recommendations should be provided, they understandably were not able to detail what that funding should be.

Recommendations that already have been or are in the process or being implemented were funded within the Service’s approved annual budgets. However some number of those under way or contemplated will likely need adjustment to address the OHRC’s recommendations and thus may well entail increased expense.

While the financial implications of the remaining recommendations cannot be fully quantified at this time, additional funding will be required for the following:

- Hiring experts
- Honoraria

**TORONTO POLICE SERVICES BOARD**

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

- Consultant fees
- Staffing
- Training
- Program reviews
- Town halls
- Partnerships with agencies
- Survey/Census
- Overtime hours/Premium pay
- Establishment of programs
- Third party evaluators/Independent reviews

Additional funding required to implement the recommendations adopted will be included in the variance reports and future year budget requests for the Board's consideration. In deciding what can be done in respect of many of these recommendations, financial implications will be a factor.

Resources dedicated to the implementation of these recommendations and associated timelines will have to be considered in the context of funding availability, organizational capacity and Board's ability to ensure effective oversight, including ongoing support and evaluation. Throughout the latter part of the investigation there was discussion about the need to ensure that the Board has the capacity to ensure effective oversight of the implementation of those recommendations adopted, including ongoing support for evaluation. That capacity has to be built up and supported.

## **Summary:**

On Thursday, December 14, 2023, the Ontario Human Rights Commission (OHRC) released its final report "[\*From Impact to Action: Final Report into anti-Black racism \(ABR\) by the Toronto Police Service\*](#)". This final report concluded the OHRC's public inquiry into the Toronto Police Service, which began in 2017.

Members of the Board and the Service worked collaboratively to identify potential recommendations that had already been implemented or are already underway in some fashion. In many respects (as noted by the OHRC in its report), their recommendations overlap with many of the other initiatives and / or recommendations that the Board and the Service have already undertaken. The Service intends on engaging (amongst others) those working groups that have already assisted in implementing these previous and ongoing initiatives and recommendations. Work that has been completed will be assessed with a view to the OHRC's recommendations to determine if the recommendations have been fully addressed. Similarly, work that is underway or contemplated will be reviewed to determine if adjustments are required.

The Service is committed to co-designing, co-developing and ultimately co-delivering a consensus-building approach to the implementation and operationalization of those recommendations that we believe we can and should act on (more particulars of this are provided later in this report). In addition to the Board and the OHRC, we will consult with community members, new and existing groups, providing engagement reflective of the needs of the community. Through this approach the Service will endeavour to provide for community engagement and transparency and to build trust.

The purpose of this report is to provide an overview of the OHRC recommendations, and the implementation approach.

## **Discussion:**

### ***Background***

In 2017, the OHRC launched an inquiry into anti-Black racism (ABR) by the Service and examined data between January 1, 2010, and June 30, 2017.

In December 2018, the OHRC released the first interim report entitled “A Collective Impact” based on the data collected.

In August 2020, the OHRC released a follow-up report, “A Disparate Impact” building upon the findings of, “A Collective Impact” that continued its examination of ABR within the Toronto Police and its impact on the Service’s culture, training and policies.

In December of 2023, the OHRC released its final report titled, “From Impact to Action”. In its final report the OHRC made 106 recommendations.

In this Report we focus on the 68 recommendations assigned to the Service or shared with the Toronto Police Services Board (the Board). We group those recommendations as: already implemented (subject to verification) (20), partially implemented and ongoing (18), can be implemented (3), and require clarification (or discussion) (27).

See the attached Appendix A for a full list of the published recommendations.

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

The Toronto Police Services Board (the Board) is responsible for the provision of adequate and effective police services in the City of Toronto. A regulation made under the *Police Services Act* called “Adequacy and Effectiveness of Police Services” (O. Reg. 3/99) sets out the more specific provincial standards with respect to the Toronto Police Service’s (the Service) delivery of adequate and effective police services in Toronto.

Flowing from this, there is a Board Policy that establishes the requirements that the Service must meet to comply with its legislated duties and to ensure the provision of adequate and effective police services in Toronto. This policy also sets out the audit and reporting frameworks necessary to enable the Board to oversee the Service’s compliance with relevant legislation, and provide guidance and direction where necessary.



## ***Overview of OHRC recommendations***

The OHRC report “From Impact to Action” makes the following findings:

- There is systemic racial discrimination, racial profiling and ABR by the Toronto Police Service (something the Service has acknowledged and welcomes continued dialogue, that has been advanced by the OHRC’s inquiry, on how it can be eliminated).
- The OHRC further identified gaps in the Service’s and Board’s policies, procedures, and training that they conclude perpetuate discrimination. These contribute to mistrust of police among Black people.

The OHRC developed 106 recommendations to bring systemic change to eliminate ABR.

The main themes of the OHRC’s recommendations are as follows:

- Accountability and monitoring mechanisms
- Acknowledgement – anti-Black racism in policing in Toronto
- Anti-Racism policies, training and evaluation
- Arrest, charges, and artificial intelligence
- Consultation with Black communities, community agencies and police
- Engagement

The OHRC states that it is committed to holding the Service and the Board accountable for implementing the 106 recommendations through enhanced monitoring and oversight.

### ***Assigned Lead Entities in the OHRC report***

The report includes 106 recommendations that are directed not only to the Service and the Board but also to the Province and the Special Investigations Unit (SIU). The Service has 49 recommendations directed to it, with another 19 shared with the Board.

We will only be dealing with the 68 recommendations aimed at the Service and those shared with the Board. We will not be dealing with recommendations that are for the Board only (23 recommendations), or those beyond the legislative scope of the Service or the Board, (15 recommendations).

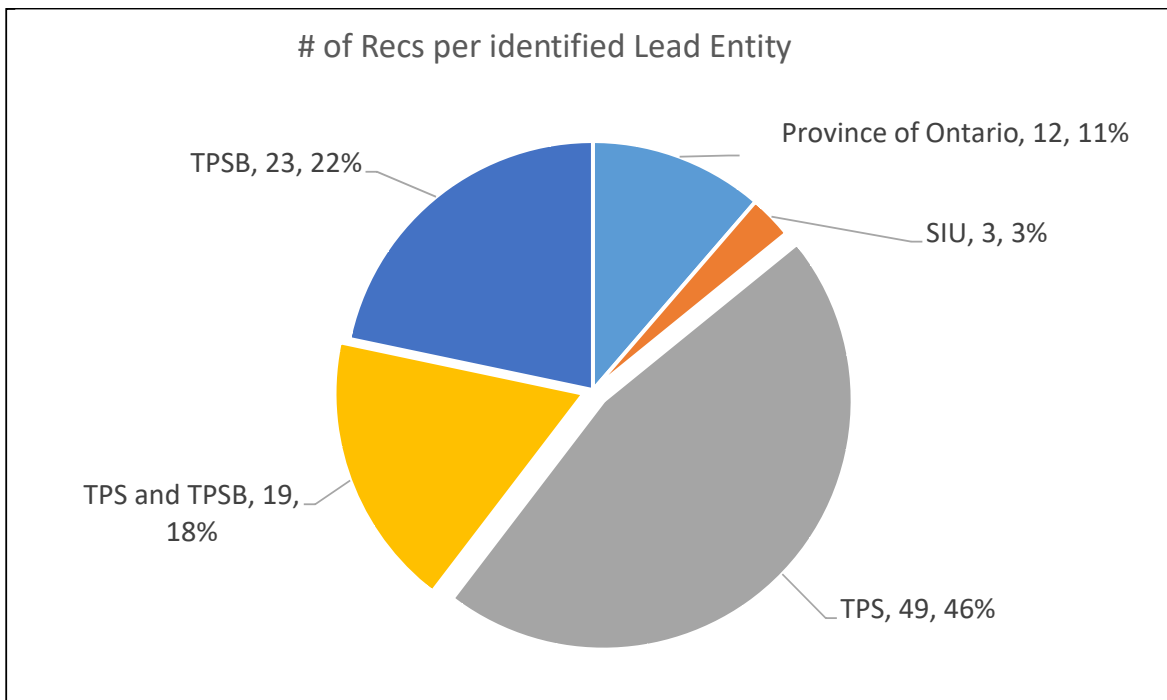


Figure 1: Number of Recommendations identified per Lead Entity

Lead entities for implementation	# of Recs
Province of Ontario	12
SIU	3
TPS	49
TPS and TPSB	19
TPSB	23
<b>Grand Total</b>	<b>106</b>

Table 1: Recommendations associated with each of the Lead Entities identified in the Report

### Main themes of the OHRC recommendations

The table below summarizes the focus areas of the recommendations. It illustrates the OHRC's priorities in the 106 recommendations. The majority of recommendations that are aimed at the Service and the Board combined focus on accountability and monitoring (37) followed by anti-racism policies, and training and evaluation (12). While only 68 recommendations are directed at the Service or shared with the Board, 38 recommendations are directed to the Board only, Province and SIU (all are included in the table below).

Main themes	# of Recs
Accountability and monitoring mechanisms	37
Acknowledgement - anti-Black racism in policing in Toronto	1
Anti-racism policies, training and evaluation	12

<b>Main themes</b>	<b># of Recs</b>
Arrests, charges, and artificial intelligence	6
Consultation with Black communities, community agencies, and police	8
Engagement	3
Recommendations relevant to the Province of Ontario	19
Recommendations to the Special Investigations Unit	2
Stop and search (non-arrest circumstances)	2
Use of Experts	1
Use of Force	15
<b>Grand Total</b>	<b>106</b>

Table 2: Main themes of the OHRC recommendations

### *Equity Strategy*

In December 2023, the Toronto Police Service launched its Equity Strategy aimed at achieving comprehensive police reform and a positive organizational culture development. Our Equity Strategy was carefully and collaboratively crafted and refined over the last 3 years. The development of the Equity Strategy was informed by internal and community stakeholder engagement, research on best practices, and support from subject matter experts including the latest findings from the Race and Identity based Data Collection town halls.

The Equity Strategy includes four priority-specific implementation plans dealing with:

- Confronting Anti-Black Racism
- Supporting Indigenous Cultural Safety
- Fostering 2SLGBTQI+ inclusion
- Cultivating a Respectful Workplace

The OHRC’s recommendations overlap with action items in both the *Confronting Anti-Black Racism* (ABR) and *Cultivating a Respectful Workplace* (RW) implementation plans in many ways. Some recommendations deal with both these implementation plans.

By way of illustration, the following is an excerpt from the *Confronting Anti-Black Racism* plan from the Service’s Equity Strategy.

*“For decades, there have been calls for action to address systemic racism in policing. Numerous studies, reports and case law revealed racial disparities in police interactions, with Black people more likely to be proactively arrested, charged and subjected to use of force.”*

*“Black communities have been at the forefront of equity, advocating for systemic change and profound reforms in policing. Confronting and removing barriers caused by anti-Black racism benefits all Canadians, including other Toronto communities experiencing racism and marginalization. This strategy acknowledges, builds on, and*

*responds to the work of Black leaders, activists, educators, and community groups and organizations, present and past.”*

The desired outcomes, language and implementation plan that currently exists within our Equity Strategy mirrors the recommendations in the OHRC’s final report. The OHRC also recognizes the work we have already done in addressing ABR in recommendation 2 as follows, “the action plan should also incorporate TPS’s ongoing efforts to address discrimination and anti-Black racism in the Service.”

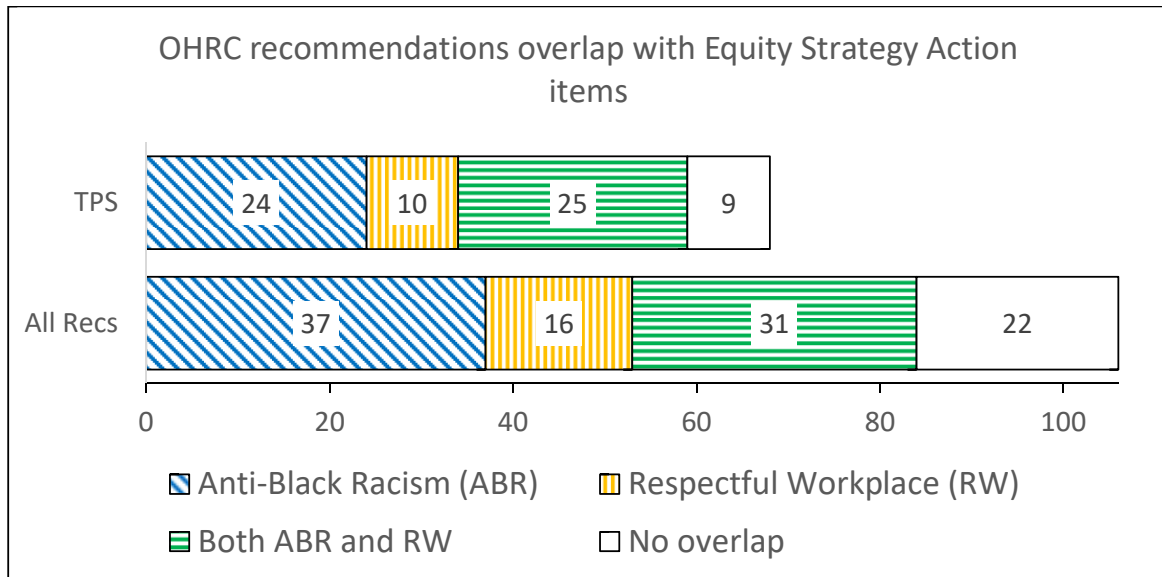


Figure 2: OHRC recommendations that overlap with the Equity Strategy Action Items

The above chart illustrates the overlap of all 106 recommendations with the Equity Strategy, however the Service and Board are only responsible for 68 of the 106 recommendations; focusing just on those, 59 of the 68 recommendations overlap our Equity Strategy.

Since 59 of the OHRC’s recommendations overlap with our Equity Strategy, we have chosen to examine those overlapping recommendations via our ongoing Equity Strategy. This methodology coincides with that of our Equity Strategy, treating it as a living document that will continue to evolve over time. We believe that this approach will ensure that those recommendations adopted will become embedded into the procedures and practices of the Service. The Equity Strategy utilizes internal engagements, community and stakeholder engagements, and partnerships such as the City of Toronto’s Confronting Anti-Black Racism Unit to create a consensus. The goal is to rebuild, repair and strengthen relationships with the community, especially those who we have failed in the past. As part of the implementation strategy, every aspect of the Service and all new initiatives will use our Equity Strategy as a guiding framework. Again, we will develop a plan to incorporate the implementation plan described later in this report into the work that overlaps with the Equity Strategy.

The Service is committed to doing the necessary work, promoting transparency and being accountable to the community, the Board and our own members.

*Other Reform Initiatives*

In addition to the action items of the Equity Strategy, the OHRC’s recommendations overlap with other pre-existing police reform programs, including the Board’s 81 Police Reform Directions, Race Based Data Collection Strategy, Missing and Missed Implementation, and the Auditor General Recommendations related to Calls for Service.

The Missing and Missed Report produced 151 recommendations and 13 of them overlap the OHRC’s current recommendations. The Missing and Missed Implementation Team (MMIT), has forged unprecedented community engagements and partnerships that have informed decisions, supported the work and driven the implementation process. The MMIT co-created, consulted and continues to monitor the effective implementation of each recommendation confirming the goals/deliverables have been completed. The 13 OHRC recommendations that overlap will have the benefit of the extensive work already completed and ongoing by the MMIT.

The same can be said about the 81 Police Reform Directions. Since being published in August of 2020, 62 of the 81 directions have been completed. This was accomplished by looking at alternative community safety models, consultation with experts and community groups, and an examination of police training. 37 of the OHRC recommendations overlap the 81 directions. We plan on utilizing this expertise on the overlapping recommendations to build public confidence, ensure change and hold ourselves accountable to the Board and to the people we serve. This again falls within OHRC recommendation 2 which encourages the use of existing frameworks and consultative groups.

The Service and the Board have examined and implemented numerous recommendations resulting from the Jardine-Douglas, Klibingaitis and Eligon (JKE) inquest, as well as the Iacobucci Report, *“Police Encounters with People in Crises”*. This has resulted in significant changes in the Service’s training, education and governance.

The table below is a summary of the number of OHRC recommendations that overlap with the Service’s current Police Reform initiatives.

<b>OHRC recommendations that overlap with other Reform work</b>	<b>Overlapping Recommendations</b>
Equity Strategy: Respectful Workplace	47
Equity Strategy: Anti-Black Racism	68
Race Based Data Collection	19
Auditor General Recommendations on Calls for Service	5
81 Police Reform Directions	37
Missing and Missed implementation	13
<b>Total number of OHRC recommendations</b>	<b>106</b>

Table 3: OHRC recommendations that overlap with other TPS Reform work

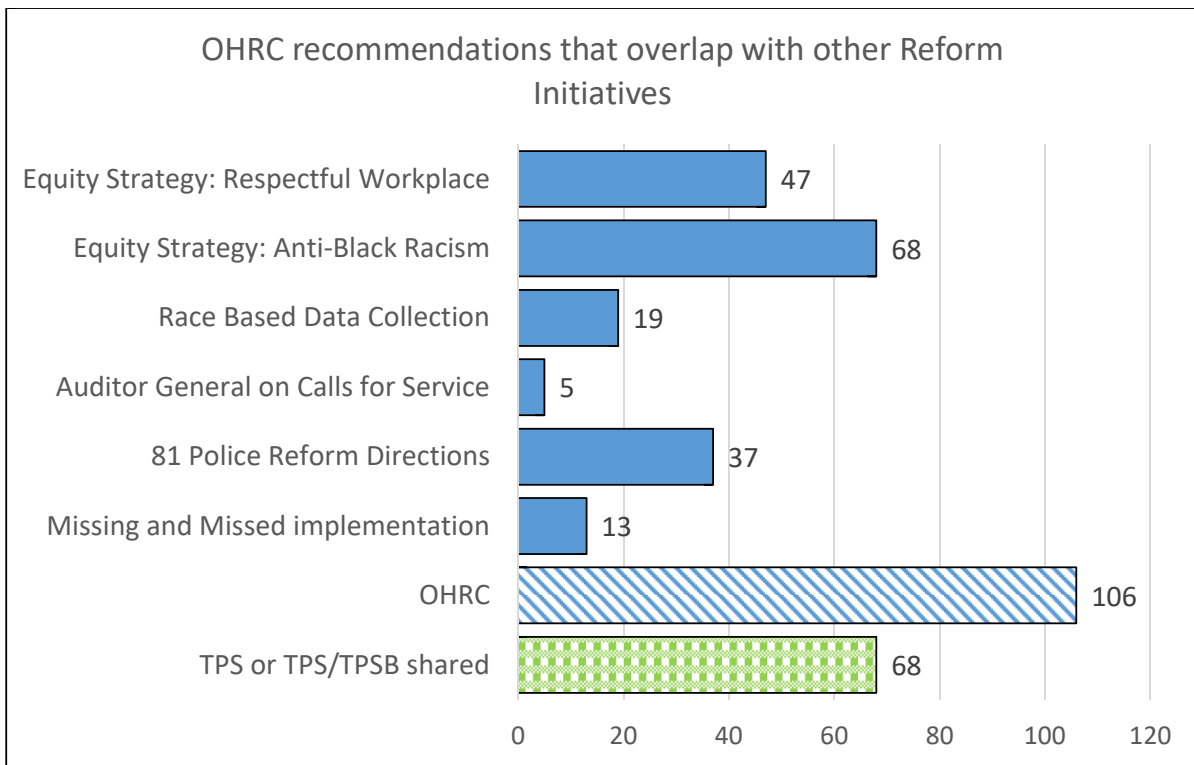


Figure 3: OHRC Recommendations with an overlap with other Reform initiatives

**Recommendations assigned to the Service or shared with the Board:**

The table below indicates which unit will provide input on the implementation of the recommendations.

Lead Pillar within the Service	Number of Recommendations
Detective Operations	2
East / West Field Command	6
Field Services	4
Finance & Business Management	1
Information Technology Command	2
Legal Services	1
People & Culture	31
Professionalism & Accountability	13
Strategic Advisor to the Chief, TPSB	1
Strategy Management	7
<b>Grand Total</b>	<b>68</b>

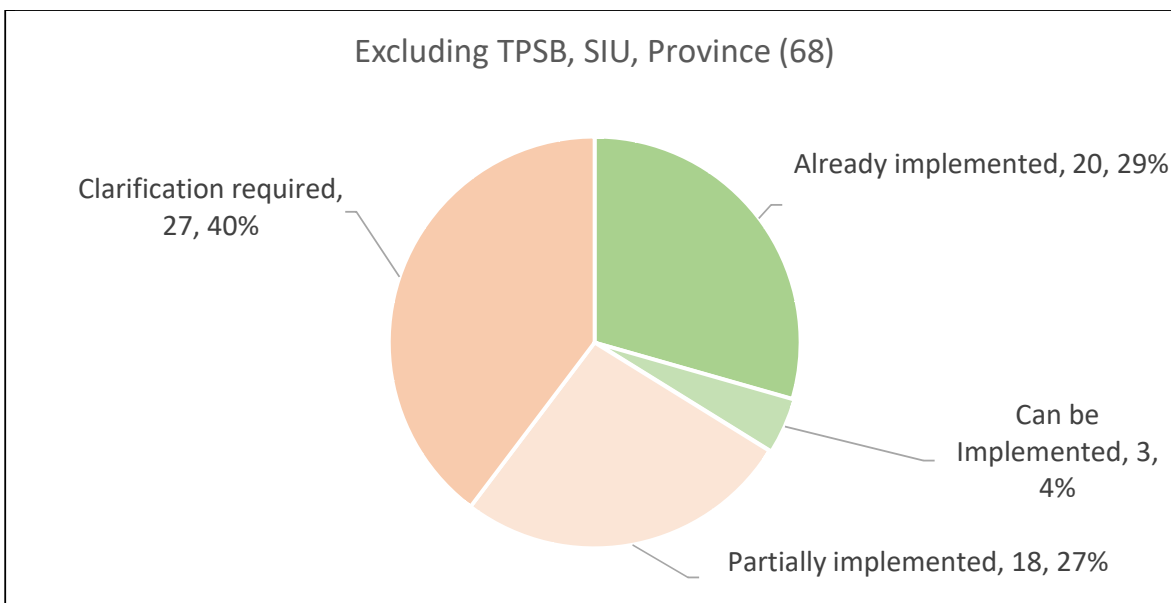
Table 4: Lead Pillars assigned to OHRC recommendations

*Current overview of Recommendation Categories*

As mentioned in the sections on the Equity Strategy and other Reform Initiatives, the Service has progressed on many of the recommendations. We believe that there are approximately 20 recommendations already implemented, subject to verification. Furthermore, there are 27 recommendations assigned to the Service or shared with the Board, where clarification is required.

	<b>Number of Recommendations</b>
Already Implemented, subject to verification	20
Partially Implemented	18
Can be Implemented	3
Clarification required	27
<b>Grand Total</b>	<b>68</b>

*Table 5: Recommendations assigned to the Service or shared with the Board. See Appendix B*



*Table 6: Assigned categories for the recommendations to the Service or shared with the Board*

## ***Implementation Planning***

OHRC recommendations pertaining to implementation approach

Five of the OHRC recommendations relate to the approach the Service and the Board take to the implementation of the recommendations. Please refer to the attached Appendix A for the full wording of recommendations 1, 2, 3, 50 and 51. The Service reviewed the recommendations and we are committed to co-designing, co-developing and ultimately co-delivering a consensus-building approach to the implementation and operationalization of those recommendations that we believe we can and should act on.

The implementation approach will be developed in consultation with the Board and the OHRC. The recommendations on implementation set out in the OHRC report will figure prominently in the design of the implementation plan.

The aim will be to establish an approach that enhances monitoring, oversight and reporting which also reinforces the role of the Board. That said there are some aspects of the recommendations that require further discussion and clarification.

### ***Implementation approach, and oversight***

The Service is proposing the implementation approach as described below. This implementation approach should be developed in consultation with the OHRC and Black communities. The items listed here are drawn in large part from the OHRC recommendations on implementation and discussions had between the three parties. We should consider including the following:

- Design a consensus-building approach that should promote collaborative solutions.
- The implementation approach should support robust engagement and involvement by Toronto's diverse communities, as well as a variety of organizations, panels and groups.
- The Service's commitment to investing in this approach, should go a long way to assist in promoting transparency and building trust with the impacted communities.
- Toronto's diverse communities should be consulted in creating an action plan to implement the OHRC's recommendations.
- The Service will endeavor to incorporate those recommendations adopted into its policies, procedures, training, education, anti-racism initiatives, and accountability mechanisms.



- The Service and the Board should work with a roster of experts to identify leading practices and key performance indicators for addressing systemic discrimination and reducing race-based disparities.
- Once the Implementation Team has been established, it should develop a process to comply with monitoring and accountability mechanisms. To achieve this, the Board's capacity would likely need to be augmented to ensure effective oversight and accountability.
- The Implementation Team will be required to create an independent monitoring and evaluation system that includes public access to reporting and data.
- ARAP could be engaged, as directed by the Board, to provide ongoing advice on the implementation of the OHRC's recommendations.

#### *Implementation Team Composition*

- The work of the Implementation Team and the composition of any panels, tables or rosters of experts should include those with relevant expertise, knowledge and experience; by lived experiences we mean, subject matter knowledge and/or expertise in ABR and policing.
- Once the Implementation Team has been assembled according to the guidelines as set out in the OHRC recommendations, the team should jointly develop its terms of reference, outlining, amongst others, its governance structure, processes to reach consensus regarding recommendation status, reporting frequency, etc. (all subject to adoption by the Board).

#### *Recommendations already ongoing in other programs (e.g. Equity Strategy)*

OHRC Recommendation 2 refers to the incorporation of the Service's ongoing efforts to address discrimination and ABR in the Service into the OHRC recommendations. The Service will work with the Implementation Team and OHRC to review the existing wording of the OHRC recommendations, and to align that with recommendations already underway in other recommendation sets in an effort to efficiently implement changes across multiple programs as listed in the report.

### **Conclusion:**

The Service continues to be committed to making positive changes and working towards the elimination of anti-Black racism and all forms of discrimination. This ongoing work has been undertaken both independently of and in conjunction with the OHRC. The OHRC has acknowledged in its report that the Service and Board have been working on this goal for years. Many of the OHRC recommendations coincide with recommendations or initiatives already underway such as the:

- The Missing and Missed report
- Police Reform in Toronto – 81 Directions on police reform
- Toronto Police Service Equity Strategy
- Race Based Data Collection (RBDC)

Our commitment to reform, accountability and the community is ongoing and evolving. We commit to a consensus building approach to implementing these recommendations involving all the community stakeholders, the Service, Board and the OHRC. We want to co-design, co-develop and co-deliver an implementation plan with the aforementioned groups in order to build trust, ensure everyone's voice is heard and to enhance the ability of the actions taken to have the desired impact. The Service is committed to providing equitable services and eliminating discrimination and racism, particularly anti-Black racism, from its systems.

The Service has facilitated the OHRC's investigation and welcomes its report and analysis on this important topic. The Service is committed to working collaboratively to successfully implement the recommendations.

Staff Superintendent Matthews will be in attendance to answer any questions the Board may have regarding this report.

Respectfully submitted,

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

***Attachments:***

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*Appendix A: OHRC report Recommendations - From Impact to Action*

*Appendix B: Recommendations assigned to the Service or Shared with the Board*

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# Appendices

Appendices

## Appendix 1 - Recommendations

The OHRC's recommendations consist of actions the TPS and TPSB must take to:

- address systemic racial discrimination, racial profiling, and anti-Black racism
- be held accountable for their implementation, and
- improve outcomes for Black communities.

The recommendations are informed by OHRC's findings through the course of our Inquiry. They are based on research and consultations with:

- Black communities in the Greater Toronto Area
- subject matter experts
- the TPS, TPSB and TPA
- a roundtable on policing hosted by the OHRC and TPSB
- best practices from jurisdictions across North America, and
- successful evidence-based strategies developed over a span of 30 years of public inquiries, policy and litigation experience related to policing.

Most recommendations are directed to the TPS and the TPSB, and can be acted upon without changes to existing legislation. Some recommendations may require amendments to legislation or changes to longstanding provincewide police practices to achieve the recommendation's objective. Those recommendations are directed to the province, although they call upon the TPSB to engage with the provincial government to address the areas we have identified at a provincial level.

The OHRC recognizes that since the Inquiry's launch, the TPSB and TPS have introduced initiatives addressing anti-Black racism and discrimination that are documented in this report. The recommendations address continuing gaps identified through the OHRC's review of policies, procedures, training, and accountability mechanisms.

Although the OHRC attempted to ensure its recommendations reflect current initiatives, the OHRC acknowledges that since this report was written, the TPS and TPSB may have introduced new initiatives or enhanced existing ones.

### Use of experts

For many of the recommendations, it will be clear that TPS and the TPSB will need to utilize various experts to guide them, as they did in developing their race-based data collection practices. In addition to subject matter expertise, such experts should have sensitivity to the issues concerning systemic racism in policing, including anti-Black racism, and where possible, relevant lived experiences.

#### The OHRC recommends that:

1. The TPS and TPSB work with experts to:
  - a. Incorporate all the Inquiry's recommendations into its policies, procedures, training and education, anti-racism initiatives, and accountability mechanisms.
  - b. Identify leading practices and key performance indicators for addressing systemic discrimination and reducing race-based disparities.
    - i. To this end, the expert(s) should work with the TPSB to enhance ongoing efforts to monitor compliance with and the impact of the initiatives that address anti-Black racism.
  - c. Comply with monitoring and accountability mechanisms identified in this report.
  - d. Ensure that strategies adopted to implement this report's recommendations are thoroughly evaluated on an ongoing basis and facilitate public access to data. Evaluation may include, but not be limited to, internal audits and random compliance testing. These strategies should form part of the action plan identified in Recommendation 3 below.

### Engagement

Transformative change in police practices in Toronto must be informed by community views, experiences, and perspectives. This requires meaningful engagement with Black community advisory groups and concerned

members of Black communities more generally. As set out in the report, it is clear that the TPS and TPSB have taken steps to ensure that public consultations are conducted and have the ability to inform the development of their projects.

As such, our recommendations in this area seek to build upon these efforts to help ensure that the development, implementation, and review of police practices are continually informed by voices of Black communities, in a meaningful way at the foundational level.

#### The OHRC recommends that:

2. The TPS and TPSB engage Toronto's diverse communities in creating an action plan to implement all the OHRC's recommendations. The action plan should also incorporate TPS's ongoing efforts to address discrimination and anti-Black racism in the Service. This will help ensure that TPS/TPSB's policies, procedures, training, anti-racism initiatives, and accountability mechanisms are consistently reviewed and enhanced on an ongoing basis. OHRC recommends that this engagement acknowledges and be sensitive to the specific impact police practices have had on the range of lived experiences and intersectional identities that exist in Black communities. Community participation should be drawn from a variety of organizations, panels and groups, including but not limited to the Anti-Racism Advisory Panel's (ARAP), Police and Community Engagement Review (PACER), and/or the city of Toronto's Confronting Anti-Black Racism unit (CABR).
  - a. In consultation with Black communities, the TPSB should consider whether this action plan should form part of the strategic plan for the provision of policing, required by s. 39(1) of the *Comprehensive Ontario Police Services Act* when it comes into force.
3. The TPSB expand ARAP's mandate to include providing ongoing advice on the implementation of the OHRC's recommendations. The TPSB should develop a process to ensure that advice from ARAP is carefully considered and informs decision-making. In order to assist with these tasks, the TPSB should ensure that ARAP is adequately resourced.
4. The TPS and TPSB work with community groups to identify the desired outcomes from the engagement process, and track the extent to which those outcomes have been fulfilled by conducting pre- and post- engagement surveys or adopting other relevant measures.

### Chapter 3 – Anti-Black racism in policing in Toronto

Given this report's finding of systemic anti-Black racism, the TPS and TPSB should issue an official acknowledgement of the findings from the OHRC's Inquiry – one that is *substantive and specific*.

#### Acknowledgement

##### The OHRC recommends that:

5. The TPS and the TPSB acknowledge the findings from the OHRC's Inquiry and their impact on Black communities and individuals. The OHRC draws upon the recommendations in the *Missing and Missed Report*<sup>1</sup> for the foundational principle that an acknowledgement should only be made if heartfelt and accompanied by a detailed plan for action that is subject to independent monitoring as set out below. The content of the acknowledgement and action plan must be developed in partnership with Black communities.

### Chapter 4 – Consultation with Black communities, community agencies, and police

Over the course of the Inquiry, the OHRC held extensive consultations with a wide range of stakeholders. This included engagements with members of Black communities and organizations that serve Black communities in various settings, including interviews, focus groups, and a policy roundtable which created a space for community members and police leaders to discuss pressing issues and potential reforms.

The OHRC also consulted with TPS leadership and TPSB and TPA representatives and conducted a survey of officers (below the rank of inspector). Each of these groups shared their concerns and views on how to address systemic discrimination.

#### Black Community Renewal Fund

During our conversations with Black people, we heard about the lack of trust between Black communities and the police. Much of the lack of trust stems from the trauma that follows negative interactions with the TPS. We heard strong support for the TPS taking action to address this trauma through tangible restorative measures.

##### The OHRC recommends that:

6. The TPS and TPSB establish a renewal fund dedicated to developing or advancing community safety and well-being initiatives for Black communities. This may take the form of allocating annually a portion of the TPSB Special Fund to organizations that serve Black communities.

#### Reducing the scope of police activities

Community members have consistently advised policymakers that the allocation of public safety resources does not align with community needs. For example, the top three recommendations the TPS received from communities during town hall meetings about police reform in 2020 were “defunding” the police, “de-tasking” police services and investing in mental health and addiction services. Similarly, the OHRC consistently heard concerns that certain community safety issues to which the TPS responds could be addressed more effectively by a non-policing agency.

As aptly stated in *Missing and Missed*, many want the police to give up some tasks to other public and community agencies with greater expertise, such as dealing with people in mental health crises or working with the unhoused.<sup>2</sup> All recommendations made in *Missing and Missed*, including those addressing these issues, were accepted by the TPS and TPSB.

In response to community-based concerns, and the current discourse on policing that calls for re-imagining the way policing is delivered, the OHRC makes the following recommendations.

**The OHRC recommends that:**

7. The TPS and the TPSB implement strategies to transfer<sup>3</sup> certain functions currently being performed by armed police officers to other public and community agencies with better expertise.
  - a. In doing so, the TPS and TPSB work in collaboration with Black community organizations to identify alternative responses for calls that police are currently attending, where such attendance is likely not essential.
8. The TPS and the TPSB continue to work with the City of Toronto's Community Crisis Service (TCCS) and support efforts to expand TCCS services that focus on Black communities.
9. The TPS and the TPSB publicly support community calls to expand community-led mental health crisis responses to reduce police interactions with people in crisis.<sup>4</sup> Community-led mental health crisis responses should be culturally responsive to diverse communities, including Black communities.

**Diversity and racial discrimination in employment**

To change the culture of policing, the TPS must reflect the diversity of the communities it serves. People with lived experience of anti-Black racism can help improve internal processes and shift mindsets that have failed to address systemic racial bias in policing.

**The OHRC recommends that:**

10. The TPS and TPSB develop and conduct periodic workplace censuses on the extent to which Black persons are represented at all levels of the organization. The results of each census should be regularly disclosed to the public.
11. The TPS establish key performance indicators, benchmarks, and targets on their employment equity initiatives, and publicly report on these targets to the TPSB annually.
12. Criteria for taking decisions about promotions should include, where possible, an officer's skill and experience with members of Black communities and other racialized communities, and an officer's experience and demonstrated ability to de-escalate and negotiate during crisis situations and/or scenario-based evaluations. Such scenarios may be informed by the issues identified in this report.
13. The TPS and the TPSB regularly consult with the Black Internal Support Network (BISN) about the experiences of Black employees, and their views on TPS's service to Black communities. Engagement with the BISN should inform TPS initiatives aimed at providing bias-free policing. The TPS and TSPB should consider whether the feedback they receive from the BISN should be shared at a public board meeting. The decision to report on these consultations should be made in consultation with the BISN.

**Chapter 5 – Stop and search (non-arrest circumstances)**

An officer's authority to approach, stop, or question a civilian has been fiercely contested. The practice of carding provides the foremost example of Black people's concerns regarding the exercise of discretionary police power to stop and question, and its impact on Black communities.

The OHRC acknowledges initiatives undertaken by the TPS, TPSB, and the provincial government to engage with Black communities and revise practices in this area. This includes O. Reg. 58/16: *Collection of identifying information in certain circumstances*, which banned arbitrary stops.

Notwithstanding the existing ban on arbitrary stops, and the decision to monitor annually the number of street checks conducted by the TPS, the OHRC continued to hear significant concerns about unjust stops during our Inquiry. The Inquiry has documented significant gaps in TPS and TPSB policies and procedures regarding stops and searches that help perpetuate systemic racial discrimination.

In response to these concerns, the OHRC recommends the following actions – which go beyond the protection provided by O. Reg. 58/16, and the related policies and procedures.

**The OHRC recommends that:**

14. The TPS and TPSB develop and implement criteria that narrow the circumstances where TPS officers can approach or stop a person in a non-arrest scenario, and a framework for rights notification that is consistent with the OHRC's criteria in its [Submissions to the Ministry of Community Safety and Correctional Services as part of its Strategy for a Safer Ontario](#).<sup>5</sup>

These criteria are more stringent than the criteria mandated by the Province in Ontario Regulation 58/16, *Collection of Identifying Information in Certain Circumstances – Prohibition and Duties*.

**Search of persons**

15. The TPS include detailed criteria in its Search of Persons procedure (01-02) for when officers may conduct “safety” searches and “frisk” searches consistent with the *Charter* and case law.

## Chapter 6 – Arrests, charges, and artificial intelligence

In *A Disparate Impact*, the expert analysis of TPS charge, arrest, and release data found that Black people are grossly overrepresented in discretionary, lower-level charges, and more likely than White people to face low-quality charges with a low probability of conviction. Among the charges examined as part of the Inquiry, the charge rate for Black people was 3.9 times greater than for White people, and 7.1 times greater than the rate for people from other racialized groups.

Despite being charged at a disproportionately higher rate, Black people were overrepresented in cases that resulted in a withdrawal of charges. Black people’s cases were also less likely to result in a conviction compared to cases involving White people.

In Chapter 7, we acknowledge the steps that the TPS has taken to better understand and address anti-Black racism and racial discrimination in charges and arrests. This includes extensive work to collect, analyze and report on data in this area.

In June 2022, the TPS released an analysis of its race-based data on use of force and strip searches. This included data regarding “enforcement actions,” which contains data on charges and arrests. For example, the data shows Black people were 2.2 times more likely to be involved in “enforcement actions,” i.e., “incidents that result in arrests, apprehensions,

diversions, tickets, or cautions for serious provincial offences, and includes those classified as suspects or subjects in occurrence records.”<sup>6</sup>

The OHRC proposes that the TPS and TPSB address racial disparity in charges and arrests by advancing policies and procedures with respect to charges and other enforcement actions (e.g., police cautions, alternative measures). This proposal is based on the finding that TPS procedures and training do not provide sufficient guidance to officers to determine whether to lay charges, arrest, or use alternatives.

The OHRC has also explored the potential benefits of Crown pre-charge approval. Implementing Crown pre-charge approval would require involvement from the Province. As such it is addressed along with other recommendations to the Province further on.

### Laying a charge

#### The OHRC recommends that:

16. The TPS ensure that its procedures on laying a charge require that officers approach all interactions with Black and other racialized individuals in ways that consider their histories of being over-policed,<sup>7</sup> and consider the use of alternatives to charges and arrests, where appropriate. This includes and builds on the officer’s discretion to use informal warnings, cautions, or diversion programs.
  - a. The TPS expand the use of youth and adult pre-charge diversion and restorative justice programs that allow unlawful behaviour to be addressed without formally laying a charge in appropriate circumstances. Where possible, the TPS should make referrals to culturally appropriate diversion programs and monitor the number of referrals they make to these programs.
17. The TPS regularly review and purge its data base of fingerprints, photographs, and other biometric information collected as a direct result of charges that do not result in convictions, absolute discharges, and satisfied peace bonds.
18. TPS procedures:
  - a. Require that the TPS conduct equity audits of charges laid for the following provincial offences, and administration of justice charges at the unit level. These audits should monitor whether Black persons are overrepresented in:
    - i. Trespassing
    - ii. Out-of-sight driving offenses (including driving without a valid licence, driving without valid insurance, driving while suspended, etc.)
    - iii. Failure to comply with a condition, undertaking or recognizance.
  - b. Should take appropriate action to address any disparities identified.
  - c. The TPSB incorporate Recommendations 16, 17 and 18 into its anti-racism initiatives and accountability mechanisms related to laying a charge.

### Artificial intelligence (AI)

The TPSB released a Policy on Use of Artificial Intelligence Technologies, which seeks to ensure that use of AI technologies by the TPS does not disproportionately impact Black and other marginalized communities. It is important that the TPS does not use AI technologies in ways that lead to racial discrimination.

#### The OHRC recommends that:

20. The TPSB implement the actions set out in the OHRC’s *Submission on Ontario’s Trustworthy Artificial Intelligence (AI) Framework*,<sup>8</sup> and more specifically, the OHRC’s *Submission on TPSB Use of Artificial Intelligence Technologies Policy*.<sup>9</sup>
21. Until privacy and human rights assessments are conducted, and an expert in technological/algorithmic racial bias is consulted along with the Information and Privacy Commissioner and the OHRC, the TPS should limit the use of AI technologies.

22. The TPS publish detailed lists of all data inputs used for place-based predictive algorithms, or for any functionally equivalent AI technology.<sup>10</sup>
  - a. Ensure that facial recognition software is not used when officers stop, detain or arrest individuals.<sup>11</sup>
  - b. Ensure that officers are aware of the potential racial bias that may flow from the use of AI tools, and the impact of AI on officer deployment decisions.<sup>12</sup> In addition, officers must be capable of implementing strategies to eliminate potential bias which may flow from the use of artificial intelligence tools.

## Chapter 7 – Use of force

Police use of force against Black people is among the most controversial issues facing law enforcement across North America. Incidents where police use excessive force undermine confidence in policing and could result in an unjustified death.

Given the critical importance of this issue, the TPS and TPSB must ensure that their policies, practices, training, and review mechanisms require that TPS officers only use force as a last resort, and that any unreasonable use of force is identified and addressed with strong accountability measures. Also, the TPS and TPSB must ensure that officers use de-escalation and non-force techniques to effect compliance with police orders whenever feasible.

### The OHRC recommends that:

#### Use of force

23. The TPS and the TPSB publicly commit to a “zero harm, zero death” approach in all interactions with civilians, in particular with Black persons and persons in crisis. The OHRC recommends that the TPSB and TPS publicly report annually on how they are satisfying their commitment, including through public reporting of disaggregated race- based statistics.<sup>13</sup>
24. The TPS and TPSB explore using crisis workers other than nurses as part of the mobile crisis intervention team (MCIT) to provide 24/7 coverage when nurses are not available.<sup>14</sup>

#### Use of lethal and less lethal force

Fatal encounters between civilians and the police may undermine public confidence in police services and have a traumatic impact on individuals, families, and communities. As documented in this report, Black people are disproportionately impacted by TPS use-of-force practices, including lethal force. Black people are more likely to be fatally shot by the TPS.

The OHRC has acknowledged the important steps the TPS has taken to address use of force, including an updated Incident Response (Use of Force/De-Escalation) policy, and use-of-force data collection and related action plans referred to in the body of this report.

### The OHRC recommends that:

25. In keeping with the “zero harm, zero death” objective, the TPS must make every effort to avoid fatal encounters. To this end the limits placed on the discretion to use of force found in the *Criminal Code*, or training exercises should be reflected in TPSB policies and TPS procedures in order to promote consistency and intelligibility.
26. The TPS clarify the requirement to disengage found in the TPSB’s De- escalation and Appropriate Use of Force policy and the TPS Incident Response (Use of Force/De-Escalation) procedure. The policy and procedure should state that disengagement includes taking the necessary time and repositioning where appropriate and safe to do so, to avoid using force.
27. In response to the over-representation of Black communities in police shootings and other lethal encounters with TPS documented in this Inquiry, TPS should:
  - a. Continue to closely monitor and report on these disparities and take immediate steps to develop action plans to reduce them.
  - b. Report on the effectiveness of de-escalation efforts when engaged with Black communities.
28. The TPS expand circumstances where officers should not use deadly force or shoot to include:
  - a. to prevent property damage or loss, to prevent the destruction of evidence, or against a person who poses a threat only to themselves and not to others.

#### Duty to intervene

The duty to intervene is a duty to stop other officers from using excessive force or engaging in prohibited conduct. The OHRC welcomes the TPSB’s decision to implement a duty to intervene on all TPS members who observe an officer using prohibited or excessive force, or engaging in acts that constitute misconduct. As a best practice, this duty should be monitored and improved in response to the feedback provided by officers who have intervened.

### As such, the OHRC recommends that:

29. The TPS monitor and evaluate the effectiveness of the duty to intervene and assess whether changes to policy or procedure are required. The monitoring should include collecting data on the number of times officers report that they have intervened and the circumstances that warranted intervention. The aggregate number of interventions should be reported to the TPSB.

### Use-of-force reporting

The definitions of “use of force” that warrant reporting are too narrow, and do not reflect the realities of modern policing. For example, the OHRC’s expert analysis has made important findings regarding the disparate impact of lower-level use of force on Black communities. However, lower-level use of force falls outside the scope of incidents that must be reported.

A definition that only considers use of force resulting in injury or hospitalization does not account for the mental health impact and trauma that police use of force has on communities.

#### The OHRC recommends that:

30. Use-of-force reporting be guided by a comprehensive definition of use of force that includes lower-level use of force.<sup>16</sup> Use of force that falls within the scope of this definition should be reported to a supervisor and should be included as a new category in the TPS’s ongoing reporting on use of force.
31. Use-of-force reporting include the application of handcuffs or mechanical restraints, when they are used to gain compliance from an adult, outside of an arrest. All circumstances where handcuffs or mechanical restraints are used on persons under 18 should be reported.
32. Use-of-force reports capture contextual information, such as:
  - a. whether the subject had or was perceived to have a mental health disability, whether the subject was perceived to be experiencing a mental health crisis, or was experiencing issues related to substance abuse
  - b. whether efforts to de-escalate the incident before and after force were applied
  - c. other contextual information relevant to the use of force.
33. The TPS take into account the critical issue of potential racial bias or profiling in its use-of-force analysis, and this information be reported in the Race-Based Data Collection report. For each incident of use of force, the TPS should provide the Training Analyst with documents that contain race-based data and a summary of the circumstances that led to the use of force.
34. The analysis and identification of trends from the annual use-of-force report be conducted in a manner that is consistent with the objectives of the *Human Rights Code* and the provincial *Data Standards for the Identification and Monitoring of Systemic Racism*.

### Conducted energy weapons (CEWs)

Discharging a CEW should be subjected to the same investigative standards as a firearm, as use of these weapons is potentially lethal and *Code-* protected groups remain disproportionately subjected to their use.

#### The OHRC recommends that:

35. The TPS require an investigation into the circumstances that resulted in the discharge of a CEW, as is required under TPS Service Firearms procedure (15-03) for the discharge of firearms.

### Use of force and youth

TPS procedures and TPSB policies should provide further guidance for circumstances where an officer engages a young person and considers using force.

#### The OHRC recommends that:

36. Officers, where possible, use de-escalation techniques that are tailored and appropriate when engaged with young persons.<sup>17</sup>
37. Officers seek intervention from trained mental health or child and youth professionals to address non-criminal behaviours exhibited by young persons. This is particularly important for children under age 12.

## Chapter 8 – Anti-racism policies, training and evaluation

### Policy on eliminating racial discrimination



The OHRC's [Policy on eliminating racial profiling in law enforcement](#) contains recommendations to address systemic anti-Black racism in policing that are relevant to the TPS. For example, the TPS and TPSB do not have a distinct policy or procedure on racial profiling. The failure to create adequate policy and procedure to prevent discrimination can contribute to racial disparities and undermine community trust in police.

**The OHRC recommends that:**

38. The TPSB enact a policy and direct the Chief of Police to enact a procedure on racial profiling. The policy and procedure should reflect best practices and be consistent with recommendations 15 and 27–34 in the OHRC's [Policy on eliminating racial profiling in law enforcement](#).
39. The TPSB and TPS regularly assess proactive deployment patterns for concerns about racial profiling, consistent with section 4.2.1 of the OHRC's [Policy on eliminating racial profiling in law enforcement](#), and that the TPSB Policy on Community Patrols be amended to include regular assessments of proactive patrol patterns.<sup>18</sup>

**Training and education**

The OHRC's Inquiry found that the TPS and TPSB have committed to study and deliver training and education on racial profiling and racial discrimination. Significant steps have been taken to create useful training on racial bias, racial profiling, and racial discrimination. Despite these steps, there continue to be gaps in TPS training and education on anti-Black racism, racial profiling, and racial discrimination that should be addressed. They include components that should form part of a TPSB policy and a TPS procedure on racial profiling.

**The OHRC recommends that:**

40. The TPS ensure that new recruits, current officers, investigators, and supervisors continue to receive detailed, scenario-based, human rights-focused training and education.<sup>19</sup>
41. Training be consistent with recommendations 48 to 50 in the OHRC's [Policy on eliminating racial profiling in law enforcement](#), and include content from the recommendations of the coroner's inquests into the deaths of Reyald Jardine-Douglas, Sylvia Klibingaitis, Michael Eligon, and of Jermaine Carby.<sup>20,21</sup>

**Training and education development**

**The OHRC recommends that:**

42. The TPS ensure that officer training and education:<sup>22</sup>
  - a. Includes scenario-based learning modules to facilitate identifying racial profiling and racial discrimination in investigations, including scenarios dealing with suspect selection, detention, searches, charges, arrests, use of force, and conflict de-escalation.
  - b. Is connected to policies and procedures on racial profiling and racial discrimination, and specifically identifies and counters anti-Black racism in stops, questioning and searches, charges and arrests, and use of force.
  - c. Incorporates concepts, principles, and tools from the TPS's human rights and anti-Black racism specific training into dynamic simulations on stops, questioning and searches, charges and arrests, and use of force.<sup>23</sup>
43. The TPS include active and ongoing consultation with Black and other racialized communities in its development and implementation of training and education including in areas that have a disproportionate impact on Black communities, such as charges and arrest, and use of force.
44. The TPS develop and implement ongoing, detailed and scenario-based human rights-focused training to new recruits, current officers, investigators, and supervisors on how to mitigate the use of charges as outlined in *A Disparate Impact*.<sup>24</sup>
45. Training should include alternatives to charges, such as issuing informal warnings, cautions or diversion, and that training inform officers how to approach all interactions with Indigenous, Black, and other racialized persons in a way that considers their histories of being over-policed, and using alternatives to charges and arrests, where appropriate.

**Officer certification and program evaluation**

**The OHRC recommends that:**

46. The evaluation of officers' performance in each component of training includes a benchmark to pass and remedial measures be established for officers who do not pass.<sup>25</sup>
47. Officers be required to obtain certification in de-escalation as they are required to do for firearms and CEWs. Officers who cannot effectively de-escalate incidents should not be allowed to carry firearms.
48. Training be evaluated for effectiveness in achieving the objectives, including systemic outcomes, such as reducing racial disparities or reducing implicit bias.<sup>26</sup> The evaluation should include outcome measures pertaining to disparity reductions (or a lack thereof) in stops, questioning, searches, charges and arrests, use of force, and other police practices. The OHRC recommends that the TPS publicly report on the results of the evaluations.

## Peer intervention

### The OHRC recommends that:

49. The TPS monitor and evaluate the effectiveness of their peer intervention program. The monitoring process should include feedback from officers who have been involved with incidents where the duty to intervene was engaged.

## Chapter 9 – Accountability and monitoring mechanisms

### Legal enforceability

Based on the Inquiry’s findings, the OHRC has concluded that to ensure real change, the TPS and TPSB must commit to specific, systemic, and concrete actions that are legally enforceable. The decades of reports and calls for action from Black communities show that if the TPSB and TPS are committed to change, they must legally bind themselves to that change.

The OHRC has proposed legally binding and enforceable remedies as an accountability measure that will encourage the TPS and TPSB to work with the OHRC and the community to implement the recommendations that flow from this Inquiry.

### The OHRC recommends that:

50. The TPS and TPSB formally commit to legally binding enforcement measures that are effective, expeditious, and to the fullest extent possible, non-adversarial. The TPS and TPSB should adopt an approach for implementation of the OHRC’s recommendations in this report, developed in consultation with the OHRC and Black communities. Such an approach should be informed by the animating and guiding principles of:
  - a. Promoting timely and effective implementation of the OHRC’s recommendations.
  - b. Continuing Community Engagement and Involvement. This approach will continue to reflect the commitment of the TPS, TPSB and OHRC to robust community engagement and involvement. The TPS, the TPSB and any panels or tables would approach their work in a way that is consistent with that commitment.
  - c. Promoting and Supporting TBPS’s Oversight Capacity. This approach is premised on building TPBS’s capacity to ensure effective oversight and accountability of the Service, including its ongoing evaluation and monitoring of compliance, and providing interim support to the TPSB in supplying that oversight and accountability as its capacity is built up.
  - d. Ensuring that the composition of any panels, tables or rosters of experts will be informed, by lived experiences, subject matter knowledge and/or expertise in anti-Black racism and policing.
  - e. Promoting consensus building. This approach is designed to enhance and promote collaborative solutions, involving communities, the OHRC, the TPS and the TPSB, wherever possible generally and specifically, to issues respecting anti-Black racism.
51. In order to address issues with respect to implementation the OHRC further recommends:
  - a. Creating an independent monitoring and evaluation system for the implementation of the recommendations that involves an effective and expeditious legally binding enforcement measure.

### Data collection

From adopting a specific policy on race-based data collection, to collecting data on use-of-force reports, strip searches, charges, arrests, releases, and youth diversions, the TPS and TPSB have taken significant steps in data collection, as detailed in Chapter 9. There are, however, gaps that need attention.

For data collection to address systemic racism, the data must enable robust analysis of the full range of police–civilian interactions, identify racial disparities, and provide findings that can be decisively acted on.

As discussed in this report, gaps in the current policy remain and include:

- data collection on pedestrian stops occur only if the stop results in a written warning, ticket or arrest
- use of force that does not require medical attention (lower-level use of force)
- Phase 2 of the data collection strategy, which does not include all stops, including investigative detentions, protective searches (formerly Level 1 searches), and frisk searches
- data on intersecting *Code* grounds such as race and mental health.

### The OHRC recommends that:

52. The TPSB amend its Race-Based Data Collection, Analysis and Public Reporting Policy (RBDC Policy) to direct the TPS to collect, analyze and publicly release human rights-based data on an annual basis on the full range of police–civilian interactions, including stop and search activities, traffic and pedestrian stops, charges, arrests, releases, and use of force (including lower-level use of force).<sup>27</sup>
53. The TPSB consider the OHRC’s methodology in *A Disparate Impact, A Collective Impact* and Dr. Wortley’s report, *Racial profiling and the Toronto Police Service: Evidence, consequences and policy options*, in developing its data collection and analysis.<sup>28</sup>

54. Where the data reveals notable<sup>29</sup> race-based disparities in service delivery, the TPS take immediate steps to inform the TPSB and enact an action plan to eliminate the disparity within a set timeline.<sup>30</sup> The TPSB should require the TPS to publicly report on the steps taken to address the disparity.
55. The TPS regularly evaluate officers on the extent to which they fill out all required data fields.
56. The TPS work with external experts to develop procedures for auditing the accuracy of race reported by officers in documents such as Use of Force Reports and officers' notes, verifying them against other sources of information that identify the subject's race, e.g., body-worn camera images, driver's licence photos, or civilian self-reported racial identity.

### **Stop and search incidents (including all traffic and pedestrian stops)**

#### **The OHRC recommends that:**

57. The TPS collect data related to stop and question incidents. The OHRC recommends that the data collected be consistent with recommendations 21 and 22 on stop and search in the OHRC's [Policy on eliminating racial profiling in law enforcement](#).<sup>31</sup>

### **Charge, arrest, and release**

#### **The OHRC recommends that:**

58. The TPS collect and publicly report on data related to all charge, arrest, and release decisions. This should include demographic data about the person (race, Indigenous ancestry, age, gender, presence of a mental health disability), factors related to the decision to detain or release an individual, and information on decisions not to charge a person, such as the use of diversion programs. The TPS should review Dr. Wortley's report on *Racial Disparity in Arrests and Charges: An analysis of arrest and charge data from the Toronto Police Service* (2020), and include relevant missing data that was flagged.
59. The TPS track and report disaggregated data on the number of charges that are diverted from the court system.

### **Use of force**

#### **The OHRC recommends that:**

60. The TPS collect data on all use-of-force incidents, including lower-level use-of-force incidents where a civilian is not injured, or where physical force is used that does not require medical attention. The collected data should be consistent with recommendation 31 regarding use of force in the OHRC's [Policy on eliminating racial profiling in law enforcement](#).<sup>32</sup>

### **Data and performance management**

#### **The OHRC recommends that:**

61. The TPSB amend its Race-Based Data Collection, Analysis and Public Reporting Policy to remove the prohibition on the use of race-based data in performance management, and direct the TPS to use the data collected when evaluating officer performance.
- a. Supervisory reviews of use-of-force incidents be connected to officer performance reviews. In this regard the OHRC adopts the jury's recommendation on this subject from the inquest into the death of Jermaine Carby.<sup>33</sup>

### **Detention**

#### **The OHRC recommends that:**

62. Based on the Supreme Court of Canada's decision in *R v. Le*, and its findings with respect to psychological aspects of encounters with police, the TPS collect race-based data on the number of persons who have been detained by police.

### **Data privacy**

Privacy considerations for race-based data are always important. This is especially true for data collected in the absence of any regulatory framework, as was the case with street check data for several years leading up to 2017. Further, as noted in this report, the TPS and TPSB failed to purge historical street check data, much of which is the product of racial profiling.

**The OHRC recommends that:**

63. The TPSB consult with the Information and Privacy Commissioner of Ontario (IPC) to develop appropriate privacy guidelines for the collection, analysis, and public release of the human rights-based data described above.
64. TPS destroy personally identifiable information from carding/street check data collected before January 1, 2017, subject to any active court orders that may require the retention of the personal information in the data.

**Early intervention systems (EIS)**

Early intervention systems (EIS), also known as early warning systems, capture race-based data to alert supervisors to potential performance issues and misconduct concerns. In addition, these systems offer “resources and tools in order to prevent disciplinary action, and to promote officer safety, satisfaction and wellness.”<sup>34</sup>

The EIS should receive and integrate member information to identify any patterns of behaviour or incidents that are indicative of at-risk behaviour. In addition, the information captured by the EIS should assist with the regular supervision of members.<sup>35</sup> The EIS may also be used to track indicators of officer wellness and prevent harm to officers and members of the public.

EIS typically have remedial objectives and as such, the output from these systems are not intended to trigger disciplinary measures. Nonetheless, there are opportunities for police services to use information from an EIS to inform the eventual imposition of discipline if necessary.

Recognizing that the indicators of racial discrimination may vary by police officer, platoon, unit or division, the range of relevant data points is specified below.

**The OHRC recommends that:**

65. The TPS EIS track indicators of racial discrimination or racial profiling by individual officers and platoons/units/divisions.
66. The TPS build on its existing EIS to capture all necessary information to alert supervisors to individual and platoon/unit/division conduct for potential racial discrimination that needs to be addressed.

This system should capture data and flag patterns related to racial disproportionalities and disparities<sup>36</sup> in the areas identified in:

- the OHRC’s Inquiry report
- TPSB’s policy on Race-Based Data Collection, Analysis and Reporting
- negative findings in HRTO and court decisions where racial discrimination is at issue, and
- *Charter* violations.

67. The TPS ensure that the EIS captures the information outlined in the recommendation 35 and 36 for EIS in the OHRC’s [Policy on eliminating racial profiling in law enforcement](#).<sup>37</sup>
68. The TPS use the EIS in performance management and progressive remedial action, consistent with labour relations requirements, by:
  - a. Establishing and implementing EIS performance indicators, including through internal benchmarking, that will trigger supervisory review and referrals to Professional Standards.
  - b. Developing EIS indicators for supervisors based on the EIS performance of their unit.
  - c. Maintaining data on each officer’s use of force, including each discharge of a firearm or CEW, and tracking this against established benchmarking.<sup>38</sup>
  - d. Requiring command staff and other supervisors to regularly review EIS data to evaluate performance of all officers.
  - e. Requiring that remedial action be considered when an officer is flagged based on EIS performance indicators or audits of officers’ body-worn and in-car camera recordings. Remedial action includes but is not limited to additional training and education, reassignment, counselling, heightened monitoring, and heightened supervision.
    - i. The remedial approach should include progressive performance management where appropriate.<sup>39</sup>
    - ii. The Chief of Police should report to the TPSB on the remedial or disciplinary measures used on officers based on, among other factors, EIS data on racial discrimination, subject to the confidentiality provisions of the *Police Services Act*.<sup>40</sup>
    - iii. Positive conduct by an officer included in a supervisor’s review should be recognized.
  - f. When remedial efforts have not successfully addressed concerns about a pattern of racial disparity in an individual officer’s activities, supervisors should consider if it is appropriate to refer the officer’s conduct to Professional Standards.
69. The Chief of Police require supervisors to thoroughly review and document use-of-force incidents immediately after the incident occurs to determine if there were credible non-discriminatory explanations for use of force. This is subject to the jurisdiction of the Special Investigations Unit.

- a. Where supervisors do not identify a credible non-discriminatory explanation, the officer's conduct and supervisor's concerns should be flagged in the EIS and referred to Professional Standards for a full investigation.

### Body-worn cameras

The TPSB and TPS consulted the OHRC on body-worn cameras (BWCs) to inform the development of the TPSB policy and TPS procedure in Fall 2020. In addition, the OHRC made written submissions setting out concerns with BWCs.<sup>41</sup> In light of the TPS and TPSB's decision to move forward with the implementation of BWCs, the OHRC recommends the following policy guidelines:

#### The OHRC recommends that:

70. The TPSB amend its policy on body-worn cameras (BWC) to:
  - a. Specify the frequency of reviews and require public reporting on them.
  - b. Create a process whereby community advisory groups can review, on a random basis, body-worn and in-car camera recordings to assess if officers are providing a service environment free from racial discrimination. This process is similar to that adopted by the Independent Scrutiny of Police Powers Panel in Avon and Somerset England.<sup>42</sup> Such a process should ensure that reviews do not interfere with ongoing investigations or legal proceedings.
  - c. Require public reporting on the quantity and quality of supervisors' audits related to discrimination every year. In this reporting, identify how many instances of potential racial bias were identified, how many internal conduct complaints were initiated based on reviewing BWC footage, and the nature of any remediation or discipline of individual officers that followed. The recommendation builds upon the TPSB's recommendation that

supervisors regularly review recordings for implicit or explicit discrimination.

71. The TPSB direct the Chief of Police to amend procedures on the use of BWCs in line with the preceding policy prescriptions.

### Officer accountability

As employers, it is important to fully investigate complaints related to discrimination. Organizations should have a clear, fair and effective mechanism for receiving, investigating, and resolving complaints of discrimination, and to ensure that human rights concerns are brought effectively to the attention of the organization.

During the Inquiry, the OHRC identified a lack of effective monitoring and accountability for anti-Black racism and racial discrimination of Black people by the TPS and TPSB. To address this concern, the Chief of Police must broadly exercise their discretion to investigate and address potential instances of misconduct in a fair and transparent way. The TPSB must review the administration of complaints and establish appropriate disciplinary guidelines.

### Monitoring and investigations

#### The OHRC recommends that:

72. The TPSB enact a policy that requires the Chief of Police to confirm that the following steps are taken:<sup>43</sup>
  - a. On providing notice to the subject officer, proactively investigate the race of the alleged victim of the misconduct, potential racial profiling or discrimination against Black individuals, even where claims of racial profiling or discrimination are not explicitly raised by a complainant, witness, SIU Director, OIPRD,<sup>44</sup> LECA, or any legal decision involving a *Charter* breach by the TPS.
  - b. Investigate all concerns about officer misconduct raised by the SIU Director in letters to the Chief of Police, and conduct a full investigation into all issues raised.
    - i. Automatically initiate a Chief's complaint investigation (if an investigation has not already been undertaken) when findings or comments in decisions of courts or tribunals, correspondence from the OIPRD, LECA, SIU Director, or any legal decision involving a *Charter* breach by the TPS that reflect conduct potentially consistent with anti-Black racism, racial profiling, or discrimination.
  - c. Implement a duty to report procedure, which calls on officers to self-report negative findings about their testimony, or conduct in decisions of courts or tribunals, correspondence from the OIPRD, LECA, SIU Director, or any legal decision involving a *Charter* breach.
  - d. Where officers report these findings, a Chief's complaint investigation should be initiated.
  - e. Establish a process within the Service to search and track negative findings about an officer's testimony or conduct in decisions of courts or tribunals, correspondence from the OIPRD, LECA, SIU Director, or any legal decision involving a *Charter* breach that reflects conduct consistent with anti-Black racism, racial profiling, or discrimination. This process should help supervisors review these concerns in one centralized location.
  - f. Track individual findings and trends and hold officers accountable for such conduct using appropriate remedial or disciplinary measures.<sup>45</sup>
  - g. Require that all Professional Standards investigators are trained to identify violations of the *Human Rights Code*, including potential racial profiling or discrimination.
  - h. Direct the Chief of Police to develop a procedure to monitor all *Charter* breaches that reflects conduct consistent with anti-Black racism, racial profiling, or discrimination committed by TPS officers, and report these decisions on an annual basis at a public board meeting.<sup>46</sup>

### Complaints administration

#### The OHRC recommends that:

73. The TPSB establish policies to:
- a. Review and publicly report annually on the Chief of Police's administration of:
    - i. Internal complaints, officer's testimony or conduct in decisions of courts or tribunals, correspondence from the OIPRD, LECA, SIU Director, or any legal decision involving a *Charter* breach that reflects conduct consistent with anti- Black racism, racial profiling, or discrimination, and when officer conduct is consistent with racial profiling or racial discrimination.
    - ii. Administrative investigations (formerly called Section 11 reports).<sup>47</sup>
  - b. Request and review decision letters from the SIU Director to the Chief of Police. The TPS Special Investigations Unit Procedure (13-16) should be amended to direct the TPS to include a copy of the SIU Director's Letter to the Chief of Police with the administrative investigation when it is sent to the TPSB.
  - c. Direct the Chief of Police to develop a procedure that sets out the steps to be followed when the Crown Attorney's Office reports that an officer has been dishonest as a witness, or where a court, tribunal, or complaint body finds that the officer engaged in racial discrimination.

### Performance management

#### The OHRC recommends that:

74. The Chief of Police require that performance management includes:
- a. For officers:
    - i. A written assessment of whether officers violated any procedures including those related to body-worn cameras.
    - ii. An evaluation of how accurately the officer reports use-of- force incidents.
    - iii. An evaluation of how well officers grasp and implement training on racial profiling, racial discrimination, and anti- Black racism,<sup>48</sup> including how well officers de-escalate situations<sup>49</sup> and identify appropriate levels of force to use.<sup>50</sup> This evaluation should also consider any tribunal or court findings of discrimination or other behaviour that contravenes the *Code* or the *Charter*.
  - b. For supervisors:
    - i. An assessment of whether use-of-force incidents and body-worn camera footage were adequately reviewed, and whether misconduct by officers is met with appropriate corrective and disciplinary action.

### Performance reviews

The performance review process must actively address systemic discrimination in police services. Motivating police practices that will generate better outcomes should be a key objective of the review process.

#### The OHRC recommends that:

75. The TPS revise the process for performance reviews to:
- a. Establish an explicit requirement that interactions with people in crisis be considered.
  - b. Place a greater emphasis on de-escalation skills such as communication, empathy, proper use of force, and use of specialty teams where required.
  - c. Utilize an officer's use-of-force reports when assessing training needs and suitability for particular job assignments to the extent possible subject to any restrictions created by Reg. 926/90.<sup>51</sup>
  - d. Consider creating incentives for using alternative measures that divert charges from the criminal court system.

### Accountability

#### The OHRC recommends that:

76. The TPSB establish policies that set out circumstances where the Chief of Police should consider discipline, up to and including dismissal, when officers' behaviour is found to be consistent with racial discrimination, in accordance with the established disciplinary process
77. The TPS and the TPSB consider officer behaviour found by a court or tribunal to be consistent with racial discrimination and substantiated by internal investigations as a negative factor in promotion decisions.
78. The TPS develop a mechanism for officers to report discrimination that protects the confidentiality of the reporting officer, subject to any legal restrictions.<sup>52</sup>
79. The TPS take proactive steps to ensure that officers who initiate complaints against other members are not subject to reprisal. These steps may include assessing the workplace climate and following up with the complainant.

### TPS/TPSB use of inquest recommendations

#### The OHRC recommends that:

80. The TPSB conduct a comparative analysis of recommendations from the Jardine-Douglas, Klibingaitis and Eligon (JKE) inquest and Loku inquest to identify any gaps in implementing the JKE recommendations, and:
- Determine why some inquest recommendations continually appear as areas of concern.
  - Work with an independent expert and ARAP to fully assess the implementation of the recommendations from these and other similar inquests.
  - Demonstrate they have meaningfully consulted on this analysis with Black communities.
81. The TPSB develop a policy that sets out the steps for receiving, implementing and publicly reporting on all recommendations from coroner's inquests directed to the TPS or TPSB, or recommendations directed to all police services in Ontario.

## Transparency

### The OHRC recommends that:

82. The TPSB establish a policy that directs the Chief of Police to provide the TPSB annually with all instances of racial profiling and racial discrimination found to be committed by police officers through decisions of the HRTO, the TPS Disciplinary Tribunal, courts and other tribunals, along with details of what corrective or disciplinary actions were taken in response, subject to the confidentiality provisions of the *Police Services Act (PSA)*.<sup>53</sup>

This information should also be publicly released annually in a manner that is consistent with the confidentiality provisions of the *PSA* and any subsequent legislation such as the *Comprehensive Ontario Police Services Act (COPSA)*.

83. The TPSB develop a policy on the public release of aggregated information about officer activities, and that this information be released in a way that enables the public to understand how officers allocate their time, including a breakdown of the time spent responding to calls, engaging in proactive investigations, and traffic enforcement.<sup>54</sup>
84. The TPSB develop a policy on the annual public release of information about the calls for service it receives, and that this information be released in a way that enables the public to understand how many calls for service are related to social issues such as mental health, addictions, homelessness or other non-criminal matters.

The TPS should also release information about the nature of the response provided by the police service<sup>55</sup> and the amount of time required to address the call.

## Multi-year action plan

### The OHRC recommends that:

85. To successfully implement these recommendations, the TPS create and publish a multi-year action plan that incorporates the OHRC's recommendations from this Inquiry report, *From Impact to Action*, with timelines to implement all recommendations.
86. The TPS and TPSB consult with the ARAP and CABR to establish this action plan before final approval by the OHRC.

## Recommendations relevant to the Province of Ontario

The OHRC recognizes that Ontario fulfills an essential role in establishing the legislative and regulatory framework which governs police services and that the TPS and TPSB operate in, and the TPS and TPSB may not have jurisdiction in some instances to enact necessary change without the assistance of the provincial government.

To borrow the words of the Auditor General's conclusion, a whole-of- government and whole-of-community approach is needed to address many of the issues that police respond to, and investment in social service infrastructure and alternative strategies is required.<sup>56</sup> In addition, these recommendations can impact other police services across Ontario.

## Stop and search – restricting officers' discretion to approach individuals in non-arrest scenarios

While O. Reg. 58/16: *Collection of Identifying Information in Certain Circumstances* has banned arbitrary stops, as discussed in Chapter 6 of this report, the OHRC continues to have significant concerns about unjust stops.<sup>57</sup>

The OHRC recommends that the TPSB urge the Province of Ontario to:

87. Develop and implement criteria that narrow the circumstances where officers can approach or stop a person in a non-arrest scenario, and create a framework for rights notification that is consistent with the OHRC's *Submissions to the Ministry of Community Safety and Correctional Services as part of its Strategy for a Safer Ontario*.<sup>58</sup> These criteria are more stringent than the criteria mandated by the Province in O. Reg. 58/16.

## Charges

The OHRC recommends that the TPSB urge the Province of Ontario to:

88. Implement Crown pre-charge approval before laying a criminal charge.
89. Ensure that assistant Crown attorneys are trained on the historical barriers faced by Black communities, the presence of systemic racial discrimination in the criminal justice systems, and alternatives to charges that can be used in appropriate circumstances.
90. Expand initiatives that create alternatives to charges such as judicial referral hearings, community justice centres, and embedded Crown counsel.

### Use of force

The OHRC recommends that the TPSB urge the Province of Ontario to:

91. Review the use-of-force weapons provided to front-line officers and consider whether there are situations province-wide where officers can be deployed with non-lethal weapons, instead of lethal use-of-force options such as firearms.
92. Evaluate the Public-Police Interactions Training Aid in consultation with, experts and *Code* protected groups including Indigenous and Black communities and persons living with mental health or addition issues. This evaluation should assess whether the introduction of the Training Aid in 2023, has helped to reduce use of force rates for Indigenous and Black communities. This assessment should consider data on police use of force collected pursuant to the *Anti-Racism Act*.

The findings from this evaluation should be used to develop leading practices that are used to update the Training Aid.

### Data collection

The OHRC recommends that the Province of Ontario:

93. Require police services province-wide to collect data in a manner consistent with these recommendations, requirements established by the *Anti-Racism Act*, and the objectives of the *Human Rights Code*, as part of the TPSB's ongoing engagement with the province on use of force.
94. Mandate province-wide race-based data collection, analysis, and reporting across the spectrum of officer activities, including stop and search practices, charges and arrests, and use of force.

### Early intervention systems (EIS)

The OHRC recommends that the Province of Ontario:

95. Mandate the implementation of early intervention systems consistent with these recommendations provincewide.<sup>[61](#)</sup>

### Artificial intelligence

The OHRC recommends that the Province of Ontario:

96. Establish legislation and regulations to govern the development, use, implementation, and oversight of artificial intelligence in policing consistent with the OHRC's Submission on TPSB Use of Artificial Intelligence Technologies Policy (i).<sup>[62](#)</sup>

### Policing standards

The OHRC recommends that the Province of Ontario:

97. Develop standardized key performance indicators and assessment models related to efforts to address anti-Black racism in policing. These standards should be informed by consultations with the OHRC, the Anti-Racism Directorate, and input from Indigenous, Black, and other racialized communities across the province.

### Performance management

The OHRC recommends that the Province of Ontario:

98. Amend the *Police Services Act* and/or the *Community Safety and Policing Act*, 2019,<sup>[63](#)</sup> to include greater transparency on police discipline.

For example, there should be public reporting on cases that are addressed through informal discipline.<sup>[64](#)</sup>



a) Amend restrictions in Reg 926/90 that prevent use of force reports from being used to address the full range of officer performance issues.

99. Amend the police as a witness section of the Crown Prosecution manual to address findings of racial discrimination, racial profiling and anti-Black racism made against officers.

Where the Prosecutor becomes aware of credible and reliable information that an officer has been found to have engaged in racial discrimination and/or racial profiling, or a *Charter* breach that reflects conduct consistent with racial discrimination and/or racial profiling, the Prosecutor should direct the matter to the Crown attorney, who will in turn notify the Chief of Police.

### **Comprehensive Ontario Police Services Act (COPSA)**

The OHRC recommends that the Province of Ontario:

100. Develop regulations in the *COPSA* that will set out circumstances where termination or suspension without pay should be considered, including instances where a court or tribunal or disciplinary proceeding finds that an officer has engaged in serious misconduct.

The *COPSA* should include specific reference to misconduct related to racial discrimination or anti-Black racism as considerations when assessing whether to terminate or suspend without pay.<sup>65</sup>

### **Reducing the scope of policing activities**

The OHRC recommends that the Province of Ontario:

101. Publicly review civilianizing non-emergency police functions provincially.<sup>66</sup>

102. Amend section 17 of the *Mental Health Act* to facilitate non-police responses to issues related to mental health, substance use.<sup>67</sup>

The OHRC recommends that the Province of Ontario work with the TPS and TPSB to assist them in:

103. Renewing efforts to achieve their goal of making the mobile crisis team available 24 hours/7 days a week, as stated in the 81 recommendations arising from the *Police Reform* Report.

Specifically, the OHRC encourages the TPS and TPSB to further engage Ontario's Ministry of Health to achieve 24-hour MCIT coverage across Toronto.

### **The OHRC recommends that:**

104. Funding requests made by the TPSB and TSP pursuant to recommendations<sup>68</sup> from the Auditor General's report *A Journey of Change: Improving Community Safety and Well-Being Outcomes* explicitly request funding to address the well-being of Black communities, and other *Code*-protected groups that have been disproportionately burdened by police interactions as documented in this Inquiry.

### **Special Investigation Unit investigations**

Pursuant to section 11 of O. Reg. 267/10 under the *Police Services Act*, municipal police chiefs are required to investigate any incident with respect to which the Special Investigation Unit SIU has been notified, subject to the SIU's lead role in investigating the incident. Chiefs are also required to produce a copy of their investigative report to their police services board. Boards have the discretion to make these reports public.

### **The OHRC recommends that:**

105. Reports by Chiefs of Police related to investigations of incidents where the SIU has been notified under section 11 of O. Reg. 267/10 of the *Police Services Act*, must be routinely disclosed to the public, subject to the confidentiality provisions of the *PSA*.<sup>69</sup>

### **Recommendations to the Special Investigations Unit**

*A Collective Impact*, the OHRC's first Inquiry report, included analysis of data obtained by the OHRC from the Special Investigations Unit (SIU). In addition, the OHRC met with Director Joseph Martino.

Through this work, several recommendations flowed directly to the TPS and TPSB.

The OHRC recommends that the SIU:

106. As part of its analysis of its race-based data from 2020 onwards, continue to monitor whether there are racial disparities in the charge rate, and take steps to address them if they occur. The SIU should consider the OHRC's analysis in *A Collective Impact* in this analysis.

107. Require that all investigators receive training and education on how to identify anti-Black racial discrimination during their investigations. The training should occur on a regular basis and address direct and indirect forms of racial discrimination or unconscious bias.

Appendix B: Recommendations assigned to the Service or shared with the Board

**Total number of Recommendations: 67**

Already implemented, subject to verification	Partially implemented	Can be implemented	Clarification required
Total: 20	Total: 17	Total: 3	Total: 27
8	5	16	1
9	10	85	2
15	11	86	4
26	12		6
33	24		7
34	25		13
36	27		14
40	29		17
41	37		18
42	44		21
43	49		22
45	58		23
46	59		28
47	65		30
54	66		31
55	67		32
57	68		35
74	75		39
78			48
79			50
			51
			56
			60
			62
			64
			69
			77



## PUBLIC REPORT

**March 4, 2024**

To: Chair and Members  
Toronto Police Services Board

From: Myron Demkiw  
Chief of Police

**Subject: Toronto Police Service's Equity Strategy: *The Road to Creating an Inclusive Workplace and Fairness in Community Safety***

**Purpose:**     Information Purposes Only     Seeking Decision

### **Recommendation:**

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

### **Financial Implications:**

Recommendations that are complete, or are in the implementation phase, are funded within the Service's approved annual budgets. While the financial implications of the remaining recommendations cannot be fully quantified at this time, it is anticipated that additional funding will be required for the following types of costs:

- Hiring experts
- Honoraria
- Staffing
- Program development and review
- Town halls
- Surveys

Funding required to implement the remaining recommendations will be included in the variance reports and future year budget requests for the Board's consideration.

Resources dedicated to the implementation of these recommendations and associated timelines will have to be considered in the context of funding availability, organizational capacity and the Board's ability to ensure effective oversight, including ongoing support and evaluation.

## **Background:**

The Toronto Police Service (the Service) has embarked on a transformation journey to drive comprehensive police reform and organizational culture change. It has engaged in many initiatives to help repair community trust and commit to its members that the Service is a safe, bias-free and inclusive place to work. Examples of such work include:

- Establishing the Equity, Inclusion and Human Rights unit in the Service and civilianizing anti-racism training at the Toronto Police College
- Mandating training on Black Experience, Indigenous Reconciliation, Gender Diverse and Trans Inclusion, and Sexual Harassment
- Publishing the Know Your Rights Campaign
- Expanding the Neighbourhood Community Officer Program and the Mobile Crisis Intervention Team Program
- Collecting, analyzing, reporting and acting on Race and Identity-based Data Collection (internally and externally)
- Implementing alternative dispute resolution mechanisms
- Overhauling promotional processes

While much has been accomplished, more needs to be done. **The Equity Strategy: *The Road to Creating an Inclusive Workplace and Fairness in Community Safety (the Strategy)*** builds on the expert insights, findings and recommendations in response to many significant events and studies over the last decade, in addition to the ongoing work the Service has been engaged in to advance equity, inclusion and human rights. It represents the Service's commitment to do the work needed, and to create transparency and be accountable for driving systemic change that results in fair and unbiased policing which builds and nurtures an equitable, supportive and inclusive space for all.

### *Why a Service-wide Equity Strategy?*

- ***In response to calls for action demanding change to our society and public sector institutions;***
- ***To commit the Service to do the work needed, and create transparency and be accountable for driving systemic change toward fair and unbiased policing and improving trust in and within the Service;***
- ***To acknowledge our gaps and challenges*** (as evidenced most recently by the reports on race-based data collection and workplace climate), and ***take a proactive, progressive and collaborative approach; and***

- To develop **one consistent Service-wide approach and Strategy** for our members and communities to work with and hold the Service accountable.

## Discussion:

The Equity Strategy is grounded in a thoughtful, evidence-based process that reflects best practices, the expertise of key partners and stakeholders, and the voices and experiences of Service members and diverse communities.

### a. Approach

The Service reviewed previous work and numerous studies and reports written by leaders, experts, groups and institutions over the last decade. Over 20 reports and 1,100 recommendations have been considered throughout this process. The Service has also used a range of mechanisms to inform the development of the Equity Strategy, including:

- **Internal engagements:** Service members from different units and divisions were engaged through 11 focus groups, workshops and workplace surveys. The Service will continue to engage them in the implementation stage that requires a Service-wide commitment and effort.
- **Community and stakeholder engagements:** Diverse communities and key stakeholders across the city were engaged through surveys, engagement sessions, and town halls. Most recent examples include the Race and Identity-based Data Collection Strategy (R.B.D.C.) town hall series, and ongoing discussions and review sessions with key stakeholder groups including the Service's Police and Community Engagement Review (P.A.C.E.R.) committee and the Board's Anti-Racism Advisory Panel (A.R.A.P.). The Service will continue to seek their feedback and support in the months and years ahead to ensure the Strategy remains relevant and effective.
- **Best practices:** The Service continues to conduct extensive research on equity-based approaches and developments in policing and other public sectors in Canada and internationally.
- **Partnerships:** The Service has established strong partnerships and will continue to foster new relationships with institutions and public sector partners with solid expertise in equity work.
- **Team expertise:** Members of the Service's Equity, Inclusion and Human Rights unit bring significant knowledge, community, and lived experiences in equity and strategy development and will continue to support the Service throughout the implementation.

### b. Equity Strategy at a glance

The strategic framework articulates the following elements:

- **Priorities:** The Strategy focuses on four initial priorities, driven by historical and current challenges faced by the Service:

- confronting **Anti-Black Racism**;
- supporting **Indigenous Cultural Safety**;
- fostering **2SLGBTQ+ Inclusion**; and
- cultivating a **Respectful Workplace**.
- **Vision:** The Equity Strategy is grounded in a comprehensive *Strategic Framework* that brings together two complementary perspectives: inward looking and outward looking.
  - Inward looking: It means that the changes the Service needs to make must start from within - the way the Service treats and leads its members, the way members treat each other, and the internal structures created.
  - Outward looking: This represents the changes the Service needs to make in how we interact with our communities and partners, and how we respond to their needs.
- **Goals:** Seven strategic goals are articulated to achieve the strategic vision; they are interconnected and mutually reinforcing, and support both inward and outward looking dimensions of the Strategy.
- **Actions:** Mapped to each of our strategic goals, we have identified an initial set of 16 Key Actions. These actions are further broken down by specific sub-actions tailored for each of the four Priorities in the Strategy.
- **Outcomes:** Aspirational outcomes are presented as the result of the Service's pursuit of the strategic goals, which its progress can be measured and reported.

### c. Implementation Plans

The implementation plans are presented as four standalone documents, each dedicated and tailored to the priorities of this Equity Strategy. Although there may be some overlap, it is recommended to read and consider *all* proposed implementation plans simultaneously for a comprehensive understanding of the Strategy as a whole.

All of the sub-actions presented in the Equity Strategy fall into one (or in some cases, a few) of the following major **Themes**: Human Resources (H.R.) Programs; Policies, Processes and Procedures; Training and Capacity Building; Listening and Understanding; Reconciliation and Community Relationships; Monitoring and Accountability; and Data and Technology.

Achieving our goals is already in progress with a number of initiatives underway.

Implementation of a strategy of this reach, complexity, and duration, requires an All-of-Command approach, with members of Command as executive sponsor(s) who are directly engaged and accountable for successful implementation. Alongside the executive sponsors for each of the priorities, there are also implementation leads and teams that will ensure the successful delivery of projects and action items.

A public dashboard has been developed and will be updated regularly to track and report on the progress of each of the sub-action items throughout its implementation.

## **Conclusion:**

The Equity Strategy represents a collaborative effort between Service members, communities and partners. It also builds on a foundation of work the Service has been charting over the last several years in its ongoing commitment to equitable policing and organizational culture change.

Systemic change takes time. Achieving the strategic goals will be a multi-year effort requiring Service-wide commitment and coordination, supported by the necessary resources.

Measuring progress towards the Service's equity-related goals, learning throughout the implementation process, and making adjustments informed by these learnings, will be key to the Strategy's success.

The Service will continue to listen to and be mindful of the voices of its members and communities and adapt and pivot where and when is needed. As such, the Strategy and implementation plans should be considered a living document.

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

Respectfully submitted,

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

### *Attachments:*

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Document 1 (Read First) – Toronto Police Service Equity Strategy  
Document 2.1 – Confronting Anti-Black Racism Proposed Implementation Plan  
Document 2.2 – Supporting Indigenous Cultural Safety Proposed Implementation Plan  
Document 2.3 – Fostering 2SGLBTQI+ Inclusion Proposed Implementation Plan  
Document 2.4 – Cultivating a Respectful Workplace (Accountability, Equity and Professionalism) Proposed Implementation Plan

Equity Strategy – Illustrative Brochure

# TPS Equity Strategy

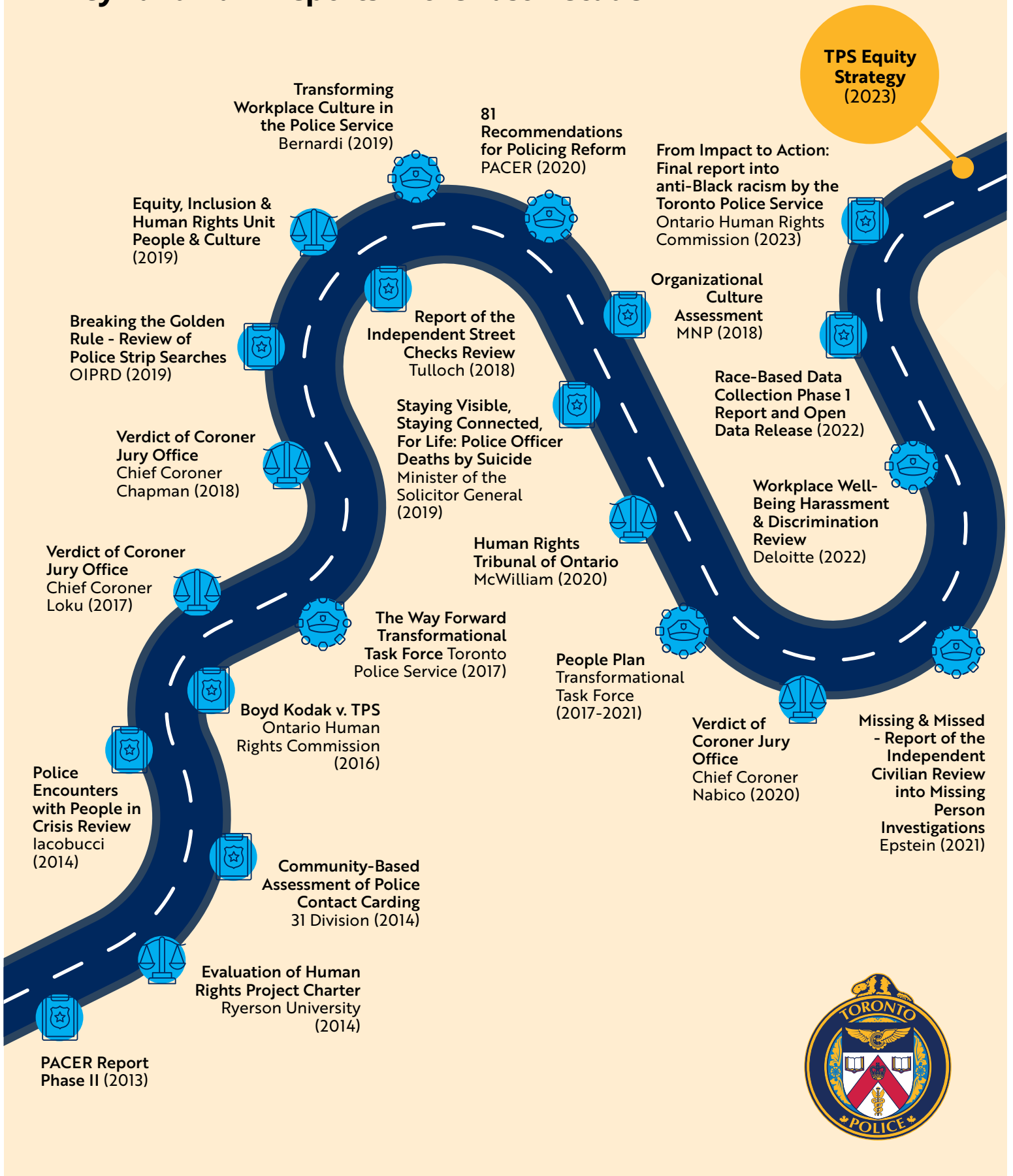
## The Road to Creating an Inclusive Workplace & Fairness in Community Safety

### WHY A STRATEGY?

- ▶ **Calls for action** demanding change to our society and public sector institutions
- ▶ **Commit the Service** to do the work needed and **create accountability for driving systemic change** toward fair and unbiased policing, and improving trust in and within the Service
- ▶ **Acknowledge our gaps and challenges**, and take a proactive, progressive and collaborative approach
- ▶ **Develop one consistent Service-wide approach and strategy** for our members and communities to work with and hold the Service accountable



# Key Landmark Reports in the Last Decade



**TPS Equity Strategy (2023)**

**Transforming Workplace Culture in the Police Service**  
Bernardi (2019)

**81 Recommendations for Policing Reform**  
PACER (2020)

**From Impact to Action: Final report into anti-Black racism by the Toronto Police Service**  
Ontario Human Rights Commission (2023)

**Equity, Inclusion & Human Rights Unit**  
People & Culture (2019)

**Organizational Culture Assessment**  
MNP (2018)

**Breaking the Golden Rule - Review of Police Strip Searches**  
OIPRD (2019)

**Report of the Independent Street Checks Review**  
Tulloch (2018)

**Race-Based Data Collection Phase I Report and Open Data Release**  
(2022)

**Verdict of Coroner Jury Office**  
Chief Coroner Chapman (2018)

**Staying Visible, Staying Connected, For Life: Police Officer Deaths by Suicide**  
Minister of the Solicitor General (2019)

**Workplace Well-Being Harassment & Discrimination Review**  
Deloitte (2022)

**Verdict of Coroner Jury Office**  
Chief Coroner Loku (2017)

**Human Rights Tribunal of Ontario**  
McWilliam (2020)

**The Way Forward**  
Task Force Toronto Police Service (2017)

**People Plan**  
Transformational Task Force (2017-2021)

**Boyd Kodak v. TPS**  
Ontario Human Rights Commission (2016)

**Verdict of Coroner Jury Office**  
Chief Coroner Nabico (2020)

**Missing & Missed - Report of the Independent Civilian Review into Missing Person Investigations**  
Epstein (2021)

**Police Encounters with People in Crisis Review**  
Iacobucci (2014)

**Community-Based Assessment of Police Contact Carding**  
31 Division (2014)

**Evaluation of Human Rights Project Charter**  
Ryerson University (2014)

**PACER Report Phase II**  
(2013)



**A thoughtful, evidence-based approach that reflects the voices and experience of our communities and members**

#### PAST REPORTS AND HISTORY

Over 20 reports and 1,100 recommendations have been considered

#### 12 FOCUS GROUPS + 2 WORKPLACE SURVEYS

#### RBDC FINDINGS

#### COMMUNITY & STAKEHOLDER ENGAGEMENTS

Surveys, town halls, engagement & consultation sessions

#### PARTNERSHIPS

e.g., Wellesley Institute, Mokwateh

#### BEST PRACTICES AND TEAM EXPERTISE

Research, literature scans and reviews on existing & up-and-coming equity-based approaches, strategies, resources

## The work is already underway...

### SOME HIGHLIGHTS:



Implementing 81 Recommendations for Police Reform



Instituted mandatory anti-racism, Indigenous experience and gender diversity and trans inclusion training, taught by experienced civilian instructors



Race and Identity-based Data Collection



Revised board policy on hiring and promotions



Partnered with Gerstein Crisis Centre and Toronto Community Crisis Centre on call diversion



Co-lead the provincial Working Group on Respectful Workplaces in Policing, and modernize complaints and investigative processes



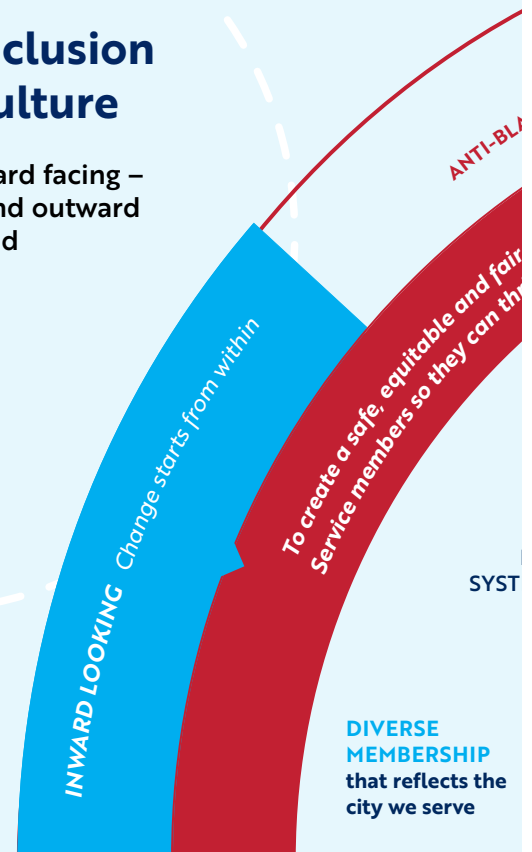
Revised 22+ Service Procedures through a newly revitalized Governance Equity Review process



Published the Know Your Rights Campaign

## Anti-Racism, Inclusion & Workplace Culture

This strategy is both inward facing – for Service members – and outward facing – for the public and communities we serve



## ...and we're seeing some results

**1,427 MEMBERS (SUPERVISORS)** who received sexual harassment training (100%)

**7,030 MEMBERS** who received Indigenous experience training (85%)

**7,341 MEMBERS** who received anti-Black racism training (89%)

**39% INCREASE IN BLACK CADETS** from 2020 vs. 2022

**55% WOMEN CIVILIAN OFFICERS** vs. 47% total civilians

**100+ RESOLUTIONS** through alternative channels

**67% OF NEWLY SELECTED SPECIAL CONSTABLES (August 2022 cohort)** belong to **RACIALIZED GROUPS**

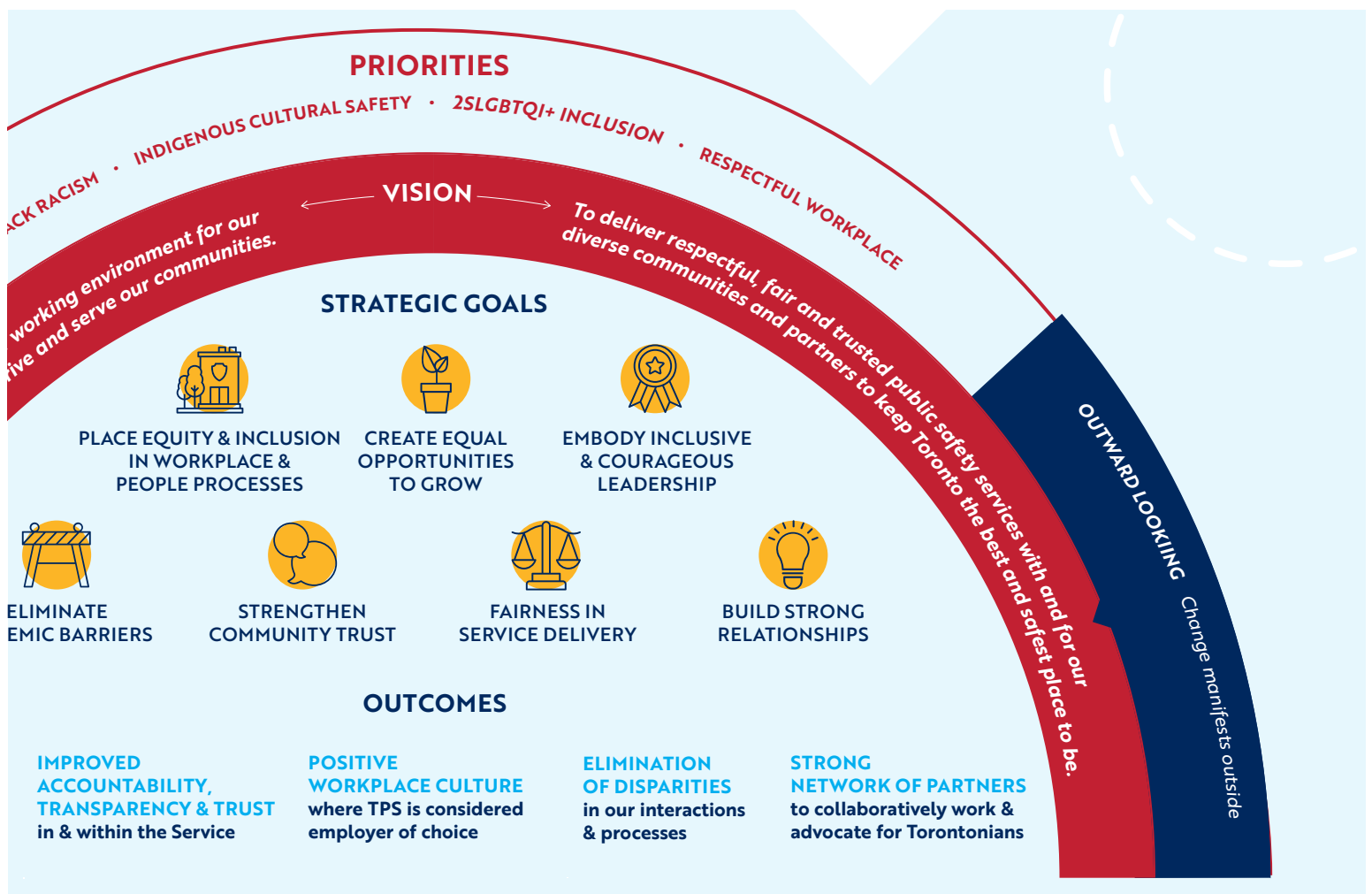
**869 DIRECT REFERRALS** involving non-AER situations made to FOCUS agencies vs. 753 in 2021

**25% WOMEN UNIFORM SENIOR OFFICERS** vs. 13% in 2019

**752 ACUTELY ELEVATED RISK (AER) SITUATIONS** brought to FOCUS tables vs. 686 in 2021

**30,000+ RESPONDENTS** to socio-demographic surveys

**69% REDUCTION IN POLICE CONTACTS** post-FOCUS intervention



# From Strategy to Action

A living plan that is influenced and informed by historical and current challenges faced by the Service.

## PRIORITY-SPECIFIC IMPLEMENTATION PLANS

1. Confronting Anti-Black Racism
2. Indigenous Cultural Safety
3. Fostering 2SLGBTQI+ Inclusion
4. Cultivating a Respectful Workplace



## Organization-wide actions to drive change

### IMPLEMENTATION PLANS AND ACTIONS SPAN 20 PROGRAM AREAS

#### HR PROGRAMS & PROCESS

1. Develop HR programming that allows members to reach full potential and understand gaps (e.g., career pathing, 360 review)
2. Recruitment, hiring and promotional process review
3. Incorporate equity lens into competencies and performance management

#### TRAINING & PROFESSIONAL DEVELOPMENT

4. Develop, augment and review equity and scenario-based training
5. Create, enhance and increase access to leadership and professional development opportunities and resources
6. Co-develop and co-deliver immersive community experience programs

#### INTERNAL ENGAGEMENT & SUPPORT

7. Greater internal engagement and augmenting the role of ISNs
8. Incorporate inclusive and culturally sensitive wellness supports and resources
9. Transparency and accountability through internal and external communications

#### CREATING A RESPECTFUL & EQUITABLE WORKPLACE

10. Development and enhancement of norms, policies and procedures around civility and respectful and equitable workplace
11. Modernized a victim-centered approach towards complaints, investigations, harassment and resolution processes, and comply with legislative requirements
12. Public acknowledgement of recognizing Indigenous peoples and the land we live on, and their historical and current relationship with the justice system

#### DATA COLLECTION, ANALYSIS & EVALUATION

13. Collect and analyze internal and external race and identity-based data collection
14. Develop monitoring, evaluation and surveying capacities of Service programs and service delivery

#### COMMUNITY SAFETY & EQUITY IN POLICING

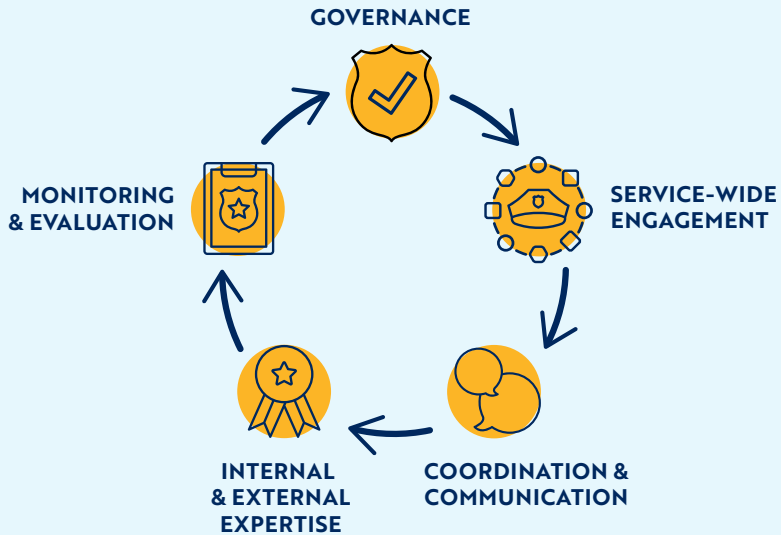
15. Community safety and well-being centered models and programs
16. Augment supervisory capacity and leadership capability and responsibilities among leaders
17. Embed equity and inclusion lens into policing operations, procedures, practices and planning

#### COMMUNITY ENGAGEMENT & COLLABORATIONS

18. Ongoing community engagement and consultations with co-design/co-develop mindset
19. Closer alignment and collaboration between units with mandates around fostering equity and community relationships
20. Greater public education/advocacy, partnerships and multi-sector collaborations

# Co-Design, Co-Develop, Co-Deliver...

With community,  
our members and  
priority areas at the  
centre



## Bringing it all together

A long term implementation plan that is tactically focused on 24-36 month timelines

**GOAL #1**  
Place equity, inclusion, and fairness at the heart of how we recruit, promote, and retain our members to reflect the unique diversity of our city.

**Action #1**  
Develop and strengthen policies, processes and practices – with a focus on human resources and people management – to ensure, include and empower diversity in all parts of the Service, especially where there is underrepresentation

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
1.1 Develop and co-design new recruitment campaigns to attract underrepresented applicants with a range of lived experiences including education, career history, family status, age, gender identity, sexual orientation and socio-economic status	HR Programs	Talent Acquisition	#% of underrepresented applicants		✓		
	Policies, Processes & Procedures		Success rate of underrepresented applicants				
1.2 Embed an anti-racism lens to job postings, interview aids, testing and investigative backgrounds	HR Programs	Talent Acquisition	Equity in interview investigations				✓
	Policies, Processes & Procedures		Feedback				

DOWNLOAD THE TPS EQUITY STRATEGY AT:

[tps.to/equity-strategy](https://tps.to/equity-strategy)

QUESTIONS? CONTACT US:  
[equityinclusion@torontopolice.on.ca](mailto:equityinclusion@torontopolice.on.ca)



Artwork: Saasha Gupta, 2023 Youth In Policing Initiative graduate



# **TPS Equity Strategy:** *The Road to Creating an Inclusive Workplace and Fairness in Community Safety*

March 2024



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## Message from the Board - PLACEHOLDER

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This page will be updated pending Board approval.



## Message from the Command

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**The movement to address Indigeneity, equity, diversity, and inclusion in our society, in our workplaces and in policing is one of the great opportunities of our time. It is an opportunity to make a fundamental difference for our members and for the individuals and communities we serve. To acknowledge, reconcile, act, and renew our definition of what excellence in policing really means.**

These are very complex challenges for any organization. There are no shortcuts or simple solutions. It requires a sustained commitment to critically assess and be prepared to challenge values, beliefs and behaviours. It requires an openness and willingness to assess and change administrative structures, systems, policies and procedures. For a policing organization, it also means very critically reviewing and assessing the professional policies, processes, standards, tools and mindsets that guide us in our work every day.

But make no mistake – the case for action is clear and compelling. Fairness, equity, diversity and inclusion are all important reasons to act in their own right. But, the case for action is also, about being the best police service we can be, as the TPS Board, our governing body, has said in their message.

Simply put, as a Service, we believe in:

- respecting and upholding the rights and freedoms of all people;
- treating all people with empathy, respect and dignity;
- acting professionally, with integrity and without prejudice; and
- recognizing that we do not have all the answers, and acknowledging and learning from our mistakes and successes.

And so, most of all, this first iteration of our community and workplace Equity Strategy requires courageous leadership – leadership that accepts the need to change and grow, and that isn't afraid to confront painful truths and look deeply at how we can do better; leadership that acknowledges, champions, challenges, and holds itself and others accountable.

We see that leadership in the members of the Toronto Police Service who strive to serve to the best of their abilities. We see it in the words and actions of individuals and communities who bravely demand change. We are inspired every day as members of Command and know that this leadership will be essential in the weeks, months and years ahead as we continue the work of being the best police service we can be in keeping Toronto the best and safest place to be.

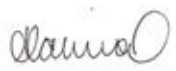
Chief Myron Demkiw



Deputy Chief  
Lauren Pogue



Chief Administrative  
Officer Svina Dhaliwal



Chief Information  
Officer Colin Stairs



Deputy Chief  
Robert Johnson



## Land Acknowledgement

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**The Service acknowledges that we are on the traditional territory of many nations including the Mississaugas of the Credit, the Anishnabeg, the Chippewa, the Haudenosaunee and the Wendat peoples and is now home to many diverse First Nations, Inuit and Métis peoples. The Service also acknowledges that Toronto is covered by Treaty 13 signed with the Mississaugas of the Credit.**

Starting with a land acknowledgement is a way to recognize the enduring presence and resilience of Indigenous peoples in the land we now call the City of Toronto. Land acknowledgements mark a small and important step in the process of reconciliation and building a positive relationship with Indigenous peoples, which is foundational to any work intended to advance equity and inclusion.

## Contribution of Black Communities

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**For decades, there have been calls for action to address systemic racism in policing. Numerous studies, reports and case law revealed racial disparities in police interactions, with Black people more likely to be proactively arrested, charged and subjected to use of force.**

Black communities have been at the forefront of equity, advocating for systemic change and profound reforms in policing. Confronting and removing barriers caused by anti-Black racism benefits all Canadians, including other Toronto communities experiencing racism and marginalization. This strategy acknowledges, builds on, and responds to the work of Black leaders, activists, educators, and community groups and organizations, present and past.

## Working with 2SLGBTQI+ Communities

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**2SLGBTQI+ communities have continuously called for actions to address systemic homophobia and transphobia in policing. It is important to acknowledge the past and harm that has been done, and then move forward in a different way so that transformative change happens.**

The Service has made it its top priority to work with our communities, including our 2SLGBTQI+ Community Consultative Committee, to not only build, and in some cases, re-build trust, but more importantly to ensure that the trust is maintained, starting with being intentional and proactive in listening, learning and improving our understanding of how we can change for the better. Leaning on the communities' wisdom, lived experiences, direction and feedback, and truly collaborating from design to delivery have been key in the work of implementing the Missing and Missed Recommendations and the Gender Diverse and Trans Inclusion Initiative.

# Introduction: Our Commitment to Change

This Equity Strategy represents the Service’s commitment to do the work needed, and to create transparency and be accountable for driving systemic change that results in fair and unbiased policing which builds and nurtures an equitable, supportive and inclusive space for all.

The culmination of public calls for police reform and the national tragedy of residential schools forced on Indigenous communities, including the uncovering of unmarked graves of Indigenous children, have caused deep intergenerational trauma for First Nations, Inuit and Métis peoples. These, along with other legacies of colonialism, have driven movements across Canada demanding change in our public sector institutions and society as a whole, and have brought us to a greater sense of awareness of the need to act and make a positive contribution.



**This strategy is both inward facing – for Service members – and outward facing – for the public and communities we serve. As you will read, we plan to move on both fronts at once.**

Looking within our organization, when we foster an environment where each member of our police service can thrive and feel secure, supported, acknowledged and valued, we create a more resilient, empathetic, engaged, welcoming and effective workforce. An inclusive and fair Service will lead to increased job satisfaction and morale, better mental health, greater adaptability, and heightened performance for our leaders and members.

Turning to the public and the communities we serve, we will be better equipped to serve our communities and ensure the delivery of community safety and wellbeing, in addition to improving the effectiveness and efficiency of our services. Embedding an equity, inclusive, human rights<sup>1</sup>, reconciliatory and anti-racism approach into all our actions will enable the Service to become a more empathetic, accountable, effective, and responsive policing organization that engages meaningfully with our communities and is trusted by all those we serve.

*Influenced and informed by historical and current challenges faced by the Service, this strategy focuses on the following initial priorities: **confronting Anti-Black Racism, supporting Indigenous Cultural Safety, fostering 2SLGBTQI+ Inclusion, and cultivating a Respectful Workplace (Accountability, Equity and Professionalism).***

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<sup>1</sup> See [Shared Understanding of Concepts](#) and the [Glossary](#) for definitions.

The fact that these are initial priorities reflects the reality that building a truly equitable police service is not a static achievement. It is a daily practice, and one that requires the cooperation of every Service member, including those in leadership positions. While this Equity Strategy represents an important milestone in our journey, transformative change will require years of collective work, practice and dedication to achieving and measuring the goals we set out to meet in this Strategy. As we take a co-design, co-develop and co-deliver approach in bringing this Strategy to life, we will listen to and learn from the voices of community members and our Service members from across the city, especially those we have let down in the past, which will help us build stronger relationships and rebuild trust as we move forward. For these reasons, this Equity Strategy is a living document, and will continue to evolve and change over time.

**This Equity Strategy builds on the expert insights, findings and recommendations in response to many significant events and studies over the last decade in addition to the ongoing work the Service has been engaged in to advance equity, inclusion and human rights.**

The actions we are taking have been crafted through a thoughtful process and evidence-based approach that reflects best practices, subject-matter expertise and input from partners and stakeholders, and the voices and experiences of our members and communities. Considerable time and effort has been dedicated in reviewing previous work, and numerous studies and reports written by leaders, experts, groups and institutions over the past decade. In total, we considered over 20 reports and 1,100 recommendations throughout this process.<sup>2</sup> Thematic analysis was conducted, which involved coding and systematically organizing the data, and identifying, reviewing and refining the themes throughout. We used a range of methods to inform the development of the Equity Strategy, including:

**INTERNAL ENGAGEMENTS:**

through various modes of engagement, including facilitating 11 comprehensive focus group discussions across the Service and a Service-wide climate survey, members from all units and divisions were invited to share their understanding, observations, perceptions and experiences related to equity, diversity and inclusion, as well as racism, discrimination and harassment at the Service.

**COMMUNITY AND STAKEHOLDER ENGAGEMENTS:**

we liaised with stakeholders and diverse communities across the city through surveys, engagement sessions and town halls. Most recently, we concluded the Race and Identity-based Data Collection Strategy (RBDC) town hall series. Several hundred attendees joined in-person or virtually to provide their feedback for the Service on the ongoing work and development of RBDC and the Equity Strategy. The 38 action items that have been identified with communities to address the RBDC phase 1 outcomes are embedded in the Equity Strategy. We also engaged in ongoing discussions and review sessions with various key

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<sup>2</sup> See [Appendix B](#) for an illustration of our journey to this point.

stakeholder groups, including the Police and Community Engagement Review (PACER) committee and the Anti-Racism Advisory Panel (ARAP). We will continue to seek community and stakeholder feedback and support to refine the Strategy in the months and years ahead. This will be an ongoing effort to ensure the Strategy remains relevant and impactful.

#### **BEST PRACTICES:**

we continue to conduct thorough research and literature scans on equity-based approaches, strategies, developments and related resource documents in policing and other public sectors (e.g., Ontario Human Rights Commission, education, health care and housing) at all levels of the government in Canada and internationally. We have also reviewed the recommendations from various reports, such as the *81 Recommendations for Police Reform, Workplace Well-Being, Harassment and Discrimination (Deloitte) Review*, *The Way Forward*, and *From Impact to Action: the Ontario Human Rights Commission's Final report into anti-Black racism by the Toronto Police Service*<sup>3</sup>, to ensure that the Equity Strategy addresses pertinent issues while building on existing efforts.

#### **PARTNERSHIPS:**

we established strong partnerships and continue to foster new relationships with institutions and public sector partners with solid expertise in equity work. Mokwateh, Bernardi Human Resource Law, Serving with Pride, the City of Toronto's Confronting Anti-Black Racism Unit, and the Wellesley Institute, to name a few, have provided us with ongoing advice, support and resources throughout the development of the Strategy.

#### **TEAM EXPERTISE:**

members of the Service's Equity, Inclusion & Human Rights team, composed of various subject-matter experts in the field including those who have had doctorate and graduate-level training and research backgrounds in equity, diversity and inclusion (EDI), change management, education and human rights law, bring significant knowledge and community and lived experiences in equity and strategy development, and will continue to support the Service throughout the implementation process and beyond.

This Equity Strategy continues the work most notably done over the past several years that was anchored in the principles of equity, diversity, inclusion, transparency and fairness. The following diagram (Figure 1) illustrates that work and the path we have taken thus far as part of our ongoing commitment to comprehensive police reform and organizational culture change. As noted earlier, this Equity Strategy represents the next leg of our ongoing journey.

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<sup>3</sup> See [Appendix B. Key Landmark Reports in the Last Decade](#)

Figure 1. EXAMPLES OF WORK ALREADY UNDERWAY



Instituted mandatory anti-racism, Indigenous experience and gender diversity and trans inclusion training, taught by experienced civilian instructors

Expanding the Neighbourhood Community Officer program



Participation in the Intercultural Development Inventory assessment

Launch of PACER 2.0



Implementing 81 Recommendations for Police Reform

Revised 22+ Service Procedures through a newly revitalized Governance Equity Review Process



Race and Identity-based Data Collection

Established the Equity, Inclusion & Human Rights unit in the Service



Co-lead the provincial Working Group on Respectful Workplaces in Policing, and modernize complaints and investigative processes

Expanded the Mobile Crisis Intervention Team program



Published the Know Your Rights campaign

Implementing alternative dispute resolutions



Co-lead the FOCUS (Furthering Our Communities Uniting Services) Toronto initiative and SafeTO

Instituting Active Bystander training

Revised board policy on hiring and promotions

Mandatory sexual harassment training to everyone with 'people management' responsibilities



Partnered with Gerstein Crisis Centre and Toronto Community Crisis Centre on call diversion

Launched immersive community experience programs

## BY THE NUMBERS...

(As of December 2022)

### 1,427 members

with 'people management' responsibilities  
have received sexual harassment training  
(100% complete)

### 7,341 members

(89%) have received anti-Black racism  
training

### 7,030 members

(85%) have received Indigenous  
experience training

### 100+ resolutions

through alternative channels

### 39% increase in Black cadets

from 2020 vs. 2022

67% of newly selected  
Special Constables (Aug 2022 cohort)  
belong to

### racialized groups

### 55% of women Civilian Senior Officers

vs. 47% total civilians

### 30,000+ respondents

to socio-demographic surveys

### 25% of women Uniform Senior Officers

vs. 13% in 2019

### 69% reduction in police contacts

post-FOCUS intervention

### 752

of Acutely Elevated Risk (AER)  
situations brought to FOCUS tables  
(vs. 686 in 2021)

### 869 direct referrals

involving non-AER situations made to  
FOCUS agencies (vs. 753 in 2021)

## Common Ground: Shared Understanding of Concepts

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**Words matter because how we define terms and concepts determines how we work to advance them on the ground. We continue to deepen our understanding of equity, diversity and inclusion through ongoing conversations with our members and our communities.**

We understand **equity** as fair treatment and access to opportunities for everyone. This does not mean treating everyone the same. Equity recognizes that people have different needs and experience different barriers, so they may need different supports and provisions to access certain opportunities.

We understand **diversity** as the range of visible and invisible qualities, experiences, and identities that shape who we are, how we are perceived, and how we engage with the world. These can include race, gender, age, sexual orientation, physical or mental abilities, socio-economic status, religious or spiritual beliefs, job classification/role or personality and perspectives. We each have many layers of diversity that intersect and make our lived experiences unique.

We understand **inclusion** as an act of creating spaces and places where we all feel like we belong and are valued for our unique experiences, skills, and perspectives. An organization can be diverse, without being inclusive.

### **INDIGENEITY AND EQUITY, DIVERSITY, AND INCLUSION**

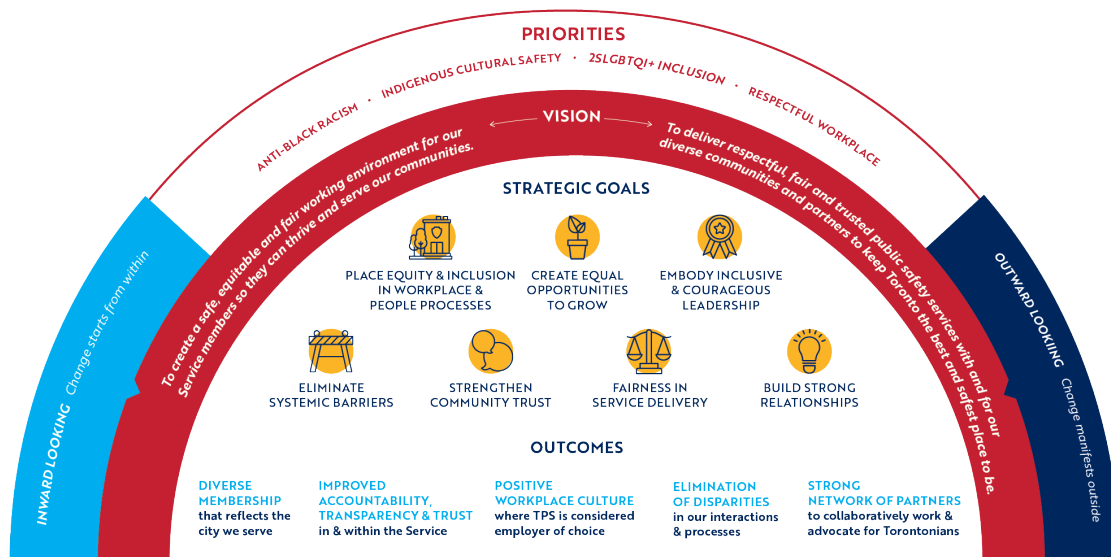
In any conversation regarding equity, diversity and inclusion, it is important to highlight that respect, fairness, truth, and justice are values that historically are deeply ingrained in Indigenous cultures. These values also guide the relationships of Indigenous peoples with non-Indigenous peoples.

Indigenous peoples continue to call attention to the risk of muting or overshadowing the voices and needs of Indigenous communities under the umbrella of equity, diversity and inclusion. As equity dialogue and work evolve, it is critical to acknowledge that Indigenous peoples have unique traditional knowledge, cultures and identities which inform their contemporary ways of knowing, doing and being, as well as long standing principles of justice and legal thought separate from the Western legal system. These Indigenous laws and customs include dispute resolution and a willingness to share knowledge and insights to support collaborative solutions within and across systems.



# Moving Forward: Our Strategic Framework

The diagram below summarizes our Strategic Framework, developed in consultation with our members, partners and communities, including our Priorities, Vision and Strategic Goals.



## OUR VISION

- To create a safe, equitable and fair working environment for our Service members so they can thrive and serve our communities (inward looking), and;
- To deliver respectful, fair and trusted public safety services with and for our diverse communities and partners to keep Toronto the best and safest place to be (outward looking).

Our Vision is both inward looking – for our members, our leaders, and our organization – and outward looking – for our communities and our partners.

“**Inward**” means that the changes we need to make must start from within. The way we treat and lead our members, the way we treat each other, address biases and stereotypes, and the structures we create to do our work influence how we engage with our communities and partners, how they perceive us and have confidence in us, and how we respond to the needs of the communities we serve.

“**Outward**” represents the changes we need to make in how we interact with our communities and our partners and how we respond to their needs. We will continue to strengthen our understanding of the unique experiences of different communities and the organizations serving them; to acknowledge our past mistakes; to build on any past successes; and to listen to the voices historically silenced. As with all publicly funded institutions, we must deal with the consequences of inequities across all sectors, and our contribution to them. Only by working with other public service organizations, can we drive change across the entire system.

## Our Strategic Goals and Key Actions We Will Take to Get There

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**We have translated our vision into seven initial strategic goals, which will allow us to achieve our vision for our members, our leaders, our organization, our communities and our partners. Each of these goals supports and reinforces both dimensions of our vision – they are both inward and outward-looking as well as interconnected, interdependent and mutually reinforcing.**

**For each of our strategic goals, we have identified an initial set of 16 Key Actions, representing the next wave of change.**



### **GOAL #1**

**Place equity, inclusion, and fairness at the heart of how we recruit, promote, and retain our members to reflect the unique diversity of our city.**

#### ***Why it's important:***

Diversity in all its forms is a unique strength. By embedding an equity and inclusion lens in how we recruit, develop, and advance our members, we will attract and support a more diverse workforce. With unique talents, perspectives, and experiences that are reflective of our communities, we will be more resilient, better equipped to respond to complex needs, and better able to work with our communities on meaningful solutions.

#### ***Actions we will take:***

- 1. Develop and strengthen policies, processes and practices – with a focus on human resources and people management – to ensure, include and empower diversity in all parts of the Service, especially where there is underrepresentation.**



## GOAL #2

Empower our members with skills and equal opportunities to grow and use inclusive and equitable practices in their roles and responsibilities.

### ***Why it's important:***

Through equity and inclusion capacity building for our members, we will equip them with mindsets and skills they can apply as they carry out their duties and work with residents and communities. We need to be fair and inclusive in how we engage our members to develop and progress in their careers and foster a sense of belonging, so they are able to show up to work as their authentic selves and feel safe in doing so.

### ***Actions we will take:***

2. **Strengthen, expand and make mandatory anti-racism and equity-related training.**
3. **Deliver community-centered training and involve experts, members and organizations with lived experience in the development, delivery and evaluation.**
4. **Revitalize and reframe internal affinity groups and organizational assets to help increase member engagement and foster belonging.**



## GOAL #3

Invest in our leaders, enable them, and hold them accountable for embodying inclusive and courageous leadership.

### ***Why it's important:***

Authentic leaders are inclusive, accountable and able to lead diverse teams. They create an inclusive culture that engages and motivates their teams, and enables their growth. By investing in equity and inclusion capacity building of our leaders of all ranks and levels, from the Chief to a supervisor/sergeant, they will be equipped with the leadership mindsets and behaviours needed to inspire their teams, uphold the highest standards of conduct, and be effective role models.

### ***Actions we will take:***

5. **Design and deliver, and increase access to leadership development programs for historically underrepresented members of the Service.**
6. **Identify and support leaders to establish expectations, set the tone and take action to foster a healthy and inclusive workplace, and acknowledge those who model equitable leadership and behaviours.**



#### GOAL #4

Change our organization – policies, processes, systems and structures – to eliminate systemic barriers and ensure unbiased and fair treatment of our members and our communities and partners.

##### **Why it's important:**

Barriers to equity, diversity, inclusion and fairness can be found in organizational policies, processes, systems and structures in all parts of our society, and TPS is no exception. Unless we address these barriers and create new ways of doing business, old mindsets, old behaviours and old ways of thinking will be reinforced, potentially resulting in continued disparities in treatment and lack of trust.

##### **Actions we will take:**

7. **Review and update internal and community-facing policies, procedures and processes to identify and address barriers, and to increase fairness and transparency.**
8. **Implement capabilities to collect, monitor and report on race and identity-based data across various stages of priority internal and community-facing processes.**
9. **Introduce new and emerging technologies with a consideration on how it impacts underrepresented groups, both negatively and positively, and the Service's commitment to protecting the privacy rights, freedoms and dignity of individuals and communities.**
10. **Build and update the communications strategy to ensure transparency and authenticity in all messaging to drive equity across the Service.**
11. **Collect data, monitor, measure and evaluate the effectiveness of our services, programs and initiatives to ensure they are progressing towards advancing equity and transparency of results.**



#### GOAL #5

Strengthen community trust and empower the voices of diverse communities in how we police.

##### **Why it's important:**

Equitable policing is only possible by genuinely engaging communities through understanding and acknowledging the unique histories and traumas experienced by some communities in their interactions with police.

By investing in durable relationships with communities, we can bring the missing voices to the table, and actively listen to and consider their diverse and rich perspectives and experiences. As we take a co-design, co-develop and co-deliver model, we will work collaboratively with our communities to repair, earn and maintain their trust, and empower communities' voices in how we police.

**Actions we will take:**

12. **Develop and implement engagement strategies, practices and policies to build and foster trust and partnerships, and collaborate meaningfully with communities.**



**GOAL #6**

Place equity, fairness and respect at the heart of how we deliver our services and deploy our resources.

**Why it's important:**

There is no 'one size fits all' approach when it comes to serving the public. By understanding the history, context, experiences, and needs of our diverse communities, we will be better able to respond to their unique needs and equitably deploy resources.

**Actions we will take:**

13. **Commit to continually conducting and evaluating race and identity-based data collection analyses, and acting on those findings to eliminate disparities in our interactions with the public.**
14. **Invest in, and develop community-centered programs, initiatives and services to support marginalized and/or multi-barriered groups and communities.**



**GOAL #7**

Build strong relationships with stakeholders from multiple sectors to collectively identify and tackle disparities, systemic barriers and systemic racism, and transform the system.

**Why it's important:**

Police services many times create disparities, even if unintentionally, but we also deal with the consequences of disparities within other parts of the public sector system (e.g., child welfare, health and education).

By adopting a multi-sectoral approach and working with partners to understand and tackle these disparities, we can contribute to a 'whole system' response to systemic barriers and systemic racism and ensure alignment in our work to promote safety and wellbeing in Toronto.

**Actions we will take:**

15. **Seek out and create opportunities to have dialogue, build relationships and share learnings, and advocate for other stakeholders to be able to effectively contribute to a 'whole system' response to systemic issues**
16. **Assume a broader, multi-sectoral approach in the planning and delivery of services and initiatives by collaborating with partners and stakeholders from**

## **various sectors and levels on matters related to equity and human rights in policing**

These 7 Strategic Goals and 16 Key Actions remain consistent and are foundational to the development of our four priority-specific Proposed Implementation Plans, earmarked for the next three to five years. For each of the 16 Key Actions, there are specific sub-action items tailored for each of the four priorities in this Equity Strategy (confronting Anti-Black racism, supporting Indigenous Cultural Safety, fostering 2SLGBTQI+ Inclusion and cultivating a Respectful Workplace [Accountability, Equity and Professionalism]). Each of the four proposed implementation plan documents provides a set of priority-specific, tangible sub-action items under each of the 16 Key Actions, in addition to details on *how* each of the actions will be operationalized, such as accountability, measures of progress, and status and timelines.

The implementation plans are presented as four standalone documents, each dedicated and tailored to the priorities of this Equity Strategy. Although there may be some overlap in sub-action items, separate plans have been created for each of the priorities and their respective communities, in recognition of and response to their unique challenges, histories and contexts, and to ensure proper attention and resourcing is given to each one. However, it is recommended to read and consider *all* proposed implementation plans simultaneously for a comprehensive understanding of the Strategy as a whole, as many sub-actions between different priorities are interconnected and interwoven (especially as the Respectful Workplace priority covers all groups).

## Our Aspirational Outcomes

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Our pursuit of these goals will result in the following outcomes against which our progress can be measured and reported:

- Increased job satisfaction and sense of belonging, leading to greater work productivity and improved service delivery.
- A diverse membership inclusive of race and gender that reflects the city we serve.
- Highly skilled members who understand and relate to the communities we serve and build strong relationships.
- Effective, credible leaders recognized by the community who champion diversity and foster an inclusive workplace and inclusive service delivery.
- Trusted decision-making processes related to recruitment, promotion, and professional development.
- Improved organizational transparency and accountability to the public on handling and resolution of complaints, disciplinary and SIU related matters.
- Effective systems to collect, analyze and report diversity and equity data.
- Elimination of incidents of workplace harassment and discrimination.
- Positive workplace culture where TPS is considered a reputable employer of choice.
- Elimination of disparities in our interactions with the public, and stronger collaborations with diverse communities to co-design and implement action plans.
- Strong network of partners to collaboratively work and advocate for equity, inclusion and human rights.
- Increased public confidence and trust in and within the Service.

# Implementation Approach

Achieving our goals is already in progress with a number of initiatives underway. Throughout this journey, we will continue to listen to and be mindful of the voices of our members and our communities, and adapt and pivot where and when we need to. Additionally, we will track our progress and navigate through the challenges with a sense of urgency, while prioritizing meaningful collaboration with our members, diverse communities and partners.

With the Service's Equity, Inclusion and Human Rights team at the helm, the rollout and *how* we plan to implement the Strategy will be carefully considered and consulted with members and leaders of our Service and our communities at every step, to ensure we are seriously, actively and authentically committing to advancing equity and pursuing the goals outlined in this Strategy. Working closely with dedicated advisory groups composed of community and Service members and leaders, we will continue to work under a co-design, co-develop and co-deliver model, as we respond to and pivot based on new emerging issues and priorities, ensure effective and timely implementation, and make continual improvements by reviewing the progress and outcomes of our efforts.

## Implementation Approach to Drive Change

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We take a change management approach to drive the change envisioned in the Equity Strategy. Our implementation approach is comprised of several key building blocks that support a cycle of fluid and efficient engagement, coordination, communication, monitoring and evaluation across the Service, as well as with our communities and partners (Figure 2):



Figure 2. **IMPLEMENTATION APPROACH TO DRIVE CHANGE**

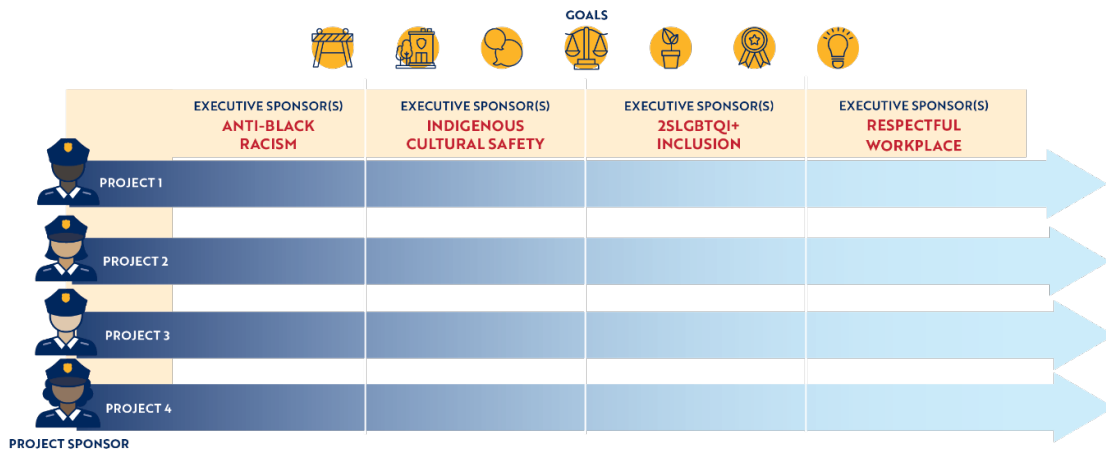


### **GOVERNANCE / ALL-OF-COMMAND STRUCTURE**

**Board, Command and Senior Officer commitment and leadership are key to effective implementation.** For the Strategy to come to life, with buy-in from members across the Service and from our communities and partners, leaders must commit to the vision and goals of the Strategy. Additionally, leaders must model inclusive and equitable behaviours to inspire and encourage change. By consistently practicing these behaviours, the Service can establish a culture of equity and a shared sense of purpose that will help us reach our goals and get us to where we need to be.

“Command” is our term for the TPS’ most senior level of executive leadership – in effect, our C-Suite or Senior Executive Team, comprised of the Chief, Deputy Chiefs, the Chief Administrative Officer and the Chief Information Officer. Implementation of a strategy of this scope, complexity and duration requires an All-of-Command approach, with members of the Command as executive sponsor(s) who are directly engaged and accountable for successful implementation. Alongside the executive sponsor(s) for each of the priorities in the Equity Strategy will be project (implementation) leads/sponsors and teams to ensure the successful delivery of projects and action items. They will be regularly reporting to and consulting and collaborating with the advisory boards of each of the priorities which will include diverse community stakeholders and voices.

Figure 3. **SAMPLE GOVERNANCE STRUCTURE**



### SERVICE-WIDE ENGAGEMENT

Equity-related work and culture change require active and meaningful engagement of members across the Service who bring various perspectives, experiences and skills. Equity Liaisons/Leads and Internal Support Networks (ISNs) will play a key role in engaging civilian and uniform members in implementing this Strategy. The Equity Liaisons/Leads will facilitate regular communication and direct engagement across every unit and division. They will be the ‘ears on the ground’ and will facilitate spaces for members to share their concerns, perspectives, and requests for support, as well as provide feedback directly to the Governance Equity Review Committee.



### COORDINATION & COMMUNICATION

Stronger coordination and alignment across units with mandates on equity, community relationships and city-wide efforts, along with regular, clear and consistent communication across the Service will enable a more effective implementation of the Equity Strategy. Equity-related work will be visible, deemed strategically critical and augmented with strong leadership. Corporate Communications will play a key role in developing a comprehensive communication strategy to enable clear and consistent internal and external communication and transparency on our progress.



### INTERNAL & EXTERNAL EXPERTISE

The Equity Strategy will leverage the internal expertise as well as the expertise of various community advisory and stakeholders groups. We will also seek consultation and advice from our public sector partners such as the City of Toronto’s Confronting Anti-Black Racism unit, the Government of Ontario’s Anti-Racism Directorate, and

the Ministry of Attorney General's Indigenous Justice Division. Community partners, Elders, organizations and resident leaders will also provide ongoing guidance and feedback. Advisory committees composed of diverse community voices, experts and stakeholders for each priority in the Equity Strategy will work closely with the implementation teams, providing advice and enabling connections and potential collaborations with priority-specific initiatives across the city.



## **MONITORING & EVALUATION FOR ACCOUNTABILITY AND LEARNING**

Measuring progress toward achieving our equity goals and continuous learning throughout the implementation process to inform adjustments are crucial to the success of the Equity Strategy.

Guided by the priority-specific proposed implementation plans (Confronting Anti-Black Racism; Supporting Indigenous Cultural Safety; Fostering 2SLGBTQI+ Inclusion, and Cultivating a Respectful Workplace) which outline the tailored sub-actions, accountability, measures of progress and timelines and status (for the next three to five years), we will work to ensure that relevant information is identified and collected upfront to track the progress and the outcomes of our actions, and reported through a public dashboard. The executive sponsors and/or implementation leads and teams of each of the priorities in the Equity Strategy will also regularly meet and work with, seek consultation from, and report their progress to the priority-specific advisory committees composed of diverse community voices. Implementation plans will be reviewed with communities on an ongoing basis, and rebaselined and modified annually or as often as required.

Ongoing assessment of existing tools and system capabilities as well as strategic development and resourcing of the implementation team will ensure a fluid and effective coordination of progress tracking and learning processes for evaluation.

## Appendices

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### Appendix A. GLOSSARY OF TERMS

**2SLGBTQI+** refers to acknowledging and valuing people's spectrum of identities so we all have a sense of belonging, acceptance, and recognition as valued and contributing members of society. The 2SLGBTQI+ acronym is often used to include a broad spectrum of identities related to sexuality and gender. 2S at the front recognizes Two-Spirit people as the first 2SLGBTQI+ communities; L: Lesbian, G: Gay; B: Bisexual; T: Transgender; Q: Queer; I: Intersex, considers sex characteristics beyond sexual orientation, gender identity, and gender expression; and '+' is inclusive of people who identify as part of sexual and gender-diverse communities, who use additional terminologies. It is important to note that 2SLGBTQI+ terminology is continuously evolving.

**Anti-Black Racism** is defined as prejudice, attitudes, beliefs, stereotyping or discrimination that are directed at people of African descent. This form of racism is rooted in their unique history and experience of enslavement and its legacy. Anti-Black racism is deeply entrenched in Canadian institutions, policies and practices, and manifests through unequal opportunities, lower socio-economic status, higher unemployment, significant poverty rates and overrepresentation in the criminal justice system.

**De-escalation** refers to verbal and non-verbal strategies intended to reduce the intensity of a conflict or crisis encountered by the police, with the intent of gaining compliance without the application of force, or if force is necessary, reducing the amount of force required.

**Discrimination** refers to an action, practice, system or policy that has an adverse impact on an individual or group's employment or terms and conditions of employment for reasons related to a protected ground. Harassment (including sexual harassment) based on these grounds is a form of discrimination.

**Diversity** is about the individual and the variety of unique dimensions, qualities, and characteristics, we all possess. For example – race, gender, sexual orientation, nationality, education, where you live (rural/urban), age, ability, etc.

**Equity** is about treating everyone fairly and ensuring equal access to results and benefits. Equity is different from equality. While equality means providing the same to all, equity means recognizing that we do not all start from the same place and must acknowledge and make adjustments to imbalances. This process is ongoing and requires us to identify and overcome intentional and unintentional barriers arising from bias or system structures.

**Harassment** means engaging in conduct (including comments, actions and/or gestures) that is known or reasonably should be known to be unwelcome. It includes incidents of workplace sexual harassment, which includes conduct based on sex, sexual orientation, gender identity or

gender expression, or quid pro quo sexual solicitations or advances. Harassment can be a one-time incident or repeated incidents.

**Harm Reduction** is an evidence-based, client-centered approach that seeks to reduce the health and social harms associated with addiction and substance use, without necessarily requiring people who use substances from abstaining or stopping.

**Human Rights** are the rights to which persons are inherently entitled to because they are human beings. They describe how we instinctively expect to be treated as persons and define what we are all entitled to – a life of equality, dignity and respect, and to live free from discrimination and harassment.

**Implicit Bias** (also known as Unconscious Bias) refers to the attitudes or stereotypes that affect our understanding, actions or decisions in an unconscious manner. These biases can be positive or negative, are not overt, and usually outside the person's awareness.

**Inclusion** is about the collective. It is about creating a culture that strives for equity and embraces, respects, accepts, and values difference.

**Indigeneity** came into use in the 1990s, as many colonized communities fought against erasure, genocide, and forced acculturation under colonial regimes. The term indigeneity has emerged to describe the state of being Indigenous or related to Indigenous-ness. Indigenous-ness for many, can relate to their territory, culture, community and traditions.

**Indigenous Cultural Safety** is an approach that considers how social and historical contexts, as well as structural and interpersonal power imbalances, shape health and health care experiences for Indigenous people. A culturally safe environment is physically, socially, emotionally, and spiritually safe. There is recognition of and respect for the cultural identities of others, without challenge or denial of an individual's identity, who they are, or what they need. Culturally unsafe environments diminish, demean, or disempower the cultural identity and well-being of an individual.

**Intersectionality** is about the ways in which systems of inequality based on gender, race, ethnicity, sexual orientation, gender identity, disability, class, and other forms of discrimination, intersect to create unique dynamics and effects. This term is used today to understand the impact of multiple identities which intersect that lead to unique experiences or challenges or even greater disadvantage.

**Marginalized populations** are groups and communities that experience discrimination, and exclusion (social, political, and economic) because of unequal power relationships across economic, political, social, and cultural dimensions.

**Mental Health** is a state of mental well-being that enables people to cope with the stresses of life, realize their abilities, learn well and work well, and contribute to their community. It is an integral

component of health and well-being that underpins our individual and collective abilities to make decisions, build relationships, and shape the world we live in.

**Power** is about the ability to influence and make decisions that impact others.

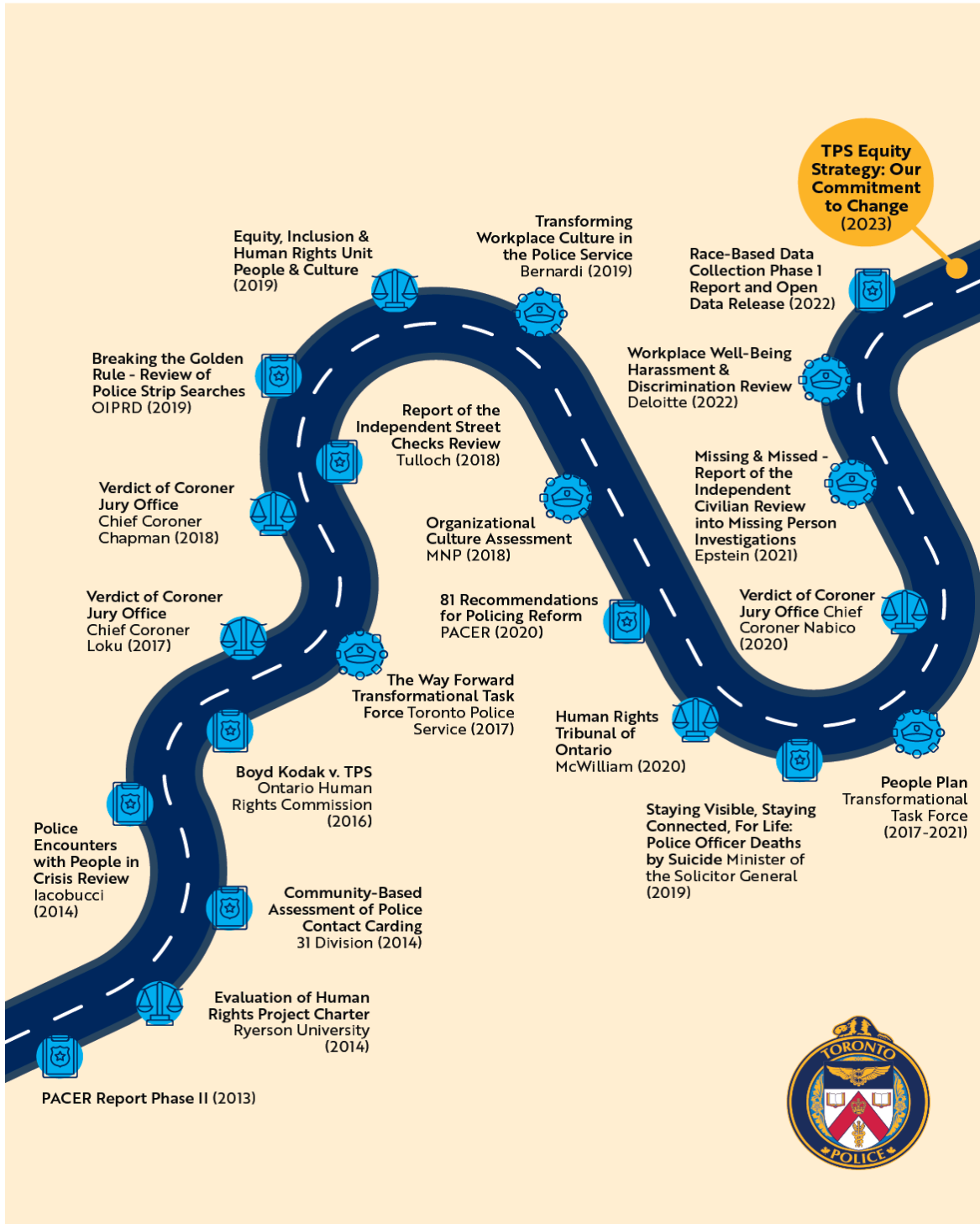
**Psychological safety** is the belief one would not be put down, punished or humiliated for speaking up with ideas, questions, concerns or mistakes. At work, it is a shared expectation held by members of a team that teammates will not embarrass, reject or punish them for sharing ideas, taking risks or soliciting feedback. A psychologically safe workplace allows people to feel comfortable bringing their full, authentic selves to work, where members feel free to ask bold questions, share concerns, ask for help, and take calculated risks.

**Racialized communities** encompasses all people that are non-Caucasian in race or non-white in colour.

**Systemic barriers** are obstacles or barriers that intentionally or unintentionally exclude individuals, groups and/or communities, and are often out of the control of any individual person. Systemic barriers or obstacles can occur when systems, policies, programs and services are created without the benefit of a range of perspectives during their development.

**Systemic racism** consists of organizational culture, policies, directives, practices or procedures that exclude, displace or marginalize some racialized groups, or create unfair barriers for them to access valuable benefits and opportunities. This is often the result of institutional biases in organizational culture, policies, directives, practices, and procedures that may appear neutral but have the effect of privileging some groups and disadvantaging others.

## Appendix B. KEY LANDMARK REPORTS IN THE LAST DECADE



## Appendix C. GENDER DIVERSE AND TRANS INCLUSION INITIATIVE

The Gender Diverse and Trans Inclusion (GDTI) Initiative is a key part of the Service's efforts to foster an inclusive, accountable and transparent culture. This initiative was launched following the *Boyd Kodak v. TPSB* case after Mr. Boyd Kodak's allegations of discrimination based on gender and gender identity were made against the Service. This prompted the Board and the Service to enter into an agreement with the Ontario Human Rights Commission (OHRC) to revise Service policies, procedures, forms and officer training, in consultation with gender-diverse and trans communities.

The following provides an overview of and further details and progress on the work that has been underway on this initiative, including community engagement, updates and amendments made to Service forms and procedures, training and evaluation.

Gender Diverse and Trans Inclusion (GDTI) Initiative				
Community Consultations/ Participation	Forms that were updated	Procedures that were amended	GDTI Training Modules	Evaluation
<p><b>Key Community Advisors</b> - Members of gender diverse and trans communities who are familiar with community issues were invited to provide insight and feedback</p>	<p><b>*The Gender Field for all the below forms has been updated to reflect the options of: MALE, FEMALE, NONBINARY and UNKNOWN</b></p> <p><b>CPEU 1 TPS</b> - Volunteer Application and Waiver</p> <p><b>CPEU 12</b> - Personnel Information Notice - Volunteer Changes</p> <p><b>TPS 100</b> - Record of Arrest</p>	<p>01-02 Search of Persons</p> <p>01-02 Appendix C Trans Persons</p> <p>01-03 Persons in Custody</p> <p>01-03 Appendix A Medical Advisory</p>	<p><b>Module 1 (Towards Trans Inclusive Police Service: Community Experiences)</b> - Focuses on awareness and empathy building, barriers trans and gender diverse people face, terminology, and how to show respect. This module includes community videos, tests across the module, and branching scenario.</p>	<p>An evaluation tool is in the process of being developed through a third-party vendor for all GDTI related training.</p> <p><b>Fall 2023</b> - Community consultations around the evaluation process</p>



<p><b>Focus Groups</b> - Three focus groups among street-involved youth, youth of colour and sex workers, offered their experiences and insights to inform policy revisions and training.</p>	<p><b>TPS 110 Pilot</b> - Shop Theft Report (Ontario Court of Justice)</p> <p><b>TPS 169</b> - ETF - Request for High Risk Prisoner Escort / Witness Protection</p> <p><b>TPS 170</b> - Description Sheet</p> <p><b>TPS 200</b> - Incident Report</p> <p><b>TPS 201</b> - General Occurrence</p> <p><b>TPS 202</b> - Missing Person Report</p> <p><b>TPS 221</b> - Statement: Witness</p> <p><b>TPS 227</b> - Person and Vehicle for Investigation</p> <p><b>TPS 228</b> - Special Address and System Report</p>	<p>Notes</p> <p>01-03 Appendix C Designated Lock-Ups</p> <p>01-03 Transportation and Lodging of Trans Person</p> <p>05-05 Sexual Assault</p> <p>09-06 Property of Persons in Custody</p> <p>13-14 Human Rights</p> <p>17-01 News Media</p>	<p><b>Module 2 (Towards Trans Inclusive Police Service: Policies and Procedures)</b> - Covers all the changes made to policies, procedures, and forms, as well as specific ways to show respect in policing roles.</p>	<p>Roll-out of a year-long post interaction evaluation tool</p> <p><b>Fall 2024</b> - Report back to community around evaluation findings</p> <p><b>Winter 2025</b> - Chief's final report back to community</p>
<p><b>Public Community Forum and Meeting</b> - Community members and organizations were invited to provide feedback and discuss proposed changes to relevant policies, procedures and officer training.</p>	<p><b>TPS 232</b> - Missing Person Bulletin</p> <p><b>TPS 233</b> - Canvass Interview Form</p> <p><b>TPS 250</b> - Immigration Report</p> <p><b>TPS 251</b> - Document Fraudulent Report</p> <p><b>TPS 252</b> - Homicide and Sudden Death Report</p> <p><b>TPS 260</b> – Missing Person Risk Assessment Form</p> <p><b>TPS 260A</b> – Missing Person Risk Assessment Form - Supervisor</p> <p><b>TPS 317</b> - Driver Information Request for Driver's Licence Review</p> <p><b>TPS 326</b> - Traffic Violation Report</p> <p><b>TPS 332</b> - Collision Field Notes: Involved Persons</p>	<p>New <b>Standard of Conduct 1.9.2 – Respect for Gender Diversity and Trans-Inclusive Policing</b> was created</p>		

	<p><b>TPS 334</b> - Fail to Remain Report</p> <p><b>TPS 471</b> - DNA Adult Offender Blood Sample Checklist</p> <p><b>TPS 472</b> - DNA Adult Offender Buccal Sample Checklist</p> <p><b>TPS 473</b> - DNA Adult Offender Hair Sample Checklist</p> <p><b>TPS 474</b> - DNA Adult Offender Endorsement Checklist</p> <p><b>TPS 475</b> - Family Court Order Information</p> <p><b>TPS 476</b> - DNA Young Person Endorsement Checklist</p> <p><b>TPS 477</b> - DNA Young Person Blood Sample Checklist</p> <p><b>TPS 479</b> - DNA Young Person Buccal Sample Checklist</p> <p><b>TPS 480</b> - DNA Young Person Hair Sample Checklist</p> <p><b>TPS 710</b> – Person in Crisis Information Form</p> <p><b>TPS 738</b> - Toronto Police Service Youth Referral Form</p> <p><b>TPS 813</b> - Personnel Action Notice (Pan) Hire/Rehire/Recall 1</p> <p><b>TPS 825</b> - Change of Name</p> <p><b>TPS 828</b> - TPS - Consent to Disclosure of Personal Information</p> <p><b>TPS 834</b> - Vessel Collision Report</p>			
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## Acknowledgements

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We are grateful to the following partners, individuals and stakeholders who have spent time sharing their thoughts and experiences, discussing this critical work of the Service with us and/or reviewing the document in its various stages.

Recognizing we do not speak for them, nor presume their engagement with us represents an active endorsement of this Strategy, we are greatly appreciative of their support, feedback and/or time spent in the Toronto Police Service's advancement of equity in policing.

### **STAKEHOLDERS**

- Anti-Racism Advisory Panel (Toronto Police Services Board)
- Bernardi Human Resource Law LLP
- Community Consultative Committees (CCCs)
- Community Police Liaison Committees (CPLCs)
- Confronting Anti-Black Racism Unit (City of Toronto)
- Mokwateh
- Serving with Pride
- TPS Governance Equity Review Committee (GERC)
- TPS Internal Support Networks
- TPS Missing and Missed Implementation Team & Community Working Group
- TPS Police and Community Engagement Review Committee (PACER)
- Wellesley Institute
- And, many other internal members, stakeholders and subject-matter experts that may not be named in this report for your time, and reviewing and helping to refine the document.

### **EQUITY STRATEGY TEAM**

#### **Executive Sponsor**

- CAO Svina Dhaliwal

#### **Equity, Inclusion & Human Rights**

- Dr. Grace Ryu
- Nejada (Ada) Perihana
- Mihaela Dinca-Panaitescu
- Insp. Jack Gurr

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- Stephanie Vasko (Icons by Made by Made, The Noun Project)
- Sam Goodwin



**TPS Equity Strategy:**  
**The Road to Creating an Inclusive Workplace and Fairness in Community Safety**

# Proposed Implementation Plan

**Confronting Anti-Black Racism**

December 2023



## Land Acknowledgement

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**The Service acknowledges that we are on the traditional territory of many nations including the Mississaugas of the Credit, the Anishnabeg, the Chippewa, the Haudenosaunee and the Wendat peoples and is now home to many diverse First Nations, Inuit and Métis peoples. The Service also acknowledges that Toronto is covered by Treaty 13 signed with the Mississaugas of the Credit.**

Starting with a land acknowledgement is a way to recognize the enduring presence and resilience of Indigenous peoples in the land we now call the City of Toronto. Land acknowledgements mark a small and important step in the process of reconciliation and building a positive relationship with Indigenous peoples, which is foundational to any work intended to advance equity and inclusion.

## Contribution of Black Communities

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**For decades, there have been calls for action to address systemic racism in policing. Numerous studies, reports and case law revealed racial disparities in police interactions, with Black people more likely to be proactively arrested, charged and subjected to use of force.**

Black communities have been at the forefront of equity, advocating for systemic change and profound reforms in policing. Confronting and removing barriers caused by anti-Black racism benefits all Canadians, including other Toronto communities experiencing racism and marginalization. This strategy acknowledges, builds on, and responds to the work of Black leaders, activists, educators, and community groups and organizations, present and past.

## Working with 2SLGBTQI+ Communities

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**2SLGBTQI+ communities have continuously called for actions to address systemic homophobia and transphobia in policing. It is important to acknowledge the past and harm that has been done, and then move forward in a different way so that transformative change happens.**

The Service has made it its top priority to work with our communities, including our 2SLGBTQI+ Community Consultative Committee, to not only build, and in some cases, re-build trust, but more importantly to ensure that the trust is maintained, starting with being intentional and proactive in listening, learning and improving our understanding of how we can change for the better. Leaning on the communities' wisdom, lived experiences, direction and feedback, and truly collaborating from design to delivery have been key in the work of implementing the Missing and Missed Recommendations and the Gender Diverse and Trans Inclusion Initiative.

# Our Strategic Framework

The diagram below summarizes our Strategic Framework, developed in consultation with our members, partners and communities, including our Priorities, Vision and Strategic Goals.



# Confronting Anti-Black Racism Implementation Plan



## GOAL #1

Place equity, inclusion, and fairness at the heart of how we recruit, promote, and retain our members to reflect the unique diversity of our city.

### Action #1

Develop and strengthen policies, processes and practices – with a focus on human resources and people management – to ensure, include and empower diversity in all parts of the Service, especially where there is underrepresentation

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
<b>1.1 Develop and co-design new recruitment campaigns to attract underrepresented applicants with a range of lived experiences including education, career history, family status, age, gender identity, sexual orientation and socio-economic status</b>	HR Programs	<b>Talent Acquisition</b>	#/% of underrepresented applicants		✓		
	Policies, Processes & Procedures		Success rate of underrepresented applicants				
<b>1.2 Embed an anti-racism lens to job postings, interview aids, testing and investigative backgrounds</b>	HR Programs	<b>Talent Acquisition</b>	Equity review and update of interview aids, testing and investigative backgrounds				✓
	Policies, Processes & Procedures		Feedback from applicants/members				

<p><b>1.3 Develop opportunities and interest to bridge Black youth from the Youth in Policing Initiative (YIPI) into a TPS career path</b></p>	<p>HR Programs Policies, Processes &amp; Procedures</p>	<p><b>Community Partnerships &amp; Engagement</b></p>	<p>#/types of initiatives to spark interest in a TPS career path</p> <p>Youth participants' feedback on TPS initiatives</p> <p># of Black youth from the YIPI program who join TPS</p>			<p>✓</p>	
<p><b>1.4 Co-develop a plan with Black and racialized communities to include their feedback in hiring and promotional processes</b></p>	<p>HR Programs Policies, Processes &amp; Procedures</p>	<p><b>Talent Acquisition</b></p>	<p>Plan developed to include Black and racialized community members' feedback in hiring and promotional processes</p> <p>Feedback mechanism developed and input sought – # of participants</p> <p>% of Black and racialized applicants &amp; members reflecting the racial makeup and diversity of the City</p>			<p>✓</p>	
<p><b>1.5 Ensure broad socio-demographic and organizational representation in hiring and promotional panels, and train staff conducting interviews on anti-Black racism and implicit bias</b></p>	<p>HR Programs Policies, Processes &amp; Procedures</p>	<p><b>Talent Acquisition</b></p>	<p>Socio-demographic data of composition of hiring and promotional panels</p> <p>%/# of staff conducting interviews receiving recurring anti-Black racism and implicit bias training</p>				<p>✓</p>





## GOAL #2

Empower our members with skills and equal opportunities to grow and use inclusive and equitable practices in their roles and responsibilities.

### Action #2

Strengthen, expand and make mandatory anti-racism and equity-related training

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
<b>2.1 Review and refine training module on anti-Black racism annually in consultation with the community advisory committees and other subject matter experts</b>	Training & Capacity Building  Listening & Understanding	<b>Toronto Police College</b>	# of consultations and engagements with advisory committees and SMEs  Update of training modules reflective of feedback		✓		
<b>2.2 Continue to refine and provide mandatory training on confronting anti-Black racism to all Service members, and integrate it into all training programs (e.g., new recruits training, In-Service Training, onboarding of coach officers, uniform supervisors, civilian members)</b>	Training & Capacity Building	<b>Toronto Police College</b>	% of completion rate of training  Anti-Black racism training embedded in all training and onboarding programs	✓			

<p><b>2.3 Provide timely and consistent resources and support to Equity, Inclusion and Human Rights instructors at the Toronto Police College to sustain training capacity on anti-Black racism in connection with other relevant training modules</b></p>	<p>Policies, Processes &amp; Procedures  Training &amp; Capacity Building</p>	<p><b>Toronto Police College</b></p>	<p>#/type of learning and professional development opportunities offered to instructors  Updated budget reflecting the additional/ongoing resourcing and support (e.g., procurement of external consultants to support development of anti-Black racism/EIHR training material)</p>		<p>✓</p>		
<p><b>2.4 Resource the Learning and Development team by adding more civilian instructors with demonstrated anti-racism, specifically anti-Black racism expertise and adult education, and incorporate civilian leaders at the senior management level at the Toronto Police College</b></p>	<p>Policies, Processes &amp; Procedures  Training &amp; Capacity Building</p>	<p><b>Toronto Police College</b></p>	<p># of civilian SME instructors hired  # of civilian leaders at the senior management level at TPC</p>		<p>✓</p>		

**Action #3**  
Deliver community-centered training and involve experts, members and organizations with lived experience in the development, delivery and evaluation

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
<p><b>3.1 Invest in building relationships and partner with relevant internal and external groups, such as community agencies that represent the interests of Black Torontonians, in co-developing and co-delivering immersive community experience programs for members of all ranks</b></p>	<p>Training &amp; Capacity Building  Listening &amp; Understanding  Reconciliation &amp; Community Relationships</p>	<p><b>Toronto Police College</b></p>	<p>#/type of new &amp; existing partnerships  #/types of incentives for community partners  # of officers that have completed the community experience programs  # of engagements  Annual update of Course Training Standard and curriculum  Feedback from participants and partners</p>		<p>✓</p>		

<p><b>3.2 Review training on all community service and response programs to incorporate de-escalation and use of force impacts on Black communities with updated scenarios and case review annually</b></p>	<p>Policies, Processes &amp; Procedures</p> <p>Training &amp; Capacity Building</p>	<p><b>Toronto Police College</b></p>	<p>Update of training curriculum to incorporate de-escalation and use of force impacts on Black communities</p> <p>Feedback from members</p>		<p>✓</p>		
<p><b>3.3 Audit and review training effectiveness, in collaboration with academic institutions and community agencies that represent the interests of Black Torontonians, bi-annually</b></p>	<p>Policies, Processes &amp; Procedures</p> <p>Monitoring &amp; Accountability</p>	<p><b>Toronto Police College</b></p>	<p>Standard audit and evaluation framework developed with an ABR lens</p> <p>Development of audit findings</p>		<p>✓</p>		
<p><b>3.4 Continue to work with Black communities and other invested organizations to translate, expand, and disseminate the 'Know Your Rights' campaign</b></p>	<p>Training &amp; Capacity Building</p> <p>Listening &amp; Understanding</p> <p>Reconciliation &amp; Community Relationships</p>	<p><b>Community, Partnerships &amp; Engagement</b></p>	<p>Outreach and communications plan developed and tracking of #s reached through various venues (e.g., social media)</p> <p># / type of languages 'Know Your Rights' campaign is translated</p>		<p>✓</p>		

**Action #4**

Revitalize and reframe internal affinity groups and organizational assets to help increase member engagement and foster belonging

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
<b>4.1 Leverage the Internal Support Networks (ISNs) and develop other equity champions Service-wide to help shape the work internally on confronting anti-racism</b>	Training & Capacity Building	<b>Equity, Inclusion &amp; Human Rights</b>	# of engagements and collaborations with the ISNs  # of equity champions developed across the Service			✓	



### GOAL #3

Invest in our leaders, enable them, and hold them accountable for embodying inclusive and courageous leadership.

#### Action #5

Design and deliver, and increase access to leadership development programs for historically underrepresented members of the Service

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
		2024	2025+				
<b>5.1 Identify and track all recipients of training across the Service to ensure equitable access to opportunities for leadership development</b>	Training & Capacity Building  Monitoring and Accountability	<b>People &amp; Culture</b>	Detailed breakdown on recipients of training (e.g., type of training, rank of participants, socio-demographic info, evaluation data)  Creation of development plans for members				✓
<b>5.2 Enhance existing leadership development processes and opportunities, including updating the selection and approval process for leadership development training to ensure equitable access, and developing tailored internal and third-party mentoring and coaching options for underrepresented and/or overlooked members</b>	HR Programs  Training & Capacity Building	<b>People &amp; Culture</b>	Review of existing leadership development processes and opportunities  Plan to enhance existing leadership development process and opportunities developed  Updated process for selection and approval for leadership development training  Development of tailored internal and third party mentoring and coaching options  # of participants  Feedback from participants  # of newly developed Black and racialized leaders				✓

**Action #6**

Identify and support leaders to establish expectations, set the tone and take action to foster a healthy and inclusive workplace, and acknowledge those who model equitable leadership and behaviours

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
<b>6.1 Update Performance Management Program (PMP) to promote and assess the ongoing development of understanding and competencies on confronting anti-racism amongst management, and ensure corresponding evaluation measures are in place</b>	HR Programs Monitoring & Accountability	<b>People Strategy and Performance</b>	Updated Performance Management Program (PMP)  Development of corresponding evaluation measures				✓
<b>6.2 Overhaul the leadership promotional processes, with emphasis on the Black and community experience, and ensuring this is reflected in the selection criteria, interview questions and other relevant materials</b>	HR Programs	<b>People &amp; Culture</b>	Updated leadership promotional process (e.g., selection criteria, interview questions and relevant materials)  Data collection on applicants vs selected candidates		✓		
<b>6.3 Provide targeted management-level training and tool kits to new supervisors and all Senior Officers on how to address bias and anti-Black racism in policing to rebuild the trust of Black communities in the police (e.g., accountability processes for reporting behaviours not aligned with the Service's core values, how to have difficult conversations and effective communication)</b>	Training & Capacity Building	<b>Toronto Police College</b>	Training and tool kits developed and delivered  Feedback from leaders		✓		
<b>6.4 Create space to have ongoing open and honest conversations about systemic racism in policing through various modes and platforms (e.g., speaker series, round tables)</b>	Listening & Understanding	<b>Equity, Inclusion &amp; Human Rights</b>	#/types of opportunities that discuss systemic racism in policing (e.g. speaker series, round tables, etc.)  # of participants Feedback from participants		✓		



## GOAL #4

Change our organization – policies, processes, systems and structures – to eliminate systemic barriers and ensure unbiased and fair treatment of our members and our communities and partners.

### Action #7

Review and update internal and community-facing policies, procedures and processes to identify and address barriers, and to increase fairness and transparency

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
<b>7.1 Build capacity around Equity Impact Assessments (e.g., tool kits, training) and embed them in all relevant operational plans and procedures and board reports to determine how projects and deployments can impact diverse Black communities</b>	Policies, Processes & Procedures	<b>Equity, Inclusion &amp; Human Rights</b>	Members familiarized with Equity Impact Assessments		✓		
	Training & Capacity Building		Equity Impact Assessments being completed as part of operational plans and board reports				
	Monitoring & Accountability						
<b>7.2 Ensure Service procedure is reflective of recognizing and addressing occurrences of anti-racism directed at members</b>	Policies, Processes & Procedures	<b>Governance</b>	Procedure developed/updated and members familiarized with the procedure			✓	
			Feedback from members  #/% of incidents of occurrences of anti-Black racism directed at members				
<b>7.3 Review and revise use of force procedures and options with a trauma-informed and anti-Black racism lens, to implement measures that continue to promote safety and fair treatment in police interactions with Black and racialized communities (e.g., tactical de-escalation, trauma-informed approach)</b>	Policies, Processes & Procedures	<b>Toronto Police College</b>	Updated procedures in consideration of RBDC learnings and ABR lens		✓		
			#/% of use of force interactions with Black and racialized communities				
			Feedback from members and communities				


<p><b>7.4 Review procurement processes to ensure Black and equity deserving vendors are being considered in making purchasing decisions for the Service</b></p>	<p>Policies, Processes &amp; Procedures  Reconciliation &amp; Community Relationships</p>	<p><b>Purchasing Services</b></p>	<p>Data collection framework to measure equity impacts on procurement processes  Reference document and standardized process developed and rolled out</p>				<p>✓</p>
<p><b>7.5 Review and update the 911 Call Centre procedures with an anti-Black racism lens</b></p>	<p>Policies, Processes &amp; Procedures</p>	<p><b>Governance</b></p>	<p>Completion of review with revised/updated procedures  Feedback from members and public</p>			<p>✓</p>	
<p><b>7.6 Develop a staffing model and directory of racialized health and wellness professionals, and cultural-specific resources to support Black and racialized Service members</b></p>	<p>HR Programs  Reconciliation &amp; Community Relationships</p>	<p><b>Wellness</b></p>	<p># of racialized health and wellness professionals and cultural-specific resources available  Feedback and participation from racialized members  # of racialized members reaching out to Wellness unit</p>		<p>✓</p>		

**Action #8**


Implement capabilities to collect, monitor and report on race and identity-based data across various stages of priority internal and community-facing processes

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
<p><b>8.1 Design and improve data systems and corresponding procedures for data collection, management and protection to analyze and report on race and identity-based data for various interactions with the public</b></p>	<p>Policies, Processes &amp; Procedures  Data &amp; Technology</p>	<p><b>Equity, Inclusion &amp; Human Rights</b></p>	<p>RBDC data systems and procedures developed and enhanced for ongoing phases</p>		<p>✓</p>		



<b>8.2 Collect demographic data during recruitment, screening, application and promotional processes to identify and address anti-Black racism and representation gaps, and explore areas to provide additional supports</b>	HR Programs Data & Technology	<b>Talent Acquisition</b>	Collection of demographic data during recruitment and promotion  Presentation and analysis of data to members and public  Plan to address gaps and creation of additional supports				
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**Action #9**  
Introduce new and emerging technologies with a consideration on how it impacts underrepresented groups, both negatively and positively, and the Service's commitment to protecting the privacy rights, freedoms and dignity of individuals and communities

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
				2024	2025+		
<b>9.1 Seek input from diverse internal and external stakeholders who have an anti-Black racism and accessibility lens to help guide decisions around the purchase and use of technologies and new policies and practices, such as artificial intelligence and machine learning</b>	Listening & Understanding  Reconciliation & Community Relationships  Data & Technology	<b>Information &amp; Technology</b>	List (#/type) of internal and external stakeholders involved  # of and minutes from meetings  Analysis of decisions being made post-consultation  Feedback from stakeholders and members				

**Action #10**

Build and update the communications strategy to ensure transparency and authenticity in all messaging to drive equity across the Service

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
<b>10.1 Develop a Service-wide internal and external communications strategy for consistent and transparent delivery of messaging, updates, and communications about the Service's prioritization of, and commitment to confronting anti-Black racism</b>	Policies, Processes & Procedures	<b>Corporate Communications</b>	<p>Review &amp; feedback on the communications strategy by SMEs with lived experience</p> <p>Development, roll out and evaluation of a Service-wide communications strategy</p> <p>Consistent development of stakeholder mapping/communications plans tailored to high stakes issues that include community</p>		✓		
<b>10.2 Deliver bi-annual updates on the Service's equity-related work to members and the Board, including the Equity Strategy, the Race and Identity-based Data Collection Strategy, and the City of Toronto's Action Plan to Confront Anti-Black Racism</b>	<p>Policies, Processes &amp; Procedures</p> <p>Monitoring &amp; Accountability</p>	<b>Equity, Inclusion &amp; Human Rights</b>	<p>#/type of updates on different communication platforms</p> <p># of inquiries into EIHR unit</p>	✓			

**Action #11**

Collect data, monitor, measure and evaluate the effectiveness of our services, programs and initiatives to ensure they are progressing towards advancing equity and transparency of results

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
<b>11.1 Build out monitoring and evaluating capacities and mechanisms, in collaboration with internal and external subject-matter experts, partners and stakeholders, to track progress of our services, programs and initiatives</b>	Listening & Understanding	<b>Information &amp; Technology</b>	Development of monitoring and evaluation mechanisms with anti-racism lens			✓	
	Reconciliation & Community Relationships		Internal and external reporting of progress of TPS services, programs and initiatives (including # of reportings)				
	Monitoring & Accountability		Feedback from internal and external members				
<b>11.2 Develop and roll out post-police interaction survey with input from Black communities</b>	Policies, Processes & Procedures	<b>Information &amp; Technology</b>	Creation of post-police interaction survey				✓
	Listening & Understanding		Feedback from Black communities				
	Reconciliation & Community Relationships		Analysis of feedback				
	Monitoring & Accountability		Report back of findings				



**GOAL #5**

Strengthen community trust and empower the voices of diverse communities in how we police.

**Action #12**

Develop and implement engagement strategies, practices and policies to build and foster trust and partnerships, and collaborate meaningfully with communities

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
<b>12.1 Build and implement a refreshed employee and community engagement strategy for the Service with diverse stakeholders, including subject matter experts with lived experience, community organizations and leaders, policing-focused committees and public sector partners</b>	Listening & Understanding  Reconciliation & Community Relationships  Monitoring & Accountability	<b>Community Partnerships &amp; Engagement</b>	Development and roll-out of an engagement strategy for the Service  Stakeholder database developed  #/type of engagements  Feedback from partners and stakeholders			✓	
<b>12.2 Implement an engagement approach in collaboration with Black-led committees and other racialized groups, community leaders and organizations to hold town halls and engagement sessions to discuss the findings of the RBDC Strategy and equity work, impact on local communities, and co-design meaningful actions</b>	Listening & Understanding  Reconciliation & Community Relationships	<b>Equity, Inclusion &amp; Human Rights</b>	Development, roll out and assessment of engagement approach in collaboration with Black-led committees and other racialized groups, community leaders/organizations  Feedback from community	✓			



**GOAL #6**

Place fairness and respect at the heart of how we deliver our services and deploy our resources.

**Action #13**

Commit to continually conducting and evaluating race and identity-based data collection analyses, and acting on those findings to eliminate disparities in our interactions with the public

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
<b>13.1</b> Develop understanding around racial disparities identified in the Race and Identity-based Data Collection (RBDC) Strategy as part of the training module developed for new recruits	Training & Capacity Building	<b>Equity, Inclusion &amp; Human Rights</b>	Evaluation of training module  Feedback from new recruits on their level of understanding	✓			
<b>13.2</b> Review, refine and design processes, procedures and action plans to address racial disparities identified in the race and identity-based data results, in addition to identifying other points of police contact and testing hypotheses for the next phase of the RBDC Strategy, in collaboration with Black community stakeholders	Policies, Processes & Procedures  Listening & Understanding  Reconciliation & Community Relationships	<b>Equity, Inclusion &amp; Human Rights</b>	RBDC processes, procedures and action plans developed and enhanced for ongoing phases  Police response procedures revised  Development and testing of hypotheses  # of engagements  # of participants  Feedback from members and community stakeholders		✓		

**Action #14**

Invest in, and develop community-centered programs, initiatives and services to support marginalized and/or multi-barriered groups and communities

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
<b>14.1 Strengthen existing, and develop new youth and community programs and services, and identify gaps, potential reallocation and further investment to equitably address the needs of Black and racialized communities</b>	Reconciliation & Community Relationships	<b>Community, Partnerships &amp; Engagement</b>	# and types of youth and community programming across the divisions  Evaluation of programs  Feedback from communities and members		✓		
<b>14.2 Review the design and rollout of the Neighbourhood Community Officer (NCO) program to ensure the feedback of community members are incorporated, including extending the tenure of NCOs in their assigned communities, and ensuring NCOs are fully immersed in the local culture</b>	Reconciliation & Community Relationships	<b>Community, Partnerships &amp; Engagement</b>	Updated NCO program with feedback from community  Feedback from community on newly revised program		✓		



## GOAL #7

Build strong relationships with stakeholders from multiple sectors to collectively identify and tackle disparities, systemic barriers and systemic racism, and transform the system.

### Action #15

Seek out and create opportunities to have dialogue, build relationships and share learnings, and advocate for other stakeholders to be able to effectively contribute to a 'whole system' response to systemic issues

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
<b>15.1 Actively participate in conferences, forums and cross-sectoral tables and meetings to build relationships, and share lessons learned on confronting anti-racism in policing with other policing jurisdictions and stakeholders in the criminal justice and law enforcement systems, and with multi-sectoral partners</b>	Listening & Understanding  Reconciliation & Community Relationships	<b>Equity, Inclusion &amp; Human Rights</b>	# of submissions to conferences, knowledge-sharing events Internal and external communication shared  # and nature of feedback, questions  # of new partnerships and contacts		✓		
<b>15.2 Use and leverage the platform, voice and communication channels of the Service to support and advocate for our multi-sectoral partners and the challenges they may be facing in their respective sectors and communities</b>	Listening & Understanding  Reconciliation & Community Relationships	<b>Equity, Inclusion &amp; Human Rights</b>	Enhanced understanding of and relationships with multi-sectoral partners  # and type of advocacy activities and communication  Feedback from multi-sectoral partners and communities		✓		

**Action #16**

Assume a broader, multi-sectoral approach in the planning and delivery of services and initiatives by collaborating with partners and stakeholders from various sectors and levels on matters related to equity and human rights in policing

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
<b>16.1 Continue to regularly consult and work with key community and policing stakeholders, academics and subject-matter experts to advance the Service's priority of confronting anti-Black racism, and to conduct independent reviews and evaluations of the Service's initiatives and projects, including the RBDC Strategy</b>	Listening & Understanding Reconciliation & Community Relationships	<b>Equity, Inclusion &amp; Human Rights</b>	#/list of new partnerships  # of meetings (and minutes from) with key stakeholders and SMEs  Feedback from key stakeholders and SMEs in confronting anti-Black racism priority  Evaluation reviews and reports from academic partners on RBDC Strategy and other Service initiatives/projects		✓		
<b>16.2 Work closely with City divisional representatives and the Confronting Anti-Black Racism unit to advance Actions related to policing and the justice system as part of the City of Toronto's Action Plan to Confront Anti-Black Racism</b>	Listening & Understanding Reconciliation & Community Relationships	<b>Equity, Inclusion &amp; Human Rights</b>	# of yearly <i>Community Safety, Justice and Wellbeing Actions</i> completed by the Service (e.g., application of Anti-Black Racism Analysis tool within Use of Force policies revisions; reporting on anti-Black hate crimes), and report back to CABR unit/City Council		✓		
<b>16.3 Play an active role in advancing the City's <i>SafeTO: Toronto's Ten-Year Community Safety and Well-Being Plan</i> by working collaboratively across different sectors and levels of government</b>	Listening & Understanding Reconciliation & Community Relationships	<b>Community, Partnerships &amp; Engagement</b>	#/types of partners  # of collaborative meetings and minutes from meetings  Feedback from different sectors and levels of governments		✓		



<p><b>16.4</b> Ensure compliance, monitoring and reporting of the Ontario Human Rights Commission's recommendations outlined in their <i>From Impact to Action: Final report into anti-Black racism by the Toronto Police Service</i> by coordinating and working with various internal and external stakeholders (e.g., OHRC, Province of Ontario, SIU)</p>	<p>Listening &amp; Understanding Monitoring &amp; Accountability</p>	<p><b>Strategy Management</b></p>	<p>Process developed to track, monitor and report on the progress of the implementation of OHRC recommendations (e.g., dashboard)</p> <p>Compliance reports of the OHRC recommendations</p>		<p>✓</p>		
<p><b>16.5</b> Co-lead and continue to expand and assess the Furthering Our Communities Uniting Services (FOCUS) Toronto cross-sector partnership initiative</p>	<p>Listening &amp; Understanding Reconciliation &amp; Community Relationships</p>	<p><b>Community, Partnerships &amp; Engagement</b></p>	<p># meetings between CPEU and FOCUS co-leads</p> <p>Assessment of FOCUS Toronto initiative</p> <p>Development and roll-out of a plan for expansion of the program</p>		<p>✓</p>		
<p><b>16.6</b> Build on the partnership and working model established with the Somali Mothers Movement (Midaynta Community Services), and explore this model in other areas where applicable</p>	<p>Listening &amp; Understanding Reconciliation &amp; Community Relationships</p>	<p><b>Community, Partnerships &amp; Engagement</b></p>	<p># of meetings (and minutes)</p> <p>Development of plan to expand partnership/working model</p> <p>Feedback from community partners and members</p>				<p>✓</p>



**TPS Equity Strategy:  
The Road to Creating an Inclusive Workplace and Fairness in Community Safety**

# Proposed Implementation Plan

**Supporting Indigenous Cultural Safety**

December 2023



## Land Acknowledgement

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**The Service acknowledges that we are on the traditional territory of many nations including the Mississaugas of the Credit, the Anishnabeg, the Chippewa, the Haudenosaunee and the Wendat peoples and is now home to many diverse First Nations, Inuit and Métis peoples. The Service also acknowledges that Toronto is covered by Treaty 13 signed with the Mississaugas of the Credit.**

Starting with a land acknowledgement is a way to recognize the enduring presence and resilience of Indigenous peoples in the land we now call the City of Toronto. Land acknowledgements mark a small and important step in the process of reconciliation and building a positive relationship with Indigenous peoples, which is foundational to any work intended to advance equity and inclusion.

## Contribution of Black Communities

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**For decades, there have been calls for action to address systemic racism in policing. Numerous studies, reports and case law revealed racial disparities in police interactions, with Black people more likely to be proactively arrested, charged and subjected to use of force.**

Black communities have been at the forefront of equity, advocating for systemic change and profound reforms in policing. Confronting and removing barriers caused by anti-Black racism benefits all Canadians, including other Toronto communities experiencing racism and marginalization. This strategy acknowledges, builds on, and responds to the work of Black leaders, activists, educators, and community groups and organizations, present and past.

## Working with 2SLGBTQI+ Communities

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**2SLGBTQI+ communities have continuously called for actions to address systemic homophobia and transphobia in policing. It is important to acknowledge the past and harm that has been done, and then move forward in a different way so that transformative change happens.**

The Service has made it its top priority to work with our communities, including our 2SLGBTQI+ Community Consultative Committee, to not only build, and in some cases, re-build trust, but more importantly to ensure that the trust is maintained, starting with being intentional and proactive in listening, learning and improving our understanding of how we can change for the better. Leaning on the communities' wisdom, lived experiences, direction and feedback, and truly collaborating from design to delivery have been key in the work of implementing the Missing and Missed Recommendations and the Gender Diverse and Trans Inclusion Initiative.

# Our Strategic Framework

The diagram below summarizes our Strategic Framework, developed in consultation with our members, partners and communities, including our Priorities, Vision and Strategic Goals.



# Supporting Indigenous Cultural Safety Implementation Plan



## GOAL #1

Place equity, inclusion, and fairness at the heart of how we recruit, promote, and retain our members to reflect the unique diversity of our city.

### Action #1

Develop and strengthen policies, processes and practices – with a focus on human resources and people management – to ensure, include and empower diversity in all parts of the Service, especially where there is underrepresentation

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
<b>1.1 Develop and co-design new recruitment campaigns to attract underrepresented applicants with a range of lived experiences including education, career history, family status, age, gender identity, sexual orientation and socio-economic status</b>	HR Programs Policies, Processes & Procedures	<b>Talent Acquisition</b>	#/% of underrepresented applicants  Success rate of underrepresented applicants		✓		
<b>1.2 Embed an Indigenous-specific lens to job postings, interview aids, testing and investigative backgrounds</b>	HR Programs Policies, Processes & Procedures	<b>Talent Acquisition</b>	Equity review and update of interview aids, testing and investigative backgrounds  Feedback from applicants/members				✓
<b>1.3 Ensure broad socio-demographic and organizational representation in hiring and promotional panels, and train staff conducting interviews on</b>	HR Programs Policies, Processes & Procedures	<b>Talent Acquisition</b>	Socio-demographic data of composition of hiring and promotional panels  #/% of staff conducting interviews receiving recurring Indigenous				✓

Indigenous cultural safety and implicit bias			cultural safety and implicit bias training			
<b>1.4 Participate and attend Indigenous hiring events at both regional and national levels, including Indigenous post-secondary graduation events and Indigenous specific programming</b>	HR Programs Listening & Understanding Reconciliation & Community Relationships	<b>Talent Acquisition</b>	#/types of Indigenous events and programs attended # of students reached at every event Contact list of Indigenous graduates who have signed up to receive further information # of Indigenous applicants		✓	



## GOAL #2

Empower our members with skills and equal opportunities to grow and use inclusive and equitable practices in their roles and responsibilities.

### Action #2

Strengthen, expand and make mandatory anti-racism and equity-related training

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
<p><b>2.1 Continue to refine and provide mandatory training on Indigenous experience, and fair and impartial policing to all Service members, and integrate it into all training programs (e.g., new recruits training, In-Service Training, onboarding of coach officers, uniform supervisors, civilian members)</b></p>	Training & Capacity Building	<b>Toronto Police College</b>	<p>Refined mandatory Indigenous experience training (including incorporation of a blanket exercise)</p> <p>Tracking of training completion rates</p> <p>Feedback from members</p>	✓			
<p><b>2.2 Incorporate unconscious bias elements into scenario-based and dynamic training that prioritizes de-escalation and culturally-appropriate and trauma-informed practices, including training around human trafficking and responding to families of missing and murdered Indigenous women and girls</b></p>	Training & Capacity Building	<b>Toronto Police College</b>	<p>Updated curriculum and training to include unconscious bias elements into scenario based and dynamic training</p> <p>Culturally appropriate and trauma informed practices embedded in training of uniform members</p> <p>Feedback from members</p>		✓		

<p><b>2.3 Ensure mandatory training for all new recruits and newly promoted sergeants include the history of police in the oppression and genocide of Indigenous peoples; anti-racism and anti-bias training; and culture and language training</b></p>	<p>Training &amp; Capacity Building</p>	<p><b>Toronto Police College</b></p>	<p>Updated Indigenous training for all new recruits and newly promoted Sergeants</p> <p>Completion rate of training</p> <p>Feedback from participants</p>		<p>✓</p>		
<p><b>2.4 Provide timely and consistent resources and support to Equity, Inclusion and Human Rights instructors at the Toronto Police College to sustain training capacity on Indigenous-specific topics in connection with other relevant training modules</b></p>	<p>Policies, Processes &amp; Procedures</p> <p>Training &amp; Capacity Building</p>	<p><b>Toronto Police College</b></p>	<p>#/type of professional development and learning opportunities offered to instructors</p> <p>Updated budget reflecting the additional/ongoing resourcing and support (e.g., procurement of external consultants to support development of Indigenous-specific/EIHR training material</p>		<p>✓</p>		



**Action #3**

Deliver community-centered training and involve experts, members and organizations with lived experience in the development, delivery and evaluation

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
<b>3.1 Invest in building relationships and partner with relevant internal and external groups, such as community agencies that represent the interests of diverse Indigenous communities, in co-developing and co-delivering immersive community experience programs for members of all ranks</b>	Training & Capacity Building  Listening & Understanding  Reconciliation & Community Relationships	<b>Toronto Police College</b>	#/type of new & existing partnerships  #/types of incentives for community partners  # of officers that have completed the community experience programs  # of engagements  Annual update of Course Training Standard and curriculum  Feedback from participants and partners		✓		
<b>3.2 Review training on all community service and response programs to incorporate de-escalation and use of force impacts on Indigenous communities with updated scenarios and case review annually</b>	Policies, Processes & Procedures  Training & Capacity Building	<b>Toronto Police College</b>	Update of training curriculum to incorporate de-escalation and use of force impacts on Indigenous communities  Feedback from members		✓		
<b>3.3 Audit and review training effectiveness, in collaboration with Elders and Knowledge Carriers, academic institutions and community agencies that represent the interests of diverse Indigenous communities, bi-annually</b>	Policies, Processes & Procedures  Monitoring & Accountability	<b>Toronto Police College</b>	Standard audit and evaluation framework developed with an Indigenous lens  Development of audit findings		✓		

**Action #4**

Revitalize and reframe internal affinity groups and organizational assets to help increase member engagement, and foster belonging

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
<b>4.1 Support the newly launched Aboriginal Internal Support Network (A-ISN) in developing foundational documents, logistics, processes and strategies including a communications strategy, work plan, governance structure and funding mechanisms</b>	Policies, Processes & Procedures	<b>Equity, Inclusion &amp; Human Rights</b>	Foundational documents and processes set up		✓		
	Monitoring & Accountability		Collection of data through annual reports for baseline measurement & tracking				
			Development of a communications strategy				
			Feedback from A-ISN members				



### GOAL #3

Invest in our leaders, enable them, and hold them accountable for embodying inclusive and courageous leadership.

#### Action #5

Design and deliver, and increase access to leadership development programs for historically underrepresented members of the Service

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
<b>5.1 Identify and track all recipients of training across the Service to ensure equitable access to opportunities for leadership development</b>	Training & Capacity Building  Monitoring and Accountability	<b>People &amp; Culture</b>	Detailed breakdown on recipients of training (e.g., type of training, rank of participants, socio-demographic info, evaluation data)  Creation of development plans for members				✓
<b>5.2 Enhance existing leadership development processes and opportunities, including updating the selection and approval process for leadership development training to ensure equitable access, and developing tailored internal and third-party mentoring and coaching options for underrepresented and/or overlooked members</b>	HR Programs  Training & Capacity Building	<b>People &amp; Culture</b>	Review of existing leadership development processes and opportunities  Plan to enhance existing leadership development process and opportunities developed  Updated process for selection and approval for leadership development training  Development of tailored internal and third party mentoring and coaching options  # of participants  Feedback from participants  #/% of newly developed Indigenous leaders				✓

**Action #6**

Identify and support leaders to establish expectations, set the tone and take action to foster a healthy and inclusive workplace, and acknowledge those who model equitable leadership and behaviours

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
<b>6.1 Update Performance Management Program (PMP) to promote and assess the ongoing development of understanding and competencies on supporting Indigenous cultural safety amongst management, and ensure corresponding evaluation measures are in place</b>	HR Programs Monitoring & Accountability	<b>People Strategy &amp; Performance</b>	Updated Performance Management Program (PMP)  Development of corresponding evaluation measures				✓
<b>6.2 Overhaul the leadership promotional processes, with emphasis on Indigenous and community experience, and ensuring this is reflected in the selection criteria, interview questions and other relevant materials</b>	HR Programs	<b>People &amp; Culture</b>	Updated leadership promotional processes (e.g., selection criteria, interview questions and other relevant materials)  Data collection on applicants vs selected candidates		✓		
<b>6.3 Integrate content on historical relationships and associated impacts, land-based learning about Indigenous peoples, the root causes of systemic anti-Indigenous bias and racism, and taking on a trauma-informed approach, in the development of leadership onboarding, learning and mentoring curricula</b>	Training & Capacity Building	<b>Toronto Police College</b>	Integration and delivery of new/updated content  Feedback from participants			✓	
<b>6.4 Develop a working group of committed senior leaders in the Service in driving the organization forward in actively advancing the priority of supporting Indigenous cultural safety and community engagement</b>	Policies, Processes & Procedures Monitoring & Accountability	<b>Equity, Inclusion &amp; Human Rights</b>	Established working group  #/type of meetings  Terms of Reference and work plan for working group drafted	✓			



## GOAL #4

Change our organization – policies, processes, systems and structures – to eliminate systemic barriers and ensure unbiased and fair treatment of our members and our communities and partners.

### Action #7

Review and update internal and community-facing policies, procedures and processes to identify and address barriers, and to increase fairness and transparency

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS				
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
<b>7.1 Ensure all formal meetings begin with a land acknowledgment, and training and/or resources are provided to members to ensure this is done meaningfully and properly (e.g., correct pronunciation of nation/community names)</b>	Policies, Processes & Procedures	<b>Toronto Police College</b>	% of formal meetings beginning with a land acknowledgement		✓		
	Listening & Understanding		Development of training/resources and/or update of existing materials				
	Reconciliation & Community Relationships						
<b>7.2 Acknowledge publically that the historical and current relationship between the justice system and Indigenous women and girls has resulted, and continues to result in significant harm to this group</b>	Listening & Understanding	<b>Corporate Communications</b>	#/types of acknowledgements (e.g., training, events, board reports, etc.)		✓		
	Reconciliation & Community Relationships						
<b>7.3 Build capacity around Equity Impact Assessments (e.g., tool kits, training) and embed them in all relevant operational plans and procedures and board reports to determine how projects and deployments can impact Indigenous communities</b>	Policies, Processes & Procedures	<b>Equity, Inclusion &amp; Human Rights</b>	Members familiarized with Equity Impact Assessments		✓		
	Training & Capacity Building		Equity Impact Assessments being completed as part of operational plans and procedures, and board reports				
	Monitoring & Accountability						

<p><b>7.4 Review and revise use of force procedures and options with a trauma-informed and Indigenous lens, to implement measures that continue to promote culturally appropriate service delivery and fair treatment in police interactions with Indigenous communities, including victims and survivors of violence (e.g., tactical de-escalation, trauma-informed approach)</b></p>	<p>Policies, Processes &amp; Procedures</p>	<p><b>Toronto Police College</b></p>	<p>Updated procedures and options in consideration of RBDC learnings and Indigenous lens</p> <p>#/ of use of force interactions with Indigenous communities</p> <p>Feedback from members and communities</p>		<p>✓</p>		
<p><b>7.5 Ensure appropriate Indigenous representation, including Indigenous members, officers, women and girls, on varying levels of governance and decision making bodies and tables</b></p>	<p>Policies, Processes &amp; Procedures</p>	<p><b>Community Partnerships &amp; Engagement</b></p>	<p>#/% of Indigenous representation on varying levels of governance and decision making bodies and tables</p>		<p>✓</p>		
<p><b>7.6 Review procurement processes to ensure Indigenous and equity deserving vendors are being considered in making purchasing decisions for the Service</b></p>	<p>Policies, Processes &amp; Procedures</p> <p>Reconciliation &amp; Community Relationships</p>	<p><b>Purchasing Services</b></p>	<p>Data collection framework to measure equity impacts on procurement processes</p> <p>Reference document and standardized process developed and rolled out</p>			<p>✓</p>	
<p><b>7.7 Review and update the 911 Call Centre procedures with an Indigenous specific lens</b></p>	<p>Policies, Processes &amp; Procedures</p>	<p><b>Governance</b></p>	<p>Completion of review with revised/updated procedures</p> <p>Feedback from members and public</p>		<p>✓</p>		
<p><b>7.8 Develop a directory of, and plan for engagement with Indigenous health and wellness professionals</b></p>	<p>HR Programs</p> <p>Reconciliation &amp; Community Relationships</p>	<p><b>Wellness</b></p>	<p>Development of engagement plan with Indigenous health and wellness professionals</p> <p># of Indigenous health and wellness professionals</p> <p>Member feedback</p> <p># of Indigenous members reaching out to Wellness unit</p>		<p>✓</p>		

**Action #8**

Implement capabilities to collect, monitor and report on race and identity-based data across various stages of priority internal and community-facing processes

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
<b>8.1 Design and improve data systems and corresponding procedures for data collection, management and protection, to analyze and report on race-based data for various interactions with the public</b>	Policies, Processes & Procedures Data & Technology	<b>Equity, Inclusion &amp; Human Rights</b>	RBDC data systems and procedures developed and enhanced for ongoing phases		✓		
<b>8.2 Collect demographic data during recruitment, screening, application and promotional processes to identify and address anti-Indigenous bias and representation gaps, and explore areas to provide additional supports</b>	HR Programs Data & Technology	<b>Talent Acquisition</b>	Collection of demographic data during recruitment, screening, application, and promotional processes  Presentation of analysis of data to members and public  Plan to address gaps and additional supports	✓			
<b>8.3 Develop a separate Indigenous-specific report on the outcomes of race and identity-based data findings to contextualize the analyses in terms of the unique experiences and challenges Indigenous communities face</b>	Policies, Processes & Procedures Listening & Understanding Reconciliation & Community Relationships	<b>Equity, Inclusion &amp; Human Rights</b>	#/type of engagements with Indigenous organizations and SMEs  Indigenous-specific report developed		✓		

**Action #9**

Introduce new and emerging technologies with a consideration on how it impacts underrepresented groups, both negatively and positively, and the Service's commitment to protecting the privacy rights, freedoms and dignity of individuals and communities

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
<b>9.1 Seek input from diverse internal and external stakeholders who have an Indigenous-specific and accessibility lens to help guide decisions around the purchase and use of technologies and new policies and practices, such as artificial intelligence and machine learning</b>	Listening & Understanding	<b>Information &amp; Technology</b>	List (#/type) of internal and external stakeholders involved	✓			
	Reconciliation & Community Relationships		# of/minutes from meetings				
	Data & Technology		Analysis of decisions being made post-consultation				
			Feedback from stakeholders and members				

**Action #10**

Build and update the communications strategy to ensure transparency and authenticity in all messaging to drive equity across the Service

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
<b>10.1 Develop a Service-wide internal and external communications strategy for consistent and transparent delivery of messaging, updates, and communications about the Service's prioritization of, and commitment to supporting Indigenous cultural safety</b>	Policies, Processes & Procedures	<b>Corporate Communications</b>	Review & feedback on the communications strategy by SMEs with lived experience		✓		
			Development, roll out and evaluation of a Service-wide communications strategy				
			Consistent development of communications plans tailored to high stakes issues that include community				



<b>10.2 Deliver bi-annual updates on the Service's equity-related work including the Indigenous Engagement Strategy</b>	Policies, Processes & Procedures	<b>Equity, Inclusion &amp; Human Rights</b>	#/type of updates on different communication platforms		✓		
	Monitoring & Accountability		# of inquiries into EIHR unit				

**Action #11**  
Collect data, monitor, measure and evaluate the effectiveness of our services, programs and initiatives to ensure they are progressing towards advancing equity and transparency of results

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
<b>11.1 Build out monitoring and evaluating capacities and mechanisms with an Indigenous decolonizing lens, in collaboration with internal and external subject-matter experts and partners, to track progress of our services, programs and initiatives</b>	Listening & Understanding	<b>Information &amp; Technology</b>	Development of monitoring and evaluation mechanisms with Indigenous decolonizing lens			✓	
	Reconciliation & Community Relationships		Internal and external reporting of progress of TPS services, programs and initiatives (including # of reportings)				
	Monitoring & Accountability		Feedback from internal and external members				
<b>11.2 Develop and roll out post-police interaction survey with input from distinct Indigenous communities</b>	Policies, Processes & Procedures	<b>Information &amp; Technology</b>	Creation of post-police interaction survey				
	Listening & Understanding		Feedback from Indigenous communities				
	Reconciliation & Community Relationships		Analysis of feedback				
	Monitoring & Accountability		Report back of findings				✓



## GOAL #5

Strengthen community trust and empower the voices of diverse communities in how we police.

### Action #12

Develop and implement engagement strategies, practices and policies to build and foster trust and partnerships, and collaborate meaningfully with communities

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
<b>12.1</b> Build and implement a distinct Indigenous-specific engagement strategy to support the Service's key initiatives (e.g., RBDC Strategy, Equity Strategy, MMIWG Calls for Justice) with diverse Indigenous stakeholders, including subject matter experts with lived experience, community organizations and leaders, Elders, policing-focused committees and public sector partners	Listening & Understanding  Reconciliation & Community Relationships	<b>Equity, Inclusion &amp; Human Rights</b>	Development and roll-out of an Indigenous-specific strategy for the Service  Contact list of partners developed  #/type of engagements (e.g., traditional talking circles)  Feedback from partners		✓		
<b>12.2</b> Revitalize the work around community outreach and engagement with Indigenous communities by ensuring participation and support from the Service at various events (e.g., community pow wows, food drives) Indigenous organizations host across the city	Listening & Understanding  Reconciliation & Community Relationships	<b>Community Partnerships &amp; Engagement</b>	#/type of Indigenous events attended and supported by TPS			✓	



**GOAL #6**

Place fairness and respect at the heart of how we deliver our services and deploy our resources.

**Action #13**

Commit to continually conducting and evaluating race and identity-based data collection analyses, and acting on those findings to eliminate disparities in our interactions with the public.

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
<b>13.1</b> Develop understanding around disparities identified in the Race and Identity-based Data Collection (RBDC) Strategy as part of the training module developed for new recruits	Training & Capacity Building	<b>Equity, Inclusion &amp; Human Rights</b>	Evaluation of training module  Feedback from new recruits on the training module and their level of understanding	✓			
<b>13.2</b> Engage with Indigenous peoples, leaders and community organizations to identify and measure other points of police contact, and co-develop and test hypotheses for community-police interactions included in the next phase of RBDC Strategy	Listening & Understanding  Reconciliation & Community Relationships	<b>Equity, Inclusion &amp; Human Rights</b>	# of participants and engagements  Feedback from participants  Development and testing of hypotheses  Indigenous-specific report for RBDC		✓		
<b>13.3</b> Refine procedures for police response on the interactions with persons experiencing mental health issues, considering the impact on distinct Indigenous communities and feedback from community stakeholders	Policies, Processes & Procedures  Listening & Understanding  Reconciliation & Community Relationships	<b>Strategy Management</b>	Revised police response procedures  Feedback from members and community stakeholders			✓	

<b>13.4 Review with, and include an Indigenous lens in amending Missing Persons procedures and practices, and in developing the guide to missing persons, in consultation with groups representing Indigenous women and girls</b>	Policies, Processes & Procedures	<b>Strategy Management</b>	Updated Missing Persons procedures and practices			✓	
	Listening & Understanding		Missing Persons guide developed				
	Reconciliation & Community Relationships		Feedback from stakeholders and Indigenous communities				

**Action #14**

Invest in, and develop community-centered programs, initiatives and services to support marginalized and/or multi-barriered groups and communities

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
<b>14.1 Strengthen existing, and develop new youth and community programs and services, and identify gaps, potential reallocation and further investment to equitably address the needs of Indigenous communities</b>	Reconciliation & Community Relationships	<b>Community Partnerships &amp; Engagement</b>	# and types of youth and community programming across the divisions  Evaluation of programs  Feedback from communities and members			✓	



## GOAL #7

Build strong relationships with stakeholders in the public sector to collectively identify and tackle disparities, systemic barriers and systemic racism, and transform the system.

### Action #15

Seek out and create opportunities to have dialogue, build relationships and share learnings, and advocate for other stakeholders to be able to effectively contribute to a 'whole system' response to systemic issues

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
<b>15.1 Actively participate in conferences, forums and cross-sectoral tables and meetings to build relationships, and share lessons learned on supporting Indigenous cultural safety with other policing jurisdictions and stakeholders in the criminal justice and law enforcement systems, and with multi-sectoral partners</b>	Listening & Understanding Reconciliation & Community Relationships	<b>Equity, Inclusion &amp; Human Rights</b>	# of submissions to conferences, knowledge-sharing events  Internal and external communication shared  # and nature of feedback, questions  # of new partnerships and contacts			✓	
<b>15.2 Establish partnerships with, and advocate for Indigenous peoples, communities and leadership, in addition to frontline organizations that work in service delivery and safety and harm reduction for Indigenous women and girls, expanding and strengthening capacity</b>	Listening & Understanding Reconciliation & Community Relationships	<b>Community, Partnerships &amp; Engagement</b>	# of new and existing partnerships  # and type of engagements, advocacy activities  Feedback from Indigenous communities			✓	

**Action #16**

Assume a broader, multi-sectoral approach in the planning and delivery of services and initiatives by collaborating with partners and stakeholders from various sectors and levels on matters related to equity and human rights in policing

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
<b>16.1 Continue to regularly consult and work with key community and policing stakeholders, academics and subject-matter experts to advance the Service's priority of supporting Indigenous cultural safety, and to conduct independent reviews and evaluations of the Service's initiatives and projects, including the RBDC Strategy</b>	Listening & Understanding  Reconciliation & Community Relationships	<b>Equity, Inclusion &amp; Human Rights</b>	#/list of new partnerships  # of meetings (and minutes from) with key stakeholders and SMEs  Feedback from key stakeholders and SMEs in supporting Indigenous cultural safety priority  Evaluation reviews and reports from academic partners on RBDC Strategy and other Service initiatives/projects			✓	
<b>16.2 Work closely with the City of Toronto and Indigenous stakeholders and partners to advance the City's Reconciliation Action Plan</b>	Listening & Understanding  Reconciliation & Community Relationships	<b>Equity, Inclusion &amp; Human Rights</b>	#/type of engagements with the City and Indigenous stakeholders & partners  Minutes from meetings  Feedback from participants		✓		
<b>16.3 Co-create an approach, with Indigenous community partners, Elders and Knowledge Carriers, Toronto Fire Services and other City divisions, on relations with Indigenous community with respect to sacred fires</b>	Policies, Processes & Procedures  Listening & Understanding  Reconciliation & Community Relationships	<b>Community Partnerships &amp; Engagement</b>	Co-development of approach with respect to sacred fires  # of meetings and minutes  Feedback from participants and community				✓

<p><b>16.4 Collaborate with key Indigenous frontline organizations supporting Indigenous women and girls to develop and implement alternative response models for people in crisis</b></p>	<p>Listening &amp; Understanding</p> <p>Reconciliation &amp; Community Relationships</p>	<p><b>Community Partnerships &amp; Engagement</b></p>	<p>Development and implementation of alternative response models for people in crisis</p> <p># of engagements and consultations</p> <p>Feedback from community members and partners</p>			<p>✓</p>	
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**TPS Equity Strategy:  
The Road to Creating an Inclusive Workplace and Fairness in Community Safety**

# Proposed Implementation Plan

**Fostering 2SLGBTQI+ Inclusion**

December 2023





## Land Acknowledgement

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**The Service acknowledges that we are on the traditional territory of many nations including the Mississaugas of the Credit, the Anishnabeg, the Chippewa, the Haudenosaunee and the Wendat peoples and is now home to many diverse First Nations, Inuit and Métis peoples. The Service also acknowledges that Toronto is covered by Treaty 13 signed with the Mississaugas of the Credit.**

Starting with a land acknowledgement is a way to recognize the enduring presence and resilience of Indigenous peoples in the land we now call the City of Toronto. Land acknowledgements mark a small and important step in the process of reconciliation and building a positive relationship with Indigenous peoples, which is foundational to any work intended to advance equity and inclusion.

## Contribution of Black Communities

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**For decades, there have been calls for action to address systemic racism in policing. Numerous studies, reports and case law revealed racial disparities in police interactions, with Black people more likely to be proactively arrested, charged and subjected to use of force.**

Black communities have been at the forefront of equity, advocating for systemic change and profound reforms in policing. Confronting and removing barriers caused by anti-Black racism benefits all Canadians, including other Toronto communities experiencing racism and marginalization. This strategy acknowledges, builds on, and responds to the work of Black leaders, activists, educators, and community groups and organizations, present and past.

## Working with 2SLGBTQI+ Communities

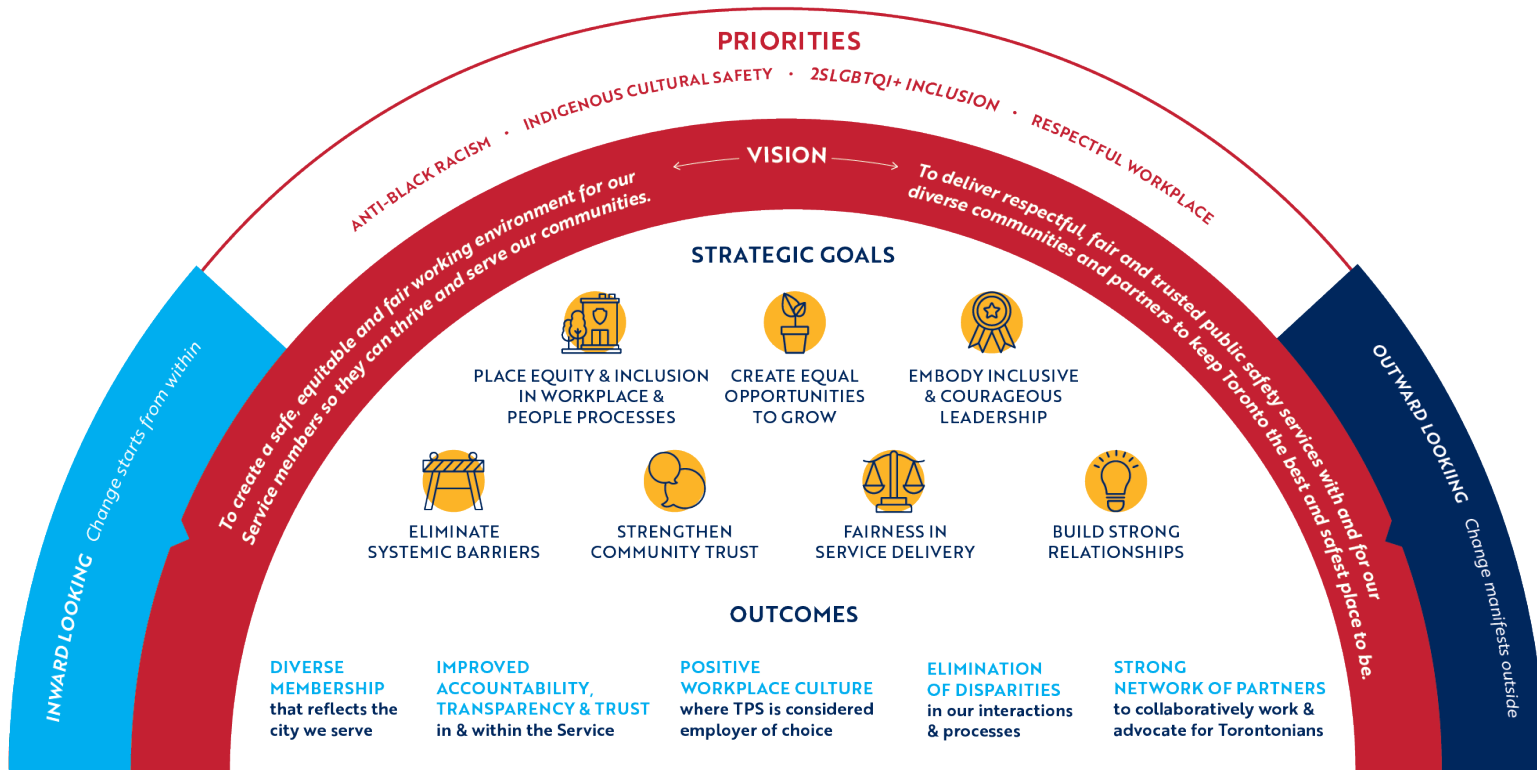
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The Service has made it its top priority to work with our communities, including our 2SLGBTQI+ Community Consultative Committee, to not only build, and in some cases, re-build trust, but more importantly to ensure that the trust is maintained, starting with being intentional and proactive in listening, learning and improving our understanding of how we can change for the better. Leaning on the communities' wisdom, lived experiences, direction and feedback, and truly collaborating from design to delivery have been key in the work of implementing the Missing and Missed Recommendations and the Gender Diverse and Trans Inclusion Initiative.

# Our Strategic Framework

The diagram below summarizes our Strategic Framework, developed in consultation with our members, partners and communities, including our Priorities, Vision and Strategic Goals.



# Fostering 2SLGBTQI+ Inclusion Implementation Plan



## GOAL #1

Place equity, inclusion, and fairness at the heart of how we recruit, promote, and retain our members to reflect the unique diversity of our city.

### Action #1

Develop and strengthen policies, processes and practices – with a focus on human resources and people management – to ensure, include and empower diversity in all parts of the Service, especially where there is underrepresentation

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
<b>1.1 Develop and co-design new recruitment campaigns to attract underrepresented applicants with a range of lived experiences including education, career history, family status, age, gender identity, sexual orientation and socio-economic status</b>	HR Programs	<b>Talent Acquisition</b>	#/% of underrepresented applicants		✓		
	Policies, Processes & Procedures		Success rate of underrepresented applicants				
<b>1.2 Embed a 2SLGBTQI+ lens to job postings, interview aids, testing and investigative backgrounds</b>	HR Programs	<b>Talent Acquisition</b>	Equity review and update of interview aids, testing, and investigative backgrounds				✓
	Policies, Processes & Procedures		Feedback from applicants/members				

<p><b>1.3 Ensure the Service's hiring processes prioritize recruits with the capacity and the potential to respond with empathy, respect and compassion when connecting with marginalized communities, including members of 2SLGBTQI+ communities</b></p>	<p>HR Programs Policies, Processes &amp; Procedures Listening &amp; Understanding</p>	<p><b>Talent Acquisition</b></p>	<p>Process to include 2SLGBTQI+ community member's feedback in hiring and promotional panels</p>		<p>✓</p>		
<p><b>1.4 Ensure broad socio-demographic and organizational representation in hiring and promotional panels, and train staff conducting interviews on 2SLGBTQI+ inclusion and implicit bias</b></p>	<p>HR Programs Policies, Processes &amp; Procedures</p>	<p><b>Talent Acquisition</b></p>	<p>Socio-demographic data of composition of hiring and promotional panels  %/# of staff conducting interviews receiving recurring 2SLGBTQI+ inclusion and implicit bias training</p>				<p>✓</p>



## GOAL #2

Empower our members with skills and equal opportunities to grow and use inclusive and equitable practices in their roles and responsibilities.

### Action #2 Strengthen, expand and make mandatory anti-racism and equity-related training

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
<b>2.1 Continue to provide mandatory Gender Diverse and Trans Inclusion (GDTI) training to all Service members</b>	Training & Capacity Building	<b>Toronto Police College</b>	% of completion rate of training  Gender Diverse and Trans Inclusion training embedded in all training and onboarding programs	✓			
<b>2.2 Develop an evaluation tool and ensure accountability measures are in place for the Gender Diverse and Trans Inclusion (GDTI) initiative<sup>1</sup></b>	Training & Capacity Building  Monitoring & Accountability	<b>Toronto Police College</b>	Evaluation tool developed  #/types of accountability measures in place		✓		

<sup>1</sup> See [Appendix A](#) for an overview of the work that has been underway on the GDTI initiative, including community engagement, updates and amendments made to Service forms and procedures, training and evaluation.

<p><b>2.3 Continue to deliver 2SLGBTQI+ inclusion training and ensure it is incorporated across the Service, including police recruit training, mobile crisis intervention training, division crisis support officer training, sergeants' on-boarding course, special constable training, re-integration course and the intimate partner violence course</b></p>	<p>Training &amp; Capacity Building</p>	<p><b>Toronto Police College</b></p>	<p>% of completion rate of training</p> <p>2SLGBTQI+ inclusion training embedded in all training and onboarding programs</p>	<p>✓</p>			
<p><b>2.4 Review and refine 2SLGBTQI+ inclusive policing training content annually in consultation with the 2SLGBTQI+ Community Consultative Committee, Internal Support Network, and other subject matter experts with lived experience</b></p>	<p>Training &amp; Capacity Building</p> <p>Listening &amp; Understanding</p>	<p><b>Toronto Police College</b></p>	<p># of consultations and engagements with 2SLGBTQI+ CCC, ISN, and other SMEs with lived experience</p> <p>Update of training content reflective of feedback</p>	<p>✓</p>			
<p><b>2.5 Provide timely and consistent resources and support to Equity, Inclusion and Human Rights instructors at the Toronto Police College to sustain training capacity on 2SLGBTQI+ related topics</b></p>	<p>Policies, Processes &amp; Procedures</p> <p>Training &amp; Capacity Building</p>	<p><b>Toronto Police College</b></p>	<p>#/type of learning and professional development opportunities offered to instructors</p> <p>Updated budget reflecting the additional/ongoing resourcing and support (e.g., procurement of external consultants to support development of 2SLGBTQI+ training material)</p>	<p>✓</p>			

**Action #3**

Deliver community-centered training and involve experts, members and organizations with lived experience in the development, delivery and evaluation

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
<b>3.1 Invest in building relationships and partner with relevant internal and external groups, such as community agencies that represent the interests of 2SLGBTQI+ communities, in co-developing and co-delivering immersive community experience programs for members of all ranks</b>	Training & Capacity Building  Listening & Understanding  Reconciliation & Community Relationships	<b>Toronto Police College</b>	#/type of new & existing partnerships  #/types of incentives for community partners  # of officers that have completed the community experience programs  # of engagements  Annual update of Course Training Standard and curriculum  Feedback from participants and partners		✓		
<b>3.2 Review training on all community service and response programs to ensure the incorporation of de-escalation training and the examination of use of force impacts on 2SLGBTQI+ communities with updated scenarios and case review annually</b>	Policies, Processes & Procedures  Training & Capacity Building	<b>Toronto Police College</b>	Update of training curriculum to incorporate de-escalation and use of force impacts on 2SLGBTQI+ communities  Feedback from members		✓		
<b>3.3 Audit and review training effectiveness, in collaboration with academic institutions and community agencies that represent the interests of 2SLGBTQI+ communities, bi-annually</b>	Policies, Processes & Procedures  Monitoring & Accountability	<b>Toronto Police College</b>	Standard audit and evaluation framework developed with a 2SLGBTQI+ lens  Development of audit findings		✓		

**Action #4**

Revitalize and reframe internal affinity groups and organizational assets to help increase member engagement and foster belonging

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
<b>4.1 Leverage the Internal Support Networks (ISNs) and develop other equity champions Service-wide to help shape the work internally on fostering 2SLGBTQI+ inclusion</b>	Training & Capacity Building	<b>Equity, Inclusion &amp; Human Rights</b>	# of engagements and collaborations with the 2SLGBTQI+ ISN  # of equity champions developed across the Service			✓	





**GOAL #3**

Invest in our leaders, enable them, and hold them accountable for embodying inclusive and courageous leadership.

**Action #5**

Design and deliver, and increase access to leadership development programs for historically underrepresented members of the Service

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
		2024	2025+				
<b>5.1 Enhance existing and create leadership and professional development programs that build inclusive leaders who understand the experiences of historically underrepresented groups, such as diverse 2SLGBTQI+ communities and human rights</b>	HR Programs	<b>People &amp; Culture</b>	Review and plan for enhancement of leadership programming				✓
	Training & Capacity Building		Development of professional development and leadership programs centered around the experiences of 2SLGBTQI+ communities				
			Feedback of programs from participants				

**Action #6**

Identify and support leaders to establish expectations, set the tone and take action to foster a healthy and inclusive workplace, and acknowledge those who model equitable leadership and behaviours

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
<b>6.1 Provide targeted management-level training and tool kits to new supervisors and all Senior Officers on how to address bias and 2SLGBTQI+ discrimination in policing and rebuild trust with 2SLGBTQI+ communities (e.g., accountability processes for reporting behaviours not aligned with the Service's core values, how to have difficult conversations and effective communication)</b>	Training & Capacity Building	<b>Toronto Police College</b>	<p>Training and tool kits developed and delivered</p> <p>Feedback from leaders</p>		✓		
<b>6.2 Create space to have ongoing open and honest conversations about 2SLGBTQI+ discrimination in policing through various modes and platforms (e.g., speaker series, round tables)</b>	Listening & Understanding	<b>Equity, Inclusion &amp; Human Rights</b>	<p>#/types of opportunities that discuss 2SLGBTQI+ discrimination in policing (e.g. speaker series, round tables, etc.)</p> <p># of participants</p> <p>Feedback from participants</p>		✓		



## GOAL #4

Change our organization – policies, processes, systems and structures – to eliminate systemic barriers and ensure unbiased and fair treatment of our members and our communities and partners.

### Action #7

Review and update internal and community-facing policies, procedures and processes to identify and address barriers, and to increase fairness and transparency

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
<b>7.1 Build capacity around Equity Impact Assessments (e.g., tool kits, training) and embed them in all relevant operational plans and procedures and board reports to determine how projects and deployments can impact diverse 2SLGBTQI+ communities</b>	Policies, Processes & Procedures	<b>Equity, Inclusion &amp; Human Rights</b>	Members familiarized with Equity Impact Assessments		✓		
	Training & Capacity Building		Equity Impact Assessments being completed as part of operational plans and board reports				
	Monitoring & Accountability						
<b>7.2 Ensure Service procedure is reflective of recognizing and addressing occurrences of anti-2SLGBTQI+ discrimination directed at members</b>	Policies, Processes & Procedures	<b>Governance</b>	Procedure developed/updated and members familiarized with the procedure			✓	
			Feedback from members  #/% of incidents of occurrences of anti-2SLGBTQI+ discrimination directed at members				

<p><b>7.3 Review and revise use of force procedures and options with a trauma-informed and 2SLGBTQI+ lens, to implement measures that continue to promote safety and fair treatment in police interactions with 2SLGBTQI+ communities (e.g., tactical de-escalation, trauma-informed approach)</b></p>	<p>Policies, Processes &amp; Procedures</p>	<p><b>Toronto Police College</b></p>	<p>Updated procedures in consideration of data findings and 2SLGBTQI+ lens</p> <p># of use of force interactions with 2SLGBTQI+ communities</p> <p>Feedback from members and communities</p>				<p>✓</p>
<p><b>7.4 Explore creating a TPS Transitioning Guide to support 2SLGBTQI+ members in the workplace</b></p>	<p>Training and Capacity Building</p> <p>Policies, Processes &amp; Procedures</p>	<p><b>Wellness</b></p>	<p>Development of a TPS Transitioning Guide</p> <p>Feedback from members and SMEs with lived experience</p>				<p>✓</p>
<p><b>7.5 Review and update the 911 Call Centre procedures with a 2SLGBTQI+ lens</b></p>	<p>Policies, Processes &amp; Procedures</p>	<p><b>Governance</b></p>	<p>Completion of review with revised/updated procedures</p> <p>Feedback from members and public</p>			<p>✓</p>	
<p><b>7.6 Develop a directory of, and plan for engagement with 2SLGBTQI+ health and wellness professionals to support 2SLGBTQI+ Service members</b></p>	<p>HR Programs</p> <p>Reconciliation &amp; Community Relationships</p>	<p><b>Wellness</b></p>	<p># of 2SLGBTQI+ health and wellness professionals</p> <p>#/list of resources available to 2SLGBTQI+ members</p> <p>Feedback from 2SLGBTQI+ members</p> <p># of 2SLGBTQI+ members reaching out to Wellness unit</p>			<p>✓</p>	

**Action #8**

Implement capabilities to collect, monitor and report on race and identity-based data across various stages of priority internal and community-facing processes

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
<b>8.1 Collect demographic data during recruitment, screening, application and promotional processes to identify and address 2SLGBTQI+ discrimination and representation gaps, and explore areas to provide additional supports</b>	HR Programs Data & Technology	<b>Talent Acquisition</b>	Collection of demographic data during recruitment and promotion  Presentation and analysis of data to members and public  Plan to address gaps and creation of additional supports	✓			

**Action #9**

Introduce new and emerging technologies with a consideration on how it impacts underrepresented groups, both negatively and positively, and the Service's commitment to protecting the privacy rights, freedoms and dignity of individuals and communities

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
<b>9.1 Seek input from diverse internal and external stakeholders with lived experiences who have a 2SLGBTQI+ and accessibility lens to help guide decisions around the purchase and use of technologies and new policies and practices, such as artificial intelligence and machine learning</b>	Listening & Understanding  Reconciliation & Community Relationships  Data & Technology	<b>Information &amp; Technology</b>	List (#/type) of internal and external stakeholders involved  # of and minutes from meetings  Analysis of decisions being made post-creation of panel  Feedback from panel and members	✓			

**Action #10**

Build and update the communications strategy to ensure transparency and authenticity in all messaging to drive equity across the Service

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
<b>10.1 Develop a Service-wide internal and external communications strategy for consistent and transparent delivery of messaging, updates, and communications about the Service's prioritization of, and commitment to fostering 2SLGBTQI+ inclusion</b>	Policies, Processes & Procedures	<b>Corporate Communications</b>	<p>Review &amp; feedback on the communications strategy by SMEs with lived experience</p> <p>Development, roll out and evaluation of a Service-wide communications strategy</p> <p>Consistent development of stakeholder mapping/communications plans tailored to high stakes issues that include community</p>		✓		
<b>10.2 Deliver biannual updates on the Service's equity-related work including the Gender Diverse and Trans Inclusion initiative</b>	<p>Policies, Processes &amp; Procedures</p> <p>Monitoring &amp; Accountability</p>	<b>Equity, Inclusion &amp; Human Rights</b>	<p>#/type of updates on different communication platforms</p> <p># of inquiries into EIHR unit</p>	✓			

**Action #11**

Collect data, monitor, measure and evaluate the effectiveness of our services, programs and initiatives to ensure they are progressing towards advancing equity and transparency of results

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
<b>11.1 Build out monitoring and evaluating capacities and mechanisms, in collaboration with internal and external subject-matter experts, partners and stakeholders, to track progress of our services, programs and initiatives</b>	Listening & Understanding	<b>Information &amp; Technology</b>	Development of monitoring and evaluation mechanisms with 2SLGBTQI+ lens			✓	
	Reconciliation & Community Relationships		Internal and external reporting of progress of TPS services, programs and initiatives (including # of reportings)				
	Monitoring & Accountability		Feedback from internal and external members				
<b>11.2 Develop and roll out post-police interaction survey with input from 2SLGBTQI+ communities</b>	Policies, Processes & Procedures	<b>Information &amp; Technology</b>	Creation of post-police interaction survey				✓
	Listening & Understanding		Feedback from 2SLGBTQI+ community				
	Reconciliation & Community Relationships		Analysis of feedback				
	Monitoring & Accountability		Report back of findings				





**GOAL #5**

Strengthen community trust and empower the voices of diverse communities in how we police.

**Action #12**

Develop and implement engagement strategies, practices and policies to build and foster trust and partnerships, and collaborate meaningfully with communities

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
<b>12.1 Build and implement a refreshed employee and community engagement strategy for the Service with diverse stakeholders, including subject matter experts with lived experience, community organizations and leaders, policing-focused committees and public sector partners</b>	Listening & Understanding	<b>Community Partnerships &amp; Engagement</b>	Development and roll-out of an engagement strategy for the Service			✓	
	Reconciliation & Community Relationships		Stakeholder database developed				
	Monitoring & Accountability		#/type of engagements Feedback from partners and stakeholders				



**GOAL #6**

Place fairness and respect at the heart of how we deliver our services and deploy our resources.

**Action #13**

Commit to continually conducting and evaluating race and identity-based data collection analyses, and acting on those findings to eliminate disparities in our interactions with the public

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
<b>13.1 Explore collecting and analyzing data on gender identity to identify, understand and work on eliminating 2SLGBTQI+ discrimination in our interactions with the public</b>	Training & Capacity Building	<b>Equity, Inclusion &amp; Human Rights</b>	Collection and analysis of gender identity data  Report on gaps identified				✓
<b>13.2 Refine procedures which govern interactions with persons experiencing mental health issues, considering the impact on diverse 2SLGBTQI+ communities and feedback from community stakeholders</b>	Policies, Processes & Procedures  Listening & Understanding  Reconciliation & Community Relationships	<b>Strategy Management</b>	Revision of police interaction procedures  Feedback from members and community stakeholders			✓	

**Action #14**

Invest in, and develop community-centered programs, initiatives and services to support marginalized and/or multi-barriered groups and communities

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
<b>14.1 Continue to expand and strengthen alternative service delivery models and programs that do not include uniform response, particularly for 2SLGBTQI+ communities that may have a strained relationship with the police</b>	Reconciliation & Community Relationships	<b>Community, Partnerships &amp; Engagement</b>	# and types of alternative service delivery models and programs  Monitoring & evaluation of programs  Feedback from communities and members			✓	
<b>14.2 Strengthen existing, and develop new youth and community programs and services, and identify gaps, potential reallocation and further investment to equitably address the needs of the 2SLGBTQI+ communities</b>	Reconciliation & Community Relationships	<b>Community, Partnerships &amp; Engagement</b>	# and types of youth and community programming across the divisions  Monitoring & evaluation of programs  Feedback from communities and members			✓	



## GOAL #7

Build strong relationships with stakeholders from multiple sectors to collectively identify and tackle disparities, systemic barriers and systemic racism, and transform the system.

### Action #15

Seek out and create opportunities to have dialogue, build relationships and share learnings, and advocate for other stakeholders to be able to effectively contribute to a 'whole system' response to systemic issues

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
<b>15.1 Actively participate in conferences, forums and cross-sectoral tables and meetings to build relationships and share lessons learned on fostering 2SLGBTQI+ inclusion and psychological safety with other policing jurisdictions and stakeholders in the criminal justice and law enforcement systems, and with multi-sectoral partners</b>	Listening & Understanding	<b>Equity, Inclusion &amp; Human Rights</b>	# of submissions to conferences, knowledge-sharing events		✓		
	Reconciliation & Community Relationships		Internal and external communication shared  # and nature of feedback, questions  # of new partnerships and contacts				
<b>15.2 Use and leverage the platform, voice and communication channels of the Service, working together with groups such as Serving with Pride, to support and advocate for diverse 2SLGBTQI+ communities and champion emerging issues</b>	Listening & Understanding	<b>Equity, Inclusion &amp; Human Rights</b>	# and type of advocacy activities and communication		✓		
	Reconciliation & Community Relationships		Feedback from multi-sectoral partners and communities				

**Action #16**

Assume a broader, multi-sectoral approach in the planning and delivery of services and initiatives by collaborating with partners and stakeholders from various sectors and levels on matters related to equity and human rights in policing

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
<b>16.1 Continue to regularly consult and work with key stakeholders and subject-matter experts to advance the Service's priority of fostering 2SLGBTQI+ inclusion, including community and grassroots organizations, the Service's 2SLGBTQ+ Community Consultative Committee, Community Police Liaison Committee, and the Chief's Youth Advisory Committee</b>	Listening & Understanding Reconciliation & Community Relationships	<b>Equity, Inclusion &amp; Human Rights</b>	# of meetings (and minutes from) with key stakeholders and SMEs  Feedback from key stakeholders and SMEs in advancing fostering 2SLGBTQI+ inclusion priority		✓		
<b>16.2 Collaborate with key 2SLGBTQI+ frontline organizations supporting diverse 2SLGBTQI+ communities to develop and implement alternative response models for people in crisis</b>	Listening & Understanding Reconciliation & Community Relationships	<b>Community Partnerships &amp; Engagement</b>	Development and implementation of alternative response models for people in crisis  # of engagements and consultations  Feedback from community members and partners			✓	

## Appendix A. GENDER DIVERSE AND TRANS INCLUSION INITIATIVE

The Gender Diverse and Trans Inclusion (GDTI) Initiative is a key part of the Service's efforts to foster an inclusive, accountable and transparent culture. This initiative was launched following the *Boyd Kodak v. TPSB* case after Mr. Boyd Kodak's allegations of discrimination based on gender and gender identity were made against the Service. This prompted the Board and the Service to enter into an agreement with the Ontario Human Rights Commission (OHRC) to revise Service policies, procedures, forms and officer training, in consultation with gender diverse and trans communities.

The following provides an overview of and further details and progress on the work that has been underway on this initiative, including community engagement, updates and amendments made to Service forms and procedures, training and evaluation.

Gender Diverse and Trans Inclusion (GDTI) Initiative				
Community Consultations/ Participation	Forms that were updated	Procedures that were amended	GDTI Training Modules	Evaluation
<p><b>Key Community Advisors</b> - Members of gender diverse and trans communities who are familiar with community issues were invited to provide insight and feedback</p>	<p><b>*The Gender Field for all the below forms has been updated to reflect the options of: MALE, FEMALE, NONBINARY and UNKNOWN</b></p> <p><b>CPEU 1 TPS</b> - Volunteer Application and Waiver</p> <p><b>CPEU 12</b> - Personnel Information Notice - Volunteer Changes</p> <p><b>TPS 100</b> - Record of Arrest</p>	<p>01-02 Search of Persons</p> <p>01-02 Appendix C Trans Persons</p> <p>01-03 Persons in Custody</p> <p>01-03 Appendix A Medical Advisory</p>	<p><b>Module 1 (Towards Trans Inclusive Police Service: Community Experiences)</b> - Focuses on awareness and empathy building, barriers trans and gender diverse people face, terminology, and how to show respect. This module includes community videos, tests across the module, and branching scenario.</p>	<p>An evaluation tool is in the process of being developed through a third party vendor for all GDTI related training.</p> <p><b>Fall 2023</b> - Community consultations around the evaluation process</p>

<p><b>Focus Groups</b> - Three focus groups among street-involved youth, youth of colour and sex workers, offered their experiences and insights to inform policy revisions and training.</p>	<p><b>TPS 110 Pilot</b> - Shop Theft Report (Ontario Court of Justice)</p> <p><b>TPS 169</b> - ETF - Request for High Risk Prisoner Escort / Witness Protection</p> <p><b>TPS 170</b> - Description Sheet</p> <p><b>TPS 200</b> - Incident Report</p> <p><b>TPS 201</b> - General Occurrence</p> <p><b>TPS 202</b> - Missing Person Report</p> <p><b>TPS 221</b> - Statement: Witness</p> <p><b>TPS 227</b> - Person and Vehicle for Investigation</p> <p><b>TPS 228</b> - Special Address and System Report</p>	<p>Notes</p> <p>01-03 Appendix C Designated Lock-Ups</p> <p>01-03 Transportation and Lodging of Trans Person</p> <p>05-05 Sexual Assault</p> <p>09-06 Property of Persons in Custody</p> <p>13-14 Human Rights</p> <p>17-01 News Media</p>	<p><b>Module 2 (Towards Trans Inclusive Police Service: Policies and Procedures)</b> - Covers all the changes made to policies, procedures, and forms, as well as specific ways to show respect in policing roles.</p>	<p>Roll-out of a year-long post interaction evaluation tool</p> <p><b>Fall 2024</b> - Report back to community around evaluation findings</p> <p><b>Winter 2025</b> - Chief's final report back to community</p>
<p><b>Public Community Forum and Meeting</b> - Community members and organizations were invited to provide feedback and discuss proposed changes to relevant policies, procedures and officer training.</p>	<p><b>TPS 232</b> - Missing Person Bulletin</p> <p><b>TPS 233</b> - Canvass Interview Form</p> <p><b>TPS 250</b> - Immigration Report</p> <p><b>TPS 251</b> - Document Fraudulent Report</p> <p><b>TPS 252</b> - Homicide and Sudden Death Report</p> <p><b>TPS 253</b> - Intelligence Services - Case Overlap</p> <p><b>TPS 317</b> - Driver Information Request for Driver's Licence Review</p> <p><b>TPS 326</b> - Traffic Violation Report</p> <p><b>TPS 332</b> - Collision Field Notes: Involved Persons</p> <p><b>TPS 334</b> - Fail to Remain Report</p> <p><b>TPS 471</b> - DNA Adult Offender Blood Sample Checklist</p>	<p>New <b>Standard of Conduct 1.9.2 – Respect for Gender Diversity and Trans-Inclusive Policing</b> was created</p>		

	<p><b>TPS 472</b> - DNA Adult Offender Buccal Sample Checklist</p> <p><b>TPS 473</b> - DNA Adult Offender Hair Sample Checklist</p> <p><b>TPS 474</b> - DNA Adult Offender Endorsement Checklist</p> <p><b>TPS 475</b> - Family Court Order Information</p> <p><b>TPS 476</b> - DNA Young Person Endorsement Checklist</p> <p><b>TPS 477</b> - DNA Young Person Blood Sample Checklist</p> <p><b>TPS 479</b> - DNA Young Person Buccal Sample Checklist</p> <p><b>TPS 480</b> - DNA Young Person Hair Sample Checklist</p> <p><b>TPS 710</b> - Emotionally Disturbed Persons (EDP) Information Form</p> <p><b>TPS 738</b> - Toronto Police Service Youth Referral Form</p> <p><b>TPS 813</b> - Personnel Action Notice (Pan) Hire/Rehire/Recall 1</p> <p><b>TPS 825</b> - Change of Name</p> <p><b>TPS 828</b> - TPS - Consent to Disclosure of Personal Information</p> <p><b>TPS 834</b> - Vessel Collision Report</p>			
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**TPS Equity Strategy:  
The Road to Creating an Inclusive Workplace and Fairness in Community Safety**

# Proposed Implementation Plan

**Cultivating a Respectful Workplace  
(Accountability, Equity, and Professionalism)**

December 2023



## Land Acknowledgement

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**The Service acknowledges that we are on the traditional territory of many nations including the Mississaugas of the Credit, the Anishnabeg, the Chippewa, the Haudenosaunee and the Wendat peoples and is now home to many diverse First Nations, Inuit and Métis peoples. The Service also acknowledges that Toronto is covered by Treaty 13 signed with the Mississaugas of the Credit.**

Starting with a land acknowledgement is a way to recognize the enduring presence and resilience of Indigenous peoples in the land we now call the City of Toronto. Land acknowledgements mark a small and important step in the process of reconciliation and building a positive relationship with Indigenous peoples, which is foundational to any work intended to advance equity and inclusion.

## Contribution of Black Communities

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**For decades, there have been calls for action to address systemic racism in policing. Numerous studies, reports and case law revealed racial disparities in police interactions, with Black people more likely to be proactively arrested, charged and subjected to use of force.**

Black communities have been at the forefront of equity, advocating for systemic change and profound reforms in policing. Confronting and removing barriers caused by anti-Black racism benefits all Canadians, including other Toronto communities experiencing racism and marginalization. This strategy acknowledges, builds on, and responds to the work of Black leaders, activists, educators, and community groups and organizations, present and past.

## Working with 2SLGBTQI+ Communities

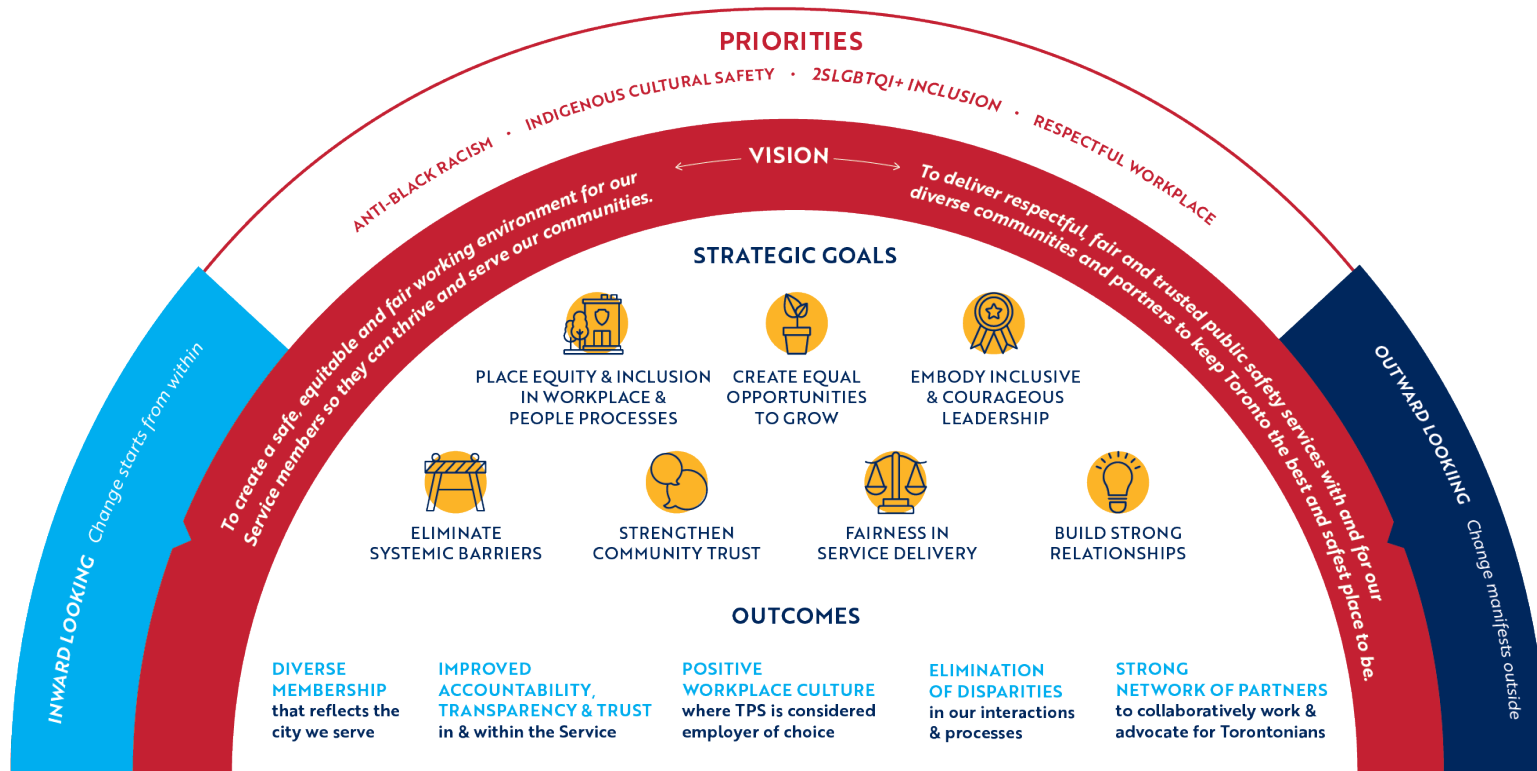
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**2SLGBTQI+ communities have continuously called for actions to address systemic homophobia and transphobia in policing. It is important to acknowledge the past and harm that has been done, and then move forward in a different way so that transformative change happens.**

The Service has made it its top priority to work with our communities, including our 2SLGBTQI+ Community Consultative Committee, to not only build, and in some cases, re-build trust, but more importantly to ensure that the trust is maintained, starting with being intentional and proactive in listening, learning and improving our understanding of how we can change for the better. Leaning on the communities' wisdom, lived experiences, direction and feedback, and truly collaborating from design to delivery have been key in the work of implementing the Missing and Missed Recommendations and the Gender Diverse and Trans Inclusion Initiative.

# Our Strategic Framework

The diagram below summarizes our Strategic Framework, developed in consultation with our members, partners and communities, including our Priorities, Vision and Strategic Goals.



# Cultivating a Respectful Workplace (Accountability, Equity and Professionalism)

## Implementation Plan

Sub-actions below are over and above the anti-racism, indigenous cultural safety and 2SLGBTQI+ inclusion sub-actions with a heavier internal focus on cultivating a respectful workplace with equity, accountability and professionalism at the core.



### GOAL #1

Place equity, inclusion, and fairness at the heart of how we recruit, promote, and retain our members to reflect the unique diversity of our city.

#### Action #1

Develop and strengthen policies, processes and practices – with a focus on human resources and people management – to ensure, include and empower diversity in all parts of the Service, but especially where there is underrepresentation

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
<b>1.1 Develop and co-design new recruitment campaigns to attract underrepresented applicants with a range of lived experiences including education, career history, family status, age, gender identity, sexual orientation and socio-economic status</b>	HR Programs	<b>Talent Acquisition</b>	#/% of underrepresented applicants		✓		
	Policies, Processes & Procedures		Success rate of underrepresented applicants				
<b>1.2 Embed an equity, diversity and inclusion (EDI) lens to job postings, interview aids, testing and investigative backgrounds</b>	HR Programs	<b>Talent Acquisition</b>	Equity review and update of interview aids, testing and investigative backgrounds				✓
	Policies, Processes & Procedures		Feedback from applicants/members				

<p><b>1.3 Create opportunities for unsuccessful candidates to maintain an ongoing relationship with the Service through mentorship and recruitment events</b></p>	<p>HR Programs Policies, Processes &amp; Procedures</p>	<p><b>Talent Acquisition</b></p>	<p>#/types of mentorship and recruitment events Feedback from applicants/members</p>				<p>✓</p>
<p><b>1.4 Create a more candidate-friendly hiring process through technology that allows for greater transparency of where candidates are in the process, and where possible, identification of the stage where they were not successful</b></p>	<p>HR Programs Policies, Processes &amp; Procedures Data &amp; Technology</p>	<p><b>Talent Acquisition</b></p>	<p>Development/enhancement of technology and process to allow for improved transparency and feedback for unsuccessful candidates</p>				<p>✓</p>
<p><b>1.5 Post all job postings, including long-term acting positions, on Member Gateway to ensure they are accessible for all members who may be interested</b></p>	<p>HR Programs Policies, Processes &amp; Procedures</p>	<p><b>Talent Acquisition</b></p>	<p>Procedures updated to ensure that all long-term positions are posted on Member Gateway</p>	<p>✓</p>			
<p><b>1.6 Ensure broad socio-demographic and organizational representation in hiring and promotional panels, and train staff conducting interviews on EDI and implicit bias</b></p>	<p>HR Programs Policies, Processes &amp; Procedures</p>	<p><b>Talent Acquisition</b></p>	<p>Socio-demographic data of composition of hiring and promotional panels #/% of staff conducting interviews receiving recurring EDI and implicit bias training</p>				<p>✓</p>
<p><b>1.7 Identify development needs of members and create or source programs to meet said needs, including career paths for civilian members</b></p>	<p>HR Programs Policies, Processes &amp; Procedures</p>	<p><b>People Strategy &amp; Performance</b></p>	<p>Analysis of needs assessment #/types of opportunities to develop members % of civilian members receiving professional development opportunities Feedback from members</p>			<p>✓</p>	
<p><b>1.8 Ensure the Service's hiring processes prioritize recruits with the capacity and the potential to respond with empathy, respect and compassion to people who may be</b></p>	<p>HR Programs Policies, Processes &amp; Procedures</p>	<p><b>Talent Acquisition</b></p>	<p>Updated hiring processes Feedback from recruits, members and communities</p>	<p>✓</p>			

experiencing mental health and/or addictions issues	Listening & Understanding				
<b>1.9 Review senior leadership job profiles to reflect the Service's competencies, including EDI components</b>	HR Programs Policies, Processes & Procedures	<b>People &amp; Culture</b>	Review and update of senior leadership job profiles Feedback from leaders		✓
<b>1.10 Implement and evaluate a 360 degree Feedback Program for the development of leaders</b>	HR Programs	<b>People Strategy &amp; Performance</b>	Revised/updated 360 degree Feedback Program Feedback from members		✓
<b>1.11 Regularly review and report on exit interview data to help assess degree to which the Service is fostering a respectful and inclusive workplace</b>	HR Programs Policies, Processes & Procedures Monitoring & Accountability	<b>People Strategy &amp; Performance</b>	Analysis of exit interview data	✓	



## GOAL #2

Empower our members with skills and equal opportunities to grow and use inclusive and equitable practices in their roles and responsibilities.

### Action #2

Strengthen, expand and make mandatory anti-racism and equity-related training

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
<b>2.1 Ensure institutional and personal accountability measures are in place for all mandatory training, including tying training to performance, recognition, and discipline</b>	Policies, Processes & Procedures	<b>Professionalism &amp; Accountability</b>	#/types of accountability measures in place		✓		
	Monitoring & Accountability		Evaluation developed				
<b>2.2 Provide Service-wide mandatory interactive and experiential training on priority EDI topics that allows for progressive and continuous learning and skills-building, with some being tailored for certain roles (e.g., crime and investigative analysts, communications operators). Topics will include, but not be limited to, fair and impartial policing, intercultural competence, unconscious bias, gender diverse and trans inclusion, sexual harassment, active bystander training, crucial/difficult conversations, and cultural competence for all members</b>	Training & Capacity Building	<b>Toronto Police College</b>	Training developed, tailored and delivered  % of completion rate	✓			

**Action #3**

Deliver community-centered training and involve experts and members with lived experience in its delivery

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
<b>3.1 Refine and update all mandatory training on human rights and equity, including mental health and adverse childhood experience, to better support members in their interactions with marginalized and/or distressed individuals and communities, while ensuring that community members and subject matter experts continue to play a pivotal role in the development and review of training</b>	HR Programs	<b>Toronto Police College</b>	# of new and existing partnerships and SMEs		✓		
	Training & Capacity Building		Feedback from participants and partners				
	Listening & Understanding		Updated mandatory training material				
	Reconciliation & Community Relationships		Feedback from members and communities				



**Action #4**

Revitalize and reframe internal affinity groups and organizational assets to help increase member engagement and foster belonging

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
<b>4.1 Revamp the Internal Support Networks (ISNs) across the Service by reviewing and updating the procedure pertaining to the ISNs, and improving support and accountability for the ISNs through annual work planning, update of governance and funding mechanisms</b>	Policies, Processes & Procedures	<b>Equity, Inclusion &amp; Human Rights</b>	Updated ISN policies, procedures and processes		✓		
	Monitoring & Accountability		Collection of data through annual reports for baseline measurement & tracking Feedback from ISN members				
<b>4.2 Embed greater ISN presence and visibility at various recruitment and corporate events and classes at the College, and encourage more participation and engagement of members</b>	Policies, Processes & Procedures	<b>Equity, Inclusion &amp; Human Rights</b>	#/% of new recruits joining ISNs		✓		
	Training & Capacity Building		Feedback from members and participants				
<b>4.3 Create communication channels with the ISNs to promote awareness of upcoming job and career development opportunities and post through accessible channels such as Routine Orders and Member Gateway</b>	Policies, Processes & Procedures	<b>Talent Acquisition</b>	# of meetings held with ISN (and communication channels developed)			✓	
	Training & Capacity Building		# of posting through various channels (e.g., Routine Orders and Member Gateway postings) Feedback from members Proportion of applicants vs. selected candidates				

<p><b>4.4 Create a Service-wide corporate calendar of days of cultural and religious significance, Indigenous and other ethno-racial observances, and human rights awareness days, along with a clear communications and work plan to collectively recognize those days, and encourage engagement and participation of members in related initiatives and events</b></p>	<p>Listening &amp; Understanding Reconciliation &amp; Community Relationships</p>	<p><b>Equity, Inclusion &amp; Human Rights</b></p>	<p>Service-wide DEI calendar, and related initiatives and plans developed</p> <p>Communications and work plans developed (including dissemination and roll-out of calendar)</p> <p>Feedback from Service members</p>		<p>✓</p>		
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### GOAL #3

Invest in our leaders, enable them, and hold them accountable for embodying inclusive and courageous leadership.

#### Action #5

Design and deliver, and increase access to leadership development programs for historically underrepresented members of the Service

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
<b>5.1 Identify and track all recipients of training to ensure equitable opportunities for leadership and professional development</b>	Training & Capacity Building	<b>People &amp; Culture</b>	Detailed breakdown on recipients of training (e.g., type of training, rank of participants, socio-demographic info, evaluation data)				✓
	Monitoring and Accountability		Development of plan to address equity gaps				
<b>5.2 Enhance existing leadership development processes and opportunities, including updating the selection and approval process for leadership development training to ensure equitable access, and developing tailored internal and third-party mentoring and coaching options for underrepresented and/or overlooked members</b>	HR Programs	<b>People &amp; Culture</b>	Review of existing leadership development processes and opportunities				✓
	Training & Capacity Building		Plan to enhance existing leadership development process and opportunities developed  Updated process for selection and approval for leadership development training  Development of tailored internal and third party mentoring and coaching options  # of participants  Feedback from participants  #/% of newly developed leaders from underrepresented groups				

**Action #6**

Identify and support leaders to establish expectations, set the tone and take action to foster a healthy and inclusive workplace, and acknowledge those who model equitable leadership and behaviours

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
<b>6.1 Provide leadership development training and supports to supervisors and leaders within the Service, building on topics addressed in 2.2 and more, including TPS' core values, human rights and equity frameworks, anti-racism and anti-bias, responsibilities with respect to addressing workplace harassment and discrimination, and on developing their EDI goals and progress on cultivating a respectful workplace</b>	Training & Capacity Building	<b>People Strategy &amp; Performance</b>	Training developed and delivered		✓		
	Monitoring & Accountability		% of completion rate				
			Feedback from participants				
			Process of monitoring and evaluation of leaders' EDI goals and progress developed				
			Feedback from unit staff				
<b>6.2 Overhaul leadership promotional processes, with emphasis on EDI, trauma-informed response and people management, and community experience components, and ensuring this is reflected in the selection criteria, interview questions, and other relevant materials</b>	HR Programs	<b>People &amp; Culture</b>	Updated leadership promotional process (e.g., selection criteria, interview questions and relevant materials)		✓		
<b>6.3 Ensure inclusion of the Service's core values and competencies, including the demonstration of inclusive behaviours of leaders, in performance appraisal forms and processes</b>	Policies, Processes & Procedures	<b>People Strategy &amp; Performance</b>	Audit (e.g., #, quality) of annual performance review	✓			
	Monitoring & Accountability		Feedback from leaders				



## GOAL #4

Change our organization – policies, processes, systems and structures – to eliminate systemic barriers and ensure unbiased and fair treatment of our members and our communities and partners.

### Action #7

Review and update internal and community-facing policies, procedures and processes to identify and address barriers, and to increase fairness and transparency

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
<b>7.1 Design and implement a modernized victim-centered and trauma-informed process to identify and address harassment and discrimination faced by Service and community members</b>	Policies, Processes & Procedures	<b>Equity, Inclusion &amp; Human Rights</b>	Development and implementation of a client-centered and trauma-informed modernized process			✓	
	Listening & Understanding		Feedback from Service and community members				
	Reconciliation & Community Relationships						
<b>7.2 Explore the implementation of an independent, anonymous reporting platform where members can raise concerns of harassment or discrimination</b>	Policies, Processes & Procedures	<b>Equity, Inclusion &amp; Human Rights</b>	Research and assessment of various independent, anonymous reporting platforms and best practices				✓
			Implementation plan developed				
			Feedback from members				
<b>7.3 Implement Service-initiated investigations and restorative measures, using a data-driven approach, to address systemic issues</b>	Policies, Processes & Procedures	<b>Equity, Inclusion &amp; Human Rights</b>	Evaluation of measures		✓		
	Data & Technology		Feedback from members				

<p><b>7.4 Ensure workplace investigations are conducted impartially and fairly in line with best practices, and pursuant to applicable legislation, including the Ontario Human Rights Code and Occupational Health and Safety Act</b></p>	<p>Policies, Processes &amp; Procedures</p>	<p><b>Equity, Inclusion &amp; Human Rights</b></p>	<p>Development of process for workplace investigations consistent with best practices</p> <p># of SME investigators</p> <p>Feedback from members</p>			<p>✓</p>	
<p><b>7.5 Ensure workplace investigations are conducted by skilled investigators, utilizing external investigators as required</b></p>	<p>Policies, Processes &amp; Procedures</p> <p>Monitoring &amp; Accountability</p>	<p><b>Equity, Inclusion &amp; Human Rights</b></p>	<p>Roster (#) of internal and external investigators</p> <p>Feedback from members</p>				<p>✓</p>
<p><b>7.6 Ensure timely and transparent identification by the Service of findings by courts and tribunals that raise concerns about discrimination</b></p>	<p>Policies, Processes &amp; Procedures</p> <p>Monitoring &amp; Accountability</p>	<p><b>Legal Services</b></p>	<p>#/type of findings that raise concerns of discrimination</p> <p>Timely reporting of findings</p>		<p>✓</p>		
<p><b>7.7 Conduct comparative disciplinary and historical analyses to assess whether the outcomes for substantiated misconduct are consistent among and between uniform and civilian members, and update procedures in a timely manner</b></p>	<p>Policies, Processes &amp; Procedures</p>	<p><b>Labour Relations</b></p>	<p>Analyses completed</p> <p>Updated procedures</p> <p>Feedback from civilian and uniform membership</p>				<p>✓</p>
<p><b>7.8 Incorporate equity, inclusion and human rights lens through mandatory consultation with the Equity, Inclusion &amp; Human Rights (EIHR) and Wellness units on all disciplinary and termination matters and decisions</b></p>	<p>Policies, Processes &amp; Procedures</p>	<p><b>Labour Relations</b></p>	<p>Process developed for mandatory consultation with EIHR and Wellness</p>				<p>✓</p>
<p><b>7.9 Review and revamp the internal and external complaints policies and procedures with an equity lens and a focus on anonymity and safety</b></p>	<p>Policies, Processes &amp; Procedures</p> <p>Monitoring &amp; Accountability</p>	<p><b>Equity, Inclusion &amp; Human Rights</b></p>	<p>Comparative analysis of pre and post-revamp (e.g., # of complaints, feedback, consistency of outcomes)</p>				<p>✓</p>

<p><b>7.10</b> Ensure that the EIHR unit review every complaint made by a member of the public that involves a Code-based ground and provide recommendations to Legal Services</p>	<p>Policies, Processes &amp; Procedures</p>	<p><b>Equity, Inclusion &amp; Human Rights</b></p>	<p>Review process clearly outlined and integrated</p> <p># of complaints</p> <p>Feedback from members of the public</p>			<p>✓</p>	
<p><b>7.11</b> Include more specific guidance on investigative procedures, clarify terms and definitions, and provide realistic examples of workplace harassment and discrimination, including sexual harassment</p>	<p>Policies, Processes &amp; Procedures</p>	<p><b>Equity, Inclusion &amp; Human Rights</b></p>	<p>Updated procedures</p> <p>Feedback from Service members</p>			<p>✓</p>	
<p><b>7.12</b> Explore creating a civility procedure that enables the Service to address behaviour that may not meet the threshold level, but could if unchecked, of harassment and discrimination</p>	<p>Policies, Processes &amp; Procedures</p>	<p><b>Equity, Inclusion &amp; Human Rights</b></p>	<p>Development of civility procedure</p> <p>Feedback from Service members</p>				<p>✓</p>
<p><b>7.13</b> Review current procedures and simplify current disability accommodations and sick leave processes</p>	<p>HR programs</p> <p>Policies, Processes &amp; Procedures</p>	<p><b>Wellness</b></p>	<p>Updated disability accommodations, and sick leave processes and procedures</p>		<p>✓</p>		
<p><b>7.14</b> Provide members with access to information on local community partners and resources available to provide support and assistance to multi-barriered individuals and groups, such as the Community Access Portal</p>	<p>HR programs</p> <p>Policies, Processes &amp; Procedures</p>	<p><b>Wellness</b></p>	<p>Information on local community partners and resources published on Community Access Portal</p> <p>% of members who access the Community Access Portal</p> <p>Feedback from members</p>	<p>✓</p>			

<p><b>7.15 Review and update Officer Performance Reports with an equity and community-centric lens (e.g., including additional metrics such as referrals to agencies and diversion)</b></p>	<p>Policies, Processes &amp; Procedures</p> <p>Monitoring &amp; Accountability</p>	<p><b>Analytics &amp; Innovation</b></p>	<p>Revised Officer Performance Reports</p> <p>#/types of additional metrics incorporated in updated Officer Performance Reports</p>				<p>✓</p>
<p><b>7.16 Engage labour and wellness partners in a review of employment benefits and wellness policies with an equity lens (e.g., collective agreements, MOUs, cultural leave, bereavement policies, accommodations, complaints, health and benefits coverage)</b></p>	<p>HR Programs</p> <p>Policies, Processes &amp; Procedures</p>	<p><b>Labour Relations</b></p>	<p>Updated labour and employee policies</p> <p>Feedback from members and stakeholders</p>				<p>✓</p>
<p><b>7.17 Ensure EIHR unit representation in various Service-wide committees, including the incident, strip search, and constable selection file review committees</b></p>	<p>Policies, Processes &amp; Procedures</p> <p>Monitoring &amp; Accountability</p>	<p><b>Equity, Inclusion &amp; Human Rights</b></p>	<p>#/% of Service-committees with EIHR representation</p> <p>#/% of EIHR member(s) sitting on various Service-wide committee</p>		<p>✓</p>		
<p><b>7.18 Augment supervisory capacity to focus on compliance and quality control in every division</b></p>	<p>Policies, Processes &amp; Procedures</p> <p>Monitoring &amp; Accountability</p>	<p><b>Strategy Management</b></p>	<p>Criteria for divisional audit &amp; quality control supervisor developed</p> <p># of audit &amp; quality supervisors identified and embedded in divisions</p> <p>Review of all appropriate reviews of information sets, occurrences, operational records, and recordings to ensure compliance with Service governance</p>				<p>✓</p>



**Action #8**

Implement capabilities to collect, monitor and report on race and identity-based data across various stages of priority internal and community-facing processes

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
<b>8.1 Enable regular collection, collation, analysis and reporting of member socio-demographic data, biennially, to identify and remove barriers for underrepresented groups, and determine if the actions or strategies that were employed had the desired outcome or if more changes are required</b>	Monitoring & Accountability  Data & Technology	<b>Workforce Planning &amp; Insight</b>	Process developed for the collection, collation, analysis and reporting of member socio-demographic data  Analysis and reporting of findings		✓		
<b>8.2 Build on existing early intervention systems to track all necessary information and indicators of potential racial disproportionalities and discrimination, and to inform performance management and remedial measures</b>	Monitoring & Accountability  Data & Technology	<b>Professionalism &amp; Accountability</b>	Review of existing early intervention systems  Updated early intervention systems based on findings  Updated performance management and remedial measures based on findings		✓		

**Action #9**

Introduce new and emerging technologies with a consideration on how it impacts underrepresented groups, both negatively and positively, and the Service's commitment to protecting the privacy rights, freedoms and dignity of individuals and communities

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
<b>9.1 Assess decisions around purchasing and using technologies, such as artificial intelligence and machine learning, through an accessibility, human rights, anti-racism and equity lens, in consultation with stakeholders and partners from the community, including the Persons with Disabilities Community Consultative Committee</b>	Listening & Understanding  Reconciliation & Community Relationships  Data & Technology	<b>Information &amp; Technology</b>	# of, minutes from meetings  Review of decisions being made  Feedback from stakeholders and partners			✓	

**Action #10**

Build and update the communications strategy to ensure transparency and authenticity in all messaging to drive equity across the Service

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
<b>10.1</b> Develop a Service-wide internal and external communications strategy for consistent and transparent delivery of messaging, updates, and communications about EDI, promotional processes, issues of harassment and discrimination, and the complaints, investigations and resolutions process	Policies, Processes & Procedures	<b>Corporate Communications</b>	Review & feedback on the communications strategy by SMEs with lived experience  Development, roll out and evaluation of a Service-wide communications strategy		✓		
<b>10.2</b> Provide a comprehensive and transparent end-to-end summary of the workplace complaints and investigations process, complementing applicable procedures so that members and supervisors fully understand their rights and responsibilities	Policies, Processes & Procedures	<b>Equity, Inclusion &amp; Human Rights</b>	Development and presentations of summary report of the workplace complaints and investigations process  % of members and supervisors with enhanced understanding of their rights and responsibilities  Feedback from members and supervisors		✓		
<b>10.3</b> Implement the Service's Wellness Strategy including developing a communications campaign to destigmatize mental health and neurodiversity across the Service	Policies, Processes & Procedures  Listening & Understanding	<b>Wellness</b>	Implementation of a Wellness Strategy  Roll-out of communications campaign  Feedback from members	✓			

<p><b>10.4 Deliver biannual updates on the Service’s equity-related work to members, including the Equity Strategy, Race and Identity-based Data Collection Strategy, the Gender Diverse and Trans Inclusion initiative and the Respectful and Inclusive Workplace portfolio</b></p>	<p>Policies, Processes &amp; Procedures  Monitoring &amp; Accountability</p>	<p><b>Corporate Communications</b></p>	<p># of updates on different communication platforms  # of members reaching out to EIHR</p>	<p>✓</p>			
<p><b>10.5 Create a feedback loop to hear from members and communities on the communications they are receiving</b></p>	<p>Policies, Processes &amp; Procedures  Monitoring &amp; Accountability</p>	<p><b>Corporate Communications</b></p>	<p>Feedback loop process created  #/types of feedback received from members and communities</p>			<p>✓</p>	
<p><b>10.6 Create and use an inclusive language guide and communication toolkit focused on ensuring psychological safety for historically underrepresented members across the Service</b></p>	<p>Training &amp; Capacity Building</p>	<p><b>Wellness</b></p>	<p>Development of inclusive language guide and communication toolkits  % of members with enhanced understanding through a Service-wide survey  Feedback from members</p>				<p>✓</p>

**Action #11**

Collect data, monitor, measure and evaluate the effectiveness of our services, programs and initiatives to ensure they are progressing towards advancing equity and transparency of results

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
<b>11.1 Establish and enable a steering and working group to evaluate progress in achieving desired outcomes of the Service's priority of cultivating a respectful workplace</b>	Policies, Processes & Procedures  Monitoring & Accountability	<b>Equity, Inclusion &amp; Human Rights</b>	Established steering and working group  Foundational documents and processes developed and set up (e.g., ToR)  Evaluation reports on progress of outcomes		✓		



**GOAL #5**

Strengthen community trust and empower the voices of diverse communities in how we police.

**Action #12**  
Develop and implement engagement strategies, practices and policies to build and foster trust and partnerships, and collaborate meaningfully with communities

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
<b>12.1</b> Revisit the Service’s approach to community engagement to ensure it is centered around building a renewed sense of community safety and wellbeing across the board	Listening & Understanding  Reconciliation & Community Relationships	<b>Community Partnerships &amp; Engagement</b>	Renewal and demonstration of commitment and approach to community engagement  Feedback from communities		✓		
<b>12.2</b> Consider the enhanced role that marginalized communities that are the subject of discrimination can play in the investigative, resolution and disciplinary processes, including providing feedback on resolutions and community victim statements consistent with existing legislation and procedural and substantive fairness	Policies, Processes & Procedures  Listening & Understanding  Reconciliation & Community Relationships	<b>Professionalism &amp; Accountability</b>	#/type of engagements with members of marginalized communities  Feedback from communities  Updated policies and processes		✓		
<b>12.3</b> Plan for and explore closer collaboration, alignment and joint efforts between the Community, Partnerships and Engagement (CPEU) and the Equity, Inclusion and Human Rights (EIHR) units to more effectively liaise and engage with community partners, and foster community trust	Listening & Understanding  Reconciliation & Community Relationships	<b>Community Partnerships &amp; Engagement</b>	Development of a renewed joint work plan and approach on community engagements		✓		



**GOAL #6**

Place fairness at the heart of how we deliver our services and deploy our resources.

**Action #13**

Commit to continually conducting and evaluating race and identity-based data collection analyses, and acting on those findings to eliminate disparities in our interactions with the public

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
<b>13.1 Research and expand training on how the race, cultural identity and/or other intersectionalities of an individual may influence a member's decision to use force</b>	Training & Capacity Building	<b>Toronto Police College</b>	<p>Updated training to include how race, cultural identity and/or other intersectionalities of an individual may influence a member's decision to use force</p> <p>Feedback from members</p> <p>Report/presentation of research findings</p>	✓			
<b>13.2 Assess the equity impacts of resource allocation and investments in police services, ensuring alignment with RBDC findings</b>	Policies, Processes & Procedures	<b>Equity, Inclusion &amp; Human Rights</b>	Completion of equity impact assessment; fed into budgetary decisions	✓			

**Action #14**

Invest in, and develop community-centered programs, initiatives and services to support marginalized and/or multi-barriered groups and communities

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
<b>14.1 Co-develop and co-deliver public education initiatives and forums on police related issues with a broad spectrum of community stakeholders</b>	Listening & Understanding Reconciliation & Community Relationships	<b>Community Partnerships &amp; Engagement</b>	#/range of community stakeholders involved  #/types of public education initiatives and forums developed and delivered  Feedback from participants and public	✓			
<b>14.2 Continue to review and identify non-emergency service calls and interactions, and expand and strengthen alternative service delivery models and programs that do not include police response, particularly for individuals experiencing mental health crises</b>	Listening & Understanding Reconciliation & Community Relationships	<b>Community Partnerships &amp; Engagement</b>	Updated alternative service delivery models and programs  Feedback from communities		✓		
<b>14.3 Explore ways of capturing referrals to community agencies, beginning with Mobile Crisis Intervention Team (MCIT) referrals, and opportunities to expand the MCIT program</b>	Training & Capacity Building Reconciliation & Community Relationships	<b>Community Partnerships &amp; Engagement</b>	Evaluation of the MCIT program  #/types of ways of capturing referrals  Feedback from members and communities		✓		





## GOAL #7

Build strong relationships with stakeholders in the public sector to collectively identify and tackle disparities, systemic barriers and systemic racism, and transform the system.

### Action #15

Seek out and create opportunities to have dialogue, build relationships and share learnings, and advocate for other stakeholders to be able to effectively contribute to a 'whole system' response to systemic issues

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
<b>15.1 Collaborate with other policing jurisdictions and stakeholders to share knowledge, lessons and best practices on cultivating an inclusive, equitable, and psychologically and culturally safe workplace</b>	Reconciliation & Community Relationships	<b>Equity, Inclusion &amp; Human Rights</b>	#/type of knowledge-sharing engagements and events  Internal and external communication shared	✓			
<b>15.2 Participate in cross-sectoral tables and panels, and present at relevant conferences and events to share learnings gained throughout the Service's journey in working on its priority of cultivating a respectful, inclusive, equitable, and psychologically and culturally safe workplace</b>	Listening & Understanding  Reconciliation & Community Relationships	<b>Equity, Inclusion &amp; Human Rights</b>	# of submissions and attendance to conferences, knowledge-sharing events  Internal and external communication shared  # and nature of feedback/questions  # of new partnerships and contacts	✓			

<p><b>15.3 Advocate alongside key stakeholders, for increased resources and the expansion of programs that serve marginalized populations, particularly those experiencing mental health, homelessness, and/or addiction issues, including the MCIT program, community-based crisis services, affordable housing and peer-led organizations operated by and for persons with mental health, homelessness, and/or addictions histories</b></p>	<p>Policies, Processes &amp; Procedures</p> <p>Listening &amp; Understanding</p> <p>Reconciliation &amp; Community Relationships</p>	<p><b>Community Partnerships &amp; Engagement</b></p>	<p># and type of key stakeholders</p> <p># and type of engagements, advocacy activities</p> <p>Expansion of programs including MCIT</p> <p># and type of new and existing resources that serve marginalized populations</p> <p>Feedback from communities and stakeholders</p>		<p>✓</p>		
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**Action #16**  
 Assume a broader, multi-sectoral approach in the planning and delivery of services and initiatives by collaborating with partners and stakeholders from various sectors and levels on matters related to equity and human rights in policing

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
<p><b>16.1 Partner with policing services across the province in Canada to come up with collective solutions to address workplace harassment and discrimination</b></p>	<p>Policies, Processes &amp; Procedures</p> <p>Listening &amp; Understanding</p> <p>Reconciliation &amp; Community Relationships</p>	<p><b>Community Partnerships &amp; Engagement</b></p>	<p># of policing service partners</p> <p>#/type of engagements with policing services</p> <p>Report on collective solutions to address workplace harassment and discrimination</p> <p>Feedback from members</p> <p>Updated policies, processes, and procedures</p>		<p>✓</p>		

<p><b>16.2 Strengthen existing and build new community-driven approaches and partnerships that help marginalized individuals experiencing mental health, homelessness, and/or addictions issues access information, supports and resources</b></p>	<p>Listening &amp; Understanding Reconciliation &amp; Community Relationships</p>	<p><b>Community Partnerships &amp; Engagement</b></p>	<p>#/nature of community-driven partnerships # and type of engagements Development of approach and plan Feedback from partners</p>	<p>✓</p>			
<p><b>16.3 Engage and work with hospital partners to ensure timely transfers of care in emergency departments for individuals who have been apprehended under the Mental Health Act</b></p>	<p>Policies, Processes &amp; Procedures Listening &amp; Understanding Reconciliation &amp; Community Relationships</p>	<p><b>Community Partnerships &amp; Engagement</b></p>	<p># of hospital partners #/type of engagements Feedback from engagements Revised applicable processes</p>		<p>✓</p>		

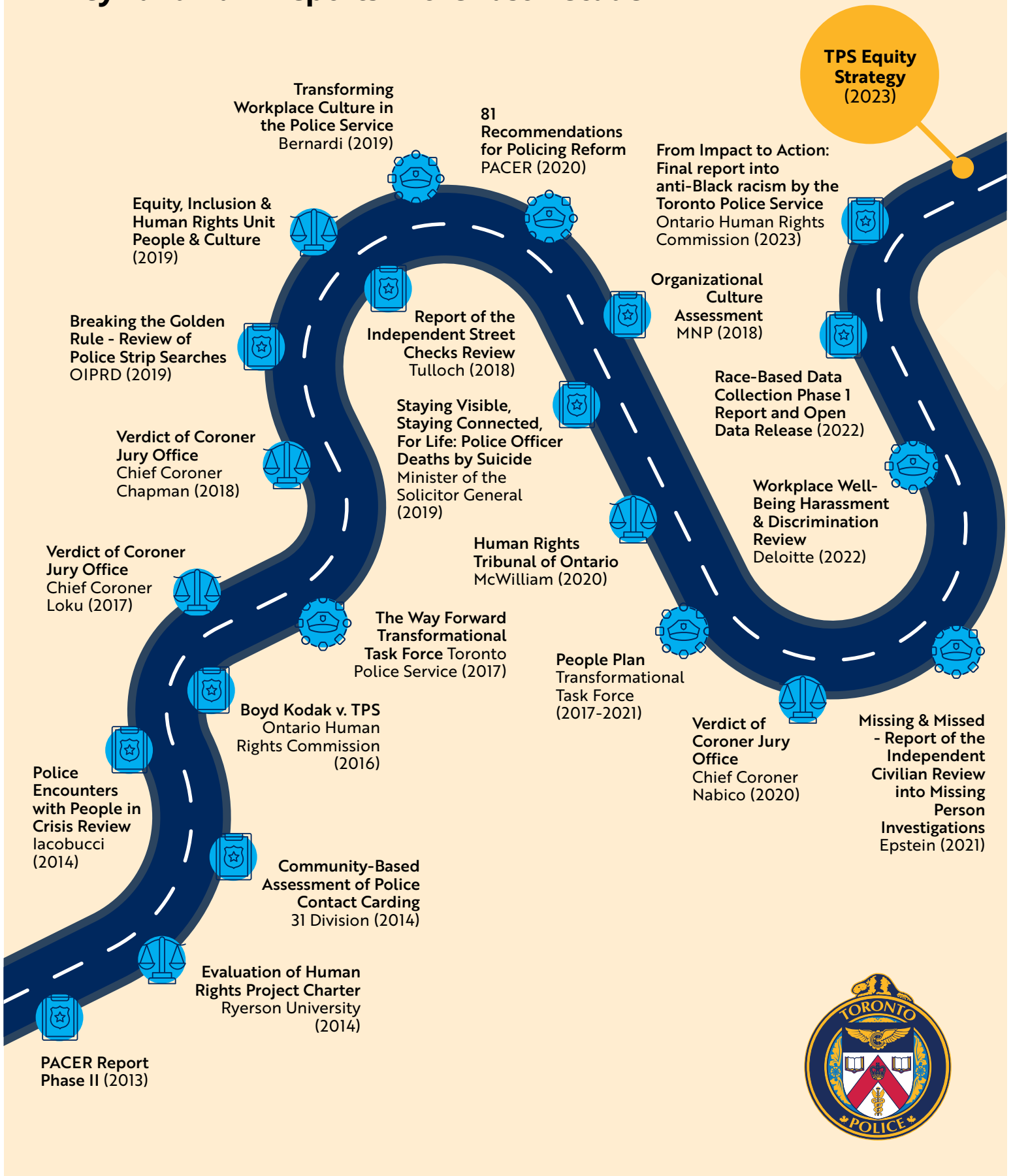
# TPS Equity Strategy

## The Road to Creating an Inclusive Workplace & Fairness in Community Safety

### WHY A STRATEGY?

- ▶ **Calls for action** demanding change to our society and public sector institutions
- ▶ **Commit the Service** to do the work needed and **create accountability for driving systemic change** toward fair and unbiased policing, and improving trust in and within the Service
- ▶ **Acknowledge our gaps and challenges**, and take a proactive, progressive and collaborative approach
- ▶ **Develop one consistent Service-wide approach and strategy** for our members and communities to work with and hold the Service accountable

# Key Landmark Reports in the Last Decade



**A thoughtful, evidence-based approach that reflects the voices and experience of our communities and members**

#### PAST REPORTS AND HISTORY

Over 20 reports and 1,100 recommendations have been considered

#### 12 FOCUS GROUPS + 2 WORKPLACE SURVEYS

#### RBDC FINDINGS

#### COMMUNITY & STAKEHOLDER ENGAGEMENTS

Surveys, town halls, engagement & consultation sessions

#### PARTNERSHIPS

e.g., Wellesley Institute, Mokwateh

#### BEST PRACTICES AND TEAM EXPERTISE

Research, literature scans and reviews on existing & up-and-coming equity-based approaches, strategies, resources

## The work is already underway...

### SOME HIGHLIGHTS:



Implementing 81 Recommendations for Police Reform



Instituted mandatory anti-racism, Indigenous experience and gender diversity and trans inclusion training, taught by experienced civilian instructors



Race and Identity-based Data Collection



Revised board policy on hiring and promotions



Partnered with Gerstein Crisis Centre and Toronto Community Crisis Centre on call diversion



Co-lead the provincial Working Group on Respectful Workplaces in Policing, and modernize complaints and investigative processes



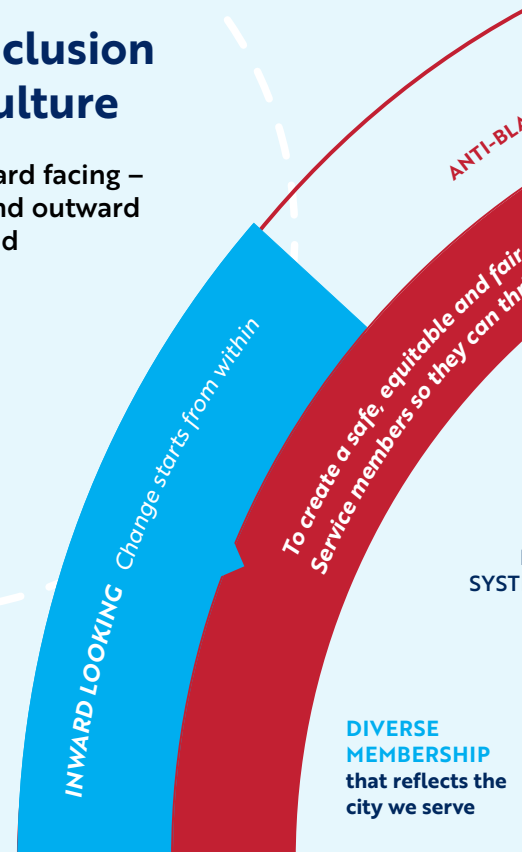
Revised 22+ Service Procedures through a newly revitalized Governance Equity Review process



Published the Know Your Rights Campaign

## Anti-Racism, Inclusion & Workplace Culture

This strategy is both inward facing – for Service members – and outward facing – for the public and communities we serve



## ...and we're seeing some results

**1,427 MEMBERS (SUPERVISORS)** who received sexual harassment training (100%)

**7,030 MEMBERS** who received Indigenous experience training (85%)

**7,341 MEMBERS** who received anti-Black racism training (89%)

**39% INCREASE IN BLACK CADETS** from 2020 vs. 2022

**55% WOMEN CIVILIAN OFFICERS** vs. 47% total civilians

**100+ RESOLUTIONS** through alternative channels

**67% OF NEWLY SELECTED SPECIAL CONSTABLES (August 2022 cohort)** belong to **RACIALIZED GROUPS**

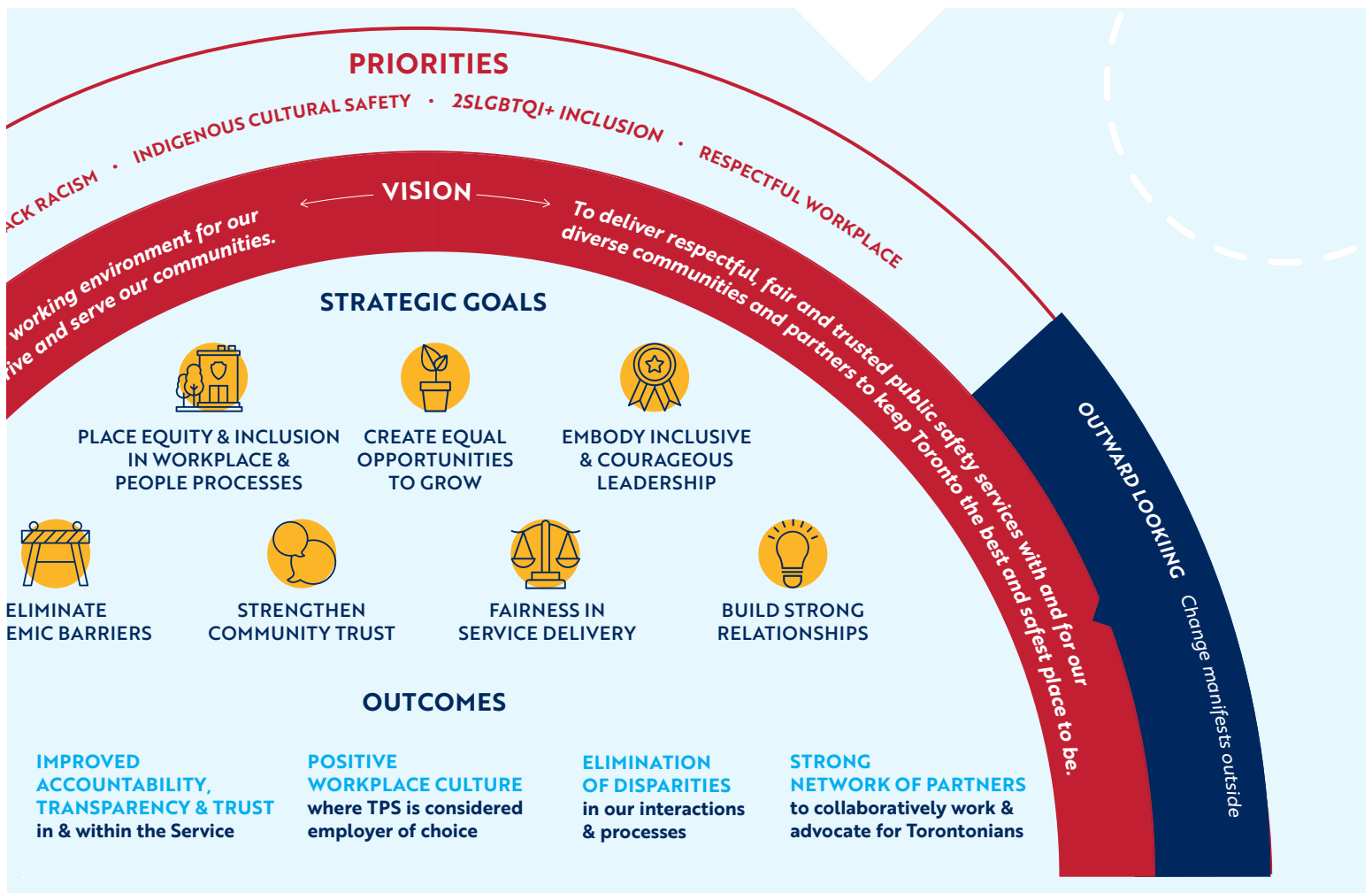
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**25% WOMEN UNIFORM SENIOR OFFICERS** vs. 13% in 2019

**752 ACUTELY ELEVATED RISK (AER) SITUATIONS** brought to FOCUS tables vs. 686 in 2021

**30,000+ RESPONDENTS** to socio-demographic surveys

**69% REDUCTION IN POLICE CONTACTS** post-FOCUS intervention



# From Strategy to Action

A living plan that is influenced and informed by historical and current challenges faced by the Service.

## PRIORITY-SPECIFIC IMPLEMENTATION PLANS

1. Confronting Anti-Black Racism
2. Indigenous Cultural Safety
3. Fostering 2SLGBTQI+ Inclusion
4. Cultivating a Respectful Workplace



## Organization-wide actions to drive change

### IMPLEMENTATION PLANS AND ACTIONS SPAN 20 PROGRAM AREAS

#### HR PROGRAMS & PROCESS

1. Develop HR programming that allows members to reach full potential and understand gaps (e.g., career pathing, 360 review)
2. Recruitment, hiring and promotional process review
3. Incorporate equity lens into competencies and performance management

#### TRAINING & PROFESSIONAL DEVELOPMENT

4. Develop, augment and review equity and scenario-based training
5. Create, enhance and increase access to leadership and professional development opportunities and resources
6. Co-develop and co-deliver immersive community experience programs

#### INTERNAL ENGAGEMENT & SUPPORT

7. Greater internal engagement and augmenting the role of ISNs
8. Incorporate inclusive and culturally sensitive wellness supports and resources
9. Transparency and accountability through internal and external communications

#### CREATING A RESPECTFUL & EQUITABLE WORKPLACE

10. Development and enhancement of norms, policies and procedures around civility and respectful and equitable workplace
11. Modernized a victim-centered approach towards complaints, investigations, harassment and resolution processes, and comply with legislative requirements
12. Public acknowledgement of recognizing Indigenous peoples and the land we live on, and their historical and current relationship with the justice system

#### DATA COLLECTION, ANALYSIS & EVALUATION

13. Collect and analyze internal and external race and identity-based data collection
14. Develop monitoring, evaluation and surveying capacities of Service programs and service delivery

#### COMMUNITY SAFETY & EQUITY IN POLICING

15. Community safety and well-being centered models and programs
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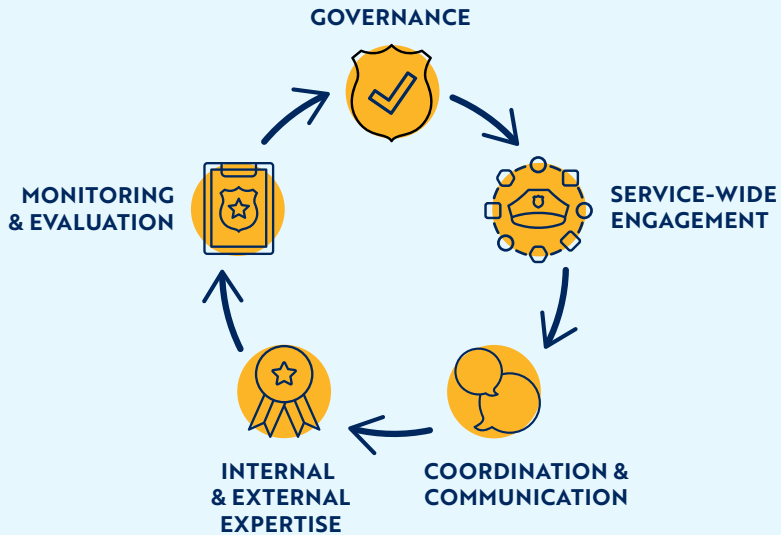
#### COMMUNITY ENGAGEMENT & COLLABORATIONS

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# Co-Design, Co-Develop, Co-Deliver...

With community,  
our members and  
priority areas at the  
centre



## Bringing it all together

A long term implementation plan that is tactically focused on 24-36 month timelines

**GOAL #1**  
Place equity, inclusion, and fairness at the heart of how we recruit, promote, and retain our members to reflect the unique diversity of our city.

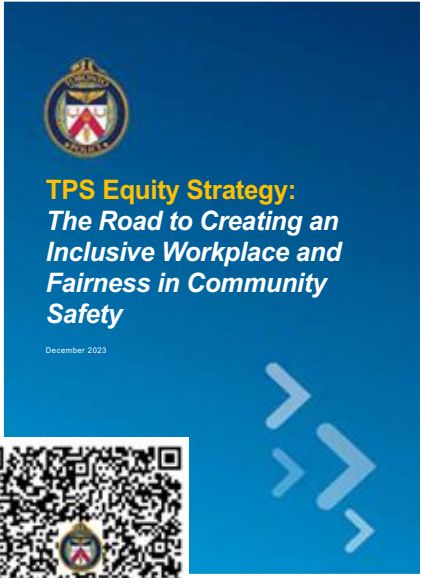
**Action #1**  
Develop and strengthen policies, processes and practices – with a focus on human resources and people management – to ensure, include and empower diversity in all parts of the Service, especially where there is underrepresentation

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
<b>1.1</b> Develop and co-design new recruitment campaigns to attract underrepresented applicants with a range of lived experiences including education, career history, family status, age, gender identity, sexual orientation and socio-economic status	HR Programs Policies, Processes & Procedures	Talent Acquisition	#% of underrepresented applicants Success rate of underrepresented applicants		✓		
<b>1.2</b> Embed an anti-racism lens to job postings, interview aids, testing and investigative backgrounds	HR Programs Policies, Processes & Procedures	Talent Acquisition	Equity in interview investigative Feedback				✓

DOWNLOAD THE TPS EQUITY STRATEGY AT:

[tps.to/equity-strategy](https://tps.to/equity-strategy)

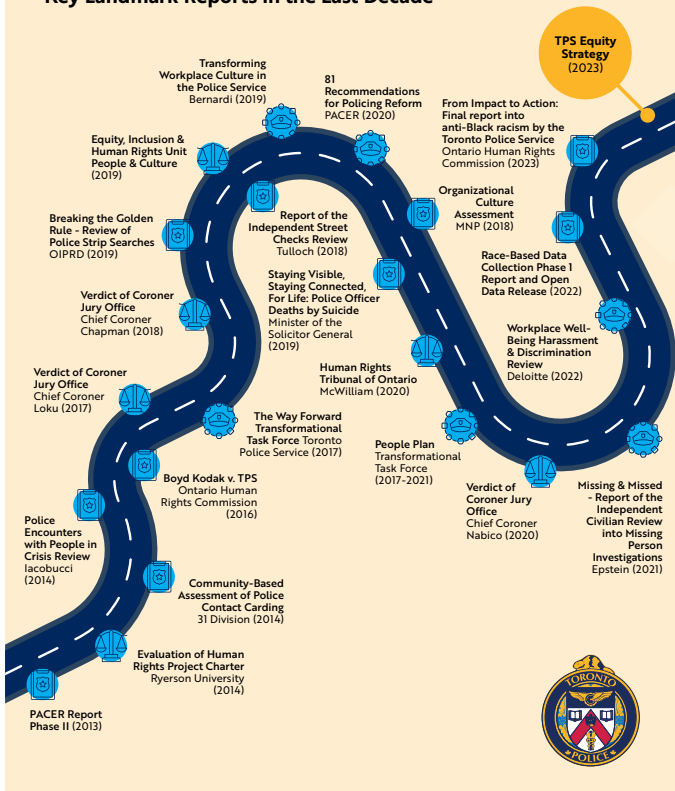
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Artwork: Saasha Gupta, 2023 Youth In Policing Initiative graduate

Artwork: Neeka Sheppard, 2023 Youth In Policing Initiative graduate

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Last Updated: March 2024

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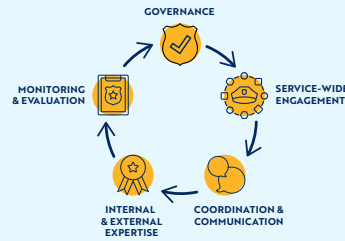
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Artwork: Valentina Ramos, 2023 Youth In Policing Initiative graduate

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The Road to Creating an Inclusive Workplace & Fairness in Community Safety

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SUR ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS		
				Completed (Legacy)	In Progress	Not yet started
				2024	2025+	
1.1 Develop and co-design new recruitment campaigns to attract underrepresented applicants with a range of lived experiences including education, career history, family status, age, gender identity, sexual orientation and socioeconomic status	HR Programs Policies, Processes & Procedures	Talent Acquisition	8% of underrepresented applicants Success rate of underrepresented applicants	✓		
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QUESTIONS? CONTACT US:  
[equityinclusion@torontopolice.on.ca](mailto:equityinclusion@torontopolice.on.ca)



Artwork: Sascha Gupta, 2023 Youth In Policing Initiative graduate

### WHY A STRATEGY?

- **Calls for action** demanding change to our society and public sector institutions
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- **Develop one consistent Service-wide approach and strategy** for our members and communities to work with and hold the Service accountable



## PUBLIC REPORT

**March 18, 2024**

To: Chair and Members  
Toronto Police Services Board

From: Myron Demkiw  
Chief of Police

**Subject: Auxiliary Members – Termination of Appointments:  
January 1, 2023 to December 31, 2023**

**Purpose:**  Information Purposes Only  Seeking Decision

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

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

- 1) terminate the appointments of 64 Auxiliary members who are identified in Appendix "A", as they are no longer available to perform their duties due to resignations, retirements, or they are deceased; and
- 2) notify the Ministry of Solicitor General about the termination of appointments of these 64 Auxiliary members.

### **Summary:**

The purpose of this report is to terminate 64 Auxiliary members' appointments and notify the Ministry of the Solicitor General about such changes.

### **Discussion:**

#### ***Background***

Auxiliary members are governed by the Police Services Act (P.S.A.); Revised Statutes of Ontario, 1990; Policing Standards Guidelines; Board Policy TPSB A1-004; Toronto Police Service (T.P.S.) Governance; T.P.S. Standards of Conduct; and T.P.S. Service Procedure 14-20 entitled, "Auxiliary Members."

**TORONTO POLICE SERVICES BOARD**

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

Under section 52(1) of the P.S.A., the Board is authorized to appoint and suspend, or terminate the appointment of Auxiliary members, subject to the approval of the Minister of the Solicitor General. With respect to the suspension or termination of the appointment of an Auxiliary member, section 52(2) of the P.S.A. states, "If the Board suspends or terminates the appointment of an Auxiliary member of the police service, it shall promptly give the Solicitor General written notice of the suspension or termination."

***Terminated Auxiliary members***

The termination of 64 Auxiliary appointments listed in Appendix "A," are required as these members are no longer available to perform their duties due to resignations, retirements, or they are deceased. The following terminations occurred between January 1, 2023 and December 31, 2023:

Rank	# of Terminated Auxiliary Members
Inspector	1
Staff Sergeant	1
Sergeant	2
Constables	60

The T.P.S. will retain 21 of these members as they embark in new careers as Police Constables (fifteen members), District Special Constables (three members) and as a Parking Enforcement Officer (one member).

***Conclusion:***

In accordance with section 52(2) of the P.S.A., this report recommends that the Board terminate the appointment of 64 Auxiliary members listed in Appendix "A," and to make notification to the Ministry of the Solicitor General of such changes.

***Financial Implications:***

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

Respectfully submitted,

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

***Attachments:***

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Appendix A: Auxiliary Terminations of Appointment January 1 to December 31, 2023

Appendix A: Auxiliary Terminations of Appointment January 1 to December 31, 2023

SURNAME	FIRST NAME	RANK	BADGE
CODIRENZI	MAURO	PC	51321
BAULKE	COLIN	PC	52134
CHU	KUO SHIANG	PC	52030
ELLIOTT	BRIAN	PC	51510
LEUNG	CHRISTOPHER	PC	51917
SINGH	MANDEEP	PC	52079
KAUR	RAJINDER	PC	52083
BHANOT	KARAN	PC	52099
BRIDGE	GORDON	PC	51675
NEAL	WILLIAM	PC	50912
MCCORMICK	JOHN	PC	51569
SHARMA	VEENA	PC	51833
ANGUS	SEAN	PC	52152
KIRBIYIK	ERDOGAN	PC	51997
CHIPMAN	KEITH	PC	50179
SASSO	CHRISTOPHER	PC	52123
ORPIN	NATHAN	PC	52117
KIEFTE	SEAN	PC	51910
DRUMMOND-HAY	KATHLEEN	PC	51335
CHEN	XUXING	PC	52089
YU	YUNCHAO	PC	52161
BUJAS	JOANNA	PC	52041
LAU	MARTIN	PC	51991
DHALIWAL	SARABJIT	PC	51478
LAWRENCE	DERRON	INSP	50776
DILEO	FRANK	SGT	50760
PATEL	IDRISH	PC	51454
MITCHELL	PETER	S/SGT	51781
HUYNH	CINDY	PC	52062
LIN	PEI-WEN	PC	52013
BAY	NOLAN	PC	51922

VIJ	ASEEM	PC	52127
PHILLIPS	SHANTEL	PC	51810
VERMA	DEEPINDER	PC	52189
WONG	RAYMOND	PC	51919
PESHTWA	RINABEN	PC	52119
FIRESTONE	JARRYD	PC	51937
ZOMPA	TENZIN	PC	51879
QAZI	RAYAZ	PC	52085
FRYER	BRANDON	PC	51543
CANONIGO	BRIAN	PC	52139
SINGH	HARJOT	PC	52176
BHATTI	AMAN	PC	52070
HWANG	ANDREW	PC	51948
MCLEISH	MARK	PC	51221
MILLO	TRISTAN	PC	51267
PHONGE	SAMAR	PC	52120
ARVANITIS	PETER	PC	51995
KINCHSULAR	THOMAS	PC	52112
QUESADA	KIMBERT	PC	52121
ELHARAR	MAYER	PC	51479
MUNIR	ARSALAN	PC	51760
PURI	RANJANA	SGT	51516
KARIMI	OMAR	PC	52217
SHAHID	MOEEZ	PC	52027
CHAN	JOHN	PC	52173
GOLASZEWSKI	DOMINIK	PC	52183
BROWN	EVAN	PC	52182
QUINN	TREVOR	PC	51850
JABANESAN	JESHURUM	PC	52160
ONG	JORDAN	PC	52215
MONTENEGRO	JEFFREY	PC	52000
QIU	ZICHENG	PC	52201
BHATIA	MANJIT	PC	52042



## PUBLIC REPORT

**February 1, 2024**

To: Members  
Toronto Police Services Board

From: Ann Morgan  
Chair

**Subject: Annual Report – 2023 Use of the Toronto Police Services Board’s Image**

**Purpose:**  Information Purposes Only  Seeking Decision

### **Summary:**

The Toronto Police Services Board (Board) delegated to the Chair the authority to approve use of the Board’s crest. The purpose of this report is to inform that Board that during the period of January 1, 2023 to December 31, 2023, three requests were received and approved.

### **Discussion:**

#### ***Background***

The Board’s policy entitled Delegation Use of Crest, delegates to the Chair the authority to approve requests for the use of the Board image (i.e., the Board’s crest), and requires that an annual report be submitted to the Board by the Chair listing all requests for the use of the Board’s image. This report is being submitted to the Board for information purposes.

In 2023, three requests were received and approved. Table A lists each request for the use of the Board’s image, the purpose and the decision made.



Table A

<b>External/Internal Requester</b>	<b>Purpose</b>	<b>Decision &amp; Date</b>
Toronto Police Amateur Athletic Association (T.P.A.A.A.) <b>Internal</b>	Use of Board's image to recognize the Board's funding contribution to the T.P.A.A.A. "World Police and Fire Games". Image was used on athlete's t-shirts who attended the event.	In accordance with the Board's Policy, the Chair approved the use of Board image on May 31, 2023.
The Association of Black Law Enforcers (A.B.L.E.) <b>External</b>	Use of the Board's image to recognize funding contribution used at A.B.L.E.'s 31 <sup>st</sup> Annual Scholarship and Awards Gala. Image included in the event program.	Approved by the Board on October 19, 2023 (P2023-1019-9.0. refers).
The Canadian Institute (C.I.) <b>External</b>	Use of the Board's image to recognize the Board's participation, as guest speaker, at C.I.'s "Canadian Congress On Real Time Crime Operations" conference. Image included in the cover brochure and on C.I.'s website.	In accordance with the Board's Policy, the Chair approved the use of the Board image on November 1, 2023.

**Conclusion:**

This report provides the Board with a summary of all requests for the use of the Board image in 2023.

**Recommendation(s):**

This report recommends that Board receive this report for information.

**Financial Implications:**

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

Respectfully submitted,



Ann Morgan  
Chair



## PUBLIC REPORT

February 6, 2024

To: Chair and Members  
Toronto Police Services Board

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

**Subject: Annual Report: 2023 Statistical Report Municipal  
Freedom of Information and Protection of Privacy Act**

**Purpose:**  Information Purposes Only  Seeking Decision

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

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

- 1) receive the 2023 Municipal Year-End Statistical Report, Information and Privacy Commissioner of Ontario; and
- 2) approve the electronic submission of the 2023 Municipal Year-End Statistical Report to the Information and Privacy Commissioner of Ontario, on behalf of the Board.

### **Financial Implications:**

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

### **Summary:**

The purposes of the *Municipal Freedom of Information and Protection of Privacy Act (Act)* are to:

1. provide a right of access to information under the control of institutions; and

2. protect the privacy of individuals with respect to personal information about themselves held by institutions, and to provide individuals with a right of access to that information.

Freedom of Information (F.O.I.) requests received by the Toronto Police Service (Service) are processed by the Access and Privacy Section (A.P.S.). The Service is legislated to provide an annual statistical report to the Information and Privacy Commissioner of Ontario (I.P.C.).

The purpose of this report is to provide the Board with the Service’s Annual Municipal Year-End Statistical Report - I.P.C. and obtain approval for the electronic submission of the report to the I.P.C.

## **Discussion:**

### **Background**

In 2023, A.P.S. received 4,984 F.O.I. requests for access to information held by the Service in accordance with the *Act*. This represents an increase of 929 requests (22.9%) compared to the 4,055 requests received in 2022. The total number of files carried over from 2023 to 2024 is 534.

### **Compliance Rate:**

The *Act* requires that requests for information received by an organization be responded to within 30 days. Throughout 2023, 4,790 requests were completed. The 2023 average compliance rate for requests completed within the mandated 30-day period was 76.13%.

As shown in Table 1 below, the compliance rate in 2023 varied from 67.63% to 81.00%.

<b>Table 1: A.P.S. Compliance Rate by Percentage 2022 - 2023</b>												
	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>	<b>Jul</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>
<b>2022</b>	71.98	87.02	74.84	81.05	78.45	74.93	77.87	72.53	77.36	74.44	77.18	74.36
<b>2023</b>	75.66	81.00	76.15	78.76	78.90	76.08	74.68	67.63	74.41	69.27	80.24	80.86

### **Appeals:**

As stipulated by the *Act*, a requester has the right to appeal the Service’s decision to the I.P.C. Upon receipt of an appeal application, a mediation process between the Service’s assigned Disclosures Analyst and a Mediator from the I.P.C. is initiated and can occur over the period of several months, or years with some requests. This process may involve further searches being conducted, additional consultation with subject matter experts and rendering a new access decision to resolve mediation issues. If the appellant is not satisfied with the outcome of the mediation, the appeal may proceed to the adjudication stage. The Service received 44 appeals submitted to the I.P.C. in 2023.

### ***Consultations:***

A.P.S. is responsible for responding to consultations from external agencies. Such agencies include, but are not limited to, other police services, the Canada Border Services Agency, Ministry of the Attorney General, Department of Justice, and the Ministry of the Solicitor General. While the process can be similar to completing a F.O.I. request, these requests are not captured in the I.P.C. Annual Statistical Report. The Service received 49 consultations throughout 2023, a slight increase from the 38 consultations received in 2022.

### ***I.P.C. Reporting Requirements:***

In the I.P.C. Annual Report, requests received are divided into two categories; Personal Information and General Records. These two categories are further separated by source of requests (e.g. Individual/Public, Business and Media, etc.).

As required by the I.P.C., disclosure of requests are divided into three sections; information released in full, information released in part, or information not released.

Due to the nature of police records, A.P.S. often discloses records in part, in order to protect the privacy interests of third parties, e.g., removing personal identifiers from the records. Additionally, access to Service records directly relating to matters currently under investigation and/or before the courts, are typically denied in full.

As the disclosure of records through the F.O.I. process is strictly governed by the *Act*, the application of Section 8 (Law Enforcement) and Section 14 (Personal Privacy) continue to be the most commonly used exemptions prohibiting access to police records. These sections are referenced in Appendix A.

### ***Key Highlights/Issues/Challenges:***

In 2023, A.P.S. continued to be impacted by increasing demands of processing requests for information. Meeting the mandated 30-day compliance outlined in Section 19 of the *Act*, continues to be challenging. As annually reported, this is mainly due to the increasing number of requests, the complexity of the requests, the volume of responsive records, type of information requested, the medium of the formatted records, and the need to consult with various internal and external stakeholders.

In accordance with Board Policy, the Service now reports quarterly statistics on B.W.C. requests on the T.P.S. Public Safety Data Portal. When preparing B.W.C. records for release, the A.P.S. Disclosures Analyst expends a great deal of time reviewing and editing these records taking into account Service considerations and legislated requirements under the *Act*. We expect this workload to continue to increase as it is anticipated the number of requests received will trend higher in 2024.

The Service and the A.P.S team will continue to approach their work by using

technology, exploring process efficiencies, and training team members to ensure best practices are continuously employed.

***Relevant Board Policies and Compliance***

- *Municipal Freedom of Information and Protection of Privacy Act*

***Conclusion:***

This report provides the Board with the 2023 Municipal Year-End Statistical Report, which has been prepared in accordance with the guidelines stipulated by the I.P.C., and is to be electronically submitted to the I.P.C. by April 1, 2024.

Despite the aforementioned challenges, A.P.S. staff continued to provide the public with access to information held by the Service as expeditiously as possible.

Mr. Colin Stairs, Chief Information Officer will be in attendance to answer any questions the Board may have regarding this report.

Respectfully submitted,

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

***Attachments:***

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*Municipal Freedom of Information and Protection of Privacy Act – Section 8*

## APPENDIX A

For the Board's reference, Section 8 of the Act states:

### **Law enforcement**

*8.(1) A head may refuse to disclose a record if the disclosure could reasonably be expected to,*

- (a) interfere with a law enforcement matter;*
- (b) interfere with an investigation undertaken with a view to a law enforcement proceeding or from which a law enforcement proceeding is likely to result;*
- (c) reveal investigative techniques and procedures currently in use or likely to be used in law enforcement;*
- (d) disclose the identity of a confidential source of information in respect of a law enforcement matter, or disclose information furnished only by the confidential source;*
- (e) endanger the life or physical safety of a law enforcement officer or any other person;*
- (f) deprive a person of the right to a fair trial or impartial adjudication;*
- (g) interfere with the gathering of or reveal law enforcement intelligence information respecting organizations or persons;*
- (h) reveal a record which has been confiscated from a person by a peace officer in accordance with an Act or regulation;*
- (i) endanger the security of a building or the security of a vehicle carrying items, or of a system or procedure established for the protection of items, for which protection is reasonably required;*
- (j) facilitate the escape from custody of a person who is under lawful detention;*
- (k) jeopardize the security of a centre for lawful detention; or*
- (l) facilitate the commission of an unlawful act or hamper the control of crime. R.S.O. 1990, c. M.56, s 8 (1); 2002, c. 18, Sched. K, s. 14 (1).*

### **Idem**

*(2) A head may refuse to disclose a record,*

- (a) that is a report prepared in the course of law enforcement, inspections or investigations by an agency which has the function of*

*enforcing and regulating compliance with a law;*

*(b) that is a law enforcement record if the disclosure would constitute an offence under an Act of Parliament;*

*(c) that is a law enforcement record if the disclosure could reasonably be expected to expose the author of the record or any person who has been quoted or paraphrased in the record to civil liability; or*

*(d) that contains information about the history, supervision or release of a person under the control or supervision of a correctional authority. R.S.O. 1990, c. M.56, s. 8 (2); 2002, c. 18, Sched. K, s. 14 (2).*

### **Refusal to confirm or deny existence of record**

*(3) A head may refuse to confirm or deny the existence of a record to which subsection (1) or (2) applies. R.S.O. 1990, c. M.56, s. 8 (3).*

### **Exception**

*(4) Despite clause (2) (a), a head shall disclose a record that is a report prepared in the course of routine inspections by an agency that is authorized to enforce and regulate compliance with a particular statute of Ontario. R.S.O. 1990, c.M.56, s.8 (4).*

### **Idem**

*(5) Subsections (1) and (2) do not apply to a record on the degree of success achieved in a law enforcement program including statistical analyses unless disclosure of such a record may prejudice, interfere with or adversely affect any of the matters referred to in those subsections. R.S.O. 1990, c. M.56, s. 8 (5).”*

Further, Section 14 of the Act states:

### **Personal privacy**

*14.(1) A head shall refuse to disclose personal information to any person other than the individual to whom the information relates except,*

*(a) upon the prior written request or consent of the individual, if the record is one to which the individual is entitled to have access;*

- (b) in compelling circumstances affecting the health or safety of an individual, if upon disclosure notification thereof is mailed to the last known address of the individual to whom the information relates;*
- (c) personal information collected and maintained specifically for the purpose of creating a record available to the general public;*
- (d) under an Act of Ontario or Canada that expressly authorizes the disclosure;*
- (e) for a research purpose if,*
  - (i) the disclosure is consistent with the conditions or reasonable expectations of disclosure under which the personal information was provided, collected or obtained,*
  - (ii) the research purpose for which the disclosure is to be made cannot be reasonably accomplished unless the information is provided in individually identifiable form, and*
  - (iii) the person who is to receive the record has agreed to comply with the conditions relating to security and confidentiality prescribed by the regulations; or*
- (f) if the disclosure does not constitute an unjustified invasion of personal privacy. R.S.O. 1990, c. M.56, s. 14 (1).*

**Criteria re invasion of privacy**

- (2) A head, in determining whether a disclosure of personal information constitutes an unjustified invasion of personal privacy, shall consider all the relevant circumstances, including whether,*
- (a) the disclosure is desirable for the purpose of subjecting the activities of the institution to public scrutiny;*
  - (b) access to the personal information may promote public health and safety;*
  - (c) access to the personal information will promote informed choice in the purchase of goods and services;*
  - (d) the personal information is relevant to a fair determination of rights affecting the person who made the request;*
  - (e) the individual to whom the information relates will be exposed unfairly to pecuniary or other harm;*
  - (f) the personal information is highly sensitive;*
  - (g) the personal information is unlikely to be accurate or reliable;*
  - (h) the personal information has been supplied by the individual to whom the information relates in confidence; and*



- (i) the disclosure may unfairly damage the reputation of any person referred to in the record. R.S.O. 1990, c. M.56, s. 14 (2).

### **Presumed invasion of privacy**

- (3) A disclosure of personal information is presumed to constitute an unjustified invasion of personal privacy if the personal information,
- (a) relates to a medical, psychiatric or psychological history, diagnosis, condition, treatment or evaluation;
  - (b) was compiled and is identifiable as part of an investigation into a possible violation of law, except to the extent that disclosure is necessary to prosecute the violation or to continue the investigation;
  - (c) relates to eligibility for social service or welfare benefits or to the determination of benefit levels;
  - (d) relates to employment or educational history;
  - (e) was obtained on a tax return or gathered for the purpose of collecting a tax;
  - (f) describes an individual's finances, income, assets, liabilities, net worth, bank balances, financial history or activities, or creditworthiness;
  - (g) consists of personal recommendations or evaluations, character references or personnel evaluations; or
  - (h) indicates the individual's racial or ethnic origin, sexual orientation or religious or political beliefs or associations. R.S.O. 1990, c. M.56, s. 14 (3).

### **Limitation**

- (4) Despite subsection (3), a disclosure does not constitute an unjustified invasion of personal privacy if it,
- (a) discloses the classification, salary range and benefits, or employment responsibilities of an individual who is or was an officer or employee of an institution;
  - (b) discloses financial or other details of a contract for personal services between an individual and an institution; or
  - (c) discloses personal information about a deceased individual to the spouse or a close relative of the deceased individual, and the head is satisfied that, in the circumstances, the disclosure is desirable for compassionate reasons. R.S.O. 1990, c. M.56, s. 14 (4); 2006, c. 19, Sched. N, s. 3 (2).

**Refusal to confirm or deny existence of record**

*(5) A head may refuse to confirm or deny the existence of a record if disclosure of the record would constitute an unjustified invasion of personal privacy. R.S.O. 1990, c. M.56, s. 14 (5)."*



The Year-End Statistical Report  
for the  
Information and Privacy Commissioner of Ontario

**Statistical Report of  
Toronto Police Service  
for the Reporting Year 2023**  
**for**  
*Municipal Freedom of Information and Protection of Privacy  
Act*

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Section 1: Identification

<b>1.1</b>	Organization Name	Toronto Police Service
	Head of Institution Name & Title	Ann Morgan / TPSB Chair
	Head of Institution E-mail Address	board@tpsb.ca
	Management Contact Name & Title	Jarrod Dore / Mgr., Information Privacy & Security
	Management Contact E-mail Address	jarrod.dore@torontopolice.on.ca
	Primary Contact Name & Title	Paul McGee / Coordinator
	Primary Contact Email Address	APS.Coordinator@torontopolice.on.ca
	Primary Contact Phone Number	4168087848
	Primary Contact Fax Number	4168087857
	Primary Contact Mailing Address 1	40 College Street
	Primary Contact Mailing Address 2	4th Floor
	Primary Contact Mailing Address 3	
	Primary Contact City	Toronto
	Primary Contact Postal Code	M5G 2J3
<b>1.2</b>	Your institution is:	Police Services Board

Section 2: Inconsistent Use of Personal Information

<b>2.1</b>	Whenever your institution uses or discloses personal information in a way that differs from the way the information is normally used or disclosed (an inconsistent use), you must attach a record or notice of the inconsistent use to the affected information.	0
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**Your institution received:**

- No formal written requests for access or correction
- Formal written requests for access to records
- Requests for correction of records of personal information only

### Section 3: Number of Requests Received and Completed

Enter the number of requests that fall into each category.

	Personal Information	General Records
3.1 New Requests received during the reporting year	4004	980
3.2 Total number of requests completed during the reporting year	3773	1017

### Section 4: Source of Requests

Enter the number of requests you completed from each source.

	Personal Information	General Records
4.1 Individual/Public	3019	44
4.2 Individual by Agent	735	45
4.3 Business	15	141
4.4 Academic/Researcher	1	5
4.5 Association/Group	2	22
4.6 Media	1	25
4.7 Government (all levels)	0	735
4.8 Other	0	0
4.9 Total requests (Add Boxes 4.1 to 4.8 = 4.9)	3773	1017

BOX 4.9 must equal BOX 3.2

### Section 5: Time to Completion

How long did your institution take to complete all requests for information? Enter the number of requests into the appropriate category. How many requests were completed in:

	Personal Information	General Records
5.1 30 days or less	2994	725
5.2 31 - 60 days	400	117
5.3 61 - 90 days	140	53
5.4 91 days or longer	239	122
5.5 Total requests (Add Boxes 5.1 to 5.4 = 5.5)	3773	1017

BOX 5.5 must equal BOX 3.2

### Section 6: Compliance with the Act

In the following charts, please indicate the number of requests completed, within the statutory time limit and in excess of the statutory time limit, under each of the four different situations:

- NO notices issued;
- BOTH a Notice of Extension (s.27(1)) and a Notice to Affected Person (s.28(1)) issued;
- ONLY a Notice of Extension (s.27(1)) issued;
- ONLY a Notice to Affected Person (s.28(1)) issued.

Section 6: Compliance with the Act

Please note that the four different situations are mutually exclusive and the number of requests completed in each situation should add up to the total number of requests completed in Section 3.2.(Add Boxes 6.3 + 6.6 + 6.9 + 6.12 = BOX 6.13 and BOX 6.13 must equal BOX 3.2)

**A. No Notices Issued**

	Personal Information	General Records
6.1 Number of requests completed within the statutory time limit (30 days) where neither a Notice of Extension (s.20(1)) nor a Notice to Affected Person (s.21(1)) were issued.	2990	725
6.2 Number of requests completed in excess of the statutory time limit (30 days) where neither a Notice of Extension (s.20(1)) nor a Notice to Affected Person (s.21(1)) were issued.	710	285
6.3 Total requests (Add Boxes 6.1 + 6.2 = 6.3)	3700	1010

**B. Both a Notice of Extension (s.27(1)) and a Notice to Affected Person (s.28(1)) Issued**

	Personal Information	General Records
6.4 Number of requests completed within the time limits permitted under both the Notice of Extension (s.27(1)) and a Notice to Affected Person (s.28(1)).	1	0
6.5 Number of requests completed in excess of the time limit permitted by the Notice of Extension (s.27(1)) and the time limit permitted by the Notice to Affected Person (s.28(1)).	0	0
6.6 Total requests (Add Boxes 6.4 + 6.5 = 6.6)	1	0

**C. Only a Notice of Extension (s.27(1)) Issued**

	Personal Information	General Records
6.7 Number of requests completed within the time limits permitted under both the Notice of Extension (s.27(1)).	20	2
6.8 Number of requests completed in excess of the time limit permitted by the Notice of Extension (s.27(1)).	29	4
6.9 Total requests (Add Boxes 6.7 + 6.8 = 6.9)	49	6

**D. Only a Notice to Affected Person (s.28(1)) Issued**

	Personal Information	General Records
6.10 Number of requests completed within the time limits permitted under both the Notice to Affected Person (s.28(1)).	7	1
6.11 Number of requests completed in excess of the time limit permitted by the Notice to Affected Person (s.28(1)).	16	0
6.12 Total requests (Add Boxes 6.10 + 6.11 = 6.12)	23	1

**E. Total Completed Requests (sections A to D)**

	Personal Information	General Records
6.13 Total requests (Add Boxes 6.3 + 6.6 + 6.9 + 6.12 = 6.13)	3773	1017

BOX 6.13 must equal BOX 3.2

### Section 6a: Contributing Factors

Please outline any factors which may have contributed to your institution not meeting the statutory time limit. If you anticipate circumstances that will improve your ability to comply with the Act in the future, please provide details in the space below.

As annually reported, the complexity of the requests, volume of responsive records, type of information being requested, the medium of the recorded information, and, for certain requests, the need to consult with various internal and external stakeholders, all contribute to our institution not meeting the statutory time limit for some of our requests.

In an effort to enhance efficiency and workflow processes, we continue to explore ways to further streamline the F.O.I. process. Training, technology, and process improvements are part of our continuous improvement approach to help us sustain the volume of requests that we receive and complete.

### Section 7: Disposition of Requests

What course of action was taken with each of the completed requests? Enter the number of requests into the appropriate category.

	Personal Information	General Records
7.1 All information disclosed	296	597
7.2 Information disclosed in part	2369	135
7.3 No information disclosed	863	229
7.4 No responsive records exists	180	28
7.5 Request withdrawn, abandoned or non-jurisdictional	65	29
7.6 Total requests (Add Boxes 7.1 to 7.5 = 7.6)	3773	1018

BOX 7.6 must be greater than or equal to BOX 3.2

### Section 8: Exemptions & Exclusions Applied

For the Total Requests with Exemptions/Exclusions/Frivolous or Vexatious Requests, how many times did your institution apply each of the following? (More than one exemption may be applied to each request)

	Personal Information	General Records
8.1 Section 6 — Draft Bylaws, etc.	0	0
8.2 Section 7 — Advice or Recommendations	1	0
8.3 Section 8 — Law Enforcement <sup>1</sup>	522	36
8.4 Section 8(3) — Refusal to Confirm or Deny	2	0
8.5 Section 8.1 — Civil Remedies Act, 2001	13	0
8.6 Section 8.2 — Prohibiting Profiting from Recounting Crimes Act, 2002	1	1
8.7 Section 9 — Relations with Governments	13	0
8.8 Section 10 — Third Party Information	1	1
8.9 Section 11 — Economic/Other Interests	0	0
8.10 Section 12 — Solicitor-Client Privilege	40	0

**Section 8: Exemptions & Exclusions Applied**

<b>8.11</b>	Section 13 — Danger to Safety or Health	2	0
<b>8.12</b>	Section 14 — Personal Privacy (Third Party) <sup>2</sup>	0	133
<b>8.13</b>	Section 14(5) — Refusal to Confirm or Deny	10	1
<b>8.14</b>	Section 15 — Information soon to be published	0	7
<b>8.15</b>	Section 20.1 Frivolous or Vexatious	1	1
<b>8.16</b>	Section 38 — Personal Information (Requester)	1813	0
<b>8.17</b>	Section 52(2) — Act Does Not Apply <sup>3</sup>	599	164
<b>8.18</b>	Section 52(3) — Labour Relations & Employment Related Records	12	2
<b>8.19</b>	Section 53 — Other Acts	4	0
<b>8.20</b>	PHIPA Section 8(1) Applies	0	0
<b>8.21</b>	Total Exemptions & Exclusions Add Boxes 8.1 to 8.20 = 8.21	3034	346

<sup>1</sup> not including Section 8(3)  
<sup>2</sup> not including Section 14(5)  
<sup>3</sup> not including Section 52(3)

**Section 9: Fees**

Did your institution collect fees related to request for access to records?

	<b>Personal Information</b>	<b>General Records</b>	<b>Total</b>	
<b>9.1</b>	Number of REQUESTS where fees other than application fees were collected	94	15	109
<b>9.2.1</b>	Total dollar amount of application fees collected	\$20015.00	\$4900.00	\$24915.00
<b>9.2.2</b>	Total dollar amount of additional fees collected	\$574.80	\$760.00	\$1334.80
<b>9.2.3</b>	Total dollar amount of fees collected (Add Boxes 9.2.1 + 9.2.2 = 9.2.3)	\$20589.80	\$5660.00	\$26249.80
<b>9.3</b>	Total dollar amount of fees waived	\$5651.60	\$339.20	\$5990.80

**Section 10: Reasons for Additional Fee Collection**

Enter the number of REQUESTS for which your institution collected fees other than application fees that apply to each category.

	<b>Personal Information</b>	<b>General Records</b>	<b>Total</b>	
<b>10.1</b>	Search time	0	0	0
<b>10.2</b>	Reproduction	0	0	0
<b>10.3</b>	Preparation	0	0	0
<b>10.4</b>	Shipping	0	0	0
<b>10.5</b>	Computer costs	0	0	0
<b>10.6</b>	Invoice costs (and other as permitted by regulation)	0	0	0
<b>10.7</b>	Total (Add Boxes 10.1 to 10.6 = 10.7)	0	0	0



Section 11: Correction and Statements of Disagreement

Did your institution receive any requests to correct personal information?

	<b>Personal Information</b>
<b>11.1</b> Number of correction requests received	8
<b>11.2</b> Correction requests carried forward from the previous year	1
<b>11.3</b> Correction requests carried over to next year	2
<b>11.4</b> Total Corrections Completed [(11.1 + 11.2) - 11.3 = 11.4]	7

BOX 11.4 must equal BOX 11.9

What course of action did your institution take regarding the requests that were received to correct personal information?

	<b>Personal Information</b>
<b>11.5</b> Correction(s) made in whole	3
<b>11.6</b> Correction(s) made in part	3
<b>11.7</b> Correction refused	1
<b>11.8</b> Correction requests withdrawn by requester	0
<b>11.9</b> Total requests (Add Boxes 11.5 to 11.8 = 11.9)	7

BOX 11.9 must equal BOX 11.4

In cases where correction requests were denied, in part or in full, were any statements of disagreement attached to the affected personal information?

	<b>Personal Information</b>
<b>11.10</b> Number of statements of disagreement attached:	2

If your institution received any requests to correct personal information, the Act requires that you send any person(s) or body who had access to the information in the previous year notification of either the correction or the statement of disagreement. Enter the number of notifications sent, if applicable.

	<b>Personal Information</b>
<b>11.11</b> Number of notifications sent:	0

**Note:**

This report is for your records only and should not be faxed or mailed to the Information and Privacy Commissioner of Ontario in lieu of online submission. Faxed or mailed copies of this report will NOT be accepted. Please submit your report online at: <https://statistics.ipc.on.ca>.

**Thank You for your cooperation!**

**Declaration:**

I, Jarrod Dore / Mgr., Information Privacy & Security, confirm that all the information provided in this report, furnished by me to the Information and Privacy Commissioner of Ontario, is true, accurate and complete in all respects.

\_\_\_\_\_  
*Signature*

\_\_\_\_\_  
*Date*



## PUBLIC REPORT

**February 8, 2024**

To: Chair and Members  
Toronto Police Services Board

From: Peter Mowat  
Manager of Labour Relations

**Subject: Annual Report: 2023 Summary of Grievances and  
Employment-Related Applications to the Human Rights  
Tribunal of Ontario**

**Purpose:**  Information Purposes Only  Seeking Decision

### **Recommendation:**

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

### **Financial Implications:**

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All fees with respect to legal representation and arbitration of grievances are funded through the Legal Reserve.

### **Summary:**

The purpose of this report is to provide the Board with a summary of grievances and employment-related applications to the Human Rights Tribunal of Ontario (H.R.T.O.) addressed by the Labour Relations unit and a confidential annual status update of individual cases for the period of January 1, 2023 to December 31, 2023.

**TORONTO POLICE SERVICES BOARD**

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

## **Discussion:**

### ***Background***

The Labour Relations unit is responsible for the management of grievances and other employment-related disputes, including applications to the H.R.T.O., on behalf of the Board pursuant to the Board's Policy on Grievance Settlements.

The Board's Grievance Settlement Policy was originally approved at its May 1, 2000 meeting (Minute No. P159/00), and subsequently revised at the meetings of November 15, 2010 (Minute No. P292/10) and July 21, 2016 (Minute No. P174/16). This Policy establishes the delegation and levels of authority to be followed when grievances are submitted by Members of the Toronto Police Service (Service).

At its public meeting on March 2, 2023, the Board approved additional amendments to the Grievance Settlement Policy, including updated levels of settlement authority and a streamlined annual reporting requirement (Min. No. P2023-0302-2.0).

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

The Board's Grievance Settlement Policy requires that the Labour Relations unit provide an annual statistical summary of grievances, which is provided in this report. In addition, the Policy requires an annual report summarizing the status of each grievance and employment-related H.R.T.O. application and any key policy issues, which is provided for the relevant reporting period (January 1, 2023 to December 31, 2023) in the included confidential attachment.

### ***Grievances***

During 2023, there were 20 new grievances filed by the Toronto Police Association (T.P.A.) or the Toronto Police Senior Officers' Organization (S.O.O.). Of this number, 2 grievances were either withdrawn or settled by the parties, and 18 are outstanding.

As of January 1, 2023, there were 26 outstanding grievances from previous years. Of this number, 3 were either settled or withdrawn in 2023.

There were no grievance arbitration awards issued in 2023. As of December 31, 2023, there are 3 grievances which have either been referred to or are currently in arbitration. There are no grievances currently in or awaiting Judicial Review.

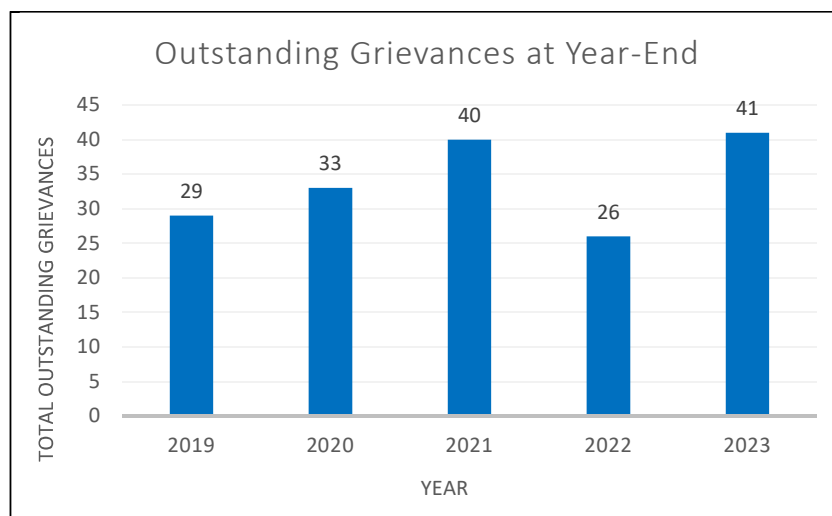
A summary of grievance activity in 2023 is as follows:

Number of grievances as of January 1, 2023	26
Number of new grievances filed in 2023	20
Number of grievances settled, withdrawn or dismissed in 2023	(5)
Total number of outstanding grievances as of December 31, 2023	<b>41</b>

The following table outlines the total number of open grievances as of December 31, 2023, by category:

Type of Grievance	Number of Grievances
Policy	23
Management Rights	8
Health Benefits	8
Civilian Member Discipline/Termination	2
<b>Total</b>	<b>41</b>

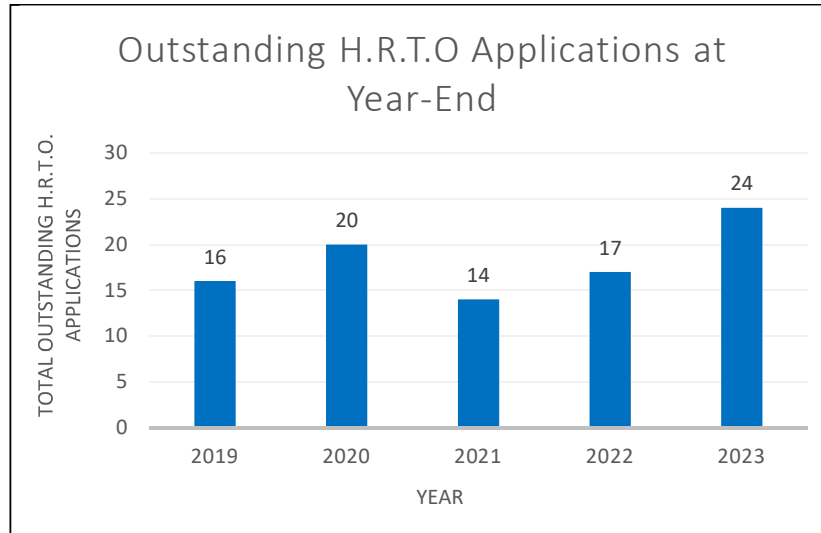
The following chart illustrates the total number of open grievances as of December 31 for the last 5 years:



### ***Employment-Related H.R.T.O. Applications***

The Labour Relations unit manages employment-related H.R.T.O. applications on behalf of the Board. However, unlike grievance proceedings, the Board is insured through the City of Toronto's Insurance and Risk Management Division for certain heads of damages related to allegations brought before the H.R.T.O. as well as for associated legal costs.

The following chart illustrates the total number of open employment-related H.R.T.O. Applications as of December 31<sup>st</sup> of each year, for the last 5 years:



During this reporting period, 13 new employment-related H.R.T.O. applications were received and 4 matters were either settled or dismissed.

**Grievance-Related Legal and Settlement Costs**

The following is an itemization of legal and settlement costs by type of grievance:

Type of Grievance	Legal Costs in 2023	Settlement Costs in 2023
Management Rights	\$51,542.49	\$20,295.98
Termination	\$45,911.50	\$22,287.60
Health Benefits	\$10,237.25	\$0
H.R.T.O. (Uninsured)	\$6,879.00	\$24,500
Policy	\$629.58	\$0
Discipline	\$345.00	\$0
<b>Total Costs in 2023</b>	<b>\$115,544.82*</b>	<b>\$67,083.58</b>

\* These costs include fees for legal counsel, disbursements and arbitrator fees. The breakdown is as follows:

- Legal Counsel and Disbursements: \$102,158.82
- Arbitrator Fees: \$13,386.00

**Conclusion**

In summary, this report provides the Board with a summary of grievances and employment-related H.R.T.O. applications addressed by the Labour Relations unit and

a confidential annual status update of individual cases for the period of January 1, 2023 to December 31, 2023.

I will be in attendance to answer any questions the Board members may have regarding this report.

### **Reason for Confidential Information**

This report includes a confidential attachment containing status updates on individual grievances and employment-related H.R.T.O. applications containing personal human resources and labour relations-related information and commentary.

Respectfully submitted,

Peter Mowat  
Manager of Labour Relations

*Attachments:*

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Confidential Attachment - 2023 Annual Summary of Grievances and Employment-Related Applications to the Human Rights Tribunal of Ontario



## PUBLIC REPORT

**January 24, 2024**

To: Chair and Members  
Toronto Police Services Board

From: Myron Demkiw  
Chief of Police

**Subject: Annual Report: 2023 Parking Enforcement Unit – Parking Violation Notices Issuance**

**Purpose:**  Information Purposes Only  Seeking Decision

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

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

- 1) Receive the following report; and
- 2) Forward a copy of this report to the City of Toronto (City) General Government Committee, for its meeting in May 2024, to be considered in conjunction with the City of Toronto Administrative Penalty System – 2023 Activity Report.

### **Financial Implications:**

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

### **Summary:**

This report provides information on the Parking Enforcement Unit (Parking) achievements, activities and annual parking violation issuance during the year 2023 (Appendix A refers).

### **Discussion:**

#### **Background**

Parking reports annually on Parking Violation Notices (P.V.N.s) issuance by Parking Enforcement Officers (P.E.O.s), Municipal Law Enforcement Officers (M.L.E.O.s) and

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Police Officers. The City requests this information for use during the annual budget process.

***COVID-19 Pandemic - Enforcement Restrictions:***

The operations of the Parking Enforcement Unit underwent drastic changes during 2020 to 2022 due to the impact of the COVID-19 pandemic, as the unit balanced meeting community and operational needs. Many on-street parking regulations were not being enforced. In June 2021, routine enforcement resumed as Toronto entered into 'Step One' of the Province's Roadmap to Reopen. It was not until June 2022 when City-wide Rush Hour Route enforcement resumed.

In 2023, the Parking Enforcement Unit delivered on key accomplishments through the provision of operational support to the Service (see Appendix A) and interoperability with City initiatives noted above.

***Traffic Direction Pilot Program***

In May 2023, the Service commenced a Traffic Direction Pilot program at the request of the City to support the City's Traffic Agent program. The pilot program places Toronto Police Service (T.P.S.) Police Constables and Special Constables at key intersections during high traffic periods, to provide traffic direction, alleviating congestion and improving vehicular and pedestrian traffic flow. These T.P.S. personnel, ensure the success of the City of Toronto Traffic Agents that are also strategically placed at key intersections throughout the City. The City, however, continues to have significant retention issues with Traffic Agents due to high levels of departures and transfers to other City positions. While this pilot operates on a full chargeback model to the City and is paid by Transportation Services' operating budget it does draw on sworn TPS resources making them unavailable for other call-back duties. This program is managed by the Parking Enforcement Unit.

***Annual Parking Violation Notices Issuance:***

Preliminary information indicates that total parking violation notices (P.V.N.s) issuance was estimated to be 2,256,425 in 2023, which is an increase of 435,087 (23.9%) when compared to 2022. Total parking violation notices issuance includes notices issued by P.E.O.s, M.L.E.O.s, and Police Constables. The final parking violation notices issuance numbers will be presented by the City in its 'Administrative Penalty System – 2023 Activity Report' once all data is captured and reconciled.

This significant increase in P.V.N.s for 2023, is partly due to the operations of the Parking Enforcement Unit undergoing drastic changes during 2020 to 2022 as a result of the COVID-19 pandemic. During that time, many on-street parking regulations were not being enforced. In June 2021, routine enforcement resumed as Toronto entered into 'Step One' of the Province's Roadmap to Re-open, and in June 2022, City-wide rush hour route enforcement resumed.

The following is a breakdown of the parking violation issuance estimates by group:

Table 1: Parking Tag Issuance Summary 2023

<b>Group</b>	<b>Parking Violations Issued</b>
Parking Enforcement Unit	1,935,517
Municipal Law Enforcement Officers	318,820
Police Constables	2,088
<b>Total Parking Tag Issuance</b>	<b>2,256,425*</b>

*\*Preliminary numbers – final numbers will be reported by the City after complete data capture and reconciliation.*

***Calls for Service:***

Parking responded to 199,876 calls for parking related service from members of the public, a 20% increase when compared to the previous year. The attendance of P.E.O.s at these calls alleviates pressure on frontline policing and allows police officers to focus on core policing duties. Parking’s M.L.E.O. program services a significant amount of customized enforcement on private property, which would otherwise detract P.E.O.s from focusing on street-level enforcement activities.

***Rush Hour Offences and Bicycle Lanes:***

A total of 74,300 rush hour offence violations were issued and 12,947 vehicles were towed from rush hour routes. P.E.O.s issued 8,629 bike lane violations in support of safe cycling, helping to increase public compliance and improve road safety.

***Habitual Offender Towing:***

The City defines a habitual offender as a vehicle that has three or more parking violations that have been outstanding, with no action taken, in excess of 120 days. P.E.O.s towed 263 vehicles under this initiative. In previous years, the City reports that this enforcement initiative has a positive impact on the collection of parking violation fines.

***Towing, Vehicle Relocations and Stolen Vehicle Recovery:***

Members of Parking were responsible for towing 21,334 vehicles, including 47 with unregistered license plates. This is an increase of 49.4% when compared to 2022. A total of 2,174 vehicles were relocated to assist with Toronto Transit Commission subway closures, snow removal, forestry operations, and special events management. P.E.O.s also recovered 1,199 stolen vehicles in support of the Service’s crime management initiatives.

***Accessible Parking:***

Parking retained 541 Accessible Parking Permits for investigation to determine potential misuse, resulting in the issuance of 533 charges under the Highway Traffic Act (HTA). These efforts support the integrity of the Accessible Parking Program, and ensure parking spaces are available for use by members of the public who use Accessible Parking Permits in a lawful manner.

***Training of M.L.E.O.s:***

M.L.E.O.s work for agencies that provide parking enforcement services on private property. All violation revenue derived from the issuance of these parking violations, go directly to the City. The training and oversight of these M.L.E.O.s, have reduced the need to attend private property calls for service, thus allowing P.E.O.s the ability to focus their efforts on public streets. Parking trained and certified 693 M.L.E.O.s pursuant to the Toronto Municipal Code.

***Staffing Levels:***

Historically, Parking has adopted a strategy, in consultation with the Service's Budgeting and Financial Analysis Unit, to operate at approximately 25 P.E.O.s over strength at the beginning of the year. This strategy mitigates the impact of staff attrition and separation on enforcement and service delivery. In 2023, Parking continued with this hiring strategy as a result of recent T.P.S. hiring initiatives that have contributed to P.E.O. separations. Parking remains one of the main recruiting grounds for other areas of the Service including Police Constable, Special Constable, Court Officer, Communications, and civilian support. 76 members were lost in 2023 due to separations, including 69 frontline P.E.O.s. In 2023, Parking hired three classes for a total of 115 P.E.O.s. Parking plans to hire at least one class of P.E.O.s to ensure the continuation of adequate staffing levels in 2024. A new P.E.O. recruit requires approximately eight weeks of in-class and practical training before assuming full enforcement duties.

***Conclusion:***

Parking continues to contribute positively to the achievement of the goals and priorities of the Service by:

- Ensuring the safe and orderly flow of traffic;
- Delivering fair and equitable enforcement to all;
- Providing a visible uniformed presence on the streets;
- Ensuring positive outreach to the community through public awareness campaigns and education programs; and
- Ensuring interoperability with other units within the Service and City departments.

The parking violation issuance is estimated to be 2,256,425 (P.V.N.s) in 2023, which is an increase of 435,087 (23.9%) when compared to 2022. The City will report the final parking violation issuance numbers in its 'Administrative Penalty System – 2023 Activity Report' once all data is captured and reconciled.

Parking continues to collaborate with units within the Service and City staff, in order to ensure a successful overall parking program, which includes efficient and effective service delivery to Toronto's communities and neighbourhoods. Parking remains focused on the enforcement and education of parking regulations, in support of safe traffic flow related City initiatives.

Deputy Chief Lauren Pogue, of Community Safety Command will be in attendance to answer any questions the Board may have concerning this report.

Respectfully submitted,

Myron Demkiw, M.O.M  
Chief of Police

## Appendix “A”

<b>Parking Enforcement Unit</b>	<b><u>2021</u></b>	<b><u>2022</u></b>	<b><u>2023</u></b>
Parking Violation Issuance – P.E.O.s	1,256,209	1,553,313	1,935,517
Parking Violation Issuance – P.E.O.s, M.L.E.O.s, P.C.s	1,479,644	1,821,388	2,256,425*
Calls for service received	141,538	166,594	199,876
Stolen Vehicles Recovered	844	1,219	1,199
Stolen Autos Recovered - Street Sweeper	454	456	559
Stolen Autos Recovered – P.E.O.s	390	763	640
Hours Spent on Stolen Vehicles Recovered	1292	1,748	2,585
Stolen Plates Recovered	121	136	92
Hours Spent on Stolen Plates Recovered	133	210	169
Vehicles Scanned by Street Sweeper	2,176,111	2,297,526	3,051,714
Vehicles Towed	7,939	14,283	21,334
Habitual Offenders Towed	434	537	263
<b>Assistance to T.P.S. Units</b>			
Unplated Vehicles Towed	119	55	47
Directed Patrol Requests from Other Police Units, Including additional Directed Patrols Due to Pandemic.	71,745	94	140
Arrest Assists	12	15	16
Assaults	6	15	42
Language Interpretations	48	46	27
Hours Spent on Language Interpretations	89	97	44
Disabled Permits Retained	602	509	541
Disabled Permits Cautioned	92	59	68
H.T.A Charges (Disabled Permits)	559	438	533
Special Events	99	154	246
Hours Spent On Special Events	4,908	9,339	4,138
Vehicle Relocations	2,523	2,038	2,174

*\*Preliminary numbers – final numbers to be reported by City of Toronto after complete data capture and reconciliation.*



## PUBLIC REPORT

**January 25, 2024**

To: Chair and Members  
Toronto Police Services Board

From: Myron Demkiw  
Chief of Police

**Subject: Chief's Administrative Investigation into the Discharge of a Firearm at a Person - Complainant 2023.43**

**Purpose:**  Information Purposes Only  Seeking Decision

**Recommendation:**

It is recommended that the Toronto Police Service Board (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.) – 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,

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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

**CW** – Civilian Witness

**SO** – Subject Official

**WO** – Witness Official

**TPS** – Toronto Police Service

### **S.I.U. Investigative Conclusion**

In a letter to the Chief of Police dated October 20, 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 two subject officials.”*

The following S.I.U. *Incident Narrative and Analysis and Director's Decision* has been reprinted from the S.I.U. Director's report, number 23-TFP-239, which can be found in its entirety via the following link:

[https://www.siu.on.ca/en/directors\\_report\\_details.php?drid=2644](https://www.siu.on.ca/en/directors_report_details.php?drid=2644)

### **S.I.U. Incident Narrative**

*“The material events in question, clear on the evidence gathered by the SIU, may briefly be summarized.*

*In the early afternoon of June 24, 2023, TPS officers were dispatched to a business in the area of Mill Street and Yonge Street, Toronto, following reports of a male with a knife in the premises. The male had chased and threatened a person with the knife, and had subsequently taken a seat with the weapon still in hand.*

*The male – the Complainant – was of unsound mind at the time.*

*The first officers on scene were WO #1, WO #2 and Officer #1. They confronted the Complainant and directed him to drop the knife. The Complainant did not do*

*so and, instead, moved towards the officers with the knife. WO #1 fired her CEW twice. Neither discharge was successful in immobilizing the Complainant, who pulled at the CEW probe wires and continued to hold the knife. The officer then retrieved Officer #1's CEW from his holster (Officer #1 had his firearm drawn at the time) and fired it twice at the Complainant. Again, the Complainant remained standing, the knife still in his possession.*

*SO #1 and SO #2 arrived on scene shortly after the initial officers and the last of WO #1's CEW deployments. Each armed with a less-lethal shotgun that fired sock rounds, the officers took up positions around the Complainant. SO #1 was the first to fire, striking the Complainant but not incapacitating him. SO #2 fired the second shot, followed by a third shot by SO #1. The Complainant flinched with the impacts, but was otherwise unaffected. A final CEW deployment, this time by WO #2 shortly after the last less-lethal shotgun discharge, was effective in temporarily immobilizing the Complainant. The Complainant's body locked-up and he fell backwards, after which the officers moved in, removed the knife, and handcuffed him.*

*The Complainant did not sustain any serious injuries. He was transported to hospital treated for a laceration, abrasions and bruising, and referred for a psychiatric assessment.”*

### ***Analysis and Director's Decision***

*“On June 24, 2023, the Complainant was struck multiple times by rounds fired by TPS officers from less-lethal shotguns. The officers – SO #1 and SO #2 – were identified as subject officials in the ensuing SIU investigation of the incident. 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 use of their less-lethal shotguns.*

*Pursuant to section 25(1) of the Criminal Code, police officers are immune from criminal liability for force used in the course of their duties provided such force was reasonably necessary in the execution of an act that they were required or authorized to do by law.*

*Given what they knew of the Complainant's threatening behaviour with a knife, the officers who responded to the scene were clearly within their rights in attending at the scene to protect the public and take him into custody.*

*With respect to the force used by the subject officials, namely, several less-lethal shotgun discharges, I am satisfied that it was legally justified. The Complainant was brandishing a knife and had demonstrated a willingness to use it against those present inside the business prior to the officers' arrival and, thereafter, the officers. He had repeatedly ignored direction that he drop the knife and attempted to provoke the officers into shooting him. In the circumstances, SO #1 and SO #2 acted reasonably when they fired sock rounds at the Complainant, particularly*



*after multiple CEW discharges had failed to have an effect. If successful, the use of the less-lethal shotguns would temporarily immobilize the Complainant from a distance, allowing the officers an opportunity to safely disarm him and effect his arrest without inflicting serious injury. The fact that the use of the less-lethal shotguns was not successful does not negate the reasonableness of their use in the circumstances. On the contrary, that fact tends to support the conclusion that the force used by the subject officials was not excessive.*

*For the foregoing reason, there is no basis for proceeding with criminal charges in this case against either subject official <sup>4</sup>. The file is closed.*

*<sup>4</sup>Though not the focus of the SIU investigation, I am of the view that the use of the CEWs by WO #1 and WO #2 were also legally justified for essentially the same reasons.”*

### **Summary of the Toronto Police Service's Investigation**

P.R.S. – S.I.U. Liaison conducted an administrative investigation as required by provincial legislation.

This investigation examined the circumstances of the discharge of a firearm at a person 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 investigation reviewed the following T.P.S. procedures:

- Procedure 01-01 (Arrest);
- Procedure 01-02 (Search of Persons);
- Procedure 01-03 (Persons in Custody);
- Procedure 06-04 (Persons In Crisis);
- Procedure 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 15-06 (Less Lethal Shotguns);
- Procedure 15-09 (Conducted Energy Weapon);
- Procedure 15-17 (In-Car Camera System) and;
- Procedure 15-20 (Body-Worn Camera).

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

- *Special Investigations Unit Act, 2019* – Section 16(1) (Notification of Incident);
- *Special Investigations Unit Act, 2019* – Section 20 (Securing the Scene);
- *Special Investigations Unit Act, 2019* – Section 31(1) (Duty to Comply);
- Ontario Regulation 926 – Section 14.2 (1) (Use of Force Qualification);
- Ontario Regulation 926 – Section 14.5 (1) (Reports on the Use of Force);

**Conclusion:**

The P.R.S. – S.I.U. Liaison investigation determined that the T.P.S.'s policies and procedures associated with this discharge of a firearm 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. – 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.

Respectfully submitted,

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



## PUBLIC REPORT

**January 25, 2024**

To: Chair and Members  
Toronto Police Services Board

From: Myron Demkiw  
Chief of Police

**Subject: Chief's Administrative Investigation of the Alleged Sexual Assault Complainant 2023.45**

**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 November 2, 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 Director’s 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**

#### **Terminology:**

**Complainant** – Refers to the Affected Person

**SO** – Subject Official

**WO** – Witness Official

The Complainant is the reportee of a crime reported to the T.P.S. As a result, the complainant was being managed by members of the T.P.S. Human Trafficking Enforcement Team (H.T.E.T.), along with case managers from Victim Services Toronto (V.S.T.).

Two investigators from the H.T.E.T. had been assigned to manage the Complainant since February 2023. It is one of these investigators who was designated as a SO by the S.I.U. while the other was designated as a WO.

On June 30, 2023, the SO received a text message from the Complainant’s mother. The message contained a forwarded text message purportedly from the Complainant, which included an allegation where the Complainant met with the SO and the SO touched the Complainant’s leg inappropriately. Additionally, the Complainant alleged the SO provided them with narcotics and money for narcotics.

On June 30, 2023, the SO notified their Detective of the text message and its contents.

A decision was made that the SO would have no further contact with the Complainant. An in-person meeting between the Complainant and two Supervisors of H.T.E.T. was scheduled for July 3, 2023, to discuss the text message they had received.

On July 1, 2023, at 2317 hours, T.P.S. Communications Services (Communications) received a 9-1-1- call for a medical emergency where the Complainant had possibly overdosed.

Several uniformed T.P.S. officers along with Toronto Fire Services (T.F.S.) and Toronto Paramedic Services (Paramedics) attended the address.

The Complainant was located in a bedroom, unresponsive, and despite the lifesaving efforts of the first responders the Complainant was pronounced deceased at the scene.

The ensuing death investigation identified several notes located within the room occupied by the Complainant. One of these notes was addressed to the SO and included an allegation that the SO had touched the Complainant's leg in an inappropriate manner and had provided the Complainant money for narcotics.

The contents of the text message and the information contained in the note were reviewed by H.T.E.T., and the on-call S.I.U. Designate was notified and consulted.

The S.I.U. was notified and invoked its mandate.

The S.I.U. designated one officer as the subject official; two other officers were designated as witness officials.

The SO consented to the release of all investigative notes detailing their involvement with the Complainant. The SO also agreed to provide a statement to S.I.U. Investigators.

### ***Summary of the Toronto Police Service's Investigation***

The Professional Standards – S.I.U. Liaison (S.I.U. Liaison) conducted an administrative investigation as required by provincial legislation. This investigation and its findings was reviewed by the Inspector in charge of Specialized Criminal Investigations – Sex Crimes Unit in accordance to 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 05-05 (Sexual Assault);
- Procedure 05-31 (Human Trafficking);
- Procedure 10-05 (Incidents Requiring the Emergency Task Force);
- Procedure 13-16 (Special Investigations Unit);
- Procedure 13-17 (Notes and Reports);

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 alleged sexual assault were lawful, in keeping with current legislation, and written in a manner that 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 the applicable T.P.S. procedures.

The following additional comments are provided:

The H.T.E.T. complainant management process was reviewed and found to be adequate and provided sufficient protections for both investigators and individuals involved in human trafficking investigations. There are no suggested changes to this process.

The investigation also reviewed the actions taken by H.T.E.T. management once they became aware of the text message containing a potential allegation of a sexual assault. The plan implemented consisted of removing the SO from the Complainant's case and arranging for the Detective Sergeant in charge of the H.T.E.T. to speak with the Complainant at the earliest opportunity to discuss the allegation. Tragically, this meeting never occurred.

When the note purportedly authored by the Complainant was located, the decision was made to notify the on-call S.I.U. Designate who reviewed the information and then notified the S.I.U.

The *S.I.U. Act* directs that an immediate notification is made when there is an allegation of sexual assault, as reported by the person.

In this case, members of the T.P.S. took additional steps to receive and understand the allegation prior to notifying the S.I.U. This was an appropriate response considering all of the circumstances.

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

**Recommendation:**

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It is recommended that the Board receive this report for information.

**Financial Implications:**

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

Respectfully submitted,

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



## PUBLIC REPORT

January 26, 2024

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 2023.47**

**Purpose:**  Information Purposes Only  Seeking Decision

### Summary:

The Professional Standards (P.R.S.) – Special Investigations Unit Liaison (S.I.U. Liaison) and Traffic Services (T.S.V.) investigation determined the conduct of the designated 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

**WO** – Witness Official

## **S.I.U. Investigative Conclusion**

In a letter to the Chief of Police dated November 9, 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 subject officials.”*

The following *S.I.U. Incident Narrative and Analysis and Director’s Decision* has been reprinted from the S.I.U. Director’s report, number 23-TVI-265, which can be found in its entirety via the following link:

[https://www.siu.on.ca/en/directors\\_report\\_details.php?drid=2675](https://www.siu.on.ca/en/directors_report_details.php?drid=2675)

## **S.I.U. Incident Narrative**

*“In the morning of July 12, 2023, the TPS received a 9-1-1 call about a robbery unfolding at a store in the area of Jarvis Street and Gerrard Street East, Toronto. A male had assaulted the store owner and then fled on a bicycle. Officers were dispatched to the scene.*

*Shortly after 10:00 a.m., WO #2 and WO #1 spotted the male – the Complainant – in the area of Allan Gardens, a short distance from the scene. The Complainant fled on his bicycle east on Gerrard Street East and then south on Pembroke Street. WO #2 and WO #1 pursued him in their cruiser.*

*The SO was also on the lookout for the Complainant. He observed the Complainant and WO #2 and WO #1’s cruiser and turned right onto Gerrard Street East from George Street to join the pursuit.*

*The Complainant had travelled about a hundred meters on the east sidewalk of Pembroke Street when the cruiser operated by WO #2 turned into his path and cut him off. He turned to his right to manoeuvre around the cruiser’s rear on the roadway and had travelled a short distance when his rear tire was struck by the SO’s cruiser.*

*The collision sent the Complainant tumbling off his bike. He was quickly joined by WO #2 and WO#1, who proceeded to take him into custody.*

*The Complainant complained of pain and was eventually transported to hospital where he was diagnosed with a fractured left foot.*

## **Relevant Legislation**

*Section 320.13(2), Criminal Code – Dangerous operation causing bodily harm – Everyone commits an offence who operates a conveyance in a manner that, having regard to all of the circumstances, is dangerous to the public and, as a result, causes bodily harm to another person.”*

## **Analysis and Director’s Decision**

*“The Complainant was seriously injured in a collision with a TPS cruiser on July 12, 2023. In the ensuing SIU investigation of the incident, the driver of the cruiser – 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 injury.*

*The offence that arises for consideration is dangerous driving causing bodily harm contrary to sections 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 with the Complainant. In my view, there was not.*

*Given the information that had been received via the 9-1-1 call and the fact that he matched the description of the suspect I am satisfied that the SO had grounds to believe that the Complainant had just committed a serious crime of violence and was subject to arrest for robbery.*

*I am also satisfied that the SO comported himself at all times with due care and regard for public safety, including the Complainant’s safety. The officer’s speeds were moderate from the moment of his engagement in the pursuit and there is no indication that he directly endangered third-party traffic en route to the site of the collision. The collision itself seems the result of the Complainant changing directions and steering into the path of the SO’s cruiser, and the officer having little if any time to react to avoid an impact. The decision to pursue a cyclist in the first place is subject to scrutiny as doing so is always associated with a risk to the cyclist given their relative vulnerability. Whatever the wisdom of that decision, however, the evidence falls short of establishing that the conduct of the involved officers was markedly substandard. In arriving at this conclusion, I am mindful of the serious offence for which the Complainant was being pursued, the short duration of the engagement (a matter of seconds), and the fact that WO #2’s turn into the path of the Complainant had left him sufficient time and distance to come to a controlled stop had he been so inclined.*

*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 the engagement with the Complainant, there is no basis for proceeding with criminal charges. The file is closed. [3]"*

*"[3] The punch struck by WO#3 was not the focus of the SIU jurisdiction. It appears to have been a reaction to the Complainant making a biting motion towards his hand. Reactionary force of this nature, presumably intended to deter the Complainant biting the officer, would not appear to be excessive in the circumstances. Be that as it may, this office will refer the matter to the TPS for their review."*

### **Summary of the Toronto Police Service's Investigation**

The P.R.S. – S.I.U. Liaison and T.S.V. conducted an administrative investigation mandated by provincial legislation.

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 and T.S.V. investigation reviewed the following T.P.S. procedures:

- Procedure 01-01 (Arrest);
- 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 15-17 (In-Car Camera System); and
- Procedure 15-20 (Body-Worn Camera)

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

- *Special Investigations Unit Act, (S.I.U.A.)* 2019, c 1, Sch 5
- *Highway Traffic Act*, R.S.O. 1990, c. H.8

### **Conclusion:**

The S.I.U. Liaison and T.S.V. 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.

In an endnote in his report, the Director of the S.I.U. addressed an incident involving a punch delivered by a witness official, subsequently referring the case to the T.P.S. for review. The incident was investigated and deemed not to be in contravention of the Standards of Conduct or applicable T.P.S. procedures.

The S.I.U. Liaison and T.S.V. 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.

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

**Recommendation:**

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

**Financial Implications:**

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

Respectfully submitted,

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



## PUBLIC REPORT

January 26, 2024

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 2023.48**

**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 and the officers' training.

### 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 November 11, 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 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 23-TCI-270, which can be found via the following link:

[https://www.siu.on.ca/en/directors\\_report\\_details.php?drid=2681](https://www.siu.on.ca/en/directors_report_details.php?drid=2681)

## **S.I.U. Incident Narrative**

*“The events in question, clear on the evidence collected by the SIU, may briefly be summarized. Shortly after midnight, July 16, 2023, the TPS received a 911 call about a possible break and enter at a residence on Thirtieth Street. A resident at an address on the street had observed an intoxicated male pounding on the doorway, destroying the downspout of an eavestrough, and eventually gaining access to the house by breaking a window by the side of the door. Officers were dispatched to investigate.*

*The male was the Complainant. In violation of a condition of a release order, the Complainant had arrived at the house to spend the night. When he was unable to open the front door, he attempted to body-slam it open and then broke the glass beside the door, reaching through the opening to unlock it. The Complainant subsequently made his way upstairs where he again broke the glass pane of a bedroom door before entering and falling asleep.*

*SO #1 and SO #2, as well as WO #1 and WO #2, arrived at the home. Upon learning that there were children that resided in the house, the officers forced open the front door and entered. They found two girls sleeping on the main floor and would later come to learn from one of them that the Complainant was a family member.*

*The officer located the Complainant asleep in a second-floor bedroom, woke him, and took him into custody. The arrest was uneventful.*

*The Complainant was transported to the station, held for a bail hearing, and then transported to the TSDC. At the detention centre, the Complainant complained of pain to his right hand and was re-routed to hospital.*

*At hospital, the Complainant was diagnosed with fractures of the right hand.”*

### ***Analysis and Director’s Decision***

*“The Complainant was diagnosed with serious injuries while in the custody of the TPS on July 16, 2023. In the ensuing SIU investigation of the incident, two of the arresting officers – SO #1 and SO #2 – were identified as subject officials. The investigation is now concluded. On my assessment of the evidence, there are no reasonable grounds to believe that either subject official committed a criminal offence in connection with the Complainant’s injuries.*

*On my review of the evidence, which included video footage of the Complainant’s arrest and time in police custody, there is simply no indication that any force was brought to bear against the Complainant or that any of the officers involved in his custody failed to comport themselves without due care and regard for his health and safety. The injury, in my view, was likely incurred in the course of the Complainant’s antics as he attempted to gain entry to the house. There is no evidence to suggest the injury was inflicted in any other manner.*

*As for the Complainant’s arrest, I am satisfied that it was lawful. At the time they forcibly entered the residence, the officers had cause to be concerned about the welfare of persons inside the home given they had yet to establish who the Complainant was and why he had broken in. Beyond that, the Complainant was clearly subject to apprehension for having violated the terms of a release order by being present inside the house.*

*In the result, as there are no reasonable grounds to believe that either of the subject officials comported themselves other than lawfully throughout their engagement with the Complainant, there is no basis for proceeding with 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 investigation also included the review of the Body Worn Camera recordings of both subject officials, as well as video recordings made during the time the

complainant was in custody and within a police facility. These recordings provided a complete recording of the totality of the event.

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 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, SO 2019, c 1, Sch 5

**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, the applicable T.P.S. procedures and the officers' training.

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

**Recommendation:**

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

**Financial Implications:**

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



Respectfully submitted,

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



## PUBLIC REPORT

January 26, 2024

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 2023.50**

**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 and the officers' training.

### 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 November 17, 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 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 23-TCI-277, which can be found via the following link:

[https://www.siu.on.ca/en/directors\\_report\\_details.php?drid=2693](https://www.siu.on.ca/en/directors_report_details.php?drid=2693)

## **S.I.U. Incident Narrative**

*“The evidence gathered by the SIU, including interviews with the Complainant and several police and non-police eyewitnesses, as well as video footage that captured the incident in parts, gives rise to the following scenario. As was his legal right, the SO did not agree an interview with the SIU. He did authorize the release of his notes.*

*In the evening of July 19, 2023, TPS officers were dispatched to an apartment building near Jane Street and Finch Avenue West, Toronto. A resident had called 911 to report that a male had been banging on her door for the past ten minutes attempting to break in. She had been holding the door shut to prevent the male from entering.*

*The male was the Complainant. While in the building stairwell earlier that evening, the Complainant and friends of his had been approached by another tenant of the building to complain about their behaviour. They had been drinking and causing a disturbance. The Complainant did not take kindly to the rebuke. The Complainant returned to his apartment and retrieved a knife, determined to confront the individual. With two of his friends in tow, the Complainant arrived at the front of an apartment, where he mistakenly believed the individual lived, and started banging and kicking at the door, intermittently slashing and stabbing it with the knife. His friends tried unsuccessfully to have him stop.*

*The SO, in the company of his partner, WO #2, and two other officers, WO #3 and WO #1, arrived at the address and made their way to the floor where the*

*Complainant was located via a stairwell. The SO initially had his pistol at the ready, but then transitioned to a CEW. WO #2, WO #3 and WO #1 had a less-lethal shotgun, less-lethal shotgun, and a rifle out, respectively. The officers turned a corner and observed the Complainant at the far end of the corridor by the door of an apartment. He had a knife in his right hand. With their weapons pointed at the Complainant, the officers walked in his direction, repeatedly ordering him to drop the knife. The Complainant refused, instead telling the officers to back up and drop their weapons. The back and forth continued for several seconds before the Complainant dropped the knife by his feet. The Complainant stepped back when directed to do so, but refused to move to the wall across the hall at the officers' request. WO #2 moved in, grabbed the Complainant, and moved him to the wall. The SO took hold of the Complainant and assisted in grounding him.*

*The Complainant fell on his right side and was quickly met by a series of three right-handed punches to the left side of the head by the SO. At about the same time, WO #2, while straddling over the Complainant's exposed left side, delivered several punches to his torso. Two to three seconds after his first volley of blows, the SO delivered another series of three punches to the Complainant's head. Shortly thereafter, the officers brought the Complainant's arms behind the back and secured them in handcuffs.*

*Following his arrest, the Complainant was transported to hospital and diagnosed with fractures of the jaw.”*

### ***Analysis and Director's Decision***

*“The Complainant was seriously injured in the course of his arrest on July 19, 2023, in Toronto. In the ensuing SIU investigation of the incident, 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 arrest and injuries.*

*Pursuant to section 25(1) of the Criminal Code, police officers are immune from criminal liability for force used in the course of their duties provided such force was reasonably necessary in the execution of an act that they were required or authorized to do by law.*

*The Complainant had armed himself with a knife and attempted to break into an apartment. He was clearly subject to arrest for a variety of offences, including 'weapons dangerous' contrary to section 88(1) of the Criminal Code.*

*The force used by the SO as the Complainant was being arrested is subject to legitimate scrutiny. I am inclined to believe that the first three punches he struck fell within the range of what was reasonable in the circumstances. The Complainant had over a protracted period wielded a knife in his efforts to break*

*into an apartment. Confronted by police, the Complainant had proven defiant. He initially demanded that the officers drop their guns and step back, and then refused to move away from the knife after he had dropped it. His belligerence continued as he was initially grabbed by WO #2 and then brought to the floor; he screamed and refused to relax his left arm so that it could be moved behind his back. On this record, I am satisfied that the SO was probably within his rights when he punched the Complainant the first three times. The officer would have had cause to be concerned that the Complainant might still be armed, raising the need to ensure that he be immediately deterred by physical force and take into custody.*

*The justification of punches four through six is not as easily discerned. There were four officers around the Complainant at the time, each of whom were engaged with him in one way or another. Strictly speaking, I do not think it was objectively necessary to strike those additional blows. That said, the justification set out in section 25(1) is not automatically negated where an officer is wrong in the necessity of their force. An officer may have an honest mistake about the facts, leading them to believe there is a need to use force of one type or another, as long as the mistake is one which a reasonable person might have made in the circumstances. The SO said in his notes that he believed the Complainant was resisting and refusing to release an arm, which he perceived as being pinned against his chest, when he decided to deliver three more punches. He did so, he says, with the intention of subduing the Complainant – “to soften [his] pinned hand” – so that he might be handcuffed. In fact, the Complainant’s left arm was folded by his chest at the time, only brought behind his back after the SO’s punches. Given the tension of the moment, and the speed with which events unfolded, this piece of evidence leads me to conclude that the SO’s mistake was reasonable in the circumstances, and that his resultant force thereby fell within the limits of the justification set out in section 25(1). In all of this, I am also mindful that an officer caught up in volatile situations is not expected to measure their responsive force with precision; what is required is a reasonable response, not necessarily an exacting one: *R v Nasogaluak*, [2010] 1 SCR 206; *R v Baxter* (1975), 27 CCC (2d) 96 (Ont. CA).*

*In the result, while I accept that one or more of the punches struck by the SO is responsible for the Complainant’s injuries, I am unable to conclude with any confidence that the officer comported himself other than within the limits of the criminal law throughout their engagement. [3] As such, there is no basis for proceeding with charges in this case. The file is closed.*

**END NOTE**

*[3] I am satisfied that WO #2’s punches were legally justified for essentially the same reasons.”*

## ***Summary of the Toronto Police Service's Investigation***

The P.R.S. – S.I.U. Liaison conducted an administrative investigation as 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 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); 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

### ***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.

In his report, the Director of the S.I.U. commented on the subject official's additional use of force in the event by saying:

“The justification of punches four through six is not as easily discerned. There were four officers around the Complainant at the time, each of whom were engaged with him in one way or another. Strictly speaking, I do not think it was objectively necessary to strike those additional blows.”

The S.I.U. Liaison investigation concluded that the officer's use of force in delivering the second set of strikes was reasonable, necessary and proportional.

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

**Recommendation:**

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

**Financial Implications:**

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

Respectfully submitted,

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



## PUBLIC REPORT

January 29, 2024

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 2023.51**

**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 and the officers' training.

### 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

**MCU** – Major Crime Unit

## **S.I.U. Investigative Conclusion**

In a letter to the Chief of Police dated November 21, 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 official.”*

The following S.I.U. *Incident Narrative and Analysis and Director’s Decision* has been reprinted from the S.I.U. Director’s report, number 23-TCI-283, which can be found via the following link:

[https://www.siu.on.ca/en/directors\\_report\\_details.php?drid=2702](https://www.siu.on.ca/en/directors_report_details.php?drid=2702)

## **S.I.U. Incident Narrative**

*“The evidence gathered by the SIU, including interviews with the Complainant and each of the subject officials, gives rise to the following scenario.*

*In the early morning of July 24, 2023, plainclothes officers with the TPS MCU were in the area of Finch Avenue West and Humberline Drive. They had located a suspect in that neighbourhood and were looking to effect his arrest. The suspect was known to be in possession of a stolen vehicle – an Acura.*

*The Complainant was the suspect. The Complainant was returning to the parked Acura when he was confronted by members of the MCU in unmarked vehicles.*

*SO #3 and his partner, WO #1, were the first to observe the Complainant walking on Humberline Drive. The officers stopped their vehicle, and WO #1 exited and started chasing the Complainant northward on Woodlot Crescent. SO #3 joined in the foot pursuit, as did SO #2. The latter had driven south on Woodlot Crescent and unsuccessfully attempted to block the Complainant.*

*The Complainant’s flight led the officers in a zigzag pattern up the roadway, travelling between homes, into backyards, and back onto the roadway. He managed to make it to the Acura and enter the driver’s seat but was unable to drive off.*

SO #2 had prevented the Complainant from closing the door and had entered the vehicle lying across the Complainant's lap. The two struggled for a period and were joined shortly by SO #3 and WO #1. SO #1 arrived within moments and entered the fray. He grabbed the Complainant by the back of the neck and yanked him out of the Acura and onto the road.

The physical altercation continued for a period outside the vehicle – SO #4 arriving and delivering several strikes – before the Complainant was handcuffed.

The Complainant was transported to hospital following his arrest and found to have sustained a broken nose. He was also diagnosed with a fractured left arm – an older injury incurred previously at work.”

### **Analysis and Director's Decision**

“The Complainant was seriously injured in the course of his arrest by TPS officers in Toronto on July 24, 2023. The SIU was notified of the incident and initiated an investigation, naming four TPS officers as subject officials: SO #1, SO #2, SO #3 and SO. #4. The investigation is now concluded. On my assessment of the evidence, there are no reasonable grounds to believe that any of the subject officials 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 evidence indicates that the Complainant was subject to arrest for being in possession of a stolen vehicle.

With respect to the force used by the officers against the Complainant, there is a conflict in the evidence. There is a version of events that depicts the Complainant as not having resisted arrest while being pulled out from the Acura, and thereafter subjected to multiple kicks, knees and punches on the ground. On the other hand, the story proffered in the accounts of police officers is one in which the subject officials used only reasonably necessary force to take the Complainant into custody. SO #2 says that he struggled to prevent the Complainant from starting the Acura inside the vehicle and attempted to subdue him with an elbow to the chest. From outside the vehicle, WO #1 and SO #3 punched the Complainant, the latter doing so twice to the left side of the face as he fought with SO #2 inside the vehicle. SO #1 concedes that he forcibly pulled the Complainant onto the roadway from the Acura to prevent him starting the vehicle as SO #2, SO #3 and WO #1 were physically engaged with him. And SO #4 admits to striking the side of the Complainant's body several times on the ground as officers struggled to control his arms so he could be handcuffed. No further force was brought to bear after the Complainant was handcuffed.

*On the aforementioned record, I am unable to reasonably conclude that the account describing the Complainant as cooperative and the subject of unjustified force during his arrest is any closer to the truth than that offered by the officers. In fact, the opposite – there are elements of the incriminating rendition of events that render it less reliable.*

*In the result, while I accept the Complainant's injury was the result of the physical altercation that marked his arrest, I am left without a reasonable belief that any of the subject officials comported themselves other than lawfully throughout their engagement. As such, there is no basis for proceeding with 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 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 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 in compliance with applicable provincial legislation regarding the Standards of Conduct, the applicable T.P.S procedures and the officers' training.

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

**Recommendation:**

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

**Financial Implications:**

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

Respectfully submitted,

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



## PUBLIC REPORT

**January 25, 2024**

To: Chair and Members  
Toronto Police Services Board

From: Myron Demkiw  
Chief of Police

**Subject: Chief's Administrative Investigation into the Discharge of a Firearm at a Person - Complainant 2023.53**

**Purpose:**  Information Purposes Only  Seeking Decision

**Recommendation:**

It is recommended that the Toronto Police Service Board (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.) – Firearms Discharge Investigators (F.D.I.) 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*
- *Police Services Act (P.S.A.)*

## **S.I.U. Terminology**

**Complainant** – Refers to the Affected Person

**ETF** – Emergency Task Force

**PSD** – Police Service Dog

**SO** – Subject Official

**WO** – Witness Official

## **S.I.U. Investigative Conclusion**

In a letter to the Chief of Police dated November 22, 2023, Director Joseph Martino of the S.I.U. advised; *“The file has been closed and no further action is contemplated. In my view, there were no reasonable grounds in the evidence to proceed with criminal charges against the subject official.”*

The following S.I.U. *Incident Narrative and Analysis and Director's Decision* has been reprinted from the S.I.U. Director's report, number 23-TFP-239, which can be found in its entirety via the following link:

[https://www.siu.on.ca/en/directors\\_report\\_details.php?drid=2707](https://www.siu.on.ca/en/directors_report_details.php?drid=2707)

## **S.I.U. Incident Narrative**

*“In the evening of July 25, 2023, undercover police officers were in the area of Dixon Road, Toronto, on the lookout for the Complainant. The Complainant was wanted in relation to a murder that had been committed with a firearm the day before and the police had reason to believe that he resided in an apartment at the building. At about 7:50 p.m., the Complainant was seen leaving the west side of the building onto a parking lot and heading towards a BMW vehicle. A takedown was called.*

*WO #2 travelled to the rear of the BMW in a van. The Complainant was opening his trunk and had noticed the van's maneuver. WO #2 was exiting the van as the Complainant fled along the driver side of the BMW. As he arrived at the front driver side corner of the vehicle, he pulled a gun and turned towards WO #2, firing two rounds in his direction. WO #2 moved to find cover behind the van. He had not been struck by the gunfire.*

*The Complainant ran northwards through the parking lot chased by other officers. He was last observed heading into the rear yards of homes on Kingsview Boulevard, less than a kilometre from the initial shooting. The Complainant would eventually seek to conceal himself in heavy brush at the southeast corner of a backyard on Kingsview Boulevard.*

*Aware of his general location, police established a perimeter around the Kingsview Boulevard houses and called-in a police dog handler to help locate the Complainant. WO #1 arrived on scene with his dog, the PSD, at about 8:15 p.m. In the company of two ETF officers with C8 rifles at the ready, WO #1 began to track the Complainant at about 8:34 p.m.*

*The track led the officers into the backyard of a residence on Kingsview Boulevard, where the PSD signaled an interest in entering into the neighbouring yard. Followed by the ETF officers, WO #1 helped himself and the PSD over a fence line. The PSD tracked about the yard for a period and then entered the brush in the southeast corner of the yard. Within seconds of doing so, gunfire rang out.*

*The Complainant, his back against the rear fence of the southern border of the property line, had fired his weapon – a Glock 22 – at the dog. The SO, from a position several metres north and west of the Complainant, returned fire, discharging six rounds in total. The time was 8:38 p.m.*

*The Complainant was struck by one of the rounds, sustaining a wound to his right buttock. He dropped the gun in the gunfire and was arrested by the ETF officers.*

*WO #1 rushed into the brush after the shooting to tend to the PSD. He radioed that the PSD was down, asked for a medic, and removed the dog into an opening. The PSD would succumb to his wounds.”*

### **Analysis and Director's Decision**

*“The Complainant was shot and wounded by a TPS officer in Toronto on July 25, 2023. In the ensuing SIU investigation of the incident, the officer who fired his weapon – 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 shooting.*

*Section 34 of the Criminal Code provides that conduct that would otherwise constitute an offence is legally justified if it was intended to deter a reasonably apprehended assault, actual or threatened, and was itself reasonable. The reasonableness of the conduct is to be assessed in light of all the relevant circumstances, including with respect to such considerations as the nature of the force or threat; the extent to which the use of force was imminent and whether there were other means available to respond to the potential use of force; whether any party to the incident used or threatened to use a weapon; and, the nature and proportionality of the person's response to the use or threat of force. The force used by the SO fell within the limits of the protection conferred by the provision.*

*The SO was lawfully placed and in the execution of his duty as he escorted WO #1 to cover him and his dog during the track of the Complainant. The Complainant was wanted for a homicide the day before and had moments earlier fired a gun at an officer. He was clearly subject to arrest.*

*I am also satisfied that the SO fired his weapon to repel a reasonably apprehended attack at the hands of the Complainant. Though the officer, as was his legal right, did not come in to provide the SIU with firsthand evidence about his state of mind at the time, the circumstances around the gunfire compel that conclusion. The Complainant had just fired a gun with the officers and police dog at close quarters. The SO could only have concluded that the Complainant was either firing at the officers and/or the dog and that defensive force was necessary to preserve themselves.*

*Finally, the resort to gunfire was reasonable in the circumstances. The officers were under lethal assault at the time, and it was necessary to neutralize the threat as soon as possible to prevent grievous bodily harm or death. The only weapon with the immediate stopping power required of the moment was a firearm. As for the number of shots fired – six – these were delivered in rapid succession such that I am satisfied the officer would have reasonably apprehended a mortal threat throughout the gunfire. Indeed, it appears that some of the SO's shots may have been discharged as the Complainant was still firing his weapon. [3]*

*In the result, as there are no reasonable grounds to conclude that the SO comported himself other than within the limits of the criminal law when he fired at the Complainant, there is no basis for proceeding with criminal charges in this case. The file is closed."*

### **Summary of the Toronto Police Service's Investigation**

P.R.S. – F.D.I. conducted an administrative investigation as required by provincial legislation.

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



The F.D.I. 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 04-27 (Use of Police Dog Services);
- Procedure 08-03 (Injured on Duty Reporting);
- Procedure 08-04 (Members involved in a Traumatic Critical Event);
- 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 15-03 (Service Firearms);
- Procedure 15-04 (C-8 Rifle), and;
- Procedure 15-20 (Body-Worn Camera).

The F.D.I. investigation also reviewed the following legislation:

- *Special Investigations Unit Act, 2019* – SO 2019, c 1, Sch 5;
- *Police Services Act* – Section 113 (Special Investigations Unit);
- Ontario Regulation 267/10 (Conduct and Duties of Police Officers Respecting Investigations by the S.I.U.);
- Ontario Regulation 926 – Section 9 (Discharge Firearm);
- Ontario Regulation 926 – Section 14.2 (1) (Use of Force Qualification);
- Ontario Regulation 926 – Section 14.5 (1) (Reports on the Use of Force);

### **Conclusion:**

The F.D.I. investigation determined that the T.P.S.'s policies and procedures associated with this discharge of a firearm 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. – 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.

Respectfully submitted,

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



## PUBLIC REPORT

**February 1, 2024**

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 2023.54**

**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

**WO** – Witness Official

## **S.I.U. Investigative Conclusion**

In a letter to the Chief of Police dated November 23, 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 any of the involved officials.”*

The following S.I.U. *Incident Narrative and Analysis and Director’s Decision* has been reprinted from the S.I.U. Director’s report, number 23-TCI-289, which can be found via the following link:

[https://www.siu.on.ca/en/directors\\_report\\_details.php?drid=2710](https://www.siu.on.ca/en/directors_report_details.php?drid=2710)

## **S.I.U. Incident Narrative**

*“The events in question, clear on the evidence collected by the SIU, may briefly be summarized.*

*In the evening of July 25, 2023, officers were called to a residence near Yonge Street and Sheppard Avenue, Toronto. An occupant had called expressing concern about the behaviour of a tenant – the Complainant. The Complainant was acting strangely and the occupant was worried for the safety of others in the home*

*WO #1 and WO #2 were allowed into the home and made their way to a bedroom where WO #1 took the lead in speaking with the Complainant. Also present was a family member of the Complainant. The Complainant indicated he felt fine and denied wanting to hurt himself. Asked if he wanted to go to hospital, the Complainant declined.*

*About ten minutes later, at about 9:30 p.m., WO #3 and a nurse, CW #3, both of the MCIT, arrived at the residence. CW #3 engaged the Complainant in conversation. She was told by CW #2 that he was concerned for the safety of persons in the home because of the Complainant’s behaviour. The Complainant was again asked, and declined, to go to the hospital. Shortly thereafter, he admitted having thoughts of suicide. CW #3 concluded there were grounds for an apprehension under the Mental Health Act, and WO #1 advised the Complainant he was under arrest. At about the same time, the Complainant lifted a bottle from a nearby table and drank from it. The time was about 10:00 p.m.*

*CW #3 and the officers would quickly come to learn that the bottle contained automobile brake fluid. An ambulance was called.*

*Paramedics attended at the residence and took the Complainant to hospital. He would receive treatment in the ICU.”*

### ***Analysis and Director’s Decision***

*“On July 26, 2023, the TPS contacted the SIU to report that a male whom officers had apprehended the day before under the Mental Health Act – the Complainant – was in critical condition at hospital. The SIU initiated an investigation of the incident, which has since concluded. On my assessment of the evidence, there are no reasonable grounds to believe that any of the officers involved in the Complainant’s apprehension committed a criminal offence in connection with the matter.*

*The offence that arises for consideration is criminal negligence causing bodily harm contrary to section 221 of the Criminal Code. The offence is reserved for serious cases of neglect that demonstrate a wanton or reckless disregard for the lives or safety of other persons. It is predicated, in part, on conduct that amounts to a marked and substantial departure from the level of care that a reasonable person would have exercised in the circumstances. In the instant case, the question is whether there was a want of care on the part of the police, sufficiently egregious to attract criminal sanction that caused or contributed to the Complainant’s medical event. In my view, there was not.*

*WO #1, WO #2 and WO #3 were lawfully placed throughout their engagement with the Complainant. They had been called to the scene to check on the welfare of the Complainant, who had been exhibiting odd and disturbing behaviour, including walking around at night and watching people while they slept.*

*It is also apparent that the officers comported themselves at all times with due care and regard for the Complainant’s well-being. WO #1 and WO #2 asked the right questions and were empathetic in their dealings with the Complainant. They tried to encourage him to attend the hospital, and then waited for a mental health professional to arrive to decide whether there were grounds to force his attendance. They had no idea that the bottle on the table contained brake fluid, and therefore had no opportunity to prevent the Complainant imbibing the substance when he did. However, they acted quickly to ascertain exactly that the substance was when the Complainant’s condition started to deteriorate, and promptly summoned an ambulance to the scene.*

*For the foregoing reasons, 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 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 01-03 (Persons in Custody);
- Procedure 06-04 (Persons In Crisis);
- Procedure 06-13 (Mobile Crisis Intervention Team (MCIT))
- 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, s 16(1) (Notification of Incident)
- *Special Investigations Unit Act* (S.I.U.A), 2019, s 20 (Securing the Scene);
- *Special Investigations Unit Act* (S.I.U.A), 2019, s 31(1) (Duty to Comply);

### ***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 the applicable T.P.S. procedures.

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

**Recommendation:**

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

**Financial Implications:**

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

Respectfully submitted,

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



## PUBLIC REPORT

January 31, 2024

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 2023.55**

**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 and the officers' training.

### 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 November 23, 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 official.”*

The following S.I.U. *Incident Narrative and Analysis and Director’s Decision* has been reprinted from the S.I.U. Director’s report, number 23-TCI-293, which can be found via the following link:

[https://www.siu.on.ca/en/directors\\_report\\_details.php?drid=2716](https://www.siu.on.ca/en/directors_report_details.php?drid=2716)

## **S.I.U. Incident Narrative**

*“The event in question, clear on the evidence collected by the SIU, may briefly be summarized.*

*In the morning of April 24, 2023, the SO was a passenger in a cruiser travelling south on Kipling Avenue; his partner – WO #1 – was driving. As the officers travelled over Highway 401 on the Kipling Avenue overpass, they noticed a male straddling the east side railing of the bridge. Concerned that he was preparing to jump, WO #1 stopped the cruiser, and both officers exited and crossed over Kipling Avenue to the male’s location. The male was the Complainant. He was sitting on the railing facing north, a leg perched on each side, when the SO and WO #1 approached. He waved the officers away and warned them not to get any closer.*

*From a position several metres south of his location, the SO spoke to the Complainant, encouraging him to come off the railing. The Complainant told the SO he was not interested in talking and to keep back. The SO assured him he would maintain his distance. Throughout this time, WO #1 stood several metres north of the Complainant. After a couple of minutes, the Complainant stood on the concrete ledge of the railing briefly before jumping to the sidewalk below.*

*The officers moved in and attempted to grab hold of the Complainant as he reached with his right hand into the inside breast pocket of the jacket he was wearing. The Complainant attempted to pull away from the officers and a struggle ensued. The officers forced the Complainant to the ground and attempted to*

*secure his arms in handcuffs. The Complainant was met with punches to the right and left sides of his face by the SO. With the assistance of additional officers arriving on scene, the Complainant's arms were controlled and handcuffed behind the back.*

*A folding knife was recovered from the inside breast pocket of the Complainant's jacket in a search of his person following the arrest.*

*Paramedics arrived on scene. The Complainant was sedated, placed in the ambulance, and transported to hospital. He was diagnosed with a fracture of the right orbital bone.”*

### ***Analysis and Director's Decision***

*“The Complainant was seriously injured in the course of his apprehension by TPS officers in Toronto on April 24, 2023. In the ensuing SIU investigation of the incident, 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 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 the SO was within his rights when he attempted to take custody of the Complainant. Given the Complainant's presentation at the time, it seems the officer had cause to conclude that he was of unsound mind and on the precipice of harming himself, and therefore subject to arrest under section 17 of the Mental Health Act.*

*I am also satisfied that the force used by the SO, namely, multiple punches to the right and left sides of the Complainant's face, was legally justified. When the Complainant jumped off the railing and reached into his jacket, the SO was right to suspect that he might be reaching for a weapon. In fact, the Complainant was in possession of a folding knife at the time in an inside jacket pocket. It was also true that events were unfolding on or near the curb lane of northbound traffic. It was imperative, therefore, that the Complainant be restrained in handcuffs as quickly as possible. The Complainant made that very difficult; he struggled against the officers' efforts to take him to ground and control his arms. On this record, it seems the punches struck by the officer, meant to subdue a recalcitrant Complainant so that he might be handcuffed, constituted a proportionate response to the exigencies of the moment. It should be noted that even after the last blow had been struck, it was not until the arrival of additional officers that the SO and WO #1 were able to complete the handcuffing process.*

*In the result, while I accept that one or more of the punches struck by the SO caused the Complainant's fracture, I am not persuaded that the injury was the result of any*

*unlawful conduct by the officer. 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 required by provincial legislation.

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

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

- Procedure 06-04 (Person In Crisis);
- 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 in compliance with applicable provincial legislation regarding the Standards of Conduct, the applicable T.P.S. procedures and the officers’ training. The following additional comments are provided.

Toronto Police Service Procedure 15-01 (Incident Response) was examined and the conduct of all of the involved officers was in compliance with this procedure and their training. When the Complainant stepped down from the railing onto the bridge the SO and WO #1 attempted to apprehend him under the *Mental Health Act*. A struggle ensued and during this struggle the Complainant attempted to access a knife he had concealed in his pocket. The SO, now faced with a violent and armed individual delivered a number of strikes in an attempt to distract him to safely apprehend him. The

struggle continued and it was only through the collective efforts of numerous officers was the Complainant apprehended. This investigation found that the force used by the SO was justified, proportionate and reasonably necessary to bring this incident under control effectively and safely.

The existence of Body-Worn Camera and In-Car Camera footage which captured the Complainant's apprehension was a pivotal piece of evidence which provided the S.I.U. with an unparalleled perspective of what occurred and why, and assisted them in coming to their investigative conclusion.

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

**Recommendation:**

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

**Financial Implications:**

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

Respectfully submitted,

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



## PUBLIC REPORT

January 31, 2024

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 2023.58**

**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

**WO** – Witness Official

**ETF** – Toronto Police Emergency Task Force

## **S.I.U. Investigative Conclusion**

In a letter to the Chief of Police dated November 30, 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 official.”*

The following S.I.U. *Incident Narrative and Analysis and Director’s Decision* has been reprinted from the S.I.U. Director’s report, number 23-TCI-306, which can be found via the following link:

[https://www.siu.on.ca/en/directors\\_report\\_details.php?drid=2730](https://www.siu.on.ca/en/directors_report_details.php?drid=2730)

## **S.I.U. Incident Narrative**

*“The evidence collected by the SIU, including an interview with the Complainant and video footage that captured the incident in parts, gives rise to the following information. As was his legal right, the SO chose not to interview with the SIU or authorize the release of his notes.*

*Shortly before 11:00 p.m., August 1, 2023, a team of ETF officers gathered in front of the door to an apartment near Broadview Avenue and Danforth Avenue, Toronto. They were there to arrest the Complainant ahead of the execution of a search warrant at the residence. The day before, a male had attended at the building in the morning and, from outside the management office located on the ground floor next to the main entrance, fired a shotgun into the office. The discharge resulted in wounds to a female. The Complainant had been identified as the suspect in the shooting.*

*The ETF forced open the door with the use of a ram, after which a distraction device was deployed into the apartment. The officers announced their presence and entered the residence. The SO was first into the unit. He was followed by WO #2 and the remaining ETF officers. They were immediately confronted by the Complainant, who moved towards the SO and grabbed at his rifle. WO #2 punched the Complainant twice and, together with the SO, forced him down. The Complainant struggled briefly with the officers on the floor and was met with one or two kicks by WO #2 to the upper thigh before his arms were controlled behind the back and handcuffed.*

*Following his arrest, the Complainant was taken to hospital and diagnosed with a dislocated and fractured left shoulder.”*

### ***Analysis and Director’s Decision***

*“The Complainant was seriously injured in the course of his arrest by ETF officers on August 1, 2023. In the ensuing SIU investigation of the incident, 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 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 ETF officers were lawfully placed and in the execution of their duties when they entered the residence of the Complainant. They were acting on the authority of a search warrant for his apartment, which named the Complainant as the subject of an unlawful firearm shooting the day before. As for their method of entry, namely, a dynamic entry, it was reasonable in the circumstances based on information that the Complainant was in possession of a shotgun that had been used in the shooting.*

*Once through the door, I am satisfied that the force used by the SO and the other officers who physically engaged the Complainant was legally justified. The officers had cause to believe that the Complainant had fired a shotgun at a woman the day before. A male matching the Complainant’s description had been captured on security camera doing just that. In the circumstances, it was imperative that the Complainant be arrested immediately to prevent any possibility of a firearm being brought into play. The strikes and takedown executed by the officers were commensurate with that objective. When the Complainant rushed at the SO and reached for his weapon, the officers were within their rights in punching at his torso and forcing him to the floor. In that position, they could better expect to manage any further struggle by the Complainant. The Complainant continued to offer a measure of resistance and was met with one or two kicks to the leg. This too would not appear excessive given the exigencies of the moment. Once handcuffed, no further force was brought to bear.*

*In the result, while I accept that the Complainant’s injury was incurred in the altercation that marked his arrest, I am unable to reasonably conclude that it was attributable to any unlawful conduct on the part of the SO or other ETF members. 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 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 02-17 (Obtaining a Search Warrant);
- Procedure 02-18 (Executing a Search Warrant);
- 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 15-17 (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, s 16(1) (Notification of Incident);
- *Special Investigations Unit Act* (S.I.U.A), 2019, s 20 (Securing the Scene);
- *Special Investigations Unit Act* (S.I.U.A), 2019, s 31(1) (Duty to Comply)

### **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, the applicable T.P.S. procedures.



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

**Recommendation:**

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

**Financial Implications:**

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

Respectfully submitted,

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



## PUBLIC REPORT

January 26, 2024

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 2023.59**

**Purpose:**  Information Purposes Only  Seeking Decision

### Summary:

The Professional Standards (P.R.S.) – Special Investigations Unit Liaison (S.I.U. Liaison) and Traffic Services (T.S.V.) 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*

## **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 November 30, 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 Director’s Decision* has been reprinted from the S.I.U. Director’s report, number 23-TVI-311, which can be found via the following link:

[https://www.siu.on.ca/en/directors\\_report\\_details.php?drid=2733](https://www.siu.on.ca/en/directors_report_details.php?drid=2733)

## **S.I.U. Incident Narrative**

*“The evidence collected by the SIU, including interviews with the Complainant and police eyewitnesses to the events in question, gives rise to the following scenario. As was his legal right, the SO did not agree an interview with the SIU or to authorize the release of his notes.*

*In the morning of August 6, 2023, TPS officers convened at EarlsCourt Park to police what was anticipated to be another day of potentially violent demonstrations. The day before, opponents of the Eritrean government crashed the Festival Eritrea Toronto, resulting in skirmishes and several persons being taken to hospital.*

*WO #7, among the organizers of police operations that day, decided to mobilize police resources, including the Mounted Unit, at the northwest corner of the park when it was learned demonstrators were entering from that area. Over the course of the day, the officer learned that protesters were gathering at Loretto College before making their way to the park. WO #7 decided to travel to that location and enlisted the SO to drive him there. His intention was to gather information about what their plans were for the rest of day.*

*At about 1:45 p.m., the SO, operating a marked Ford Explorer, drove east across the northwestern section of the park towards a hill that climbed up to another flat section of grass and a paved pathway. The officer turned to travel north on the pathway a short distance to an entrance/exit on St. Clair Avenue West, turning right to travel east towards Loretto College.*

*Shortly after 2:00 p.m., WO #7 and the SO began to make their way back to Earls court Park. The SO re-entered the park through the same entrance/exit and essentially re-traced his steps, eventually travelling in a southwest direction down the hill. About halfway down the hill, the officers felt a thump from underneath the cruiser. The SO brought the vehicle to a stop at the bottom of the hill, and he and WO #7 exited. The Complainant was lying at the rear of the cruiser yelling in pain. He had been lying on the hill asleep and run over by the cruiser.*

*The SO rendered aid to the Complainant and paramedics were called to the scene. He was taken to hospital and admitted in the ICU with life-threatening injuries, including numerous fractures.”*

### **Analysis and Director’s Decision**

*“The Complainant was run over and seriously injured by a TPS cruiser on August 6, 2023. The SIU was notified of the incident and initiated an investigation. The driver of the cruiser – 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 injuries.*

*The offences that arise for consideration are dangerous driving causing bodily harm and criminal negligence causing bodily harm contrary to sections 320.13(2) and 221 of the Criminal Code, respectively. Both require something more than a simple want of care to give rise to liability. The former is predicated, in part, on conduct that amounts to a marked departure from the level of care that a reasonable person would have exercised in the circumstances. The latter is premised on even more egregious conduct that demonstrates a wanton or reckless disregard for the lives or safety of other persons. It is not made out unless the neglect constitutes a marked and substantial departure from a reasonable standard of care. In the instant case, the question is whether there was any want of care on the part of the SO, sufficiently serious to attract criminal sanction, that caused or contributed to the Complainant’s injuries. In my view, there was not. The SO was engaged in the lawful discharge of his duties at the time of the incident. He was part of the police presence at Earls court Park that had been organized to preserve the peace between opposing factions at an Eritrean festival.*

*With respect to the manner in which the SO operated his police cruiser as he returned to the park from Loretto College, I am satisfied that the officer comported himself with due care and regard for public safety. The very nature of the police operation that day, namely, to establish a significant presence to deter unlawful behaviour and, if necessary, enforce the law, contemplated some use of police cruisers on the park grounds.<sup>3</sup> Indeed, the evidence shows that the SO was not the only officer operating a cruiser on the fields of Earls court Park. The evidence further establishes that the officer only travelled on the lawned portions of the park to the extent necessary as he escorted WO #7, using a paved*

*pathway in the park to make his way onto the public roadways to and from Loretto College. And the officer did so at very slow speed, presumably, aware of the risks inherent in operating a motor vehicle off-road and up and down hills. Certainly, the SO would have been better advised to ensure his path was clear before embarking down the hill, particularly as his line of sight over the front of his vehicle would have been obstructed given the grade of the decline. That said, the odds that someone would be sleeping on the hill in line with his direction of travel, when there is evidence that no such person was present when the officer first climbed the hill en route to Loretto College, were low. On this record, whether or not the SO was as careful as he might have been, I am unable to reasonably conclude that the officer transgressed the limits of care prescribed by the criminal law when he accidentally drove over the Complainant.*

*In the result, as there are no reasonable grounds to conclude that the SO conducted himself other than lawfully over the course of this unfortunate incident, there is no basis for proceeding with criminal charges in this case. The file is closed.*

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*3 Pursuant to TPS Policy – Use of Service Vehicle – officers must avoid driving in grassed areas of a park except in an emergency. Whether the circumstances that prevailed at the time the SO drove his cruiser in the park constituted an “emergency” is up for debate. The same may be said of the term “avoid” and whether that constitutes a firm prohibition of the practice or a general statement of best practice. Be that as it may, I am not satisfied that the officer’s violation of police policy, if that is what it was, materially alters the criminal liability analysis.”*

### **Summary of the Toronto Police Service’s Investigation**

The P.R.S. – S.I.U. Liaison and T.S.V. conducted an administrative investigation as required by provincial legislation.

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 and T.S.V. investigation reviewed the following T.P.S. procedures:

- 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 15-11 (Use of Service Vehicles);
- Procedure 15-17 (In-Car Camera System); and
- Procedure 15-20 (Body-Worn Camera)

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

- *Special Investigations Unit Act, (S.I.U.A.) 2019, s 16(1) (Notification of Incident);*
- *Special Investigations Unit Act, (S.I.U.A.) 2019, s 20 (Securing the Scene);*
- *Special Investigations Unit Act, (S.I.U.A.) 2019, s 31(1) (Duty to Comply)*

**Conclusion:**

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

The S.I.U. Liaison and T.S.V. investigation determined the conduct of the designated subject official was not in compliance with T.P.S. Procedure 07-05 (Service Vehicle Collisions), in that, he was at fault in the collision and 15-11 (Use of Service Vehicles) which directs that *“members shall avoid driving in the grassed areas of parks.”*

Misconduct was substantiated and adjudicated at the Unit level by the Unit Commander of 14 Division.

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

**Recommendation:**

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

**Financial Implications:**

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

Respectfully submitted,

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



## PUBLIC REPORT

January 31, 2024

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 2023.61**

**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  
**TEMS** – Toronto Emergency Medical Services  
**WO** – Witness Official

## **S.I.U. Investigative Conclusion**

In a letter to the Chief of Police dated December 6, 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 official.”*

The following S.I.U. *Incident Narrative and Analysis and Director’s Decision* has been reprinted from the S.I.U. Director’s report, number 23-TCI-315, which can be found via the following link:

[https://www.siu.on.ca/en/directors\\_report\\_details.php?drid=2744](https://www.siu.on.ca/en/directors_report_details.php?drid=2744)

## **S.I.U. Incident Narrative**

*“In the morning of August 8, 2023, the SO and WO #1 accompanied a child welfare worker – the CW – to the Complainant’s residence in Toronto. A court order had been issued directing the child welfare agency to apprehend the Complainant’s two young children. The police officers were there to assist the CW. The officers and the CW arrived at the Complainant’s apartment at about noon.*

*The Complainant opened the front door holding one of his children. Told that the CW was there to take the children into the custody of the child welfare authority, the Complainant demurred. He questioned the validity of the process and focused on the fact that he had not been served the court order. The Complainant indicated he would not turn over his children.*

*The CW and the SO indicated that they could not leave without the children. They explained that the court order was valid and encouraged him to cooperate. The Complainant could not be persuaded. The negotiations continued in this fashion for about an hour-and-a-half.*

*At about 1:30 p.m., WO #2, who had arrived at the apartment to assist his officers, directed that they take physical custody of the children. The Complainant was seated on the edge of one of the two beds in the room. With a child on each knee, the Complainant had his arms around them and his hands clasped together. WO #1 and the SO moved towards the Complainant and unclasped his hands. The SO then forced the Complainant’s left arm away from one of his children, in the*



course of which a cracking sound was heard. The Complainant cried out in pain and said his arm was broken. The officer took his child away and comforted him. WO #1 removed the Complainant's other child. The children were taken away from the scene.

TEMS arrived at the apartment at about 2:00 p.m. The Complainant was transported to hospital and diagnosed with a fractured left arm.”

### **Analysis and Director's Decision**

“The Complainant was seriously injured by a TPS officers on August 8, 2023. The officer – the SO – was identified as the subject official in the ensuing SIU investigation of the incident. 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 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 the SO and WO #1 were engaged in the lawful discharge of their duties attempting to enforce a lawful court order directing the removal of the Complainant's children from his custody.

I am also satisfied that the force used by the SO and WO #1 was legally justified. Despite what were patient and protracted efforts on the part of the CW and the officers to have the Complainant voluntarily turn over the children, he was persistent in his refusal. Not consultation with his own lawyer, reached by phone by the Complainant, not repeated explanations by the police officers and child welfare worker of the bone fides of their interventions, and not a printed copy of court documents provided to the Complainant could convince him to cooperate. On this record, I am unable to fault WO #2 when he directed the officers to take physical custody of the children. Nor would it appear that the officers used anything other than reasonable force in doing so. The officers did what would be expected – they pulled the Complainant's hands and arms apart so they could access and remove the children from his hold. The BWC footage makes clear they did so with no more force than was necessary. That the Complainant's left arm was fractured in the process, the likely product of his attempting to maintain his hold as the SO pulled in the opposite direction, is unfortunate, but not the result of the application of excessive force.

For the foregoing reasons, 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 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 02-13 (Child Apprehension Warrants);
- 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); 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, c 1, Sch 5;
- *Child, Youth and Family Services Act*, 2017, S.O. 2017, c 14, Sch 1

### ***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 the applicable T.P.S. procedures.

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

**Recommendation:**

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

**Financial Implications:**

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

Respectfully submitted,

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



## PUBLIC REPORT

**January 25, 2024**

To: Chair and Members  
Toronto Police Services Board

From: Myron Demkiw  
Chief of Police

**Subject: Chief's Administrative Investigation of the Alleged Sexual Assault Complainant 2023.63**

**Purpose:**  Information Purposes Only  Seeking Decision

### **Summary:**

The Professional Standards (P.R.S.) – Special Investigations Unit Liaison (S.I.U. Liaison) and the Specialized Criminal Investigations – Sex Crimes (S.C.I. – S.C.) 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 December 8, 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 in this case”*.

The S.I.U. has not made the Director’s 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 November 8, 1998, Alleged Sexual Assault Complainant 2023.63 (2023.63) was contacted by a plainclothes police officer of the 31 Division Criminal Investigative Bureau (C.I.B.) in connection with accusations of sexual assault. 2023.63 was formally requested to present himself at 31 Division.

2023.63 attended 31 Division and was interviewed by the officer and another plainclothes police officer. At the conclusion of the interview, 2023.63 was arrested by the officers and paraded before the Officer-in-Charge. Following the booking, 2023.63 was placed in an interview room in the C.I.B. A strip search was not conducted.

After the investigation, 2023.63 was released from custody by the Officer-in-Charge under the conditions of a Promise to Appear (Form 10 Release) and Undertaking Given to a Peace Officer/Officer-in-Charge (Form 11.1 Release). 2023.63 was charged with two counts of sexual assault, contrary to the *Criminal Code*.

On August 10, 2023, 2023.63 returned to 31 Division to lodge a complaint regarding a historical sexual assault that was committed by the two investigating T.P.S. officers during his arrest in 1998.

The S.I.U. was notified and invoked its mandate.

The S.I.U. designated both officers as Retired (Subject) Officials.

### ***Summary of the Toronto Police Service's Investigation***

The P.R.S. – S.I.U. Liaison and the S.C.I. – S.C. conducted an administrative investigation mandated by provincial legislation.

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 and S.C.I. – S.C. investigation reviewed the following T.P.S. procedures:

- Directive 01-02 (Search of Persons); (Drafted in 1994, in effect in 1998);
- Procedure 01-01 (Arrest);
- Procedure 01-02 (Search of Persons);
- Procedure 01-03 (Persons in Custody);
- Procedure 05-05 (Sexual Assault);
- Procedure 13-16 (Special Investigations Unit);
- Procedure 13-17 (Notes and Reports);

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

- *Special Investigations Unit Act* (S.I.U.A.), 2019, so 2019, C 1, Sch 5

### ***Conclusion:***

The S.I.U. Liaison and S.C.I. – S.C. 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 that provided adequate and appropriate guidance to the members. None of the examined policies and procedures required modification.

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

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

**Recommendation:**

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It is recommended that the Board receive this report for information.

**Financial Implications:**

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

Respectfully submitted,

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



## PUBLIC REPORT

January 31, 2024

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 2023.67**

**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

**WO** – Witness Official

## **S.I.U. Investigative Conclusion**

In a letter to the Chief of Police dated December 18, 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 official.”*

The following S.I.U. *Incident Narrative and Analysis and Director’s Decision* has been reprinted from the S.I.U. Director’s report, number 23-TCI-339, which can be found via the following link:

[https://www.siu.on.ca/en/directors\\_report\\_details.php?drid=2764](https://www.siu.on.ca/en/directors_report_details.php?drid=2764)

## **S.I.U. Incident Narrative**

*“The material events in question, clear on the evidence collected by the SIU, may briefly be summarized.*

*In the evening of August 20, 2023, the SO and WO #1 were on foot patrol working a paid-duty at a street festival in Toronto’s Chinatown. At about 7:45 p.m., the officers were approached by a female reporting a theft and assault at a supermarket in the area. The Complainant, walking north on the east sidewalk of Spadina Avenue towards Dundas Street West, was identified as the suspect. The officers approached the Complainant from the north and confronted her just south of Dundas Street West.*

*The Complainant was walking past the officers when she was held back by WO #1 grabbing a strap of her backpack. She jerked free, turned to face the officers, and told them to stop touching her. The Complainant complained that all her food was gone, and the SO explained that they could assist her. The Complainant said she wanted to be left alone and started walking away. The SO told the Complainant to stop and took hold of her upper left arm, at which point the Complainant swung her right hand towards the officer’s face.*

*The SO blocked the blow with his right hand, pinned the Complainant up against a wall, and pulled her to the ground. Within moments, the officers handcuffed the Complainant behind the back without further incident.*

*The Complainant was subsequently transported to hospital and diagnosed with a fractured left clavicle.”*

### ***Analysis and Director’s Decision***

*“The Complainant was seriously injured in the course of her arrest by TPS officers on August 20, 2023. The SIU was notified of the incident and initiated an investigation, naming one of the arresting officers – the SO – 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 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.*

*Based on the report the officers had received from a citizen about the theft and assault at a nearby grocery store, and the Complainant’s role in it, I am satisfied that they were within their rights in seeking to detain the Complainant to investigate those crimes: see R. v. Mann, [2004] 3 SCR 59. Thereafter, when the Complainant reacted violently by swinging at the SO, the officers had grounds to arrest her for assault.*

*I am also satisfied that the force used by the SO in aid of the Complainant’s arrest was legally justified. The officer reacted as one might expect having just been assaulted by the Complainant. He blocked the strike and then pinned her against a wall to control her movements, thereafter taking hold of her arms and pulling her to the ground. The takedown made sense, even though it appears to have resulted in the Complainant’s fracture. The Complainant had continued to struggle with the SO after the swing while still on her feet, and bringing her to the ground would allow the officers to better manage any further resistance. No strikes of any kind were delivered by either officer at any time.*

*For the foregoing reasons, 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 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 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, s 16(1) (Notification of Incident);
- *Special Investigations Unit Act* (S.I.U.A), 2019, s 20 (Securing the Scene);
- *Special Investigations Unit Act* (S.I.U.A), 2019, s 31(1) (Duty to Comply)

**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, the applicable T.P.S. procedures.

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

**Recommendation:**

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

**Financial Implications:**

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

Respectfully submitted,

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