



Public Meeting

**Monday,
June 24, 2024
at 9:00AM**



PUBLIC MEETING AGENDA
Monday, June 24, 2024 at 9:00AM
Livestreaming at

<https://youtube.com/live/v1YEzlyPoTE?feature=share>

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 [May 31, 2024](#). A copy of the draft Minutes can be accessed here: <https://tpsb.ca/meetings?view=article&id=431&catid=45>

Presentations and Items for Consideration

2. **Missing Persons**
 - 2.1 **Presentation**
 - 2.2 May 31, 2024 from Myron Demkiw, Chief of Police
Re: Homicide and Missing Persons - Missing Persons Unit
3. May 24, 2024 from Myron Demkiw, Chief of Police
Re: Evaluation of Service's 2023 Sergeant and Staff Sergeant Promotional Process

4. June 13, 2024 from Myron Demkiw, Chief of Police
Re: Annual Report: 2023 Annual People Report: Recruitment, Appointments and Promotions, Secondments, Secondary Activities and Cumulative Legal Costs for Labour Relations Counsel and Legal Indemnification (*confidential attachment*)

5. May 7, 2024 from Myron Demkiw, Chief of Police
Re: Police Reform Recommendation 79 Update

6. June 10, 2024 from Dubi Kanengisser, Executive Director
Re: Toronto Police Service Board – Awards Policy

7. May 21, 2024 from Myron Demkiw, Chief of Police
Re: Contract Extension and Increase with Versaterm Public Safety Inc. for the Versadex Records Management System

8. May 14, 2024 from Myron Demkiw, Chief of Police
Re: New Courthouse – Agreement with Infrastructure Ontario to Share the Courthouse Radio System

9. May 29, 2024 from Myron Demkiw, Chief of Police
Re: The Downtown Community Outreach Response and Engagement Team (CORE) Pilot Project Implementation

10. June 24, 2024 from Myron Demkiw, Chief of Police
Re: 2023 Annual Reports: City Traffic Agents (C.T.A.), University of Toronto (U of T), Toronto Community Housing Corporation (T.C.H.C.), and Toronto Transit Commission (T.T.C.) - Special Constables
 - 10.1 **City Traffic Agent Program Annual Report**
 - 10.2 **University Special Constable Program Annual Report**

- 10.3 **Community Safety Unit (C.S.U.) Special Constable Program Annual Report**
- 10.4 **Transit Enforcement Unit Special Constable Program Annual Report**

- 11. May 16, 2024 from Myron Demkiw, Chief of Police
Re: Toronto Police Service applications to the 14 programs under the Province of Ontario Community Safety Project Grants

- 12. May 15, 2024 from Dubi Kanengisser, Executive Director
Re: Proposed Revisions to Board's Procedural By-Law

- 13. June 6, 2024 from Dubi Kanengisser, Executive Director
Re: Establishment of 2025 Budget Committee

- 14. **Budget Variance Reports**
 - 14.1 May 21, 2024 from Myron Demkiw, Chief of Police
Re: 2024 Operating Budget Variance for the Toronto Police Service, Period Ending March 31, 2024
 - 14.2 May 21, 2024 from Myron Demkiw, Chief of Police
Re: 2024-2033 Capital Program Variance for the Toronto Police Service, Period Ending March 31, 2024
 - 14.3 May 22, 2024 from Myron Demkiw, Chief of Police
Re: 2024 Operating Budget Variance for the Toronto Police Service Parking Enforcement Unit, Period Ending March 31, 2024
 - 14.4 May 13, 2024 from Dubi Kanengisser, Executive Director
Re: 2024 Operating Budget Variance Report for the Toronto Police Service Board, Period Ending March 31, 2024

15. **Chief's Administrative Investigation Reports**

- 15.1 May 7, 2024 from Myron Demkiw, Chief of Police
Re: Chief's Administrative Investigation into the Alleged Sexual Assault of Complainant 2023.52
- 15.2 May 7, 2024 from Myron Demkiw, Chief of Police
Re: Chief's Administrative Investigation into the Vehicle Injury of Complainant 2023.75
- 15.3 May 7, 2024 from Myron Demkiw, Chief of Police
Re: Chief's Administrative Investigation into the Custody Injury of Complainant 2023.81
- 15.4 May 7, 2024 from Myron Demkiw, Chief of Police
Re: Chief's Administrative Investigation into the Custody Injury of Complainant 2023.82

The Police Service Board will adjourn the public portion of the meeting and reconvene in-camera for consideration of confidential matters pursuant to Section 44 (1) of the *Community Safety and Policing Act* (CSPA).

MOTION

- **That the Toronto Police Service Board adjourn the public portion of its meeting to move In Camera to discuss the following subject matters in accordance with Section 44(2) of the *Community Safety and Policing Act*, 2019:**
 - 1. **Chief's Verbal Updates - Confidential operational updates**
 - 2. **Investigative Matters**
 - 3. **Operational Needs**
 - 4. **Labour Relations Matters**
 - 5. **Board Updates on Matters under Litigation**

Adjournment

Next Meeting

Regular Board Meeting

Wednesday, July 31, 2024

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

Members of the Toronto Police Service Board

Ann Morgan, Chair

Amber Morley, Deputy Mayor & Member

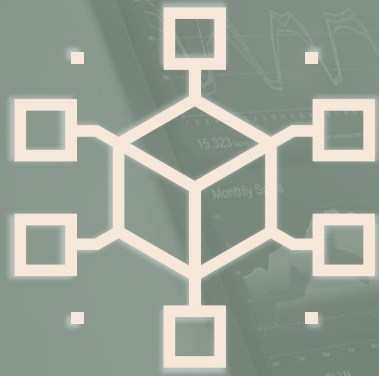
Lily Cheng, Member & Councillor

Nick Migliore, Board Member

Lisa Kostakis, Vice-Chair

Nadine Spencer, Board Member

Shelley Carroll, Member & Councillor



What's Missing?

Data, in Missing Person Investigations

Board Presentation | June 24th 2024

Homicide & Missing Persons Unit

Steve Smith #5141
Detective Sergeant

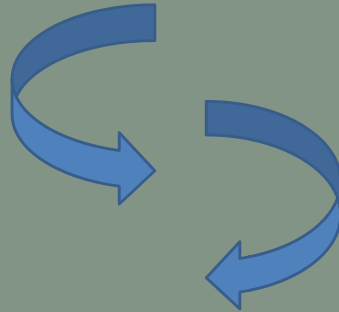
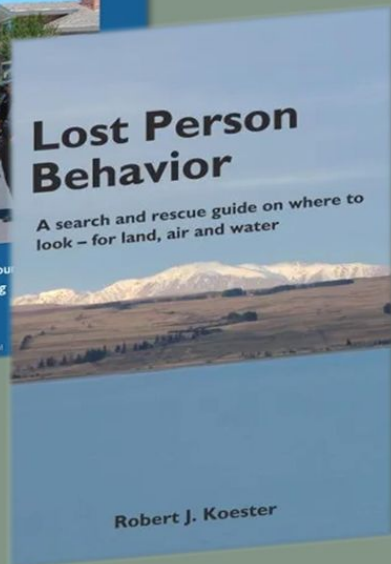
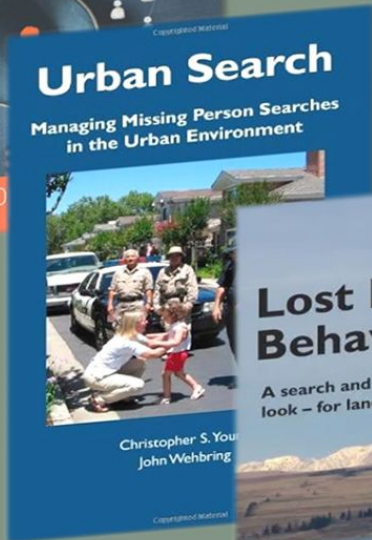
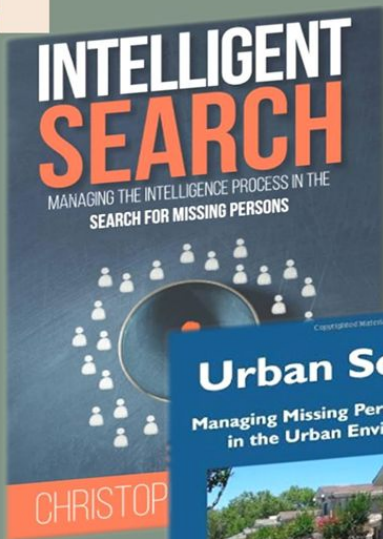
Shona Patterson #9731
Detective

Jordan Dunkley #82275
Analyst

So many questions...

- **Temporal Analysis:**
 - Are there any seasonal or temporal trends in missing person incidents? (e.g., more cases during holidays, weekends, specific times of year)
 - How have missing person rates changed over time? Are there any notable spikes or decreases?
- **Response and Resolution:**
 - How quickly are missing person cases reported and responded to by authorities?
 - What are the rates of successful resolution for missing person cases? (e.g., found safe, found deceased, still missing)
- **Comparative Analysis:**
 - How do the rates and characteristics of missing person incidents in Toronto compare to other cities or regions?
 - Are there any lessons or best practices that can be learned from similar jurisdictions





How it Started

- Established July 1, 2018
- Provided direction, guidance, follow-up and support to divisional investigators
- Ensured a standardized approach and best practices in missing person investigations



1 Detective Sgt

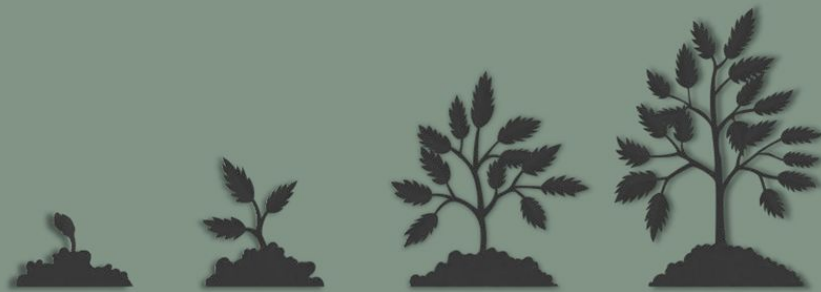


1 Detective



**4 Detective
Constables**

How it's going



**1 Detective Sgt
1 Detective
(+1 on the way)**



**8 Detective
Constables**



**4 Missing Person
Coordinators**



**1 Missing Person
Analyst**



**1 Clerical Assistant
1 FiLU Coordinator**

*2 Support Workers from Victim Services Toronto



A THREE-PRONGED APPROACH



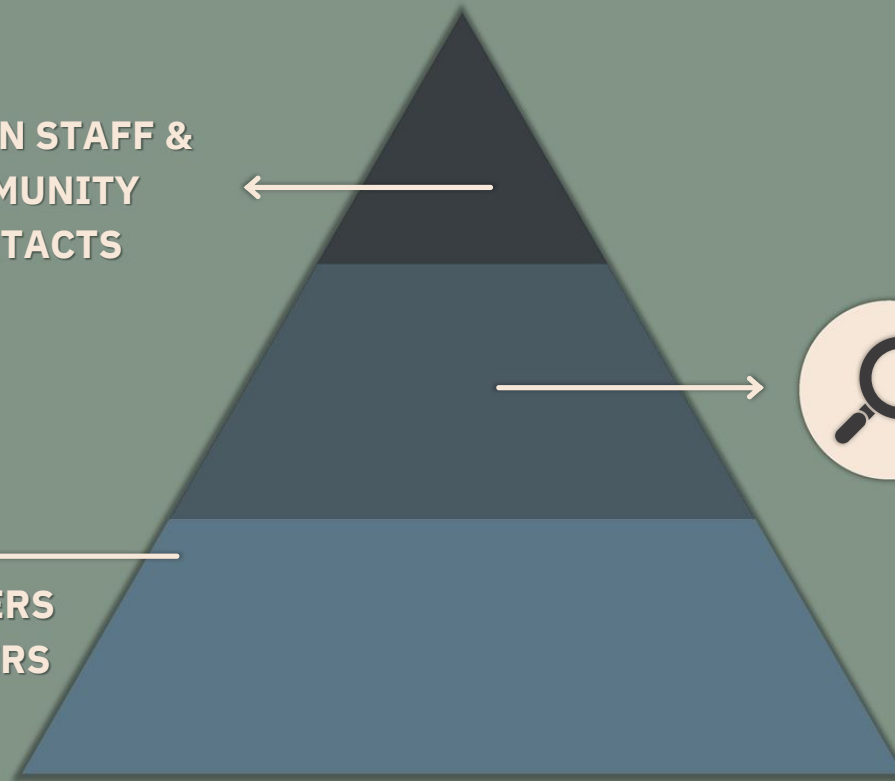
**CIVILIAN STAFF &
COMMUNITY
CONTACTS**



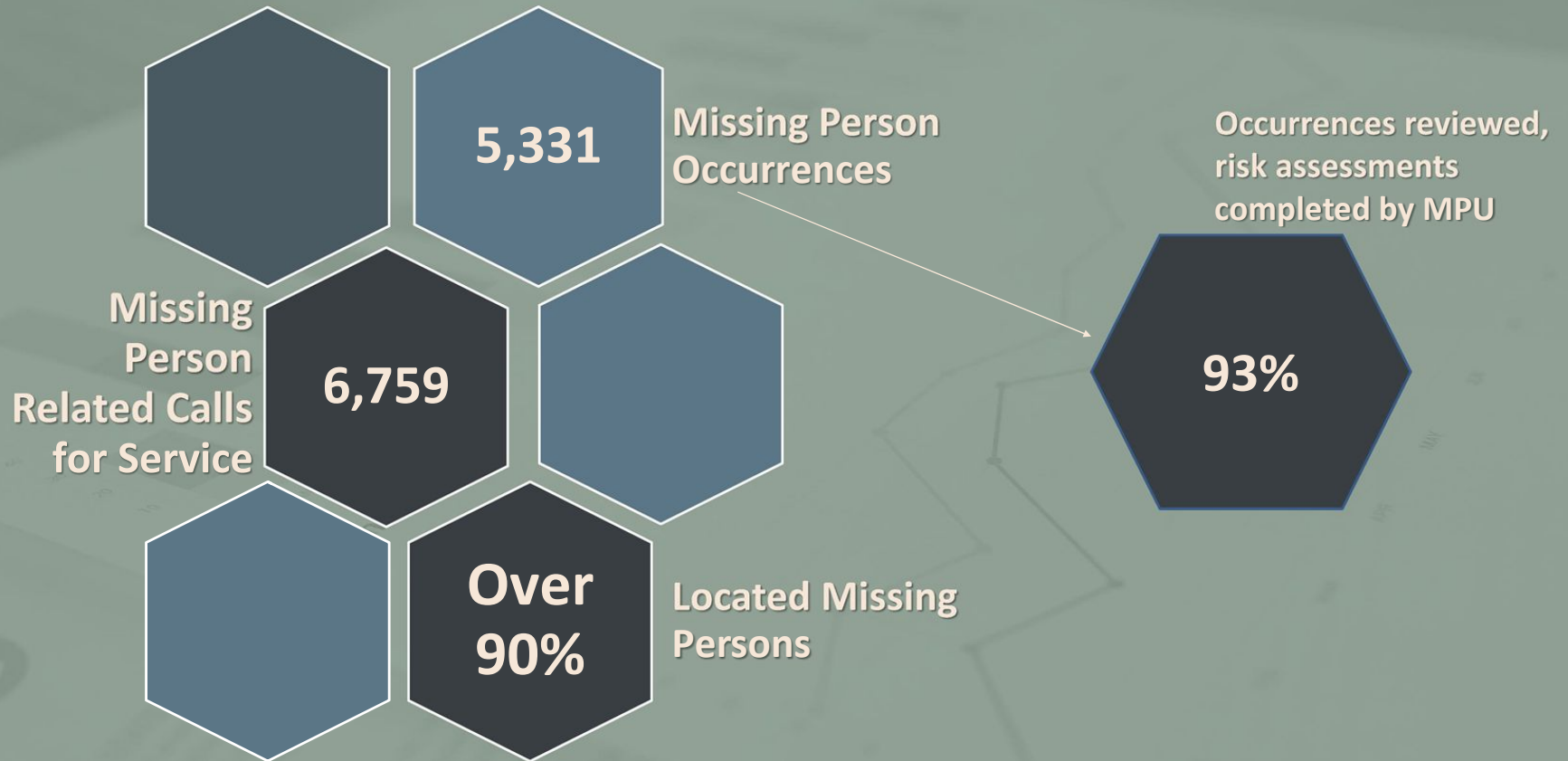
**FRONT LINE OFFICERS
& SEARCH MANAGERS**



**INVESTIGATIVE
SUPPORT FROM
SUBJECT MATTER
EXPERTS (MPU)**

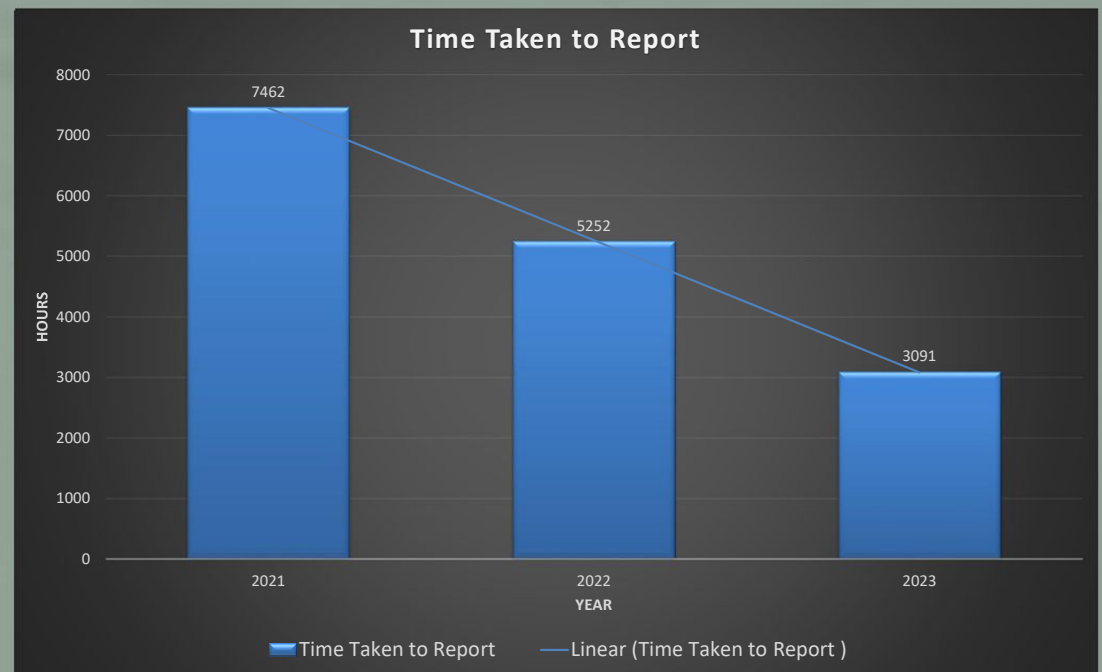


2023 Statistics



Data Insights - Time Taken to Report to Police

- The average length of time it takes people to report someone missing has dropped by 30% over the last 2 years



Data Insights - Time taken to Locate



- Since 2018 there has been a 92.5% reduction in time taken to locate a missing person.

Health Conditions



Locations



Resources



Policy / Procedure



Strategy



Why Do We Require More Data for Missing Persons?



Contacts



Literature /Research



Tech / Innovation



Community



Trend Analysis

Roadmap to the Future

Collaboration

Training & Development

Automation

Standardized Data Collection

Increase Bandwidth





Thank You!



PUBLIC REPORT

May 31, 2024

To: Chair and Members
Toronto Police Service Board

From: Myron Demkiw
Chief of Police

Subject: Homicide and Missing Persons - Missing Persons Unit

Purpose: Information Purposes Only Seeking Decision

Recommendation:

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

Financial Implications:

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

Summary:

To highlight the implementation of the Missing Persons Unit and changes to how the Toronto Police Service investigates missing people.

Discussion:

Background

An independent civilian review of how the Toronto Police Service conducts missing person investigations was conducted by the Honourable Gloria J. Epstein. On April 13, 2021, the Independent Civilian Review into Missing Person Investigations released its report entitled "Missing and Missed" (Report). The Report contained 151 recommendations designed to improve the Service's policies, procedures, training, education, professional development, and culture. Fifty of the 151 recommendations

Toronto Police Service Board

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were specific to the Homicide and Missing Persons Unit (formerly Missing Persons Unit). Of the **50** recommendations, **26** have been fully implemented, **24** are in progress (*4 are completed and awaiting implementation; 4 are 80%-99% done; 14 are 20%-79% done and 2 are less than 20% done*). (NOTE: Accurate as of May 10, 2024)

The review underscored the need for a cultural shift within the organization, prioritizing the safety and wellbeing of missing persons. To this end, the Toronto Police Service Board amended the Missing Persons section of the Adequacy Standards Compliance Policy to ensure that the Chief of Police will follow the steps outlined in regards to missing person investigations. The Missing Person section of the Policy outlines guiding principles, purpose, investigative steps, response assessment, handling of missing children and youth investigations, social supports, public awareness and engagement, and reporting.

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). As such, implementation follows a community-centric approach and is guided by the Missing and Missed Implementation Team, comprised of community and police representatives. Through this approach the Service will endeavour to provide for community engagement and transparency, and to build trust.

Changes within Homicide and Missing Persons Unit

In April 2022, the Homicide Unit changed its name to the Homicide and Missing Persons Unit in order to support the Service's overall plan to heighten the priority of missing person investigations. Throughout 2022 and 2023, the Homicide and Missing Persons Unit expanded from four (4) Detective Constables and one (1) Detective to sixteen (16) members, including eight (8) Detective Constables, one (1) Detective, one (1) Staff Sergeant, one (1) civilian Crime Analyst, one (1) civilian Administrator, and four (4) civilian Missing Persons Coordinators.

Mandate Changes

During this period of restructuring, the Homicide and Missing Persons Unit also updated its mandate. The Homicide and Missing Persons Unit is now available 24 hours a day, with an on-call component, to provide continuous support and guidance to divisions regarding missing person investigations and are available to be deployed during heightened response calls. In addition, the Homicide and Missing Persons Unit now monitors and reviews every missing person report to ensure that each call is appropriately responded to. All of this has been reflected in the updated Homicide and Missing Persons Unit mandate that was published in December 2022.

Procedural and Process Changes

In May 2023, the Toronto Police Service Standards of Conduct was amended to address the appropriate handling of information regarding a potential connection between a Toronto investigation and one of another jurisdiction.

In June 2023, while those missing under the age of 12 are already assigned priority with a “Missing Child” event type, a new high priority event type "Missing Suspicious", was created to automatically assign a higher response level if it is suspected that a missing person’s disappearance may be related to a criminal offence.

The Missing Persons Procedure 04-05 was amended in March 2024 to include changes to the process of reporting and searching for missing persons. Officers are required to accept calls in all instances from dispatchers at Communication Services at the time they are made and give full consideration and attention regardless of where the missing person resides, or where the reportee resides.

The Service also revised its memorandum book in March 2024 to include a “Missing Persons Response Reminder Checklist”. The checklist provides members with key steps to take when responding to a missing person call for service. A Routine Order for the revised memorandum book was issued on March 28, 2024, which included a reminder to members that “missing person occurrences are a high risk area of policing and, from the outset, must be given appropriate levels of priority and resources. Time is critical in high risk cases. It is safer to assume a case is high risk until proven otherwise”. A Service-wide communication (eUpdate) was also sent on April 8, 2024 to Service members to inform of the new reminders added to the memorandum books.

In 2022 and 2023, the Toronto Police Service Major Case Management section created additional Detective Constable and civilian PowerCase indexing positions. In addition to the new positions, a training environment was funded and created within Toronto Police Service Headquarters called the Major Case Management PowerCase Lab, this is a small training environment to train Specialized Criminal investigations members including members of the Missing Persons Unit on PowerCase.

Further to the initial integration of Detective Constable PowerCase Indexers onto the respective teams, the Major Case Management section was allotted additional Detective Constable and civilian positions to complete the approved expansion in 2023 and 2024. Although the Major Case Management section did not foresee all vacancies filled in one calendar year due to the requirements and the length of time for training and PowerCase certification, the selection of candidates will continue into 2024 and 2025. Once candidates are identified and trained, they will be placed accordingly into units in compliance with the principles and practices of Major Case Management legislation. This expansion will include the Missing Persons Unit.

Alignment with Other Services and Collaboration with Other Services

The Service has changed its levels of search in a Missing Person investigations to align them with high priority calls for service as well as with the search levels used by neighbouring police services. Prior to this change, a Level 3 search was considered a high priority search and a Level 1 search was considered a low priority search. The change to Level 1 being a high priority search and Level 3 being a low priority search is also consistent with the level of priority assigned to a missing person call when it is generated. This change is also aligned with the search level definitions used by neighbouring police services.

Increased Awareness

Missing Person Awareness Day was established on February 3rd as an annual reminder to continue supporting a culture change in the Service by raising awareness about missing persons within the community. The day aims to educate the public on various aspects of missing person cases and provide essential resources for reporting and understanding these incidents. With the inauguration of the Missing Person Awareness Day on February 3, 2024, information was widely distributed online through multiple posts on various social media channels, a dedicated webpage on the Service's website, eUpdate to Service members, as well as printed media to ensure widespread access to the information. To maximize outreach, officers from 51 Division distributed printed copies of the guide throughout the day to members of the Church and Wellesley area, providing an opportunity to share information and engage with the 2SLGBTQ+ community. Service members attending various community organizations and businesses were provided with key information to communicate the establishment of February 3rd as the annual Missing Person Awareness Day.

Increased Support and Communication Reinforcing Culture Change

The Homicide and Missing Persons Unit has undertaken initiatives to communicate the importance of missing person investigations. These include information sessions at each division where they introduce themselves and let Service members know that they are available to support them in missing person investigations 24/7. Some of the topics covered include the Homicide and Missing Persons Unit mandate, information gathering, and intersectionality. A full list of the topics covered can be found in the "Missing Persons Divisional Session Outline" document.
(Attached for reference)

On March 14th, 2024, an email was sent to all Unit Commanders to advise them of the changes to the Missing Persons Procedure 04-05 that came into effect on March 20th 2024. This communication was followed up with a parade note (a daily briefing to all officers), the issuance of two Routine Orders, an eUpdate that included a video, and an internal webpage article to emphasize the importance of missing person investigations. One of the key changes that was mentioned was the "presumptive high-risk status" of all missing person investigations. The email stated, "All missing person cases will now be treated with a presumptive high-risk status. This ensures swift allocation of resources and immediate action, prioritizing the safety of individuals reported missing. Now each case will be approached with the utmost urgency and resources allocated accordingly – unless and until a comprehensive risk assessment or other pertinent information suggests otherwise". Unit Commanders disseminated this information to members of their divisions, to communicate to the field the importance of missing person investigations. The Homicide and Missing Persons Unit supports this major change to Service protocols concerning missing person investigations by having direct conversations with divisional investigators to convey the importance of the work and through directly supporting members with the change by being available to respond to inquiries.

Community Engagement

The Service recognizes the important role of external agencies and encourages regular engagement with community partners during missing person investigations. The Missing Person Coordinators are responsible for maintaining a list of community contacts from social, public health and community agencies and they work to connect officers with the resources available to assist in missing person investigations. Missing Person Coordinators have developed over **185** community contacts since the introduction of this role. Two support workers from Victim Services will be joining the unit in the upcoming months and will bring additional community contacts with them to add to this number.

The Service also has developed a partnership with the Missing Children Society of Canada – Child Search Network to bridge the gap for high-risk missing person cases that do not meet the criteria for Amber Alerts. The partnership with the Missing Children Society of Canada allows for information to be shared among police services and agencies across the country and links community members to police services.

In addition to seeking assistance from external agencies during investigations, the Homicide and Missing Persons Unit also collaborates with community organizations to discuss approaches to missing person investigations. The Homicide and Missing Persons Unit has attended community events to bring awareness to particular missing person investigations and to take part in information sharing. For example, in August 2023, the Homicide and Missing Persons Unit attended a community event organized by the Toronto Council Fire in response to a missing vulnerable person from the Barrie area. The Homicide and Missing Persons Unit has also met with a youth group home and a community agency to discuss how to better respond to youth who go missing from group homes. The Missing Person Coordinators are able to reach out to the relevant contact(s) to assist in locating the missing person and provide follow up help, with the goal of preventing this from happening again.

Training and Education

The Service has introduced additional training aimed at enhancing officer interactions with the community. One such program is the "Trauma-informed approach: Trauma-informed interview techniques" course, designed to equip officers with the necessary skills to engage with individuals emotionally traumatized by a disappearance or the discovery of a deceased person. This training emphasizes sensitivity and empathy in communication, ensuring officers can effectively support individuals during distressing situations. Furthermore, the Canadian Police Knowledge Network Risk Assessment Forms training has been implemented to familiarize service members with the new model for missing persons investigations. While its primary focus is on completing risk assessment forms, the training also emphasizes the importance of inclusivity, raising awareness among officers about diverse perspectives and ensuring equitable treatment in missing persons cases. Through these training programs, the Toronto Police Service aims to foster a more compassionate and effective approach to community interactions and missing person investigations alike.

Equity Analysis

Since 2018 the average hours to locate a missing person has dropped significantly.

<u>Year</u>	<u>Hours</u>
2018	1,803
2019	776
2020	1183
2021	535
2022	310
2023	275
2024	134

Since 2018 there has been a 92.5% reduction in time taken to locate a missing person.

There were 5,331 Missing Person reports in 2023 and 1,668 to date in 2024.

The average length of time it takes people to report someone missing has dropped by 30% over the last 2 years. This decrease in the time people take to report someone missing is likely due in part to the information being shared by the Homicide and Missing Persons Unit to members of the community, as well as our engagement on social media dispelling common myths about a waiting period before reporting a missing person. The drop in time allows officers to investigate the matter much closer to the time someone goes missing and reduces the chance of key evidence such as video, from being lost or erased.

Missing Person Occurrences (Reports)		% Located
2021	4,510	92%
2022	4,826	92%
2023	5,331	90%
2024 (Year to Date) (January – May 9)	1,668	88%

It should be noted that on average, about 8% of our missing people are located but not captured in the statistics due to an error in reporting. Reminders on common

deficiencies and audits of reports are being conducted to educate and correct these errors.

Conclusion:

The changes the Toronto Police Service has made to how missing people are investigated has dramatically reduced the time it has taken to locate missing people and the impact to their loved ones and the community.

We continue to focus on engaging in meaningful relationship-building and engagement with our Community Representatives, while incorporating thoughtful feedback from our Community Representatives as we work to implement the 151 recommendations.

Staff Superintendents Pauline Gray and Joe Matthews will be in attendance to answer any questions that the Board may have regarding this report.

Respectfully submitted,

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



Missing Persons: Divisional Session – PRU / CIB

Objectives

- Understand and articulate risk factors and vulnerabilities associated to missing persons
- Clearly define duties and responsibilities of a Missing Person Coordinator
- Create best practice for continuous evaluation of risk and response assessments in investigations
- Understand the scope of missing person investigations and various resources available
- Use tools and techniques available to support investigators
- Examine missing person occurrences to ensure quality control, case continuity, consistency and compliance with related procedures.

Learner Group

Frontline Officers who respond to calls for service and Officers in or entering the investigative field

Description

Effectively performing a police officer's duties requires a general understanding of the investigative process and how that works within the larger context of policing and existing laws. Knowledge and skills for carrying out effective missing person investigations are essential for police investigators. This session introduces learners to a range of fundamental skills required to adequately respond to and investigate missing person occurrences

Topics

- Introduction
- MPU Mandate
- MP Procedure
- PRU Response
- Information Gathering
- Missing Persons Act (MPA)
- Intersectionality (Human Trafficking / Vulnerable Persons)
- Contacts



PUBLIC REPORT

June 13, 2024

To: Chair and Members
Toronto Police Service Board

From: Myron Demkiw
Chief of Police

Subject: Evaluation of the 2023 Promotional Processes

Purpose: Information Purposes Only Seeking Decision

Recommendation:

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

Summary:

The purpose of this report is to share the findings, insights, and recommendations arising from an independent evaluation of the Toronto Police Service's (T.P.S.) 2023 Sergeant and Staff Sergeant Promotional Process. The Service engaged an external Employment and Healthy Workplace Specialist, who served as an advisor on the design and led the evaluation of the updated promotional processes for the Sergeant and Staff Sergeant ranks. This socio demographic information related to this promotional process evaluation was summarized in the June 2024 Board Report titled: 2023 Annual People Report: Recruitment, Appointments and Promotions, Secondments, Secondary Activities and Cumulative Legal Costs for Labour Relations Counsel and Legal Indemnification.

Discussion:

Background

The design and administration of promotional processes have been an ongoing discussion and focus area for the Service in the last number of years. Fair and

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transparent human resource processes are critical to member trust, sound labour relations and community confidence.

In accordance with a commitment to continuous improvement, the 2023 Promotional Process was designed to be responsive to feedback from members and the community, and to align with key objectives and recommendations set out in the 2020-23 People Plan, Board Policy on Hiring, Recruitment and Promotions (2021), and Missing and Missed Report Recommendation #122.2.

The changes made for the 2023 Promotional Process are the most significant and encompassing thus far made, all done in an effort to enhance member trust. The objective of these changes is to enhance trust through a commitment to increasing objectivity, fairness, transparency, and equity.

The Promotional Process has been co-developed by a cross functional design team consisting of Staff Superintendents, People & Culture, with input from several internal and external stakeholders including Equity, Inclusion and Human Rights, Labour Relations, and the Toronto Police Association. Feedback received from working groups established in 2022 and elements of the 2020 Board approved promotional process were also carried forward into this most recent process design such as the examination, a competency based application and leadership training requirements.

New elements of the process include:

- Interviews were granted on the objective basis of an exam score that was readily known to applicants;
- Interview panel composition focused on achieving a diversity of experiences and backgrounds;
- Introduction of community members with human resource experience to support the grading of the candidate applications;
- Design and delivery of evaluation frameworks and training for Unit Commanders, interview panel members and community grading teams on conducting assessments to promote greater evaluation consistency;
- 'Blind' interview stage where marks from other stages of the process were not known;
- Introduction of robust question management and panelist protocols;
- Enhanced communication of marks to each applicant, as well as transparency on the number of vacancies that would be filled; and
- Socio-demographic data collection for all involved in the process.

In 2023, the Service administered the following two uniform promotional processes concurrently:

- Staff Sergeant promotional process: June – December, 2023
- Sergeant promotional process: June – November, 2023

Both processes included the following steps:

1. Multiple Choice Exam
2. Application that included the following elements:
 - a. career summary
 - b. skills and leadership qualities
 - c. community experience
3. Interview made up of senior officer panelists

Eighty (80) Sergeants and fifty (50) Staff Sergeants were promoted at the conclusion of these processes.

As part of the Service's commitment to continuous improvement, a comprehensive post evaluation of this promotional process was conducted by the independent advisor, Joy Hulton. Ms. Hulton conducted a series of focus groups and an online survey to ascertain to what extent the promotional process experience met the Service's goals and objectives and reflected the agreed upon Guiding Principles:

1. The Promotional Process is open, transparent, fair, and consistent.
2. Promotions will reflect the diversity and evolving needs of the community.
3. Promotions are based on demonstrated core competencies and values, accomplishments, and learning and development.
4. Promotions are merit based.
5. Successful candidates will be prepared to lead, coach and mentor other members working in our communities.

Evaluation participants included successful and unsuccessful candidates as well as Unit Commanders and panelists. In total, 345 participants (candidates and panelists) provided input through a survey and 86 leaders, candidates and community representatives provided input through a series of focus groups.

The goal of the evaluation was to assess:

- the impact, if any, of key process changes on the experiences and perceptions of fairness, transparency, equity for participants;
- the effectiveness of changes in addressing issues identified in past promotional processes;
- the impact on overall marks of the scoring and weight given to each component in the process, against the Guiding Principles for the Promotional Process;
- the effectiveness of the training and support given to Interview Panelists and candidates; and
- the effectiveness of providing accurate and timely information to all participants, and impact if any on building trust in the process and enhancing transparency and fairness.

The following table summarizes both positive aspects as well as areas for improvement.

Positive Feedback	Areas for Improvement
<ul style="list-style-type: none"> • overall greater perception of fairness as a result of the process changes • opportunity for candidates to showcase their experience and readiness for promotion • exam location, selection of exam dates, as well as the use of automated marks and question distribution • participation of community members seen as value-add • use of automated scoring and matrices on the application • greater transparency of points and assessments in the application and interview • interview location and prep-time • elimination of discretionary marks and consensus style interview scoring • distribution and rotation of questions • training was helpful 	<ul style="list-style-type: none"> • process timeline was too long • communication timeliness and clarity of eligibility • greater input from Unit Commanders on readiness • difference between exam marks (passing vs cut-off for interview) was perceived as changing the requirements mid-process. In addition exam mark alone should not be the only factor in determining interview eligibility. • modernize exam questions • uncertainty around impact of community member scoring • application did not allow equal recognition of all experiences • interview questions were wordy, not always clear and may not have allowed panelists and candidates to fully demonstrate readiness • more training for all participants • more streamlined debrief process

In addition to the areas for improvement above, four overarching recommendations have been made to refine the promotional process further:

- Process map the entire promotional process and support implementation through effective and timely communication of dates and timelines established for each component.
- Leverage technology to automate the application and enhance transparency of scoring.
- Ensure the promotional process is aligned with and reflective of performance appraisals and career development (and deployment) across the organization.
- Educate and support leaders to understand and apply T.P.S. values and the expectations for leaders.

Financial Implications:

There are no financial implications arising from the information shared in this report. Should any resourcing implications arise from refining the process further, they will be first addressed within the existing 2024 approved operating budget, followed by inclusion into the 2025 operating budget request if required.

Conclusion:

The Process Evaluation Report attached provides an independent review on the 2023 Sergeant and Staff Sergeant promotional processes. These processes underwent significant changes to enhance their objectivity, consistency and fairness. The evaluation findings, insights and recommendations will inform future promotional processes. The Service remains steadfast in its commitment to continuous improvement to develop sector leading, best-in-class, people processes that are fair, equitable and transparent.

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

Respectfully submitted,

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

Attachments:

2023 Promotional Process Evaluation



PROCESS EVALUATION REPORT

Toronto Police Service
2023 Sergeant and Staff Sergeant
Promotional Process

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Hulton Workplace Resolution
May 14, 2024

Executive Summary

In 2023, Toronto Police Service undertook a redesign of the promotional process and implemented the updated process for promotions to the rank of Sergeant and Staff Sergeant. Changes to the promotional process were designed to be responsive to feedback from members and stakeholders about past processes, and to align with key objectives and recommendations set out in foundational Toronto Police Service documents, including:

- 2020-23 People Plan
- TPSB Policy on Hiring, Recruitment and Promotions (2021)
- MMIT Recommendation #122.2

The 2023 Promotional Process built on changes implemented in 2021. The design of the process also sought to incorporate best practices in police promotions from across the sector. I was engaged as a third-party advisor to provide guidance during the design, and to review and evaluate the promotional process to inform continuous improvement for future promotions.

This Report provides a third-party evaluation of the 2023 Promotional Process based on three key questions:

1. Does the new Promotional Process meet the goals and objectives identified in the Guiding Principles?
2. Do participants have greater trust in the fairness and transparency of the process?
3. Are there barriers and/or inequities for some members to fully participate in the process on an equitable basis? Are there areas of bias?

This Report provides an evaluation of the design and implementation of the 2023 Sergeant and Staff Sergeant Promotional Process. It is not an evaluation of outcomes. Toronto Police Service should conduct an outcome evaluation to assess outcomes of the promotional process to determine if the Guiding Principles of promoting to reflect the diversity and evolving needs of the community and identifying and promoting future leaders who will be prepared to lead, coach and mentor other members working in our communities were realized.

Evaluation – Findings

Based on a review of the 2023 process, including information gathered through participant feedback, debriefs with stakeholders and subject matter experts, and a review of the overall scores in the Sergeant and Staff Sergeant promotions, the three key evaluation questions are answered as follows:

1. Does the new Promotional Process reflect the goals and objectives identified in the Guiding Principles?

The 2023 process reflects the core principles of fairness, transparency, and consistency in its design, and it achieves the objective of delivering a competency and merit-based process.

Enhancements to communication about the process and continuous improvements in the Application and Interview moving forward will enhance the experience of fairness and transparency for participants.

Based on analysis of the overall scores for Sergeant and Staff Sergeant promotions in 2023, the distribution of marks and weighting in the overall eligibility determination (20% Exam – 50% Application – 30% Interview) represents an appropriate balance of objective and subjective elements that supports outcomes that are consistent with the Guiding Principles.

A determination of whether successful candidates will be prepared to lead, coach and mentor other members working in our communities can only be made through an outcome evaluation.

2. Do participants have greater trust in the fairness and transparency of the process?

Overall, participants experienced a greater sense of fairness in the 2023 process compared to the past. Participants recognized elements of transparency and fairness introduced in the Application and Interview, including the application of standardized scoring matrices and the elimination of discretionary marks.

Gaps in communication that arose during the 2023 promotional process caused some candidates to experience a lack of trust in the process. Trust and confidence in the process can be built and supported through enhanced communication and training.

3. Are there barriers and/or inequities for some members to fully participate in the process on an equitable basis? Are there areas of bias?

The existence and extent of any barriers and/or inequities can only be fully evaluated through an assessment of outcomes. Equity was enhanced through design elements that provided greater consistency and less discretion in the evaluation of candidates.

The Application form should be reviewed to ensure that the experience of all candidates is evaluated fairly and consistently, in a manner that reflects TPS core values and competencies for leaders.

The 2023 process was designed to remove elements of discretion and bias present in past processes.

75% of candidates who responded to the survey reported that they did not experience or perceive bias, unconscious or conscious, in the process. The experience of bias that was reported related to the scores given for different types of policing experience in the Application. There was no correlation to any sociodemographic factors. Toronto Police Service collected sociodemographic data from candidates and can assess that data against outcomes from the Promotional Process to evaluate the experience of equity/bias based on those factors.

Conclusion

Toronto Police Service committed to making substantive changes to the promotional process to achieve the goals set out in the Guiding Principles, informed by feedback from members and other stakeholders. This Process Evaluation has demonstrated that the changes implemented in 2023 had a positive impact in making the promotional process fairer, more consistent and

transparent, and more equitable. The promotional process has been designed to be firmly grounded in Toronto Police Service core competencies and values. Improvements to the process will move it closer to achieving these principles.

To support continued progress towards the goals and objectives of a fair, transparent, equitable, and merit-based promotional process, TPS must ensure that senior leaders and leaders at all levels of the organization understand and are aligned with the current values, competencies, and expectations of leaders and leadership, and that evaluation of candidates reflect those standards and expectations. This may require further development and education/training of leaders at all levels.

Toronto Police Service – 2023 Sergeant and Staff Sergeant Promotions – Process Evaluation

1. Process Evaluation

A Process Evaluation identifies what worked well, what did not work as expected, and what could or should be done differently, to inform process improvements in the short and long term. The Process Evaluation will help Toronto Police Service (TPS) improve the promotional process by assessing feedback on the experience of participants in the 2023 promotions to inform recommendations for continuous improvement.

The **goals** of the evaluation of the promotional process are to review and evaluate:

- a) The impact, if any, of key process changes on the experiences and perceptions of fairness, transparency, equity for panelists.
- (b) The effectiveness of changes in addressing issues identified in past Promotional Processes, including, but not limited to:
 - interview results heavily weighted by discretion of panel members;
 - scoring of interviews not transparent;
 - lack of confidence in security and fairness of interview process (questions); and
 - lack of meaningful debrief provided to unsuccessful candidates to explain results.
- (c) The impact on overall marks of the scoring and weighting in the Interview and weight given to each component in the overall score, against the Guiding Principles for the Promotional Process.
- (d) The effectiveness of the training and support given to Interview Panelists and candidates.
- (e) Communication provided prior to, during, and after the process to measure effectiveness of providing accurate and timely information to all participants, and impact if any on building trust in the process and enhancing transparency and fairness.

This Report provides a third-party evaluation of the 2023 Promotional Process based on three key questions:

1. Does the new Promotional Process meet the goals and objectives identified in the Guiding Principles?
2. Do participants have greater trust in the fairness and transparency of the process?
3. Are there barriers and/or inequities for some members to fully participate in the process on an equitable basis? Are there areas of bias?

Outcome Evaluation

An Outcome Evaluation measures the effects of a process on outcomes based on established criteria. Toronto Police Service should conduct an outcome evaluation to assess outcomes of the promotional process to determine if the Guiding Principles of promoting reflecting the diversity and evolving needs of the community and identifying and promoting future leaders who will be

prepared to lead, coach and mentor other members working in our communities were realized. The outcomes cannot be fully evaluated until the results of the Promotional Process have been implemented and successful candidates can be assessed against the stated goals.

While overall scores from the Sergeant and Staff Sergeants promotions were reviewed and analyzed to inform this Process Evaluation, this report does not provide an Outcome Evaluation.

2. Evaluation Criteria - Promotional Process Guiding Principles

During the design of the 2023 Promotional Process, Toronto Police Service adopted a set of guiding principles. They are the criteria for evaluation of the 2023 Sergeant process and outcomes:

1. The Promotional Process is open, transparent, fair, and consistent.
2. Promotions will reflect the diversity and evolving needs of the community.
3. Promotions are based on demonstrated core competencies and values, accomplishments, and learning and development.
4. Promotions are merit based.
5. Successful candidates will be prepared to lead, coach and mentor other members working in our communities.

3. Promotional Process - Design

(a) Design Elements

The following design elements were implemented in 2023 Promotional Process to address issues in past process and support the guiding principles:

1. Participants achieving or exceeding the cut-off were granted an Interview provided they met the minimum qualifications.
2. Application was scored in parts with community input (Rationale and Competencies) and Unit Commander assessment (Skills and Leadership).
3. Limited number of interview panels for each rank. All panel members were trained on scoring guide and fairness and equity principles
4. Interview panelists were not provided with Exam or Application scores and are to score the Interview only.
5. Panels scored Interview questions using a standard scoring matrix. No discretionary marks.
6. All unsuccessful candidates were offered debriefs.
7. Weighting of scores to determine Eligibility:
 - i. Exam 20%
 - ii. Application - 50%
 - iii. Interview 30 %
8. Staff Superintendents signed off Sergeant and Staff Sergeant Applications.




(b) Fairness and Transparency

To implement the guiding principles, the design team committed to several measures designed to promote fairness and transparency:

1. Members will be provided with a fulsome description of all elements of the promotional process, including scoring.
2. All participants are required to sign a Participant Agreement.
3. All elements of the process will be considered from an equity lens, and with principles of procedural fairness to enhance fairness and eliminate the potential for bias.
4. Scoring matrixes to be used to enhance fairness and consistency.
5. Fairness and transparency are built into all components of the process.
6. Enhanced safeguards for exam and interview questions to ensure fairness.
7. Information on outcomes at all stages to be communicated to members.

(c) Overall Marks – Eligibility for Promotion

The 2023 Sergeant and Staff Sergeant promotions introduced a new scoring system with assigned scoring and weighting for each component to determine eligibility for promotion. These were developed by the design team in consultation with senior leaders.

 Exam	 Application	 Interview
Minimum mark of 85% to qualify	Rationale and Competencies	All qualified members meeting cut-off mark will be interviewed
Must meet or exceed cut-off mark to proceed to application and interview	Career Summary and Accreditation	Behavioural and situational questions
20% of overall mark	Skills, Leadership, Community Impact and Unit Commander Assessment	Quality assurance for consistency and fairness
	50%-overall mark	30% of overall mark

4. Evaluation

(a) Methodology

For the purposes of the Process Evaluation, feedback was obtained through:

- ✓ Surveys and focus groups with all participants (candidates and evaluators) to evaluate process elements and identify areas requiring adjustment.
- ✓ Review of feedback received (including questions posed) during the 2023 process.
- ✓ Debriefs with the Toronto Police Association, senior officers, and internal subject matter experts and design team members.

The Process Evaluation is also informed by:

- ✓ A review of key changes and design decisions to determine if issues identified in past processes have been sufficiently and appropriately addressed.
- ✓ Review of Promotional Process results (Exam – Application – Interview and overall marks) to assess outcomes measured against stated objectives.
- ✓ Review of process elements with subject matter experts.

(b) Collecting Feedback

Feedback was collected from all participants in the Sergeant and Staff Sergeant promotional process through a series of focus groups with standard questions and open forum discussion. A total of nine focus groups were conducted with:

1. Grading Teams – Community Representatives (1)
2. Grading Teams – Inspectors (1)
3. Sergeant Interview Panels (1)
4. Staff Sergeant Interview Panels (1)
5. Unit Commanders (2)
6. Candidates (3)

Participants provided feedback on each component of the promotional process, including:

- Eligibility
- Exam
- Application
- Interview
- Debrief
- Training

Focus group participants were very engaged in the review process and provided fulsome, constructive comments and consideration of what worked well and what should be improved to enhance fairness, equity, transparency, and consistency.

Data and feedback were also obtained through two online surveys, one for evaluators and one for candidates. The online surveys were open from February 12-27. In total, 319 candidates (51% response) and 26 evaluators responded to the surveys. Of the 319 respondents:

- 152 respondents had been invited to apply and moved on in the promotional process
- 166 respondents did not meet the cutoff mark and were not invited to apply
- 135 of the 152 respondents who had been invited to apply answered the full survey
- 76 of the respondents were successful in promotion and 59 were not successful
- 73 respondents provided comments on how the process could be improved
- 39 respondents provided additional comments when invited to in the survey

(c) Participant Feedback – Summary

Below is a summary of the most common themes and comments derived from the focus groups and surveys of candidates and evaluators:

(i) Overall Process

- The entire process extended from May- November and was too long and onerous for candidates.
- Delays between steps in the process with gaps in communication to participants resulted in many candidates feeling that transparency was lacking and caused some to experience a lack of trust in the process.
- Participants acknowledged that many of the changes made to the process enhanced fairness. More communication about these changes would increase the participants' experience of the process as transparent and fair.
- Candidates recognized and appreciated that they were given a chance to showcase their experience and readiness for promotion which has not been the case in the past.
- 30% of survey respondents reported not having the information needed to help them decide whether to rewrite the Exam.
- Unit Commanders recognize that things needed to change but would like to have more input into determining eligibility of their members for promotion than what they had in the 2023 process.

(ii) Eligibility

- The most concerning issue for candidates and Unit Commanders was the introduction of a cutoff mark which exceeded the 85% exam passing mark. There was a perception that TPS changed the requirements after the process began, which undermined trust and confidence.
- Most participants acknowledge that TPS cannot interview everyone and there needs to be a cut-off but overwhelmingly they do not support having the Exam mark alone determine who moves on.
- The cutoff mark, regardless of how it is determined, needs to be clearly established and communicated to members before the process starts.
- Unit Commanders support changes made for transparency and consistency, but most want to have more input into determining eligibility for promotion than they did in the 2023 process.

(iii) Exam

- The location of the exam (Toronto Police College) and the ability for members to select their exam date were positive elements.
- Members would like to see exams offered multiple times during the year so they can plan for preparation and schedule their exam and preparation in advance.
- Members describe the Exam preparation as very onerous, however, 80% of survey respondents reported having sufficient time to prepare.
- Candidates and Unit Commanders feel the Exam should be modernized so that it tests the application of knowledge as a supervisor rather than just memorization of procedures. TPS members can access procedures electronically and no longer need to memorize them, so the Exam questions seem outdated.
- Use of the online format with automated marks enhanced the sense of fairness and transparency.
- Random distribution of questions enhances fairness, but the way questions are distributed needs to be reviewed to ensure all members write the “same” exam.

(iv) Application

- Candidates appreciated the opportunity to ‘showcase’ their experience in the Application.
- 95% of survey respondents reported having sufficient time to complete the Application.
- Involvement of community members offered an element of community input as committed to by TPS but lack of transparency about how community representatives were selected and the extent of their impact on the overall scoring caused some concern for fairness and lack of transparency.
- Grading team members (Inspectors and community members) see value in the participation of community members, but they need to be better supported through training and education if they are to be involved in this process.
- 52% of candidates who responded to the survey reported that the Application did not give them sufficient opportunity to fully demonstrate their skills, abilities, and readiness for promotion largely due to the limits in the word count in Parts 1 (Rationale) and 3 (Competencies) and the limited content in options in (Parts 4 and 5) which did not allow all candidates to have their experience recognized equally.
- Some candidates expressed a belief that the scoring in Parts 4 and 5 favours investigative experience, while others feel it favours community-based experience.

- Candidates report that fairness and transparency were achieved to some degree (much more than in the past) in the Application through use of automated scoring and scoring matrices. Candidates would like to know the scoring matrix for the Competencies and UC assessment sections.
- Candidates and evaluators experienced technical difficulties because the Application form was in a pdf format. These challenges can be overcome if the form is automated.
- Candidates report that there is more fairness in the process because the Unit Commander assessment is more transparent. The fairness and transparency of the assessment would be enhanced if the process is standardized. Unit Commanders should be required to reflect input from their leadership teams in their assessment of each candidate.
- Candidates want to receive their graded Application before moving on to the Interview, so they know if they applied the STAR-L model properly.

(v) Interview

- Process changes such as daily rotation of panels and questions and the use of standard scoring matrices made the interview fairer and more transparent.
- Toronto Police College is a good location for the interviews.
- Candidates benefited from and appreciated the 30-minute preparation time prior to their interview.
- Interview process was also fairer and more transparent because of the elimination of discretionary marks.
- Panels were able to reach consensus using the matrices and all opinions were considered and reflected in the scores.
- Participants found many of the behavioural questions 'wordy' and confusing and the language was not consistent with police operations. Many candidates and panelists were not always clear about what was being asked.
- Panelists and candidates felt that many of the behavioural questions did not allow candidates to demonstrate their supervisory or leadership skills in part because they were very general in nature. They would like to see the mix of behavioural and situational questions reviewed.
- Scoring matrix created more fairness and transparency but candidates would like to know the matrix in advance to understand how questions will be scored.
- Random distribution of questions enhances fairness, but it should be in a manner that ensures a consistent mix of the nature and themes of questions for all candidates.

(vi) Training

- 94% of candidates participated in the training (38% in person and 62% by video). 63% of candidates found the training helped them prepare for the interview. 55% found training helped them complete the Application.
- Candidates feel they need more training before completing the Application and more substantive training to fully understand how to apply the STAR-L model.
- Community Representatives require more training and support to fulfill their role on the grading teams.
- Trainees would benefit from more mock questions with the opportunity for feedback from trainers, and access to a video of a mock interview.
- Unit Commanders and mentors require training on the entire process to support members properly and accurately.

(vii) Debriefs

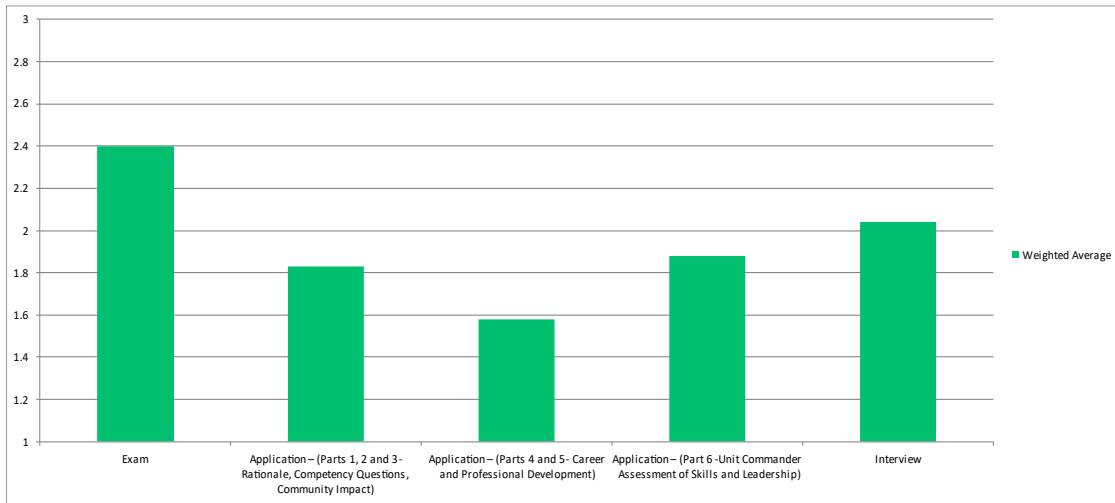
- 30% of survey respondents requested a debrief. 70% found the debrief somewhat helpful or helpful. Candidates would like to receive a breakdown of their Application scores, so they understand how they scored and what they need to improve.
- Candidates would like to receive their Application score prior to the Interview so they have feedback on their understanding and application of the STAR-L model.
- Unit Commanders could not fully debrief candidates because they did not have debrief notes from the entire process or the breakdown of how each candidate scored on the Application. The debrief process was cumbersome because candidates had to go to different sources for additional debrief which is a cumbersome process.

(viii) Fairness and Transparency

Survey respondents were asked to rate their experience and perception of fairness and transparency in the 2023 process. Most survey respondents commented that the lack of clear and timely communication resulted in a perception of a lack of transparency for many members which undermined their trust and confidence in the process. Participants acknowledged that many of the new design elements enhanced fairness for candidates, particularly the use of scoring matrices but these measures should be shared with members in a more transparent manner. The detailed breakdown of their perception and experience of fairness and transparency is below:

Q. The Toronto Police Services Board Policy for Recruitment, Appointments and Promotions for Uniform and Civilian Members of Toronto Police Service requires that the promotion process must

be transparent, consistent, and procedurally fair to all involved. Please rate your experience of fairness in the 2023 process:

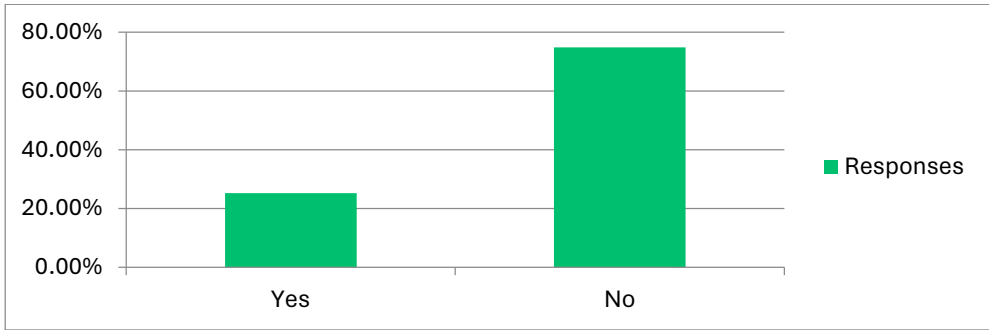


	Not Fair	Fair	Very Fair	Average (1-3)
Exam	10.16%	39.84%	50%	2.4
Application – Parts 1, 2, 3	31.30%	54.20%	14.50%	1.83
Application – Parts 4 and 5	51.85%	38.52%	9.63%	1.58
Application – Part 6	30.53%	51.15%	18.32%	1.88
Interview	23.48%	49.24%	27.27%	2.04

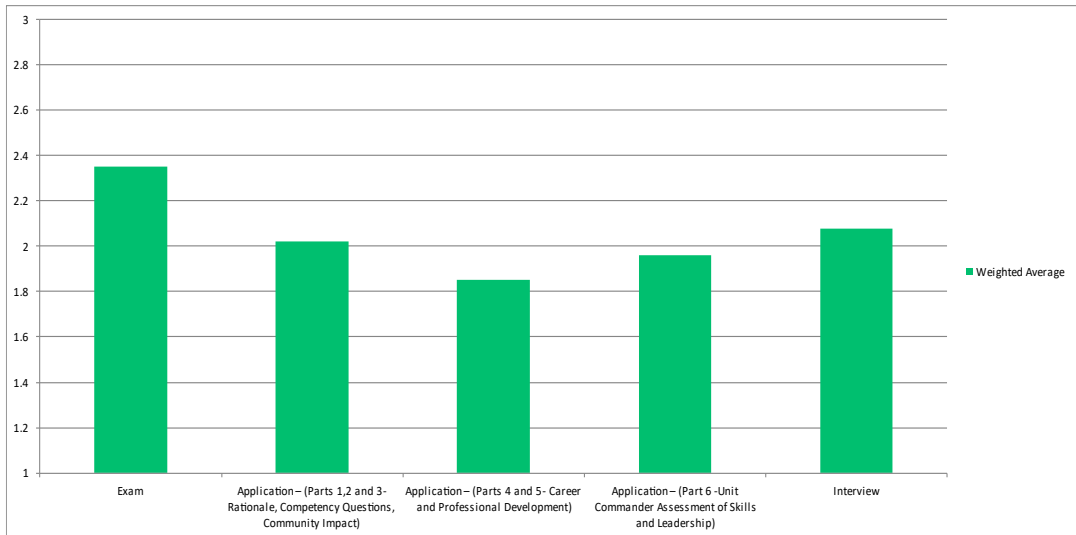
(ix) Equity and Bias

Survey participants were also asked about their experience and perception of equity and bias in the 2023 process. Candidates noted that they cannot fully assess equity or bias without knowing the breakdown of their scores. Some expressed a sense of bias in how their own police experience was valued and scored in Parts 4 and 5 of the Application. The survey results for the experiences of equity and bias are below:

Q. The Board Policy on Recruitment, Appointments and Promotion also requires that the process apply an equity lens to eliminate potential for bias including unconscious bias. Did you experience or perceive any bias, conscious or unconscious, in the 2023 promotional process?



Q. As an organization, Toronto Police Service understands ‘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 to access certain opportunities. What is your perception of equity in the promotional process?



	Not Equitable	Equitable	Very Equitable	Average (1-3)
Exam	6.25%	52.34%	41.41%	2.35
Application – Parts 1, 2, 3	20.16%	58.14%	21.71%	2.02
Application – Part 4, 5	32.33%	50.38%	17.29%	1.85
Application – Part 6	22.73%	58.33%	18.94%	1.96
Interview	18.32%	55.73%	25.95%	2.08

5. Evaluation – Findings

Based on a review of the participant feedback, debriefs with stakeholders and subject matter experts, and a review of the overall scores in the Sergeant and Staff Sergeant promotions, the three key questions in the Process Evaluation are answered as follows:

1. Does the new Promotional Process reflect the goals and objectives identified in the Guiding Principles?

The 2023 process reflects the core principles of fairness, transparency, and consistency in its design, and it achieves the objective of delivering a competency and merit-based process.

Enhancements to communication about the process and continuous improvements in the Application and Interview moving forward will enhance the experience of fairness and transparency for participants.

Based on analysis of the overall scores for Sergeant and Staff Sergeant promotions in 2023, the distribution of marks and weighting in the overall eligibility determination (20% Exam – 50% Application – 30% Interview) represents an appropriate balance of objective and subjective elements that supports outcomes that are consistent with the Guiding Principles.

A determination of whether successful candidates will be prepared to lead, coach and mentor other members working in our communities can only be made through an outcome evaluation.

2. Do participants have greater trust in the fairness and transparency of the process?

Overall, participants experienced a greater sense of fairness in the 2023 process compared to the past. Participants recognized elements of transparency and fairness introduced in the Application and Interview, including the application of standardized scoring matrices and the elimination of discretionary marks.

Gaps in communication that arose during the 2023 promotional process caused some candidates to experience a lack of trust in the process. Trust and confidence in the process can be built and supported through enhanced communication and training.

3. Are there barriers and/or inequities for some members to fully participate in the process on an equitable basis? Are there areas of bias?

The existence and extent of any barriers and/or inequities can only be fully evaluated through an assessment of outcomes. Equity was enhanced through design elements that provided greater consistency and less discretion in the evaluation of candidates.

The Application form should be reviewed to ensure that the experience of all candidates is evaluated fairly and consistently, in a manner that reflects TPS core values and competencies for leaders.

The 2023 process was designed to remove elements of discretion or bias present in past processes.

75% of candidates reported that they did not experience or perceive bias, unconscious or conscious, in the process. Bias that was reported related to the scores given for different types of policing experience in the Application.

6. Recommendations

The Process Evaluation informs a series of recommendations for continuous improvement in the Sergeant and Staff Sergeant Promotional Process. The Recommendations set out in this report have been reviewed with the design team, subject matter experts, and stakeholders within Toronto

Police Service including the Toronto Police Association. The Recommendations are provided for consideration and evaluation by Toronto Police Service to determine what, if any, process improvements should be implemented. Several recommendations are already being implemented. Some of the recommendations can be implemented in the short term but others are longer-term and require consultation and consideration.

Below is an overview of key recommendations:

1. Develop and implement a comprehensive communication strategy to support the promotional process.
2. Leverage technology to automate the Application and enhance transparency of scoring.
3. Educate and support leaders to understand and apply TPS values and the expectations for leaders.
4. Ensure the promotional process is aligned with and reflective of performance appraisals and career development (and deployment) across the organization.
5. Review and clarify how eligibility for an Interview is established.
6. Offer Exams, at Toronto Police College, multiple times per year and ensure members have adequate notice of Exams to allow members to schedule preparation time.
7. Ensure random distribution of Exam questions is done equitably so that all members write the 'same' (or equivalent) exam.
8. Consider modernizing the Exam to ensure that it assesses candidates' knowledge of and ability to apply procedures, based on the expectations of supervisors.
9. Improve the Application process by automating the application form and increasing word limits in Parts 1 and 3 of the application form.
10. Review and update Career Development and Additional Duties sections to ensure all areas of experience are recognized and valued fairly and appropriately.
11. Establish clear expectations of Unit Commanders in how to complete the assessment and provided training to Unit Commanders.
12. Review and update Interview questions to enhance clarity and appropriateness from a police operations perspective.
13. Ensure Interview questions are randomly distributed in a consistent manner (even distribution of themes and types of scenarios.)
14. Ensure participants have access to training on the application of the STAR-L model to both the Application form and Interview.
15. Enhance training through access to mock interviews.
16. Ensure mentors receive the same training as provided to candidates/evaluators

17. Explore opportunities to enhance and streamline the debrief process. Enhance training provided for Community Representatives to ensure they are properly prepared for their role (i.e. more information about police procedure, expectations of officers).
18. Explore options to provide unsuccessful candidates with a more detailed debrief of their scores on the Application so they understand where they need to improve.

7. Organizational Readiness

TPS has demonstrated readiness for substantive changes to the promotional process that enhances objectivity and consistency, and many such changes were embraced and implemented in the 2023 Sergeant and Staff Sergeant promotions.

To support continued progress towards the goals and objectives of a fair, transparent, equitable, and merit-based promotional process, TPS must ensure that senior leaders and leaders at all levels of the organization understand and are aligned with the current values, competencies, and expectations of leaders and leadership, and that evaluation of candidates reflect those standards and expectations. This may require further development and education/training of leaders at all levels.

Any consideration of restoring more influence on the outcomes of promotions at the Unit Commander level requires continuous improvements of the process and the training and readiness of Unit Commanders to engage in an objective, merit-based process, as outlined in this report.

8. Conclusion

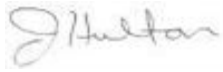
Toronto Police Service committed to making substantive changes to the promotional process to achieve the goals set out in the Guiding Principles, informed by feedback from members and other stakeholders. This Process Evaluation has demonstrated that the changes implemented in 2023 had a positive impact in making the promotional process fairer, more consistent, and transparent, and more equitable. The promotional process has been designed to be firmly grounded in Toronto Police Service core competencies and values. Improvements to the process will move it closer to achieving these principles.

Further analysis is required to assess the outcomes of the 2023 promotional process to determine if the goal of identifying successful candidates who are prepared to lead, coach and mentor other members, and work with the community has been achieved.

While this report recommends areas for improvement, Toronto Police Service is advised to maintain the principles and key design elements implemented in the 2023 process without significant change to provide continuity and consistency of expectations for candidates and evaluators.

If Toronto Police Service makes changes to the promotional process now or in the future, it should ensure that the process is ready for implementation and any changes are fully communicated to the organization before embarking on a round of promotions. The communication should also

include detailed information about the process so that expectations, timelines, and requirements are fully known to all participants.



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Hulton Workplace Resolutions
Third Party Advisor

May 14, 2024



PUBLIC REPORT

June 13, 2024

To: Chair and Members
Toronto Police Service Board

From: Myron Demkiw
Chief of Police

Subject: **Annual Report: 2023 Annual People Report: Recruitment, Appointments and Promotions, Secondments, Secondary Activities and Cumulative Legal Costs for Labour Relations Counsel and Legal Indemnification**

Purpose: Information Purposes Only Seeking Decision

Recommendation:

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

Toronto Police Service Board

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Financial Implications:

This report includes implications related to salary expenses, staffing complement, and costs associated with labour relations counsel, legal indemnification and arbitration. All costs associated with this report have been incurred in 2023 and any annualization of salary costs have been included in the 2024 budget requests.

Both Civilian and Uniform recruitment often draws from existing members, which can result in a reallocation of existing headcount for new positions. Civilian vacancies are filled by internal recruitment approximately 45.3% of the time, resulting in additional recruitment costs to backfill the role that has been vacated as a result of the internal movement. New police cadets are hired from existing civilian staff, including Special Constables, Parking Enforcement Officers, and other civilian positions almost 15% of the time, again resulting in the additional costs to recruitment of filling those now vacant civilian positions.

Labour relations counsel, legal indemnification, and arbitration costs totalled approximately \$1.03 Million in 2023. These costs are funded from the Toronto Police Service's (Service) Legal Reserve.

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

Summary:

This report combines four annual reports previously submitted separately, entitled: (1) Recruitment, Appointments and Promotions for Uniform and Civilian Members; (2) Secondment Listing; (3) Secondary Activities; and (4) Labour Relations Counsel and Legal Indemnification Cumulative Legal Costs. This combined People and Culture Pillar report includes the following annual information for 2023:

- new job descriptions that were created for Civilian Service members;
- socio-demographic information about applicants and selected candidates in recruitment and promotional processes
- strategies the Service currently employs or intends to employ in order to address any issues or gaps related to recruitment and promotional processes
- a list of secondment positions filled by Service members
- a summary of applications received from Toronto Police Service members to engage in secondary activities; and
- information on the payment of accounts for labour relations counsel and cumulative legal indemnification costs for 2023

Relevant Board Policies and Compliance

This report is in response to the following Board policies:

At its meeting on September 27, 2021, the Board approved a new Policy entitled "Recruitment, Appointments and Promotions for Uniform and Civilian Members of the Toronto Police Service (Service)". The Board requested an annual summary report that is to include:

- a copy of current promotional process(es);
- new job descriptions that were created for Civilian Service members;
- detailed demographic information about applicants applying for, and who are successful in promotions;
- an analysis of trends at every stage of the promotional process, including whether it appears that there may be systemic or other barriers to promotion based on aggregated demographic information, and if so,
- what strategies the Service intends to employ in order to rectify any potential concerns about the promotional process and/or disparate outcomes for identified groups.

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

- Board approval will be required for appointments and promotions of civilian senior officers from the classification of Z30 (Manager) and above;
- Recommendations for delegated authority to the Chief or their designate for certain types of promotions and terminations;
- A requirement for consultation where changes to the established promotional process is being contemplated, with an understanding that establishing a standardized promotional process should be completed; and
- Expanding and enhancing the requirements for the Chief's annual report to the Board on hiring, promotions and terminations.

Also relevant to this report, the Board directed that the Chief of Police report annually on the following:

- secondments of Service members (Minute No P5/01); decisions with respect to Secondary Activities;
- payments relating to all accounts for labour relations counsel, arbitration fees, legal indemnification claims and accounts relating to inquests which were approved by the Director, People and Culture, and the Manager of Labour Relations (Min. No. P5/01 refers and Min. No. P2021-0729-4.0 refers).

Discussion

2023 Recruitment, Appointments and Promotions

Civilian Hiring

In 2023, 675 full time civilian vacancies were filled, excluding Youth in Policing Initiative (Y.I.P.I.) hires. There were a total of 269 job calls, including those for mass classes. This represents a 20.1% increase over the number of 2022 civilian job calls (224). Of the 675 full time hires, 35.6% (240) were hired as internal movements/promotions (down from 45.3% or 293 in 2022) and 64.4% (435) were external hires (up from 54.7% or 354 in 2022).

In 2023, the following 19 new civilian jobs were created by the Service (Job Descriptions for each found in Appendix A). Note that the creation of new civilian jobs does not necessarily mean an increase in 2023 or 2024 headcount as there may be internal reallocations to prioritize current resource needs/budget approvals from previous years:

S.O.O. - Civilian Senior Officer Positions

- Z36009.3 Chief of Staff, Chief's Office
- Z32033.3 Manager, Strategic Stakeholder Engagement, Corporate Communications
- Z26033.3 Issues & Media Advisor, Corporate Communications
- Z26032.3 Lead, Social Media, Corporate Communications

TPA - Unit A Position

- A13015.3 Training Standards Lead, Toronto Police College
- A12027.3 Workplace Investigator, Equity, Inclusion & Human Rights
- A12026.3 Executive Officer
- A11043.3 EI&HR Training Specialist, Toronto Police College
- A11042.3 Cyber Threat and Vulnerability Specialist, Information & Technology Command
- A11041.3 Senior Writer, Corporate Communications
- A10068.3 Events & Operations Specialist, Corporate Communications
- A10067.3 Multimedia Specialist, Corporate Communications
- A10065.3 DNA Administrator, Court Services
- A08084.4 Group Leader, Court Services
- A08083.3 Internal Communications Coordinator, Corporate Communications
- A08082.3 Social Media Coordinator, Corporate Communications
- A07103.3 Project Support Coordinator, Employee Services
- A07101.4 Missing Persons Coordinator, Homicide & Missing Persons
- A06106.4 Quality Control Clerk, Court Services

Cadet Hiring

In 2023, the Service received 3,761 distinct applicants for the position of Police Cadet in Training, representing an increase of 11.6% compared to 2022 when there were 3370 distinct applications. Of these, 2346 candidates did not successfully meet the pre-screening requirements and were automatically screened out by the system. The remaining applications, in addition to 35 deferred from 2022, were considered in 2023. The following table summarizes the outcomes of the 1,450 applications considered in 2023.

	APPLICATIONS	1450	SCREEN OUT REASONS
3761	Distinct Applications in 2023	-318	Shuttle Run
-2346	Applications automatically screened out	-334	Interview
1415	Total	-231	Psychological Assessment
+35	Deferred Applications from 2022	-150	Background Check
1450	Total Applications considered in 2023	-15	Pre-Hire and Medical Tests
		-13	Applications deferred to 2024
		389	Selected and hired in 2023

In 2023, 389 cadets were hired across three classes. In addition, 13 applications were deferred for consideration in 2024.

Of the successful cadets, almost 15% were internal hires (from other units including but not limited to Parking Enforcement, Court Services and Special Constables) and 85% were external hires. In 2023, 25.8% of new hires learned about the profession through a member referral process. Current member(s) are encouraged to be Ambassadors recognizing people who demonstrate skills, abilities and moral character for the profession.

Socio-demographic data for the cadet hiring processes can be found in Appendix B.

In addition to cadets, the Lateral Experienced Officer Program consists of both officers who had previously worked for the Toronto Police Service and officers who came to the Service as new members.

In 2023 there were 27 Lateral Experienced Police Constables hired by the Service; 14 of these lateral hires were considered "TPS Re-Hires". In 2022 21 Lateral officers were hired.

Uniform Promotional Process Redesign

The design and administration of promotional processes have been an ongoing discussion and focus area for the Service in the last number of years. Fair and transparent human resource processes are critical to member trust, sound labour relations and community confidence. In 2023, the Service engaged an external employment and healthy workplace specialist who supported the design, implementation and evaluation of new promotional processes for the Sergeant and Staff Sergeant ranks. These new processes carried forward elements from the Board approved 2020 promotional process design (Min. Nos. P139/20 refer), such as leadership training requirements, use of exam software and a competency based application. It also incorporated new elements to enhance fairness, transparency, procedural fairness, and ensure the process was operationally feasible to administer.

Key highlights included:

- Interviews were granted on the objective basis of an exam score that was readily known to applicants;
- Interview panel composition focused on achieving a diversity of experiences and backgrounds;
- Introduction of community members with human resource experience to support the grading of the candidate applications;
- Design and delivery of evaluation frameworks and training for Unit Commanders, interview panel members and community grading teams on conducting assessments to promote greater evaluation consistency;
- 'Blind' interview stage where marks from other stages of the process were not known;
- Introduction of robust question management and panelist protocols;
- Enhanced communication of marks to each applicant, as well as transparency on the number of vacancies that would be filled; and
- Socio-demographic data collection for all involved in the process.

In 2023, the Service administered the following two uniform promotional processes concurrently:

- Staff Sergeant promotional process: June – December, 2023
- Sergeant promotional process: June – November, 2023

Both processes included the following steps:

1. Multiple Choice Exam
2. Application that included the following elements:
 - a. career summary
 - b. skills and leadership qualities
 - c. community experience

3. Interview made up of senior officer panelists

An independent evaluation of both Sergeant and Staff Sergeant processes was conducted and will be submitted to the Board in a separate report.

Staff Sergeant

There were 210 total applicants for the Staff Sergeant promotional process. Based on the exam score cut-off of 91%, 89 applicants or 42% were invited to the application and interview stage.

The interviews were held in late November 2023 and were conducted by five panels which consisted of Staff Superintendents, Superintendents and Inspectors from across the Service.

Scores from each stage were compiled and 50 candidates were selected and placed on the list for promotion.

Aggregated socio-demographic data for applicants and successful candidates, as well as the list of new Staff Sergeants for promotion is included in Appendix C.

Sergeant

There were a total of 418 applicants for the 2023 Sergeant promotional process. Based on the exam score cut-off of 90%, 152 applicants were invited to the interview stage.

The skills and leadership section in the application was evaluated by the candidate's unit commander and reviewed by their respective Staff Superintendent. The community experience element of the application was evaluated by a grading team made up of at least 1 Inspector and 1 community member.

The interviews were held in late October 2023 and were conducted by four panels which consisted of Superintendents and Inspectors from across the Service.

Scores from each stage were compiled and 80 candidates were selected and placed on the list for promotion.

Aggregate socio-demographic data for applicants and successful candidates, as well as the list of new Sergeants for promotion is included in Appendix D.

Analysis of Trends in Hiring/Promotion and Identification of Systemic Barriers

The Service continues to attract, hire and promote an increasingly diverse workforce at all levels.

Consistently 35 – 38% of all external applicants (cadets and civilian roles) self-identify as having a racialized background. When comparing applicants to the diverse make-up of the city, gaps remain in attracting candidates from specific communities (e.g. Indigenous, Black and East/Southeast Asian communities) and notably female cadet applications remain below pre-pandemic levels. Talent Acquisition Unit continues to develop strategies that attract more applicants from diverse communities and create opportunities for those applicants to succeed in various processes.

The service hired racialized and female cadets at higher proportions than their presence in the applicant pool. Since 2020 cadet classes have increased in racial diversity by 33 per cent. The Service has also experienced an increase in female civilian hires across all roles (41.5% in 2022 vs 46% in 2023). Socio-demographic data for civilians can be found in Appendix E.

From a leadership standpoint, female candidates were more likely to be successful in both Sergeant and Staff Sergeant processes. Racialized candidates were more likely to be successful in the Sergeant process. However the data has identified that there remains gaps and disproportionalities at the ranks of Staff Sergeant and above.

Of approximately 80 uniform senior officers (including the Deputy Chiefs), 48% belong to at least one historically underrepresented group, compared to 29% in 2018 (according to Deloitte's Workplace Well-being, Harassment and Discrimination Review). Twenty-three per cent of senior officers are racialized; this compares to 16% in 2018, according to the same Deloitte report. Twenty-eight per cent of uniform senior officers are women, up from 13% in 2018. (Note these numbers cannot be added together as there are female/racialized senior officers and racialized senior officers so would be in both numbers.)

While the Service has experienced demonstrable positive results in hiring and promotional trends in recent years, there remains work to be done. These insights allow the Service to focus more upstream in the process, focusing on training and development opportunities, in order to build a resilient and diverse workforce at all ranks of the organization.

Current efforts being pursued include:

- continued community outreach and female-focused cadet recruitment;
- refinement of the Sergeant and Staff Sergeant promotional processes based on the evaluation results
- application of an equity lens towards training and development opportunities;
- organization-wide socio demographic collection in order to establish an overall baseline, understand member career journeys and identify culturally appropriate needs and programming;

- exploring the use of public and private sector partnerships for leadership development.

The above efforts is a subset of a broader set of initiatives and work underway as part of building a respectful workplace that is detailed in the Service’s Equity Strategy: The Road to Creating an Inclusive Workplace and Fairness in Community Safety.

Recruitment and Hiring Initiatives

The Talent Acquisition Recruitment Team continued taking further steps in 2023 to implement new and expand on current initiatives, to reach Toronto’s multicultural communities. Below are the new and expanded upon initiatives implemented to support the organization’s recruitment efforts:

Initiative and Program Area	2023	Ongoing	New/ Future
Recruitment and Engagement			
<p>Expansion of Women’s Only Mentoring Program</p> <p>Recruiting initiatives such as Motivational Mondays and the expansion of the Women’s Only Mentoring Program and a Fitness Bootcamp are designed to increase the success rate among female applicants. The Service remains committed to prioritizing the recruitment of female cadets.</p> <p>As part of the Fitness Bootcamp, successful participants are given a 6 week period to apply for the position of Police Constable and use the Bootcamp results as proof of them passing the physical fitness requirements for hiring purposes.</p> <p>This program has already seen some success in 2023. Two certificate owners have been hired in 24-01, and 5 are currently in the process of being hired for Class 24-02. There was an overall increase of 21.2% of total women hired from 2022 to 2023. The program will continue to run throughout 2024.</p>	X		
<p>Indigenous Candidate Program – In 2023 an Indigenous Candidate program was put in place to proactively seek out potential candidates, while providing information and improving access for further Indigenous community members to become Police Constables. The</p>	X		

Initiative and Program Area	2023	Ongoing	New/ Future
Recruitment and Engagement			
team created a partnership with the TPS Aboriginal Peacekeeping Unit (APU) and has attended several events together including out of town recruiting events.			
Internal Support Network (ISN) Videos – The Service’s Internal Support Networks have participated in recruitment activities. In 2023, in partnership with Corporate Communications and the ISNs, ‘I am Toronto Police’, videos are being developed and will be disseminated through various communication channels.			X
Planning of Ontario Police Services Career Fair in support of Women in Policing - A women focused Ontario Police Services Career Fair will be held at the Toronto Police College in June 2024.			X
Social Media Expansion and Specialization – From January 3 rd 2023 to Jan 3 rd 2024, content from the Recruiting Social pages (Instagram, Facebook & Twitter) cumulatively reached the screens of users over 2.2 million times. This is a 143% increase from the 891,000 impressions during the previous year. Individually, Instagram received 1.7 million impressions (up 209% from previous year), Twitter received 313,000 impressions (up 12.5% from previous year), and Facebook received 191,000 impressions (up 151% from previous year). The average engagement rate for the posts published to Toronto Police recruitment pages in 2023 is 8.06%, a 29.4% increase from 6.23% in 2022. An engagement rate between 1% and 5% is commonly considered a ‘strong’ positive engagement. The Service also utilized social media advertising which has reached an extra 28,422 unique accounts for only \$212.87 through 2023. This amounts to 1.2 cents per unique account reached – being much more cost effective compared to other advertising methods.	X	X	
Mentoring Contact Cards – In July 2023 mentoring cards, a new, easy and innovative way for potential candidates to connect with and gain insight from	X		

Initiative and Program Area	2023	Ongoing	New/ Future
Recruitment and Engagement			
recruiters was put in place. The cards includes a QR code which, when scanned, prompts the user to fill out contact information to then be contacted by a member of the team. These mentoring contact cards have also been distributed to all Divisional Neighbourhood Community Officers for distribution within their communities. As of January 2024 the team has accumulated 420 mentoring contacts, with 121 applicants, 15 confirmed hires including 7 female hires.			
Cadet Feedback Sessions - In 2023 sessions were held with Cadets during their training to provide feedback on the recruitment process. Their input will help the Service continuously refine the process in order to provide the best possible candidate experience.	X	X	

In addition to the above initiatives, the Recruitment Team attended and hosted 208 events, including a wide array of multicultural events across the Greater Toronto Area and beyond.

2023 Secondment Update

In 2023, a total of 55 Service members (48 uniform and 7 civilians) were seconded to various provincial, federal and American partner organizations. The details of these secondments can be found in Appendix F. Of this total, 35 uniform and 6 civilians were seconded to various agencies at full cost recovery for salaries and benefits to the Service.

In addition, for the same time period, 13 uniform and 1 civilian were seconded with no cost recovery to the Service.

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

Secondary Activities

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

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

- 49(1) A member of a police force shall not engage in any activity:
- (a) that interferes with or influences adversely the performance of his or her duties as a member of the police service, or is likely to do so; or
 - (b) that places him or her in a position of conflict of interest, or is likely to do so; or
 - (c) that would otherwise constitute full-time employment for another person; or
 - (d) in which he or she has an advantage derived from employment as a member of a police force.

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

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

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

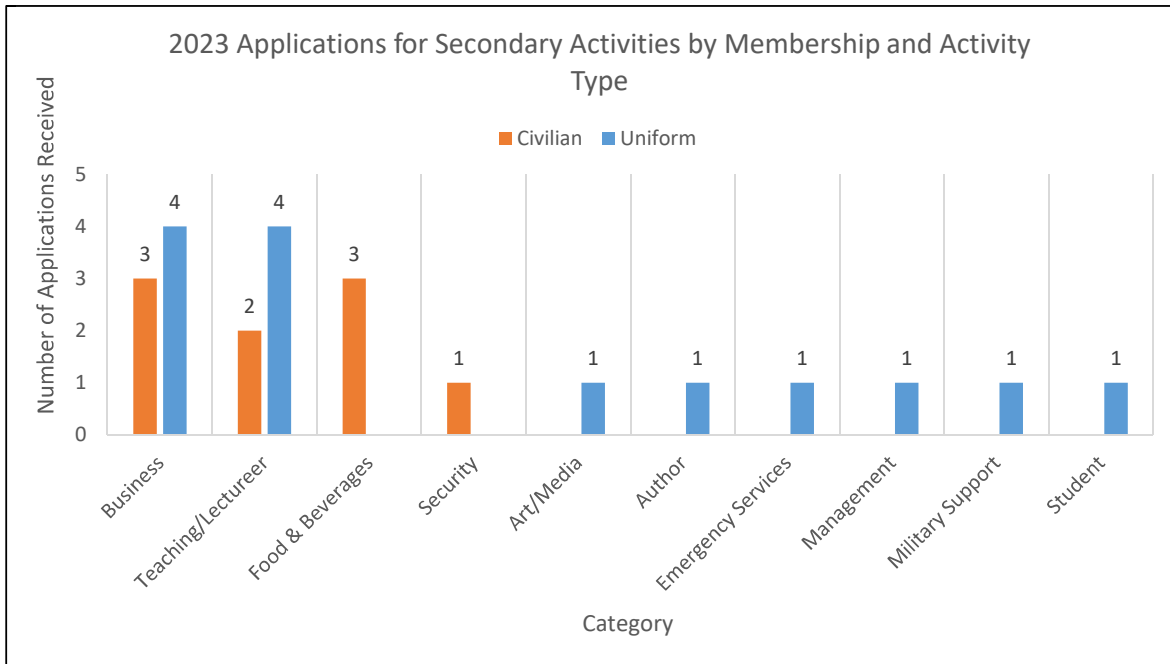
The chart below outlines the number of secondary activity applications received for uniform and civilian members for the past 5 years. These members may or may not be continuing to engage in these activities.

Secondary Activity Applications – 2019 to 2023

Year	Uniform	Civilian	Total	Approved	Denied
2019	8	18	26	25	1
2020	9	16	25	19	6
2021	12	5	17	17	0
2022	12	13	25	24	1
2023	14	9	23	23	0

During 2023, there were 23 new applications received from members requesting approval to engage in secondary activities. Of these 23 applications, 23 were approved and deemed not to contravene Section 49(1) of the *P.S.A.*, while zero (0) was denied.

The bar chart below summarizes the number of applications received in 2023 and details the type of secondary activities requested, broken down by the number of applications received from uniform and civilian members.



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

Labour Relations Counsel and Legal Indemnification

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

Labour and Employment Law Legal Costs

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

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

Legal Indemnification Costs

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

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

Cumulative Summary for 2023

During the period from January 1 to December 31, 2023, 218 invoices for external labour relations counsel totalling \$250,406 were received and approved for payment. Five invoices totalling \$13,386 were received and approved for payment to arbitrators presiding over grievances.

During the period from January 1 to December 31, 2023, 95 accounts from external counsel relating to legal indemnification were paid totalling \$764,357, representing the largest component (74%) of the total legal costs incurred for 2023.

For the period January 1 to December 31, 2023, legal costs incurred for Labour Relations Counsel and Legal Indemnification totalled \$1,028,150 as follows:

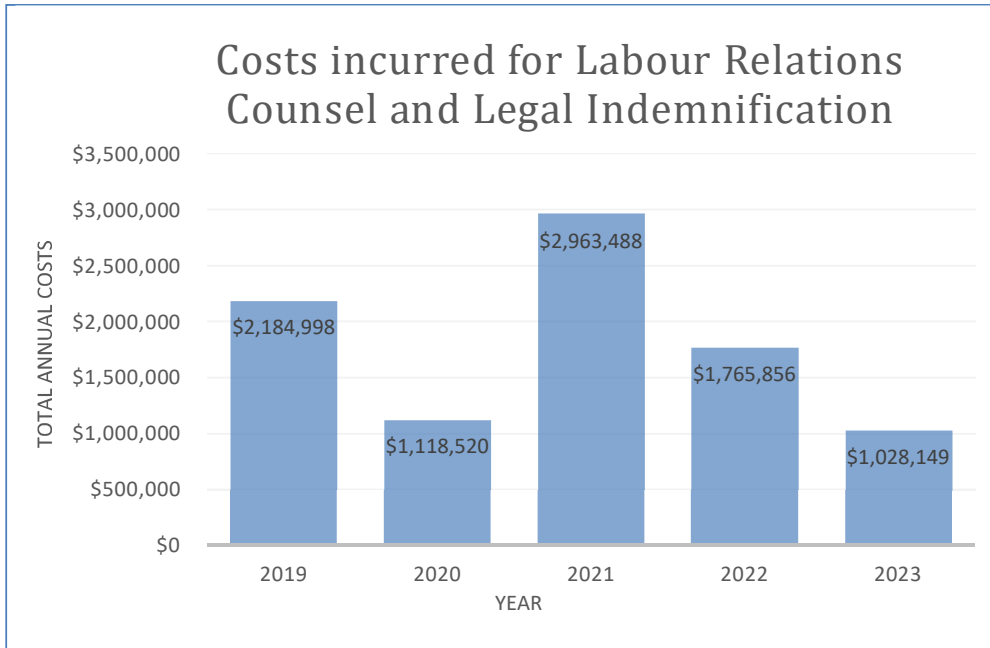
Number of Files	Type of Account Paid	2023 Costs Incurred
218	Payments for labour relations counsel: 76 payments for labour relations counsel 7 payments for bargaining (T.P.A. & S.O.O.) 135 payments for Workplace Safety and Insurance	\$141,490 \$11,924

Number of Files	Type of Account Paid	2023 Costs Incurred
	Board (W.S.I.B.) case management	\$96,992
5	Arbitration Costs related to Grievances: 5 payments for grievance activity	\$13,386
90	Legal Indemnification – Special Investigations Unit (195 officers represented)	\$439,624
0	Legal Indemnification – Criminal Injuries Compensation Board	\$0
0	Legal Indemnification – Third Party Records Application	\$0
1	Legal Indemnification – Criminal Charges (5 officers represented)	\$11,436
1	Legal Indemnification – Office of the Independent Police Review Director (1 officers represented)	\$6,978
3	Legal Indemnification – Coroner’s Inquests (8 officers represented)	\$306,320
0	Legal Indemnification – Civil Actions	\$0
	Total Costs for 2023	\$1,028,150

Five Year Trend

Total legal costs decreased in 2023 due to a decrease in legal indemnification claim volume and amounts, which are variable from year to year. With respect to legal indemnification costs, the variation from year to year is primarily because the number and types of proceedings for which members are eligible for indemnification varies based on the day-to-day operations of the Service. In addition, billing and/or adjudication of the applications for indemnification sometimes crosses over reporting years, occasionally resulting in multiple large files from multiple years being paid in the same year. With respect to costs related to labour relations counsel, there are similar year to year variations in the number and types of grievances, WSIB appeals, and other proceedings which occur in a given year. In 2023, overall legal costs were lower than recent previous years at least partly because costs in recent previous years were driven up by COVID-19 related cases.

The following chart illustrates the total legal costs incurred for labour relations counsel and legal indemnification for the years 2019 to 2023:



Terminations

There are 14 members who were terminated in 2023. There is a confidential attachment with additional information in regarding terminations.

In all cases where a member was terminated (or resigned as an alternative) for misconduct, the identified misconduct in each case was deemed serious enough to merit a termination for cause. Equity, Inclusion and Human Rights was consulted in all matters, as appropriate.

In the cases in which a member was terminated (or resigned as an alternative) during probation, it was as a result of failure to meet performance standards, following efforts by unit management (including in some instances, Performance Improvement Plans) to assist the member in meeting standards.

In all cases, members received representation from the Toronto Police Association or the Senior Officers' Organization, depending on their role.

Summary and Analysis of Exit Survey Data

Exit surveys were re-introduced to the Service in 2023. The surveys were disseminated to 132 individuals, including retirees; 54 members responded. The table below lists the top reasons that contributed to the separation. (Note that survey participants were able to select multiple reasons for their departure.)

Reason for Leaving	Contributed to Member's Reason for Leaving (%)	Primary Reason for Member Leaving (%)
Lack of opportunities for career advancement	32	11
Dissatisfaction with role and responsibilities	32	4
Degree to which skills were used in job	32	4
Concerns about Toronto Police Service	30	8
Lack of opportunities for career-related skill development	28	8
Lack of trust in Senior Management Team and/or Command	28	8
Poor work-life balance	27	12
Degree of involvement in decisions that affect my work	26	2
Level of stress	25	4
Belief in Toronto Police Service's strategic direction	24	6
Unhealthy organizational culture	24	4
Other		29

The survey provided over 30 options for 'Reason for Leaving the Service' and this, coupled with a low response rate, meant that many percentages are not statistically significant. Therefore, any "contributed to" responses that were below 20% have been excluded from this chart. People & Culture is currently working to modify processes and information flow to increase the distribution and response rate for 2024 onwards. Additionally, the Service is currently developing an Employee Engagement Survey to identify trends earlier and address potential issues in advance of employee departures.

Conclusion

This report provides the Board with an annual People and Culture update, including: information on 2023 civilian and uniform hiring and promotions; a 2023 secondments update; a summary of applications received for secondary activities in 2023; a summary of the total cumulative legal costs for labour relations counsel, legal indemnification claims, and claims relating to inquests for the period January 1 to December 31, 2023. It includes the following appendices;

- new Civilian Job Descriptions;
- aggregate demographic information on applicants/hires/promotions where available;
- examples of events attended in 2023 and ongoing in 2024 meant to drive diversity in hiring and recruitment for both civilian and uniform roles; and
- a list of funded and unfunded secondment positions filled by Service members during 2023.

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

The Service is committed to continuous improvement across all of its people processes in order to be an employer of choice and be leaders as it relates to transparency, fairness and equity.

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

Reason for Confidential Information

This report includes a confidential attachment containing a list of members terminated in 2023.

Respectfully submitted,

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

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Appendices:

- Appendix A: 2023 New Civilian Job Descriptions
- Appendix B: 2023 Cadet Hire Socio-Demographic Data
- Appendix C: Staff Sergeant Socio-Demographic Data and Promotion Eligibility List
- Appendix D: Sergeant Socio-Demographic Data and Promotion List
- Appendix E: 2023 Civilian Socio-Demographic Data
- Appendix F: 2023 Secondment List

Appendix A: 2023 New Civilian Job Descriptions



TORONTO POLICE SERVICE JOB DESCRIPTION

Date Approved: 2023.06.27

Board Minute No.:

Total Points:

Pay Class: Z36

JOB TITLE: Chief of Staff	JOB NO.: Z36009	
BRANCH: Office of the Chief	SUPERSEDES: New	
UNIT: Office of the Chief	HOURS OF WORK: 35	SHIFTS: 1
SECTION:	NO. OF INCUMBENTS IN THIS JOB: 1	
REPORTS TO: Chief of Police	DATE PREPARED: 2023.06.27	

SUMMARY OF FUNCTION:

Responsible for providing operational, administrative and strategic leadership to the Office of the Chief of Police to ensure the efficient and effective functioning of the office, playing a critical role in supporting the Chief of Police to achieve strategic goals and objectives. Provides executive-level advice to the Chief of Police and contributes to the office mandate by providing strategic counsel to the Chief of Police and Command in the management of external relations, including stakeholder and reputation management, public policy and government relations. Serves as a primary liaison for external parties in these areas and provides advice, oversight, and guidance to initiatives and projects of high significance and public visibility. Organizes and prioritizes critical and key issues and requests to facilitate decision-making and strategic alignment, supporting the implementation and execution of the Chief of Police's direction.

DIRECTION EXERCISED:

Makes decisions on all levels of business and provides advice and counsel to the Chief of Police and Command in a staff role. Oversees several direct reports.

MACHINES AND EQUIPMENT USED:

Workstation with associated software and other office equipment as required.

DUTIES AND RESPONSIBILITIES:

1. Serves as a trusted senior aide in planning, directing and collaborating with Command on strategic public facing issues, initiatives and activities; working with the Chief of Police on the development and implementation of the department's strategic plan, goals and objectives.
2. Conducts research and analysis on emerging issues, trends, and best practices in law enforcement to inform strategic decision-making and make recommendations to the Chief of Police.
3. Tracks, monitors and reports on progress of strategic goals to the Chief of Police, develops and delivers reports and presentations to senior leadership across the Service.
4. Oversees day-to-day operations of the section, ensuring smooth functioning and efficient allocation of resources; coordinates and prioritizes section activities, projects, and initiatives to ensure alignment with strategic priorities.
5. Works with the Chief of Police to identify operational issues and challenges and makes recommendations for the development of innovative solutions to enhance the office's effectiveness and efficiency. Develops, implements and monitors performance measures to ensure efficiency, effectiveness and continuous improvement.

The above statements reflect the principal functions and duties as required for proper evaluation of the job and shall not be construed as a detailed description of all the work requirements that may be inherent in the job or incidental to it.



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved: 2023.06.27
Board Minute No.:
Total Points:
Pay Class: Z36

JOB TITLE:	Chief of Staff	JOB NO.:	Z36009
BRANCH:	Office of the Chief	SUPERSEDES:	New
UNIT:	Office of the Chief	HOURS OF WORK:	35 SHIFTS: 1
SECTION:		NO. OF INCUMBENTS IN THIS JOB:	1
REPORTS TO:	Chief of Police	DATE PREPARED:	2023.06.27

DUTIES AND RESPONSIBILITIES: (cont'd)

6. Works closely with the Chief of Police to develop, implement and execute office policies and procedures in alignment with applicable laws, regulations and best practices. Conducts policy reviews and revisions to ensure ongoing compliance and effectiveness.
7. Provides leadership, guidance and mentorship to section staff; facilitating staff development and training opportunities; and supporting the Chief of Police in recruitment and selection processes for key office positions.
8. Supports the Chief of Police and Command's external reach, overseeing public affairs and relationship building for the Chief of Police and Command, building relationships outside the organization and with key stakeholders including government.
9. Leads public affairs and external relationship building, including developing working relationships with government, communities and partners.
10. Consults on key external facing initiatives, opportunities, risks and challenges, identifying opportunities for key stakeholder engagement and alignment.
11. Communicates the Chief of Police's priorities, activities and results as needed while helping to ensure deliverables are met.
12. Ensures the Chief of Police is informed of key information and prepared for priority meetings, coordinating across team functions to request briefing materials.
13. Works closely with the Chief of Police and Command team to ensure that the Chief of Police is informed on and able to make key decisions in a timely manner with all relevant information available in regards to external matters. Assists with and facilitates problem solving and decision making.
14. Identifies critical issues and works with internal partners on response plans on behalf of the Office of the Chief as appropriate.
15. Liaises with units including Corporate Communications, Strategy Management and others to provide insight and views from the Chief of Police's interests on matters of reputation, and external engagement.
16. Represents the Chief of Police as requested or provides responses or decisions as appropriate.
17. Works with the Chief of Police, the Executive Officer and Command to ensure coordination and strategic alignment on external facing matters and stakeholder engagement. Works directly with the Chief of Police and Command to integrate work streams and align external facing strategic engagement activities.
18. Works with the Executive Officer and the Executive Assistant to manage the Chief's agenda and preparation for external facing meetings and engagements.
19. Performs all other duties, functions, and assignments inherent to the position.

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The above statements reflect the principal functions and duties as required for proper evaluation of the job and shall not be construed as a detailed description of all the work requirements that may be inherent in the job or incidental to it.



TORONTO POLICE SERVICE
JOB SPECIFICATION

Date Approved: 2023.06.27

Board Minute No.:

Total Points:

Pay Class: Z36

JOB TITLE:	Chief of Staff	JOB NO.:	Z36009
BRANCH:	Office of the Chief	SUPERSEDES:	New
UNIT:	Office of the Chief	HOURS OF WORK:	35 SHIFTS: 1
SECTION:		NO. OF INCUMBENTS IN THIS JOB:	1
REPORTS TO:	Chief of Police	DATE PREPARED:	2023.06.27

EDUCATION/EXPERIENCE:

Degree in a field related to criminal justice, public policy, public administration government relations, external relations or business combined with a minimum of ten years of related experience, including in progressive leadership roles in large, complex organizations.

ADDITIONAL REQUIREMENTS:

- Experience in a public and/or unionized environment is an important asset.
- Experience in reputation management, communications, and/or government relations and public policy an asset.
- Demonstrated leadership experience with ability to motivate others.
- Proven experience in strategic planning, policy development and project management.
- Proven experience in providing strategic direction for the development and delivery of organization modernization.
- Proven experience in promoting, developing and successfully implementing dynamic enterprise-wide change.
- Knowledge of Board governance and issues management, politically acute.
- Thorough knowledge and application of relevant legislation and regulations including the Ontario Human Rights Code, Employment Standards Act, Occupational Health and Safety Act.
- Knowledge of the Police Services Act, including the regulations is an asset.
- Demonstrated ability to advise and influence executive leadership.
- Demonstrated leadership and influential management skills.
- Ability to establish and meet critical and competing deadlines and changing priorities.
- Excellent interpersonal and communications skills, with the ability to meet required deadlines and function effectively under pressure and, at times, demanding circumstances.
- Excellent supervisory and team management skills.

QUALIFYING PERIOD:

One year.

The above statements reflect the principal functions and duties as required for proper evaluation of the job and shall not be construed as a detailed description of all the work requirements that may be inherent in the job or incidental to it.



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved: 2023.12.01

Board Minute No.: N/A

Total Points: 1185

Pay Class: Z32

JOB TITLE: Manager, Strategic Stakeholder Engagement

JOB NO.: Z32033

BRANCH: Office of the Chief

SUPERSEDES: New

UNIT: Corporate Communications

HOURS OF WORK: 35 SHIFTS: 1

SECTION:

NO. OF INCUMBENTS IN THIS JOB: 1

REPORTS TO: Director, Corporate Communications

DATE PREPARED: 2023.11.08

SUMMARY OF FUNCTION:

The Manager of Strategic Stakeholder Engagement is responsible for cultivating, developing and maintaining strategic relationships to support the Chief of Police, Command Officers and the organization. The Manager works closely with the Chief of Police, Command Officers, Chief of Staff and the Executive Officer to the Chief to oversee all aspects in regards to government, community, corporate and police sector strategic relationships and engagement at the executive level of the organization. Responsible for the effective leadership, direction and oversight of the Service's strategic relationship model and vision, and for the management, development and administration of staff assigned. The Manager may represent the Chief of Police and Command Officers at meetings with internal and external stakeholders.

DIRECTION EXERCISED:

Directly leads and manages the Service's strategic relationship model and supports the Chief and Command Officers in the development of relationships with various stakeholders.

Represents the Chief, Command Officers and the organization at various levels of internal and external stakeholder meetings and levels of engagement.

Provides strategic relationship advice to the Chief of Police and Command Officers in opportunities to enhance and elevate the Service's goals, missions and objectives.

Partners with various external stakeholders, organizations and entities to develop unique and creative opportunities, collaboration and partnerships to further enhance the Office of the Chief and the Service for the wellbeing of the organization and community.

Directly manages the efforts and activities of staff assigned, programs and projects overseen.

MACHINES & EQUIPMENT USED:

Workstation with associated software and other office equipment as required.

DUTIES AND RESPONSIBILITIES:

1. Sets and executes a vision for the Chief and Command Officers on strategic relationships and engagement for the betterment of the organization and community.
2. Provides leadership guidance and advice to the Chief of Police and Command Officers on the cultivation, development, stewardship and maintaining strategic relationships both internally and externally.
3. Manages, leads, and motivates staff assigned to create a high-performance team that is engaging, collaborative and innovative.
4. Assists the Chief of Staff on budget, and in the management, administration and logistics of the Office of the Chief.
5. Manages the section's operational budget, and approves expenses in accordance with their authorization limit or delegated authority.
6. Manages and prioritizes the Chief and Command Officers external invitations and collaboration with strategic stakeholders.

The above statements reflect the principal functions and duties as required for proper evaluation of the job and shall not be construed as a detailed description of all the work requirements that may be inherent in the job or incidental to it.



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved: 2023.12.01
Board Minute No.: N/A
Total Points: 1185
Pay Class: Z32

JOB TITLE: Manager, Strategic Stakeholder Engagement	JOB NO.: Z32033
BRANCH: Office of the Chief	SUPERSEDES: New
UNIT: Corporate Communications	HOURS OF WORK: 35 SHIFTS: 1
SECTION:	NO. OF INCUMBENTS IN THIS JOB: 1
REPORTS TO: Director, Corporate Communications	DATE PREPARED: 2023.11.08

DUTIES AND RESPONSIBILITIES: (Cont'd)

7. Attends with the Chief and Command Officers at external events, meetings and strategic levels of engagement and engages with stakeholders to elevate the Office of the Chief and the organization.
8. Represents the Chief and Command Officers at external events, meetings and other levels of strategic engagement with various stakeholders.
9. Administers and maintains a catalog of strategic contacts and external events invited and attended to by the Chief of Police, Command Officers and others within the organization.
10. Manages sponsorships, table purchases and support to external and internal events for all units within the Service.
11. Manages relationship contact information software for the Chief's Office.
12. Works with the Board Chair, Executive Director, Chief of Staff and Senior Advisors on strategic relationships and engagement that collaborate with the Chief of Police and Command Officers.
13. Supports the Chief and Command Officers to effectively build and steward key relationships with officials at all three levels of government with related key sectoral partners
14. Develops a government relations strategy, and related policies, priorities and best practices to ensure consistent level of engagement with government partners across the organization.
15. Identifies and develops priorities related to government relations, monitoring regulatory changes, grants and funding opportunities.
16. Seeks to position the Service within the priorities of the federal, provincial and municipal governments by identifying key research sectors within government priorities, creating new partnerships and supporting nation-wide and provincial advocacy strategies.
17. Conducts research, and supports and informs Command on key trends, risks and areas of improvement in policing operations, community engagement and program development.
18. Supports nation-wide and provincial advocacy strategies by lobbying, collaborating and steering policies central to the needs of TPS and policing.
19. Develops and collaborates engaging relationships and opportunities with external Chiefs of Police, Command Officers and other police sector leaders and industries.
20. Builds strong collaborative relationships and partnerships with police sector organizations such as the International Association of Chiefs of Police (IACP), Major Cities Chiefs Association (MCCA), Leadership in Counter Terrorism Alumni Association (Linct-AA), Canadian Association of Chiefs of Police (CACF), Ontario Association of Chiefs of Police (OACP), etc. Leverages these organizations to further enhance the Service and attract world class conferences, training opportunities and events to Toronto. Represents the Chief and the Service within these organizations and others.
21. Leads and manages delegations, Chiefs of Police and other dignitaries and officials invited to the Service for tours, visits, meetings and other opportunities.
22. Leads, develops and executes high-level internal and external corporate events on behalf of the Chief of Police such as the Chief's Gala, Chief's Golf Tournament, Police Excellence Awards, etc.
23. Assists and represents the Chief of Police and Service with events with other organizations, charities and community centric entities that have a strategic relationship with the Service.

The above statements reflect the principal functions and duties as required for proper evaluation of the job and shall not be construed as a detailed description of all the work requirements that may be inherent in the job or incidental to it.



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved: 2023.12.01

Board Minute No.: N/A

Total Points: 1185

Pay Class: Z32

JOB TITLE: Manager, Strategic Stakeholder Engagement

JOB NO.: Z32033

BRANCH: Office of the Chief

SUPERSEDES: New

UNIT: Corporate Communications

HOURS OF WORK: 35 SHIFTS: 1

SECTION:

NO. OF INCUMBENTS IN THIS JOB: 1

REPORTS TO: Director, Corporate Communications

DATE PREPARED: 2023.11.08

DUTIES AND RESPONSIBILITIES: (Cont'd)

24. Represents the Chief and the Service as liaison to the Toronto Police Foundation and manages all Service aspects in the partnership, collaboration and its development.
25. Represents the Chief and the Service as the liaison to Victim Services Toronto and assists in enhancing their capacity to better serve victims of crime and sudden strategies. Serves on their Board as a TPS representative.
26. Represents the Chief and the Service on the boards of Crime Stoppers Toronto and ProAction Cops & Kids.
27. Manages and oversees the Toronto Police Gift Shop and Museum and Discovery Centre.
28. Manages staff as assigned.
29. Performs any other duties and tasks as required.

The above statements reflect the principal functions and duties as required for proper evaluation of the job and shall not be construed as a detailed description of all the work requirements that may be inherent in the job or incidental to it.



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved: 2023.12.01
Board Minute No.: N/A
Total Points: 1185
Pay Class: Z32

JOB TITLE:	Manager, Strategic Stakeholder Engagement	JOB NO.:	Z32033
BRANCH:	Office of the Chief	SUPERSEDES:	New
UNIT:	Corporate Communications	HOURS OF WORK:	35 SHIFTS: 1
SECTION:		NO. OF INCUMBENTS IN THIS JOB:	1
REPORTS TO:	Director, Corporate Communications	DATE PREPARED:	2023.11.08

EDUCATION/EXPERIENCE or an equivalent combination:

Education

Degree in public relations, public policy or criminal justice administration or a related field or the equivalent combination of education and experience. Education in fundraising management is an asset.

Experience:

Must have a minimum of 15 years of combined working experience in strategic and stakeholder relations, government relations and fundraising in a policing environment, which includes a minimum of 10 years in a supervisory capacity of which at least two years are in a senior leadership position.

ADDITIONAL REQUIREMENTS:

- Requires extensive high level government, policing, corporate and community contacts and a history of developing and maintaining strong relationships.
- Must possess good management, consensus and team building abilities combined with excellent interpersonal and communications skills.
- Excellent ability to promote, develop and enhance the organization with external stakeholders, government and the policing sector.
- Excellent ability to advise and influence police leadership.
- Excellent ability to effectively prioritize to meet required deadlines and execute tasks in a high-pressure environment and function effectively under pressure and, at times, demanding circumstances.
- Ability to work in a fast-paced work environment that is highly ambiguous.
- Excellent attention to detail and an ability to identify the most relevant information needed to make an informed decision.
- Ability to take decisive actions and make important decisions on behalf of a large organization
- Ability to lead, manage and motivate staff, build cohesive teams and delegate effectively.
- Ability to establish and meet critical and competing deadlines.
- Ability to seek out and identify a range of information to identify patterns, trends, and options to solve multifaceted and complex problems.
- Ability to exercise appropriate discretion, tact, diplomacy, confidentiality, and judgment on issues of significance and importance.
- Demonstrated planning, time management and organizational skills.
- Demonstrated strategic, innovative thinking and decision-making skills.
- Demonstrated competency in relationship-building and liaison.
- Demonstrated experience in understanding the public sector environment, including a proven competence in communicating and collaborating with political stakeholder groups at the Federal, Provincial and/or Municipal levels.
- Demonstrated command of MS Office applications (Word, PowerPoint, Excel) and comfortable with numbers.
- Good understanding of the operational aspects of policing including front-line policing and investigative work.
- Good understanding and strong working knowledge of the Police Services Act, including the regulations.
- Good understanding of the Police Services Board's governance role.
- Good understanding of relevant legislation including, but not limited to, the Criminal Code, Ontario Human Rights Code, etc.

QUALIFYING PERIOD:

One year.

The above statements reflect the principal functions and duties as required for proper evaluation of the job and shall not be construed as a detailed description of all the work requirements that may be inherent in the job or incidental to it.



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved: 2023.05.16

Board Minute No.:

Total Points: 697

Pay Class: Z26

JOB TITLE:	Issues & Media Advisor	JOB NO.:	Z26033
BRANCH:	Office of the Chief	SUPERSEDES:	NEW
UNIT:	Corporate Communications	HOURS OF WORK:	35 SHIFTS: 1
SECTION:		NO. OF INCUMBENTS IN THIS JOB:	
REPORTS TO:	Manager, Issues & Media Relations	DATE PREPARED:	2023.04.04

SUMMARY OF FUNCTION:

The Issues & Media Advisor is responsible for media relations and issues management and assisting the Manager in delivering timely, accurate news in a modern way and within established Service procedure and Unit protocol.

The role is accountable for media relations, including spokesperson duties, writing and organizing news conferences, and issues coordination, including forecasting, facilitating and coordinating response plans and supporting the Manager and Director of the Unit.

The Issues & Media Advisor will support the Unit in developing and implementing both reactive and proactive media plans by developing and implementing plans, and overseeing the process of fielding and triaging media inquiries.

DIRECTION EXERCISED:

This role reports to the Manager, Issues & Media Relations and supervises up to two members.

MACHINES AND EQUIPMENT USED:

Mobile phone, TPS workstation with associated software and other office equipment as required. Social Media content management software. Logging system TBC. Internal training provided.

DUTIES AND RESPONSIBILITIES:

1. Oversees the process of fielding and triaging media inquiries to support the delivery of accurate and timely police business information to media and the public ensuring the media are receiving excellent partnership from the Toronto Police Service.
2. Acts as an official TPS spokesperson providing information for media attribution.
3. Writes and edits news releases, media advisories, key messaging for media interviews (television, radio, print), social media posts, and connects with media by email and phone.
4. Manages approval process for written materials, key messages and news releases.
5. Monitors and assesses media coverage on a daily basis, making factual corrections if needed and escalating to the Manager where needed.

The above statements reflect the principal functions and duties as required for proper evaluation of the job and shall not be construed as a detailed description of all the work requirements that may be inherent in the job or incidental to it.



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved: 2023.05.16

Board Minute No.:

Total Points: 697

Pay Class: Z26

JOB TITLE:	Issues & Media Advisor	JOB NO.:	Z26033
BRANCH:	Office of the Chief	SUPERSEDES:	NEW
UNIT:	Corporate Communications	HOURS OF WORK:	35 SHIFTS: 1
SECTION:		NO. OF INCUMBENTS IN THIS JOB:	
REPORTS TO:	Manager, Issues & Media Relations	DATE PREPARED:	2023.04.04

DUTIES AND RESPONSIBILITIES: (Cont'd)

6. Develops media analysis per issue if needed.
7. Tracks and logs media inquiries, as requested.
8. Organizes and moderates news conferences, upon request, working with the Manager and colleagues.
9. Oversees media monitoring, analysis and develops a metrics plan in consultation with the Unit
10. Develops and implements an issues management forecasting approach.
11. Works with officers and Corporate Communications to ensure news releases are written, edited and approved and posted in accordance with Service procedures and unit specific policies and timelines.
12. Organizes media interviews and news conferences and attend to record, log as needed.
13. Maintains awareness of the social, political and public landscape of the Toronto Police Service and its stakeholders
14. Performs all other duties, functions and assignments inherent to the position.

The above statements reflect the principal functions and duties as required for proper evaluation of the job and shall not be construed as a detailed description of all the work requirements that may be inherent in the job or incidental to it.



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved: 2023.05.16

Board Minute No.:

Total Points: 697

Pay Class: Z26

JOB TITLE:	Issues & Media Advisor	JOB NO.:	Z26033
BRANCH:	Office of the Chief	SUPERSEDES:	NEW
UNIT:	Corporate Communications	HOURS OF WORK:	35 SHIFTS: 1
SECTION:		NO. OF INCUMBENTS IN THIS JOB:	
REPORTS TO:	Manager, Issues & Media Relations	DATE PREPARED:	2023.04.04

EDUCATION:

Undergraduate degree in Political Science, Public Relations, Communications, Journalism or a related discipline with a minimum of five years of related experience in communications, media relations or issues management. Spokesperson and political, public sector or public relations agency experience is an asset.

ADDITIONAL REQUIREMENTS:

- Knowledge and understanding of social media including Twitter, Facebook, YouTube, Instagram
- Strong political and social acuity and awareness.
- Excellent written and oral communication skills
- Excellent project management, collaboration, and interpersonal skills.
- Excellent strategic and creative thinking skills.
- Ability to advise management on issues and planning and implementing execution plans.
- Ability to develop and implement communications, issues and/or media plans.
- Ability to apply sound judgement and awareness
- Ability to work with minimal guidance in a fast-paced environment.
- Ability to work as part of a team within a matrix organization.
- Ability to manage several complex projects simultaneously and deliver quality work under deadline pressure.
- Ability to function effectively in challenging situations which may include attending incidents across the city for news conferences and/or interviews.
- Ability to translate complex and sensitive information and a demonstrated experience in developing media, communications and issues plans and strategies.
- Ability to translate complex and sensitive information and a demonstrated experience in developing media, communications and issues plans and strategies.
- As TPS is a 24-hour, 7 day a week emergency services organization, this position requires some flexibility for afterhours and weekend work, at times.

QUALIFYING PERIOD:

One year.

The above statements reflect the principal functions and duties as required for proper evaluation of the job and shall not be construed as a detailed description of all the work requirements that may be inherent in the job or incidental to it.



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved: 2023.05.16

Board Minute No.:

Total Points: 697

Pay Class: Z26

JOB TITLE:	Lead, Social Media	JOB NO.:	Z26032
BRANCH:	Office of the Chief	SUPERSEDES:	NEW
UNIT:	Corporate Communications	HOURS OF WORK:	35 SHIFTS: 1
SECTION:		NO. OF INCUMBENTS IN THIS JOB:	1
REPORTS TO:	Manager, Media Relations & Issues	DATE PREPARED:	2023.01.07

SUMMARY OF FUNCTION:

The Lead, Social Media is a social media expert and accountable for the oversight and implementation of the Service's corporate social media strategy for the Service's corporate social media channels and content. The role engages proactively with the public and ensures the Service is current with industry trends, optimizing new channels, technology and creativeness and recommends the Service's public stance, tone and positioning on social media channels.

The Lead will report to the Manager, Media Relations and Issues and have a dotted line accountability to the Director to ensure the Chief of Police's social media content is appropriate, vibrant and timely. The Lead oversees the Service's Social Media procedure and related policies and protocols, making recommendations for changes or updates as appropriate and works with ITS and Legal Services and Governance to ensure appropriate compliance mechanisms are in place.

DIRECTION EXERCISED:

The Lead, Social Media reports to the Manager, Media Relations & Issues and supervises up to two members. This role has autonomy to post social media for the Chief of Police and the Service, according to approved Unit policy and practice.

DUTIES AND RESPONSIBILITIES:

1. Responsible for content on all corporate social media channels of the Toronto Police Service, optimizing these channels to best position the Service and provide the public with engaging, current, creative messaging consistent with the Service's overall communications objectives.
2. Develops and manages a content strategy and calendars for the Service and the Chief of Police's social media channels, ensuring content and messaging is professional, creative, engaging and consistent with the Service's broader communications objectives, corporate or divisional initiatives, or as directed by the management of the Corporate Communications unit.
3. Responsible for the Service's social media training program and developing supporting materials as required, including liaising with above mentioned Units to ensure a compliance regime and protocol to protect the Service.
4. Oversees the use of any TPS branded social media accounts of Toronto Police Service members and implements the procedures and provides education if needed, or requests compliance to procedure, in consultation with the Manager, Media Relations and Issues.
5. Serves as a social media expert and liaison for the Service's branded social media users and pursues educational opportunities and compliance with the procedures and policies.
6. Ensures processes in place for social listening, issues management and mitigation approaches. Works with other Units and divisions to support social media activity and provides guidance to members and teams as needed.
7. Manages the governance of the Service's policies as above to ensure risk to the Service is limited while optimizing use of the channels to best position the Service to the public.
8. Ensures the Unit's communications plans and products include robust, integrated social media component.

The above statements reflect the principal functions and duties as required for proper evaluation of the job and shall not be construed as a detailed description of all the work requirements that may be inherent in the job or incidental to it.



TORONTO POLICE SERVICE
JOB SPECIFICATION

Date Approved: 2023.05.16

Board Minute No.:

Total Points: 697

Pay Class: Z26

JOB TITLE:	Lead, Social Media	JOB NO.:	Z26032
BRANCH:	Office of the Chief	SUPERSEDES:	NEW
UNIT:	Corporate Communications	HOURS OF WORK:	35 SHIFTS: 1
SECTION:		NO. OF INCUMBENTS IN THIS JOB:	1
REPORTS TO:	Manager, Media Relations & Issues	DATE PREPARED:	2023.01.07

DUTIES AND RESPONSIBILITIES: (Cont'd)

9. Liaises with members outside the Corporate Communications unit, to provide oversight and enforce the Service's procedures, as appropriate and in consultation with the Manager or Director, Corporate Communications.
10. Accountable for the Service's social media strategy, procedures, policy and governance and updating of same.
11. Responsible for the Service and Chief of Police's social media stance and posture, tone and content.
12. Develops best-in-class social media strategies and executions for corporate channels.
13. Responsible for Social Media procedure, governance and training and related materials. Works with ITS, Governance and Legal Services as appropriate and recommends approaches, changes and updates.
14. Develops and updates the Service's training program and approval process for members seeking to represent the Service on social media.
15. Owns the content strategy and calendar for Service and Chief of Police social media channels, gathering input from Corporate Communications team and other units including the Office of the Chief.
16. Owns and advises on the tone and content of social media presence.
17. Plans and executes scheduled and ad hoc social media posts for the Chief of Police and corporate accounts in consultation with management.
18. Provides day-to-day leadership and guidance to team members, including the operational planning/scheduling of activities and resolution of escalated issues.
19. Works with internal partners, units and/or divisions to develop integrated creative campaigns.
20. Acts as an advisor to internal partners, communicating best practice guidelines, Service procedures and processes, policies and training.
21. Supports corporate activities including writing, planning and creating or engaging Graphics team members as needed.
22. Contributes to tactical proactive and reactive communications plans with social media guidance and content (e.g. develops content calendars for specific Service related events, to be included in the Unit's strategic communications and media plans).
23. Actively monitors and manages corporate channels: twitter, Facebook and Instagram, publishing daily content and engaging directly with members of the public.
24. Conducts social media monitoring and reporting or metrics analysis to ensure awareness of current public discourse and commentary about the Service.
25. Remains current on developing social media trends and new platforms in social media and how they may be utilized by the Service to keep it current and available to the public.
26. Performs other related duties as required.

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The above statements reflect the principal functions and duties as required for proper evaluation of the job and shall not be construed as a detailed description of all the work requirements that may be inherent in the job or incidental to it.



TORONTO POLICE SERVICE
JOB SPECIFICATION

Date Approved: 2023.05.16

Board Minute No.:

Total Points: 697

Pay Class: Z26

JOB TITLE:	Lead, Social Media	JOB NO.:	Z26032
BRANCH:	Office of the Chief	SUPERSEDES:	NEW
UNIT:	Corporate Communications	HOURS OF WORK:	35 SHIFTS: 1
SECTION:		NO. OF INCUMBENTS IN THIS JOB:	1
REPORTS TO:	Manager, Media Relations & Issues	DATE PREPARED:	2023.01.07

EDUCATION:

Undergraduate degree in English, Communications, Journalism or a related field with a minimum of five years of related experience managing social media activities in a corporate, business environment. People management experience an asset.

ADDITIONAL REQUIREMENTS:

- Expert knowledge and understanding of social media
- Strong political and social acuity and awareness.
- Excellent project management, collaboration, and interpersonal skills.
- Excellent creative writing and creative thinking skills.
- Ability to develop and execute successful social media campaigns that require planning and a 'team first' attitude.
- Ability to apply sound judgement and awareness
- Ability to work with minimal guidance in a fast-paced environment.
- Ability to work as part of a team within a matrix organization.
- Ability to manage several complex projects simultaneously and deliver quality work under deadline pressure.
- Proficiency in digital tools for editing and creating written, digital, video or audio, creative content

QUALIFYING PERIOD:

One year.

The above statements reflect the principal functions and duties as required for proper evaluation of the job and shall not be construed as a detailed description of all the work requirements that may be inherent in the job or incidental to it.



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved:
Board Minute No.:
Total Points: 612
Pay Class: A13

JOB TITLE:	Training Standards Lead	JOB NO.:	A13015
BRANCH:	Corporate Services Command – People & Culture	SUPERSEDES:	New
UNIT:	Toronto Police College	HOURS OF WORK:	35 SHIFTS: 1
SECTION:	Administration Support	NO. OF INCUMBENTS IN THIS JOB:	1
REPORTS TO:	Unit Commander	DATE PREPARED:	2023.10.11

SUMMARY OF FUNCTION:

Responsible for overseeing and managing the training standards for the Toronto Police Service and within the Toronto Police College (TPC). Ensures the quality of training for all members through the development of best practices and curriculum alignment. Plays a key role in liaising with external agencies, police services, and government bodies to address training needs, efficacy and evaluation.

DIRECTION EXERCISED:

Manages and supervises team members in the Training Standards section of TPC.

MACHINES AND EQUIPMENT USED:

Workstation with associated software and other office equipment as required.

DUTIES AND RESPONSIBILITIES:

1. Implements directives and initiatives as directed by the Unit Commander.
2. Provides day-to-day leadership and guidance to team members, including the operational planning/scheduling of work, ensuring achievement of established performance goals and resolution of escalated issues.
3. Contributes to the establishment and oversight of the TPC’s budget by developing and overseeing the budget for the Training Standards section.
4. Leads the coordination of TPC equipment procurement and resource allocation for training activities.
5. Ensures the adequacy, effectiveness, appropriateness, timeliness and cost-effectiveness of training programs through appropriate instruments and information sources; audits training to ensure that programs meet the course training standards; and, ensures quality control and effective evaluation of training and related programs.
6. Analyzes and identifies learning needs of the Service and its members.
7. Oversees the development of training strategies, partnerships, programs and the ongoing development, delivery and evaluation of the measurable outcomes of quality learning opportunities to address and meet Service requirements, in accordance with internal and external requirements, legislation, standards, core values, governance, goals, objectives and collective agreements; and, promotes Service Values in the design and delivery of training.
8. Prepares and or reviews, tracks all reports on training to the Police Services Board
9. Provides advice to the Unit Commander and other senior leaders on training and adult education issues and identifies and addresses specific training problems or issues effectively.
10. Establishes training and resource priorities in consultation with internal and external stakeholders and the Unit Commander.
11. Liaises with outside agencies, other police services and municipal, provincial and national bodies on police training matters; maintains effective liaisons with People & Culture, senior management, Service units, and other police colleges, community colleges and universities to identify best practices, advocate for the training function and address training needs.
12. Identifies areas for improvement and devises strategies to streamline processes and enhance efficiency.
13. Implements effective systems, tools, and technologies to support Training Standards tasks and training operations.
14. Performs all other duties, functions and assignments inherent to the position.

The above statements reflect the principal functions and duties as required for proper evaluation of the job and shall not be construed as a detailed description of all the work requirements that may be inherent in the job or incidental to it.



TORONTO POLICE SERVICE
JOB SPECIFICATION

Date Approved:
Board Minute No.:
Total Points: 612
Pay Class: A13

JOB TITLE:	Training Standards Lead	JOB NO.:	A13015
BRANCH:	Corporate Services Command – People & Culture	SUPERSEDES:	New
UNIT:	Toronto Police College	HOURS OF WORK:	35 SHIFTS: 1
SECTION:	Administration Support	NO. OF INCUMBENTS IN THIS JOB:	1
REPORTS TO:	Unit Commander	DATE PREPARED:	2023.10.11

EDUCATION/EXPERIENCE (or equivalent combination):

Degree in a related field or preferably in adult education, combined with five years' experience in the area of curriculum development and delivery and/or standards.

ADDITIONAL REQUIREMENTS:

- Demonstrated experience in training project management.
- Experience in training and development, preferably within a law enforcement or public safety organization.
- Leadership and management skills, with ability to foster a positive work environment.
- Excellent communication and interpersonal skills, including the ability to liaise with external agencies and stakeholders.
- In-depth knowledge of best practices in training methodologies and adult learning principles.
- Proactive mindset, with the ability to identify training needs, develop strategies, and implement solutions.
- Strong organizational skills, with the ability to prioritize tasks and manage multiple projects simultaneously.

QUALIFYING PERIOD:

One year.

The above statements reflect the principal functions and duties as required for proper evaluation of the job and shall not be construed as a detailed description of all the work requirements that may be inherent in the job or incidental to it.



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved: MA
Board Minute No.:
Total Points: 554.5
Pay Class: A12

JOB TITLE:	Workplace Investigator	JOB NO.:	A12027
BRANCH:	Corporate Services Command – People & Culture	SUPERSEDES:	A11032.3
UNIT:	Equity, Inclusion & Human Rights	HOURS OF WORK:	35 SHIFTS: 1
SECTION:		NO. OF INCUMBENTS IN THIS JOB:	Multiple
REPORTS TO:	Sr. Advisor, Equity, Inclusion & Human Rights	DATE PREPARED:	2023.10.11

SUMMARY OF FUNCTION:

Investigates workplace harassment and discrimination concerns within the Service, including managing complex cases investigated by third parties.

DIRECTION EXERCISED:

Investigates issues relating to workplace harassment and discrimination matters, which may include other forms of workplace violations in collaboration with the Professional Standards unit.

MACHINES AND EQUIPMENT USED:

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

DUTIES AND RESPONSIBILITIES:

1. Investigates allegations, often complex and multi-tiered, of workplace harassment and discrimination, including sexual harassment, psychological harassment, bullying, reprisal, and systemic discrimination under applicable legislation, including the Ontario Human Rights Code, the Occupational Health and Safety Act, and the Police Services Act.
2. Intakes and triages complaints, develops investigation plans, interviews parties, gathers evidence, conducts research, prepares investigative reports, determines findings, and makes recommendations to resolve complaints that are consistent with collective agreements and that meet legislative obligations.
3. Advances the development and modernization of investigative processes, programs, tools and techniques related to ensuring safe, respectful and inclusive workplaces, including drafting updates to policies, procedures, and developing communications strategies.
4. Works closely with investigators in the Professional Standards Unit as required, including co-leading investigations and providing consultative advice.
5. Provides information to and consults with stakeholders across the Service on issues that are ancillary to or intertwined with workplace investigations in order to manage matters in a cross-collaborative and expeditious manner.
6. Inputs key data on cases in applicable Service case management systems or other case tracking mechanisms, and analyzes data when necessary to uncover trends and systemic issues.
7. Manages complex cases investigated by third party entities, including external consultants, firms, and policing or other public service agencies.
8. Organizes meetings, prepares briefing notes, reports and recommendations, and assesses and analyzes information regarding workplace harassment and discrimination concerns, and utilizes the relevant communication processes that are required to be implemented in order to support successful outcomes.
9. Recommends safety measures, support services or other solutions where appropriate for complainants or other individuals impacted by workplace harassment and discrimination.

The above statements reflect the principal functions and duties as required for proper evaluation of the job and shall not be construed as a detailed description of all the work requirements that may be inherent in the job or incidental to it.



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved: MA
Board Minute No.:
Total Points: 554.5
Pay Class: A12

JOB TITLE:	Workplace Investigator	JOB NO.:	A12027
BRANCH:	Corporate Services Command – People & Culture	SUPERSEDES:	A11032.3
UNIT:	Equity, Inclusion & Human Rights	HOURS OF WORK:	35 SHIFTS: 1
SECTION:		NO. OF INCUMBENTS IN THIS JOB:	Multiple
REPORTS TO:	Sr. Advisor, Equity, Inclusion & Human Rights	DATE PREPARED:	2023.10.11

DUTIES AND RESPONSIBILITIES: (cont'd)

10. Works closely with those responsible for employing alternate dispute resolutions (e.g. mediation, coaching, facilitated discussions, etc.) and workplace restoration to help disputing parties come to agreement, resolve larger workplace dynamics or teaming issues, and ensure meaningful behavioural change.
11. Facilitates training and education as required to build capacity for Service members or other investigators on the investigation and resolution of workplace harassment and discrimination concerns.
12. Provides expert advice, direction and support to management, stakeholders, as well as to all levels of staff regarding issues pertaining to workplace harassment and discrimination.
13. Demonstrates professionalism, empathy, and candor when dealing with contentious matters and/or matters that may be deeply personal or troubling to a staff member.
14. Employs teamwork skills to maintain good working relationships with stakeholders when dealing with sensitive or contentious matters.
15. Maintains confidentiality and an awareness and integrity of the sensitivity of contentious issues, and is aware of the context within which they may need to be addressed and resolved.
16. Remains current and knowledgeable of anti-harassment and anti-discrimination/human rights laws, rules, regulations, and trends, including those required to maintain a comprehensive understanding of the various types of evidence required to prove that a violation has occurred.
17. Performs other duties, functions and assignments inherent to the position as required by the Unit Commander or Sr. Advisor, Equity, Inclusion & Human Rights.

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The above statements reflect the principal functions and duties as required for proper evaluation of the job and shall not be construed as a detailed description of all the work requirements that may be inherent in the job or incidental to it.



TORONTO POLICE SERVICE
JOB SPECIFICATION

Date Approved: MA

Board Minute No.:

Total Points: 554.5

Pay Class: A12

JOB TITLE:	Workplace Investigator	JOB NO.:	A12027		
BRANCH:	Corporate Services Command – People & Culture	SUPERSEDES:	A11032.3		
UNIT:	Equity, Inclusion & Human Rights	HOURS OF WORK:	35	SHIFTS:	1
SECTION:		NO. OF INCUMBENTS IN THIS JOB:	Multiple		
REPORTS TO:	Sr. Advisor, Equity, Inclusion & Human Rights		DATE PREPARED:	2023.10.11	

EDUCATION/EXPERIENCE (or equivalent combination):

Degree in a related discipline such as law, human rights, labour relations, criminology, psychology, or human resources combined with a minimum of three years' experience in the investigation of harassment and discrimination concerns, preferably with respect to the unique issues present in a large or complex organization.

Law degree or Canadian Human Resources Professional (CHRP) designation, particularly with additional courses or training concerning equity and inclusion, would be considered assets.

ADDITIONAL REQUIREMENTS:

- Strong facilitation and negotiation skills to deal with complex and sensitive human rights concerns.
- Ability to assess and navigate communications and stakeholder relationships regarding matters of harassment, discrimination and reprisal that are often complex, confidential and sensitive, including systemic discrimination, while maintaining objectivity and neutrality.
- Strong knowledge of provincial legislation governing harassment and discrimination, including the ability to interpret case law and regulations pertaining to equitable treatment, access and inclusion to employment, benefits and activities of an employer.
- Exceptional ability to think logically and objectively, to analyze and evaluate facts, evidence and related information, and arrive at sound, unambiguous conclusions.
- Strong written communication skills, with the ability to write concise and detailed reports.
- Demonstrated consultative skills to provide impartial and well-informed advice when dealing with harassment and discrimination concerns.
- Strong public speaking skills with the ability to communicate effectively with a diverse workforce.
- Computer experience required, including standard office computer applications (e.g. Microsoft Word, Microsoft Excel, Microsoft PowerPoint, Microsoft Outlook, WebEx, MS Teams, and Zoom etc.).

QUALIFYING PERIOD:

One year.

The above statements reflect the principal functions and duties as required for proper evaluation of the job and shall not be construed as a detailed description of all the work requirements that may be inherent in the job or incidental to it.



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved:
Board Minute No.:
Total Points: A12
Pay Class: 564.5

JOB TITLE:	Executive Officer	JOB NO.:	A12026
BRANCH:	Corporate Services Command	SUPERSEDES:	New
UNIT:	Finance & Business Mgmt., People & Culture	HOURS OF WORK:	35 SHIFTS: 1
REPORTS TO:	Director	NO. OF INCUMBENTS IN THIS JOB:	
		DATE PREPARED:	2023.08.10

SUMMARY OF FUNCTION:

Acts as a resource for the unit, as a conduit for information between the Director and team members, and provides direction on behalf of the Director. The role is accountable for ensuring quality in internal processes, identifying issues and risks, developing solutions and implementing change utilizing principles of both project management and change management. Serves as a liaison between the unit and other internal and external stakeholders.

DIRECTION EXERCISED:

Acts in a resource capacity and provides direction, advice and guidance on behalf of the Director.

MACHINES AND EQUIPMENT USED:

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

DUTIES AND RESPONSIBILITIES:

1. Manages Service risk by developing and advising on the development of policies and procedures.
2. Summarizes complex documents, identifies and prioritizes issues requiring the attention of the Director.
3. Exercises independent initiative to resolve issues, relieving the Director of unnecessary involvement.
4. Ensures proper and timely responses are prepared on behalf of the Director.
5. Prepares reports, presentations, communications and documents for internal and external audiences.
6. Maintains an in-depth understanding of Service operations and provides advice with an operational lens; identifying potential new risks and developing both short and long term solutions.
7. Supports the timely and accurate exchange of information and decisions between the Director and various internal and external stakeholders.
8. Identifies areas for Service improvement by:
 - a) Developing strategies to improve the effectiveness and efficiency of the unit's performance.
 - b) Identifying improvements in unit's policies, procedures and workflow, and developing solutions.
 - c) Overseeing the implementation of recommendations received from internal or external audits and reports.
9. Acts as a communication point with other units.
10. Liaises with other Executive Officers, relaying key information on behalf of the unit.

The above statements reflect the principal functions and duties as required for proper evaluation of the job and shall not be construed as a detailed description of all the work requirements that may be inherent in the job or incidental to it.



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved:
Board Minute No.:
Total Points: A12
Pay Class: 564.5

JOB TITLE:	Executive Officer	JOB NO.:	A12026
BRANCH:	Corporate Services Command	SUPERSEDES:	New
UNIT:	Finance & Business Mgmt., People & Culture	HOURS OF WORK:	35 SHIFTS: 1
REPORTS TO:	Director	NO. OF INCUMBENTS IN THIS JOB:	
		DATE PREPARED:	2023.08.10

DUTIES AND RESPONSIBILITIES: (cont'd)

11. Communicates strategically and/or operationally important messages from senior management to team members to provide clear messaging and build engagement.
12. Communicates relevant information on activities of the unit to the Director.
13. Ensures unit information is shared consistently and regularly.
14. Co-ordinates and monitors the establishment of effective partnerships.
15. Liaises with City and Provincial Ministries on key initiatives and programs.
16. Oversees a project team for key, Service-wide initiatives.
17. Identifies and manages resources, including workflow management, to ensure appropriate and adequate staffing of projects and activities.
18. Develops change management plans for projects and/or change initiatives.
19. Evaluates the impact of planned changes.
20. Identifies risks and develops risk mitigation tactics.
21. Supports the development of both internal and external communications.
22. Coordinates the completion of projects, determining timelines, defines scope and manages deliverables.
23. Authors project plans, project charters and change management plans as required.
24. Aids in defining success metrics for units, pillars and Commands.
25. Builds and reviews business cases to justify changes to programs, processes, and developing solutions.
26. Performs other related duties as required.

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TORONTO POLICE SERVICE
JOB SPECIFICATION

Date Approved:
Board Minute No.:
Total Points: A12
Pay Class: 564.5

JOB TITLE:	Executive Officer	JOB NO.:	A12026
BRANCH:	Corporate Services Command	SUPERSEDES:	New
UNIT:	Finance & Business Mgmt., People & Culture	HOURS OF WORK:	35 SHIFTS: 1
REPORTS TO:	Director	NO. OF INCUMBENTS IN THIS JOB:	
		DATE PREPARED:	2023.08.10

EDUCATION/EXPERIENCE:

Degree/diploma in a related field combined with a minimum of five years of related work experience in progressively responsible positions including 3 years of either supervisory experience or in a role where member was a Team Lead on a number of initiatives or an equivalent combination of education and demonstrated experience.

Certification or courses in the following would be considered an asset:

- Management and Leadership
- Change Management
- Project Management

ADDITIONAL REQUIREMENTS:

- Extensive and varied experience in police setting including participation in and leading Service-wide projects.
- Must have high level of corporate awareness through varied experience.
- Experience in a role requiring strategic thinking, involving identification of risks and solutions, change management and internal and external change management.
- Strong corporate and operational awareness.
- Strong leadership and people management skills.
- Ability to effectively influence others to lead and drive change.
- Ability to identify, analyze and manage risk.
- Strong organization and planning skills including time management.
- Ability to set priorities, multi-task and be decisive.
- Effective communication skills with diverse audiences.
- Effective strategic thinking skills.
- Strong project and budget management skills.
- Ability to develop and maintain professional resilience in self and others in challenging situations.
- Demonstrated ability to work alongside various external stakeholder including City of Toronto and Provincial Ministries.
- Computer experience required, including standard office computer applications (e.g. Microsoft Word, Microsoft Excel-Advance level Microsoft PowerPoint, and Microsoft Outlook).

QUALIFYING PERIOD:

One year.

The above statements reflect the principal functions and duties as required for proper evaluation of the job and shall not be construed as a detailed description of all the work requirements that may be inherent in the job or incidental to it.



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved:
Board Minute No.:
Total Points: 524
Pay Class: All

JOB TITLE:	EI&HR Training Specialist	JOB NO.:	A11043.3
BRANCH:	Corporate Services Command/People & Culture	SUPERSEDES:	New
UNIT:	Toronto Police College	HOURS OF WORK:	35 SHIFTS: 1
SECTION:	Learning Development and Standards	NO. OF INCUMBENTS IN THIS JOB:	3
REPORTS TO:	Section Head	DATE PREPARED:	2023.09.25

SUMMARY OF FUNCTION:

Coordinates and leads consultation/engagement with Service members, external community partners and stakeholders to develop and deliver training specific to section or area of instruction for members of the Toronto Police Service. As the Subject-matter expert, acts as a liaison between the Service and its community partners and stakeholders in relation to training.

Researches and reviews content specific to section or area of instruction and educational best practices, ensuring alignment with the equity strategy. Provides academic/training support across all sections of the TPC, including computer-based support for unit initiatives and programs.

DIRECTION EXERCISED:

Leads consultation and engagement sessions with Service members and external community partners. Instructs assigned students.

MACHINES AND EQUIPMENT USED:

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

DUTIES AND RESPONSIBILITIES:

1. Coordinates and delivers instruction specific to Equity, Inclusion and Human Rights. Delivers training programs in classroom or distance learning format.
2. Develops appropriate Equity, Inclusion and Human Rights courses and training programs, with a specialized focus on content related to racialized and other intersectional communities, for an adult learning group, including creating course content and, in collaboration with the appropriate TPC team members, criteria for assessing learning performance, training standards, lesson plans and training materials to meet the needs of Service members. Conducts needs assessments and identifies training gaps. Designs refresher training and determines resource requirements and learner expectations.
3. Leads stakeholder relations in area of expertise, including consultation/engagement with community partners.
4. Researches training, events, trends and other police service approaches and provides recommendations on appropriate engagement of the TPS to racialized and other intersectional communities.
5. Locates professional development training for staff that supports diversity initiatives for understanding various racialized and other intersectional communities
6. Collaborates with the various TPS Community Consultative Committees and Community Partnerships and Engagement Units and other internal members as required to communicate the needs of racialized and other intersectional communities and follow requirements laid out in the overall Equity Strategy and training plan;
7. Develops and encourages local community and strategic partnerships in collaboration with the EI&HR Unit;

The above statements reflect the principal functions and duties as required for proper evaluation of the job and shall not be construed as a detailed description of all the work requirements that may be inherent in the job or incidental to it.



TORONTO POLICE SERVICE

JOB DESCRIPTION

Date Approved:
Board Minute No.:
Total Points: 524
Pay Class: A11

JOB TITLE: EI&HR Training Specialist
JOB NO.: A11043.3
BRANCH: Corporate Services Command/People & Culture
SUPERSEDES: New
UNIT: Toronto Police College
HOURS OF WORK: 35 SHIFTS: 1
SECTION: Learning Development and Standards
NO. OF INCUMBENTS IN THIS JOB: 3
REPORTS TO: Section Head
DATE PREPARED: 2023.09.25

DUTIES AND RESPONSIBILITIES: (Cont'd)

- 8. Identifies training needs through consultation with Service and community stakeholders, analyzing past and current Service plans and consulting with Command, management and front-line staff.
9. Actively engages with community stakeholders in the development and implementation of training through various mediums (i.e. town halls, focus groups, surveys etc.).
10. Develops, updates and revises a variety of curriculum design and training/instructional materials and documentation, including quizzes and tests, courses, exercises, learning activities, job aides, lesson plans, scenario-based rubrics, facilitator and evaluation guides and manuals, learner guides, as well as other performance support and assessment materials.
11. Uses appropriate instructional methods to design engaging and effective, learner-centered courses, curriculum and instructional activities and materials in a variety of formats, including print, graphics, audio, video animation, and multimedia.
12. Identifies appropriate instructional methods to achieve maximum program effectiveness.
13. Collaborates and liaises with the training team, other sections, units, learning institutions and subject matter experts to develop and utilize educational theory, best practices and adult teaching methodologies in learning development. Attends meetings to identify course-learning outcomes, assist in the production of courses, gather materials, discuss common concerns, structure and lesson, develop performance assessments, deliverables and end-of course evaluation forms, makes revisions and documents for audit purposes. Serves as point-of-contact during the development of course materials.
14. Updates lesson plans and subject material to reflect new trends and concerns.
15. Responds to concerns and inquiries from the Command and the Police Services Board.
16. Participates in community forums dealing with area of expertise.
17. Conducts research using a variety of methodologies and mediums and analyzes data.
18. Evaluates training initiatives to determine effectiveness, appropriateness, adequacy and efficiency.
19. Keeps up to date on issues, trends and developments that impact policing.
20. Performs other related duties and responsibilities inherent to the job, as required.

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TORONTO POLICE SERVICE
JOB SPECIFICATION

Date Approved:
Board Minute No.:
Total Points: 524
Pay Class: All

JOB TITLE:	EI&HR Training Specialist	JOB NO.:	A11043.3
BRANCH:	Corporate Services Command/People & Culture	SUPERSEDES:	New
UNIT:	Toronto Police College	HOURS OF WORK:	35 SHIFTS: 1
SECTION:	Learning Development and Standards	NO. OF INCUMBENTS IN THIS JOB:	3
REPORTS TO:	Section Head	DATE PREPARED:	2023.09.25

EDUCATION/EXPERIENCE:

Bachelor’s degree in adult education, or a related field, with a minimum of three years’ of progressively responsible experience working in outreach and stakeholder engagement related to inclusion initiatives, or an equivalent combination of education and experience.

Course work and experience in Equity, Inclusion, and Human Rights is considered an asset.

ADDITIONAL REQUIREMENTS:

- Proven consultation and relationship-building skills to develop and maintain strong connections with external organizations, partners, agencies, and stakeholders.
- Demonstrated experience in supporting equity, inclusion and human rights initiatives in complex environments through capacity building.
- Ability to take initiative and effectively lead projects to completion leveraging subject matter expertise.
- Deep knowledge of and lived experience working within and for racialized and other intersectional communities including familiarity with diverse communities in Toronto.
- Knowledge and experience with processes of community engagement.
- In-depth understanding of current realities of racialized and other intersectional communities, especially those that are shaped and influenced by interactions with police and access to culturally-appropriate equitable policing services;
- Ability to present information in a clear and concise manner.
- Ability to communicate clearly and professionally, orally and in writing.
- Ability to schedule and coordinate training programs with external consultants.
- Ability to establish and maintain effective working relationships with individuals from diverse backgrounds and from other units/departments in an organization.
- Able and willing to work both independently and as a member of cross-functional teams.
- Strong listening skills, attention to detail, and decision-making.
- Demonstrated relationship building skills to work with all levels of staff (Command, management and front-line) to convey information concisely and professionally.
- Ability to understand the inclusion needs at all levels of the Service and support the information flow to and from the front-line.
- Must have strong organizational, decision making and problem solving skills.
- In depth knowledge of Toronto Police Service procedures would be an asset.
- A demonstrated commitment to the core organizational values.

QUALIFYING PERIOD:

One year.

The above statements reflect the principal functions and duties as required for proper evaluation of the job and shall not be construed as a detailed description of all the work requirements that may be inherent in the job or incidental to it.



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved:
Board Minute No.:
Total Points: 526
Pay Class: A11

JOB TITLE:	Cyber Threat & Vulnerability Specialist	JOB NO.:	A11042
BRANCH:	Information & Technology Command	SUPERSEDES:	New
UNIT:	Information & Technology Command	HOURS OF WORK:	35 SHIFTS: 1
SECTION:		NO. OF INCUMBENTS IN THIS JOB:	1
REPORTS TO:	Chief Information Security Officer	DATE PREPARED:	2023.09.29

SUMMARY OF FUNCTION:

Assists with the implementation and management of various Cyber security projects and initiatives, concentrating on the areas of threat intelligence and vulnerability management. Responsible for collection of relevant cyber security threats and the development of current security material to assist internal stakeholders. Collaborates with project development teams and supports Service programs through security by design. Conducts service-wide cyber vulnerability assessments to discover existing areas for attention and provides guidance to stakeholders in prioritizing required actions for mitigation. Conducts follow-up investigations or mitigation reviews and creates documentation for tracking.

DIRECTION EXERCISED:

May act as Chief Information Security Officer or Cyber Incident Response Manager as required to manage technical and business stakeholders during a critical incident response.

MACHINES AND EQUIPMENT USED:

Hardware (i.e. desktop, secure laptop, mobile workstations, monitors, printer/scanners), application and systems software (internal and specialized).

DUTIES AND RESPONSIBILITIES:

1. Conducts research through multiple sources to identify threats that could result in unauthorized disclosure, misuse, alteration or destruction of Service information.
2. Liaises with external public agencies to develop and maintain threat intelligence information (CCCS, OPS, RCMP, NC3).
3. Liaises with other police or public safety agencies to develop and maintain industry specific threat and mitigation strategies.
4. Develops and maintains external private sector relationships for collaboration and intake of threat intelligence feeds.
5. Organizes threat intelligence and vulnerability feeds and evaluates applicability to Service.
6. Collaborates with security team and stakeholders to identify solutions to address discovered security vulnerabilities to maintain and/or enhance Service functions.
7. Leverages software tools to aid in the discovery and assessment of vulnerabilities in Service systems.
8. Develops relevant threat intelligence documents to key stakeholders.
9. Leads and facilitates vulnerability management initiatives to improve the organization's security posture.
10. Develops vulnerability assessments and collaborates with system owners, project owners and other stakeholders to remediate identified vulnerabilities in a timely manner.
11. Assists or leads as cyber incident response manager for threat events or incidents that may negatively affect the Service's ability to provide critical public safety services.

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TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved:
Board Minute No.:
Total Points: 526
Pay Class: All

JOB TITLE:	Cyber Threat & Vulnerability Specialist	JOB NO.:	A11042
BRANCH:	Information & Technology Command	SUPERSEDES:	New
UNIT:	Information & Technology Command	HOURS OF WORK:	35 SHIFTS: 1
SECTION:		NO. OF INCUMBENTS IN THIS JOB:	1
REPORTS TO:	Chief Information Security Officer	DATE PREPARED:	2023.09.29

DUTIES AND RESPONSIBILITIES: (cont'd)

12. Participates in systems development to in areas of security guidelines and procedures (e.g. incident response plans, identity and access management, data retention etc.)
13. Assists in the evaluation of new toolsets and techniques to be included with the security team's portfolio.
14. Assists in developing comprehensive and accurate reports and presentations for both technical and executive audiences.
15. Represents the Service on internal and external committees, working groups and threat intelligence communities.
16. Performs typical duties inherent to the position.

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The above statements reflect the principal functions and duties as required for proper evaluation of the job and shall not be construed as a detailed description of all the work requirements that may be inherent in the job or incidental to it.



TORONTO POLICE SERVICE
JOB SPECIFICATION

Date Approved:
Board Minute No.:
Total Points: 526
Pay Class: A11

JOB TITLE:	Cyber Threat & Vulnerability Specialist	JOB NO.:	A11042
BRANCH:	Information & Technology Command	SUPERSEDES:	New
UNIT:	Information & Technology Command	HOURS OF WORK:	35 SHIFTS: 1
SECTION:		NO. OF INCUMBENTS IN THIS JOB:	1
REPORTS TO:	Chief Information Security Officer	DATE PREPARED:	2023.09.29

EDUCATION/EXPERIENCE (or an equivalent combination):

Degree or a diploma in information technology, cyber security or a related field combined with a minimum of five years experience in an area of information technology, information security, auditing, analytical or investigative capacity.

ADDITIONAL REQUIREMENTS:

- Demonstrated experience working, collaborating and navigating relationships with stakeholders at all levels of the organization.
- Excellent interpersonal skills, with the ability to work collaboratively with other teams and stakeholders.
- Demonstrated a continuous learning mindset to consume a constant stream of new developments and breakthroughs in the cyber industry.
- Demonstrated effectiveness working in a high-pressure incident response environment.
- Maintains current and working knowledge of Cyber Security best-practices, methodologies, and techniques.
- Maintains current and working knowledge of Cyber Security frameworks- such as the National Institute of Standards and Technology (NIST) Cyber Security Framework.
- Business focused aligned to Service goals while using technology as a business enabler.
- Good working knowledge of Service business processes, specifically in the security aspects of project development, internal investigations and compliance requirements.
- Good understanding of Service computer environments, operating systems, business software, networking applications, and security/logging measures.
- Excellent analytical, interpretive and organizational skills with the ability to leverage information from various logging or security applications.
- Must possess effective writing adaptability that will range from Service level documentation to individual stakeholders.
- Security certifications through recognized organizations is an asset e.g.: Microsoft, ISC2, ISACA, IAPP, CompTIA, GIAC.
- Must have the ability to work with minimal supervision, as well as in a team environment.
- Unforeseen situations may require shift rotation and/or extended hours of work with little or no prior notice.

QUALIFYING PERIOD:

One year.

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TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved: 2023.05.16

Board Minute No.:

Total Points: 547.5

Pay Class: A11

JOB TITLE:	Senior Writer	JOB NO.:	A11041.3
BRANCH:	Office of the Chief	SUPERSEDES:	
UNIT:	Corporate Communications	HOURS OF WORK:	35 SHIFTS: 1
SECTION:		NO. OF INCUMBENTS IN THIS JOB:	1
REPORTS TO:	Manager, Corporate Communications	DATE PREPARED:	2023.04.04

SUMMARY OF FUNCTION:

Develops clear written content, including speeches, scripts, communication products and video messages that informs, engages, and inspires internal and external audiences. Works with the Manager in supporting the Toronto Police Service's Command in communicating its priorities, vision and response regarding important issues critical to the public interest. Conveys complex and sensitive narratives and participates in the development of strategic and operational communications planning and collaborates on special projects.

DIRECTION EXERCISED:

May provide editorial guidance/assistance to units with respect to effective communication, as required.

MACHINES AND EQUIPMENT USED:

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

DUTIES AND RESPONSIBILITIES:

- Writes, reviews and edits speeches, video message scripts, op-ed pieces, and formal remarks for the Command Officers and others as assigned, ensuring accuracy and appropriate content and tone.
- Develops keynote speeches, scripts and remarks for internal and external audiences and news conferences in response to complex and sensitive issues and events.
- Drafts substantive written material for the Command, and other senior staff, including articles, messages, and opinion pieces, and briefing notes.
- Works with subject-matter experts and Corporate Communications to develop key messages and other requirements for spoken and written products.
- Supports the development of content that effectively communicates corporate objectives.
- Conducts research and analysis, including statistics and other data, extracting key points for use in speeches and other communications material.
- Identifies messages and stories that will resonate with a particular audience, and makes recommendations to the Director.
- Checks facts to ensure accuracy and avoid the reputational risk of errors that could impact the Service's reputation with the public and stakeholders.
- Conceptualizes, develops, writes, and edits a wide variety of original digital and print products to support the Service's corporate communications priorities and convey key messages.

The above statements reflect the principal functions and duties as required for proper evaluation of the job and shall not be construed as a detailed description of all the work requirements that may be inherent in the job or incidental to it.



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved: 2023.05.16

Board Minute No.:

Total Points: 547.5

Pay Class: All

JOB TITLE:	Senior Writer	JOB NO.:	A11041.3
BRANCH:	Office of the Chief	SUPERSEDES:	
UNIT:	Corporate Communications	HOURS OF WORK:	35 SHIFTS: 1
SECTION:		NO. OF INCUMBENTS IN THIS JOB:	1
REPORTS TO:	Manager, Corporate Communications	DATE PREPARED:	2023.04.04

DUTIES AND RESPONSIBILITIES: (cont'd)

- Collaborates in the planning, writing, editing, and production of public facing and internal products.
- Writes media products including news releases, fact sheets and backgrounders.
- Provides other editorial support to the Unit as needed.
- Researches and writes accurate and engaging descriptions of Service activities.
- Edits copy ensuring clarity and accuracy.

EDUCATION:

Undergraduate degree in English, Communications, Journalism or a related discipline with a minimum of 5 years' experience in strategic communications, editing, public relations, or storytelling. Experience in public agencies or the public sector is an asset.

ADDITIONAL REQUIREMENTS:

- Strong political and social acuity and awareness.
- Excellent project management, collaboration, and interpersonal skills.
- Excellent creative writing and creative thinking skills.
- Excellent verbal and written communication and report writing skills
- Excellent written communication and grammatical skills.
- Ability to work with minimal guidance in a fast-paced environment.
- Ability to work as part of a team within a matrix organization.
- Ability to manage several complex projects simultaneously and deliver quality work under deadline pressure.
- Ability to think strategically and creatively.

QUALIFYING PERIOD:

1 year

The above statements reflect the principal functions and duties as required for proper evaluation of the job and shall not be construed as a detailed description of all the work requirements that may be inherent in the job or incidental to it.



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved: 2023.05.29
Board Minute No.:
Total Points: 492
Pay Class: A10

JOB TITLE:	Events & Operations Specialist	JOB NO.:	A10068.3
BRANCH:	Office of the Chief	SUPERSEDES:	NEW
UNIT:	Corporate Communications	HOURS OF WORK:	35
SECTION:		SHIFTS:	1
		NO. OF INCUMBENTS IN THIS JOB:	1
REPORTS TO:	Manager, Corporate Communications	DATE PREPARED:	2023.03.14

SUMMARY OF FUNCTION:

Takes carriage of aspects of the planning, implementation and onsite execution of designated special events involving the Chief of Police and Command, hosted by the Service, which includes internal facing and external facing events. Works with stakeholders who have invited the Chief and / or Command members to attend, participate or speak at events to ensure appropriate preparation and presentation from the Service.

Responsible for ensuring high quality events and appropriate logistics, organization and event coordination for Chief and Command events with internal and external stakeholders, in consultation with the Manager, Corporate Communications. Develops, sources or coordinates all event logistics equipment, materials and ensures Service events are conducted to an elevated standard and projects Service branding as appropriate. Approaches all events with a view to making it the best, most professional, well branded and visually appealing event for the Chief and / or Command.

DIRECTION EXERCISED:

Schedules, coordinates, and provides direction to external suppliers and oversees all event logistics. Provides guidance to all event participants.

MACHINES AND EQUIPMENT USED:

Workstation with associated software and other office equipment as required.

DUTIES AND RESPONSIBILITIES:

1. Reviews and assesses all assignments and keeps a calendar of special events.
2. Develops and implements plans for each event including, but not limited to drafting critical paths for larger events, Run of Show or scenario notes; producing briefing package for speakers and guests, where appropriate; liaising with internal and external partners and participants; creating and managing speakers, participants and guest lists; and, coordinating communications requirements such as invitations for guests, notifications to stakeholders, media materials, and booking photographers.
3. Identifies and meets requirements and expectations from conception through post-event, ensuring high level communication through all phases of the event.
4. Identifies and coordinates the preparation and implementation of social media and media relations requirements in support of an event.
5. Creates an event concept and plan if appropriate, and identifies outsourcing needs such as audio visual, presentation equipment, media feedbox, pipe and draping, risers, chairs and tables, lighting, etc.
6. Advises and engages key internal partners of additional needs for a successful event, including but not limited to media plans or materials, social media support, writing support, and branding creative, corporate gifts or swag for participants.

The above statements reflect the principal functions and duties as required for proper evaluation of the job and shall not be construed as a detailed description of all the work requirements that may be inherent in the job or incidental to it.



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved: 2023.05.29
Board Minute No.:
Total Points: 492
Pay Class: A10

JOB TITLE:	Events & Operations Specialist	JOB NO.:	A10068.3
BRANCH:	Office of the Chief	SUPERSEDES:	NEW
UNIT:	Corporate Communications	HOURS OF WORK:	35
SECTION:		SHIFTS:	1
		NO. OF INCUMBENTS IN THIS JOB:	1
REPORTS TO:	Manager, Corporate Communications	DATE PREPARED:	2023.03.14

DUTIES AND RESPONSIBILITIES: (cont'd)

7. Prepares briefing notes prior to an event for the Director and / or Chief's Office's, to keep them informed, as required.
8. Conducts briefings as needed with internal clients in advance of event, ensures awareness and approvals of concepts are completed well in advance.
9. Manages events onsite, including the organization of vendor setup and takedown; completes all post event requirements including post event billing.
10. Sources suppliers; develops, screens and maintains a reliable, tested vendor list for catering, audio-visual, special activations; Engages with Purchasing Services for procurement of services and may be required to manage an assigned budget.
11. Makes recommendations for Service branding needs for special events, such as re-useable signage.
12. Completes other tasks essential to the successful delivery of events according to scope.
13. Evaluates the effectiveness of events by reviewing feedback from stakeholders and participants with a view to continuous learning and improvement.
14. Contributes to the development of special event policies and procedures.
15. Maintains awareness of event management industry trends, issues and opportunities and incorporates this knowledge in the execution of the role.
16. Performs other duties, functions and assignments inherent to the position.

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The above statements reflect the principal functions and duties as required for proper evaluation of the job and shall not be construed as a detailed description of all the work requirements that may be inherent in the job or incidental to it.



TORONTO POLICE SERVICE
JOB SPECIFICATION

Date Approved: 2023.05.29
Board Minute No.:
Total Points: 492
Pay Class: A10

JOB TITLE:	Events & Operations Specialist	JOB NO.:	A10068.3
BRANCH:	Office of the Chief	SUPERSEDES:	NEW
UNIT:	Corporate Communications	HOURS OF WORK:	35 SHIFTS: 1
SECTION:		NO. OF INCUMBENTS IN THIS JOB:	1
REPORTS TO:	Manager, Corporate Communications	DATE PREPARED:	2023.03.14

EDUCATION/EXPERIENCE (or an equivalent combination):

Degree or diploma in hospitality, event planning or a related field combined with three years experience in event planning, or an equivalent combination of education, training and experience.

ADDITIONAL REQUIREMENTS:

- Related experience including in political or public relations roles or agencies is an asset.
- Experience with special event planning and execution for group sizes ranging from 10 – 250.
- Ability to travel locally and frequently between Service buildings, venues and sites.
- Must have an Ontario Class "G" Driver's Licence and (or be willing and eligible to obtain) a Toronto Police Service "Blue Card" and be able to operate a motor vehicle in a heavily populated urban setting.
- Proven expertise in the development and execution of high-profile public and private and executive level events.
- Exceptionally well organized and able to multitask under tight deadlines and coordinate supporting partners.

QUALIFYING PERIOD:

One year

The above statements reflect the principal functions and duties as required for proper evaluation of the job and shall not be construed as a detailed description of all the work requirements that may be inherent in the job or incidental to it.



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved: 2023.05.16

Board Minute No.:

Total Points: 505

Pay Class: A10

JOB TITLE:	Multimedia Specialist	JOB NO.:	A10067.3
BRANCH:	Office of the Chief	SUPERSEDES:	NEW
UNIT:	Corporate Communications	HOURS OF WORK:	35 SHIFTS: 1
SECTION:	Digital & Creative Services	NO. OF INCUMBENTS IN THIS JOB:	1
REPORTS TO:	Manager, Digital & Creative Services	DATE PREPARED:	2023.05.01

SUMMARY OF FUNCTION:

The Multimedia Specialist develops and creates visual content to support the strategic objectives of the Toronto Police Service to highlight Service members and their work and enhance public safety messaging. The role develops multimedia communications that tell a compelling story, using photography, graphic design, video and animation to distill quality stories into photos, composite images, animated social media post or 20-second video clip. The Specialist is an expert in multimedia communications and supports TPS by creating visual concepts to communicate ideas and messages aligned to strategic plan and brand to engage with the community.

DIRECTION EXERCISED:

None.

MACHINES AND EQUIPMENT USED:

Camera and workstation with associated software and any other office equipment as required.

DUTIES AND RESPONSIBILITIES:

1. Creates multimedia concepts to support the communication of TPS strategic objectives and to highlight the work of Service members and enhance public safety messaging. Creates photos, including: formal portraits, candid events and ride-alongs, corporate events and fundraisers. Creates video, including: interviews, first-person POV, short stories, candid b-roll. Creates graphics, edited video, animations to tell stories at a glance or in less than 20 seconds designed with social media in mind.
2. Collaborates with the Corporate Communications team to support communications plans and campaigns; develops content for campaigns specific to photography, graphic design, video and animation.
3. Works directly with subject matter experts and stakeholders to deliver accurate, innovative representations of their work and messages. Distills stories into single photos, composite images, animated social media posts or 20-second video clips.
4. Creates content consistent with TPS brand, mission and values, ensuring adherence to established branding standards.
5. Oversees production of videos from concept to final product, including storyboarding, shooting, editing that also meets accessibility standards, encoding and uploading to appropriate external platforms.
6. Produces and edits digital photographs to support the work of the Corporate Communications unit, including creating and maintaining a digital catalogue of photos and b-roll for corporate use.
7. Writes accompanying stories to complement visual work, creates content for daily deadlines and in-field posting.

The above statements reflect the principal functions and duties as required for proper evaluation of the job and shall not be construed as a detailed description of all the work requirements that may be inherent in the job or incidental to it.



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved: 2023.05.16

Board Minute No.:

Total Points: 505

Pay Class: A10

JOB TITLE:	Multimedia Specialist	JOB NO.:	A10067.3
BRANCH:	Office of the Chief	SUPERSEDES:	NEW
UNIT:	Corporate Communications	HOURS OF WORK:	35 SHIFTS: 1
SECTION:	Digital & Creative Services	NO. OF INCUMBENTS IN THIS JOB:	1
REPORTS TO:	Manager, Digital & Creative Services	DATE PREPARED:	2023.05.01

DUTIES AND RESPONSIBILITIES: (Cont'd)

8. Executes scheduled posting of work to website and social media platforms, ensures adequate layout and design of publications or advertising materials according to appropriate standards.
9. Serves as backup webmaster using Dreamweaver, uploads and manages content on websites using other content management platforms.

EDUCATION/EXPERIENCE (or an equivalent combination):

Degree in a related discipline.

ADDITIONAL REQUIREMENTS:

- Minimum 3 years of experience in multimedia communications
- Fluent in social media platforms and use of software for quick upload
- Proven digital portfolio of published work/writing
- Excellent writing and storytelling skills
- Proficient with use of DSLR or mirrorless camera in creating both still images and video
- Proficient in producing consistent audio
- Proficient with editing and addition of after-effects in videos
- Proficient with Adobe suite (Photoshop, Lightroom, InDesign, Premiere, Dreamweaver)

QUALIFYING PERIOD:

One year

The above statements reflect the principal functions and duties as required for proper evaluation of the job and shall not be construed as a detailed description of all the work requirements that may be inherent in the job or incidental to it.



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved:
Board Minute No.:
Total Points: 503.5
Pay Class: A10

JOB TITLE:	DNA Administrator	JOB NO.:	A10065
BRANCH:	Specialized Operations Command/Public Safety	SUPERSEDES:	NEW
UNIT:	Court Services/Operational Support	HOURS OF WORK:	35 SHIFTS: 1
SECTION:	DNA Office	NO. OF INCUMBENTS IN THIS JOB:	1
REPORTS TO:	Manager, Operational Support	DATE PREPARED:	2023.01.10

SUMMARY OF FUNCTION:

Coordinates, receives and processes collected DNA samples from convicted persons from all courthouses within the Service's jurisdiction. Performs necessary investigative inquiries to determine the location of individuals with outstanding DNA orders. Responsible to track, analyze, compile data and provide statistical reports. Monitors changes to DNA legislation and contributes to enhancements to process development and improvements.

DIRECTION EXERCISED:

Oversees section staff. Develops and provides training materials and guidance to Court Services DNA Special Constables on procedures and all current information related to DNA.

MACHINES AND EQUIPMENT USED:

Workstation with associated software and other office equipment as required.

DUTIES AND RESPONSIBILITIES:

1. Coordinates, receives and processes DNA samples collected from Toronto court locations which includes but is not limited to:
 - o Checking all CPIC DNA orders to determine the type of required samples.
 - o Preparing and forwarding samples and documentation to the National DNA Data Bank (NDDB).
 - o Taking the appropriate steps to address rejected samples from the NDDB.
 - o Obtaining requested court specific documents from Service members for use as sample attachments.
 - o Ensuring supporting documentation is sent to FIS or the appropriate police service when a positive DNA match is identified, if required.
2. Coordinates work activities and assignments for section staff. Identifies priorities and sets work objectives. Ensures understanding of assigned work, compliance with processes, legislation, case law and, provides training, if required. Monitors performance of group and provides feedback for evaluation purposes.
3. Establishes and maintains working relationships with internal units and external agencies to ensure the Service's compliance with changes to DNA legislation.
4. Liaises with other police agencies to have DNA samples taken on behalf of the Service as well as with RMCP employees at the NDDB Bank on various matters.
5. Represents the unit and participates in working groups with Homicide, the Ministry of the Attorney General and Corrections Canada on topics related to DNA cases.
6. Prepares and submits dashboard reports on a monthly basis.
7. Implements quality control measures to ensure DNA submissions are secure and database entries are accurate.
8. Maintains an accurate filing system for all DNA related documentation (e.g. original DNA orders, officer's notes, data bank receipts etc.).

The above statements reflect the principal functions and duties as required for proper evaluation of the job and shall not be construed as a detailed description of all the work requirements that may be inherent in the job or incidental to it.



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved:
Board Minute No.:
Total Points: 503.5
Pay Class: A10

JOB TITLE:	DNA Administrator	JOB NO.:	A10065
BRANCH:	Specialized Operations Command/Public Safety	SUPERSEDES:	NEW
UNIT:	Court Services/Operational Support	HOURS OF WORK:	35 SHIFTS: 1
SECTION:	DNA Office	NO. OF INCUMBENTS IN THIS JOB:	1
REPORTS TO:	Manager, Operational Support	DATE PREPARED:	2023.01.10

DUTIES AND RESPONSIBILITIES: (cont'd)

9. Collects DNA samples from persons in correctional facilities as a result of missed DNA's from court, virtual sentencing, hospital remands outstanding warrants and from persons in Toronto custody on behalf of other police services.
10. Stores and tracks outstanding DNA orders, enters alert notices on CPIC and investigates to determine the locations of applicable individuals.
11. Arranges dates for individuals, with outstanding DNA orders, to attend court locations and provide samples.
12. Distributes DNA related supplies and documentation to the court locations (e.g. RCMP DNA kits, sharps bins, forms) and replenishes stock as required.
13. Monitors changes in DNA legislation and updates DNA policies, procedures, training material for the DNA training program, as required.
14. Provides direction to Service members on DNA matters regarding convicted offenders, correcting DNA documents and processing samples.
15. Delivers DNA training to Special Constables at the Toronto Police College.
16. Coordinates Special Constable visits to detention centres and provides them with the required documentation to execute DNA orders.
17. Attends court and testifies as a subject matter expert, when required
18. Performs all other duties, functions and assignments inherent to the position.

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The above statements reflect the principal functions and duties as required for proper evaluation of the job and shall not be construed as a detailed description of all the work requirements that may be inherent in the job or incidental to it.



TORONTO POLICE SERVICE
JOB SPECIFICATION

Date Approved:
Board Minute No.:
Total Points: 503.5
Pay Class: A10

JOB TITLE:	DNA Administrator	JOB NO.:	A10065
BRANCH:	Specialized Operations Command/Public Safety	SUPERSEDES:	NEW
UNIT:	Court Services/Operational Support	HOURS OF WORK:	35 SHIFTS: 1
SECTION:	DNA Office	NO. OF INCUMBENTS IN THIS JOB:	1
REPORTS TO:	Manager, Operational Support	DATE PREPARED:	2023.01.10

EDUCATION:

Degree or diploma in a related field combined with a minimum of three years of leadership experience in an analytical, investigative or court function or an approved combination of education, training and experience.

ADDITIONAL REQUIREMENTS:

- Must have working knowledge of a wide variety of software and large pre-programmed databases such as CPIC, Intellibook, Versadex, GONET, OTIS and ICON systems.
- Must have knowledge of provincial and federal court processes, NDDB, Criminal Code of Canada, DNA Identification Act, Youth Criminal Justice Act and current case law.
- Possesses highly developed research and analytical skills.
- Exceptional organizational and time-management skills, ability to prioritize and multi-task.
- Ability to work independently and use own initiative to set priorities and solve problems.
- Excellent oral and written communication skills.
- Knowledge of criminal investigative techniques pertaining to DNA issues.

QUALIFYING PERIOD:

One year.

The above statements reflect the principal functions and duties as required for proper evaluation of the job and shall not be construed as a detailed description of all the work requirements that may be inherent in the job or incidental to it.



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved: 2023.06.26
Board Minute No.:
Total Points: 452.5
Pay Class: A08

JOB TITLE: Group Leader - Court Services	JOB NO.: A08084.4
BRANCH: Specialized Operations Command - Public Safety Operations	SUPERSEDES: NEW
UNIT: Court Services	HOURS OF WORK: 40 SHIFTS: 2
SECTION: Centralized Disclosure Management	NO. OF INCUMBENTS IN THIS JOB:
REPORTS TO: Location Administrator	DATE PREPARED: 2023.05.16 <i>Updated:</i> 2023.09.19

SUMMARY OF FUNCTION: Responsible for the supervision of members in the centralized disclosure management section. Ensures that all administrative duties supporting criminal, federal and provincial case management are completed in an efficient and timely manner. Provides instruction and assignment of work to members within the unit and supports all CIB and MCU offices with respect to all disclosure matters. Conducts quality control reviews and identifies inaccuracies and/or non-compliance within unit and ensures adherence to TPS best business practices.

DIRECTION EXERCISED: Supervises, assigns tasks, trains, counsels and evaluates members within the section.

MACHINES & EQUIPMENT USED: TPS workstation with associated software and other office equipment as required.

DUTIES AND RESPONSIBILITIES:

1. Supervises the daily activities of section team members and ensures staff carry out established procedures in the crown disclosure management section. Sets work priorities, trains, motivates and evaluates the performance of assigned staff and ensures the efficient delivery of quality customer service.
2. Responds to and resolves sensitive, difficult, or confidential matters relative to the disclosure management section.
3. Maintains up-to-date knowledge of job-related legislation and procedures.
4. Monitors the accuracy of data and the level of compliance to disclosure business practices on various T.P.S. operational databases including eCOPS, CPIC, VERSADEx, CIPS Legacy, Evidence.com and VSL Media Player.
5. Generates *ad hoc* computer reports for the purpose of extracting specific data required for conducting quality control reviews.
6. Reviews case documents to ensure that the required information and evidentiary materials/documents including statements, memo book notes, photographs, audio/video tapes, witness statements etc. are included.
7. Ensures the CDM team provides notification to Case Managers of trial dates, disclosure deficiencies, crown requests and other requirements.
8. Liaises with various internal and external stakeholders and responds to inquiries from members of the Service, Government Agencies and the public.
9. Completes routine reports, assignments, and special projects as required.
10. Arranges staff schedules and completes computerized timesheets (TRMS).

The above statements reflect the principal functions and duties as required for proper evaluation of the job and shall not be construed as a detailed description of all the work requirements that may be inherent in the job or incidental to it.



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved: 2023.06.26
Board Minute No.:
Total Points: 452.5
Pay Class: A08

JOB TITLE:	Group Leader - Court Services	JOB NO.:	A08084.4
BRANCH:	Specialized Operations Command - Public Safety Operations	SUPERSEDES:	NEW
UNIT:	Court Services	HOURS OF WORK:	40 SHIFTS: 2
SECTION:	Centralized Disclosure Management	NO. OF INCUMBENTS IN THIS JOB:	
REPORTS TO:	Location Administrator	DATE PREPARED:	2023.05.16
		Updated:	2023.09.19

DUTIES AND RESPONSIBILITIES: (Cont'd)

11. Manages and coordinates requests, receipts and submissions of all disclosure between Case Manager and Crown Attorneys.
12. Problem solves disclosure deficiencies with members responsible for submitting disclosure.
13. Enters information and reviews the Unit Commander's Morning Report (UCMR) in relation to Criminal, Federal and Provincial Case Management.
14. Receives investigative data from a police records management system, inserts information into the Crown brief and organizes it into a prosecutorial summary and delivers it electronically to the Crown's Office (Ministry of the Attorney General) utilizing a redaction module and portal.
15. May be required to participate in hiring interviews.
16. Attends seminars and lectures as required. May be required to attend court and give evidence.
17. Assists in other areas or other court locations when required.
18. Performs all other duties, functions and assignments inherent to the position.

The above statements reflect the principal functions and duties as required for proper evaluation of the job and shall not be construed as a detailed description of all the work requirements that may be inherent in the job or incidental to it.



TORONTO POLICE SERVICE
JOB SPECIFICATION

Date Approved:	2023.06.26
Board Minute No.:	
Total Points:	452.5
Pay Class:	A08

JOB TITLE:	Group Leader, Court Services	JOB NO.:	A08084.4
BRANCH:	Specialized Operations Command – Public Safety Operations	SUPERSEDES:	NEW
UNIT:	Court Services	HOURS OF WORK:	40 SHIFTS: 2
SECTION:	Centralized Disclosure Management	NO. OF INCUMBENTS IN THIS JOB:	
REPORTS TO:	Location Administrator	DATE PREPARED:	2023.05.16
		<i>Updated:</i>	2023.09.19

EDUCATION:

Successful completion of Grade 12 or an approved equivalent combination of education, training and experience. Must have a minimum of three years of related experience, of which at least one year has been at a supervisory level.

ADDITIONAL REQUIREMENTS:

- Superior leadership and negotiation skills with the ability to resolve issues escalated from staff.
- Exceptional interpersonal and communication skills to effectively lead, train, and motivate staff and interact with members of the Service, external agencies, customers and the public.
- Strong ability to work collaboratively within a team environment.
- Excellent organizational skills, as well as the ability to prioritize, multitask, work within established time frames and meet deadlines
- Excellent knowledge of the policies, procedures, principles, protocols and applicable legislation relating to supervision.
- Requires general knowledge of the Canadian legal system and procedures.
- Familiarity with legal terminology and criminal court processes.
- Must have strong working knowledge of CPIC, Versadex, eJust, ICON, eCOPS, Global Search, and MS Office.
- Knowledge of administrative procedures including proficiency with MS Word and Excel.
- Knowledge of Disclosure and Case Tracking programs

QUALIFYING PERIOD:

One Year.

The above statements reflect the principal functions and duties as required for proper evaluation of the job and shall not be construed as a detailed description of all the work requirements that may be inherent in the job or incidental to it.



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved:	2023.05.29
Board Minute No.:	
Total Points:	444.5
Pay Class:	A08

JOB TITLE: Internal Communications Coordinator

JOB NO.: A08083.3

BRANCH: Office of the Chief

SUPERSEDES: NEW

UNIT: Corporate Communications

HOURS OF WORK: 35 **SHIFTS:** 1

SECTION:

NO. OF INCUMBENTS IN THIS JOB: 1

REPORTS TO: Lead, Internal Communications

DATE PREPARED: 2023.04.03

SUMMARY OF FUNCTION:

The Internal Communications Coordinator supports all internal communications efforts by developing content and plans to create more transparency and greater consistency in communications for members. The role supports and leads aspects of the modernization of internal communications, including planning, content development and continuous improvement efforts.

DIRECTION EXERCISED:

None

MACHINES AND EQUIPMENT USED:

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

DUTIES AND RESPONSIBILITIES:

1. Supports the development and implementation of an internal communications strategy capturing key internal communications priorities and channels.
2. Works closely with the Lead, Internal Communications, the Manager, Corporate Communications, and other internal partners to develop integrated communications plans and manage the implementation and execution of communications plans.
3. Supports the Lead, Internal Communications to provide internal communications counsel, advice and guidance to leaders at the TPS, as well as work collaboratively with members from across the organization on various programs.
4. Contributes to content strategy and development for the intranet, including developing new content to engage members and increase transparency.
5. Amplifies and promotes news stories internally, creating momentum for the recognition and celebration of member accomplishments and TPS success.
6. Develops and implements projects, campaigns and initiatives.
7. Works with Unit partners to develop content consistent with Unit practices and communications plans, adhering to corporate branding standards.
8. Supports internal communications components of broader communications plans (led by others in unit).
9. Builds strong relationships and credibility with key stakeholders.

The above statements reflect the principal functions and duties as required for proper evaluation of the job and shall not be construed as a detailed description of all the work requirements that may be inherent in the job or incidental to it.



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved:	2023.05.29
Board Minute No.:	
Total Points:	444.5
Pay Class:	A08

JOB TITLE: Internal Communications Coordinator

JOB NO.: A08083.3

BRANCH: Office of the Chief

SUPERSEDES: NEW

UNIT: Corporate Communications

HOURS OF WORK: 35 **SHIFTS:** 1

SECTION:

NO. OF INCUMBENTS IN THIS JOB: 1

REPORTS TO: Lead, Internal Communications

DATE PREPARED: 2023.04.03

DUTIES AND RESPONSIBILITIES: (Cont'd)

10. Supports and respects colleagues, clients and partners; focuses on self-improvement and ensures work is based on strategic insights.
11. Partners with the People, Strategy and Performance unit in support of P&C initiative communications and specific unit engagement needs across the service.
12. Stays on top of internal communications trends, ensuring the Service delivers on best practice.
13. Performs other related duties as required.
14. Assists in implementing a Service-wide refresh of all of our internal channels used by CorpComm, P&C and other Units to communicate with members

EDUCATION:

A diploma in Communications, Marketing, Business or a related discipline.

ADDITIONAL REQUIREMENTS:

- Minimum of 3-5 years of related experience, creating and implementing internal communications strategies.
- Experience working in or for a large, multi-faceted organization is an asset.
- Public sector or policing communications experience is an asset.
- Public Relations agency experience is an asset.
- Experience with organizational/cultural change and related communications, would be a definite asset
- Excellent ability to create and implement integrated communications campaigns that engage many channels and partners.
- Strong ability to persuade and motivate internal stakeholders
- Strong project and change management experience.
- Ability to work as part of a team.
- Outstanding facilitation and communication skills.
- Ability to ensure work and relationships are founded on transparent communications

QUALIFYING PERIOD:

One year

The above statements reflect the principal functions and duties as required for proper evaluation of the job and shall not be construed as a detailed description of all the work requirements that may be inherent in the job or incidental to it.



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved:	2023.05.29
Board Minute No.:	
Total Points:	422
Pay Class:	A08

JOB TITLE:	Social Media Coordinator	JOB NO.:	A08082.3		
BRANCH:	Office of the Chief	SUPERSEDES:	NEW		
UNIT:	Corporate Communications	HOURS OF WORK:	35	SHIFTS:	1
SECTION:		NO. OF INCUMBENTS IN THIS JOB:	1		
REPORTS TO:	Lead, Digital Communications & Social Media	DATE PREPARED:	2023.03.14		

SUMMARY OF FUNCTION:

Support the operationalization of the Toronto Police Service’s social media presence at the direction of the Lead, Digital Communications & Social Media and the established strategy, procedure and policies by creating engaging written, photo and video content for use across the Service’s social media channels. Creates engaging and creative content for the Service’s corporate social media accounts, follows a social media calendar, the Corporate Communications Unit objectives and mandate and generates on-brand, digital content and exciting, vibrant creative, including written, video, photo content and messaging. The role acts as an expert on social media platforms, performing social media listening of Service corporate and divisional accounts to assist Corporate Communications in optimizing opportunities and managing emerging issues. The Coordinator identifies sensitive or emerging issues and potential escalations, assisting with issues management and reports on metrics and monitors, assesses and shares social media results on a regular basis.

DIRECTION EXERCISED:

None

MACHINES AND EQUIPMENT USED:

Workstation with associated software and other office equipment as required.

DUTIES AND RESPONSIBILITIES:

1. Contributes to the execution of a results-driven social media strategy; creates creative content for the Service’s corporate social media accounts, including developing written, video, photo content and messaging.
2. Supports the implementation of the Service’s social media strategy, policies, procedures, processes, ensuring adherence to established branding standards.
3. Collaborates with team to ensure corporate communications initiatives include robust social media support, acting as a social media expert to provide support, guidance and recommendations.
4. Creates innovative campaigns, opportunities and partnerships (both internal and external) to promote the activities of Service and support the objectives and mandate of the corporate communications unit.
5. Creates unique and creative content and images, adhering to TPS brand standards and ensuring content is exciting, vibrant and engaging.

The above statements reflect the principal functions and duties as required for proper evaluation of the job and shall not be construed as a detailed description of all the work requirements that may be inherent in the job or incidental to it.



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved: 2023.05.29
Board Minute No.:
Total Points: 422
Pay Class: A08

JOB TITLE:	Social Media Coordinator	JOB NO.:	A08082.3		
BRANCH:	Office of the Chief	SUPERSEDES:	NEW		
UNIT:	Corporate Communications	HOURS OF WORK:	35	SHIFTS:	1
SECTION:		NO. OF INCUMBENTS IN THIS JOB:	1		
REPORTS TO:	Lead, Digital Communications & Social Media	DATE PREPARED:	2023.03.14		

DUTIES AND RESPONSIBILITIES: (Cont'd)

6. Implements a proactive content strategy and approach for the corporate accounts, working in collaboration with the Lead, Digital Communications and Social Media.
7. Assists in and facilitates the creation and editing of written, video and photo or other creative content for social media platforms.
8. Monitors social media channels for industry trends and ensures the Service remains current by exploring new innovative channels, opportunities, partnerships, making recommendations to the Manager.
9. Creates reports based on key metrics to monitor campaign performance and user interaction. Makes recommendations for changes and provides advice based on social media performance.
10. Operationalizes the Service's social media strategy and procedures by listening to and responding to engagement.
11. Attends events to produce live content for social media.
12. Maintains unified brand voice across the Service's social media channels.
13. Collaborates to create and manage a social media calendar.
14. May be trained to interact with users and respond to social media messages, inquiries, comments
15. Proposes solutions and mitigation tactics and plans for escalating issues.
16. Required to respond to the recommendations of the audit completed last year on social media and to move the Service in to a better public facing posture on social media.

The above statements reflect the principal functions and duties as required for proper evaluation of the job and shall not be construed as a detailed description of all the work requirements that may be inherent in the job or incidental to it.



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved:	2023.05.29
Board Minute No.:	
Total Points:	422
Pay Class:	A08

JOB TITLE:	Social Media Coordinator	JOB NO.:	A08082.3		
BRANCH:	Office of the Chief	SUPERSEDES:	NEW		
UNIT:	Corporate Communications	HOURS OF WORK:	35	SHIFTS:	1
SECTION:		NO. OF INCUMBENTS IN THIS JOB:	1		
REPORTS TO:	Lead, Digital Communications & Social Media	DATE PREPARED:	2023.03.14		

EDUCATION/EXPERIENCE (or an equivalent combination):

Diploma in marketing, communications or social media.

ADDITIONAL REQUIREMENTS:

- Minimum 3 years of corporate, business or political social media experience with direct experience using social media management tools.
- Excellent social listening skills
- Excellent writing skills
- Excellent judgement and creative thinking skills
- Exceptional writing skills
- Strong copywriting and editing skills
- Excellent writing, oral and verbal communication skills
- Proficiency with video and photo editing tools, software, digital media formats and HTML.
- Impeccable time management skills and ability to multi-task
- Detail-oriented approach with ability to work under pressure and meet deadlines
- Motivated, self-starter, curious and engaged

QUALIFYING PERIOD:

One year

The above statements reflect the principal functions and duties as required for proper evaluation of the job and shall not be construed as a detailed description of all the work requirements that may be inherent in the job or incidental to it.



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved:
Board Minute No.:
Total Points: 418.5
Pay Class: A07

JOB TITLE:	Project Support Coordinator	JOB NO.:	A07103.3		
BRANCH:	Corporate Services Command – People & Culture	SUPERSEDES:	New		
UNIT:	Employee Services	HOURS OF WORK:	35	SHIFTS:	1
SECTION:		NO. OF INCUMBENTS IN THIS JOB:	1		
REPORTS TO:	Benefits Operations Lead	DATE PREPARED:	2023.08.29		

SUMMARY OF FUNCTION:

Provides project management support to all sections within the Employee Services unit.

DIRECTION EXERCISED:

Informally reports to Payroll Operations Lead.

MACHINES AND EQUIPMENT USED:

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

DUTIES AND RESPONSIBILITIES:

1. Assists with project development and the implementation of processes for the unit.
2. Ensures progress and internal and external collaboration on projects that affect the entire Service (e.g. ITSD – Smart Form, Phone Log Reporting Request, Benefit plans).
3. Builds and sustains positive relationships to work effectively and collaboratively with all levels of partners.
4. Identifies key data criteria, develops reports (e.g. project analysis, status and audit reports) and prepares for dissemination and presentation to management. Provides support and training to unit members on report updates and usage.
5. Assists in preparing presentations and communication documents.
6. Coordinates and prepare project documents to ensure continuity of information for status meetings.
7. Assists in documenting meeting discussions and collating information for future reference and presentation creation.
8. Monitors project status, deliverables and milestones and reports any discrepancies or concerns to the Lead.
9. Assists in the development of terms of reference and detailed work plans.
10. Conducts research related to ongoing project work as required.
11. Creates and maintains databases / tracking systems / hard and electronic files.
12. Leads the development, maintenance and change management of the unit's SharePoint site.
13. Assists in maintaining data related to the project mandate and procedures as required.
14. Collects, categorizes and prioritizes relevant information to projects.
15. Retrieves data from HRMS and other ITS systems related to unit processes (e.g. year-end). Scrubs, assesses and organizes data to ensure analyses and recommendations to management are substantiated.
16. Analyzes patterns, distributions and seasonal workloads for the purposes of management decision making (staffing requirements, hours coverage, response time, subject emphasis, etc.).
17. Analyzes data and understands the correlation between the unit sections to ensure payroll deadlines are met and assist with the optimization of workflow, performance and efficiencies.

The above statements reflect the principal functions and duties as required for proper evaluation of the job and shall not be construed as a detailed description of all the work requirements that may be inherent in the job or incidental to it.



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved:
Board Minute No.:
Total Points: 418.5
Pay Class: A07

JOB TITLE:	Project Support Coordinator	JOB NO.:	A07103.3
BRANCH:	Corporate Services Command – People & Culture	SUPERSEDES:	New
UNIT:	Employee Services	HOURS OF WORK:	35
SECTION:		SHIFTS:	1
		NO. OF INCUMBENTS IN THIS JOB:	1
REPORTS TO:	Benefits Operations Lead	DATE PREPARED:	2023.08.29

DUTIES AND RESPONSIBILITIES: (cont'd)

18. Builds, updates and maintains monthly and quarterly management reporting tools for the Service's senior management and the unit's management team.
19. Makes recommendations for improvement to unit management stemming from the analysis.
20. Develops business cases for recommendations to management.
21. Acts as an organizational support for all sections within the unit and provides assistance to the Benefits team as required.
22. Attends meetings, on request
23. Responds to requests for information related to projects.
24. Participates as part of a client focused team striving for continuous improvement and excellence in customer service.
25. Performs all other duties, functions and assignments inherent to the position.

...2

The above statements reflect the principal functions and duties as required for proper evaluation of the job and shall not be construed as a detailed description of all the work requirements that may be inherent in the job or incidental to it.



TORONTO POLICE SERVICE
JOB SPECIFICATION

Date Approved:
Board Minute No.:
Total Points: 418.5
Pay Class: A07

JOB TITLE:	Project Support Coordinator	JOB NO.:	A07103.3		
BRANCH:	Corporate Services Command – People & Culture	SUPERSEDES:	New		
UNIT:	Employee Services	HOURS OF WORK:	35	SHIFTS:	1
SECTION:		NO. OF INCUMBENTS IN THIS JOB:	1		
REPORTS TO:	Benefits Operations Lead	DATE PREPARED:	2023.08.29		

EDUCATION/EXPERIENCE (or equivalent combination):

College diploma in a related field (e.g. business administration, project management) combined with a minimum of two years of related experience (e.g. project coordination, working as a member on a project team and / or special assignment)

ADDITIONAL REQUIREMENTS:

- Experience preparing communication documents for management and distribution.
- Ability to interact with internal and external stakeholders.
- Working experience and solid knowledge of HRMS, MS Office Suite (Excel, Outlook, 365 and Teams).
- Working knowledge of project coordination principles and practices.
- Understanding the roles of the sections within the unit including workflow and protocol.
- Understanding the importance of client centered service.
- Project management certification would be considered an asset.

QUALIFYING PERIOD:

One year.

The above statements reflect the principal functions and duties as required for proper evaluation of the job and shall not be construed as a detailed description of all the work requirements that may be inherent in the job or incidental to it.



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved:
Board Minute No.:
Total Points: 391.5
Pay Class: A07

JOB TITLE:	Missing Persons Coordinator	JOB NO.:	A07101
BRANCH:	Specialized Operations Command/Detective Operations	SUPERSEDES:	New
UNIT:	Specialized Criminal Investigations	HOURS OF WORK:	40 SHIFTS: 2
SECTION:	Homicide & Missing Persons	NO. OF INCUMBENTS IN THIS JOB:	Multiple
REPORTS TO:	Detective Sergeant, Missing Persons	DATE PREPARED:	2023.03.08

SUMMARY OF FUNCTION:

Provides assistance to lead investigators and divisional officers assigned to missing person and unidentified human remains investigations. Ensures consistency in service and evaluates the risk and response assessments of missing person investigations. Connects officers with existing and new community resources, and plans and delivers training as required. Acts as a liaison between investigators and the reportees and/or families in missing persons investigations.

DIRECTION EXERCISED:

Subject matter expert in missing person and unidentified human remains investigations.

MACHINES AND EQUIPMENT USED:

Workstation with associated software and other office equipment as required.

DUTIES AND RESPONSIBILITIES:

1. Acts as a liaison between divisional Detective Sergeants and the Missing Person Unit and examines missing person occurrences to ensure quality control, case continuity, consistency and compliance with related procedures.
2. Identifies and documents issues and opportunities related to training and enhancing procedures, policies, and practices.
3. Designs, coordinates and delivers missing person and unidentified human remains investigations training sessions.
4. Continuously evaluates risk and response assessments executed in investigations and makes recommendations for improvement.
5. Manages the caseloads of other Missing Person Coordinators in their absence.
6. Coordinates case conferences between investigators and other units.
7. Meets regularly with other Missing Person Coordinators to share best practices and information, ensure consistency, and identify different or proactive practices.
8. Liaises, as needed, with the Office of the Chief Coroner / Ontario Forensic Pathology Service on issues relating to unidentified human remains.
9. Liaises, as needed, with independent researchers conducting missing person studies that identify promising practices related to the testing/piloting of refinements to risk and response assessment instruments.
10. Fields inquiries from victims and connects them with Case Managers, support workers and other applicable support organizations.
11. Develops new contacts and builds relationships with social services, public health and community organizations/agencies. Maintains a list of current community resources to assist with investigations.

The above statements reflect the principal functions and duties as required for proper evaluation of the job and shall not be construed as a detailed description of all the work requirements that may be inherent in the job or incidental to it.



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved:
Board Minute No.:
Total Points: 391.5
Pay Class: A07

JOB TITLE:	Missing Persons Coordinator	JOB NO.:	A07101
BRANCH:	Specialized Operations Command/Detective Operations	SUPERSEDES:	New
UNIT:	Specialized Criminal Investigations	HOURS OF WORK:	40 SHIFTS: 2
SECTION:	Homicide & Missing Persons	NO. OF INCUMBENTS IN THIS JOB:	Multiple
REPORTS TO:	Detective Sergeant, Missing Persons	DATE PREPARED:	2023.03.08

DUTIES AND RESPONSIBILITIES: (cont'd)

12. Monitors the use of the Form 5 – Urgent Demand under the Missing Persons Act (MPA) by coordinating and tracking the use of urgent demand for records outlined in Section 8 of the (MPA) as well as the results of utilizing the urgent demand.
13. Triage investigations to determine when a multidisciplinary approach, led by police, is appropriate and connects investigators with relevant community resources by reviewing their assigned cases.
14. Performs other duties, functions and assignments inherent to the position (e.g. participates in projects or debriefing sessions).

...2

The above statements reflect the principal functions and duties as required for proper evaluation of the job and shall not be construed as a detailed description of all the work requirements that may be inherent in the job or incidental to it.



TORONTO POLICE SERVICE
JOB SPECIFICATION

Date Approved:
Board Minute No.:
Total Points: 391.5
Pay Class: A07

JOB TITLE:	Missing Persons Coordinator	JOB NO.:	A07101
BRANCH:	Specialized Operations Command/Detective Operations	SUPERSEDES:	New
UNIT:	Specialized Criminal Investigations	HOURS OF WORK:	40 SHIFTS: 2
SECTION:	Homicide & Missing Persons	NO. OF INCUMBENTS IN THIS JOB:	Multiple
REPORTS TO:	Detective Sergeant, Missing Persons	DATE PREPARED:	2023.03.08

EDUCATION/EXPERIENCE or equivalent combination of education and experience:

College diploma in a related field combined with one year of related experience, or an equivalent combination of education, training and experience.

ADDITIONAL REQUIREMENTS:

- Strong interpersonal and written/oral communications skills to effectively deal with all levels of the Service and outside agencies.
- High level of demonstrated customer service excellence.
- Demonstrated analytical and critical thinking skills.
- Excellent computer skills including Microsoft Office Suite (MS Word, Access, Outlook and Excel).
- Ability to navigate in an environment with a high degree of ambiguity.
- Ability to prioritize and manage multiple tasks simultaneously.
- Demonstrated organizational skills.
- Working knowledge of the Service's Missing Persons Procedure (04-05) is preferred.
- Familiar with police powers under the Ontario Missing Person Act is an asset.
- High level of operational knowledge related to technical/computer based/social media related investigations is an asset.
- Proficiency with Versadex is an asset.
- Ability to develop and deliver training is an asset.
- Demonstrated commitment to the core organizational values.
- Prior experience with delivering training would be an asset.
- Previous experience in an investigative background would be an asset.

QUALIFYING PERIOD:

Six months.

The above statements reflect the principal functions and duties as required for proper evaluation of the job and shall not be construed as a detailed description of all the work requirements that may be inherent in the job or incidental to it.



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved: 2023.04.20

Board Minute No.:

Total Points: 365

Pay Class A06

JOB TITLE:	Quality Control Clerk	JOB NO.:	A06106
BRANCH:	Specialized Operations Command – Public Safety Operations	SUPERSEDES:	
UNIT:	Court Services	HOURS OF WORK:	40 SHIFTS: 2 shift
SECTION:	Admin - Headquarters	NO. OF INCUMBENTS IN THIS JOB:	1
REPORTS TO:	Manager	DATE PREPARED:	2023.01.05

SUMMARY OF FUNCTION:

Conducts quality control of data by examining and reviewing information collected from the various court locations for entry onto the internal databases and SharePoint. Reviews and identifies inaccuracies and/or non-compliance with Court Services best practices.

DIRECTION EXERCISED:

Provides guidance to Court Services personnel with respect to data quality control and required procedures

MACHINES & EQUIPMENT USED:

Workstation with associated software/computer applications and any other office related equipment that may be required.

DUTIES AND RESPONSIBILITIES:

1. Maintains a current, reliable, centralized database through entering, searching, retrieving, updating, adding, modifying and deleting information from the system.
2. Examines and reviews the quality of information entered in various operational Court Services applications to ensure accuracy and compliance with current business practices.
3. Generates and forwards to supervisory staff error listings requiring correction or change to ensure compliance with procedural policies related to the entry of data onto various computer systems.
4. Compiles statistical information for management team on the incidence of errors in data and non-compliance with Court Services business practices.
5. Liaises with members of ITS, BCM and Telecom to coordinate the transfer of software updates and server patches from the manufacturers.
6. Liaises with internal and external partners, including Justice partners, the Court locations, Prisoner Transport, Training Unit, DNA Coordinator, clerical staff in matters regarding Court Services procedural changes or other court matters.
7. Maintains an up-to-date knowledge of Service operational systems and policies for the purpose of conducting ongoing quality control reviews.
8. Updates training packages and delivers training to new clerical staff in basic use of all programs as required.
9. Inputs data and statistics into computers and maintains up to date computerized files, lists, records, information and filing systems; purges documents as per the Record of Retention Schedule.
10. Makes recommendations for improvement on issues directly related to quality control.

The above statements reflect the principal functions and duties as required for proper evaluation of the job and shall not be construed as a detailed description of all the work requirements that may be inherent in the job or incidental to it.



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved: 2023.04.20
Board Minute No.:
Total Points: 365
Pay Class: A06

JOB TITLE:	Quality Control Clerk	JOB NO.:	A06106
BRANCH:	Specialized Operations Command – Public Safety Operations	SUPERSEDES:	
UNIT:	Court Services	HOURS OF WORK:	40 SHIFTS: 2
SECTION:	Admin - Headquarters	NO. OF INCUMBENTS IN THIS JOB:	1
REPORTS TO:	Manager	DATE PREPARED:	2023.01.05

DUTIES AND RESPONSIBILITIES: (cont'd)

11. Collects and categorizes all documents submitted by personnel from the field and other Services for entry onto the system. Reviews information for errors or omissions and returns for corrections/amendments and ensures that all new records are verified prior to entry onto the system.
12. Maintains a working knowledge and understanding of new technologies, changes in the collective agreements, changes in payroll procedures, purchasing agreements, benefits, Rules and Procedures, etc.
13. Performs function of Commissioner for the taking of Affidavits, as required.
14. Maintain, enters and reconciles a Court Services personnel database to cross-reference with HRMS and pull HR statistics (acting assignments, developmental opportunities to other units, number of vacancies).
15. Assists with researching information as required.
16. Answers end-user inquiries regarding TRMS, HRMS, CPIC, GoNET and SAP.
17. Acts and performs administrative duties in the absence of the Administrative Coordinator which include: monitoring Unit's Time and Resources Management System (TRMS) and Human Resources Management System (HRMS) for accuracy and making/approving necessary data corrections; developing, maintaining and revising required forms, correspondence, reports and form letters; preparing Routine Orders; coordinating annual leave entitlements; and, updating and maintaining appropriate unit specific records.
18. Performs typical duties inherent to the position.

The above statements reflect the principal functions and duties as required for proper evaluation of the job and shall not be construed as a detailed description of all the work requirements that may be inherent in the job or incidental to it.



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved:	2023.04.20
Board Minute No.:	
Total Points:	365
Pay Class	A06

JOB TITLE:	Quality Control Clerk	JOB NO.:	A06106
BRANCH:	Specialized Operations Command – Public Safety Operations	SUPERSEDES:	
UNIT:	Court Services	HOURS OF WORK:	40 SHIFTS: 2
SECTION:	Admin - Headquarters	NO. OF INCUMBENTS IN THIS JOB:	1
REPORTS TO:	Manager	DATE PREPARED:	2023.01.05

EDUCATION:

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

ADDITIONAL REQUIREMENTS:

- Must have 2 - 3 years of similar administrative experience
- Must have good analytical skills with keen attention to detail; strong computer skills along with excellent administrative and organizational skills.
- Good oral and written communication skills required to communicate effectively with Service members and outside agencies.
- Strong computer skills and good working knowledge of TPS computer systems.
- Working knowledge of MS Office and Adobe Acrobat.
- Requires the ability to monitor databases effectively with respect to the accuracy and integrity of all information and records.
- Knowledge of inventory control procedures would be an asset.
- Extensive knowledge and proficiency with all aspects of TRMS, HRMS, and SAP.
- Ability to work well in a team environment, as well as independently with minimal supervision.
- Knowledge of Human Resources and Collective Agreements as they relate to Uniform and Civilian personnel.
- Working knowledge of Versadex, CPIC, GoNet and Legacy Data System (LDS).
- Court experience would be an asset.

QUALIFYING PERIOD:

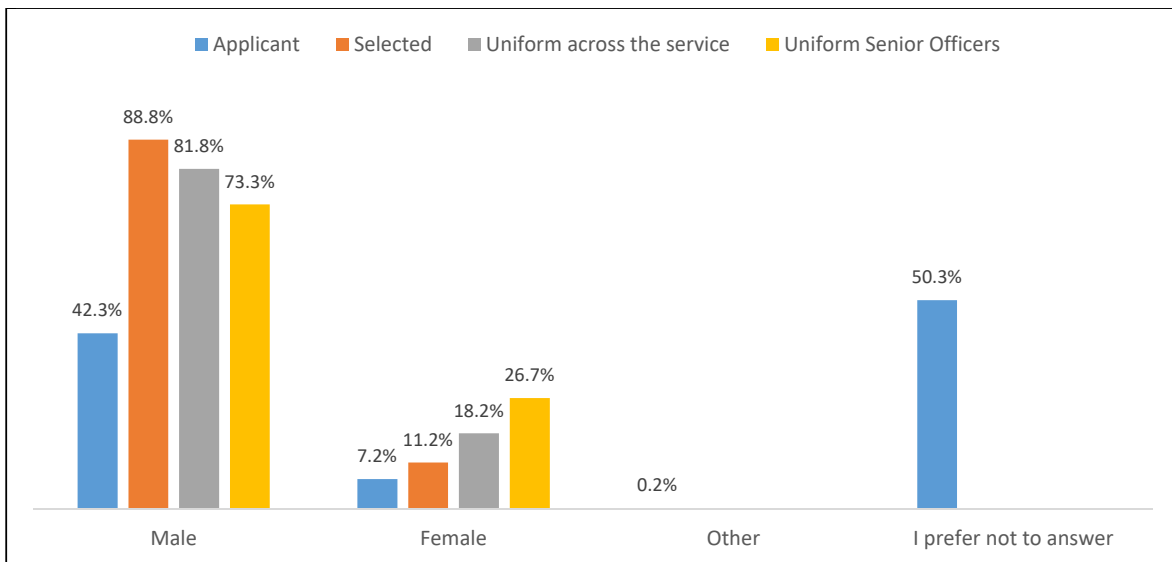
Six months.

The above statements reflect the principal functions and duties as required for proper evaluation of the job and shall not be construed as a detailed description of all the work requirements that may be inherent in the job or incidental to it.

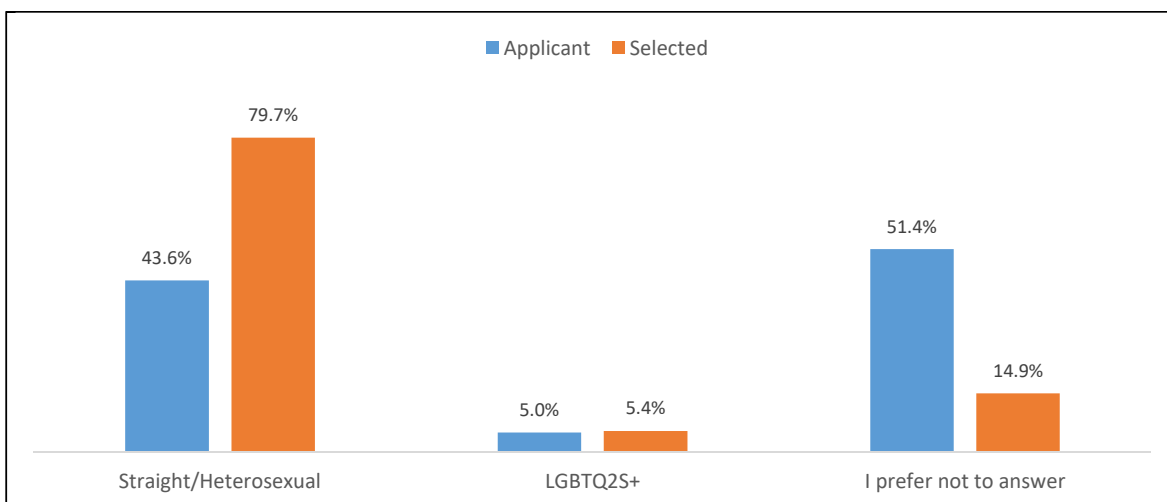
Appendix B – 2023 Cadet Socio-demographic Data

- Non-Respondents and those that selected prefer not to answer were aggregated together
- For Gender comparison HRMS actuals data was aggregated and compared to applicant survey data

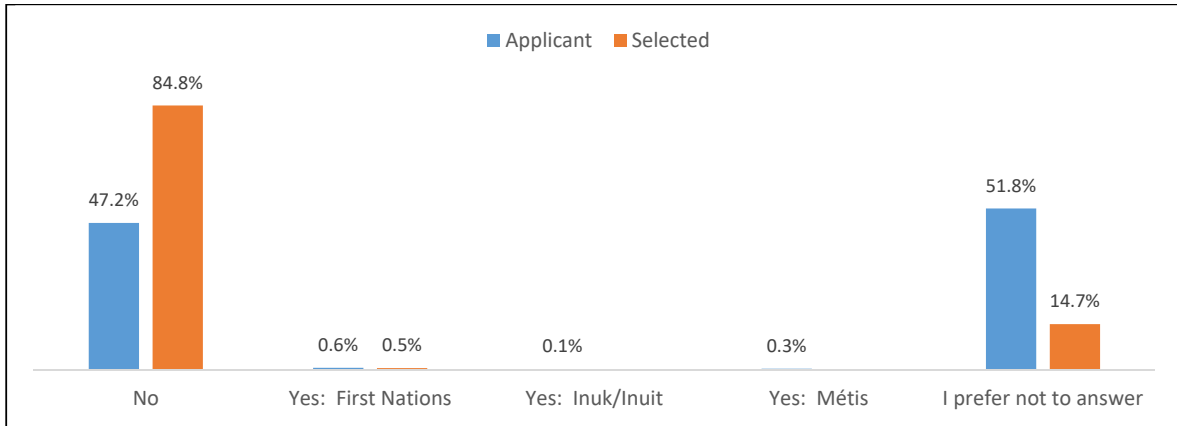
Gender Identification – %Cadet Applicant Vs %Selected Cadet (External) Vs % Uniform members across the service Vs % Uniform Senior Officers



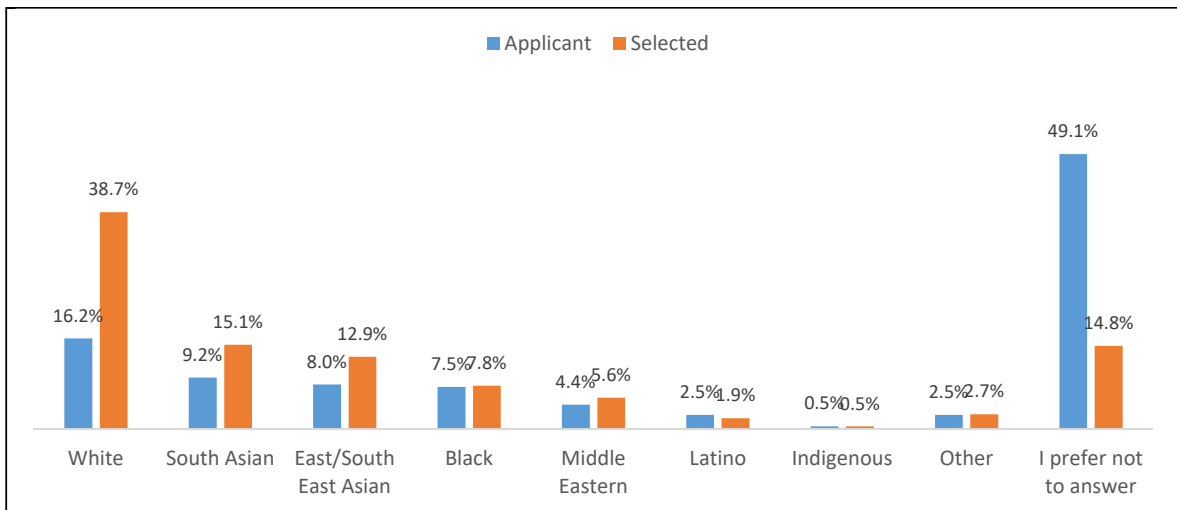
Sexual Orientation:



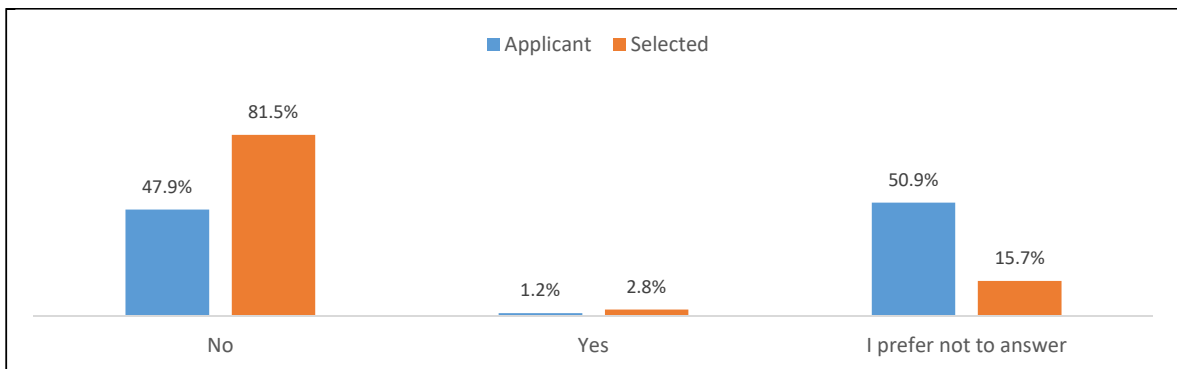
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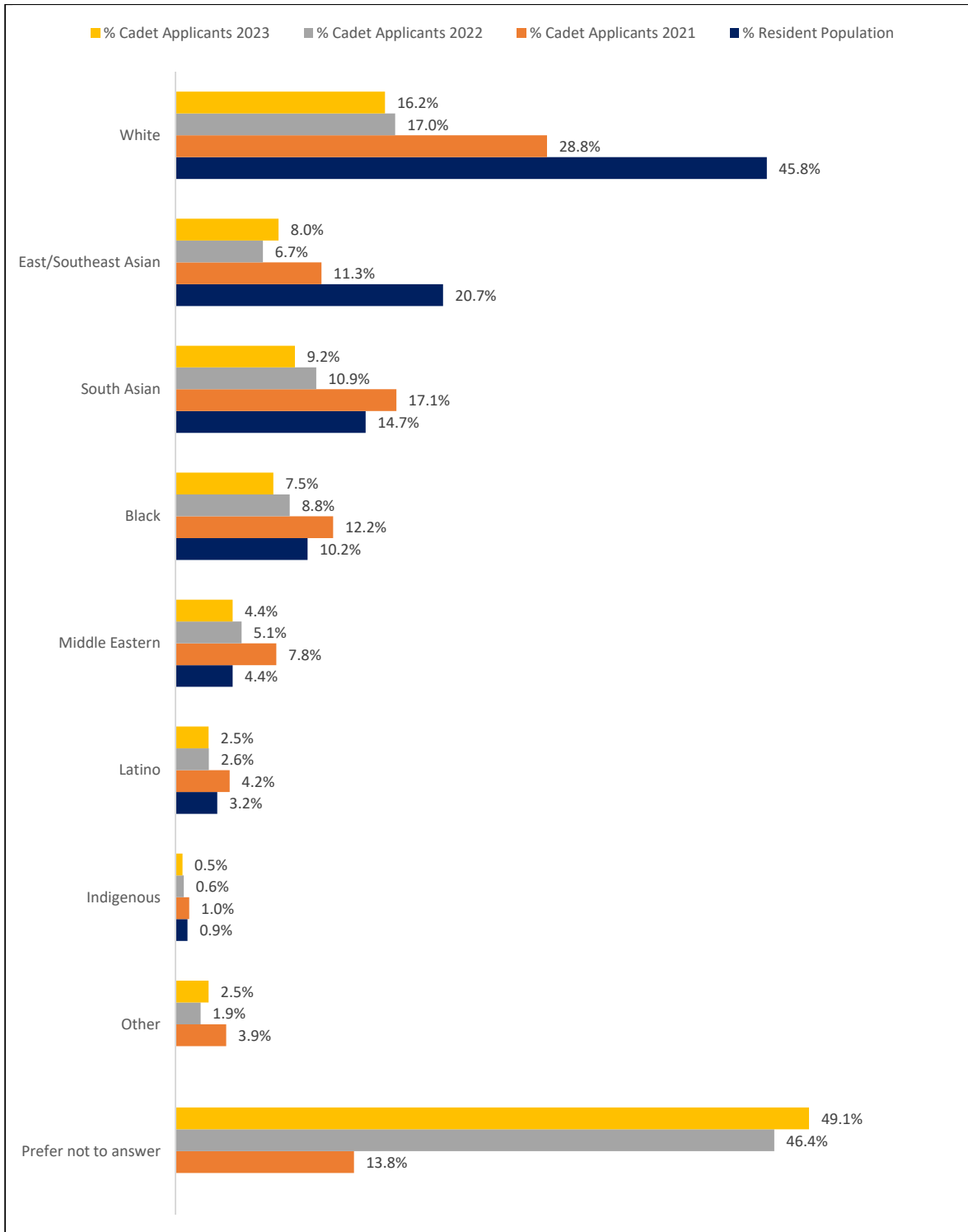
Race:



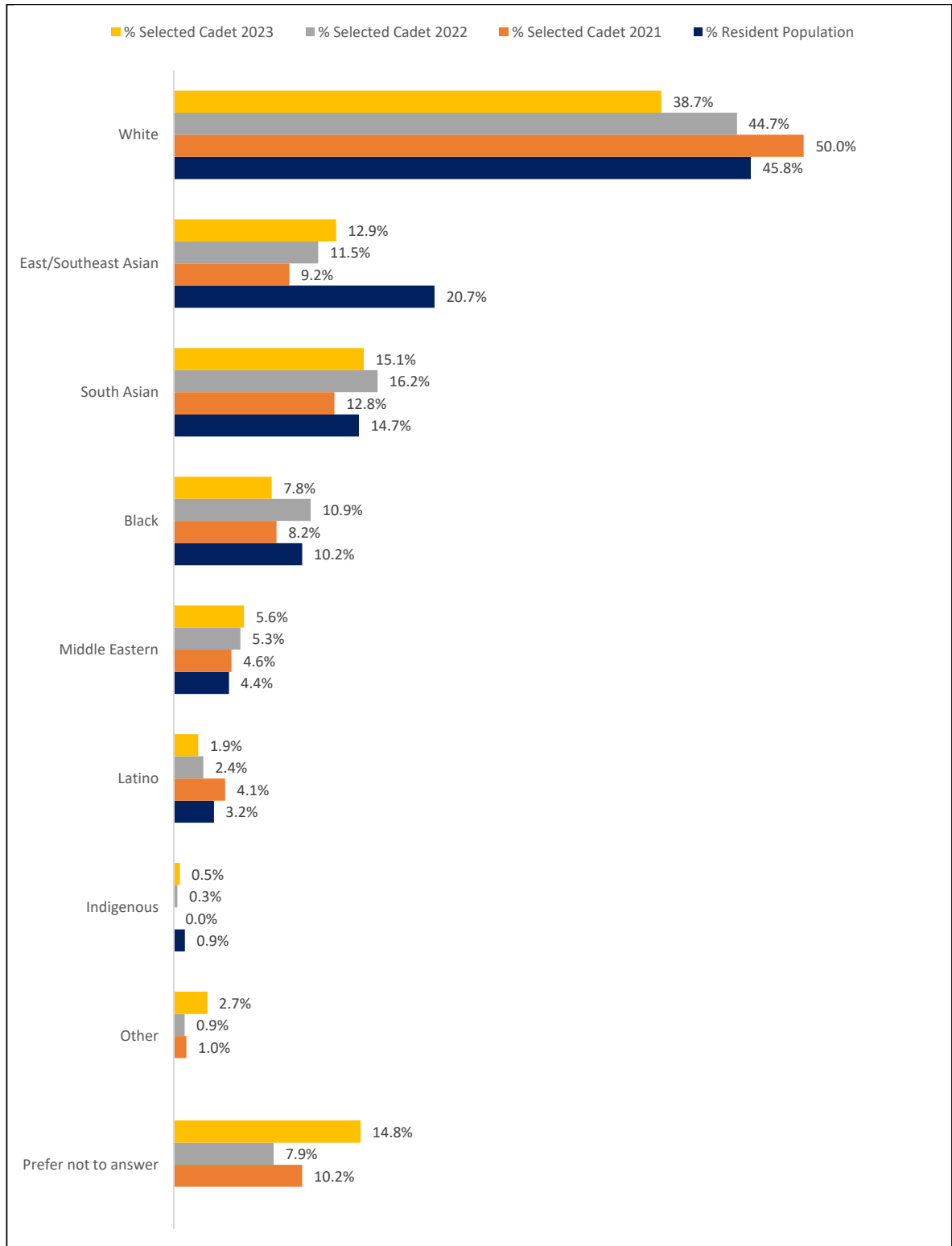
Disability:



City of Toronto (2020) Vs Cadet Applicants 2023, 2022 & 2021



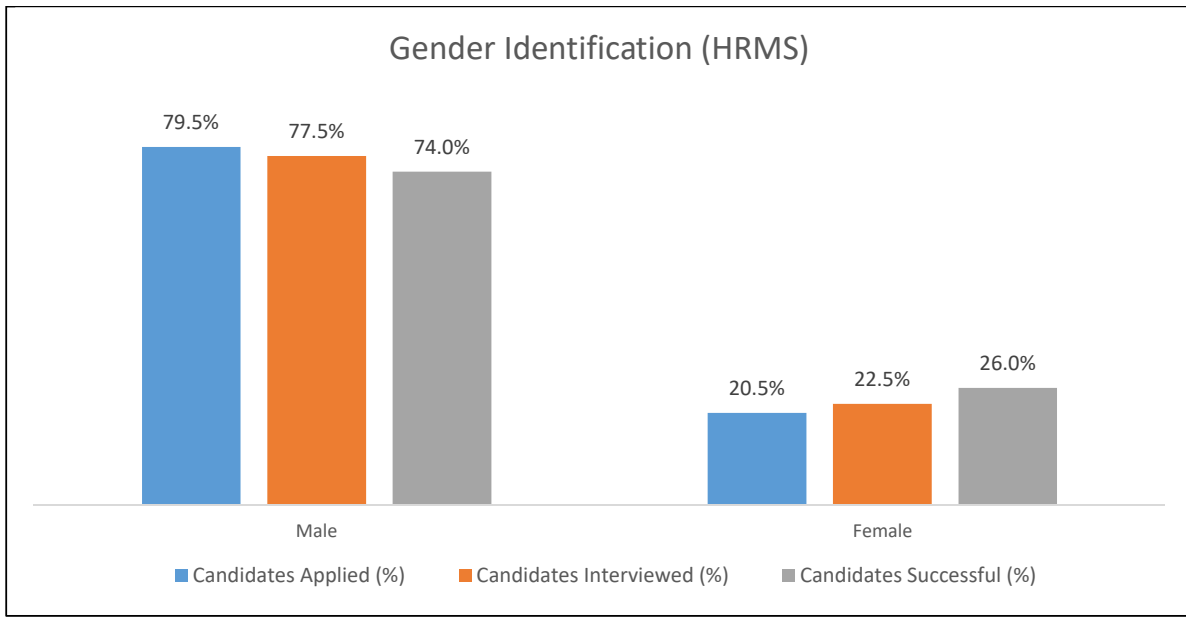
City of Toronto Vs Selected Cadet Candidates 2023, 2022 & 2021



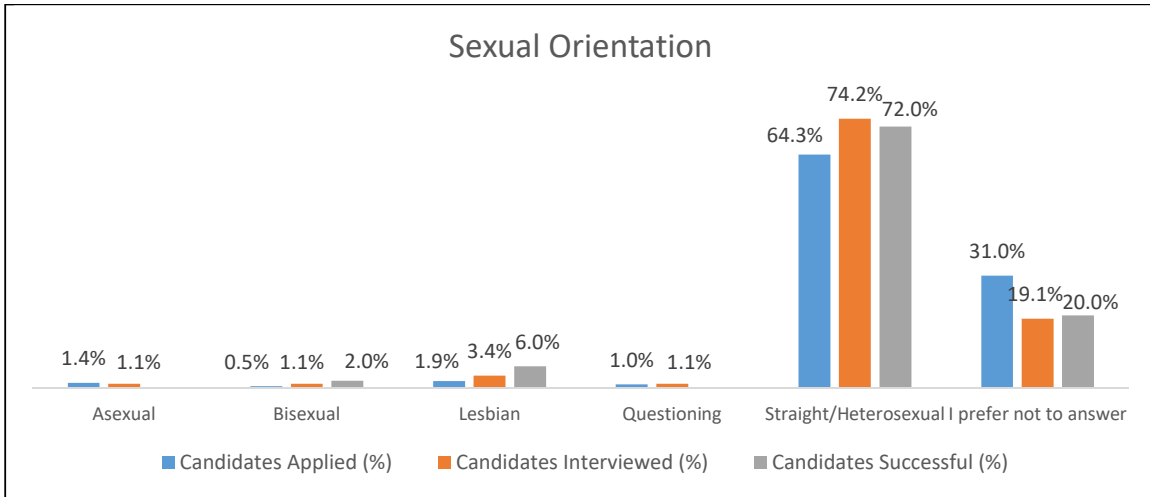
Appendix C: 2023 Staff Sergeant Socio-demographic Data and Promotion Eligibility List

- Non-Respondents and those that selected prefer not to answer were aggregated together
- For Gender comparison HRMS actuals data was aggregated and compared to applicant survey data

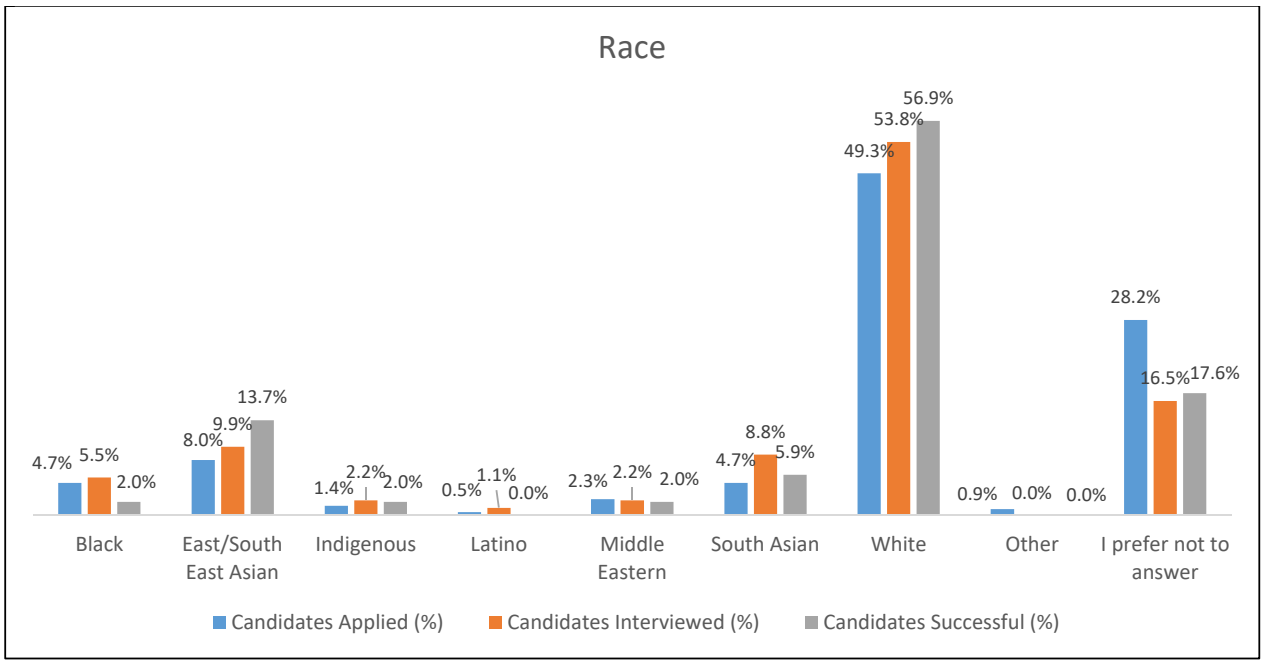
Gender Identification:



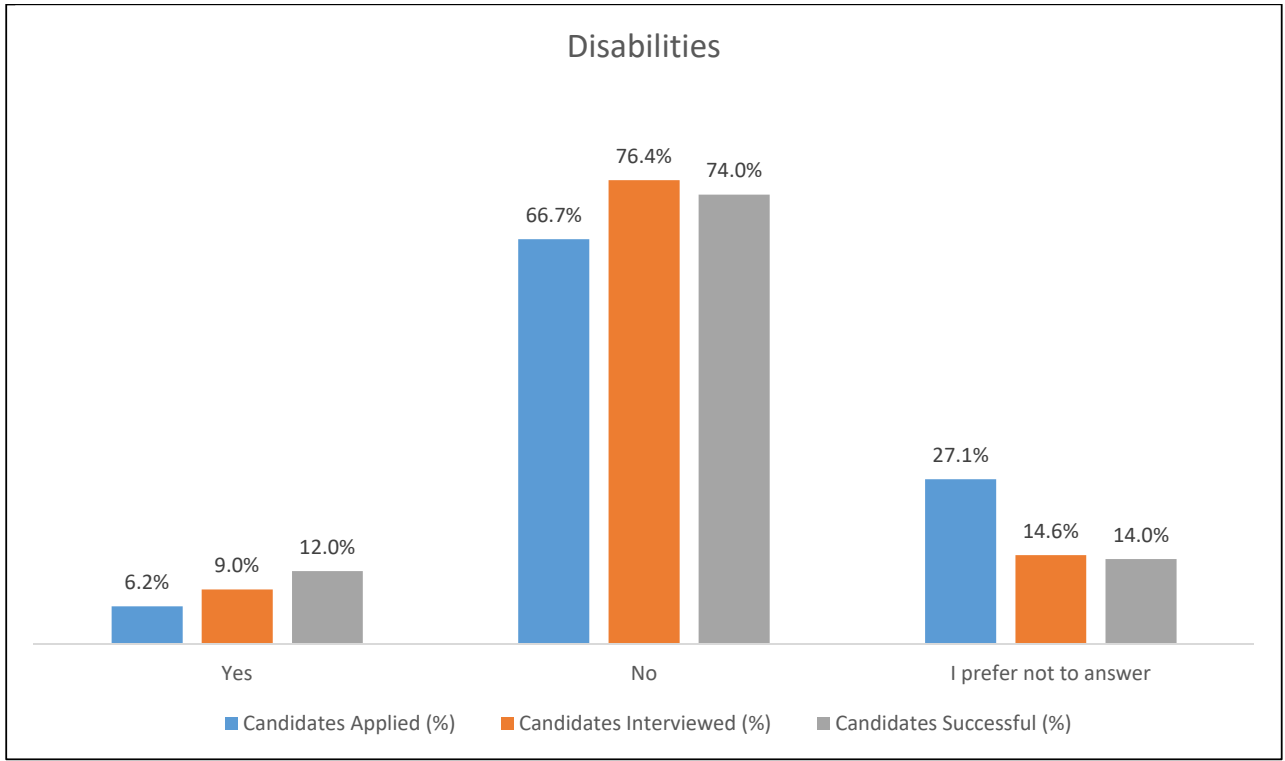
Sexual Orientation:



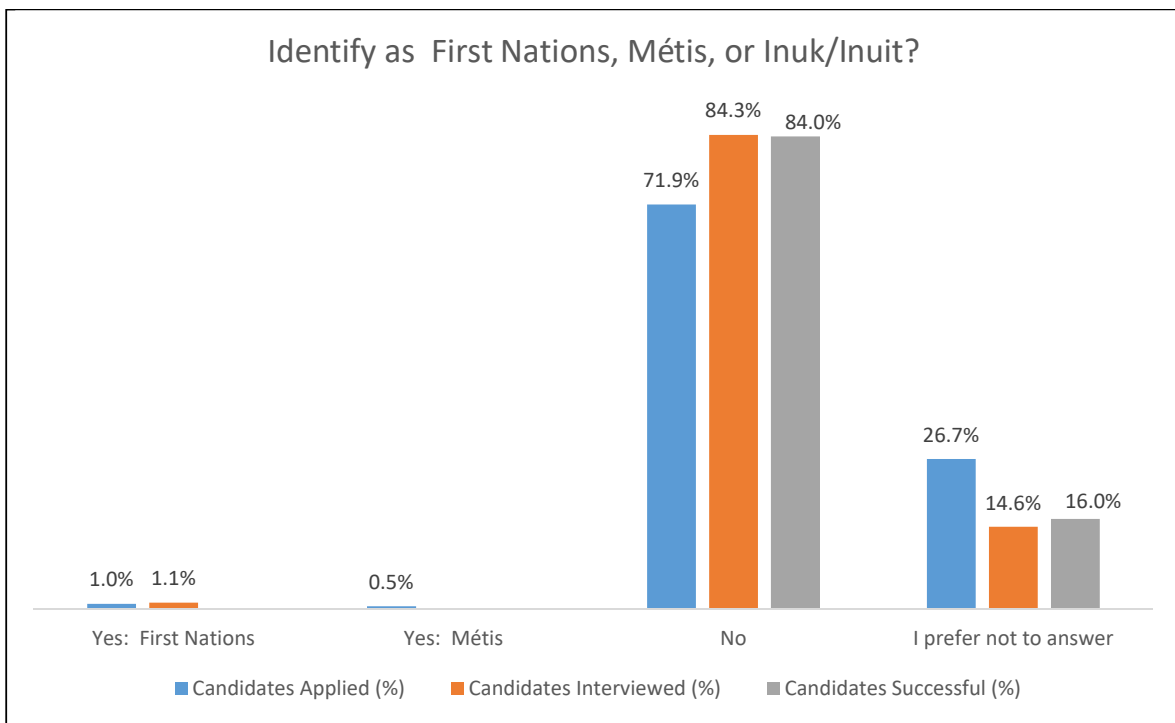
Race:



Disability:



First Nations, Métis, or Inuk/Inuit?



2023.04.17-0330 - ELIGIBILITY FOR PROMOTION TO THE RANK OF STAFF SERGEANT

Effective Date: 2023.12.15

Promotions to the Rank of Staff Sergeant/Detective Sergeant 2023		
Name	Badge	Date of Board Appointment
AKESON, Aaron	8315	2024.02.26
ARSHAD, Sheraz	9560	2024.02.26
BARNETT, Russell	5289	2024.02.26
BARTLETT, Alan	8860	2024.02.26
BELANGER, Lisa	7771	2024.02.26
CAMPBELL, Phillip	6099	2024.02.26
CASH, Jennifer	8770	2024.02.26
COHEN, Alan	7920	2024.02.26
CORMACK, Brian	5442	2024.02.26
DAVIES, Robert	8298	2024.02.26
DAVIS, Jason	9840	2024.02.26
DE ZILVA, Michael	7904	2024.02.26
DHILLON, Ranbir	9287	2024.02.26
DONALDSON, Christina	10051	2024.02.26
FERNANDES, Ross	90069	2024.02.26
GALL, Alexandru	90168	2024.02.26
GRIEVE, Trevor	9073	2024.02.26
GRIFFIN, Shain	5277	2024.02.26
HALL, Neil	8129	2024.02.26
JONGDONG, Lhawang	8342	2024.02.26

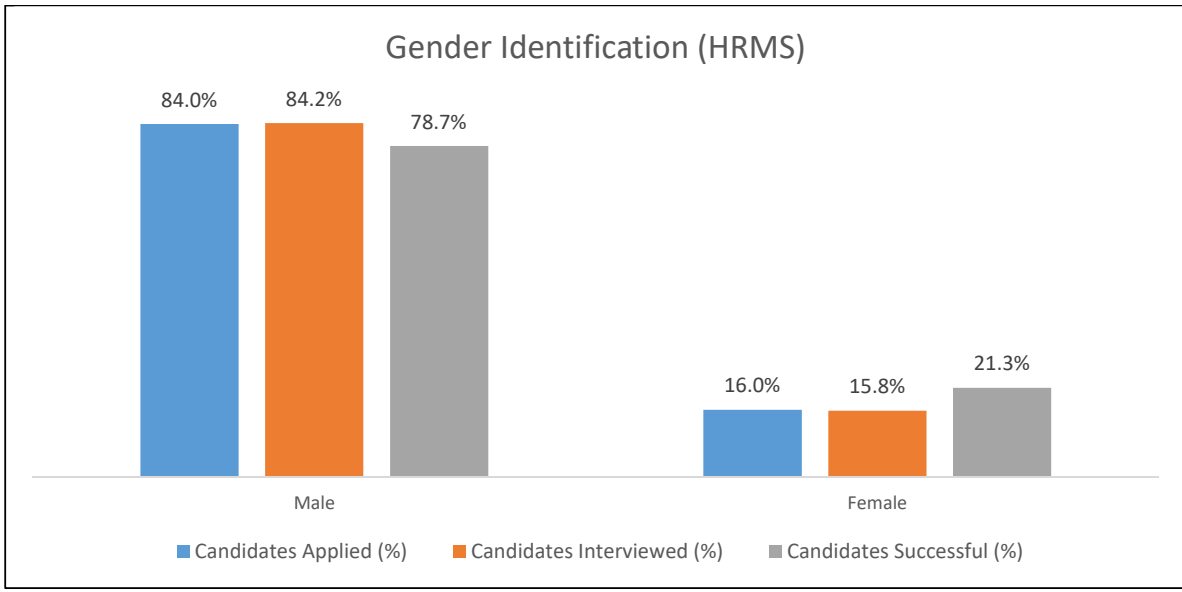
KARRAS, Stella	86728	2024.02.26
KENT, Sharon	9318	2024.02.26
KHAN, Omar	7545	2024.02.26
LI, Boyd	8422	2024.02.26
LIM, Dong Hyeok	8974	2024.02.26
LINDELL, Kurtis	90221	2024.02.26
MANSOUR, Nabih	9493	2024.02.26
McCABE, Anastasia	9079	2024.02.26
MIGNARDI, Steven	9997	2024.02.26
MONTEIRO, Robert	99631	2024.02.26
MURRAY, Alicia	7402	2024.02.26
NEALE, Lindsay	9438	2024.02.26
O'DONOHUE, Derek	10596	2024.02.26
ONG, Rhoel	5346	On Hold
OSAGIE, Bassey	99814	On Hold
PALERMO, Michael	5249	2024.02.26
RENNIE, Jason	9252	2024.02.26
RIDDELL, Lindsay	9067	2024.02.26
ROBERTS, Ronald	8256	2024.02.26
ROBERTS, Angela	9383	2024.02.26
ROBINSON, Brandon	8939	2024.02.26
SHANKARAN, Jason	5331	2024.02.26
SIDHU, Vijay	8772	2024.02.26
ST GEORGE, Stephane	8446	2024.02.26
TAYLOR, Michael	9530	2024.02.26
VILLERS, Scott	7977	2024.02.26
WEST, Lee	99641	2024.02.26

WESTER, Erica	10106	2024.02.26
WIDEMAN, Janine	10322	2024.02.26
WORTH, Darren	5335	2024.02.26

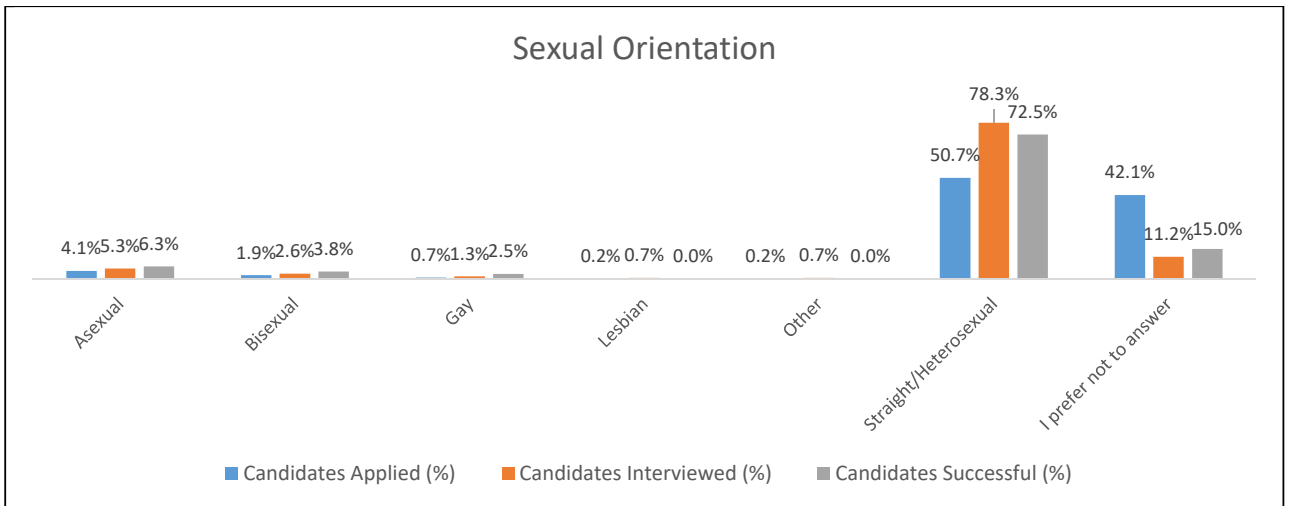
Appendix D: Sergeant Socio-demographic Data and Promotion List

- Non-Respondents and those that selected prefer not to answer were aggregated together
- For Gender comparison HRMS actuals data was aggregated and compared to applicant survey data

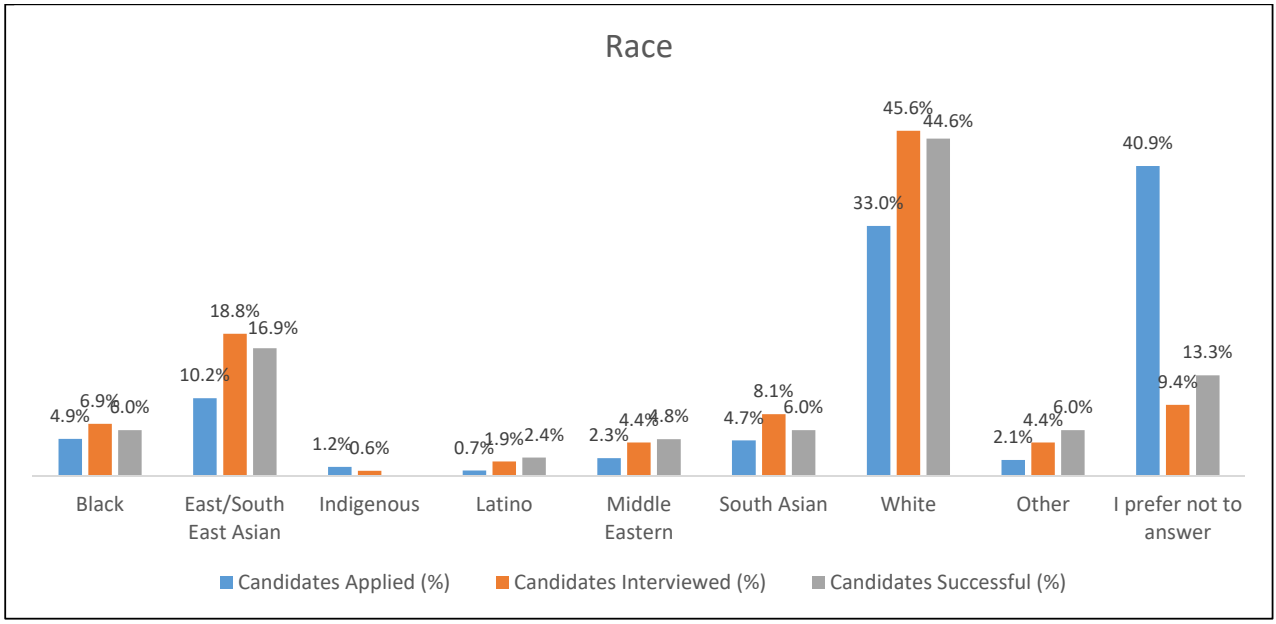
Gender Identification:



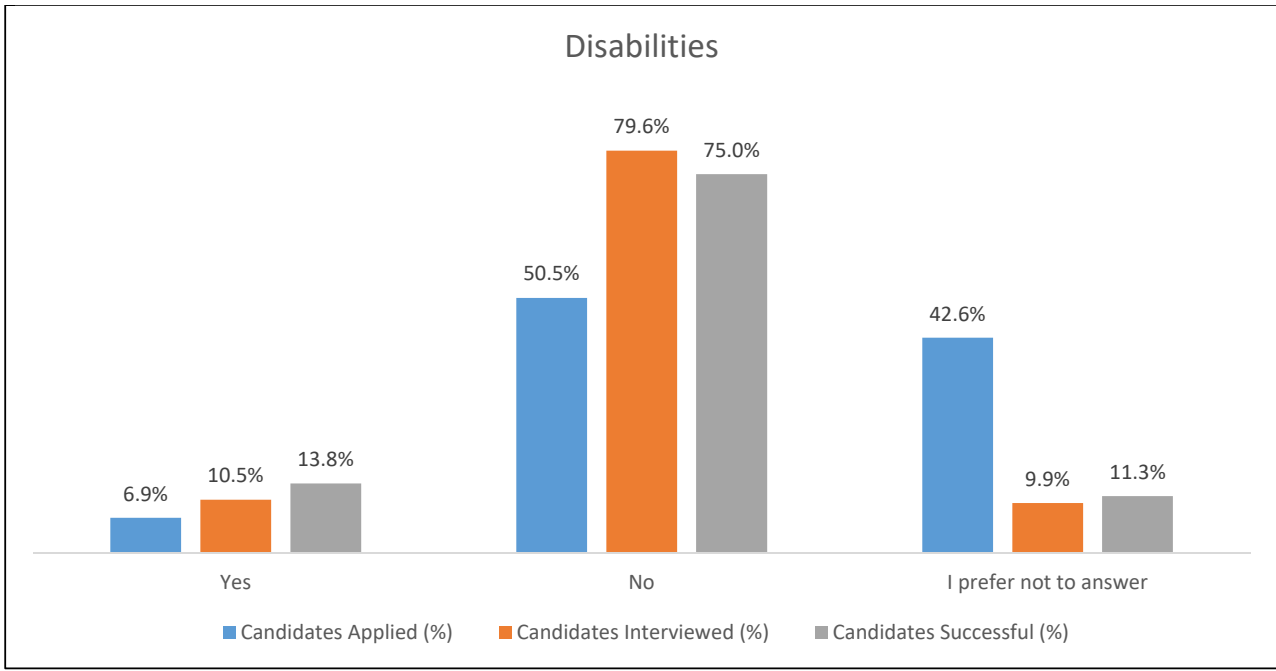
Sexual Orientation:



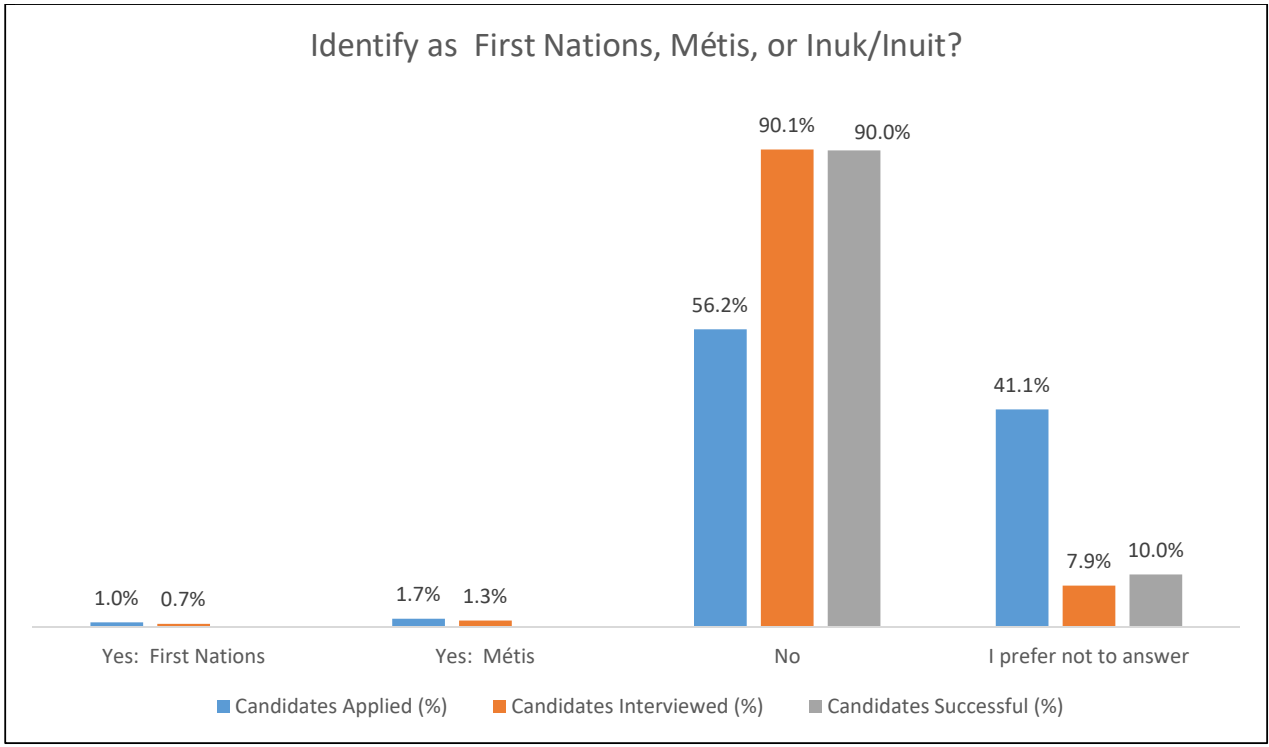
Race:



Disability:



First Nations, Métis, or Inuk/Inuit:



2023.11.27-1132 - PROMOTIONAL PROCESS TO THE RANK OF SERGEANT

The 2023 promotional competition for the rank of Sergeant has concluded and the officers named in the attached list below have been selected for the eligibility pool for promotion to the rank of Sergeant.

These officers are to be congratulated on their achievement. As well, the efforts of all members who participated in this promotional process are to be commended

Per: Talent Acquisition

Promotions to the Rank of Sergeant 2023		
Name	Badge	Date of Board Appointment
ANGCO, Antonio	65752	2024.02.26
BENEVIDES, Richard	9037	2024.02.26
BERRY, Joshua	89474	2024.02.26
BLAKE, Courtney	8668	2024.02.26
BRANKER, Darryl	9450	2024.02.26
BRIDEAU, Rene	8190	2024.02.26
BROWN, Julia	10327	2024.02.26
BURKE, Ricardo	10599	2024.02.26
BUSTOS, Harry	9692	2024.02.26
CANNON, Sheena	90200	2024.02.26
CHAKAL, Sarbjit	9905	2024.02.26
CHOE, Michael	9696	2024.02.26
DAFOSKA, Maria	86523	2024.02.26
DAGONAS, Andrea	10090	2024.02.26
DAVID, Cosma	9285	2024.02.26
DAWN, Brian	9019	2024.02.26
DEVINE, Kristy	9132	2024.02.26
DI POCE, Julia	10587	2024.02.26
DICKIE, Craig	5361	2024.02.26

Promotions to the Rank of Sergeant 2023		
Name	Badge	Date of Board Appointment
DOBIAS, Robert	9443	2024.02.26
DURRAN, Ned	8207	2024.02.26
FOLEY, Katharine	9174	2024.02.26
FORBES, Lisa	90256	2024.02.26
FOSTER, Lorne	10164	2024.02.26
GAYLE, Phillip	10227	2024.02.26
GONSALVES, Melwin	9097	2024.02.26
HOWELL, Wayne	8268	2024.02.26
HUANG, David	9467	2024.02.26
HUDSON, Noel	10248	2024.02.26
ING, James	8672	2024.02.26
IRELAND, Morgan	65454	2024.02.26
IRVING, Desmond	8313	2024.02.26
JASWAL, Monish	9881	2024.02.26
JOHNSTON, John	8024	2024.02.26
JUHASZ, Jamie	9548	2024.02.26
KAHLON, Amarjit	10016	2024.02.26
KAPITANY, Jessy	10597	2024.02.26
KAPOOR, Amritpal	82151	2024.02.26
KAPOOR, Harjyot	10426	2024.02.26
KIM, Samuel-Chong	9962	2024.02.26
KNOX, Jaime	90058	2024.02.26
LANDRY, Adam	7939	2024.02.26
LI, Alex	9104	2024.02.26
LITTLEWOOD, Karry	8656	2024.02.26
McLELLAN, Curtis	9916	2024.02.26

Promotions to the Rank of Sergeant 2023		
Name	Badge	Date of Board Appointment
MILLER, Brian	65724	2024.02.26
MINHAS, Gurminder	10065	2024.02.26
NADEEM, Sohail	10002	2024.02.26
NGO, Jason	10141	2024.02.26
OH, David	9657	2024.02.26
OSMAN, Walid	9541	2024.02.26
PERINO, Kenneth	10167	2024.02.26
PERRY, Trevor	7812	2024.02.26
PILEGGI, Adriano	10268	2024.02.26
POURGHAZI, Aydin	10264	2024.02.26
REGAN, Paul	9416	2024.02.26
REID, Robert	10771	2024.02.26
RIEGERT, Christopher	10245	2024.02.26
ROSS, Scott	99517	2024.02.26
RUOCCO, Gissa	5316	2024.02.26
RUTTIMANN, Paul	10404	2024.02.26
SAINI, Sushil	8983	2024.02.26
SHUFMAN, Aviv	10402	2024.02.26
ST AMAND, Lisa	10657	2024.02.26
STEA, Carlo	5228	2024.02.26
STEELE, Kevin	9519	2024.02.26
STEWART, Patrick	9344	2024.02.26
SUDMALS, Erik	65814	2024.02.26
SUKHDEO, Christopher	10416	2024.02.26
TOLEDO-CASTRO, Marco	9703	2024.02.26
VAN DER KRABBEN, Steven	8477	2024.02.26

Promotions to the Rank of Sergeant 2023		
Name	Badge	Date of Board Appointment
VAYANI, Shafiq	9733	2024.02.26
VIDOT, Russell	90302	2024.02.26
WANG, Chuan	10095	2024.02.26
WARD, Kevin	9500	2024.02.26
WATT, Jermaine	9729	2024.02.26
WATTERS, Linda	10840	2024.02.26
WHALEN, Christopher	8455	2024.02.26
WYARD, Leslie	9299	2024.02.26
YOURKIN, Courtney	8665	2024.02.26

PROMOTION TO THE RANK OF INSPECTOR

Effective Date: 2023 January 26

Promotions to the Rank of Inspector 2023		
Name	Badge	Date of Board Appointment
ABDEL-MALIK, Maher	7670	2023.04.25
BANGILD, Jeffrey	5158	2023.06.20
CHOE, Robert	5392	2023.01.31
CRILLY, John	5083	2023.01.31
DESROCHERS, Roger	5349	2023.01.31
FERNANDES, Keri	8059	2023.08.15
FORDE, Ryan	86872	2023.01.31
GURR, Jack	5407	2023.01.31
HAYLES, Michael	5009	2023.01.31
JOHNSTON, Tricia	5058	2023.02.28
LIUMANIS, Metodios	5363	2023.01.31
MANCUSO, Francesco	7761	Resigned before promotion

Promotions to the Rank of Inspector 2023		
Name	Badge	Date of Board Appointment
MATYS, Joseph	7886	2023.02.28
McCANN, Gary	99697	2023.06.20
OLSZEWSKI, Michelle	89887	2023.01.31
REDMAN, Suzanne	5567	2023.01.31
SMITH, Kristy	99839	2023.06.20
WEHBY, Peter	7965	2023.06.20
YOUNG, Craig	6145	2023.01.31

Per: Office of the Chief

PROMOTION TO THE RANK OF DEPUTY CHIEF

Effective Date: 2023 March 23

Promotions to the Rank of Deputy Chief 2023		
Name	Badge	Date of Board Appointment
JOHNSON, Robert	5909	2023.03.23
POGUE, Lauren	5583	2023.03.23

Per: Office of the Chief

PROMOTION TO THE RANK OF SUPERINTENDENT

Effective Date: 2023 June 20

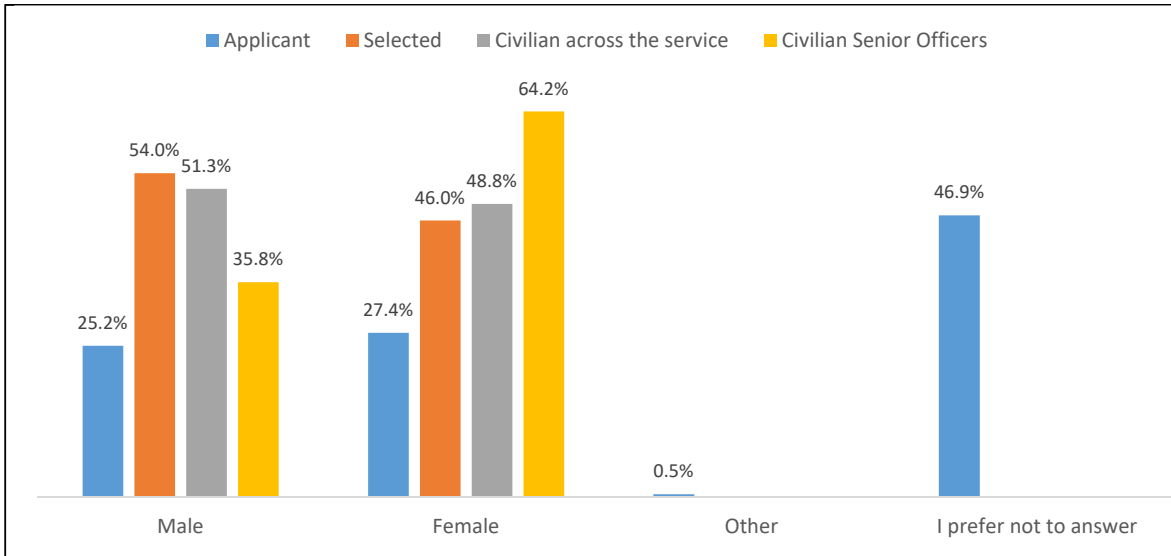
Promotions to the Rank of Superintendent 2023		
Name	Badge	Date of Board Appointment
ECKLUND, Andrew	5343	2023.06.20
HILTON, Tyrone	5344	2023.06.20
STEPHENSON, Katherine	7947	2023.06.20

Per: Office of the Chief

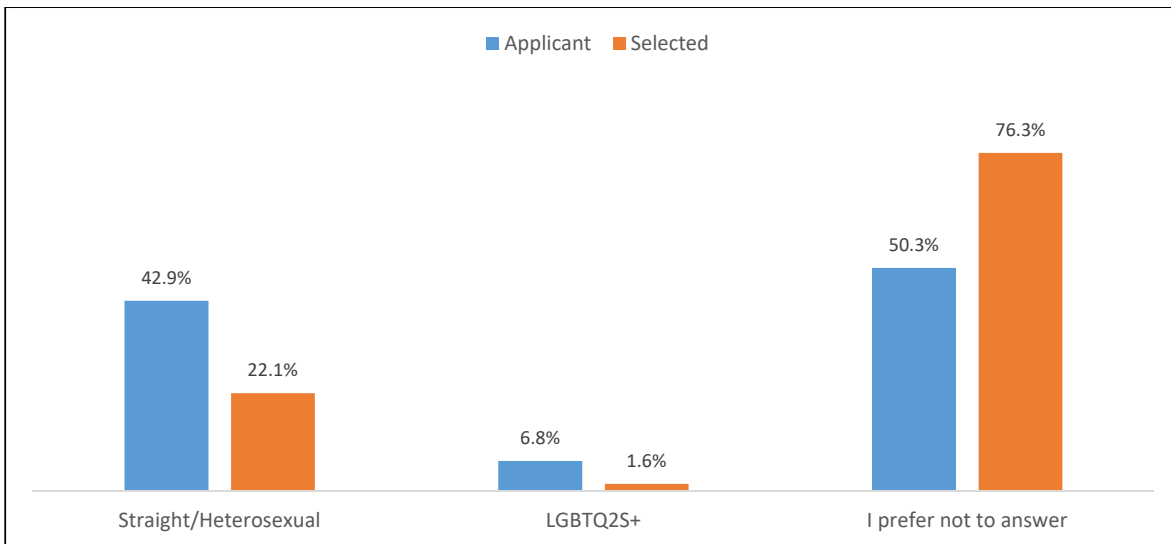
Appendix E: 2023 Civilian Socio-Demographic Data

- Non-Respondents and those that selected prefer not to answer were aggregated together
- For Gender comparison HRMS actuals data was aggregated and compared to applicant survey data

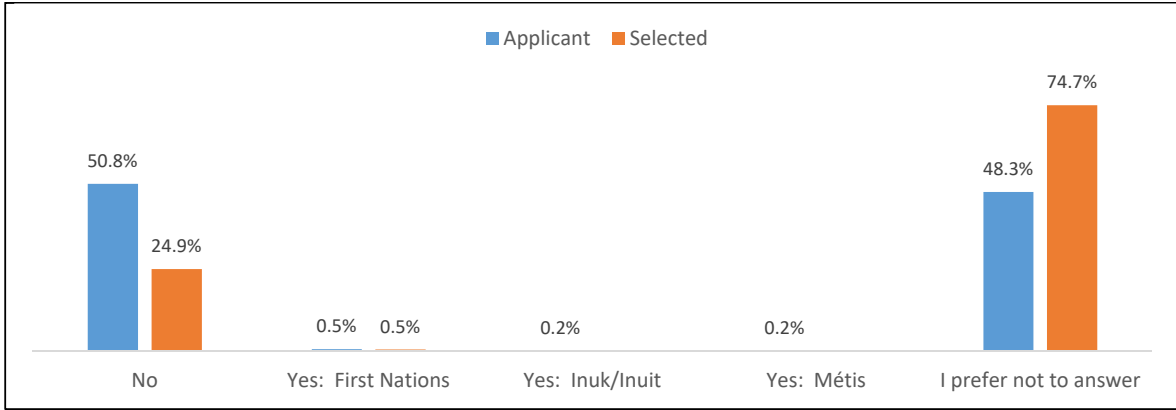
Gender – % Civilian Applicant Vs % Selected Civilian Vs % Civilian member across the service Vs % Civilian Senior Officers:



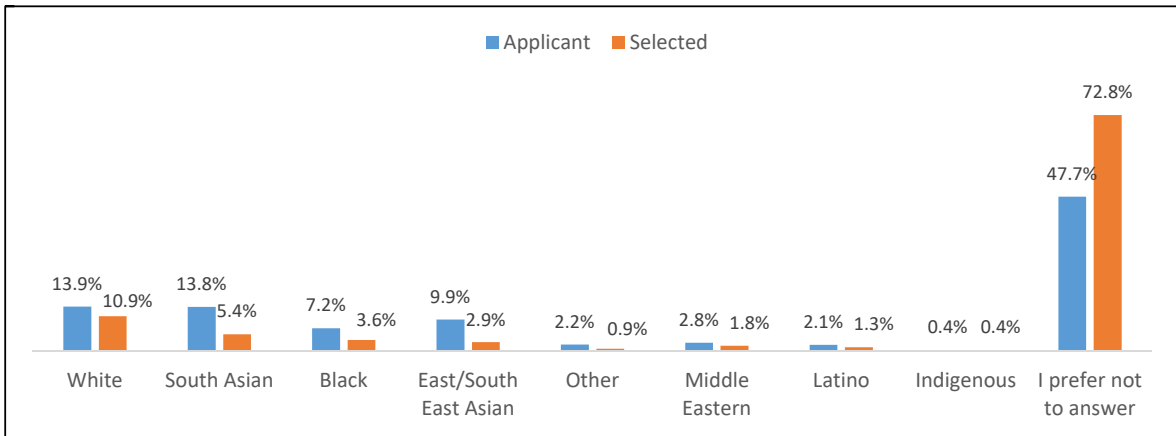
Sexual Orientation:



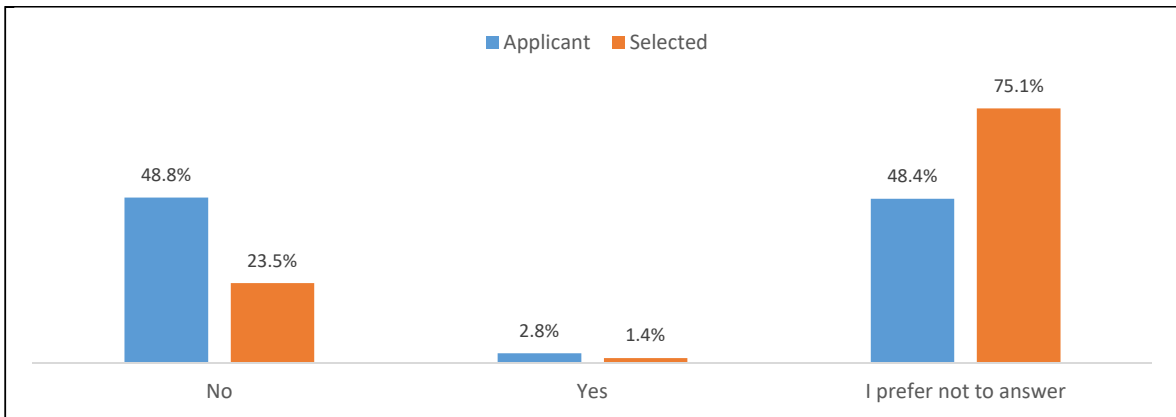
Indigenous Identification:



Race:



Disability:



Appendix F: 2023 Secondment List

No. of Members	RANK	LOCATION	TERM			COST
				to		
1	D/Sergeant	Royal Canadian Mounted Police Combined Forces Special Enforcement Unit (C.F.S.E.U.)	2022.02.23	to	2027.02.23	U.F.D.
2	Detective	Royal Canadian Mounted Police Combined Forces Special Enforcement Unit (C.F.S.E.U.)	2022.02.23	to	2027.02.23	U.F.D.
2	D/Constable	Royal Canadian Mounted Police Combined Forces Special Enforcement Unit (C.F.S.E.U.)	2022.02.23	to	2027.02.23	U.F.D.
1	PC	Royal Canadian Mounted Police (M.S.E.R.T.)	2018.01.01	to	Ongoing	F.C.R.
1	Z34 Civilian	Royal Canadian Mounted Police National Advisor Race Relations	2021.11.01	to	2023.08.31	F.C.R.
1	Inspector	Royal Canadian Mounted Police (O.I.N.S.E.T.) G.T.A.	2021.01.01	to	2023.12.31	F.C.R.
1	D/Constable	Royal Canadian Mounted Police (O.I.N.S.E.T.) G.T.A.	2023.04.05	to	2025.04.05	F.C.R.
1	PC	Royal Canadian Mounted Police YYZ Airport International Unit	2021.07.19	to	2024.07.19	U.F.D.
1	D/Constable	Correctional Service Canada Community Corrections Liaison Officer (C.C.L.O. Liaison Officer)	2023.04.01	to	2024.03.31	U.F.D.
1	D/Constable	Government of Canada	2022.03.07	to	2024.03.07	U.F.D.

No. of Members	RANK	LOCATION	TERM			COST
2	D/Constable	Ministry of Community Safety & Correctional Services Chief Firearms Office (C.F.O.)	2021.04.01	to	2026.03.31	F.C.R.
1	PC	Ministry of Solicitor General Biker Enforcement (B.E.U.)	2019.04.01	to	Ongoing	U.F.D.
1	Inspector	Ministry of Solicitor General C.I.S.O. – Deputy Director	2023.06.20	to	2025.06.19	F.C.R.
1	A/D/Sergeant	Ministry of Solicitor General C.I.S.O. Fate Co-ordinator	2022.10.24	to	2024.10.23	F.C.R.
1	Detective	Ministry of Solicitor General C.I.S.O.	2023.01.01	to	2024.12.31	F.C.R.
1	Detective	Ministry of Solicitor General C.I.S.O. CI Co-ordinator	2023.06.03	to	2025.06.03	F.C.R.
1	D/Constable	Ministry of Solicitor General C.I.S.O.	2022.07.01	to	2024.06.30	F.C.R.
1	D/Constable	Ministry of Solicitor General Human Trafficking (I.J.F.S.)	2021.03.29	to	2025.03.31	F.C.R.
1	A09 Civilian	Ministry of Solicitor General Human Trafficking (I.J.F.S.)	2021.02.01	to	2026.03.31	F.C.R.
1	Detective	Ministry of Solicitor General Provincial Anti-Terrorism (P.A.T.)	2021.01.04	to	2023.12.29	F.C.R.
1	D/Constable	Ministry of Solicitor General Provincial Anti-Terrorism (P.A.T.)	2021.03.15	to	2024.03.17	F.C.R.
1	PC	Ministry of Solicitor General ViCLAS	2020.10.15	to	2026.10.15	F.C.R.
1	PC	Ministry of Solicitor General ViCLAS	2019.10.14	to	2023.10.15	F.C.R.
1	D/Constable	Ministry of Solicitor General ViCLAS	2023.01.10	to	2025.12.31	F.C.R.
1	Sergeant	Ontario Police College Basic Constable Training	2023.08.28	to	2025.08.15	F.C.R.
1	Sergeant	Ontario Police College Basic Constable Training	2023.08.30	to	2023.12.15	F.C.R.
1	A/Sergeant	Ontario Police College Basic Constable Training	2022.02.23	to	2023.12.01	F.C.R.
1	A/Sergeant	Ontario Police College Basic Constable Training	2023.01.03	to	2024.12.06	F.C.R.
2	D/Constable	Ontario Chief Coroner Coroner's Inquest	2022.07.01	to	2024.06.30	U.F.D.

No. of Members	RANK	LOCATION	TERM			COST
				to		
1	Detective	Ontario Provincial Police Guns & Gangs (JAWG)	2022.09.12	to	2024.09.12	F.C.R.
2	D/Constables	Ontario Provincial Police Guns & Gangs G.T.A. Hub	2022.07.04	to	2025.07.04	F.C.R.
1	Civilian A09	Ontario Provincial Police Missing Persons	2022.11.05	to	2027.11.05	U.F.D.
1	Inspector	Ontario Provincial Police Provincial Repeat Offender Parole Enforcement (R.O.P.E.)	2022.01.01	to	2027.01.01	F.C.R.
2	Detective	Ontario Provincial Police Provincial Repeat Offender Parole Enforcement (R.O.P.E.)	2022.01.01	to	2027.01.01	F.C.R.
7	D/Constable	Ontario Provincial Police Provincial Repeat Offender Parole Enforcement (R.O.P.E.)	2022.01.01	to	2027.01.01	F.C.R.
2	Civilians C05	Ontario Provincial Police Provincial Repeat Offender Parole Enforcement (R.O.P.E.)	2022.10.04	to	2027.01.01	F.C.R.
1	D/Constable	Ontario Provincial Police Towing Industry (JAWG)	2022.06.06	to	2026.06.05	F.C.R.
1	Civilian A09	Ontario Provincial Police Towing Industry (JAWG)	2021.10.18	to	2022.07.31	F.C.R.
1	Detective	US Immigration & Customs I.C.E.	2021.09.27	to	2024.09.26	U.F.D.
1	Detective	New York Police Department N.Y.P.D. Liaison	2023.03.01	to	2024.02.29	U.F.D.
1	D/Constable	United States Postal Service Telemarketing	2020.02.04	to	Ongoing	F.C.R.
1	Civilian A/04	United States Postal Service Telemarketing	2020.11.18	to	Ongoing	F.C.R.

Legend:

F.C.R. - Full Cost Recovery

U.F.D. - Unfunded



PUBLIC REPORT

May 7, 2024

To: Chair and Members
Toronto Police Service Board

From: Myron Demkiw
Chief of Police

Subject: Police Reform Recommendation 79 Update

Purpose: Information Purposes Only Seeking Decision

Recommendation:

This report recommends that the Toronto Police Service Board (Board) receive this report for information.

Financial Implications:

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

The Service initially identified a total estimated savings of \$100 Million (M) over 3 years from implementing The Way Forward recommendations. The majority of cost savings were to be realized by actions taken to achieve a 0% budget increase in 2017 and 2018, and by a 3-year hiring moratorium from 2016 to 2018. Additionally, the Service identified approximately \$10.6M of required investment costs, with funding expended from the Service's operating and capital budgets, the Board's special fund and Policing Effectiveness and Modernization (PEM) grants.

The financial resources required to implement some of the specific action items documented in the Appendix to this report have been previously reported to the Board via project updates on The Way Forward implementation, and multi-year updates on the Capital budget program (2017-2023).

As reported to the Board in December 2023 in the Service's Budget Requests Presentation [Min. No. P2023-1219-2.0 refers], cost containment efforts over the past 10 years have led to approximately \$270M - \$400M cost avoidance, due in large part to the implementation of The Way Forward recommendations. The Service's 10-year history of fiscal responsibility, cost containment,

Toronto Police Service Board

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transformation, and operational successes have unfortunately at the cost of some core service delivery, increased operational risk and organizational wellbeing.

In part, impacted by the aforementioned 3-year hiring freeze between 2010 to 2022, the Service has seen an 11% decrease in the number of police officers. During this same time period, the population of the City of Toronto increased by 13.1% (460K), which has negatively impacted the ratio of population served per uniform officer. Increasing response times, reduced unit availability to be dispatched and reduced frontline supervision are current policing challenges that can be mapped to The Way Forward's cost containment recommendations.

The Service is currently focused on improving core service delivery through increasing front-line resources to focus on emergency response times and improving oversight and accountability through supervision. This will be accomplished while remaining committed to ongoing reform and modernization initiatives that aim to improve community trust in and within the Service, as well as building partnerships with other organizations with the goal of supporting safer communities.

Summary:

This report provides an update on the Toronto Police Service's (Service) compliance with implementing Recommendation 79 of the 81 Recommendations on Police Reform.

Discussion:

Background

In August 2020, the Board received a report entitled "Police Reform in Toronto: Systemic Racism, Alternative Community Safety and Crisis Response Models and Building New Confidence in Public Safety" [Min. No. P129/2020 refers], and approved 81 Recommendations, directed to the Service and the Board, intended to direct reform mandates.

Recommendation 79 in Appendix A of that report reads as follows:

Direct the Chief of Police to report by November 2020 on the status of recommendations made in Action Plan: The Way Forward, including what has been implemented, what remains to be implemented, and what additional recommendations for modernization can lead to more effective and efficient police service delivery. This 'refresh' of Action Plan: The Way Forward should occur on the basis of stakeholder and community consultation that recognizes community safety is a shared societal responsibility. (Board #2; ARAP #14; MHAAP #29)

The final Transformational Task Force report, titled “Action Plan: The Way Forward”, was approved by the Board at its February 2017 meeting [Min. No. P19/17 refers]. The report was intended to fulfil the TTF’s mandate to develop a modernized policing model that is innovative, sustainable, and affordable. The model was to place communities at its core, be intelligence-led and optimize the best use of resources and technology, while embracing partnerships as a means of enhancing capability and capacity. The report included 33 recommendations to change how the Service organizes and delivers policing services. Following the Board’s approval, the Service set about actioning these reform recommendations, and provided quarterly progress updates through 2019.

Following the approval of the 81 Recommendations in August 2020, the Service tasked the Strategy Management unit with providing the requested status update on The Way Forward report. At the November 24, 2020 Board meeting, the Board received a report titled “Police Reform in Toronto: Toronto Police Service Initial Response” [Min. No. P182/2020 refers]. At that time, the Service advised that 25 of these recommendations could be considered implemented, with 1 not implemented and 7 in progress.

Current State

The Strategy Management - Strategic Projects Unit has continued to track implementation of the remaining items marked “In Progress” in the November 2020 update report for Recommendation 79.

Each of the 33 Action items listed in the original Action Plan: The Way Forward can now be considered as implemented. Implementation status is broken down as follows:

Recommendation Status	Number
Implemented	19
Implemented and Ongoing	13
Implemented in Alternative Format	1
Total	33

A full description of the implementation details for each of the action items in The Way Forward report is appended to this report as Appendix A.

Conclusion:

The Service looks forward to continuing to work together with our City partners and other external stakeholders to achieve positive change through implementing all of the 81 Recommendations for Police Reform. Strategy Management – Strategic Projects will provide a full update of implementation efforts at an upcoming Board meeting, and implementation efforts can continue to be tracked via the [Police Reform Implementation Dashboard](#).

A/Staff Superintendent Jacqueline Baus will be in attendance to answer any questions that the Board may have regarding this report.

Respectfully submitted,

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

Attachments:

Appendix A – Toronto Police Service Update Re: Recommendation #79 The Way Forward

Appendix A- Police Reform Recommendation #79 Summary (The Way Forward)

Response Legend

Implemented

Implemented & Ongoing – meaning this recommendation has been operationalized, but work is ongoing and the Service will continue to be guided by the principles within the recommendation.

Implemented in Alternative Format – meaning this recommendation has been implemented in a manner that differs from the original recommendation’s wording, while keeping the spirit of the recommendation’s intention.

The Way Forward Recommendation	Toronto Police Service Update
<p>1 – Connected Officers Investment in transitioning from Mobile Workstations in vehicles to smart devices carried by all officers. This will include a full application suite and e-Notebook, as well as updating existing applications to a mobile environment and allowing officers to be connected at all times to the most current operational information.</p>	<p>Status = Implemented and Ongoing</p> <p>These devices represent a platform that allows members to send and receive corporate information securely allowing for efficient decision making.</p> <p>The project commenced In 2017 with 700 members equipped with mobile devices in 2018. All officers are now equipped with a Connected Officer device.</p> <p>As this is an ongoing operational project, it is considered implemented.</p>
<p>2 – Improved Capabilities Related to Data, Information and Analysis, Including Big Data Toronto Police Service support the new service delivery model with a strengthened capacity to collect, measure, and evaluate data from a wide range of internal and external sources, including an improved</p>	<p>Status = Implemented and Ongoing</p> <p>The Analytics and Innovation unit has worked along with other partner units to implement the following initiatives:</p> <ul style="list-style-type: none"> • Enterprise Business Intelligence Project • Enterprise GIS Project <p>Since 2020, the following initiatives have also been implemented:</p> <ul style="list-style-type: none"> • Global Search Project • Pushpin Project

The Way Forward Recommendation	Toronto Police Service Update
<p>capacity to model demand and workload as well as analytics of large complex data sets (“big data”). With this ability, the Service will be better able to deliver evidence-based policing services where they are needed most, in a way that is proportional, appropriate, and more sustainable.</p>	<ul style="list-style-type: none"> • Analytics Centre of Excellence (ANCOE) Project <p>The Service continues to improve our capabilities through I&IT Command Initiatives, including the Information Management Framework and the Race and Identity Based Data Collection program.</p>
<p>3 – Disbanding TAVIS TAVIS will be disbanded and existing members will be redeployed to other Service Priorities.</p>	<p>Status = Implemented</p> <p>TAVIS was disbanded in the first half of 2017 and members were redeployed.</p>
<p>4 – Risk Assessment for Priority Response Toronto Police Service develop a risk assessment tool to identify non-emergencies that can be addressed through alternative approaches, including redirection to the mandated city department or other agency.</p>	<p>Status = Implemented and Ongoing</p> <p>The TPS was tasked with developing a risk assessment tool to identify non-emergencies that can be addressed through alternative approaches. This principle has been well established to ensure Priority Response units focus on calls that require a police presence and provide effective alternatives when that presence is not required. Significant work has been done in this area, and work continues under the implementation of recommendations made by the City of Toronto Auditor General (AG) related to improving police response to calls for service.</p>
<p>5 – Alternative Reporting and Follow-up for Non-Emergencies The use of alternative ways for people to report non-emergency situations, i.e. where an immediate officer response is not necessary for personal safety, or to meet an immediate investigative need, including:</p> <ul style="list-style-type: none"> • Enhanced, easy to use, and convenient on-line, digital, and by phone reporting tools for low-risk incidents with civilian reporting and intake personnel available by appointment at police stations. • The use of civilian members to more efficiently follow up on less 	<p>Status = Implemented and Ongoing</p> <p>Since 2017, the Service has innovated in a number of areas related to the reporting of non-emergency situations, including:</p> <ul style="list-style-type: none"> • In early 2017 the Strategy Management Unit (STM) was tasked with facilitating the implementation of Community Investigative Support Units (CISU) in each division based on recommendations made in The Way Forward report. This concept had originally been developed in 43 Division and had been shown to provide accommodated members with meaningful duties while providing PRU officers and divisional investigators with time to spend on more urgent duties. Currently CISU’s are operational in all divisions across the Service. • PRIME unit via internet (CopLogic)

The Way Forward Recommendation	Toronto Police Service Update
<p>serious/nonemergency neighbourhood safety incidents</p>	<ul style="list-style-type: none"> ○ TPS.ca has reporting options for low risk incidents where public submits reports and receives email in return with report number and information for personal use ● PRIME unit via telephone <ul style="list-style-type: none"> ○ Public calls into TPS Communications Centre for reporting purposes, when report is identified as low risk can be referred to a telephone report option whereby PRIME calls member of public back to administer report and is provided report number for personal use ● In response to a number of other Police Reform recommendations, including #1 of the 81 Recommendations, initiatives with City partners have been enacted including: <ul style="list-style-type: none"> ○ TCCS “Toronto Community Crisis Service” [Gerstein Crisis Centre, TAIBU Community Health Centre, Canadian Mental Health Association (CMHA), 2Spirited People of the 1st Nations] ○ CCD “Co-Located Crisis Diversion” (Counsellor embedded at Communications Services Centre for call diversion of non emergent person in crisis calls) ○ Non-Emergency Calls/Response Steering Committee (NECR SC), which includes membership from TPS leaders as well as members of the City’s Customer Experience, Municipal Licencing & Standards, Social Development, Finance & Administration, and Strategic Public & Employee Communications Divisions. <p>This work will continue as a part of implementing the AG’s recommendations related to Calls for Service.</p>
<p>6 – Improved Public Safety Response A specialized Public Safety Response Team be formed with a comprehensive mandate that includes extreme event response, public order, search management, and critical infrastructure protection.</p>	<p>Status = Implemented</p> <p>This recommendation was completed in May 2017 with the creation of the PSRT (Public Safety Response Team). The PSRT is a support to front line policing and community engagement initiatives. It has the ability to provide extreme event response, public order management, search management, and critical infrastructure protection.</p>
<p>7 – More Efficient Scheduling We are recommending that the shift schedule known as the Compressed Work Week be reviewed. The current approach</p>	<p>Status = Implemented and Ongoing</p> <p>The task of creating a new schedule began in late 2016. The goal was to provide a more effective schedule for members as well as the organization. In January 2019, a schedule pilot</p>

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<p>requires a consistent deployment, regardless of the time of day or demand patterns, which we believe may limit the Service’s ability to deploy resources more flexibly. Changes in this area will require a negotiated change to the collective agreement with the Toronto Police Association.</p>	<p>project was launched in 41 Division to test a 5 on 4 off / 4 on 5 off schedule. This new schedule was selected from a number of options presented to the members. As a result of the positive response in 41 Division, 23 Division showed an interest in the new schedule and members subsequently voted to join in the pilot as well.</p> <p>The Joint Shift Schedule committee evaluated the pilot and in late 2019, the pilot was offered service-wide to all Divisions. Members were provided a comprehensive package that was developed based on division-specific data with several options. After the voting phase, 10 Divisions voted to join the pilot to test the 5/4 schedule and the 7/7 schedule. This service-wide pilot began in January 2020. With the Covid-19 pandemic declared in March 2020, the evaluation of the pilot was greatly impacted. As a result, Divisions currently working a shift schedule pilot were given an opportunity to extend their respective pilots.</p> <p>The Service and TPA agreed to extend the original alternative shift schedule pilot that commenced in January 2020 into 2024.</p> <p>As of January 2024, 16 divisional primary response units (PRU, ETF, TSV and Mounted have voted to work on, and have been working the piloted shift schedules). Currently there are no divisional PRU working the CWW schedule.</p> <p>8 Divisional CIB’s have voted to align with their PRU on piloted schedules and 8 have remained on the CWW.</p> <p>The TPS and the TPA have continued working collaboratively to monitor and evaluate the schedules throughout the pilot. Once the current Collective Bargaining process is complete, the Service will look to implement a permanent scheduling model/solution.</p>
<p>8 – More Effective Deployment in Vehicles Using risk and demand analysis, we believe there may be an opportunity to identify situations where unaccompanied officers or response alternatives are more appropriate and will allow for more effective deployment while continuing to ensure officer safety. Changes within the</p>	<p>Status = Implemented in Alternative Format (and Ongoing)</p> <p>Through risk and demand analysis, TPS believes there may be an opportunity to identify situations where unaccompanied officers or response alternatives would be a more appropriate response than sending a two-person car. Changes to two person vehicle responses (between 19:00 to 0:300) will require a negotiated change to the collective agreement with the Toronto Police Association.</p>

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<p>period from 1900 to 0300 will require a negotiated change to the collective agreement with the Toronto Police Association.</p>	<p>This recommendation is ongoing as it is constantly being reassessed as it applies to front line response. The Service will continue to work with the TPA to identify opportunities to foster more effective deployment in vehicles.</p>
<p>9 – A Risk-Based Response to Special Events The Service support special events through a fair and equitable threat and risk assessment. This will focus police resources on events where their presence is necessary for public safety. For designated situations, event organizers will be responsible for their own security measures. We are recommending a more integrated structure for special events. Divisions currently support local events within their boundaries, while the Public Safety-Special Events Unit handles large scale major events. This leads to challenges in consistency of approach, risk assessment, and staffing, which will be addressed in the new design.</p>	<p>Status = Implemented and Ongoing</p> <p>The Service has made significant improvements to the way special events are handled since 2020:</p> <ul style="list-style-type: none"> • A process & related application for managing Corporate Events staffing, where uniform members up to the rank of S/Sgt or D/Sgt can self-select a required minimum of shifts to work during an identified Corporate Event • Better alignment with Paid Duty and other Service areas like Public Order • Under the new Service Based Budgeting model, Events and Protests have been highlighted as 1 of 6 Service areas <p>However, significant new challenges to policing events since 2017 have impacted our service delivery in this area:</p> <ul style="list-style-type: none"> • As noted in November 2023 Budget Subcommittee meeting [Min. No. P...refers], in 2023 the Service managed 3,600 special events, including sporting events and events related to the Middle East conflict • There are now 8 City agencies that can issue event permits • Significant cost increases due to increased attendance, longer celebrations, a larger footprint/multiple locations for some festivals have incurred (\$ 2023 over \$ 2019): <ul style="list-style-type: none"> ○ Victoria Day costs up 516% ○ Pride costs up 223% ○ Canada Day costs up 140% ○ Caribbean Carnival costs up 78% ○ CNE costs up 70% <p>Current areas of focus in this area are the Project Resolute actions and planning for the upcoming FIFA World Cup matches in 2026</p>
<p>10 – A More Efficient Retail Response Recommendation from Interim Report:</p>	<p>Status = Implemented</p>

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<p>Toronto Police Services Board seek the Government of Ontario’s approval to appoint and train selected security guards at major shopping malls as Special Constables. These individuals will be authorized to process and release arrested individuals in designated non-emergency situations. We estimate that through this change, it will be possible to save approximately 5,500 hours of policing services per year, while reducing costs for the private sector.</p>	<p>A more efficient retail response was intended to improve and streamline the approach to dealing with shoplifters but due to lack of buy-in from stakeholders in the retail security sector the recommendation as written was discontinued. However, the concept was introduced in 2019, on a smaller scale, in the downtown core as a Shop Theft Release Program pilot in 51 and 52 Division.</p> <p>This pilot has led to the expansion of the program in other divisions across the city. The program has resulted in a reduction in the number of shop theft calls that are attended by front line officers when persons are detained by stakeholders and has reduced the amount of time parties are detained by stakeholders for relatively minor offences before being released. The pilot program has also improved the relationships that TPS has with the retail sector. The pilot program also respects many of the fundamentals outlined in Bill C-75.</p> <p>As of April 1, 2023, the pilot has been operating successfully in 22, 23, 32, 33, 41, 43, 51, 52, and 55 Divisions.</p>
<p>11 – Disband the Transit Patrol Unit Disbanding the Transit Patrol Unit. The Unit was originally established to supplement the day-to-day role of Divisions to respond to calls for service related to Toronto Transit Commission vehicles, subways and properties. However, this role is no longer required since the Toronto Transit Commission now has a highly capable Special Constable Program in place, and local Divisions will continue to respond to calls as required. Transit Patrol Unit members will be redeployed to other priorities.</p>	<p>Status = Implemented</p> <p>The Transit Patrol Unit was disbanded in first half of 2017, sending 67 officers back to divisional Primary Response Units. The TTC special constable program was revised and provided the backfill for the TPS officers that no longer patrolled TTC properties. TTC Special Constables have since taken over the duties that transit patrol officers previously performed.</p>
<p>12 – Alternative Delivery of the Lifeguard Program Toronto Police Service Lifeguard Program and its \$1.1 million budget become the responsibility of the appropriate department</p>	<p>Status = Implemented</p> <p>The Way Forward report recommended that TPS divest itself of the responsibility of administering the Lifeguard Program. In 2017 the TPS began working with the city to explore, plan and build the capacity at the city to deliver the program in a new model administered by</p>

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<p>of the City of Toronto. This program provides lifeguard services on Toronto beaches while the City of Toronto provides lifeguard services for the rest of the City. Civilian staff currently supporting this program will be redeployed to other priorities.</p>	<p>the city. The Service has been administering the program since 1982, when the Service amalgamated with the Harbor Police. The cost of \$1.2 million is funded by the City to the TPS and lifeguards are trained, equipped and supervised by the Service. Throughout 2018 and into the 2019 season the TPS worked with the City of Toronto Park, Forestry and Recreation to support the transition of the program. The program finished its full transition to the City of Toronto following the 2019 season (After Labour Day). Any future support provided by the TPS will be outlined in a memorandum of understanding that is still being finalized.</p>
<p>13 – Alternate Delivery of the School Crossing Guard Program The School Crossing Guard Program, with its \$6.8 million budget, become the responsibility of the City of Toronto, or an alternative. Currently, the Toronto Police Service administers the program and sends officers to fill in when crossing guards are unexpectedly absent. This recommendation will allow members that support the program to be redeployed to other priorities.</p>	<p>Status = Implemented</p> <p>The Way Forward report recommended that the TPS begin transferring the function of School Crossing Guards from the TPS to the City. This is consistent with the TTF mandate to return to core policing. To ensure police officers were not responsible for covering vacant crossings, Strategy Management worked with the City to come up with a plan for the 2018-2019 school year. Backfills were hired by the City and when school started in September they covered vacant crossings. From September to December the City was responsible for backfilling 7035 school crossings. Full transfer of the program occurred on August 1st, 2019. The City of Toronto now manages the program through Transportation Services.</p>
<p>14 – Using Traffic Technology Enforcement to Improve Community Safety The City of Toronto implement traffic enforcement cameras that are owned and operated by the City of Toronto, in school zones and areas identified as having higher collision rates, as a way of modifying driver behaviour and reducing risks. This recommendation means that our City will use all of the tools it can to provide the right mix of prevention, enforcement, and response.</p>	<p>Status = Implemented</p> <p>The Way Forward report recommended implementation of traffic enforcement cameras in school zones and areas identified as having higher collision rates. The City of Toronto had already established prior to this recommendation some red light cameras that effectively influenced safer driving behaviour of motorists. During the past three years Red light cameras in the city have more than doubled and have been strategically placed with shared data from TPS to the city which has resulted in continued improvement to road safety. In addition, speed enforcement cameras have been placed in numerous school zones across the city. In the future, as technology improves and becomes capable of enforcing additional violations, recommendations will be made to the Vision Zero team at the City of Toronto.</p>
<p>15 – Overhauling Paid Duty</p>	<p>Status = Implemented and Ongoing</p>

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<p>An overhaul of the Paid Duty process. The current process is not well understood and often puts the reputation of the Toronto Police Service at risk. In our final report we will include recommendations for a risk assessment model to ensure that off duty police officers are only utilized in a paid duty capacity where the skills, authorities, and training of a police officer are necessary. We will also be clear about those situations where private security is the appropriate alternative.</p>	<p>TPS and the involved stakeholders believe a holistic approach to both special events and paid duties will lead to an efficient, consistent approach to the way TPS and the City of Toronto manage their resources and identify risks to public safety.</p> <p>Implementation of this recommendation was placed on hold for a time due to COVID-19 Pandemic. Since then, a number of significant updates to the Paid Duty program have been made, including:</p> <ul style="list-style-type: none"> • Holistic alignment of applications/programs related to overtime/callbacks under EMPO • Upgraded Paid Duty Management System (PDMS), now available via MyPortal and with enhanced functionality <p>Work continues in this area under the leadership of EMPO</p>
<p>16 – City-Wide Divisional Boundary and Facilities Realignment</p> <p>Toronto Police Service begin a phased redesign of its Divisional structure and alignment of facilities. The redesign will follow the principle of lifting all boundaries from the city map, and then using demand and workload modelling to draw new boundaries and facility locations that take into account the boundaries of Toronto’s 140 neighbourhoods, and coordinate better with the planning of other city and provincial services.</p>	<p>Status = Implemented and Ongoing</p> <p>The original scope of work for this recommendation included the following components:</p> <ul style="list-style-type: none"> • Align with City boundaries and consolidate from 17 to 10 districts. • Facility review to align with modernization needs. • Assessing/redesigning core business processes to effectively operate as a district; including integrating other initiatives. <p>The recommendation was renamed to the District Policing Program to better describe the impact on people, processes, technology and infrastructure required to support the new model of policing in 2019.</p> <p>In 2021, following a review, Command decided that a centralized district operational model did not meet conceptual expectations of the initial project plan/scope. The review determined that the oversight required in large police divisions does not align with the proposed district approach. As a result, project work was refocused on enhancing service delivery by updating processes and technology. The following initiatives have since been implemented:</p> <ul style="list-style-type: none"> • Introduction of Video Bail Capabilities in 5 police divisions • Facility upgrades, including wellness rooms

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	<ul style="list-style-type: none"> • Upgraded Radio & Telecom capabilities • Staffing Analysis/modelling of optimal PRU deployment • Review to optimize and standardize divisional CIB capabilities <p>This work will continue as a part of implementing the AG’s recommendations related to Calls for Service.</p>
<p>17 – More Accessible and Transparent Information and Services</p> <p>As the Divisional map is redesigned, we are recommending an investment in modern technology to offer the public open access to information and tools that communities can use to improve neighbourhood safety, including:</p> <ul style="list-style-type: none"> • A public safety data portal to encourage the creation and use of open data for public safety in Toronto. • A wider, up-to-date range of means to speak with neighbourhood officers – in person and by phone, but also through video calling, social media, and the Toronto Police Services app. • Enhancing the Toronto Police Service app • Enhancing real-time data and information about what’s happening in neighbourhoods • Offering technology that brings communities together to crowdsource and solve safety problems • Offering technology for communities to anonymously crowdsource and report concerns about officers 	<p>Status = Implemented and Ongoing</p> <p>The Way Forward report recommended an investment in modern technology to offer the public open access to information and tools that communities can use to improve neighbourhood safety. In 2017 work began on the Public Safety Data Portal to encourage the use of open data for public safety in Toronto. The portal is intended to improve the understanding of policing, improve transparency, and enhance confidence. The portal is enhancing the real-time data and information about what’s happening in neighbourhoods, including crime trends, traffic information and more general policing metrics, while respecting privacy requirements. The portal has functionality to visualize police data through charts, graphs and maps as well as to download data in standard formats. The portal also has a section to view released Freedom of Information Requests (FOIs).The Analytics and Innovation unit hosts ongoing internal and external information sessions. The open data portal endeavors to continually update new datasets and create new partnerships to provide relevant statistics for the public.</p> <p>Members can view the portal here: http://data.torontopolice.on.ca/</p> <p>TPS is also continuing to develop applicable data governance and information management practices for these initiatives. Moving forward, the Analytics and Innovation Unit will continue to look at new innovative ways to use data to achieve the modernization goals of the Service and will continue to independently report their progress to the Board, on their respective projects.</p>
<p>18 – Moratorium on Hiring and Promotions</p> <p>A carefully managed moratorium on hiring and promotions between ranks for officers</p>	<p>Status = Implemented</p>

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<p>and civilians over the next three years while the Service designs and deploys the new service delivery model.</p> <p>This moratorium will allow the Service to ensure that it has the right type and number of members for the new service delivery model, and the leanest possible management structure. There will be some circumstances where hiring or filling vacant positions may be necessary – for example, to make investments in modernization, achieve other strategic priorities, comply with legislative requirements, or provide adequate supervision. In these situations, the Service will implement a rigorous and transparent assessment process before approval is given, and will continue to report on the number and types of situations where it has been necessary to do so.</p>	<p>In 2016 the Service embarked on a moratorium on hiring and promotions between ranks for officers and civilians. In May 2018 the hiring moratorium officially ended and TPS began hiring Civilians and sworn members again.</p>
<p>19 – Assessing Information Technology Requirements</p> <p>Toronto Police Service retain an external expert advisor to review potential efficiencies, alternative service delivery models, and future trends for information technology in policing. The advice will include immediate efficiencies that may be possible through benchmarking, as well as an Information Technology Unit organizational assessment and identification of opportunities for alternative service delivery mechanisms.</p>	<p>Status = Implemented and Ongoing</p> <p>The Way Forward Report recommended that the TPS retain an expert advisor to review potential efficiencies, alternative service delivery models and future trends for information technology in policing.</p> <p>The advice was to include an assessment and benchmark of the Information Technology Unit (ITS) capacity, organizational reporting structure and provide recommendations and a multi year roadmap. The assessment was completed by an unbiased, well known technology research company and the final report was presented to the Chief and TPS Command in January 2019. The report warned that ITS was significantly under staffed based on peer groups that have the equivalent mandate and workload. Between the assessment, benchmark and capacity report and the existing three year ITS strategic plan, ITS has worked towards a significant transformation to align with their TPS business partners. The recommendation is considered closed, however, work will continue to execute the 3 year plan identified in the two</p>

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	<p>documents. In April of 2020 a new Chief Information Officer position was created in the organizational chart. Colin Stairs was hired and is in the process of operationalizing the efficiencies contained in The Way Forward.</p> <p>It is recommended that this issue be closed. The Service’s Chief Information Officer (CIO) Colin Stairs has reviewed all documentation relating to the assessment and has implemented a comprehensive Benefits Framework to address the recommendations in the Way Forward Report. The CIO has a program strategy in place to move forward with the significant transformation to better align with our TPS business partners.</p>
<p>20 – Alternative or Shared Delivery of Court Services</p> <p>Toronto Police Service fully assess whether alternatives exist that can reduce costs while ensuring that the Toronto Police Service fulfills its court security obligations under the Police Services Act.</p>	<p>Status = Implemented</p> <p>The Way Forward report recommended a full assessment on whether there are better alternatives to the current Parking Enforcement Unit and Court Services unit that would lower operating costs. In determining the feasibility of this recommendation a cost benefit analysis was conducted. This analysis was to aid in determining if there are different service delivery models that could prove more efficient and/or effective than the current status quo and should therefore be explored further. The City of Toronto took the lead in securing Ernst and Young (EY) to conduct the analysis. The final report was presented to the City by EY in July 2018. In October 2018, the report remained confidential with the Board.</p> <p>The TPS had prepared a response to the EY report and found that, through an investment in current and future initiatives and along with a review of processes and personnel, the Service continuously works towards finding budgetary and operational efficiencies.</p>
<p>21 – Alternate or Shared Delivery of Parking Enforcement</p> <p>The Service fully assess whether there are better alternatives to the current Parking Enforcement Unit that will lower operating costs – as has also been recommended by previous reviews. The Parking Enforcement Unit budget is wholly separate from the Toronto Police Service’s annual operating budget.</p>	<p>Status = Implemented</p> <p>The Way Forward report recommended a full assessment on whether there are better alternatives to the current Parking Enforcement Unit and Court Services unit that would lower operating costs. In determining the feasibility of this recommendation a cost benefit analysis was conducted. This analysis was to aid in determining if there are different service delivery models that could prove more efficient and/or effective than the current status quo and should therefore be explored further. The City of Toronto took the lead in securing Ernst and Young (EY) to conduct the analysis. The final report was presented to the City by EY in July 2018. In October 2018, the report remained confidential with the Board.</p>

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	The TPS had prepared a response to the EY report and found that, through an investment in current and future initiatives and along with a review of processes and personnel, the Service continuously works towards finding budgetary and operational efficiencies.
<p>22 – Alternate or Shared Delivery of Background Screenings</p> <p>The expanded use of contract agents to conduct background screening as part of the Toronto Police Service’s hiring process. The current approach involves a combination of officers and contract agents. Officers who are currently part of this function would be redeployed to other priorities.</p>	<p>Status = Implemented</p> <p>This recommendation sought to expand the use of contract agents (primarily retired TPS members) to conduct background screenings as part of the TPS’s hiring process. This recommendation was worked on and implemented by Talent Acquisition in 2017.</p>
<p>23 – Investment in 9-1-1</p> <p>Consultation with the City of Toronto on implementing a 9-1-1 cost recovery fee that would recoup the cost of providing these services to all land and wireless telephone users. The recovery fee would also provide the foundation for future investments in new 9-1-1 technology including allowing the Service to receive text messages, photos, videos, and better location information. Currently, the Toronto Police Service’s Communications Centre is the answering point for police, fire, and paramedic services. The costs to staff, operate and maintain these operations are covered through the Service’s budget. At present 9-1-1 cost recovery fees are in place in eight other provinces.</p>	<p>Status = Implemented and Ongoing</p> <p>The Service continues to champion the idea of introducing a 911 levy/user fee to assist with cost recovery. Additionally, following a recommendation made by the AG in 2022, the Service continues to work with the Board and City of Toronto partners including the Deputy City Manager’s office, Toronto Fire Services and Toronto Paramedic Services to promote support of additional funding, especially in light of the forthcoming upgrade to NG911 technology.</p>
<p>24 – Comprehensive Culture Change and Human Resources Strategy</p>	<p>Status = Implemented and Ongoing</p>

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<p>change that considers all the ways in which culture is embedded in the organization. The culture change starts from within, how the TPS operates and manages as a public service organization. It also involves an external focus in terms of how the TPS services and engages with the public, stakeholders and partners. The approach focuses on four key strategic fronts:</p> <ul style="list-style-type: none"> • Leadership and decision-making - • People management and human resources strategies • Structures and business processes - • Use of technology and management Information 	<p>In Jan 2018 – the Service conducted an Organizational Cultural Assessment where 3500 members responded. The Service then engaged with members from all areas of the Service to contribute to designing the vision for the Culture the Service needs for success. In the Fall of 2019, the Service created a Culture Vision Map that includes programs that will support the Culture changes in the years to come.</p> <p>The People & Culture Plan 2020-2023, was presented on September 17th, 2020 at the TPSB meeting. Programs outlined in the plan are aligned to four strategic priorities; Our People, Our Leadership, Our HR Services and Our Culture and Inclusivity, and further embed trust, transparency and accountability into the design.</p> <p>In 2023, the Service launched our Equity Strategy, a document that represents the Service’s proactive efforts and commitment to bringing about organizational change to build and nurture an equitable, supportive and inclusive space for our members and communities. The Strategy builds on existing efforts and commits the Service to do the work needed to create accountability for driving systemic change.</p>
<p>25 – Public Engagement Strategy With the release of The Way Forward report in February 2017 the Service committed to provide the public with consistent, thorough updates on modernization efforts.</p>	<p>Status = Implemented</p> <p>With the release of The Way Forward report in February 2017 the Service committed to provide the public with consistent, thorough updates on modernization efforts, including information posted on the Service’s website, quarterly reporting to the Board and a modernization scorecard with detailed information provided for each recommendation</p> <p>This strategy was implemented and these efforts are ongoing.</p>
<p>26 – Service Engagement Strategy With the release of The Way Forward report in February 2017 the Service committed to provide members with consistent, thorough updates on modernization efforts.</p>	<p>Status = Implemented</p> <p>With the release of The Way Forward report in February 2017 the Service committed to provide members with consistent, thorough updates on modernization efforts. In addition to ensuring members access and awareness to the public engagement strategy work products described above, the Service engaged members through internal communications and change management-related initiatives such as the #MyService culture champions program. This strategy was implemented and these efforts are ongoing.</p>

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<p>27 – Association (TPA and SOO) Engagement Strategy</p> <p>With the release of The Way Forward report in February 2017 the SOO (Senior Officer Organization) committed to have meaningful engagement with the TPA.</p>	<p>Status = Implemented</p> <p>With the release of The Way Forward report in February 2017 the SOO (Senior Officer Organization) committed to have meaningful engagement with the TPA. Continuing discussions between the Service, the SOO and the TPA respect the important role that these 2 organizations play in representing their respective memberships, and the role of the Board and Service’s senior leadership in representing the public interest.</p> <p>This strategy was implemented and these efforts are ongoing.</p>
<p>28 – Peer to Peer Accountability</p> <p>The Way Forward recommends four mutually reinforcing actions to establish new pathways of accountability that are peer-to-peer within the Service, between officers and their leaders, and between the Service and the public. These pathways are components of the culture change plan described in Chapter 6 and will result in a significant shift in the accountability culture of the organization.</p>	<p>Status = Implemented and Ongoing</p> <p>The Way Forward report recommended a robust program be developed that would establish new pathways of accountability that are peer-to-peer within the Service. This recommendation was not implemented as a stand-alone, but the spirit of this recommendation was incorporated in the People & Culture Plan 2020-2023 that was presented to the TPSB in September 2020. These efforts are ongoing.</p>
<p>29 – Change Management Advisor Appointment</p> <p>The Way Forward recommended that an independent advisor with strong experience in change management be appointed to provide the TPSB with advice and perspective.</p>	<p>Status = Implemented</p> <p>The Way Forward recommended that an independent advisor with strong experience in change management be appointed to provide the TPSB with advice and Perspective. In Q3 of 2017, Jim Rankin, a change management expert was appointed to that role. Over 18 months Jim provided the board with updates and advice on the process of change within the Service as it moved towards modernizing. Mr. Rankin’s contract concluded at the end of 2018.</p>
<p>30 – People Management Strategy</p> <p>We are recommending a comprehensive people management and HR strategy for the Service that includes significant changes to:</p>	<p>Status = Implemented</p> <p>Historically, the Service has had a traditional, transactional approach to HR with outdated processes, policies, tools and structures. In early 2017, the Service’s People Plan was introduced in response to the Way Forward Vision. Toronto Police Service has new core values</p>

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<ul style="list-style-type: none"> • The roles, functions and structure of the Service’s Human Resources unit to enable it to play a more modern and strategic role. • HR policies, processes, analytics and tools that will enable modernization of service-delivery and deployment changes. 	<p>and new behavioural competencies that have been adopted into the entire HR lifecycle. There is a new Performance Management System that was created and implemented across the Service.</p> <p>Uniform Job Profiles were created to help member’s career plan and deliver on the accountabilities of their roles. Two mentorship pilots have been deployed with success. Members have participated in 360 degree feedback tools to aid in their development and leadership skills. The Service is building a new promotional process along with a leadership development program to build skilled and competent leaders prepared to lead our Service through change. The Service will be scaling the New Performance Management system to include Staff Sergeants/Assistant Managers in 2020 and Sergeants/Supervisors in 2021.</p>
<p>31 – Quarterly Reporting</p> <p>The Way Forward Report recommended that the TPS report on modernization progress quarterly to the TPSB and share these updates with the public. These reports are to be framed by the strategy map defined in The Way Forward report.</p>	<p>Status = Implemented</p> <p>The implementation team for The Way Forward provided quarterly reports to the Board, and these updates were shared with the public. The reports were framed by the Strategy Map, encompassed all modernization initiatives, and included outcome and process measures. These updates were provided throughout the duration of the Board’s three-year 2017-2019 Business Plan.</p> <p>Additionally, the Service continues to track implementation updates on the 81 Directions for Police Reform via the the Police Reform Implementation Dashboard.</p>
<p>32 – Modernization Scorecard</p> <p>The Way Forward Report recommended that the TPS implement a modernization scorecard which when fully realized will be comprehensive, transparent and accessible to all.</p>	<p>Status = Implemented</p> <p>The implementation team for The Way Forward provided quarterly reports to the Board, and these updates were shared with the public. The reports were framed by the Strategy Map, encompassed all modernization initiatives, and included outcome and process measures. These updates were provided throughout the duration of the Board’s three-year 2017-2019 Business Plan.</p> <p>Included in these updates was a modernization scorecard comprised of 3 sections:</p> <ul style="list-style-type: none"> • Modernization outcomes to allow the public and Service members to assess progress on the outcomes of modernization as reflected in the Strategy Map • Service Excellence to focus on measures of the Service’s operational excellence

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	<ul style="list-style-type: none"> • Modernization Process to provide the public and Service members with comprehensive, multi-year progress updates
<p>33 – The Neighbourhood Officer Program The Toronto Police Service (TPS) implemented the first iteration of a Neighbourhood Officer Program (NOP) in May of 2013, as an anti-violence intervention within 33 selected neighbourhoods throughout Toronto.</p>	<p>Status = Implemented</p> <p>The Toronto Police Service (TPS) implemented the first iteration of a Neighbourhood Community Officer Program (NCOP) in May of 2013, as an anti-violence intervention strategy within 33 selected neighbourhoods throughout Toronto.</p> <p>The Way Forward report called for an enhanced version of the program with consistent job functions and mandates throughout the city. The first phase of the Enhanced Neighbourhood Community Officer Program (NCOP), commenced on October 1, 2018, with an initial deployment of 40 Neighbourhood Community Officers (NCOs) and four Neighbourhood Community Officer Sergeants in eight City of Toronto neighbourhoods that are housed within four Toronto Police Service (T.P.S.), Divisions: 11, 22, 41 and 42.</p> <p>As of March 2024, there are 220 NCO's, including 24 NCO Sgts, deployed in 56 City of Toronto Neighbourhoods across all TPS Divisions.</p> <p>Each NCO is assigned to a designated neighbourhood for a minimum of 4 years, attends a one-week community centric NCO Training Course and wears a distinctive NCO marked uniform.</p>



PUBLIC REPORT

June 10, 2024

To: Chair and Members
Toronto Police Service Board

From: Dubi Kanengisser
Executive Director

Subject: Toronto Police Service Board – Awards Policy

Purpose: Information Purposes Only Seeking Decision

Recommendation(s):

This report recommends that the Board approve the proposed revised Awards Policy, attached as Appendix A.

Financial Implications:

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

Summary:

The Toronto Police Service Board's (Board) Awards Policy promotes excellence in policing by maintaining an awards system that supports the mission, vision and values of the Toronto Police Service (the Service), and by recognizing long and meritorious service. The purpose of this report is to seek the Toronto Police Service Board's (Board) approval of a revised Awards Policy that is better aligned with current practices and language, and with the *Community Safety and Policing Act, 2019* (the Act).

Discussion:

Background

The Board's Awards Policy was originally approved by the Board at its November 19, 1998 meeting (Min. No. P477/98 refers), and amended a number of times since, most recently at the Board's February 24, 2016 meeting (Min. No P33/16 refers). The Policy

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supports the Service in maintaining an awards system that embodies the core values and mission of the Service, and ensures proper recognition of its Members, as well as members of the community.

Amendments to the Policy

Board Staff, in consultation with the Service's Awards Unit, has undertaken a thorough review of the Awards Policy, to update the information, clarify processes, and provide additional detail. This review also aimed to align the Policy with the new *Act*, as well as reaffirming its compatibility with the Service's mission, vision and values.

The proposed amendments to the Policy include:

1. Clarification of eligibility criteria for various awards categories;
2. Addition of the Police Excellence Awards;
3. Updates to Unit names;
4. Removal of the Crossing Guard Awards, to reflect the transition of this responsibility to the City of Toronto; and
5. Revisions of language to improve clarity and legibility.

Conclusion:

If approved, the updated Policy will better align with the Service's mission, vision and values, as well as demonstrate the Board's ongoing commitment to celebrating excellence among its Members, and honouring members of the community for their selfless actions and meritorious service.

Respectfully submitted,

Dubi Kanengisser
Executive Director

Attachments:

Appendix A: Proposed Revised Awards Policy



TORONTO POLICE SERVICE BOARD

AWARDS

APPROVED	September 24, 1998	Minute No: P420/98
REVIEWED (R) AND/OR AMENDED (A)	TBD February 24, 2016 (R/A) June 18, 2015 (R/A) February 16, 2012(R/A) November 15, 2010 (R/A) February 25, 1999 (R/A) November 19, 1998 (R/A)	TBD Minute No. P33/16 Minute No. P155/16 Minute No: P19/12 Minute No: P292/10 Minute No: P100/99 Minute No: P477/98
REPORTING REQUIREMENT	Annual Professionalism & Accountability Report	
LEGISLATION	<i>Community Safety and Policing Act, 2019, S.O. 2019, s. 37</i>	

Guiding Principles

The Toronto Police Service Board (Board) is committed to recognizing the long and meritorious service of its Members, and to promoting excellence in policing by maintaining an awards system that supports the mission, vision and values of the Toronto Police Service (Service).

Purpose of the Policy

It is the purpose of this Policy to support the Service in maintaining an awards system that embodies the core values and mission of the Service, and ensures proper recognition of its Members, as well as members of the community.

Definitions:

“In good standing” requires that a Member has at least two years with a clear discipline record from the date of consideration of any finding of misconduct under the *Community Safety and Policing Act, 2019*, by a hearing tribunal.

Policy of the Board

It is the policy of the Board that the following will govern the Service’s award system:

Standing Awards Committee

1. The Board will maintain a Standing Awards Committee (“the Committee”).
 - a. The Committee will ensure corporate consistency and fairness in the determination of eligibility for awards.

The Committee is responsible for determining the recipients of the following awards:

- Medal of Honour
 - Medal of Merit
 - Merit Mark
 - Commendation
 - Teamwork Commendation
 - Partnership Award
 - Community Member Award
 - Robert Qualtrough Award
 - Mental Health Excellence Award
 - Auxiliary Police Commendation;
- b. The Committee is responsible for recommending to the Toronto Police Service Board candidates for the following awards:
 - Medal of Honour
 - Medal of Merit
 - c. The Committee membership will be comprised of 12 voting members, including: one (1) voting representative from the Board, four (4) voting Civilian representatives and six (6) voting Uniform representatives from each of the Command areas and one (1) representative from the College. The Unit Commander of the Awards and Recognition Unit will chair and administer the Committee but is not eligible to vote. For occasional absences only, Committee members may appoint designates;
 - d. Six voting members constitute a quorum of the Committee;
 - e. The Executive Director of the Board, or designate, will act as the Board's representative on the Committee;
 - f. The Committee will administer an appeal process for reviewing decisions in cases where new information affecting the decision has come to light; and,

- g. The Committee will make recommendations to the Board, through the Executive Director or designate, for changes to the awards system.

Awards

2. The Board grants the following awards:

- | | | |
|----|--------------------------|--|
| a. | Medal of Honour | <ul style="list-style-type: none">• granted to a police officer or a civilian Member for distinguished acts of bravery• requires approval of the Board following recommendation by the Standing Awards Committee |
| b. | Medal of Merit | <ul style="list-style-type: none">• granted to a police officer or civilian Member for outstanding acts of bravery or highest level of performance of duty• requires approval of the Board following recommendation by the Standing Awards Committee |
| c. | Merit Mark | <ul style="list-style-type: none">• granted to a police officer or a civilian Member for exemplary acts of bravery, performance of duty, community policing initiatives, or innovations or initiatives that enhance the image or operation of the Service• approval delegated to Standing Awards Committee |
| d. | Commendation | <ul style="list-style-type: none">• granted to a police officer or a civilian Member for exceptional performance of duty, community policing initiatives, or innovations or initiatives that enhance the image or operation of the Service• approval delegated to Standing Awards Committee |
| e. | Teamwork
Commendation | <ul style="list-style-type: none">• granted to groups and teams of uniform and civilian Members for exceptional performance of duty, the development and implementation of community policing initiatives or any innovation or initiative that enhances the image or operation of the Service. All recipients will have successfully participated in a common goal or an event |

- approval delegated to Standing Awards Committee
- f. Community Member Award
- acknowledges member of the public in for acts of unselfish assistance rendered to the Service, including recognition of long service volunteers or for an initiative or innovation that has had a positive effect on the image or operation of the Service
 - approval delegated to the Awards Co-ordinator
- g. Partnership Award
- acknowledges unselfish assistance given to the Service by groups of citizens or organizations. The award also recognizes initiatives and innovations that have had a positive impact on the image or operation of the Service
 - approval delegated to Standing Awards Committee
- h. Robert Qualtrough Award
- In honour and in memory of the late Superintendent Robert Qualtrough, this annual award will be given, jointly, to community members and to uniform and/or civilian Service Members who have demonstrated excellence and leadership through their participation in an innovative and effective police-community partnership initiative. For the purposes of this award, effective police-community partnerships are those which foster relationships of trust and showcase police and community working toward a common cause – the safety of our communities.
- i. Mental Health Excellence Award
- This annual award will be given to Service Members who have demonstrated excellence, compassion and respect in their interactions with members of the community who are experiencing mental illness.
 - Examples of meritorious service include a demonstration of exemplary de-escalation techniques or particular sensitivity in dealing with an individual experiencing mental

illness, or an established body of work over many years or an entire career in this area.

- j. Auxiliary Police Commendation
 - granted to an Auxiliary Member for outstanding or meritorious auxiliary police service
 - approval delegated to Standing Awards Committee
- k. Auxiliary Police Service Certificate
 - presented upon completion of five years of continuous Auxiliary police service with good conduct, and every continuous five years thereafter
- l. Retirement/Resignation Certificate
 - presented to Members, in good standing, upon retirement after the completion of a minimum of ten years of service; or, upon resignation after the completion of a minimum of 25 years of service
 - the Chief of Police is authorized to determine whether or not a Member is considered to be “in good standing”; the Chief of Police will notify the Chair of the Board of a Member(s) determined not to be “in good standing”
 - if a Member is found not to be in “good standing, the Chair of the Board will make the final decision

3. The Board also grants the following Long Service awards:

a. 25-Year Watch

- presented to uniform and civilian Members upon completion of 25 years of service with the Board. Auxiliary Members receive a watch upon the completion of 25 years of Auxiliary police service. A watch may also be granted to a Member posthumously, where the Member passes away within six months of achieving 25 years of service.
- the Chief of Police is authorized to determine whether or not a Member is considered to be “in good standing”; the Chief of Police will notify the Chair of the Board of a Member(s) determined not to be “in good standing”
- the Chair of the Board will make the final decision should a conflict arise with respect to a Member’s “in good standing” status

b. Civilian Long Service Pin

- Presented to civilian Members upon the completion of 20, 30, 40 and 50 years of employment in a civilian capacity

c. Auxiliary Police Service Certificate

- presented upon completion of five years of continuous Auxiliary Police service with good conduct, and every continuous five years thereafter

In granting Long Service awards, the following will apply with respect to breaks in service:

- A break in service of two (2) consecutive years or more is subtracted from the accumulated time in service; this includes breaks due to long-term illnesses or work-related injuries
- An authorized parental or educational leave of less than three (3) years, is not credited against time in service

Police Excellence Awards

4. Individual Service Members, as well as groups of Service Members comprised of six (6) members or less, who are granted an award listed above in section 3(a-j), are eligible to be selected as recipients of the Police Excellence Awards, the Police Officer of the Year, Business Excellence Award, Civilian Excellence Award and Police Animal Excellence Award (in partnership with a Service animal). This awards program is administered by a separate judging panel.

Lieu Time Award

5. When Members are granted a Medal of Honour, Medal of Merit, Merit Mark, Commendation or Teamwork Commendation, eight hours of non-cashable lieu time will be awarded to the Member, provided that no such other award of lieu time has been granted.

Board Approval Required

6. Board approval is required for changes to the awards process.



PUBLIC REPORT

May 21, 2024

To: Chair and Members
Toronto Police Service Board

From: Myron Demkiw
Chief of Police

Subject: Contract Extension and Increase with Versaterm Public Safety Inc. for the Versadex Records Management System

Purpose: Information Purposes Only Seeking Decision

Recommendations:

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

- 1) Approve a contract extension with Versaterm Public Safety Inc. (Versaterm) for software support and maintenance for the Versadex Records Management System (R.M.S.) for the period of November 5, 2024 to November 4, 2026 with an option to extend for two additional one year terms;
- 2) Approve a contract increase with Versaterm of approximately \$4.45 Million (M) excluding taxes for the extension period;
- 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; and
- 4) Authorize the Chief to exercise the options to extend the contract subject to ongoing business needs, continued funding, and satisfactory vendor performance.

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Financial Implications:

On July 29, 2021 the Board approved a three year non-competitive contract award to Versaterm for software support and maintenance for the Versadex R.M.S. at a total cost of \$2.8M (P2021-0729-11 refers). From this amount, \$2.75M is already spent which leaves \$87.1K from the current contract value for the remainder of the term.

The annual support and maintenance cost for the Versadex R.M.S. is summarized in the table below, and will be included in the respective future year operating budget requests.

Estimated Cost (excluding taxes)

Year	Cost
Nov. 5, 2024 – Nov. 4, 2025	\$1,016,173
Nov.5, 2025 – Nov.4, 2026	\$1,077,144
Nov. 5, 2026 – Nov.4, 2027 (optional)	\$1,141,772
Nov. 5, 2027 – Nov. 4, 2028 (optional)	\$1,210,278
Total	\$4,445,367

The estimated costs are based on the current application software, interfaces, and third-party software. The list prices are adjusted annually based on inflationary rates (as per the vendor contract) and include funds for some professional services.

Summary:

The purpose of this report is to request the Board's approval for a contract extension and increase to the current contract with Versaterm for Versadex R.M.S. software support and maintenance.

Discussion:

Background

The Versadex System (Versadex) is an integrated records management system that provides core business functionality to the front line and support operations across the Toronto Police Service (Service).

On October 20, 2011 the Board approved a contract award to Versaterm for a new R.M.S., following a competitive procurement process, for the supply and delivery of

software, maintenance and professional services for upgrades in relation to the acquisition and implementation of the new R.M.S. (Min. No. P262/11 refers).

Subsequently, on July 29, 2021, the Board approved a three year non-competitive contract award to Versaterm for software support and maintenance for the Versadex R.M.S. at a total cost of \$2.8M (P2021.0729.11 refers).

Then on April 28, 2023, following a competitive procurement process, the Board approved a contract award to Niche Technology Inc. for the acquisition and implementation of a new R.M.S as well as the supply and delivery of software, maintenance, and professional services in relation to. (P2023.0428.7.0 refers).

2026 is the earliest likely completion date for the transition to the Niche R.M.S. During this transition from the Versadex software to the Niche software, the Service still requires the use of the current R.M.S. including support and maintenance. The ongoing support and maintenance will provide the Service with upgrade protection, including professional services for software upgrades and 24/7 operational support for any operational issues.

In addition, the Service will likely need to run both R.M.S. platforms in parallel during the first cut-over phases to help manage learning curves and foster a more successful transition. The additional two years (2027 and 2028) are optional and if the project is completed in 2026, the Service will not be obligated to purchase the additional years from Versaterm.

The Versadex system and the expert services required in maintaining and supporting the software can only be performed by Versaterm. This is due to Versaterm's policy of not authorizing third-party agents or consultants to provide services related to the support and maintenance of its products.

The current contract with Versaterm for Versadex software and maintenance expires on November 4, 2024.

Relevant Board Policies and Compliance

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

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

(a) A statutory or market-based monopoly or scarcity of supply in the market;

(b) An absence of competition in the market;

(c) The existence of exclusive rights such as a patent, copyright, license or warranty restriction.'

As well, Section 15.3 of this Bylaw outlines the contract award authority for non-competitive procurements:

'The Chief may only make an Award, or combination of related Awards, through a non-competitive procurement under this section for a total amount not exceeding \$500,000, and execute a Contract in relation to that Award.'

Finally, Section 20.5 (a) of this Bylaw outlines the following limitation with regards to contract increases:

'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:

For the reasons outlined above, it is recommended that the Board approve a two year contract extension and increase for the current contract with Versaterm for software support and maintenance for the Versadex R.M.S. with an option to extend for two additional one year terms at a cost of approximately \$4.45M. This extension would provide sufficient contractual coverage to operate the current R.M.S. and support the transition to a new R.M.S..

Mr. Colin Stairs, Chief Information Officer, and 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

May 14, 2024

To: Chair and Members
Toronto Police Service Board

From: Myron Demkiw
Chief of Police

**Subject: NEW COURTHOUSE – AGREEMENT WITH
INFRASTRUCTURE ONTARIO TO SHARE THE
COURTHOUSE RADIO SYSTEM**

Purpose: Information Purposes Only Seeking Decision

Recommendation:

This report recommends that the Board authorize the Chair to execute the Agreement between the Board and His Majesty the King in right of Ontario as represented by the Minister of Infrastructure, as represented by Ontario Infrastructure and Lands Corporation (H.M.K.) for the T.P.S. to acquire ownership of the radio system at the New Courthouse.

Financial Implications:

During the design, supply or installation phases of the New Courthouse radio system, there were no financial implications for the Toronto Police Service (T.P.S.) or the Board, including all warranties.

On March 26, 2023, H.M.K. handed over the New Courthouse radio system to the T.P.S. for the purpose of the T.P.S. commencing the radio system operations at the courthouse facility.

The New Courthouse provides services for the four (4) legacy courthouses (1000 Finch West, College Park, Scarborough and Old City Hall) which were relocated into the New Courthouse in 2023. The closure of the four (4) courthouses will provide cost savings to the T.P.S. for the lifecycle of the four (4) legacy T.P.S. owned/operated In-building Radio Bi-Directional Amplifier (BDA) systems. This cost saving is approximately \$150,000.00 for each building/courthouse for the hardware, plus additional labour costs for maintenance and support.

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The system lifecycle for a typical In-building Radio System (Radio Coverage Enhancement a.k.a. Bi-Directional Amplifier - BDA system) is ten (10) years which means the T.P.S. will need to lifecycle this radio system at approximately 2033 (under City / T.P.S. capital or lifecycle budget).

Upon expiry of all warranties associated with this new radio system within the next ten (10) years, the T.P.S. will be responsible for spare parts (approximately 10% of the system components) of system repairs, rehabilitation, maintenance, support and/or replacement (hardware plus labour cost).

The radio system for the New Courthouse is planned to be included in the next lifecycle of the City of Toronto's Toronto Radio Infrastructure Program (T.R.I.P). The T.P.S. maintains and supports the T.R.I.P as it provides shared radio services for the T.P.S., Toronto Fire Services and Toronto Paramedic Services. The lifecycle of the T.R.I.P is 15 years and the next lifecycle will start in 2029 (under the City/T.P.S. capital project).

As of March 26, 2023 any maintenance or additions to the system required to the New Courthouse radio system, as determined through testing conducted by the T.P.S., were the sole cost to the T.P.S. and managed by the T.P.S.'s Infrastructure Services Unit. Upon expiry of all warranties associated with the New Courthouse radio system, the T.P.S. will be responsible for repairs or rehabilitation and/or replacement of the radio system.

Summary:

In 2016, the Ministry of the Attorney General and Infrastructure Ontario began substantive planning for a new Toronto courthouse and in 2019, EllisDon Corporation began construction. The new building would amalgamate five (5) Ontario Courts of Justice in Toronto into one 17-floor building in the downtown core and additionally, one (1) of the courthouses in the north-west end of the City would become a dedicated 'bail centre'. In spring 2022, the Ministry of the Attorney General announced the New Courthouse would be operational as of March 2023. The original five (5) Ontario Courts of Justice courthouses would be phased out between March and June, 2023.

In accordance with the Police Services Act (P.S.A.), now the Community Safety and Policing Act (C.S.P.A.), the T.P.S. must provide voice communication (e.g. radio communication) to frontline officers and field operations for officer safety requirement.

In order for the T.P.S. to provide policing services within the New Courthouse facility, including communication between T.P.S. officers, a new radio system needed to be installed in the New Courthouse facility. At the beginning of the project for the New Courthouse, it was determined that proper radio coverage was required in order for T.P.S. Court Services to support the Ministry of the Attorney General and court proceedings. In early conversations with the T.P.S. radio technical team, it was agreed that in the event of an emergency within the courthouse, the radios for the T.P.S., Toronto Fire Services and Toronto Paramedic Services should all work within the New Courthouse. For this requirement to be met, the T.P.S. team worked closely with Infrastructure Ontario in the design, installation and testing of the radio system at the New

Courthouse to ensure that radio coverage within the building for all T.P.S., Toronto Fire Services and Toronto Paramedic Service radios would function in accordance with business requirements.

The existing T.R.I.P was designed and implemented for the street level radio and in-building coverage behind the first wall. The existing/legacy seven (7) courthouses (still operating and/or recently closed) each have an In-Building Radio System (Radio Coverage Enhancement - BDA). The New Courthouse must maintain the same functionality for voice communication for officer safety requirements mandated by the P.S.A. and now the C.S.P.A.

Discussion:

Background

Under the Agreement, H.M.K. agreed it would cause its construction company, EllisDon Corporation (EllisDon), to construct the T.P.S. radio system in accordance with specifications and requirements drafted with the assistance of the T.P.S. H.M.K. oversaw the construction of the radio system, with the Agreement granting the T.P.S. with certain inspection and commissioning rights during that process.

H.M.K. provided the T.P.S. with access to the radio system on March 26, 2023. After handover, H.M.K. remained the owner of the radio system and retained responsibility for the maintenance, rehabilitation or repairs to the radio system, while the T.P.S. was able to use and test the radio system.

Following handover and until January 31, 2025, if the T.P.S. identifies any defect, deficiency or item of outstanding work in relation to the radio system, the T.P.S. will notify H.M.K. and H.M.K. will communicate the same to EllisDon who will use reasonable commercial efforts to correct the issue.

H.M.K. also provided the T.P.S. with the various manufacturers' or product warranties which apply to the radio system, and the T.P.S. will notify H.M.K. with respect to a warranty claim that may arise. H.M.K. will communicate any warranty claims to EllisDon and EllisDon will use reasonable commercial efforts to correct the relevant issue.

The T.P.S. does not have a direct contract with EllisDon or any warranty provider.

The radio system has been fully operational and in use by T.P.S. officers at the New Courthouse facility since March 2023 and it is now at the final stage of operational transfer to the T.P.S. The T.P.S. will continue to work with H.M.K. to identify any defect, deficiency or mechanical issue relating to the radio system in order for H.M.K. to rectify any operational issues while H.M.K. continues to own the radio system and while the manufacturers' or product warranties are still valid.

The Agreement states that H.M.K. will transfer all of its rights, title and interest in and to the equipment, comprising the New Courthouse radio system, to the T.P.S. on January 31, 2025. The T.P.S. will not pay H.M.K. for this transfer. As owner of the new radio system at the New Courthouse effective January 31, 2025, the T.P.S. will be responsible for all aspects of the radio system upon this transfer occurring.

The Agreement speaks to various liability provisions between the parties.

Upon H.M.K. handing the radio system over to the T.P.S. on March 26, 2023 the T.P.S. assumed liability for the radio system.

Under the Agreement, H.M.K.'s liability is limited to any direct losses incurred by the T.P.S. as a result of a breach by H.M.K. of the Agreement, or as a result of the negligence or wilful misconduct of H.M.K. that occurred in respect of the performance of H.M.K.'s obligations under the Agreement. H.M.K.'s liability is further capped at the amount H.M.K. can recover from EllisDon as a result of the matter.

The Agreement between the TPSB and H.M.K. has been reviewed as to form by the City of Toronto Solicitor. The Agreement 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. The Agreement has necessitated extensive input, consultation, and review by representatives from City Legal, TPS Finance, Court Services, Infrastructure Services and Legal Services, to ensure that all operational and financial obligations have been addressed and incorporated into the Agreement.

Conclusion:

It is recommended that the Board authorize the Chair to execute the Agreement between the Board and the H.M.K. for the radio system at the New Courthouse.

This Agreement is important for both parties to define and clarify the roles and responsibilities of the T.P.S. and H.M.K. in the development and operational aspects of the new radio system at the New Courthouse, including the handover and transfer date, of when the T.P.S. acquires ownership of the new radio system at the New Courthouse.

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

Respectfully submitted,

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



PUBLIC REPORT

May 29, 2024

To: Chair and Members
Toronto Police Service Board

From: Myron Demkiw
Chief of Police

Subject: The Downtown Community Outreach Response and Engagement Team (CORE) Pilot Project Implementation

Purpose: Information Purposes Only Seeking Decision

Recommendations:

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

Financial Implications:

There are no financial implications relating to the recommendations contained within this report. The 2024 operating budget includes salary and overhead funding to increase the number of deployed police officers by 307 from December 2023 to December 2024. The CORE Pilot Project involves the reallocation of 1 Staff Sergeant, 2 Sergeants, 16 Constables, and 1 Administrator. This implementation will be achieved through a reallocation of internal resources from within the approved operating budget.

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Summary:

The purpose of this report is to advise the Board of a one-year pilot program to be implemented during the period of July 1, 2024 to June 30, 2025. The pilot program will be led out of the Community Partnerships and Engagement Unit and is named the Downtown Community Outreach Response and Engagement Team (CORE). This program is an outreach collaboration between the Toronto Police Service, Toronto Public Health, and other key partners and community agencies. There are no financial implications.

Discussion:

Background

The Downtown Community Outreach Response and Engagement Team (CORE) is a proposed one-year pilot program, spearheaded by Toronto Public Health in partnership with the Toronto Police Service Community Partnerships and Engagement Unit. The goal of the pilot program is to reduce vulnerability and emergency calls for service by increasing access to health and social services for marginalized individuals. This proactive initiative is not an emergency crisis response deployed by 911 or 211.

Operating as an evidence-based, trauma-informed pilot, CORE is co-led by a specialized team of public health nurses designed to address the unique health needs of marginalized communities situated in, and frequenting the Yonge and Dundas area. Public health nurses, supported by a nurse practitioner, will offer short-term case management, health and social service referrals and are equipped to lead overdose and substance use responses when necessary.

To complement this team of public health professionals, the Toronto Police Service will dedicate specially trained community-oriented police supervisors and constables to support and enhance the safety of the team's public health professionals during their interactions with vulnerable community members when necessary.

A key goal of CORE is to leverage existing partnerships and build awareness and understanding of an approach that prioritizes health focused interventions which can enhance overall public safety.

Recognizing the unique challenges commonly faced in the Yonge and Dundas area, all team members of CORE, including Toronto Public Health Nurses and Toronto Police Service Officers will undergo specialized training in trauma-informed and responsive practices, healing centred engagement and harm reduction approaches.

CORE will assess community needs using evidence-based data and needs validation. Toronto Police Service and Toronto Public Health analysts will help identify vulnerable persons, locations, and ongoing trends and will regularly provide this information to members of CORE. The needs validation will be assessed through regular consultations with community stakeholders such as people with lived and living experience of substance use. This will ensure that the team remains responsive to local community needs, consistently advancing health equity, and continually striving to enhance health

and public safety in the Yonge and Dundas area. The collection of data will be subject to policies and regulations that govern each of the participating agencies.

Operational Response:

CORE is an outreach initiative that is co-led by the Toronto Police Service Community Partnerships and Engagement Unit and Toronto Public Health. The initiative works to advance health and public safety objectives, including reducing vulnerability and violence, while advancing healing and justice. Members of the community who are identified as having complex needs will be provided, upon consent, with outreach nursing care, primary health care services, ongoing assessment of substance use, determination of physical and mental status, monitoring withdrawal symptoms, and prescribing and administering prescribed medications as needed, and evaluating response to medications administered.

CORE will also serve a coordination function and engage with Toronto Police Service and Toronto Public Health partners to support acutely high-risk individuals, including referrals to Toronto's F.O.C.U.S. Tables.

CORE will further facilitate case management support to individuals for up to 90-days. Supports will include establishing care plans or overdose prevention safety planning and evaluation, providing support and follow-up planning, while also promoting and supporting individuals to manage self-care goals. CORE will connect individuals to community agencies for longer-term follow-up care.

The primary role of Toronto Police Service officers is to support and enhance the safety of public health professionals when identifying and interacting with vulnerable community members and increasing access to health and social services for marginalized individuals by leveraging existing and new relationships with local social service agencies.

The objectives of CORE include:

- Proactively identify and upon consent support vulnerable community members
- Improve the quality of life and services for the community's most vulnerable
- Building relationships and community capacity
- Improve police and partner visibility and service delivery in the area of focus
- Prevent or reduce incidents of violence and disorder
- Effective and collaborative client management and analysis
- Improve trust and engagement between the police, intergovernmental agencies, community partners and local residents and businesses
- Improve perception of safety and wellbeing in the community
- Address the root causes of community safety and wellbeing challenges
- Use responsible analytical tools to promote monitoring, measurement, and evaluation
- Assess and share aggregate and de-identified data to improve service delivery to vulnerable community members

Key indicators include an evaluation of the following:

- Number of reports related to community disorder
- Public perception relating to personal and community safety
- Number of referrals of vulnerable individuals to the appropriate community agency
- Evaluations from all members of CORE
- Feedback from local public health providers and housing providers
- Frequency of overdose activities
- Independent academic evaluation and impact assessment
- Feedback from Executive Community Consultation Committee

The proposed office location of CORE must be strategic and proximate to the Yonge and Dundas Area. Currently members of the Community Partnerships & Engagement Unit are working with partners and evaluating options for such a location for the operational period of the pilot program.

Conclusion:

CORE is an outreach initiative that is co-led by specially trained members of the Toronto Police Service Community Partnerships & Engagement Unit and health professionals from Toronto Public Health, working to advance health and public safety objectives in the Yonge Street and Dundas Street area of Downtown Toronto. This report provides the Board with the Service's rationale and overview of the pilot project.

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



PUBLIC REPORT

June 24, 2024

To: Chair and Members
Toronto Police Service Board

From: Myron Demkiw
Chief of Police

Subject: 2023 Annual Reports: City Traffic Agents (C.T.A.), University of Toronto (U of T), Toronto Community Housing Corporation (T.C.H.C.), and Toronto Transit Commission (T.T.C.) - Special Constables

Purpose: Information Purposes Only Seeking Decision

Summary:

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

City - City Traffic Agent Program

U of T - University Special Constable Program

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

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

Discussion:

Background

As directed by the Board, appended to this report are the 2023 annual reports from the City, U of T, T.C.H.C. and T.T.C. regarding special constables. These reports are consistent with the reporting guidelines established by the Board.

Toronto Police Service Board

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Relevant Board Policies and Compliance

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

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

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

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

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

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

Section 8.9 of the Agreement between the Board and Toronto Transit Commission (T.T.C.) regarding special constables states that:

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

Conclusion:

The Service continues to work collaboratively with our external special constable agencies in order to enhance public safety within our communities.

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

Recommendation:

This report recommends that the Board receive the 2023 annual reports from the City, U of T, T.C.H.C., and T.T.C.

Financial Implications:

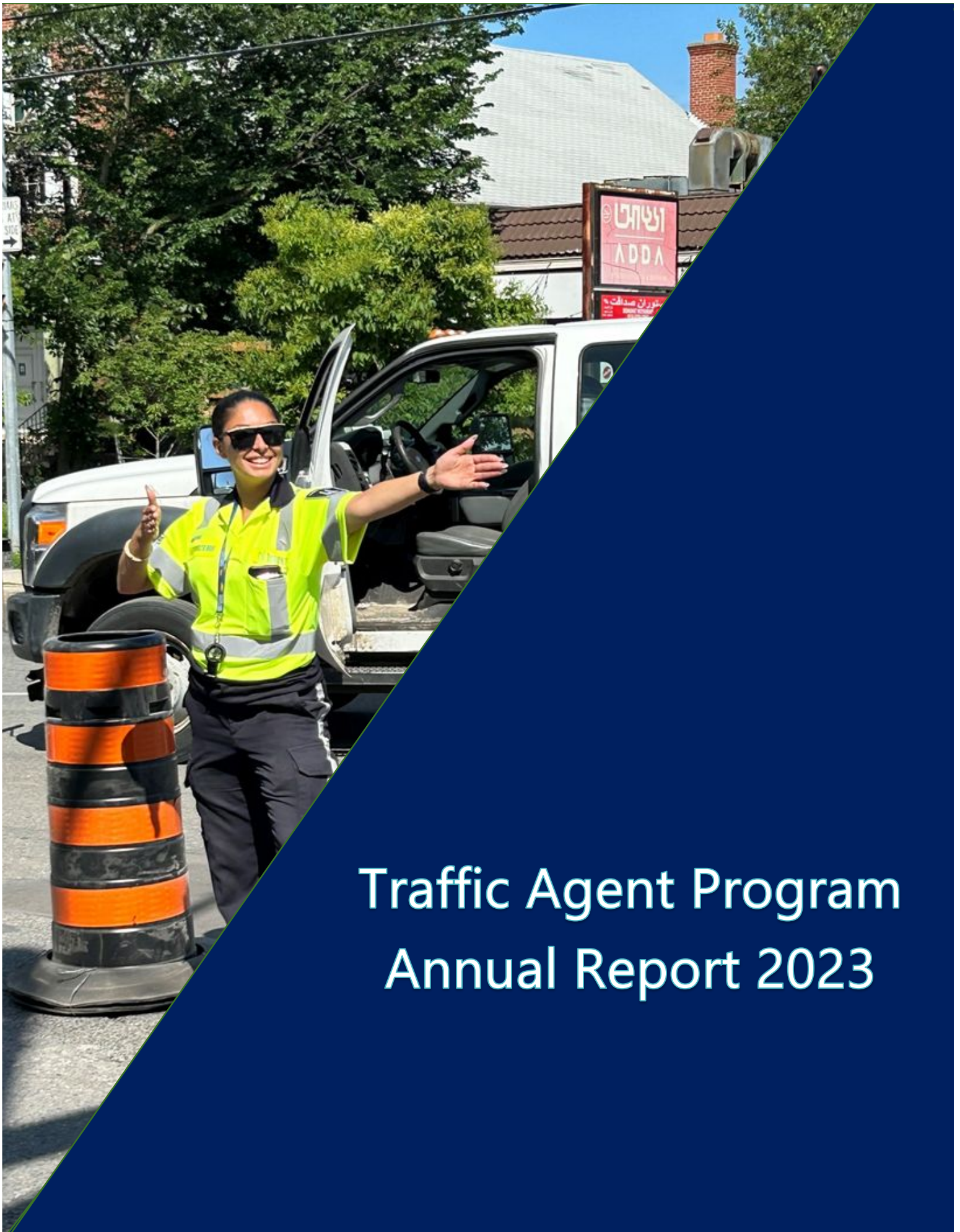
There are no financial implications arising from the recommendation contained in this report.

Respectfully submitted,

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

Attachments:

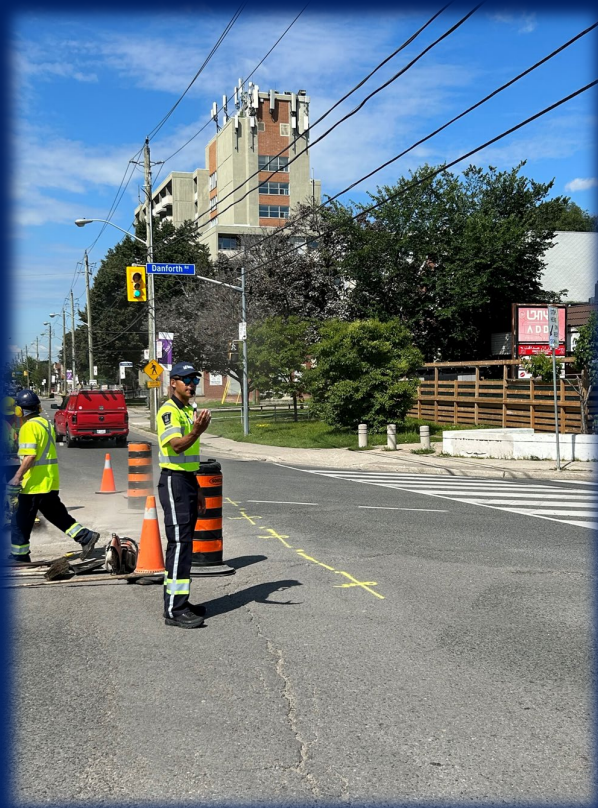
1. C.T.A. Annual Report
2. U of T Annual Report
3. T.C.H.C. Annual Report
4. T.T.C. Annual Report



Traffic Agent Program Annual Report 2023

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Background

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

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

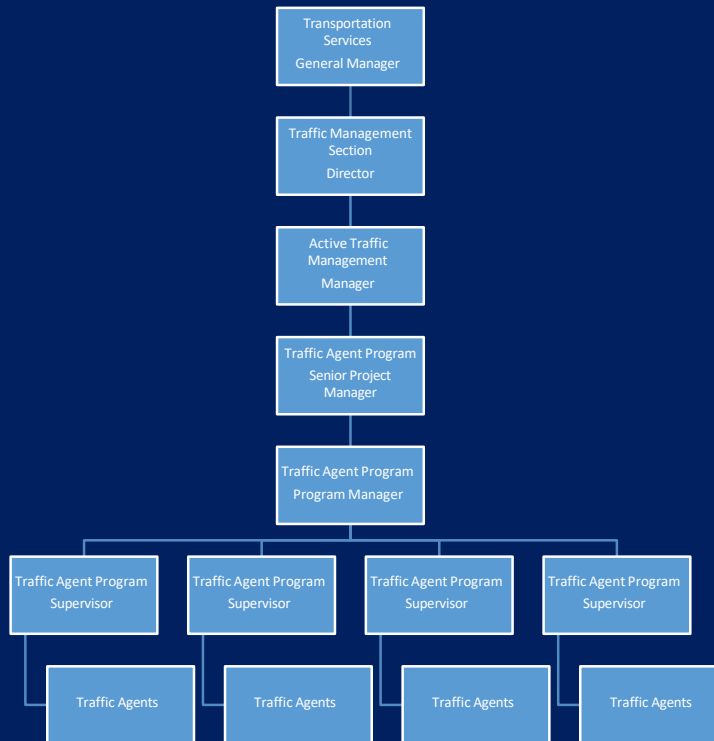
The Traffic Agent Program was created based on the positive impacts observed in the TAP pilot. The City of Toronto Traffic Agent Program was formalized on February 6, 2020, when the City of Toronto and the Toronto Police Service signed a Memorandum of Understanding (MOU). The MOU gives the city the ability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

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

The Traffic Agent Program has been successfully operating for over three years. Traffic Agents have been deployed at many different intersections and have had a huge impact on traffic congestion at critical intersections, construction areas, and the King Street Transit Priority Corridor. The Traffic Agent program continues to work in partnership with Toronto Police Service and continues to grow the partnership.

Organizational Chart

The Traffic Agent Program falls under the City of Toronto Transportation Services under the direction of the Traffic Management section and Active Traffic Management unit. In 2023, the Traffic Agent Program had a successful year in recruiting and hired over 30 traffic agents, two supervisors and a program manager.



Staffing Levels

At the start of 2023, the program consisted of 3 Special Constables due to the job market conditions in 2022, when six Traffic Agents took other jobs within the City of Toronto. In 2023, staffing levels increased exponentially with 3 classes being hired. Two of the classes were fully trained and deployed in 2023 which brought staffing levels to 22 Special Constables Full Time and 4 Special Constables Part Time. In addition, Class 4 is in their final stages of training and is expected to be in the field as of 2024 Q1. Class 4 consists of 12 Full Time Special Constables, which will make the program have a total of 38 Special Constables.

Number of Terminations (January 1, 2023 – December 31, 2023)	Number of Suspensions (January 1, 2023 – December 31, 2023)	Number of Resignations (January 1, 2023 – December 31, 2023)	Number of Retirements (January 1, 2023 – Dec 31, 2023)
2	0	2	0

Supervision

In 2023, The Traffic Agent Program grew from two supervisors to four supervisors, who provided support through regular site visits and coaching to ensure a high standard of public service and safety for the Traffic Agents as well as the public. Supervisors regularly attended various intersections throughout the city, providing supervision, assessing conditions and the traffic management techniques of CTAs (City Traffic Agents). The Supervisors also spent a lot of time training the three classes that were hired in 2024 and ensuring the first two classes were ready to hit the road in 2023. In addition, one Program Manager was hired to oversee the 4 supervisors and traffic agents. The Program Manager is also assisting the Senior Program Manager in building the program.

Uniform & Equipment

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

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

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

Traffic Agents were issued the following:

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

At the end of 2023, the program submitted a new business case to conduct a pilot to investigate the feasibility of adding a protective vest to increase the safety of Traffic Agents.

Training

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

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

Use of Force

Traffic Agents had no incidents in 2023 where use of force was required. The Traffic Agents do not have any use of force options and are trained to de-escalate and disengage from situations. Traffic Agents are instructed to call Police in emergency situations.

Compliance & Enforcement

Throughout 2023 Traffic Agents were required to deal with members of the public who on occasion did not comply with the direction(s) of the Traffic Agent or committed violations under the Highway Traffic Act. Traffic agents used TPS support in the form of the Toronto Police Online Reporting tool (CORE – Driving Complaint) of which Traffic Agents completed 32 reports in 2023 of motorists in violation of the Highway Traffic Act. In addition, the Traffic Agents wrote another 138 reports for other types of incidents such as near misses, medicals, aggression from public, person in crisis etc. Toronto Police also assisted Traffic Agents on King Street on numerous occasions by giving out tickets to drivers that drove against the posted signs, or didn't follow directions given by Traffic Agents.

Complaints

All public complaints against Traffic Agents are reviewed by the Unit Complaints Coordinator who has been trained by the Toronto Police Service's Professional Standards Unit. The Unit Complaints Coordinator reviews the complaint and ensures it has all the necessary information required prior to being submitted to the Toronto Police Service for review and assessment. The Toronto Police Service investigates all serious misconduct while all other minor public complaints and feedback, deemed less serious, are returned, to the city for investigation by the Program Managers and Supervisors. These public complaints and feedback are further utilized to assist in the assessment and development of the program. In 2023, the Traffic Agent program received 0 complaints.

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

Impacts

In 2023, the City Traffic Agent Program started off with just 3 Traffic Agents as mentioned, and the program strongly focused on hiring, training and deploying the new traffic agents to the field. Once the traffic agents were in the field, they quickly helped mitigate congestion throughout various intersections across the city. Traffic agents continued to help manage traffic daily at Allen Road and Eglinton Avenue West, where there are congestion issues due to the ongoing construction. In addition, Traffic Agents supported many critical intersections in the downtown core during rush hour.

At the beginning of August 2023 Traffic Agents were deployed to a few critical intersections on King Street to help assist TTC and ensure the intersections remained clear for the streetcars to travel. It was quickly realized that there would need to be several traffic agents deployed to numerous intersections as there were still lengthy delays on King Street, due to drivers not following the rules of the King Street Transit Priority Corridor. The streetcar travel times were between 45 – 65 minutes along King Street during rush hour when traffic agents were not present. Traffic agents began to help TTC drastically by ensuring vehicles were turning off King Street and obeying the rules of the posted signs. After traffic agents were deployed to 6 critical intersections on King Street the travel time was reduced by 3 times to an average of 17 to 21 minutes when they were present.

Please see the graph below displaying eastbound travel times on King Street.

Transit Performance and Observations

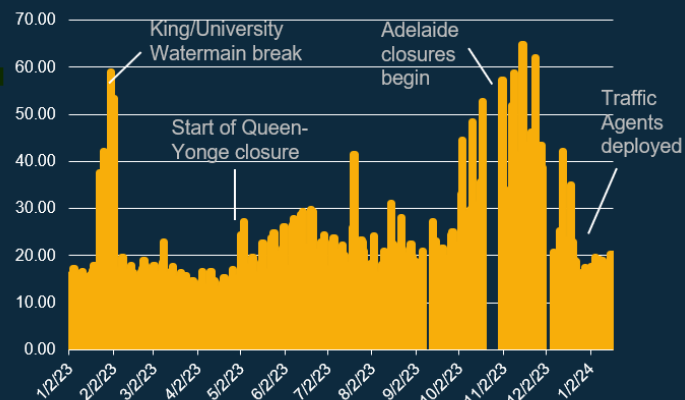
Streetcar travel times through priority corridor improved with Traffic Agents in place

Travel times for streetcar ranging between **17 and 21 minutes when traffic agents present**

Travel times for streetcar ranged anywhere from **45 to 65 minutes without traffic agents**

Relative stable performance since December

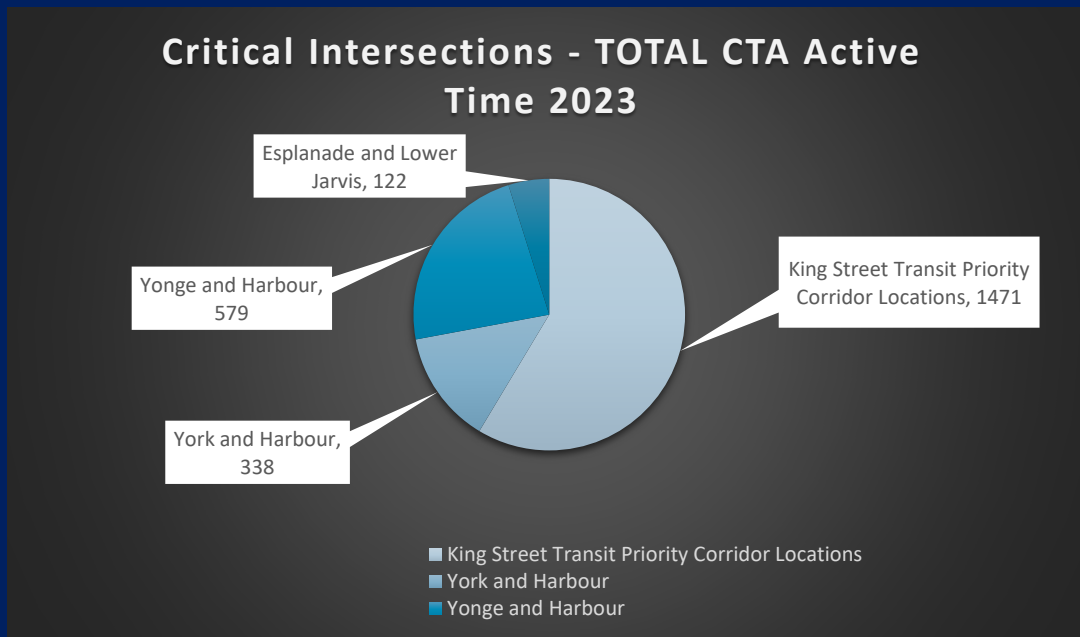
Average Eastbound travel time – Bathurst to Jarvis 5 p.m. to 6 p.m. Weekdays



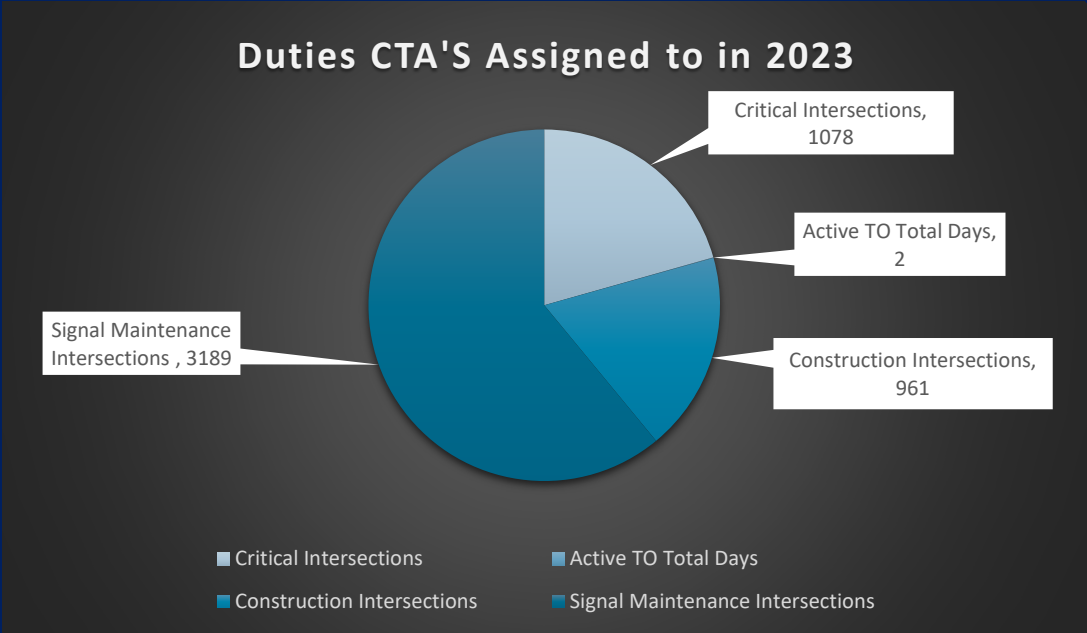
Traffic Agents also continued to provide signal maintenance support at approximately **1843 different intersections** in 2023.

Of the 10,503 active hours by Traffic Agents in 2023, 4918 hours were at critical intersections. Traffic agents started getting deployed to a couple critical intersections on King Street in August 2023, and then to numerous locations on King Street in November 2023. In this short time frame Traffic Agents provided a total of 1,471 active hours on King Street. Traffic agents were able to help TTC significantly on King Street by ensuring the intersection wasn't blocked and redirecting vehicles off King Street based on the posted signs for the King Street Transit Priority.

Please see the graph below that displays this data and other critical intersections our program focused on in 2023.

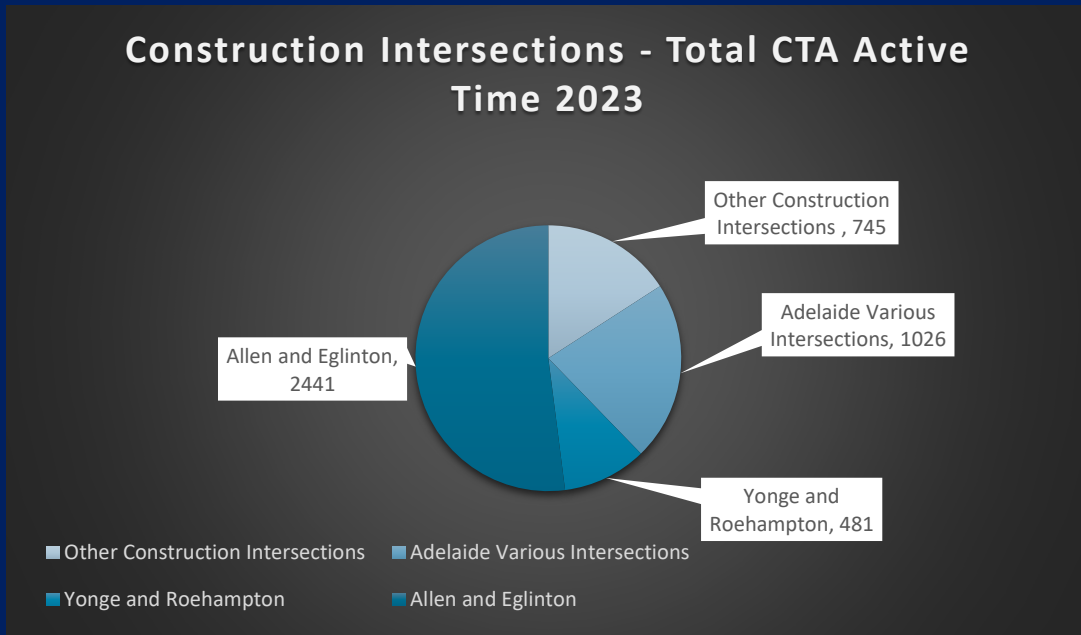


Please see the graph below that displays types of duties traffic agents were assigned to in 2023. It should be noted some intersections were worked at multiple days which is why the value is higher for signal maintenance intersections than total different intersections as mentioned above:



In 2022 the traffic agent program focused on construction areas, such as Allen Road and Eglinton Avenue West, and Roehampton Avenue and Yonge Street. In 2023 these locations were a focus point again, predominantly Allen Road and Eglinton Avenue West in 2023, requiring a total of **2922 active hours** between the two locations, whereas in 2022, coverage was a total of **1844 total active hours**.

Please see the chart below which displays the Traffic Agent Program coverage at various construction areas throughout the City of Toronto in 2023.



Critical intersections and construction sites were the focus for the 2023, up until November 2023 when the demands changed, and the King Street Transit Priority Corridor became the focus of the program. The King Street Transit Priority Corridor required a total of 10-11 agents every afternoon from November through December 2023. Agents were able to help the TTC reduce their travel times on King Street, by educating drivers to turn off King Street, and ensuring the box didn't become blocked at numerous intersections along King Street.

Traffic Direction Pilot with Toronto Police Services

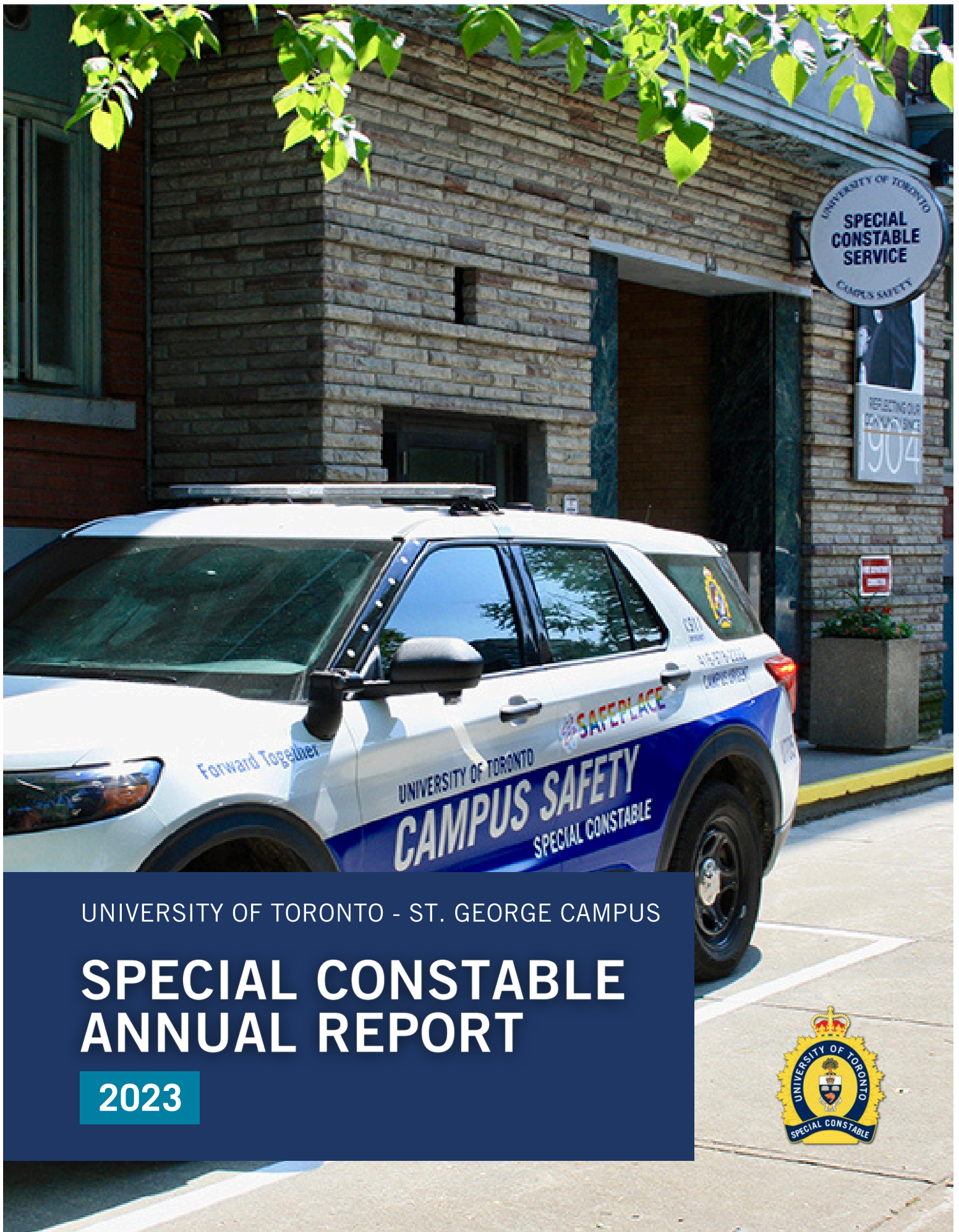
In April 2023, Transportation Services entered into an agreement with Toronto Police Services, to pilot the deployment of Toronto Police Officers and Special Constables to support the Traffic Agent Program at recurrent congested intersections. Since then, Toronto Police Services provides a total of 13 Constables & Special Constables who support 7 locations in the downtown core which include: Spadina & Lake Shore, Spadina & Bremner, York & Lake Shore, York & Bremner, University & Front, Front & Bay, and Lower Jarvis & Lake Shore. This support has allowed for increased safety and improved traffic flow through these critical intersections. The pilot will continue under evaluation during 2024. Transportation Services thanks Toronto Police Services for their continued support during this pilot.

Conclusion

The City of Toronto was able to grow the Traffic Agent Program staffing levels by a considerable amount in 2023. At the start of the year there were a total of 3 Traffic Agents and by the end of 2023 the team consisted of 26 active Traffic Agents and 12 Agents in training.

The Traffic Agent program will allow the City of Toronto to continue to help Toronto Police by being a reliable resource for traffic mitigation during rush hours, at construction sites, during infrastructure maintenance activity and during other events when needed. The Program will continue to increase compliance along King Street by staffing these intersections. Prior to agents arriving, travel times were up to 65 minutes on streetcar along King Street. Since traffic agents have been deployed, they were able to provide a direct impact in reducing travel times along King Street up to 3 times, as the travel times have now been reduced to 17 minutes. Traffic agents will continue to cover King Street into 2024 and ensure an increased efficiency of the transit vehicles through the corridor.

2023 was a successful year and the Program met its short-term hiring objectives. The Traffic Agent Program will continue to grow as required to manage congestion and other traffic issues that arise in the City of Toronto.



UNIVERSITY OF TORONTO - ST. GEORGE CAMPUS

SPECIAL CONSTABLE ANNUAL REPORT

2023





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EXECUTIVE SUMMARY

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

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

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

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

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

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

DIRECTION, MANAGEMENT AND SUPERVISION

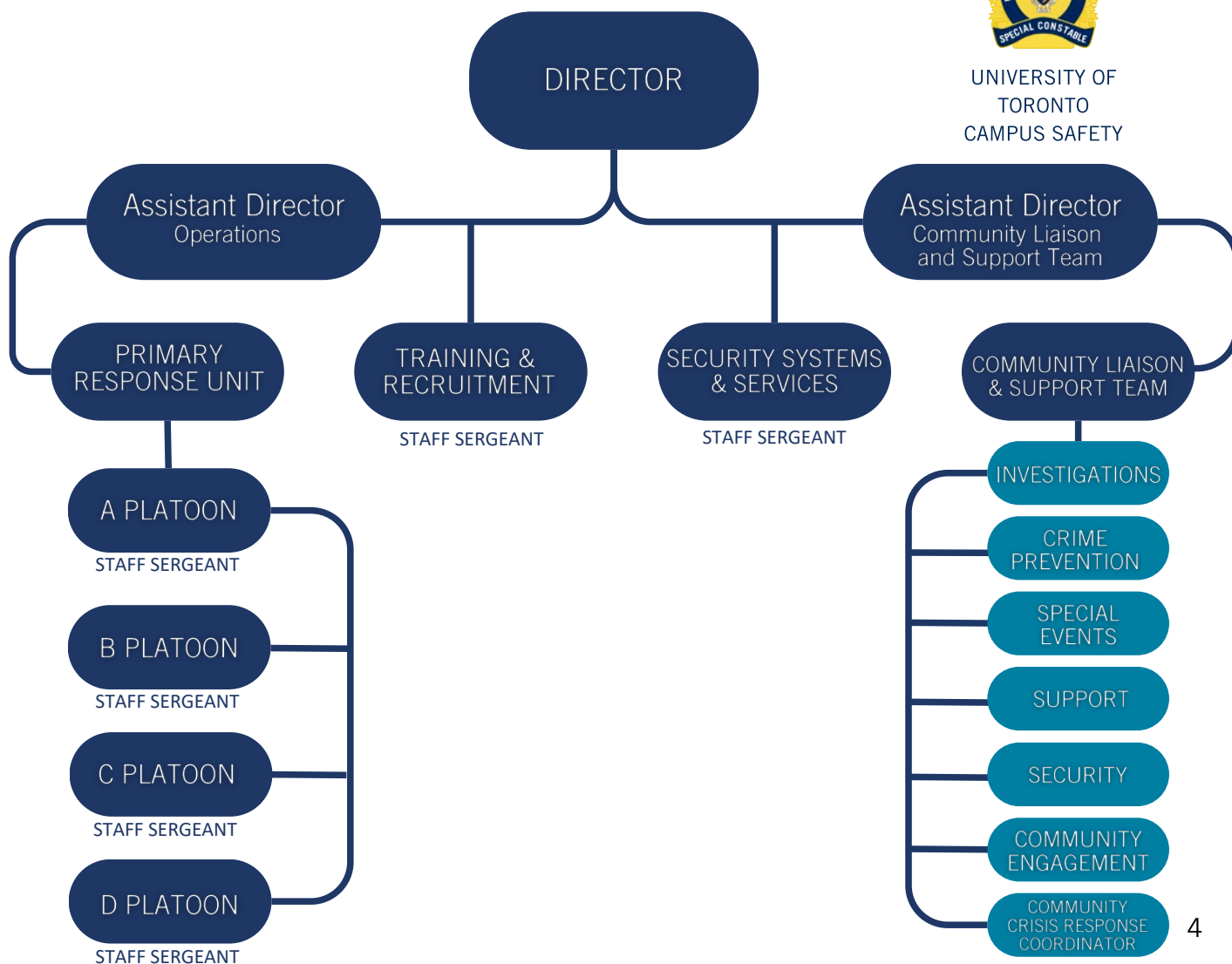
The University of Toronto Campus Safety Special Constable Service at the St. George Campus operate 24/7 utilizing groups of uniform personnel led by a Staff Sergeant, assisted by a Corporal and dispatcher to support and guide the Special Constables in their work.

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

ORGANIZATIONAL CHART



UNIVERSITY OF TORONTO
CAMPUS SAFETY





APPOINTMENTS

Number of Total Applications (January 1-December 31)	Number of New Appointments (January 1-December 31)	Number of Re-Appointments (January 1-December 31)	Total Number of Special Constables (As of December 31)
5	4	1	29

TERMINATIONS, SUSPENSIONS, RESIGNATIONS AND RETIREMENTS

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

*2023 Resignations:
(2) Transferred to UTM

TRAINING

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

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

The recent passing of Bill 68, the New Police Services Act-Impacts on Special Constables with specific topics that are legislated to be included into the training programs of special constables in the province of Ontario. Those topics include Ethics and Leadership, Racial Profiling, Anti-Oppression-Micro Aggression and Diversity, Crime Scene Management, Community Based Policing - (CPTED) and Drug Investigations and Effects. We include this learning in our Orientation and Refresher training that all our special constables receive.

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

MANDATORY TRAINING

Course / Topic	Delivered By	Duration	Number who received training
Annual Use of Force	Campus Safety Instructors	8	*26
Standard First Aid	Canadian Red Cross	16	15
Special Constable Orientation Course	TNT Justice Consultants	200	5
Special Constable Refresher Course	TNT Justice Consultants	20	9

*3 could not attend for medical reasons.

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

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

The table following details the training provided during 2023 to special constables at the University of Toronto St George campus:

ADDITIONAL SPECIAL CONSTABLE TRAINING

Course / Topic	Delivered By	Duration	Number who received training
Applied Suicide Intervention Skills Training (ASIST)	Living Works	16	12
Autism Spectrum Disorder	Canadian Police Knowledge Network	1	9
Certified Campus Crime Prevention Specialist	American Crime Prevention institute	12	6
Certified CPTED Specialist	American Crime Prevention institute	12	1
Crime Prevention Through Environmental Design (CPTED)	Canadian Police Knowledge Network	2	2
Customer Service in a Policing Environment	Canadian Police Knowledge Network	1	18
Developing your Emotional Intelligence	LinkedIn Learning: University of Toronto	1	41

SPECIAL CONSTABLE TRAINING (continued)

Course / Topic	Delivered By	Duration	Number who received training
First Aid for Opioid Poisoning Emergencies	Red Cross Facilitated Online and Practical Skills	2.5	29
Leadership Foundations Leadership Styles and Models	LinkedIn Learning: University of Toronto	1	6
Mental Health First Aid Standard	Canadian Mental Health Commission	10	5
Mental Health First Aid Assisting Youth	Canadian Mental Health Commission	10	24
Mental Health Supports for BIPOC Students	Center for Innovation in Campus Mental Health	1	5
Radiation Safety Awareness	University of Toronto Environmental Health & Safety	1	35
Recognition of Emotionally Disturbed Persons	Canadian Police Knowledge Network	1.5	5
Scenario Based Mental Health and De-Escalation Training	Canadian Police Knowledge Network	1.5	5
Supporting Mental Health Needs of Young Racialized People	Sick Kids Hospital	6	5
Toronto Police Service Cyber Day Present and Future Conference	Toronto Police College	8	4
Uniform Complaints Coordinator Training	Toronto Police College	40	1
University of Toronto Mass Notification System	University of Toronto Office of High Risk	1	10

2500+ HOURS

The total number of training hours that University of Toronto Campus Safety Special Constables received in 2023.

USE OF FORCE

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

COMPLAINTS

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

EQUIPMENT ISSUED TO SPECIAL CONSTABLES

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

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



CRIME, TRAFFIC AND ORDER MANAGEMENT

Authority	Arrested	Charged (Form 9/10, POT)	Released No Charges (Unconditionally)	Turned over to Toronto Police Service
Criminal Code	31	8	8	15
Controlled Drug and Substance Act	0	0	0	0
Trespass to Property Act	10	10	0	0
Liquor License Act	0	0	0	0
By-law	0	0	0	0

2023 STATISTICAL OVERVIEW REPORTABLE INCIDENTS

Description	2023	2022	Change
Break and Enter	13	10	+3
Robbery	3	1	+2
Theft Over \$5000	16	9	+7
Theft Under \$5000	190	171	+19
Theft Bicycles	45	73	--28
Fraud	50	34	+16
Possess Stolen Property	0	0	0
Disturb Peace	0	0	0
Indecent Acts	4	4	0
Mischief/Damage	190	180	+10
Sexual Assaults	9	5	+4
Assault	30	16	+14
Domestic Incident	11	5	+6
Impaired Driving	2	3	-1
Criminal Harassment	15	11	+4
Threats	21	5	+16
Hate Crime/Incident	15	3	+12
Other Offences	15	17	-2

2023 STATISTICAL OVERVIEW

REPORTABLE INCIDENTS (continued)

Description	2023	2022	Change
Arrest Warrants	5	11	-6
Alarms (non-reportable)	1,509	1913	-404
Fire Alarms	22	31	-9
Community Assistance	11	52	-41
Community Information	88	218	<u>130</u>
Suspicious Person	61	30	+31
Trespasser Charged	16	13	+3
Trespasser Cautioned	56	26	+30
Insecure Premises	87	66	+11
Motor Vehicle Incident	19	11	+8
Mental Health Act	56	49	+7
Suicide/Attempt Suicide	6	5	+1
Sudden Death	3	1	+2
Fires	8	4	+4

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

- **respect** for the dignity, privacy, worth and diversity of all persons
- **fair** and **impartial** treatment of all individuals
- a departmental philosophy that promotes **safety and security** as a responsibility of all members of the community;
- **reliability, competence, accountability, teamwork** and **open communication**, and
- an approach to campus safety that welcomes and encourages **community involvement** and promotes **equity**.





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



“Reflecting our community since 1904”

2023 University of Toronto Scarborough Campus Safety Annual Report



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

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Executive Summary

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

Special Constables are staff members employed by the University of Toronto who are appointed under the Community Safety and Policing Act and are subject to approval of the Toronto Police Service Board. The Special Constables are governed by a Memorandum of Understanding between the Governing Council and the Toronto Police Services Board and currently hold authorities and responsibilities under various federal, provincial, and municipal statutes, including the Criminal Code, Trespass to Property Act, Mental Health Act and Liquor License and Control Act.

In 2023, UTSC experienced many achievements. In January, a new Staff Sergeant was promoted through a promotional process in late 2022. The summer was busy with events and activities on the campus. The Fall term was marked by the opening of the Harmony Commons residence, a nine-story student residence containing 746 beds and an all-you-care-to-eat dining hall. In November, Campus Safety moved into their new office within Harmony Commons. Management and Administrative staff now operate out of Harmony Commons and the Special Constables, Building Patrollers and Community Crisis Response Coordinator operate out of the office in the Science Wing.

Orientation was a huge success and Campus Safety took part in the events and festivities. UTSC hosted their second Homecoming which was another success. The Student Crisis Response Coordinator position evolved to the new title of Community Crisis Response Coordinator (CCRC) to better reflect the work being done. Through the course of 2023 Campus Safety continued to pave the way as a leader within the University and College sector in how we respond to those experiencing mental health concerns. The CCRC was embedded within Special Constable hiring processes and departmental policies were updated and amended to reflect the CCRC as the leader on Mental Health calls for service. This was done to minimize the presence of uniformed officers needed to attend in times of personal crises. This has remained a priority for our community.

Campus Safety has continued to engage with the UTSC community through various community-based initiatives. Campus Safety requires that their Special Constables each implement one initiative in each of the Fall and Winter semesters in addition to the many other events that Campus Safety is invited to participate in. In 2023, we saw an increased demand in safety planning and individualized services in response to the incident that took place at the University of Waterloo. Campus Safety managed these requests on a case-by-case basis to support the community. Criminal statistics and general reports have remained within a reasonable threshold. Calls for service to assist our community members increased, particularly concerning access to various areas of campus. The University of Toronto Scarborough Campus Safety team provides effective support to our community, ensuring that prescribed service standards are met while ensuring that the administration, promotion, and support of professionalism are upheld. These standards include the practices, conduct, appearance, ethics, and integrity of its members, to strengthen public confidence and cooperation within the community. Criminal statistics and general reports have

remained within reasonable levels in 2023. The number of calls for service, however, decreased from 4,521 to 2,907 during 2023, and the number of reports has increased from 563 to 723. These statistics also do not reflect the informal and impromptu contacts the officers have with members of the University community, which also contribute to an enhanced sense of personal safety.

UTSC Committee Participation

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

- Campus Safety continues its partnership with the Office of Student Experience and Wellbeing (OSEW) and Scarborough Campus Student Union (SCSU) during Orientation activities, allowing the opportunity to remove barriers between students and Campus Safety members. Campus Safety management also works with OSEW and SCSU to provide financial support and strategic approaches to ensure safety during various Orientation events.
- Campus Safety participates in the Student Welfare Committee, comprised of Managers and Directors who collaborate to case manage situations of students at risk, to ensure that they receive the support necessary to increase their chances of success in their educational endeavors, while also ensuring community safety.
- Campus Safety co-chairs the Risk Assessment Committee: this is a committee comprised of management and student representatives that identify and mitigate personal and physical risks associated with events held on campus, thereby ensuring the success and safety of the participants during the event.
- Leadership, Education and Development (LEAD) program: The Senior Director, Assistant Director, and Community Crisis Response Coordinator participates in this initiative as a mentor and is paired with a mentee throughout the program, which ran from September 2023 to May 2024. Mentees met with their mentors to focus on topics of interest and to learn from their mentor's experience and wisdom.
- Operational Response Team: Campus Safety participated in this committee which focuses on business continuity in response to events that take place on campus to ensure operations are not impacted.
- Study Space Committee: This committee is comprised of various stakeholders within the UTSC community such as Facilities Management, SCSU, Retail and Conference Services, Information and Instructional Technology Services and others. The committee is in place to ensure students at UTSC have safe and adequate space on campus in which to study effectively.

Community Safety Initiatives

Community initiatives and engagement is the essence of what Campus Safety does and continues to remain a key priority for our team. Campus Safety participated in a wide variety of community safety initiatives in 2023, including:

- Ball Hockey
- Badminton
- Bubble Tea with Campus Safety
- Christmas Toy Drive
- Children's Holiday Party (for Staff & Faculty)
- De-escalation Training for various departments
- Donation Drive in collaboration with Blankets for T.O.
- EHS Workplace Violence Audits
- Get Started - Orientation & Training
- Green Path Orientation
- Grand Iftar in collaboration with the Muslim Student Association
- Homecoming
- International Student Centre SIN clinic
- International Students Orientation
- City of Toronto Mayoral Debate
- UTSC Orientation
- Prep Yourself - Safety Orientation for first-year students
- Remembrance Day
- Residence Life Team Training
- Safety in Residence Seminar
- Treats on the Beat
- Urban Self-Defense
- UTSC Camp Safety Talks
- Wellness Fair

Moving Forward

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

Organization, Statistics and Mandatory Reporting

Supervision

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

Staffing

In 2023, two Special Constables left the University to pursue a career with local Police Services or Special Constable agencies. Five new Special Constables were hired in 2023 with two set to start employment in January 2024. These changes resulted in UTSC Campus Safety operating below full strength as of December 31st, 2023. Campus Safety is working on hiring to fill these vacant positions.

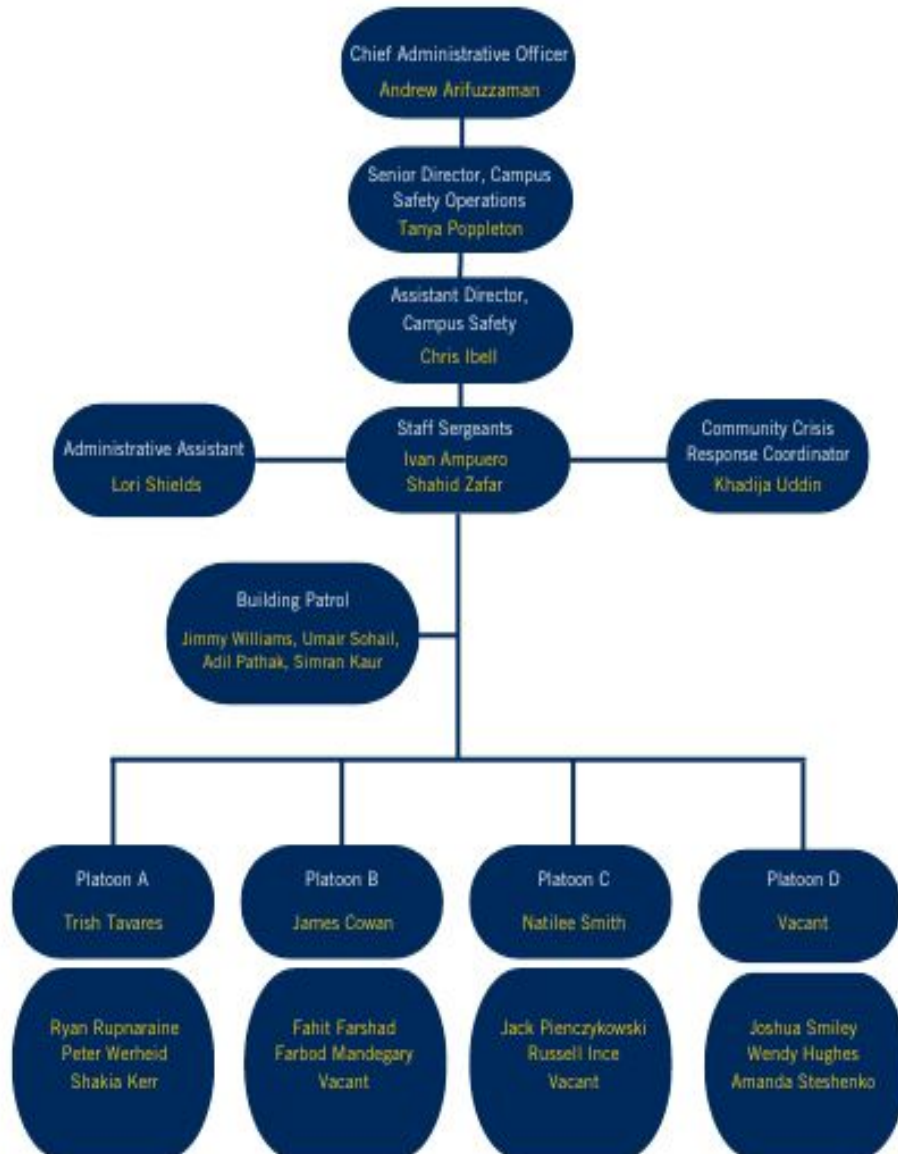
Campus Safety management continues to work with the Equity, Diversity and Inclusion Office and Human Resources to improve recruitment processes. We continue to strive to have our members reflect the UTSC community.

Campus Safety also employs six Building Patrollers (licensed security guards) who complement the Special Constables in providing safety and security in our community. The Building Patrollers also play a key role in ensuring a safe environment assisting with access calls, alarm response, general campus patrols and personal safety escorts on campus for those who feel vulnerable. In 2023, two new Building Patrollers were hired, and one Building Patroller was hired to the position of Special Constable. Currently, Campus Safety is in the recruitment process to fill the vacant position.

Campus Safety continues to employ a Community Crisis Response Coordinator. Campus Safety has continued to develop additional ways to provide support to the community related to providing mental health support to those in crisis. Campus Safety has enlisted the help of the Experiential Learning office and several students worked with the CCRC during the Fall semester to develop a peer crisis support program as part of an experiential learning academic course. In December, two students started the Peer Support program, the result of all the hard work and planning.

Campus Safety continues to look at ways to be part of the academic learning that takes place at UTSC by providing opportunities to students.

Organizational Chart



Special Constable Appointments

Number of Total Applications (January 1 st - December 31 st)	Number of New Appointments (January 1 st - December 31 st)	Number of Re-Appointments (January 1 st - December 31 st)	Total Number of Special Constables (As of December 31 st)
5	3	2	16

Terminations/ Suspensions/ Resignations and Retirements

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

Training

University of Toronto Scarborough Campus Safety is committed to continuous professional development through front-line training for officers, reflective of the diverse needs and expectations of the University community. Our training is also designed to meet the needs of the UTSC community and directives from the Toronto Police Service Board. The training program is developed through consultation with the community, other institutions, and debriefing of situations, with a strong emphasis on diversity and unconscious bias components. Training resources are drawn from several areas, including the University's Centre for Learning, Leadership and Culture (LLC), internal mentorship and supervision, the Canadian Police Knowledge Network, the Toronto Police Service, the Ontario Police College, and our external trainers including TNT Justice Consultants. Recommendations from all levels of police personnel contribute to the process of designing courses to meet the specific needs of Campus Safety and our community. The training curriculum is designed to ensure a balanced mix of mandatory skills training, sensitivity to a university environment, and practical field experience. The use of classroom lectures, seminars, and participation in group discussions is framed about campus safety situations. Campus resources are used where possible, but due to the unique challenges of a campus setting, outside resources are occasionally used as well. Campus Safety Management continues to evaluate their training providers on an ongoing basis to ensure that training is up to university standards, and that training is delivered to members with an embedded EDIO lens.

** In instances where one person has completed training, it is either due to the course being optional or other staff have already taken it.

Mandatory Training

Subject Matter	Delivered By	Duration	Number Receiving Training	Total Hours
Annual Use of Force Recertification	U of T	8 hours	13	104
First Aid, CPR	St. John Ambulance	16 hours	4	64

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

Additional Training

Subject Matter	Delivered By	Duration	Number Receiving Training	Total Hours
Mental Health First Aid	U of T	8 hours	6	48
Accident Investigation for Supervisor	U of T	3 hours	1	3
De-Escalating Potentially Violent Situations	U of T	8 hours	7	56
De- Escalating Potentially Violent Situations (Refresher)	U of T	4 hours	12	48
Police Services Act	TPS	40 hours	1	40
Digital Document Accountability	U of T	2 hours	1	2
First Aid for Opioid Emergencies	Cdn Red Cross	2 hours	21	42

Subject Matter	Delivered By	Duration	Number Receiving Training	Total Hours
Ontario Police Fitness Appraiser Certification	Police Fitness ON	40 hours	2	80
Controlled Ride	U of T	1 hour	2	2
Learn Emotional Intelligence	LinkedIn	30 minutes	1	.5
The Value of Building and Growing Community	LinkedIn	30 minutes	1	.5
Crisis Communication	LinkedIn	2 hours	1	2
Managing Burnout	LinkedIn	2 hours	1	2
Colour & Cultural Connections	LinkedIn	30 minutes	1	.5
Municipal Law Enforcement Officer	TPS Parking	8 hours	6	48
Equity, Diversity, and Inclusion Modules	U of T	3 hours	7	21
Diversity, Inclusion & Belonging	LinkedIn	30 minutes	2	1
Special Constable Orientation	TNT	160 hours	3	480
Unconscious Bias Awareness	LinkedIn	2 hours	1	2
Train the Trainer safeTalk Instructor	Living Works	16 hours	1	16

Subject Matter	Delivered By	Duration	Number Receiving Training	Total Hours
safeTalk	Living Works	2 hours	1	2
More Feet on the Ground (Three Courses)	MFOTG	3 hours	7	21
Intro to IMS	EMO	4 hours	5	20
Intro to Ontarians with Disabilities Act	OHRC	2 hours	8	16
EM131 Accessible Customer Service for Emergency Responders	EMO	2 hours	6	12
Cyber Day: Present & Future Conference	TPS	8 hours	2	16
Required EHS Course	U of T	2 hours	6	12
Ontario Human Rights Code 101	OHRC	2 hours	7	14
Unconscious Bias	U of T	1 hour	1	1
Seizure Recognition & First Aid	Epilepsy Found.	2 hours	1	2
ASIST	Living Works	16 hours	1	16
Anti-Asian Racism	May Liu Consult.	8 hours	6	48
Cybersecurity Fundamentals Training	U of T	3 hours	17	51

Subject Matter	Delivered By	Duration	Number Receiving Training	Total Hours
New & Inspiring Campus Chiefs & Public Safety	IACLEA	24 hours	1	24
SPC Recertification	TNT	16 hours	3	48
Indigenous Canada	Coursera	20 hours	1	20
Indigenous Learning Series	U of T	3 hours	3	9
Critical Thinking for More Effective Teamwork	LinkedIn	2 hours	1	2
Becoming a Male Ally at Work	LinkedIn	2 hours	1	2

Special Constable Complaints

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

Use of Force

In 2023, there were no incidents in which Special Constables of the University of Toronto Scarborough Campus Safety had to use force on persons that required the submission of a Use of Force Report (R.R.O. 1990, Reg. 926 s 14.5 (1)).

Equipment

Equipment Issued to Special Constables

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

Restricted Equipment

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

Crime, Traffic & Order Management

The statistics included in these tables do not reflect the total workload of the Campus Safety Special Constables. Proactive patrolling still accounts for most of the time spent by officers during their tour of duty. Officers therefore account for many self-generated Calls-For-Service, many of which involve checking and patrolling specific locations on campus to ensure safety.

In 2023, Campus Safety Special Constables generated or responded to 2,907 calls for service which resulted in the submission of 723 reports. These statistics also do not reflect the informal and impromptu contacts the officers have with members of the University community, which also contribute to an enhanced sense of personal safety.

Authority as per Agreement	Arrested/ Apprehend	Charged (Form 1/9/10, P.O.N.)	No Charges (Unconditional Release or Caution Only)	Turned Over to TPS/Hospital
Criminal Code	2	1	0	1
Controlled Drugs and Substance Act	0	0	0	0
Trespass to Property Act	1	1	0	0
Liquor Licence Control Act	0	4	19	0
Mental Health Act	21	0	0	21

Criminal Stats

Incident Types	2023
Break and Enter	3
Robbery	1
Theft Over \$5,000	5
Theft Under \$5,000	34
Theft Bicycles	3
Possess stolen property	0
Disturb Peace	0
Indecent Acts	0
Mischief/Damage	25
Other Offences	18
Sexual Assaults	3
Assault	2
Impaired Driving	1
Criminal Harassment	0
Threatening	5
Homophobic/Hate Crimes	1
Homicide	0
Total Crime Occurrences	101

**Other Offences includes Extortion and Frauds.

Property

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

TORONTO COMMUNITY HOUSING CORPORATION

Toronto Community Housing



COMMUNITY SAFETY UNIT



931 Yonge Street
Toronto Ontario M4W 2H2

General (416) 921-2323

TORONTO POLICE SERVICES BOARD

2023 ANNUAL REPORT

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Executive Summary

2023 SPECIAL CONSTABLE ANNUAL REPORT Toronto Community Housing Corporation

Toronto Community Housing's Special Constable Program was established in March 2000 on a "Pilot" basis and was formally adopted as a component of the TCHC Community Safety Program in September 2002. As of December 31st, 2023, there were 171 sworn members within the Community Safety Unit (CSU).

The objectives of the program are to:

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

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

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

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

In 2023, TCHC Special Constables completed 1,557 Criminal investigations on behalf of the Toronto Police Service, of which 71% were related to property offences such as mischief and theft.

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

TCHC Special Constables and TPS Officers jointly investigated many incidents. The combination of a Special Constables' local community knowledge combined with the resources and specialized investigative ability of TPS Officers has proven to be mutually supportive, allowing incidents and problems to be resolved professionally in a safe and timely manner.

Our communities benefit when TCHC Special Constables are able to:

1. Process minor offences and release prisoners on scene without consuming TPS resources and holding persons in custody for longer than required.
2. Apprehend offenders and wanted persons; and transport them to local TPS Divisions for processing. By doing so, they interrupt illegal and antisocial behavior, and help keep the peace in our neighborhoods while allowing TPS to deploy their resources more effectively to where they are needed most.
3. Support TPS not only with factual information, but also with detailed intelligence about criminal activity within TCHC communities.

The Toronto Community Housing Corporation, Community Safety Unit values and strives to enhance our working partnership with TPS and our joint Special Constable Memorandum of Understanding. In 2023, the TCHC Special Constable Program continued to promote safe, secure, and healthy communities.

Background

Toronto Community Housing Corporation (TCHC) is the largest social housing provider in Canada and the second largest in North America. It provides affordable rental housing to about 58,500 low and moderate-income households, including seniors, families, singles, refugees, recent immigrants to Canada, and people with special needs. Government funding subsidizing TCHC's operations is administered by the City's Shelter, Support and Housing Administration division acting as the Service Manager under the Housing Services Act.

TCHC is incorporated under the Ontario Business Corporations Act, with the City of Toronto as its sole shareholder. TCHC's Board is made up of three City Councillors, one of whom is appointed as the Mayor's designate, ten citizens, including three TCHC tenants. All citizen appointees are recommended for appointment by the City of Toronto's Corporations Nominating Panel and approved by Toronto City Council.

In 2023, the CSU employed 228 professionals who performed a variety of functions. These included: Special Constables, Special Constables in Training, Parking Enforcement Officers, Dispatchers, Community Safety Advisors, Managers and other support staff. As all of our communities are diverse and unique, each position was designed with different authorities and resources to help address those needs.

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

In 2002, The Toronto Community Housing Board of Directors entered into agreement with the Toronto Police Services Board that allowed for the ongoing use of Special Constables as a core component of TCHC's Community Safety Program. In 2023, there were 171 CSU staff deployed as sworn Special Constables (including Supervisors and all Management staff), with the approval of the Ministry of Public Safety and Security. This report provides an overview of our Special Constable program in 2023.

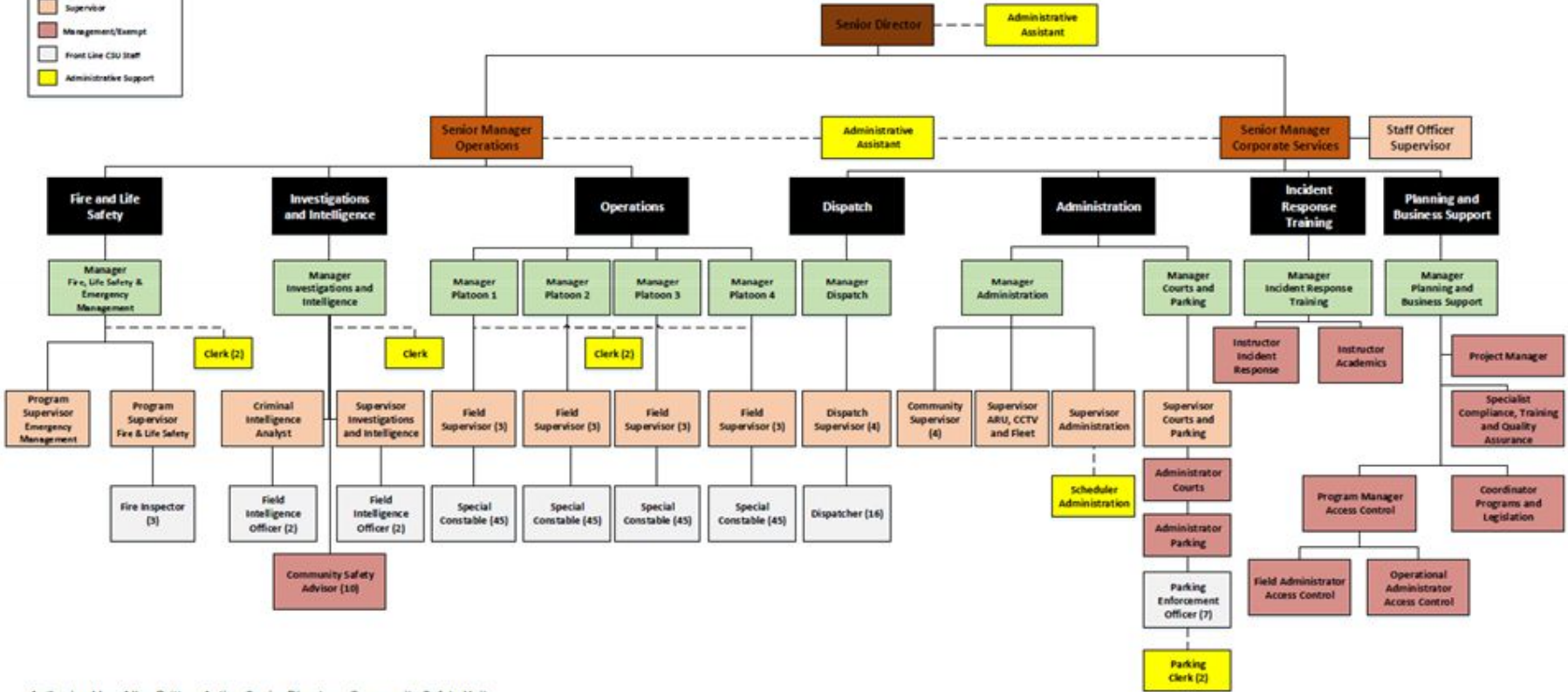
Unit Structure

As of December 31st, 2023, the CSU had 10 Managers, and 19 Field Supervisors with Special Constable status, who oversaw operations 24 hours a day, 365 days a year. The CSU had 117 Special Constables, 16 Special Constables in Training, 7 Parking Enforcement Officers and 15 Dispatchers. They were all supported by 1 Senior Director, 2 Senior Managers, 1 Specialist in Compliance, Training and Investigations, 1 Specialist in Quality Assurance and Records Management, 1 Dispatch Manager, 4 Dispatch Supervisors, 1 Parking Coordinator, 2 Administrative Assistants, 5 Clerks, 1 Criminal Intelligence Analyst, 5 Field Intelligence Officers, 11 Community Safety Advisors, 1 Program Manager for Access Control, 1 Access Control Field Administrator and 1 Coordinator of Systems and Procurement.

Officers were assigned in Toronto Community Housing communities throughout the City. Methods of operation included foot, bicycle and vehicular deployments. Duties included patrolling for visibility and deterrence, responding to radio calls, conducting investigations and enforcement,

answering service requests, parking control, special attention checks, and providing back-up to other officers. Special Constables also participated in many community engagement events, activities and meetings throughout the City of Toronto.


**Community Safety Unit
Organizational Chart 2023**



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

2023 Appointments

Total Applications	New Appointments	Re-Appointments	Total Special Constables
January 1 st – December 31 st	January 1 st – December 31 st	January 1 st – December 31 st	December 31 st , 2023
60	22	38	171

2023 Departures

Number of Terminations	Number of Suspensions	Number of Resignations	Number of Retirements	Number of Deceased
January 1 st – December 31 st	January 1 st – December 31	January 1 st – December 31 st	January 1 st – December 31 st	January 1 st – December 31 st
0	1	28	1	0

2023 Mandatory Training

Course / Topic	Delivered By	Duration	Number Trained
Annual Use of Force (refresher)	CSU Incident Response Training Unit	1 day	162
Special Constable Training – In Class	CSU Incident Response Training Unit	50 days	32
Special Constable Training – Coach Training	Platoon Staff Sergeants	25 days	11
First Aid CPR	Workplace Medical	1 day	55

2023 Additional Training

Course / Topic	Delivered By	Duration	Number Trained
Managing for a Healthy Higher Performing Culture	TCHC	1 day	23
Police Services Act Course	TPS	5 days	2

Equipment

In 2023, TCHC Special Constables had no changes to the authorized equipment as noted below.

Equipment Issued to Special Constables

- One badge with appropriate carrier and TCHC Special Constable photo ID card
- Soft body armor with appropriate carriers
- Duty Belt
- Boots
- One set of handcuffs with appropriate belt or MOLLE vest case
- One 21 or 26” inch expandable baton with scabbard
- One container of OC stream
- One CSU Standard Operating Procedures (SOP) manual.
- Uniform – Navy blue shirts with dark navy cargo pants with royal blue braid.

Reporting Requirement

In 2023, TCHC Special Constables documented 84,783 incidents pertaining to requests for service, investigations of events and self-initiated patrols on or related to Toronto Community Housing properties.

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

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

2023 Crime and Order Management

Authority	Total Apprehended Arrested and / or Charged	Charged and Released Form 9 Part III POA and POT	Release Unconditionally (No Charges)	Delivered in Custody to Toronto Police Service
Criminal Code	480	93 (Form 10)	38	340
		9 (Form 9)	0	0
Controlled Drugs and Substances Act	0	0 (Form 10)	0	0
Trespass to Property Act	226	204 (TPA POT)	13	8
		1 (TPA 104)		
Liquor License Control Act	27	21 (LLA POT)	2	4
		0 (LLA 104)		
Mental Health Act	77	0	0	77
Emergency Measure and Civil Protection Act	0	0	0	0

Incident Reporting

2023 Crimes Against Persons – Serious Violent Incidents

Event Type	Count of Incidents
Aggravated Assault	14
Armed Robbery	21
Assault Peace Officer	30
Assault Police Officer	3
Assault with Intent to Resist Arrest	3
Assault with Weapon or Bodily Harm	198
Attempted Homicide	13
Discharge Firearm (Bodily Harm)	3
Discharge Firearm (Danger Life)	35
Discharge Firearm (Wound, Maim)	7
Homicide	10
Other Weapon Related Offences	22

Robbery – Home Invasion	9
Robbery (Not Armed)	50
Sexual Assault	62
Sexual Assault with Weapon	2
Sexual Interference	2
Unlawfully Cause Bodily Harm	1
Total Serious Violent Incidents	485

2023 Crimes Against Persons – Other Violent Incidents

Event Type	Count of Incidents
Assault	494
Child Neglect	23
Criminal Harassment	43
Indecent Exposure (or Act)	20
Threatening	209
Total Other Violent Incidents	789

2023 Crimes Against Property

Event Type	Count of Incidents
Arson	39
Attempt Break & Enter – Office	1
Attempt Break & Enter – Other	9
Attempt Break & Enter – Residence	26
Attempt Theft	9
Attempt Theft (Bicycle or Tricycle)	4
Attempt Theft from Vehicle	4
Attempt Theft of Motor Vehicle	5
Break & Enter – Office	11
Break & Enter – Other	56
Break & Enter – Residence	125
Mischief	1037
Mischief – Graffiti	145
Theft From Vehicle Over	5
Theft From Vehicle Under	103
Theft of Auto Over \$ 5000	57
Theft of Auto Under \$ 5000	10
Theft of Licence Plate (Single)	8
Theft of Licence Plates (Set)	14
Theft of Tricycle/Scooter	5
Theft Over	23
Theft Over (Bicycle)	1
Theft Under	985
Theft Under (Bicycle)	48

Unlawfully In Dwelling	60
Total Crimes Against Property	2790

2023 Cause Disturbance / Loitering

Event Type	Count of Incidents
Cause Disturbance or Loitering	13032

2023 Crisis Support

Event Type	Count of Incidents
Mental Health Act	333
Sudden Death – Suicide	9
Suicide – Attempt	25
Total Crisis Support	367

2023 Disputes

Event Type	Count of Incidents
Dispute – Neighbour	11191
Dispute – Domestic	450
Dispute – Landlord/Tenant	502
Dispute – Other	326
Total Disputes	12469

2023 Fire Related Incidents

Event Type	Count of Incidents
FACODE33 – Human – Malicious Intent/Prank	361
FACODE39 – Other False Fire Alarm	1664
FACODE40 – Call to Fire (No Alarm)	182
FACODEFE – Fire	848
FACODE31 – Alarm System Equipment Malfunction	366
FACODE32 – Alarm System Equipment – Accidental Activation (excluding Code 35)	162
FACODE34 – Human – Perceived Emergency	169
FACODE35 – Human – Accidental (alarm accidentally activated by person)	464
Total Fire Related Incidents	4216

2023 Meetings

Event Type	Count of Incidents
Meeting – Community Engagement	236
Meeting – Corporate	4
Meeting – Crime Management	466
Meeting – Law Enforcement	48
Meeting – Tenant Management	35
Total Meetings	789

2023 Offences Against Justice

Event Type	Count of Incidents
Breach of Probation (Provincial)	9
Escape Lawful Custody or Unlawfully at Large	1
Fail to Comply – Release Order	173
Fail to Appear for Prints	3
Fail to Comply – Probation	88
Fail to Comply – Undertaking	73
Obstruct (Peace, Police) Officer	6
Public Mischief	10
Total Offences Against Justice	363

2023 Parking Incidents

Event Type	Count of Incidents
Parking Information	2543
Parking Violation	6744
Parking Violation – Towing	363
Total Parking Incidents	9650¹

2023 Patrols

Event Type	Count of Incidents
Bike Patrol – Self Initiated	3
Patrol – Joint CSU and TPS	274
Patrol – Officer Initiated	1573
Patrol 3 rd Party	1
Patrol Focused – Bike	2
Patrol Focused – Mobile	1596
Patrol Focused – On Foot	10497

¹ This number captures the total number of occurrences in 2023. Each occurrence may result in multiple tickets. In 2023, there were 26339 parking tags administered and 2425 tows that took place on TCHC property.

Special Attention – Other	678
Special Attention – Parking	110
Special Attention – Vacant Unit	8
Total Patrol Incidents	14742

2023 Trespass Incidents

Event Type	Count of Incidents
Trespass Release – 3 rd Party	2
Trespass Release – CSU	13
Trespass to Property Act	2018
Total Trespass Incidents	2033

2023 Other Incidents – Everything not included above:

Event Type	Count of Incidents
Assist Other – Access	684
Assist Other – Eviction	18
Assist Other – General	716
Assist Other – Information	1579
Assist Resident – Information	3557
Assist Resident – Other	2358
Assist Resident- Access	393
Assist Security – Back-up	109
Assist Security – Detail	20
Carrying Concealed Weapon	5
Cruelty to Animals	17
Defective Equipment – Access	148
Defective Equipment – CCTV	64
Defective Equipment – Elevator	553
Defective Equipment – Fire & Life Safety	762
Defective Equipment – Other	215
Dog By – laws	149
Dog Owner’s Liability Act	74
Drug Offence – Other	9
Drug Offence – Possession	14
Drug Offence – Possession for the Purpose of Trafficking	16
Drug Offence – Proceeds of Crime	6
Drug Offence – Trafficking	1
Found Property	34
Fraud	15
Fraudulent Use of Credit Card	4
Hazardous Condition	1145

Information Only	919
Insecure Premises – Dwelling	88
Insecure Premises – Other	37
Insecure Premises – TCHC	152
Intrusion Alarm – Accidental	96
Intrusion Alarm – Defective	86
Law Enforcement – Information	1809
Liquor Licence Act	70
Loitering – Physical Distancing	7
LWV Escort – 3 rd Party	89
LWV Escort – CSU	176
LWV Escort – Unable to Accommodate	4
Meeting – Community Engagement	236
Meeting – Corporate	4
Meeting – Crime Management	15
Meeting – Law Enforcement	48
Meeting – Tenant Management	35
Missing Person	164
Other Criminal Code Offences	60
Other Federal Statutes	1
Other Provincial Statutes	8
Personal Injury – Other	12
Personal Injury – TCHC Staff	5
Personal Injury – Tenant	41
Possession of House Breaking/Burglar Tools	5
Possession Over – Property Obtained by Crime	10
Possession Under – Property Obtained by Crime	11
Possession Weapons Dangerous	62
Recovered Auto	55
TPA – Prohibited Activity Illegal Dumping	54
Vehicle Accident	155
Warrant- Executed Arrest	279
Warrant- Executed Search	125
Total Other Incidents	17583

Property

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

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

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

Naloxone

Opioid-related deaths continue to be on the rise in the City of Toronto, and have increased substantially since the onset of the COVID-19 pandemic². Naloxone is a life-saving medication which can be used to temporarily counteract an opioid overdose and prevent an overdose death, providing life-saving assistance while waiting for medical personnel to attend. In 2020, the use of Narcan® brand (naloxone) nasal spray was introduced in the CSU with TPS approval. Each naloxone nasal spray kit contains 2 doses of naloxone nasal spray (4mg/0.1ml). It was administered a total of 15 times from January 1, 2023, to December 31, 2023.

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

Public Complaints

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

There were 6 public complaints, and 2 internal complaints submitted to the Community Safety Unit in 2023. A public complaint is defined by the complaint being received from a member of the public or directly affecting a member of the public. An internal complaint points to a complaint that originated internally, or by extension, from TPS.

One of the public complaints is currently under investigation by PRS. At this time, the Subject Officer's employment and Special Constable designation have been suspended by TCHC and the

Toronto Police Services Board as the investigation is ongoing. Four public complaints investigated by TCHC were found to be unsubstantiated and one was substantiated; all are closed. One of the

² <https://covid19-sciencetable.ca/sciencebrief/the-impact-of-the-covid-19-pandemic-on-opioid-related-harm-in-ontario/>

two internal complaints is being investigated by TCHC and the other has been unsubstantiated and closed.

The 2019 Ombudsman’s Report³ relevant to Special Constable complaint investigations was adopted and the Complaints Investigator position was created for CSU complaints. This position is now housed under the Legal Division, which is a separate unit from CSU. The hiring and implementation was initiated in Q4 2020, and the Complaints Investigator commenced their role in Q1 2021.

Total Number of Complaints	Investigated by TCHC Complaints Investigator	Investigated by Toronto Police Service	Number Resolved	Number Outstanding
8	6	2	6	2

Use of Force

In 2023, 11 Use of Force reports were completed by TCHC Special Constables. There were 9 instances where officers applied soft empty hand techniques, 3 instances where officers applied hard empty hand techniques, used to gain control of the subjects, and effectively execute arrests. There were no instances where officers used their baton and 2 incidents where oleoresin capsicum (OC) spray was deployed. There were no incidents resulting in injuries to officers requiring treatment provided by EMS.

Event Type	Sum of Force Baton	Sum of Force OC Spray	Sum of Force Hand
Ambulance Call	0	1	1
Assault	0	0	8
Assault Peace Officer	0	0	5
Assault with Weapon or Bodily Harm	0	0	3
Assist Other – General	0	0	1
Assist Resident – Other	0	0	1
Break & Enter – Other	0	0	1
Break & Enter – Residence	0	0	2
Drug Offence – Possession for the Purpose of Trafficking	0	0	2
FACODE40 – Call to Fire (No Alarm)	0	0	1
Fail to Comply – Probation	0	0	1
Fail to Comply – Undertaking	0	0	1
Mental Health Act	0	0	4

³ <https://www.ombudsmantoronto.ca/getattachment/288fb5f5-6fe3-464f-b20f-729875470f8f/July-9-2019-Ombudsman-Toronto-Enquiry-Report.pdf.aspx?lang=en-US&ext=.pdf>

Mischief	0	0	6
Patrol Focused – On Foot	0	0	1
Possession Weapons Dangerous	0	0	1
Theft Under	0	0	2
Threatening	0	0	1
Trespass to Property Act	0	0	7
Warrant- Executed Arrest	0	1	12
Total	0	2	61

Governance

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

The CSU has supervisors and managers who hold the status of Special Constable and are responsible for the appearance, conduct, discipline and performance of all officers. All Special Constables understand the contract agreement between Toronto Community Housing Board of Directors and Toronto Police Services Board as well as the expectations concerning their conduct and/or job performance.

TPS 2023 Annual Report – Highlights

Special Constable Designations

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

In 2023, the CSU continued with its recruitment strategy and hired 32 new frontline patrol officers. Other new hires with Special Constable Status include 1 Training Corporal, and 1 Project Manager for Body Worn Cameras, 1 Dispatcher, 1 Parking Enforcement Officer and 1 Parking Clerk. In 2023, there were two developmental cycles, one of which has been successfully completed and the other will be completed by Q1 of 2024. These cycles are six months in length. The CSU recruitment strategy is aimed at improving consistency and collaboration between TCHC and TPS to ultimately benefit the tenants and communities we both serve.

Violence Reduction Program

CSU VRP Special Constables continued to work with internal and external partners to find solutions for tenant issues and challenges. CSU VRP officers attended weekly Integrated Team Meetings with TCHC’s Safety and Support team members and onsite staff, which provided a holistic approach to solving issues within the community. The safety of the community is

paramount and is something CSU VRP officers strive to achieve daily through proactive engagement, planning and safety strategies.

In 2023, VRP Special Constables attended approximately 55 Integrated Team Meetings which included internal and external partners, as well as some community leaders. VRP Special Constables participated in approximately 100 community events in 2023.

2023 VRP Summary Community Calls For Service CSU Patrol

Community	Calls For Service	Patrols
Bleecker/200 Wellesley	3886	1252
Dan Harrison / William Dennison	2025	969
Edgeley Village	514	1271
Flemingdon Park/Glenyan Manor	544	64
Islington/St. Andrews	268	24
Jane/Falstaff	1868	1063
Lawrence	2827	1917
Lawrence Heights	1185	1084
Moss Park	2726	1366
Regent Park/Gerrard River	2095	1189
Victoria Park/Chester Le Blvd	328	48
Total	18266	10247

CSU Community Initiatives

In 2023, the CSU organized 310 resident community engagement activities. These events included Community Safety meetings, Charity giveaway events, Community engagements, Safety walks, BBQ’s, food banks, presentations, senior’s hot meals, Halloween events, Christmas events, community clean ups and Back to School events.

CSU Turkey Giveaway:

CSU led the charge, working collaboratively with Operations to make the holiday season brighter for 6,800 TCHC Tenants and 3,300 non-tenants through donations of food, hygiene items, gift cards, toys and warm winter clothing. The food donations also benefited Food Banks operating on TCHC’s properties, shelters and at Community Dinners. In 2023, our members and TPS gathered donations of approximately 1,500 frozen turkeys 1,200 hams and 9,000lbs of potatoes to give to tenants in our VRP communities thanks to generous donations from No Frills

CSU Christmas Comes Early:

Community Safety Unit members, including VRP officers and CSAs served approximately 1,000 hamburgers, hundreds of sandwiches, soup and distributed clothing to members of our downtown communities around Moss Park. Also, new pajamas were provided to the children in the Firgrove Boys and Girls Club. This year, there were over 2000 people who attended CSU’s Christmas Comes Early in Moss Park event.

Toronto Star Box Deliveries:

This annual tradition provides TCHC tenants in VRP communities, boxes filled with personal essential items and small toys for children donated by The Toronto Star. In 2023, approximately 1,800 gift boxes and other items such as knitted mitts and hats were donated and distributed by our officers.

Jane-Finch Gives Back – held at Jane-Finch Mall

CSU donated gift cards, new toys, winter clothing and baby food for the Jane-Finch Gives Back event. All donated items were distributed to families in need in the nearby community, for both TCHC and private residences.

Lawrence East Partnership Program

CSU's Special Constables, Community Safety Advisors and site staff assisted in the preparation of a holiday dinner and karaoke for 35 tenants at 4205 Lawrence Avenue East.

Back to School Backpack Giveaway

CSU Special Constables and CSAs participated in the Back to School Backpack giveaway throughout the city on TCHC properties.

Safeplay

Special Constables from our VRP and CSA team along with TPS worked together to provide a safe space for children and families to play in the Shoreham, Driftwood and Grandravine communities. This was the third year that CSU participated in this program where sports equipment and arts and crafts were donated and distributed to allow families to enjoy the outdoors and have a safe space to meet.

Bike Rodeos

CSU worked in conjunction with TPS to hold bike rodeos in the Yorkwoods, Parma Court and Neptune TCHC communities. Bike safety, tune-ups and donated bikes were provided to the tenants at these properties.

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

CSU's OPTIC NICHE RMS project began in 2022 having the Privacy Impact Assessment reviewed and approved for joining OPTIC, utilizing NICHE as our Records Management System. CSU and OPTIC have continued to meet on a bi-weekly basis to mobilize Niche implementation. CSU has partnered with FSET (third party IT provider) to maintain a secure connection to the OPTIC network and Niche environment.

Over the course of 2023, the Niche Domain Administration Team was responsible for completing the following:

- Facilitating the enhanced background clearance process for all civilian members who did not have background checks completed by the Toronto Police Service,
- Reviewing current business practices and mapping our processes to Niche RMS,

- Completing the Niche RMS domain configuration,
- Identifying and training Subject Matter Expert and Train the Trainer groups,
- Developing the end user training program,
- Scheduling and training all CSU members that require access to Niche RMS as part of their daily duties,
- Updating and configuring the CSU Dispatch Application to integrate with Niche RMS.

CSU is targeting a go-live date within Q1 of 2024. At this time, the current record management system will be retired, and CSU will be fully operational within the Niche RMS environment and a standing member of the OPTIC cooperative.

Peer Support Training

The CSU, in collaboration with TCHC’s Learning and Organizational Development unit, hosted a comprehensive two-day Peer Support Training in December 2023. This training included three CSU staff as well as staff from other TCHC operating units. The Peer Support Team plans on hosting a larger training in the fall of 2024.

Following the resignation of our Peer Support Leader last year, two new Leaders were appointed: one Special Constable, and one Dispatcher. These Leaders will provide ongoing support to the Peer Support Team. They will be an advocate for the program and will be responsible for the continuous promotion and awareness of the program across the CSU. The CSU currently has 28 peer support trained staff.

Combatting Anti-Black Racism Strategy

TCHC’s 2021 Combatting Anti-Black Racism Strategy “CABR” supports racialized and marginalized communities throughout TCHC through an Anti-Black Racism lens on policies, procedures, practices and provide enhanced training to all staff.

As a key stakeholder, the CSU has worked towards implementing key action items in the CABR Strategy report. The CSU involves TCHC’s Centre for Advancing the Interests of Black People, known as “The Centre” in all policy and procedural changes to ensure that a CABR lens is applied, and also receives support on improving the employee life cycle for Black staff.

In 2023, CSU worked to implement a “Cadet” program to break down barriers for young Black tenants in finding meaningful employment while also learning about the various career opportunities in the CSU and TCHC. It is anticipated that the youth will be hired in 2024.

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

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

CSU/TPS Joint Patrols

Between January 1st, 2023, and December 31st, 2023, TCHC Special Constables and TPS participated in 274 joint patrols and walk-throughs in our communities. This initiative focused on deterring anti-social behaviour on Toronto Community Housing properties.

Vehicles

The CSU vehicles anticipated to arrive in 2023 were not received due to a global shortage related to COVID 19. CSU continued to deliver service to tenants utilizing 68 TCHC Fleet Vehicles comprised of Ford Explorers, Dodge Chargers, and Ford Taurus's. In 2024, CSU is anticipating the arrival of 13 new 2023 Ford Explorer Hybrid vehicles to replace our aging and high mileage fleet vehicles.

Incident Response Training Unit

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

In 2023, the unit trained two recruit classes and one coach officer course was facilitated. The unit recertified the annual use of force training for all Special Constables in compliance with the MOU, as well as ensured all first aid certifications were recertified as required.

Conclusion

This report complies with TCHC's Special Constable Memorandum of Understanding with TPS. The Annual Report provides the Toronto Police Services Board 2023 statistical information including but not limited to information regarding enforcement activities, training, supervision, complaints, and other issues of concern to both parties.



Toronto Transit Commission
Special Constable Service
Annual Report 2023

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Executive Summary

In 2023, the Toronto Transit Commission continued its journey to modernize the delivery of safety and security supports in the TTC system. The Special Constable Service Department implemented initiatives that support the Culture Change Program to ensure that the delivery of Special Constable duties are provided in an equitable, inclusive, respectful and safe manner. The Culture Change Program's overarching pillars include:

1. Structure for success to create and support a diverse and inclusive workforce.
2. Modernization of policy, procedures, standards and programs.
3. Update technologies.
4. Overhauling of training and monitoring systems.

Contributing to the continued progress of the Culture Change Program's first pillar of creating a structure for success, the Special Constable Service recruited 42 Special Constables in 2023 through bias-free and inclusive hiring practices. This has resulted in three graduating classes of Special Constables representing the highest level of diversity from racialized groups. The Special Constable Service's recruitment efforts aim at further strengthening the department's presence in the transit system, while also embracing diversity to make the TTC more effective, innovative and equitable. With this initiative, the TTC is improving its ability to respond to security-related incidents, while

also supporting the Culture Change Program's objective of fostering a diverse and inclusive workforce.

In addition, the Special Constable Service and Revenue Protection departments supported the Culture Change Program's second pillar of modernizing policy, procedures, standards and programs by making significant progress in the development of the new and updated Use of Force, Use of Discretion and Body-Worn Camera and Special Constable In-Car Camera System policies. The policies are intended to strengthen accountability and public trust in enforcement activities and are being developed in response to recommendations made by the Ombudsman Toronto in their report that was issued on April 20, 2017, called, *An Investigation into the Toronto Transit Commission's Oversight of its Transit Enforcement Unit*. The Ombudsman provided a total of 26 recommendations in their report in which 15 recommendations have been implemented to date. Board approval of the proposed policies will bring the total number of implemented recommendations to 24. By aligning with third-party report recommendations, the TTC is ensuring that all policies and procedures in place promote fair and equitable treatment of customers.

The Special Constable Service department is contributing to the Culture Change Program's third pillar of updating technologies through body-worn cameras and in-car cameras. In Q1 2024, the Special Constable Service

Department will be launching a pilot to equip Special Constables with body-worn cameras along with in-car cameras in Special Constable patrol vehicles. Body-worn cameras and Special Constable in-car cameras are intended to increase accountability and transparency in enforcement and customer engagement to deliver bias-free service and ensure public trust. The pilot will prioritize transit safety, security, and revenue protection, underlining the TTC's commitment to excellence.

Recognizing the historical systemic barriers that marginalized communities have faced in accessing public transportation, the TTC is

addressing the Culture Change Program's fourth pillar of overhauling training and monitoring systems. In 2023, all Special Constables participated in a two-day, in-person training program on the Use of Discretion and Use of Force policies that were developed for the Special Constable Service and Revenue Protection departments. The Special Constable Service remains steadfast in its duty to fostering a safe and inclusive environment for all TTC riders and employees by ensuring that Special Constables receive training that focuses on combatting conscious and unconscious bias in the execution of their duties.

Culture Change Program

In 2023, the Culture Change Program continued to serve as the cornerstone for all work carried out by staff from the Special Constable Service Department. The Culture Change Program’s objective is to ensure that safety, security, and revenue protection services are customer-focused, founded in equity, respect, and dignity for both customers and employees. This includes communities that historically and presently face systemic barriers.

Both departments have worked toward transformative internal and external changes to demonstrate their commitment to accountability, transparency, building public trust, addressing regulatory concerns, and ensuring bias-free service delivery. The Culture Change Program’s four overarching pillars were integrated into all facets of the department’s work in 2023 in order to accomplish its initiatives.



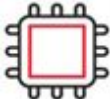

Culture Change Pillars	 Structure for Success	 Modernize Policies, Procedures, Standards and Programs	 Update Technologies	 Overhaul Training and Monitoring Systems
2023 Accomplishments	Create and support a diverse and inclusive workforce Fair, merit-based recruitment to hire 42 Special Constables to foster a workforce that reflects the diversity of the community we serve	Alignment with third-party report recommendations Two consultations conducted on new and updated Use of Force, Use of Discretion and Body-Worn Camera and Special Constable In-Car Camera policies that aim to ensure the fair and equitable treatment of customers	Implement new technologies to support third-party report recommendations Implementation of three technologies, including the development of the Body-Worn Camera and Special Constable In-Car Camera pilot tracking for Q1 2024 implementation, which will provide public transparency and demonstrate accountability	Implement training founded in equity, respect and dignity for customers and employees Implementation of two-day in-person training program on the Use of Discretion and Use of Force policies, along with consistent recruitment and refresher training to all Special Constables that emphasize de-escalation techniques

Table 1: Provides a high-level overview of the four program pillars and the accomplishments that resulted in 2023.

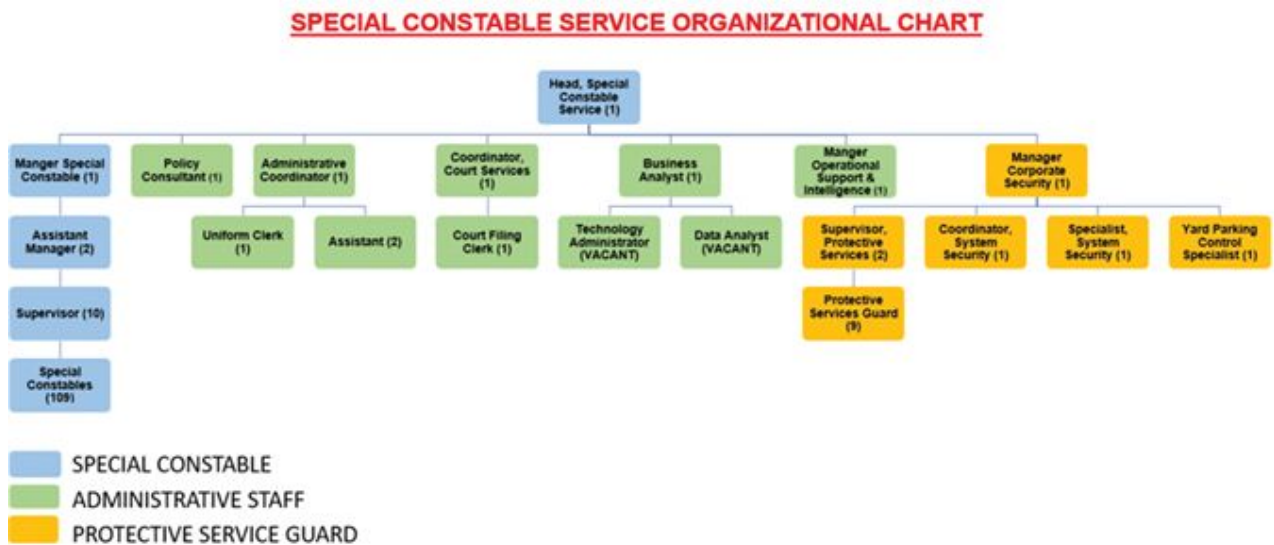
Structure for Success

The Special Constable Service is committed to diversity, equity and inclusion. In 2022, the department worked alongside the Talent Management Department and the Diversity Department’s Racial Equity Office staff to develop and review job descriptions, job postings and interview questions in order to

remove barriers and to build a strong foundation for building greater diversity at the TTC. In 2023, these fair recruitment practices were used to hire 42 Special Constables allowing the department to foster a workforce that reflects the diversity of the community that serves.

Organizational Chart

Chart 1: Special Constable Service Organizational Chart



Special Constable Complement and Attrition Rate

Table 2 represents the complement that was augmented by the addition of 50 Security Guards and 20 Community Safety Ambassadors in February 2023, as part of

a Multidisciplinary approach with the City of Toronto and the Toronto Police Service to respond to increased community safety concerns.

Year	Special Constables at the start of the Year	Employees Joined	Employees Left	Special Constables at the End of Year	Attrition Rate
2023	86	42	15	109	11.7%
2022	77	26	17	86	16.5%
2021	93	9	25	77	24.5%
2020	67	40	14	93	13.1%
2019	56	21	10	67	13.0%
2018	36	22	2	56	3.4%
2017	38	0	2	36	5.3%
2016	31	14	7	38	15.6%
2015	39	0	8	31	20.5%
2014	30	14	5	39	11.4%

Table 2: Annual Attrition Rate Report (January 2014 to November 2023)

Appointments

Appointments	2019	2020	2021	2022	2023
Existing	25	64	92	103	86
Reappointments	5	27	0	0	1
New Appointments	20	18	8	15	42

Table 3: Special Constable Service Appointments

Departures

Department	2019	2020	2021	2022	2023
Terminations	1	0	0	0	3
Suspensions	1	0	0	0	0
Resignations	10	7	15	15	14
Retirements	1	1	0	0	2
Reappointments	3	N/A	4	3	12

Table 4: Special Constable Departures

Diversity Breakdown

In 2023, the department recruited 42 Special Constables through hiring practices aimed at removing barriers and building strong foundations for greater diversity at the TTC. Job descriptions, job postings and interview questions developed by Special Constable Service, in partnership with the Talent

Management Department and the Diversity Department's Racial Equity Office, were used to recruit the 42 Special Constables to ensure equitable and non-discriminatory recruitment practices. In 2023, those who identify as women make up 25% of the overall Special Constable Service department.

Languages Spoken

By promoting diversity and inclusivity in the workforce, the Special Constable Service has enhanced their ability to communicate and cater to underrepresented groups. The

members of the Special Constable Service currently speak a total of 35 languages, with Punjabi, Urdu, and Hindi being the most frequently spoken languages after English.

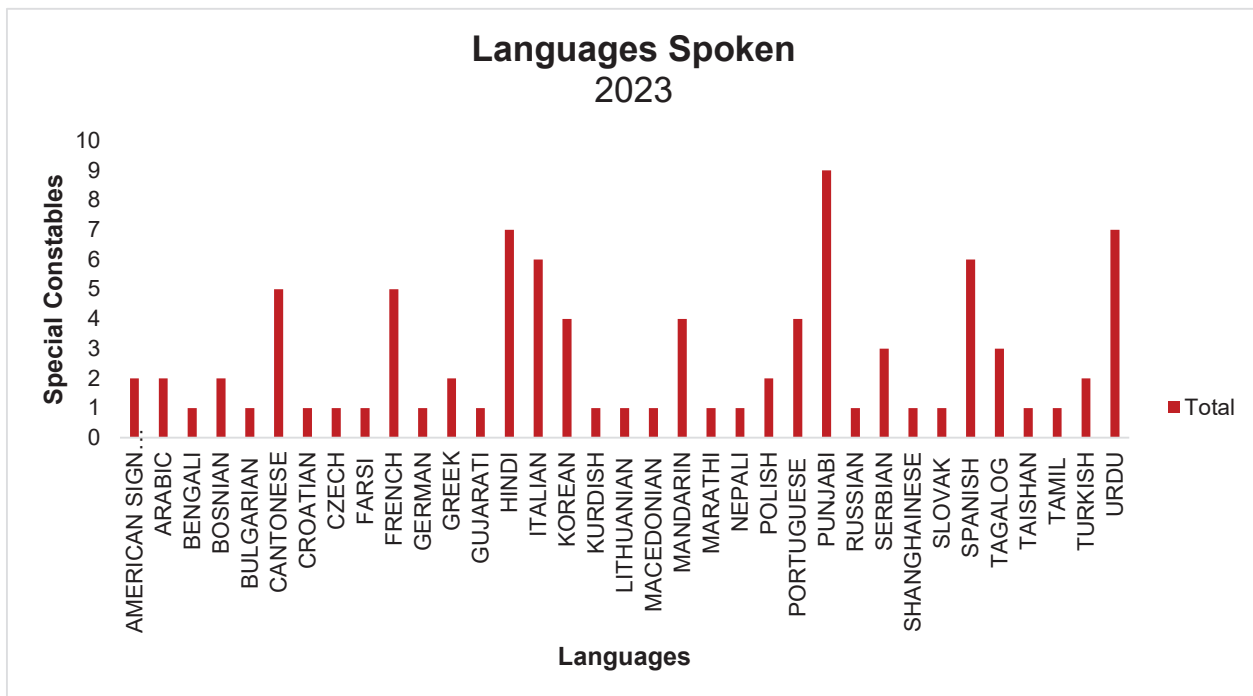


Chart 2: Special Constable Service's Languages Spoken other than English

Community Engagement Team

The TTC's Community Engagement Unit comprises a team of four-to-five Special Constables who are specifically assigned to create and maintain partnerships with various city organizations. The primary focus of the

Community Engagement Unit is to provide education on transit safety through information sessions and community events. Additionally, the Community Engagement Unit assists with co-ordinating resources for

customers who may be in need of shelter, mental health services, employment services, and more.

The Community Engagement Unit is responsible for engaging with the public and employees to achieve community-based objectives that promote a safe environment, and encourage learning and engagement within the TTC community. The unit is actively involved in various initiatives, such as Transit Safety and Etiquette presentations in Schools, Focus Table, Streets to Homes, SafeTO dashboard, Business Improvement Area Outreach, Toronto Community Housing Corporation partnership events, Toronto Police Service partnership events, and Special Constable Service recruiting events. Due to their success in 2021, the Community Engagement Unit expanded their collaboration with Streets to Homes in 2022 and 2023. Currently, there are 20 Streets to Homes employees that support the TTC in providing services to the underhoused.

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

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

Collaboration with Peers in 2023

- 44 Transit Safety and Etiquette presentations/Job Fairs to students at the Toronto District School Board and Toronto Catholic District School Board
- Six TTC Safety Marketplace sessions
- 100+ TTC Bus/streetcar and subway safety talks
- Three community events with Toronto Community Housing
- Six information sessions for new Immigrants via Hanson College
- Four Black Wellness (B-Well) Rexdale community events
- One Black History Event at the TAMOGO* organization

*TAMOGO foundation is an organization that assists refugees and asylum seekers with legal, employment, housing and mental health support.

Community Partnerships

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

Community Engagement Unit Ongoing Initiative Statistical Report

The formalization of the Streets to Homes Outreach Program between the City and the TTC in 2022 has resulted in the TTC having 20 dedicated Streets to Homes employees available to support and provide services to the underhoused and complex individuals needing assistance. The services offered to these individuals include access to water, warm clothing and referrals to indoor space.

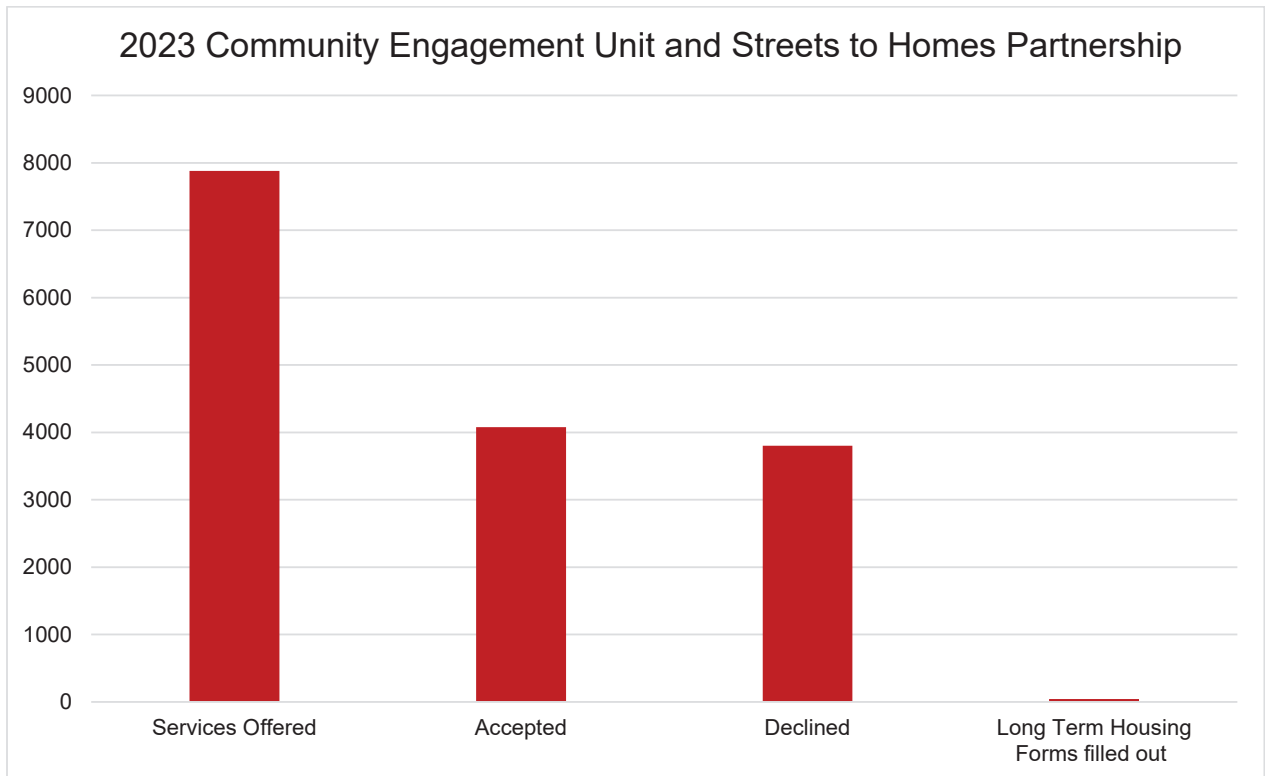


Chart 3: 2023 Streets to Homes Partnership

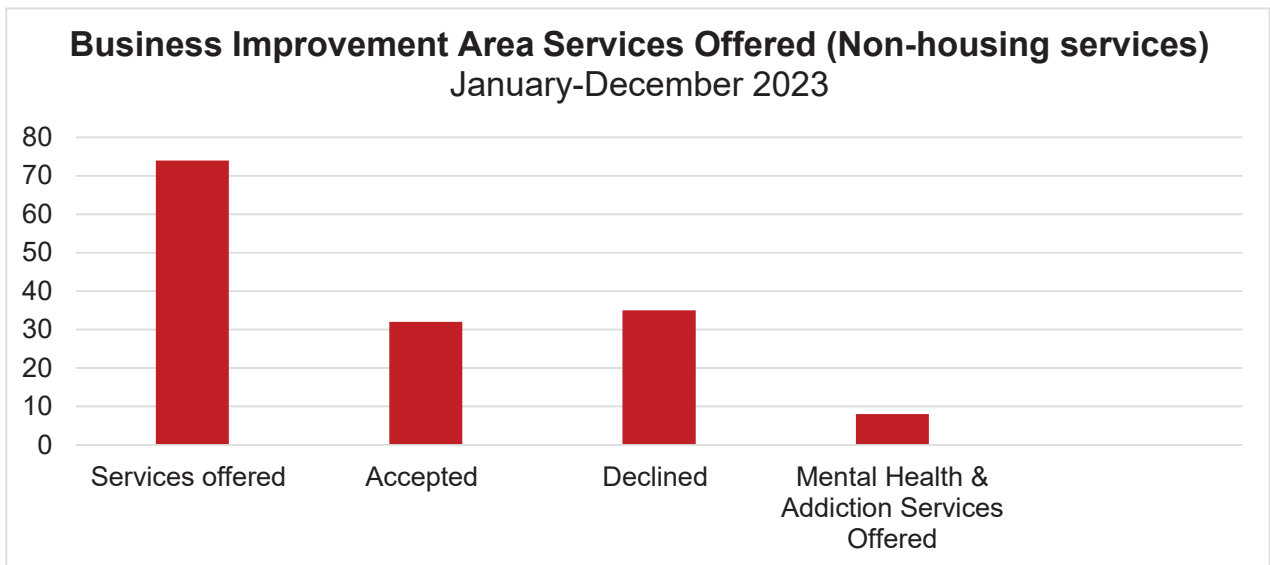


Chart 4: Business Improvement Area Services Offered

Achievements

In 2023, Special Constables continued to provide exceptional services to ensure the safety and security of TTC customers and employees. Their commitment and actions to uphold safety on the TTC were recognized and awarded throughout the year.

At the TTC Board meeting on September 26, Special Constables Summer Daly and Zeddie Valerio received recognition for providing life-saving services to an unresponsive

individual. Constable Daly and Constable Valerio applied their training to provide naloxone, CPR and chest compressions, which revived the individual who was then transported to the hospital. Thanks to Constable Daly and Constable Valerio's dedication to public safety and well-being, a life was saved.



Constable Summer Daly and Constable Zeddie Valerio with CEO Rick Leary and TTC Board members at September 26, 2023 TTC Board meeting.

Acting Staff Sergeant James Bingham and Special Constable Michael Magnaye received the Governor General's Commendation for Bravery along with recognition at the TTC Board meeting in late 2023 for taking heroic efforts to respond to an apartment fire while on duty. Staff Sergeant Bingham and

Constable Magnaye noticed a fire spreading across multiple balconies of an apartment and took initiative by entering and activating the building's fire alarm. They then notified and helped 40 residents exit the building. Staff Sergeant Bingham provided support to an individual who was hit by falling debris and

Constable Magnaye issued verbal commands to guide individuals to safety. Their demonstration of bravery and selflessness

resulted in life-saving support for residents of the apartment building in 2020.



Acting Staff Sergeant James Bingham and Special Constable Michael Magnaye with management and TTC Board members at November 22, 2023 TTC Board meeting.

Special Constables Jay Suvendrakumar and Petar Milenkovic received recognition at the TTC Board meeting on June 12, 2023 for their efforts in providing life-saving support. Constable Suvendrakumar and Constable Milenkovic responded to a call about an unresponsive individual at a subway station who had overdosed. The Constables administered a first dose of naloxone and provided chest compressions. After receiving no response, they administered a second

dose of naloxone and used an external defibrillator device in efforts to revive the individual. They continued compressions for approximately six minutes before Toronto Fire arrived. The individual's vital signs returned and the person was transferred to a hospital. Constable Suvendrakumar and Constable Milenkovic's quick thinking and dedicated support resulted in saving the individual's life.



Special Constable Jay Suvendrakumar with Commissioners members at June 12, 2023 TTC Board meeting.

On April 30, 2023, Special Constables Chris Ross and Nenad Stefanov were recognized by Toronto Police Service for their help in arresting a wanted individual at Finch Station on October 28, 2020. Their fearlessness and unwavering support helped contribute to keeping the TTC safe.

On September 24, 2023, Special Constables Summer Daly, Kulvinder Dhillon, Ian Kosher, and Shiv Pua were invited to attend the 46th Annual Canadian Police and Peace Officers' Memorial Service in Ottawa. The service honoured and recognized the lives of fallen officers across Ontario through a parade and memorial for the individuals.



Constable Chris Ross and Constable Nenad Stefanov with the Toronto Police Service's Chief, Myron Demkiw.



(Left to right) Special Constables Ian Kosher, Shiv Pua, Summer Daly, and Kulvinder Dhillon at the 46th Annual Canadian Police and Peace Officers' Memorial Service on September 23, 2023.

Special Constable Service Action Plan

Members of the Special Constable Service attended a workshop to draft an action plan aimed at integrating customer experience into all facets of the department's operations. These sessions provided a forum for participants to share their experiences and insights to help contribute to the plan. A dedicated working group consisting of Special Constables, management and staff continue to refine the plan, ensuring that actions are measurable, transparent and

achievable. Key elements of the plan include hosting workshops and town halls on an ongoing basis to increase engagement between Special Constables and customers in 2024. Additionally, Special Constables will be enhancing their visibility in key areas, such as fare gates and busways during rush hour to strategically position themselves for increased engagement and availability.

Modernize Policies, Procedures, Standards and Programs

Community Safety and Policing Act

On December 18, 2023, the Ministry of the Solicitor General provided notification that regulations for the Community Safety and Policing Act have been approved by Cabinet and filed. The following Ontario regulations supplement the sections of the Act that govern Special Constables:

- O.Reg- 396/23: Matters Respecting the Appointment & Functions of Special Constables & the Authorization of Special Constable Employers
- O.Reg- 410/23: Code of Conduct for Special Constables
- O.Reg- 411/23: Complaints about Special Constables
- O.Reg- 416/23: Oaths and Affirmations

The Community Safety and Policing Act will uphold Special Constables to legislative standards set out by the Province of Ontario and will come into force on April 1, 2024.

TTC Updated Policies

In 2023, the Special Constable Service and Revenue Protection departments made significant progress on the implementation of the new and updated Use of Force, Use of Discretion and Body-Worn Camera and Special Constable In-Car Camera System policies by conducting internal and external consultations with diverse stakeholders. The policies aim to address recommendations issued in a report by the Ombudsman Toronto on April 20, 2017 that investigated an

incident involving two TTC employees and two members of the public on January 29, 2015. The implementation of the policies will achieve the following recommendations made in the Ombudsman Toronto's report:

- Amending the Use of Force Policy to clearly outline the importance of de-escalation as an alternative to the use of physical force.
- Creating a policy on the exercise of discretion by Special Constables and Fare Inspectors to use their authority.
- Installing video recording cameras in all Special Constable patrol cars and;
- Amending corporate policy and procedures on video recording in public areas to reflect the use of video recording cameras in Special Constable patrol cars.

The departments conducted consultations in 2023 with expert stakeholders, community stakeholders, and the general public to develop the policies. The departments sought review of the policies by expert stakeholders, Arleen Huggins, the TTC's External Advisor on Diversity and Inclusion, and Professors from the University of Toronto, Dr. Akwasi Owusu-Bempah and Dr. Scot Wortley. The Use of Force and Use of Discretion policies were also reviewed by key stakeholders, such as the City of Toronto's Confronting Anti-Black Racism Unit and the Indigenous Affairs Office. Sixteen community consultations were also conducted as part of the Racial Equity Impact Assessment (REIA) by

Dr. Owusu-Bempah and Dr. Wortley to garner feedback on the policies. The consultations targeted members of Toronto's Black and Indigenous communities, including Black Legal Action Centre, Conference of Minority Transportation Officials, East Scarborough Boys and Girls Club, Urban Alliance on Race Relations, and more.

Public consultations were conducted through a survey developed by Drs. Wortley and Owusu-Bempah that were distributed to TTC customers to gain better insight into TTC customer and employee experiences with Special Constables. The departments also consulted with the Ombudsman Toronto and CUPE 5089 to obtain their review and feedback on the policies.

Through these collaborative efforts, the Special Constable Service and Revenue Protection departments made significant strides in the development of the policies and aim to have them in place for Special Constables and Fare Inspectors in 2024.

Use of Force Policy

The updated Use of Force Policy is intended to establish guidelines for when force is used by Special Constables, Fare Inspectors and Protective Services Guards during the course of their duties, and detail reporting responsibilities for when force and excessive force is used. The policy serves to operationalize the TTC's commitment to customer service, safety and fare compliance through communication, education and de-escalation techniques designed to minimize physical harm and the number of incidents where Special Constables are required to use force.

Through the Use of Force Policy, Special Constables are only authorized to use force as a last resort and only after completing training, which incorporates various de-escalation techniques (e.g. active listening and conflict resolution using effective communication),

mental health awareness, unconscious bias and in accordance with the Ontario Use of Force Model.

Fare Inspectors and Protective Services Guards are only permitted to use force for the purposes of self-defence as permitted under section 25 of the Criminal Code.

Use of Discretion Policy

The Use of Discretion Policy is intended to outline guiding principles for Special Constables, Fare Inspectors and Protective Services Guards when performing enforcement, fare inspection and compliance duties.

When using discretion, employees are directed to consider factors, including, but not limited to:

1. Seriousness and nature of the offence;
2. Context in which the offence takes place;
3. Likelihood of a written warning deterring the person from committing future violations;
4. Behaviour that may be the result of a disability or other grounds protected by the Ontario Human Rights Code; and
5. Role and impact of both conscious and unconscious bias on decision-making; and other factors that are appropriate to consider.

Body-Worn Camera and Special Constable In-Car Camera System Policy

The Body-Worn Camera and Special Constable In-Car Camera System Policy is intended to support a pilot that will equip 20 Fare Inspectors and 20 Special Constables with body-worn cameras and 14 Special Constable patrol vehicles with in-car cameras in 2024. The policy supports the TTC's partnership approach to community safety, security and well-being on public transit by endorsing the body-worn cameras and in-car camera systems to increase transparency and accountability.

Update Technologies

Over the past year, the Special Constable Service initiated several projects that contribute to the TTC's commitment to enhancing transparency and accountability, while promoting a culture of safety and integrity. Initiatives to implement body-worn cameras, in-car camera systems, Mobile Ticketing and updated Hand-Held Point of Sale devices are underway to integrate innovative technologies that will enhance how Special Constables perform their duties.

Body-Worn Camera and Special Constable In-Car Camera System Pilot

In 2023, the Special Constable Service and Revenue Protection departments developed an implementation plan for a Body-Worn Camera and Special Constable In-Car Camera pilot program in collaboration with internal and external stakeholders. The pilot will equip 20 Special Constables and 20 Fare Inspectors with body-worn cameras and all 14 Special Constable patrol vehicles with in-car cameras. This phased implementation plan will rotate body-worn cameras among all Special Constables and Fare Inspectors by equipping them with the devices during a six-week period. Through this phased approach, all Officers will have the opportunity to be equipped with a body-worn camera during the pilot. The pilot is expected to launch in Q2 2024.

The implementation of body-worn cameras is a testament to the TTC's dedication to transparency, accountability and the

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

Once the pilot begins, the Special Constable Service and Revenue Protection departments will gather feedback from Supervisors, Special Constables and Fare Inspectors on the process and application of the equipment to identify the benefits and possible issues associated with the use of the equipment. The outcomes of the pilot will determine if full deployment of cameras will be issued to all Special Constables and Fare Inspectors.

Hand-held Point of Sale Device Refresh

In collaboration with the Farecard Team and the Strategy and Foresight Department, team members are working with Metrolinx to find a modernized solution to replace the existing hand-held point of sale (inspection) device. Replacing this device will address a 2019 Auditor General Revenue Operations audit recommendation.

Mobile By-Law Ticketing

Mobile by-law ticketing will allow Special Constables to use a smartphone mobile application and a hand-held mobile printer to create and print Part I Provincial Offence Act Notices. Creating efficiencies with the inspection process will address a 2019 Auditor General recommendation.

Overhaul Training and Monitoring Systems

In 2023, the TTC continues to enhance Special Constable training to ensure that all duties are founded in equity, respect and dignity for customers and employees. Over the past year, the Special Constable Service Department provided Officers with the essential tools for effective decision-making by introducing new Use of Force and Use of Discretion policy training. The department also continued to provide recruitment and refresher training aimed at providing Special

Constables with best practices in addressing customers and employees with respect, sensitivity, and without bias. In addition, the Special Constable Service's training department was moved to the TTC's Operational Training Centre where all staff across the TTC receive training. Through this restructuring, training will be provided at improved facilities and will be centralized to align with TTC training standards.

Use of Force and Use of Discretion Training

In 2023, all Special Constables participated in a two-day, in-person training program on the proposed Use of Force and Use of Discretion policies that were developed for the Special Constable Service and Revenue Protection departments.

The first day of training was led by University of Toronto Professors Dr. Akwasi Owusu-Bempah and Dr. Scot Wortley and staff from the TTC's Racial Equity Office. The training focused on:

- Defining discretion and bias (conscious and unconscious);
- Importance of race and gender identity in Canadian society;
- Uses and potential misuses of race-based and gender identity data; and

- Collection of race-based and gender identity data within the TTC.

The second day of training was led by the Special Constable's Training Team. The training focused on:

- Importance of Use of Discretion within the TTC;
- When force is to be used;
- Self-identification and perception data;
- How to exercise discretion and force;
- Case studies and scenario-based learning;
- Reporting responsibilities when using discretion and force; and
- Overview of Data Collection Procedure.

Special Constable Training

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

- 2SLGBTQ+
- Arrest Authorities
- Arrest/Search Incident to Arrest
- Canadian Police Information Centre
- Case Preparation Provincial Offences
- Community Mobilization/Community Policing
- Confronting Anti-Black Racism
- Controlled Drugs and Substances Act
- Crime Scene Management
- Criminal Offences
- Diversity Awareness and Human Rights Issues
- Trespass to Property Act
- Ethics and Professionalism in Policing
- First Aid/CPR
- Interim Communicable Diseases
- Introduction to Law
- Liquor License and Control Act
- Mental Health Act
- Occurrence/Report Writing/Field Information Report
- Person in Crisis
- PRESTO
- Provincial Offences Act
- Roles Field Interviewing/Taking Statements
- Rules Memorandum Books/Note-Taking

- Search and Seizure Authorities
- Sex Offences
- Suicide Awareness
- Testimony/Criminal/Provincial Justice System/Rules of Evidence
- Train Use of Force Legislation and Reporting
- TTC Fares
- TTC Special Constable Status – Roles and Responsibilities
- Vehicle Familiarization – Streetcar/Bus/ Subway
- Scenes of Crime Photography
- Use of Force and Defensive Tactics
- Radio Communication

In 2023, the Special Constable Service continue commitment in expanding training programs, particularly in areas, such as Indigenous awareness, anti-racism, mental health awareness and resiliency.

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

The Toronto Police Service's 2SLGBTQ+ Liason Office provides comprehensive information specific to the care and response of 2SLGBTQ+ persons by police and law enforcement in public service.

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

The Training Section was embedded within the Operations Training Centre (OTC) to align new training programs and revisions with the OTC's standards. New training programs were developed and implemented to support

the roles of Supervisor, Acting Supervisor and Coach Officer. The Coach Officer training is taught to all members with the desire to coach new hires.

Recruit Program

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

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

making abilities in a real-time environment.

As part of the initial training, staff also participate in instructor-led training delivered by the Alzheimer's Society of Toronto and the City of Toronto Streets to Homes Program. In 2019, the TTC added Confronting Anti-Black Racism training delivered by the City of Toronto's Confronting Anti-Black Racism Unit. Special Constables and Fare Inspectors participate in holistic, simulation-based training as part of the curriculum.

Annual Recertification

The Special Constable Annual Recertification Training Program is four days for a total of 32 hours. This includes mandatory defensive tactics and use of force training. In 2021, additional training on mental health awareness, and a review of the Mental Health

Act was conducted to enhance the skills Officers use when called to incidents that may involve mental health. Holistic, simulation-based training continues through the annual recertification as a successful tool to reinforce training and expectations.

Mandatory Training

Course/Topic	Delivered By	Duration	Number trained
Special Constable Recruit Training	3rd Party Provider/Toronto Transit Commission	90 Days	42
Protective Services Guard – Recruit Training	3rd Party Provider/Toronto Transit Commission	30 Days	15
Annual Use of Force and Legislative Update Block Training	3rd Party Provider/Toronto Transit Commission	4 Days	64
Annual Use of Force and Legislative Update (Supervisor)	3rd Party Provider/Toronto Transit Commission	4 Days	14
Indigenous Awareness	Canadian Police Knowledge Network	5 Days	88
Standard First Aid	3rd Party Provider	6 Hours	140
Confronting Anti-Black Racism	3rd Party Provider	2 Days	93

Table 5: Mandatory Training

Additional In-Service Training

Course/Topic	Delivered By	Duration	Number trained
Coach Officer Training	TTC Special Constable Service	3 Days	10
Scenes of Crime Officer Photography	Toronto Police Service – FIS	2 Days	42
Toronto Police Service’s 2SLGBTQ+ Liason Office – Serving with Pride	3rd Party Provider	3 Hours	42
Naloxone	3rd Party Provider	1 Hour	42

Table 6: Additional In-Service Training

Equipment

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

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

Performance Management and Accountability

Offences against Customers

The average number of offences against customers in 2023 was 1.88 per one million boardings, an increase from 2022. Early in 2023, TTC responded to an overall increase in Community Safety concerns and offences on the TTC through a Multidisciplinary approach by collaborating with the City of Toronto, Toronto Police Services, and Toronto Public Health, including services from Streets to Homes/MDOT and Community Safety Ambassadors. Throughout 2023, the rate of offences declined from 2.72 per one million boardings in January to 1.76 per one million boardings by December 2023.

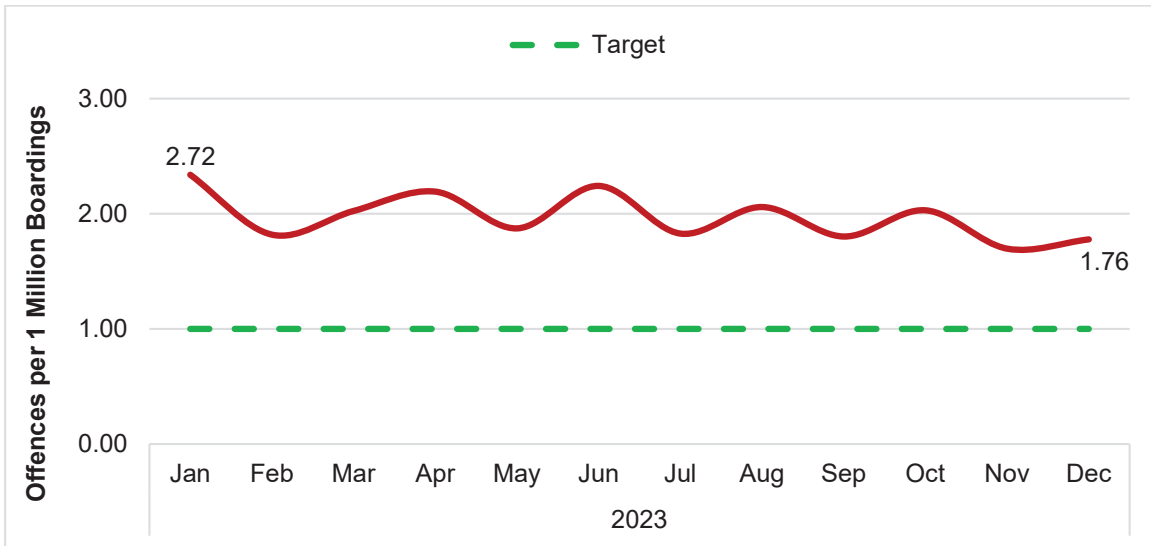


Table 7: Offences against Customers

Calls for Service

In 2023, the Special Constables Service received 30,909 calls for service, representing an 11% increase from the previous year.

Mode	Calls Received				
	2019	2020	2021	2022	2023
Scarborough RT	198	368	210	193	230
Subway	18,489	21,381	26,817	23,516	26,410
Surface	2,856	4,925	4,031	3,894	4,269
Total	21,543	26,674	31,058	27,603	30,909

Table 8: Calls for Service

Arrest/Apprehension Totals

Special Constables are committed to maintaining a safe and secure transit system. Special Constables submitted 229 records of arrest for Criminal Code offences, a decrease of 19% when compared to the previous year with 277 arrests. Additionally, in 2023, Special Constables made 197 apprehensions under the Mental Health Act. These apprehensions were made in response to calls received for persons who were in distress or posed a threat to themselves or others. This represented a 11% decrease from the previous year of 221 apprehensions under the Mental Health Act.

The possible reason for this decrease in numbers can be explained by the presence of agencies providing services to the underhoused and those with complex needs on the transit system. In these circumstances, the Special Constables exercised utmost sensitivity and professionalism to ensure that the individuals received the appropriate care and support they needed.

Table 8 outlines the total number of individuals arrested, charged and apprehended from 2019 to 2023. Table 9 presents the individual reports that were submitted to document an occurrence that took place in 2023.

Authority	Total Arrested, Charged and Apprehended				
	2019	2020	2021	2022	2023
Criminal Code	291	346	123	277	229
Mental Health Act	127	96	128	221	197
Liquor License and Control Act	57	22	5	20	15
Trespass to Property Act	55	37	9	16	18
Controlled Drugs and Substance Act	3	0	0	0	0
Total	533	501	265	534	459

Table 9: Arrest/Charge/Apprehension Activity Comparison

2023 General Occurrence Reports and Records of Arrest

Aggravated Assault C.C. 268	2
Arson: Damage to Property C.C. 434	2
Assault C.C. 266	736
Assault Bodily Harm C.C. 267 (1) (b)	23
Assault With Intent To Resist Arrest C.C. 270 (1) (b)	2
Assault Peace Officer C.C. 270 (1) (a)	22
Assault With A Weapon C.C. 267 (1) (a)	68
Attempt Suicide	1
Attempts or Disarms a Peace Officer	1
Being Intoxicated in a Public Place	18
Bench Warrant C.C. 597 (2)	5
Bodily Harm: Administering Noxious Thing C.C. 245	1
Breach of Probation P.O.A Sec 75	1
Break And Enter With Intent C.C. 348 (1)(a) Attempt	2
Breaking, Entering and Committing C.C. 348 (1) (b)	4
Carry Concealed Weapon C.C. 90 (1)	1
Cause A Disturbance 175 (1)	3
Criminal Harassment C.C. 264 (1) (2)	16
Criminal Negligence Causing Bodily Harm C.C. 221	1
Fail to Appear (FORM 9/10) 145 (5) (b)	1
Fail to Comply Probation C.C. 733.1	3
Fail to Comply Recog C.C. 145 (3)	2

Failing to Attend Court When at Large on Undertaking or Recognizance: Failing to Surrender C.C. 145 (2)	1
Failing to Comply with Condition of Undertaking or Recognizance C.C. 145 (3)	1
False Alarm of Fire C.C. 437	1
Fraud C.C. 380 (1)	1
Having Liquor In Open Container In Unauthorized Place	2
Indecent Acts C.C. 173 (1)	16
Intimidation C.C. 423 (1)	1
Killing or Injuring Animals other than Cattle C.C. 445	1
Mental Health Act Sec .17	117
Mischief C.C. 430 (1) (a) and (b)	831
Mischief C.C. 430 (1) (c) and (d)	41
Mischief Endangering Life C.C. 430 (2)	3
Mischief to Testamentary Instrument or Over \$5,000 C.C. 430 (3)	15
Murder C.C. 235 (1)	1
Opioid Overdose	16
Possession of Offensive Weapon Dangerous To The Public Peace C.C. 87	8
Possession of Prohibited Weapon C.C. 91 (2)	1
Possession of Property Obtained By Crime C.C. 354 (1)	2
Public Mischief C.C. 140 (1)	3
Resisting or Obstructing Public or Peace Officer C.C. 129 (a)	1
Robbery C.C. 344 (b)	13
Sexual Assault C.C.271	26
Suspicious Incident	70
T.P.A. Fail To Leave When Directed	15

T.P.A. Engage in Prohibited Activity on Premises	4
T.P.A. Enter Premises When Entry Prohibited	11
T.T.C. # 1-2.1 Refuse to Pay Fare	2
T.T.C. # 1-2.3 (b) Fail to Comply with Conditions of Use of Fare Media	5
T.T.C. # 1-3.1 (b) Failure to Control Animal on Transit System	1
T.T.C. # 1-3.13 (a) Fail to Comply with Posted Sign	4
T.T.C. # 1-3.25 Cause A Disturbance on TTC Property	1
T.T.C. # 1-3.25 (c) Behave in Indecent (Offensive) Manner on TTC Property	1
T.T.C. # 1-3.25 (f) Interfere with Ordinary Enjoyment of Transit System	3
T.T.C. # 1-3.3 Enter Transit System through Non-designated Entrance or Exit	27
T.T.C. # 1-3.32 Smoke on TTC Property	3
T.T.C. # 1-3.33 (a) Possession of Weapon on TTC property	3
T.T.C. # 1-3.33 (b) Possession of Dangerous Object, Material or Thing on TTC Property	1
T.T.C. # 1-3.4 Unauthorized Crossing or Entering Upon Subway Tracks	7
T.T.C. # 1-3.5 Project Body Beyond Platform Edge or Platform Safety Markings	1
Taking Motor Vehicle Without Consent (joy-riding) C.C. 335 (1)	1
Theft Over \$5,000.00 C.C. 334 (a)	4
Theft Under \$5,000.00 C.C. 334 (b)	172
Uttering Threats C.C. 264.1 (1)	309
Uttering Threats to Cause Death or Bodily Harm C.C. 264.1 (1) (a)	173
Weapon etc: Possession for Dangerous Purpose C.C. 88	8
Grand Total	2,844

Table 10: General Occurrence Reports and Records of Arrest

Other TTC Internal Incident Reports (Special Constable Service and other TTC Divisional Supervisory Reports)

Accident	26
Aggravated Assault C.C. 268	4
Assault	136
Assault C.C. 266	181
Assault – Aggravated C.C. 268	4
Assault Bodily Harm C.C. 267 (1) (b)	13
Assault With Intent To Resist Arrest C.C. 270 (1) (b)	2
Assault Causing Bodily Harm C.C. 267 (b)	3
Assault Peace Officer C.C. 270 (1) (a)	6
Assault With A Weapon C.C. 267 (1) (a)	52
Assault With Weapon C.C. 267 (a)	12
Attempt Suicide	19
Being Intoxicated in a Public Place	5
Bench Warrant C.C. 597 (2)	4
Bodily Harm: Administering Noxious Thing C.C. 245	3
Breaking, Entering and Committing C.C. 348 (1)(b)	3
Carry Concealed Weapon C.C. 90 (1)	6
Cause A Disturbance 175 (1)	17
Criminal Harassment C.C. 264 (1) (2)	4
Fail to Comply Probation C.C. 733.1	6
Failing to Comply with Condition of Undertaking or Recognizance C.C. 145 (3)	1
Firearm, Weapon, Ammunition: Careless Use etc. C.C. 86 (1)	1
Firearm: Pointing C.C. 87	1

Indecent Acts C.C. 173 (1)	14
Mental Health Act Sec .17	80
Mischief C.C. 430 (1) (a) and (b)	42
Mischief C.C. 430 (1) (c) and (d)	55
Mischief Endangering Life C.C. 430 (2)	1
Mischief Not Exceeding \$5,000 C.C. 430 (4)	59
Mischief to Testamentary Instrument or Over \$5,000 C.C. 430 (3)	5
Murder C.C. 235 (1)	1
Obstruct Peace Officer C.C. 129 (a)	3
Obstruct Justice C.C. 139 (1)	1
Opioid Overdose	7
Possession of Offensive Weapon Dangerous To The Public Peace C.C. 87	68
Possession of Prohibited Weapon C.C. 91 (2)	9
Possession of Property Obtained By Crime C.C. 354 (1)	3
Priority One	10
Public Mischief C.C. 140 (1)	7
Robbery C.C. 344 (b)	57
Robbery Using Firearm C.C. 344 (a)	1
Sexual Assault C.C.271	88
Suspicious Incident	119
T.P.A. Fail To Leave When Directed	2
T.P.A. Enter Premises When Entry Prohibited	2
T.T.C. # 1-3.4 Unauthorized Crossing or Entering Upon Subway Tracks	2
Taking Motor Vehicle Without Consent (joy-riding) C.C. 335 (1)	1

Theft Over \$5,000.00 C.C. 334 (a)	7
Theft Under \$5,000.00 C.C. 334 (b)	38
Uttering Threats C.C. 264.1 (1)	49
Uttering Threats to Cause Death or Bodily Harm C.C. 264.1 (1)(a)	14
Weapon etc: Possession for Dangerous Purpose C.C. 88	4
Grand Total	1,258

Table 11: Other TTC Internal Incident Reports

Property

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

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

- All firearms seized/found.

All property and evidence seized from persons that is not turned over to the Toronto Police Service is stored, preserved and disposed of in a manner consistent with Toronto Police Service standards and procedures for the storage and disposition of property. In 2023, Special Constables seized and processed 64 pieces of property into their property vault.

Compliance Reporting

Public Complaints

For 2023, the TTC received a total of 25 public complaints involving Special Constables and 109 public complaints involving Fare Inspectors for a combined total of 134, which is an increase from 48 complaints received in 2022. The increase of complaints were directed primarily toward Fare Inspectors, likely due to the resumption of ticketing operations in March 2023. In 2022, Fare Inspectors applied a non-ticketing, educational approach due to financial constraints the public faced due to the

pandemic. An update on public complaints received by the Fare Inspector and Special Constable Complaints Office in 2023 will be provided in the 2024 Diversity and Culture Group Annual Report. The Fare Inspector and Special Constable Complaints Office investigates concerns about TTC Fare Inspectors and Special Constables along with any related policies and services.

Early Intervention

Based on the recommendations of the Ombudsman Toronto, an Early Intervention

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

To identify employees whose performance warrants review and intervention, performance indicators, such as complaints, use of force reports, cautions/charges/summons, discipline records, body-worn/in-car camera non-compliance and recognition records are used. By using a combination of multiple performance indicators, the Early Intervention System can

provide a broader base of information for identifying patterns of problematic performance among employees. The goal of the Early Intervention System is to detect any trends of problematic behaviour before the need for discipline arises, and provide intervention to employees in the form of evaluation, training/retraining and coaching.

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

Compliance Reporting

Use of Force Reporting

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

The TTC's internal policy on reporting use of force by Special Constables uses a lower threshold. Each incident where an application

of force is used that is beyond compliant handcuffing is required to be reported.

In 2023, 16 Use of Force Reports were required to be submitted to the Toronto Police Service as per the Police Services Act. In five incidents, OC foam was deployed during interactions with assaultive subjects. Nine Injury Reports were also completed as a result of injuries sustained by defendants during the course of an arrest. Table 11 summarizes the number of incidents and the category of offence involved in each type of force application.

As per Police Services Act:

Year	Highest Level Force of Used	Number of Force Incidents	Use of Force Reports Submitted	Criminal Code	Provincial Offence (LLCA, MHA, TPA)
2019	OC Foam	3	3	1	2
	Injury	-	-	-	-
	Total	3	3	1	2
2020	OC Foam	7	7	6	1
	Injury	3	3	2	1
	Total	10	10	8	2
2021	OC Foam	1	1	0	1*
	Injury	0	0	0	0
	Total	1	1	0	1
2022	OC Foam	2	4	2	0*
	Injury	1	2	1	0
	Total	3	6	3	0
2023	OC Foam	5	9	5	0*
	Injury	9	7	6	3*
	Total	14	16	11	3*

Table 12: Use of Force Reporting as per Police Services Act, one* incidents relating to the Mental Health Act

As per Departmental Policy:

Year	Highest Level of Forced used	Number of Incidents	Use of Force Reports submitted	Criminal Code	Provincial Offence (LLCA, MHA, TPA) or Other
2023	Physical Control – Soft	49	89*	35	13
	Physical Control – Hard	4	5*	2	2
	Impact Weapon – Soft	0	0	0	1
	Impact Weapon – Hard	0	0	0	0
	Baton or OC Foam Presented – Not Used	4	9*	4	0
	Total	57	103	41	16
2022	Physical Control – Soft	27	43*	17	7
	Physical Control – Hard	6	7	5	1
	Impact Weapon – Soft	1	1	0	1
	Impact Weapon – Hard	1	1	1	0
	Baton or OC Foam Presented – Not Used	6	12	4	1
Total	41	64	27	10	

Table 13: Use of Force Reporting as per Departmental Policy *Multiple Use of Force Reports submitted, one per individual Officer attending the same incident.

As per departmental policy, there were 57 incidents in 2023, in which 103 Use of Force Reports were submitted. This was an

increase from 41 incidents and 64 Use of Force Reports submitted in 2022.

Injury Reporting

Defendants

A total of 27 Injury Reports were submitted by Special Constables on behalf of the accused in 2023, 16 more than the 11 submitted in 2022.

Prior to Arrest

A total of nine injury reports were submitted in relation to injuries presented by the accused prior to the arrest. These include pre-existing conditions, visible lacerations and abrasions, swelling and bruising and re-injury. Two accused sustained injury from a previous fight or assault incident prior to arrest. Four were taken to hospital to treat these injuries. In two incidents, Emergency Medical Services attended and treated the accused while medical aid was declined by two individuals. Toronto Fire Services treated one person for a cut lip sustained during a fight off property. Three individuals requested medical for broken ribs, a bloody mouth and cuts to the face from a fight that occurred prior to arrest.

During Arrest

Fourteen Injury reports were submitted in relation to injuries sustained by the defendant during the course of an arrest. Seven cuts, soreness, lacerations, bleeding and pain due to handcuff rubs. One incident where OC Foam was deployed, the accused was transported to hospital due to eye irritation. Six incidents resulted in cuts, swelling, pain and injury due to the result of force used when the defendant becomes resistive during the arrest.

After Arrest

Five injuries were reported after an arrest. Four were self-inflicted where the accused sustained cuts, scrapes and lacerations from intentionally injuring themselves in the back of the patrol car. One accused became resistive and sustained a cut on the left wrist sustained, while being placed in the back of the patrol car.

Special Constables

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

- 116 incidents and two recurrence were reported by the Special Constable Service resulting in eight lost-time and 108 no lost-time injuries.
- 48 incidents were reported with five Special Constables sustaining lost-time injuries.
- Accidental incidents include minor automobile accidents, slips, falls and injuries sustained during training resulted in 13 no lost-time injuries.
- Exposure includes five incidents of no lost-time (one exposure to pneumonia, two possible exposure to streptococcus, two possible exposure to bed bugs).
- Emotional Trauma was experienced by 44 Special Constables while viewing CCTV footage or attending Priority one incidents.

Court Services

Provincial Offence Court

The Courts have a strong dedication to utilizing technology in order to enhance its services to court users and provide access to

justice. This includes utilizing remote technology, such as video or telephone when applicable. The Ontario Court of Justice will

be presented either in physical hearings, through remote technology (video or telephone), or a combination of both.

In the city of Toronto, matters related to the Provincial Offences Act can be attended to either in person or through audio telephone or video conferencing options. Before attending any remote court proceedings, all participants must follow the Remote Appearance Code of Conduct of the Ontario Court of Justice to maintain a level of decorum expected in Ontario Court of Justice proceedings.

Historically, criminal court cases have required in person attendance, however, during specific parts of the legal process, the defendant and their lawyer may be allowed to participate in court hearings through teleconference or platforms, such as Zoom. This decision is at the discretion of the Judicial Officer and may change. The Court will continue to collaborate with its justice partners to decide on the most effective way to apply technology in order to enhance court services and access to justice.

Provincial Offence Notices Issued

In 2023, the Special Constable Service issued 80 Provincial Offence Notices and four Provincial Offences Act Summons, 54 certificates more when compared to 2022 (30 Notices/Summons). Twenty-four notices

issued to defendants were a result of an arrest related to criminal offences, Trespass to Property Act and the Liquor Licence and Control Act.

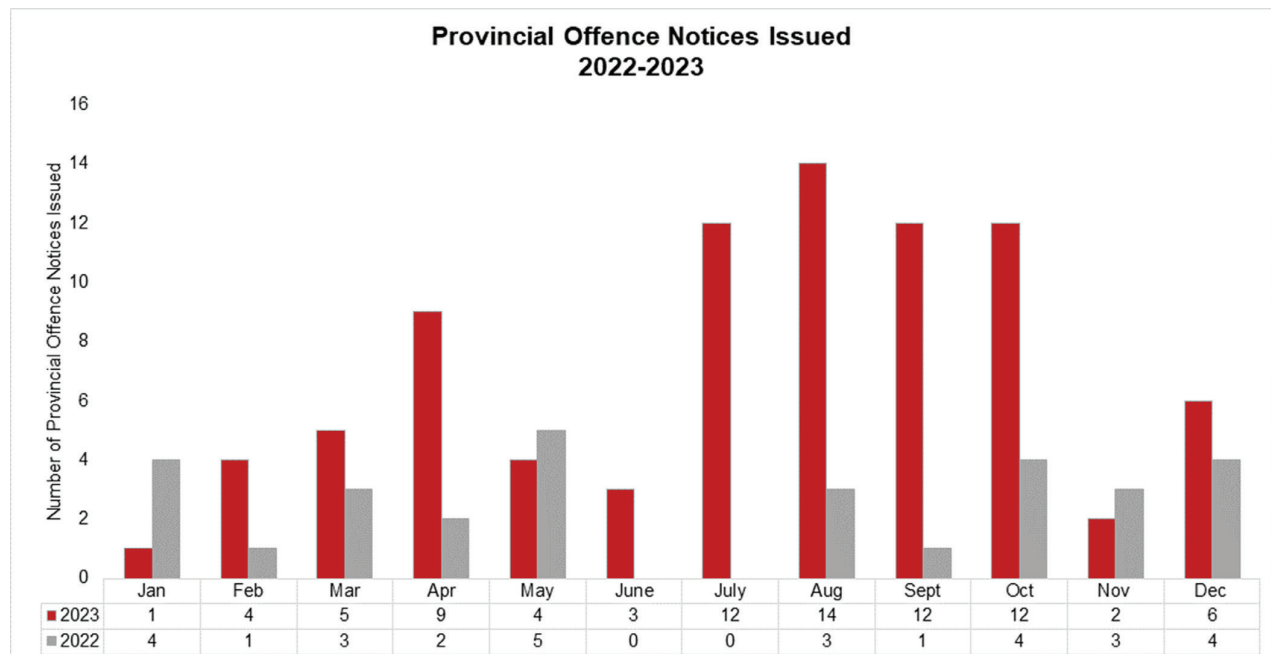


Chart 5: Provincial Offence Notices Issued

Provincial Offence Notices Issued 2019-2023

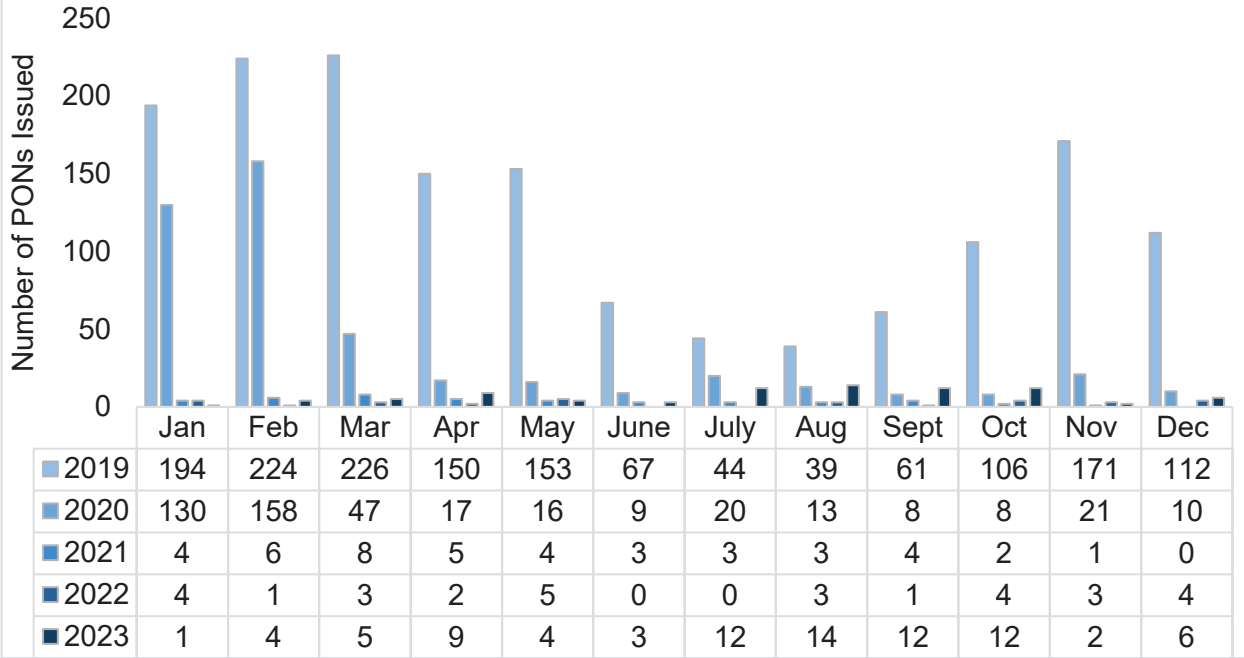


Chart 6: Provincial Offence Notices Issued 2019-2023

Time Spent in Court

Special Constables spent a total of 37 hours in court to attend to both Provincial Offence Notices and criminal court matters.

Compared to 2022 (nine hours), court required attendance increased by 30%.

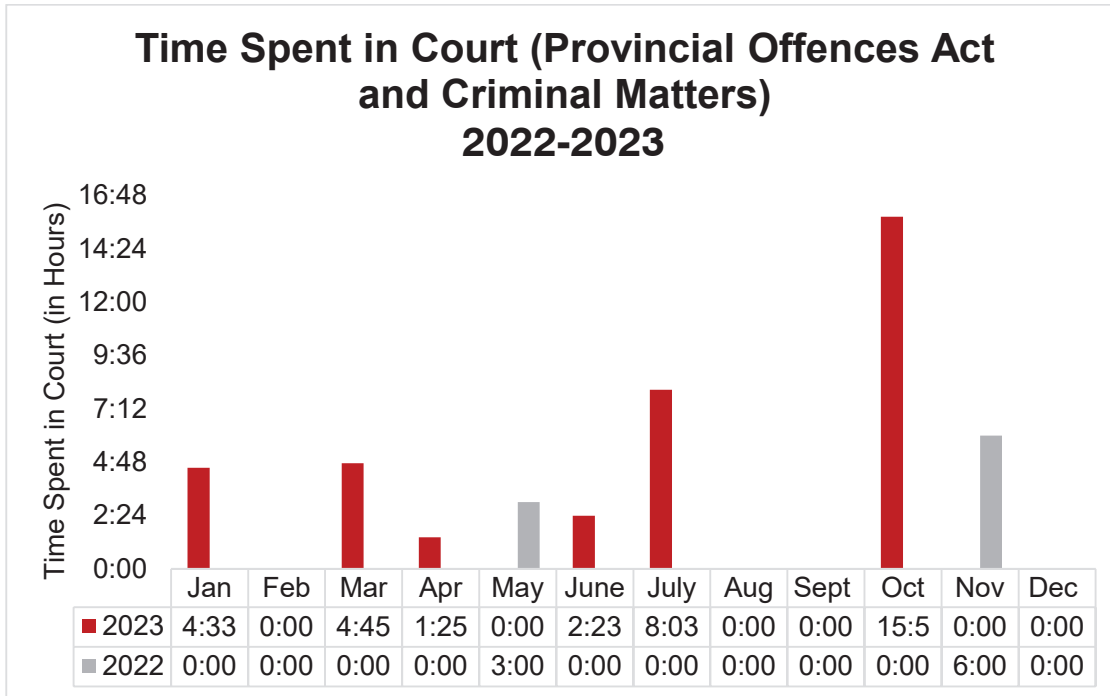


Chart 7: Time Spent in Court

Time Spent in Court (Provincial Offences Act and Criminal Matters) 2019-2023

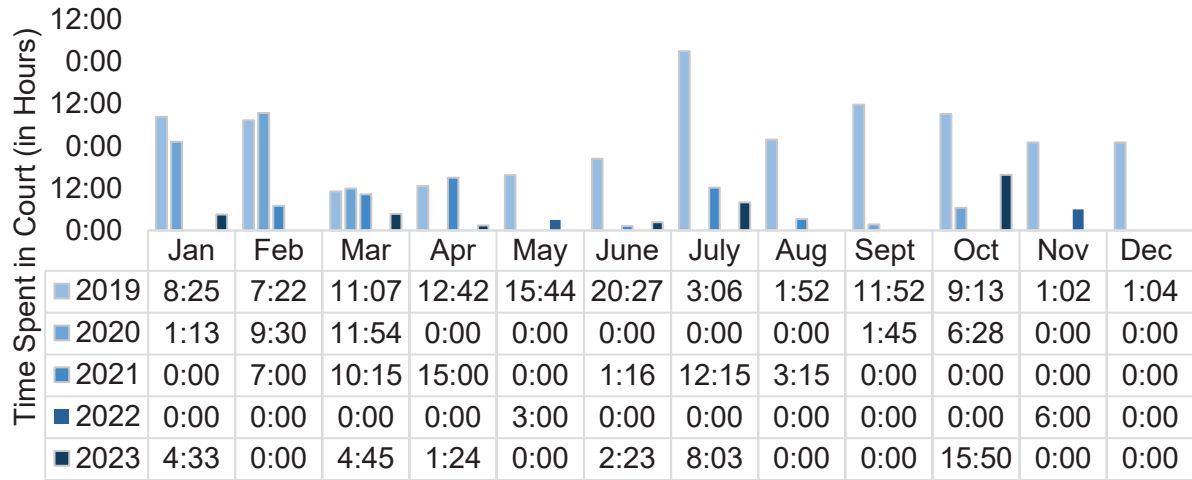


Chart 8: Time Spent in Court 2019-2023

Provincial Offence Act Matters Before the Courts

The Ontario Court of Justice has resumed with Provincial Offence Act Early Resolution and Trial proceedings. Early Resolution matters have continued to be held via video conferencing, however, Provincial Offence Act trials are held in person. Provincial Offence Act Early Resolution matters continue to be held remotely via video conferencing. A total of 183 matters went before the courts, a

decrease of 68% when compared to the 307 that were spoken to in 2022. Forty-four matters in 2023 were dealt with through Early Resolution (meeting with the TTC Prosecutor where the defendant enters a guilty plea for a reduced fine), while 139 matters were either spoken to and resolved with a guilty plea, or are being dealt with through trials.

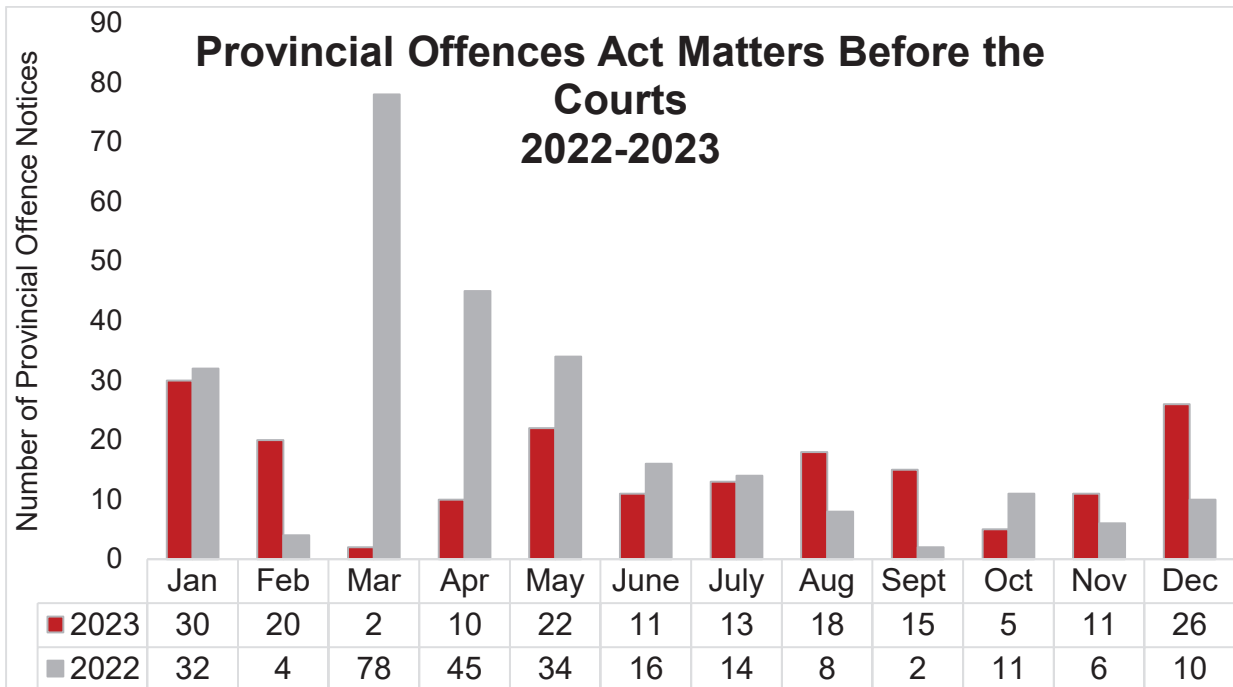


Chart 9: Provincial Offence Act Matters Before the Courts

Provincial Offences Act Matters Before the Courts 2019-2023

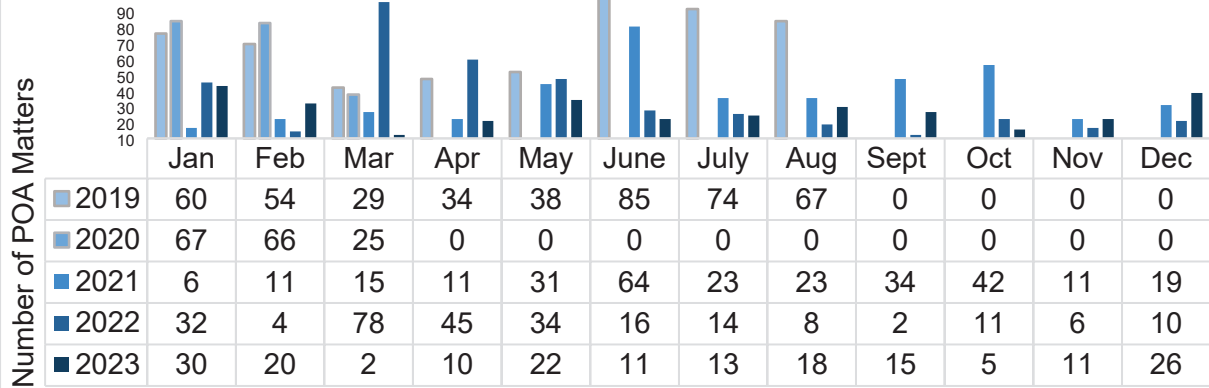


Chart 10: Provincial Offences Act Matters Before the Courts 2019-2023

Fines Imposed and Fines Collected

In an Ontario Court, fines for Provincial Offences Act are specified by the Chief Justice of the Ontario Court of Justice for the purpose of proceedings under Part 1 or Part 2. In 2023, 67 Provincial Offences Act

Part 1 and Part 3 court matters were sentenced with an imposed amount of \$16,715. With only 28 of the matters paid, there were 41 unpaid cases resulting in \$9,026 in outstanding fines.

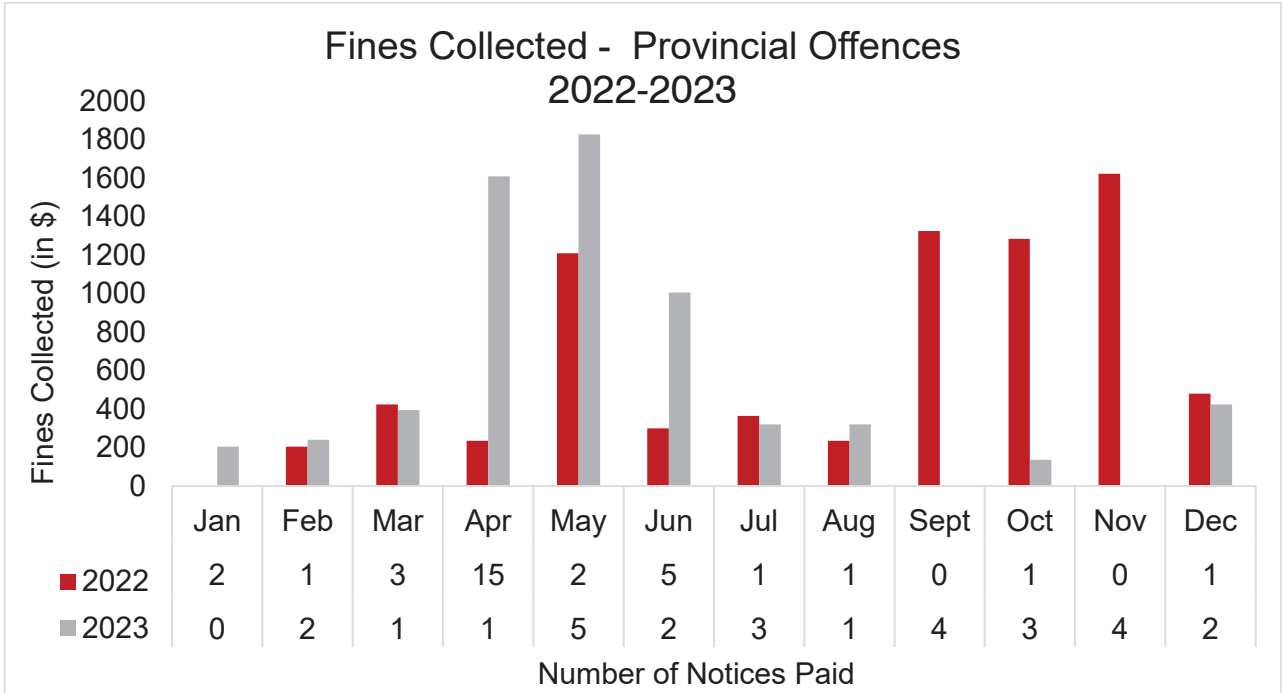


Chart 11: Fine Collected – Provincial Offences

Conclusion

The Special Constable Service played a critical role in ensuring the safety, security and inclusivity of customers and employees in 2023. Fair and merit-based recruitment practices were used to hire 42 Special Constables, promoting diversity within its ranks. Consultations were conducted to develop new and updated Use of Force, Use of Discretion and Body-Worn Camera and Special Constable In-Car Camera System policies to ensure the fair and equitable treatment of customers. The framework for the Body-Worn Camera and Special Constable In-Car Camera System pilot was developed, which will equip Special Constables and Fare Inspectors with tools to provide public transparency and demonstrate accountability. Finally, all Special Constables participated in a two-day training program on

the Use of Force and Use of Discretion policies, which focused on providing Special Constables with the tactics necessary to serve a diverse community with sensitivity and respect.

By integrating the Culture Change Program's pillars in all of its operations, the department continues to enhance accountability, transparency and public trust, underscoring the TTC's commitment to excellence in providing safe, efficient, accessible and reliable transportation services for all.

Moving forward, the Special Constable Service Department will continue to prioritize promoting equity, diversity and inclusion; and fostering a safe and inclusive environment for all employees and customers.

Contact information

Nicole Ehlers
Head – Special Constable Service (Acting)
Toronto Transit Commission
416-397-8929
nicole.ehlers@ttc.ca

The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that every entry, no matter how small, should be recorded to ensure the integrity of the financial data. This includes not only sales and purchases but also expenses, income, and any other financial activities.

The second part of the document provides a detailed breakdown of the accounting process. It starts with the identification of the accounting cycle, which consists of eight steps: identifying the accounting cycle, analyzing and journalizing the transactions, posting to the ledger, preparing a trial balance, adjusting the accounts, preparing financial statements, and closing the books. Each step is explained in detail, with examples and practical advice.

The third part of the document focuses on the preparation of financial statements. It covers the balance sheet, the income statement, and the statement of cash flows. It explains how these statements are derived from the accounting records and how they provide a comprehensive view of the company's financial health.

The fourth part of the document discusses the importance of internal controls. It explains how internal controls help to prevent errors and fraud, and how they ensure the accuracy and reliability of the financial information. It provides examples of internal controls and discusses how they should be implemented.

The fifth part of the document covers the topic of depreciation. It explains how depreciation is calculated and how it is recorded in the accounting records. It also discusses the different methods of depreciation and how they affect the financial statements.

The sixth part of the document discusses the importance of budgeting. It explains how a budget is developed and how it is used to control costs and manage the company's resources. It provides examples of budgets and discusses how they should be used.

The seventh part of the document covers the topic of tax accounting. It explains how taxes are calculated and how they are recorded in the accounting records. It also discusses the different types of taxes and how they affect the financial statements.

The eighth part of the document discusses the importance of auditing. It explains how an audit is conducted and how it helps to ensure the accuracy and reliability of the financial information. It provides examples of audits and discusses how they should be conducted.

The ninth part of the document covers the topic of financial ratios. It explains how financial ratios are calculated and how they are used to analyze the company's financial performance. It provides examples of financial ratios and discusses how they should be used.

The tenth part of the document discusses the importance of financial forecasting. It explains how financial forecasts are developed and how they are used to plan for the future. It provides examples of financial forecasts and discusses how they should be used.





PUBLIC REPORT

May 16, 2024

To: Chair and Members
Toronto Police Service Board

From: Myron Demkiw
Chief of Police

Subject: Toronto Police Service applications to the 14 programs under the Province of Ontario Community Safety Project Grants

Purpose: Information Purposes Only Seeking Decision

Recommendation:

This report recommends that the Toronto Police Service Board (Board) forward a copy of this report to the City of Toronto (City) Executive Committee for information.

Financial Implications:

Out of the 14 grants under the Province of Ontario Community Safety Project Grants, the Service was deemed eligible and applied for 10 grants, securing approximately \$70.2M in grant funding for the 2023 – 2024 Provincial fiscal year.

Summary:

At its meeting on February 14, 2024, City Council passed a motion requesting the Toronto Police Service Board to provide a report prior to the 2025 Budget process, with a list of Toronto Police Service (Service) applications to the 14 programs under the Province of Ontario Community Safety Project Grants, and the dollar amounts.

This report outlines which of the 14 programs under the Community Safety Project Grants the Service submitted applications to and the corresponding approved funding amounts for each.

Toronto Police Service Board

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Discussion:

Background

At its meeting on February 14, 2024, City Council passed the following motion:

City Council request the Toronto Police Services Board to report prior to the 2025 Budget Process, with a list of Toronto Police Services applications to the 14 programs under the Province of Ontario Community Safety Project Grants, and the dollar amounts.

As of March 31, 2024, the Service had a total of 19 active grants which included ten grants under the Community Safety Project Grants Program for which the Service has been deemed eligible.

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

Relevant Board Policies and Compliance

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

Province of Ontario Community Safety Project Grants

The following 14 grants fall under the Province of Ontario Community Safety Project Grants:

1. Safer and Vital Communities Grant
2. Proceeds of Crime Front-Line Policing Grant
3. Reduce Impaired Driving Everywhere (R.I.D.E.) Grant
4. Constable Joe MacDonald Public Safety Officers' Survivors Scholarship Fund
5. Hate Crimes and Extremism Investigative Team Grant
6. Provincial Strategy to Protect Children from Sexual Abuse and Exploitation on the Internet
7. Ontario Association of Crime Stoppers Program
8. Court Security and Prisoner Transportation Program
9. Community Safety and Policing (C.S.P.) Grant
10. Ontario Closed Circuit Television (C.C.T.V) Grant Program
11. Victim Support Grant (V.S.G.) Program
12. The Mobile Crisis Response Team (M.C.R.T.) Enhancement Grant
13. Preventing Auto Thefts Grant
14. Bail Compliance and Warrant Apprehension Grant

Each grant has a separate application form, deadline, eligibility criteria, funding parameters (i.e., funding term and maximum funding amounts), as well as other requirements like partnerships and/or collaborations with other organizations. Some of these grant programs, although falling within the category of community safety, are not available to police services.

All grants are funded according to the Province's fiscal year of April 1 to March 31.

Toronto Police Service's Applications to the 14 Programs under the Province of Ontario Community Safety Project Grants

The Service actively monitors and reviews all available grant opportunities throughout the year. Each grant opportunity announced by the provincial or federal government is carefully reviewed and evaluated to determine the Service's eligibility. If eligibility is confirmed, the Service's Grants Team works closely with the project leads to prepare and submit a formal application.

As outlined in the Table below, out of the 14 grants under the Community Safety Project Grants Program, the Service was deemed eligible for 10 grants. Applications for these 10 grants have been successful and the Service secured approximately \$70.2M in provincial grant funding for the fiscal year 2023/24. It should be noted that grant funding fully or partially subsidizes the program or project for which a grant is intended, for a zero net impact to the budget. In the absence of this grant funding, the Service would not have carried out these projects and programs, or the annual operating budget would have to be increased in order to deliver these services.

For further information on the Service's grants, please refer to the Service's annual report on grant applications and contracts which outlines details on all of the Service's active grants, grant applications submitted by the Service, new grants awarded and contracts signed by the Board Chair.

It should be noted that even though the Court Security and Prisoner Transportation Program is listed under the Community Safety Project Grants Program, there is no formal application process for it. The Province uses an expenditure-based funding model to determine the annual allocation for each municipality based on each municipality's relative share of the total provincial court security and prisoner transportation costs. Since there is no formal application for this Program, and the grant agreement is between the Province and the City of Toronto, not the Board, this grant is not included in the Service's annual grant report.

Similarly, the Waterloo Police Service is the lead on the Hate Crime and Extremism Investigative Team grant. As such, the Waterloo Police Service submitted an application on behalf of 17 Ontario police services and signed the grant agreement with the Province. The Waterloo Police Service will be responsible for ensuring that all partnering police services, including the Toronto Police Service, receive their share of the grant funding in each year. Since there is no formal application from the Service for this Program and the agreement is between the Province and the Waterloo Police Service, not the Board, this grant is not included in the Service's annual grant report.

Information for the grant term beginning fiscal year 2024/25 is not yet available.

ONTARIO COMMUNITY SAFETY PROJECT GRANTS						
#	Grant	Application Submitted by TPS	Approval Status	Approved Funding 2023/24 Fiscal Year	Total Approved Funding	Comments
1	Safer and Vital Communities Grant <i>Provides funding to community-based, not-for-profit organizations and First Nations Chiefs and Band Councils to address local risks to safety and well-being in the community</i>	No	N/A	N/A	N/A	Police services are <u>not eligible</u> to apply for this grant, but can work in partnership with eligible applicant organizations. Partnerships are being considered for the 2024-2026 grant term.
2	Proceeds of Crime - Frontline Policing Grant <i>Grant uses assets seized by the provincial and federal governments during criminal prosecutions to help the police services carry out specific crime prevention projects in the community</i>	Yes	Approved	\$ 100,000	\$ 300,000	This grant has a three year funding term. Funding approved for the <i>School Safety Symposium</i> project.
3	Reduce Impaired Driving Everywhere (RIDE) Grant <i>Provides funding to enhance regular RIDE spot-check activities carried out by local police services</i>	Yes	Approved	\$ 175,471	\$ 350,699	This grant has a two year funding term. Information for the grant term beginning fiscal year 2024/25 is not yet available.
4	Constable Joe MacDonald Public Safety Officers' Survivors Scholarship Fund <i>The Fund recognizes the sacrifice made by public safety officers and their families to keep Ontario safe, and is available to the spouses and children of public safety officers who have died in the line of duty</i>	No	N/A	N/A	N/A	Police services are <u>not eligible</u> to apply for this grant. This is a scholarship fund intended to support the spouses and children of public safety officers lost in the line of duty.
5	Hate Crimes and Extremism Investigative Team Grant <i>This Grant supports a team of 17 municipal police services, as well as the Ontario Provincial Police, who focus on crime involving hate propaganda, the promotion of genocide, hate-motivated crimes and criminal extremism</i>	No	N/A	\$ 12,349	\$ 37,046	Waterloo Police Service is the lead on this project and submitted an application on behalf of 17 Ontario police services. This grant is not reflected in the Service's Annual Grant report since there is no formal application or agreement for this grant between the Service and the Province.

ONTARIO COMMUNITY SAFETY PROJECT GRANTS						
#	Grant	Application Submitted by TPS	Approval Status	Approved Funding 2023/24 Fiscal Year	Total Approved Funding	Comments
6	<p>Provincial Strategy to Protect Children from Sexual Abuse and Exploitation on the Internet <i>Protects children from online exploitation, with the help of municipal police services, the OPP, crown attorneys, and victim service providers</i></p>	Yes	Approved	\$ 637,282	\$ 2,549,128	<p>This Grant has a four year term.</p> <p>The current grant term started on April 1, 2021 and is set to expire on March 31, 2025.</p>
7	<p>Ontario Association of Crime Stoppers (OACS) Program <i>This Program is a partnership between the public, the police and the media that allows citizens to anonymously help the police solve crimes. Funds go towards operating an answering service that receives crime-related tips outside of regular business hours</i></p>	No	N/A	N/A	N/A	<p>This is not a competitive grant.</p> <p>The Ministry of the Solicitor General provides funds directly to the OACS to support the Crime Stoppers Alternative Answers after-hours telephone service for the 38 Crime Stoppers programs in Ontario.</p>
8	<p>Court Security and Prisoner Transportation (CSPT) Program <i>This Program provides funding to municipalities to assist in partially offsetting their court security and prisoner transportation costs.</i></p> <p><i>The Province uses an expenditure-based funding model to determine the annual allocation for each municipality based on each municipality's relative share of the total provincial court security and prisoner transportation costs.</i></p>	No	N/A	\$ 43,810,200	\$ 43,810,200	<p>There is no formal application for this grant.</p> <p>The Service's CSPT expenditures represent approx. 33% of the total court security and prisoner transportation costs across the Province.</p> <p>This grant is not reflected in the Service's Annual Grant Report since there is no formal application for this Program, and the Agreement is between the Province and the City, not the Board.</p>
9	<p>Community Safety & Policing (CSP) Grant <i>Provides police services with the necessary tools and resources to enable deployment of front-line officers where and when they are needed most, as well as support police services as they implement public safety and community policing initiatives that focus on local or provincial priorities</i></p>	Yes	Approved	\$ 24,124,814	\$ 72,374,441	<p>This grant has a three year funding term. The current term started on April 1, 2022 and is set to expire on March 31, 2025.</p> <p>Grant is split between 2 funding streams and 8 different projects.</p>
10	<p>Ontario Closed Circuit Television (CCTV) Grant Program <i>Program supports the expansion of CCTV systems in municipalities across the province, as part of Ontario's guns, gangs and violence reduction strategy</i></p>	Yes	Approved	\$ 120,000	\$ 120,000	<p>This grant has a one year funding term. The current term started on April 1, 2023 and expired on March 31, 2024.</p> <p>Information for 2024/25 fiscal year is not yet available.</p>

ONTARIO COMMUNITY SAFETY PROJECT GRANTS

#	Grant	Application Submitted by TPS	Approval Status	Approved Funding 2023/24 Fiscal Year	Total Approved Funding	Comments
11	Victim Support Grant (VSG) Program <i>Provides funding to build resources and address the needs of victims and survivors of intimate partner violence/domestic violence, human trafficking, and/or child exploitation</i>	Yes	Approved	\$ 100,000	\$ 100,000	<p>This grant has a one year funding term. The current term started on April 1, 2023 and expired on March 31, 2024.</p> <p>Information for 2024/25 fiscal year is not yet available.</p>
12	Mobile Crisis Response Team (MCRT) Enhancement Grant <i>Provides funding for additional mental health assistance on calls involving individuals experiencing a mental health and/or addiction crisis, as well as to better leverage local mental health expertise</i>	No	N/A	N/A	N/A	<p>Funding is intended for hiring of mental health/crisis workers, whom TPS does not employ directly but rather works with partner organizations who do.</p> <p>The Service is currently working with partner organizations and will be submitting an application in June 2024.</p>
13	Preventing Auto Theft (PAT) Grant <i>Provides funding to support police services/boards in combatting and preventing vehicle thefts and associated violent crimes across the province</i>	Yes	Approved	\$ 300,000	\$ 900,000	<p>This grant has a three year funding term. The current term started on April 1, 2023 and is set to expire on March 31, 2026.</p>
14	Bail Compliance & Warrant Apprehension (BCWA) Grant <i>Provides funding to support police services/boards in strengthening their bail compliance and warrant apprehension enforcement programs</i>	Yes	Approved	\$ 800,000	\$ 2,400,000	<p>This grant has a three year funding term. The current term started on April 1, 2023 and is set to expire on March 31, 2026.</p> <p>The current term application is a joint application between Service and Durham Regional Police Service (DRPS).</p>

Conclusion:

This report provides the Board with information on which of the 14 programs under the Community Safety Project Grants the Service submitted applications to, and the approved funding amounts received.

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

May 15, 2024

To: Chair and Members
Toronto Police Service Board

From: Dubi Kanengisser
Executive Director

Subject: Proposed Revisions to Board's Procedural By-Law

Purpose: Information Purposes Only Seeking Decision

Recommendation(s):

It is recommended that the Board approve the proposed revised Procedural By-Law.

Financial Implications:

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

Summary:

This report presents and discusses proposed changes to the Board's Procedural By-law. These proposed changes incorporate revisions required pursuant to the new *Community Safety and Policing Act*, along with additional changes identified by Board Office Staff, in consultation with Board Members, to make Board meetings more efficient and effective.

Discussion:

Background

The Board's Procedural By-law (By-law) was enacted in 1996, and was updated and expanded in 2017 (Min. No. P33/17 refers). The Procedural By-law governs the meetings of the Board (both Regular and Special meetings), as well as all of the associated procedural elements. The By-law also governs a number of other aspects,

Toronto Police Service Board

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such as the duties of the Chair and Vice Chair, Board meeting agendas and minutes, and Committees of the Board.

In 2020, the Procedural By-law was updated to include modifications to the Board's meeting procedures – including with respect to holding electronic meetings – as well as other Board practices, and the changing role of the Board's Executive Director. Board Office Staff, in consultation with counsel from City Legal, drafted a number of amendments to incorporate these changes. These updates were approved by the Board at its meeting on June 19, 2020 (Min. No. P90/20 refers).

At the Board's April 30, 2024 meeting, the Board received notice of proposed revisions to the By-law, in accordance with section 26.2 of the By-law.

Proposed Revisions to the Procedural By-law

On April 1, 2024, the new *Community Safety and Policing Act* (the *Act*) came into force, replacing the *Police Services Act* as the primary statutory framework governing policing in Ontario. This has resulted in a number of required changes to the Procedural By-law, in order to bring it into compliance and alignment with the *Act*.

In addition, a number of changes are being proposed to improve the handling of Board meetings, to make them more efficient and effective. These proposed revisions have been developed in consultation with Board Members. Substantive proposed revisions to the By-law falling under this category include the following:

- Section 3.1(r) was amended to include advisory panels as one of the bodies to which a matter might be referred for consideration.
- Section 8.1 was amended to better align the By-law with current and best practices, including:
 - providing the Chief of Police with the opportunity to make a verbal update to the Board;
 - removing the provision for a consent agenda: all matters before the Board are to be considered equally;
 - listing items deemed confidential; in accordance with the Act, only the general nature of such items will be disclosed.
- Section 11.3A was added to provide that written consent must be sought from all Board Members who are unable to attend a rescheduled regular meeting.
- Section 11.4 was amended to clarify and simplify provisions around the calling of a meeting when the Chair and/or Vice Chair are not present.
- Section 17.3 was amended to include an option for the Chair to determine that an agenda item requested by a member of the public falls under an existing agenda

item scheduled for the next regular meeting, and list the requested deputation under that item.

- In accordance with the Act, the Board discloses the general nature of confidential matters that are to be discussed *in camera*. Section 17.3A was added to clarify that deputations will not be heard on items listed on the confidential agenda.
- To establish a clear process for the submission of Motions by Board Members, Section 21.4 was amended and sections 21.4A-C were added. The process will ensure that Board Office Staff have sufficient time to prepare motions for consideration by the Board, and that Board Members have sufficient time to review proposed motions before discussing them at the meeting. The process also includes a provision to allow the Chair to rule a motion invalid if it is unrelated to the matter under consideration, with the Board having the final decision in case such a determination is appealed. Please note that the language of section 21.4A and 21.4B has been revised from the language provided at the Notice of Proposed Revisions, to better align it with a similar provision in the City's Council Procedures and ensure greater clarity.
- Section 21.6 was amended to remove the provision that, during a Recorded Vote, a Board Member's failure to vote will be deemed a negative vote.

Additional changes include ensuring consistent language across the By-law, use of gender-neutral language where appropriate, and other housekeeping changes to improve clarity and readability.

The proposed revised By-law is included as Appendix A.

Conclusion:

The proposed revised Procedural By-law will align the By-law with the Act, improve its clarity, and improve the processes necessary to ensure Board Meetings are efficient and effective. It is recommended that the Board approved the proposed revised Procedural By-law.

Respectfully submitted,

Dubi Kanengisser
Executive Director

Attachments:

Appendix A: Proposed revised Procedural By-law

APPENDIX A

PROCEDURAL BY-LAW TPSB

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TORONTO POLICE SERVICE BOARD
BY-LAW NUMBER 161

A By-Law to Govern the Proceedings of the Toronto
Police Service Board and its Committees

1. PREAMBLE

- 1.1 Subsection 22(1) of the *Community Safety and Policing Act* (the Act) provides that there will be a police service board for every municipality that maintains a police force.
- 1.2 Subsection 46(1) of the Act provides that a board will establish its own rules and procedures in performing its duties under the Act.
- 1.3 The Toronto Police Service Board wants to establish rules governing the conduct of its meetings and other related matters.
- 1.4 The Toronto Police Service Board wants to ensure that those rules reflect the principles of accessibility, responsiveness and accountability to the community, fairness, respect and full debate in the conduct of its meetings and flexibility in responding to changing circumstances at meetings of the Board.
- 1.5 The Toronto Police Service Board wants to ensure that the application and interpretation of the procedural rules contained in this by-law are consistent with the principles set out above.

NOW THEREFORE, the Toronto Police Service Board hereby enacts as follows:

2. INTERPRETATION

- 2.1 This By-law will be interpreted to be consistent with the following principles:
 - (a) The majority of Members have the right to decide;
 - (b) The minority of Members have the right to be heard;
 - (c) All Members have the right to information to help make decisions, unless otherwise prevented by law;
 - (d) Members have a right to an efficient meeting;
 - (e) All Members have the right to be treated with respect and courtesy; and
 - (f) All Members have equal rights, privileges and obligations, subject to additional rights, privileges and obligations granted to the Chair

under this By-law or other Board resolution.

3. DEFINITIONS

3.1 In this By-law:

- (a) “Act” means the Community Safety and Policing Act, 2019, as amended;
- (b) “Agenda Deadline” means the time by which reports or requests must be received in order to be considered by the Chair as a potential matter for an upcoming Board meeting agenda;
- (c) “Board” means the Toronto Police Service Board;
- (d) “Board Administrator” means the administrator of the Board;
- (e) “Business Days” means calendar days exclusive of Saturdays, Sundays and statutory holidays in the Province of Ontario;
- (f) “By-law” means this by-law as amended from time to time;
- (g) “Chair” means the Member elected as Chair of the Board pursuant to subsection 36(1) of the Act;
- (h) “Chief” means the Chief of the Toronto Police Service;
- (i) “Committee” means a committee of the Board which is established by the Board in accordance with the Act and section 10;
- (j) “Confidential Meeting” and “Confidential Agenda” mean a meeting of the Board, or a portion of a meeting, that is closed to the public, and the associated list of items to be considered at the confidential meeting;
- (k) “Council” means the Council of the City of Toronto;
- (l) “Deputation” means an address to the Board or its Committees at the request of a person or representative of a group or organization wishing to speak;
- (m) “Executive Director” means the Executive Director of the Board;
- (n) “Improper Conduct” means behaviour which causes any obstruction to the deliberations or proper conduct of a meeting;
- (o) “Member” means a member of the Board;
- (p) “motion to defer” means a motion made for the purpose of disposing of a matter with or without any proposed amendment, by delaying its consideration indefinitely or until some specified time or event;

- (q) “motion to receive” means a motion made for the purpose of acknowledging receipt of a particular item and placing the item in the records of the Board for future reference;
- (r) “motion to refer” means a motion made for the purpose of disposing of a matter under consideration, with or without any proposed amendment, by referring it and seeking its consideration by any designated Committee, advisory panel, body or official;
- (s) “point of order” means the raising of a question for the purpose of calling attention to any departure from the terms of this By-law or the customary modes of proceedings in debate or in the conduct of the Board’s business;
- (t) “point of procedure” means a question directed to the Chair to obtain information on the rules of the Board bearing on the business at hand in order to assist a Member to make an appropriate motion, raise a point of order or understand the effect of a motion;
- (u) “Presentation” means an address to the Board or Committee at the request or invitation of the Board or a Committee;
- (v) “Quorum” means a majority of the Members of the Board pursuant to section 43(2) of the Act;
- (w) “Recorded Vote” means a vote for which the Board Administrator records all Members present and how they voted; and
- (x) “Vice-Chair” means the Member elected as the Vice-Chair of the Board pursuant to subsection 36(2) of the Act.

3.2 In this By-law, words importing the singular number include the plural and vice-versa, and all references to gender will be read as gender neutral.

4. APPLICATION

4.1 Subject to section 4.3, the rules of procedure set out in this By-law will be observed in all proceedings of the Board, and will govern the order and dispatch of business conducted by the Board.

4.2 The rules of procedure contained in this By-law, with necessary modifications, are likewise applicable to a Committee.

4.3 All points of order or procedure for which rules have not been provided in this By-law will be decided by the Chair, as far as is reasonably possible, first, in accordance with the established rules of City of Toronto Council and second, in accordance with the rules of parliamentary procedure as contained in Robert’s Rules of Order.

4.4 The Board may waive any rules of procedure established by this By-law as

it considers appropriate.

4.5 Notwithstanding section 4.4, the Board cannot waive the following rules:

- (a) Meetings open to the public (section 13);
- (b) Quorum necessary for Board and committee meetings (section 15);
- (c) Reconsidering decisions (section 22); and
- (d) Amending the procedure by-law (section 26).

5. ELECTION OF CHAIR AND VICE-CHAIR

5.1 In accordance with subsections 36(1) and (2) of the Act, the Members of the Board will, at the first public meeting of the Board in each calendar year, elect from amongst its Members present, a Chair and Vice-Chair for the year, in the following manner:

- (a) The election of Chair and Vice-Chair will be conducted by the Board Administrator;
- (b) The Board Administrator will call for nominations;
- (c) Nominations will require a mover and seconder;
- (d) Every nominee will be asked by the Board Administrator if they accept their nomination;
- (e) Prior to the vote being taken, when there is more than one nominee, each nominee will be given an opportunity to speak to the nomination for up to five (5) minutes. Candidates will be called upon in alphabetical order of their surname;
- (f) After the nominees have completed their speeches, or, when there is only one nominee, once there are no more nominations, a vote will be taken;
- (g) If there are more than two nominees who choose to accept their nomination and upon the first vote no nominee receives the majority required for election, the name of the nominee receiving the least number of votes will be dropped and the Board will proceed to vote again and continue to do so until either,
 - (i) A nominee receives the majority required for election; or
 - (ii) It becomes apparent by reason of an equality of votes that no nominee can be elected.
- (h) Where the votes cast in a vote under this section are equal for all the candidates:

- (i) if there are three or more candidates nominated or remaining, the Board Administrator will by lot select one such candidate to be excluded from subsequent voting; or
 - (ii) if only two candidates remain, the tie will be broken and the position of Chair filled by the candidate selected by lot conducted by the Board Administrator.
- (i) For the purpose of subsection (i), “lot” means the method for determining the candidate to be excluded or the candidate to fill the position, as the case may be, by placing the names of the candidates on equal size pieces of paper placed in a box and one name being drawn by the Board Administrator.

6. DUTIES OF THE CHAIR

6.1 The Chair of the Board will:

- (a) preside at all meetings of the Board;
- (b) open the meeting of the Board by taking the chair and calling the Members to order;
- (c) receive and submit all motions presented by the Members;
- (d) put to vote all motions which are duly made and announce the result;
- (e) decline to put to a vote motions which infringe upon the rules of procedure or which are beyond the jurisdiction of the Board;
- (f) ensure that the Members, when engaged in debate, act within the rules of procedure;
- (g) enforce, on all occasions, the observance of order and decorum at a meeting;
- (h) call by name any Member persisting in breach of the rules of procedure and order them to vacate the room in which the meeting is being held;
- (i) advise the Board on any point of order as necessary;
- (j) adjourn the meeting upon motion duly made when the business is concluded;
- (k) adjourn the meeting or suspend or recess the meeting for a time to be specified by the Chair, if considered necessary;
- (l) act as the spokesperson for the Board or designate the Vice-Chair or the Executive Director to do so;

- (m) represent the Board at public or official functions or designate another Board Member or the Executive Director to do so;
- (n) sign all documents for, and on behalf of, the Board including but not limited to by-laws, resolutions, orders, and agreements which have been approved by the Board;
- (o) perform any and all other duties when directed to do so by motion of the Board; and
- (p) where appropriate, expel or exclude from a meeting any person for Improper Conduct.

7. DUTIES OF THE VICE-CHAIR

- 7.1 When the Chair is absent or refuses to act, the Vice-Chair will act in their place, and, while acting, will have the authority, rights, duties and powers of a Chair.
- 7.2 If the position of Chair becomes vacant, the Vice-Chair, if willing, will act in their place and assume the position of Chair for the remainder of the term until an election is held at the first meeting in the calendar year. If the Vice-Chair assumes the position of Chair, an election will be held for the position of Vice-Chair at the next regular meeting. If the Vice-Chair declines to assume the position of Chair, the Members will elect an interim Chair in accordance with the procedures set out in section 5 of this By-law.

8. AGENDA

- 8.1 The Board Administrator will prepare an agenda, for approval by the Executive Director and the Chair, in that order, for the use of the Members at the meetings of the Board:
 - 1. Call to Order
 - 2. Declarations of Interest
 - 3. Verbal Update from the Chief
 - 4. Confirmation of the Minutes from the Previous Meeting
 - 5. Presentations
 - 6. Reports Deferred from Previous Meetings
 - 7. Items for Consideration
 - 8. Confidential Items
 - 9. Adjournment

- 8.2 Each regular meeting will include a public and confidential agenda, as prepared by the Board Administrator and approved by the Chair.
- 8.3 Information on a confidential agenda of the Board will be marked "Confidential".
- 8.4 Any Member may submit an item to be put on an agenda provided that it is received by the Executive Director prior to the Agenda Deadline.
- 8.4A Where a Member submitted an item to be put on the Agenda in accordance with section 8.4, and the Chair determines not to include it on the agenda, or to defer it to a future meeting, the Chair will notify the Member in writing with reasons
- 8.5 The agenda for each regular meeting will be available to each Member at least five (5) clear Business Days preceding the day appointed for the holding of the meeting.
- 8.6 The public agenda for regular board meetings will be posted on the Board's website no later than five (5) clear Business Days prior to the Board meeting.
- 8.7 The Board will deal with matters in the order established on the agenda. The Chair may, at their discretion, alter the established order to facilitate the business of the meeting.
- 8.8 Any Member may add new business to the agenda after the Agenda Deadline if it relates to an urgent matter and the Board consents to the addition.
- 8.9 The Chair will use their reasonable efforts to satisfy the notice provisions set out in this section. Failure to satisfy any of the notice provisions contained in this section does not invalidate the meeting or any proceeding at the meeting.

9. MINUTES

- 9.1 The Board Administrator will cause minutes to be taken of each meeting of the Board, which will include:
 - (a) the place, date and time of the meeting;
 - (b) the name of the Chair and the attendance of the Members, the Executive Director, senior staff of the Toronto Police Service, names of presenters and persons making deputations;
 - (c) the confirmation and correction, if required, of the minutes of the previous meeting;
 - (d) declarations of interest; and

- (e) in accordance with section 43(4) of the Act, a record without note or comment of all resolutions, decisions and other proceedings at the meeting.
- 9.2 Unless otherwise decided by the Board, the minutes of each Board meeting will be submitted for confirmation or amendment to the Board at its next regular meeting or as soon thereafter as is reasonably practicable.
- 9.3 The draft public minutes of the Board, as approved by the Chair, will be posted on the Board's website.
10. COMMITTEES OF THE BOARD
- 10.1 The Board may, subject to the requirements of section 42 of the Act, establish a committee by by-law, and appoint two or more Members to a Committee to exercise any authority conferred on the Board in order to address any matter within the jurisdiction of the Board.
- 10.1A The Board may appoint one or more additional members, who are not Members of the Board, to a committee, as long as a majority of the committee is composed of Members of the Board.
- 10.2 The rules governing the procedures of the Board and the conduct of Members will be observed in all Committee meetings so far as they are applicable.
- 10.3 The Chair will be an ex-officio Member of any Committee appointed pursuant to section 10.1 and will be entitled to vote as a Member of any such Committee.
- 10.4 The Board will appoint Members to Committees for a specified period of time.
- 10.5 The Board will appoint a Chair of each Committee.
- 10.6 Members who are not Members of a specific Committee may attend meetings of that Committee and may, with the consent of the Chair of that Committee, take part in the discussion, but will not be counted in the quorum or entitled to make motions or to vote at these meetings.
- 10.7 Committee members may deal directly with the Chief or their designates, or members of the Command Team or their designates, when the Committee requires the assistance of the Toronto Police Service.
- 10.8 The Committee will report on its work to the Board as directed by the Board.
- 10.9 The Board may establish, by by-law, ad hoc Committees of limited duration, to inquire and report on a particular matter or concern. An ad hoc Committee will dissolve automatically upon submitting its final report to the Board.

11. REGULAR MEETINGS OF THE BOARD

- 11.1 The regular meetings of the Board will be held at least four times each year pursuant to subsection 43(1) of the Act or more frequently at the direction of the Board.
- 11.2 The Board will hold its regular public meetings according to the schedule and at locations set annually and approved by the Board, or at such other place or time as may be determined by the Board.
- 11.3 Regular meetings will not be scheduled for a time which conflicts with a regular meeting or a meeting previously called of the Council of the City of Toronto or any of its committees on which Members sit.
- 11.3A Where the Chair determines that a regular meeting must be rescheduled after the approval of the schedule, the meeting will not be called for a time which a Board Member has indicated they cannot accommodate without their written consent.
- 11.4 The Chair will preside at all Board meetings. In the event the Chair does not attend a meeting at which they are to preside within thirty (30) minutes after the time appointed for the meeting, the Vice-Chair will call the Members to order and will preside until the arrival of the Chair. Where the Executive Director advises the Vice-Chair that the Chair has provided notice that they will not attend, the thirty minutes wait time may be waived by resolution of those Members in attendance. If the Chair and Vice-Chair are not in attendance within thirty (30) minutes after the time appointed for the meeting, then, provided that a Quorum is present, those Members in attendance will, by resolution, appoint one of themselves to act as Acting Chair for that meeting or until the arrival of the Chair or Vice-Chair.
- 11.5 The Board may alter the meeting schedule as it considers necessary.

12. SPECIAL MEETINGS OF THE BOARD

- 12.1 The Chair may, at any time, call a special meeting of the Board on twenty-four hours' notice and will do so whenever requested in writing by a majority of the Members of the Board.
- 12.2 The Board Administrator may give notice of special meetings to the Members of the Board by electronic means.
- 12.3 The notice calling a special meeting of the Board will state the business to be considered at the special meeting and no business may be considered at a special meeting of the Board other than that specified in the notice, unless approved by the Board.
- 12.4 Special meetings will not be called for a time which conflicts with a regular meeting or a meeting previously called of the Council of the City of Toronto or any of its committees on which Members sit, unless all City Councillors

who are also Members consent to the time of the special meeting.

- 12.5 Notwithstanding any other provision contained in this section, the Chair may cancel a special meeting if they called the meeting. The Chair may only cancel a special meeting that was requested by the Members if a majority of the Members consent to the cancellation.

13. PUBLIC AND CONFIDENTIAL MEETINGS

- 13.1 Meetings of the Board will be open to the public except as authorized by subsections 44(2), (3) or (6) of the Act.
- 13.2 No people other than Members and those permitted by the Board will attend confidential meetings, and all others will vacate the meetings when asked by the Chair.
- 13.3 All information pertaining to a confidential meeting will be treated as confidential by all persons in attendance unless the Board agrees to disclose it publicly.
- 13.4 During a confidential meeting, the Board may move any item from the confidential agenda to a public agenda.

13.A ELECTRONIC MEETINGS

- 13.A.1 The Board may, at the direction of the Chair, hold a regular or special meeting where some or all Members participate electronically and are not physically present in the same location.

13.A.2 Where a meeting is being held in accordance with section 13.A.1:

- (a) notice of the meeting and instructions on how members of the public can view and/or participate in the meeting will be included in the agenda and/or notice for the meeting;
- (b) any Member participating in the meeting electronically will be deemed present for the purposes of Quorum under section 15 of the By-law, voting under section 21 of the By-law and for all other purposes; and
- (c) this By-law will apply to the meeting with any other necessary modifications as may be required.

14. CALLING MEETINGS TO ORDER

- 14.1 As soon as possible after the hour fixed for a meeting of the Board, and where a quorum is present, the Chair will take the chair and call the meeting to order.

15. QUORUM

- 15.1 If a Quorum for either a regular or special Board meeting is not present within thirty (30) minutes of the time fixed for the commencement of the meeting, or the resumption of a meeting after an adjournment or recess, the Board Administrator will record the names of the Members present and the meeting will stand adjourned until the time identified in a motion to “fix the time to which to adjourn”, or the next regular meeting of the Board.
- 15.2 If Quorum is lost during a meeting of the Board, the Chair will, upon determining that a Quorum is not present, request the Board Administrator to call for a Quorum period of fifteen (15) minutes, or until a Quorum is present, whichever is sooner.
- 15.3 If there is still no Quorum of the Board after fifteen (15) minutes, the meeting will stand adjourned and the Board Administrator will record the names of the Members present. In this case, all unfinished business will be carried forward to the next meeting of the Board.

16. CONFLICT OF INTEREST DISCLOSURE

- 16.1 Members will be governed by the Municipal Conflict of Interest Act, R.S.O. 1990, c. M.50, as amended.
- 16.2 To fulfill the Board's function pursuant to Part X of the Act (Public Complaints) or Part XII (Discipline and Termination), Members should not take part in the administration of Part X or Part XII matters if they have a personal interest or where they may be perceived as having a personal interest or bias.
- 16.3 The Board Administrator will record in reasonable detail, the particulars of any disclosure of conflict of interest made by a Member, and the particulars will appear in the minutes of that meeting of the Board.

17. HEARING OF PUBLIC DEPUTATIONS AT BOARD MEETINGS

Items on the Public Agenda

- 17.1 Persons wishing to make a deputation to the Board regarding an item on the public meeting agenda may be heard with the permission of the Chair provided the following requirements are met:
 - (a) the request must be received no later than noon on the business day preceding the day of the meeting;
 - (b) the request must be made to the Board Administrator in a form prescribed by the Board;
 - (c) the request must set out the particulars of the matter and include a copy of any materials that will be presented; and

- (d) the request must indicate the name, and at least one of either the telephone number or email address of the person who will speak to the matter;
- (e) or otherwise at the discretion of the Chair.

Items not on a Public Agenda

17.2 Persons wishing to make a deputation to the Board regarding an item not on a public meeting agenda will only be heard at regular meetings, provided the following requirements are met:

- (a) the request must be received no later than ten (10) Business Days before the date for the meeting;
- (b) the request must be made to the Board Administrator in writing or by email;
- (c) the request must set out the particulars of the matter and include a copy of any materials that will be presented;
- (d) the request must indicate the name, telephone number and email address of the person who will speak to the matter; and
- (e) the request must pertain to a matter that falls within the jurisdiction of the Board.

Assessment of Request for items not on an Agenda

17.3 Upon receipt of the notice requesting a deputation and provided the requirements in section 17.2 are met, the Chair, at their discretion, may decide to:

- (a) list the deputation as an item on the agenda of any future meeting, and advise the requestor;
- (b) list the deputation on a relevant item already on the agenda of the next regular meeting, if one exists, and advise the requestor; or
- (c) refuse the request, and advise the requestor.

No Deputations on Items on a Confidential Agenda

17.3A Persons may not make deputations to the Board with regard to items listed on a confidential agenda.

General Rules for Deputations

17.4 Unless otherwise directed by the Board, deputations will be restricted to five (5) minutes and will be addressed only to the stated business. The time

allotted for any deputation may be extended or reduced as considered necessary at the discretion of the Board.

- 17.5 A deputation on behalf of any organization or group may be made by more than a single representative but the entire submission on behalf of an organization or group will be limited to five (5) minutes. If a person is speaking both on their own behalf and as a representative of an organization or group, the entire submission will be limited to five (5) minutes.
- 17.6 Upon the completion of a deputation to the Board, any discourse between Members and the persons making the deputation will be limited to Members asking questions for clarification for up to five (5) minutes. Members of the Board will not enter into debate with the person making the deputation.
- 17.7 Requests to make a deputation after the meeting has commenced will be considered by the Chair and approved at their discretion.
- 17.8 A person making a deputation will not:
- (i) speak disrespectfully of any person;
 - (ii) use offensive words or language;
 - (iii) speak on any subject other than the subject for which they have received approval to address the Board;
 - (iv) speak concerning the conduct of a police officer or make a complaint against a police officer or member of the Toronto Police Service, staff and Members of the Board; or
 - (v) disobey the rules of procedure or a decision of the Chair.
- 17.9 The Chair may curtail any deputation or debate during a deputation for Improper Conduct or any other breach of this By-law and where, after giving a caution, the Chair rules that the deputation is concluded, the person or persons appearing will immediately withdraw.

Use of translator

17.10 A person making a deputation may use a translator, and the translation time does not count towards the five-minute limit.

18. CONDUCT OF THE PUBLIC

- 18.1 Members of the public in attendance at a meeting will not:
- (a) address the Board without permission;

- (b) bring signage, placards or banners into meetings and will refrain from any activity or behaviour that would interfere with Board deliberations; or
- (c) engage in Improper Conduct.

19. CONDUCT OF MEMBERS

19.1 No Member will:

- (a) use offensive words or language in meetings of the Board;
- (b) speak on any subject other than the subject in debate;
- (c) criticize any decision of the Board at a meeting except for the purpose of moving that the question be reconsidered; or
- (d) disobey the rules set out in this By-law or a decision of the Chair on questions of order or procedure as set out in this By-law or resolution of the Board, or on the interpretation of the rules of the Board.

19.2 If a Member persists in a breach of section 19.1 after having been called to order by the Chair, the Chair shall without debate put the question, "Shall the member be ordered to leave for the rest of the meeting?" to a vote.

19.3 If the Board votes in the affirmative, the Chair shall order the Member to leave for the rest of the meeting.

19.4 If the Member apologizes, the Chair, with the approval of the Board, may permit the Member to return to the meeting.

20. RULES OF DEBATE AT THE BOARD

20.1 Before speaking to a question or motion, every Member will first receive recognition from the Chair and then the Member will address the Chair.

- (a) When two or more Members wish to speak, the Chair will designate the Member who, in the Chair's opinion, first requested to speak as the Member who speaks first.
- (b) For each matter under consideration, the Chair will maintain a list of Members who have requested to speak and will designate Members to speak in accordance with that list.
- (c) No Member will speak more than once until every Member who wishes to speak has done so.
- (d) A Member may speak more than once on the same matter.

20.2 When a Member is speaking, no other Member will interrupt them except to raise a point of order.

- 20.3 Any Member may require the question or motion under discussion to be read at any time during the debate but not so as to interrupt a Member while speaking.
- 20.4 A Member may ask a question only for the purpose of obtaining information relating to the matter then under discussion.
- 20.5 Questions may only be asked of:
- (a) a Member who has already spoken on the matter under discussion;
 - (b) the Chair;
 - (c) an official of the Toronto Police Service or the City of Toronto Legal Division or the Executive Director or their designate; and
 - (d) any other person in attendance who may be able to assist the Board.
- 20.6 The following matters may be introduced by Members at a meeting of the Board without written notice and without the consent of the Board:
- (a) a point of order or procedure;
 - (b) a motion to suspend or not follow a rule of procedure;
 - (c) a motion to recess or adjourn the meeting;
 - (d) a motion that the vote on a matter be taken; and
 - (e) other motions of a purely procedural nature.

21. VOTING

- 21.1 The Chair will ensure that all Members who wish to speak on a matter have spoken and that the Members are ready to vote and will then put the matter to a vote.
- 21.2 Every Member present at a meeting of the Board when a question is put will vote on the question, unless legally prohibited, in which case the fact of the prohibition will be recorded in the Minutes of the meeting.
- 21.3 The matter put to a vote will be in the form of a motion addressing the matter then under consideration.
- 21.4 Any Member may submit a motion relating to any item on the Agenda by providing a copy to the Executive Director for circulation among Members.
- 21.4A The Chair may refuse to put to a vote any motion submitted in relation to an item on the agenda if the Chair determines that the motion is not relevant to the matter under consideration.

21.4B A Member may appeal the decision of the Chair under section 21.4A to the Board, and the Board, if appealed to, will decide the question without debate and its decision will be final.

21.4C Where a motion is submitted after the meeting has commenced, the Executive Director will inform the Chair of the submission, and the Chair, when necessary, may declare a recess for a duration to be determined by the Chair, to allow the Executive Director and the Board Administrator to prepare the motion and circulate it to Members.

21.5 If there is more than one motion with respect to a matter, the Board Administrator will receive all motions and read the various motions to the Members prior to the vote being taken.

21.6 When a vote is taken, and a Member requests a Recorded Vote, the Board Administrator will record each Member's vote.

21.7 Any motion on which there is an equality of votes will be deemed to be lost.

22. RECONSIDERATIONS

22.1 Subject to section 22.1, after any matter has been decided, any Member may move a motion for reconsideration of the matter.

22.2 In the case of a Recorded Vote, after any matter has been decided, any Member who voted with the majority may move a motion for a reconsideration of the matter.

22.3 No discussion of the matter will occur until the motion for reconsideration is carried.

23. POINTS OF ORDER AND PROCEDURE

23.1 Subject to being overruled by a majority vote of the Members, which vote will be taken without debate, the Chair

- (a) will maintain order and preserve decorum of the meeting;
- (b) will rule upon points of order and points of procedure without debate or comment, other than to state the applicable rule;
- (c) will rule as to whether a motion or proposed amendment is in order or out of order; and
- (d) may call a Member to order.

23.2 When a Member raises a point of order or procedure, he or she will ask leave of the Chair to do so, and after leave is granted, will state the point of order to the Chair and request the Chair's ruling on the point.

23.3 A Member may further address the Chair on the same point of order or

procedure for the purpose of appealing to the Board from the Chair's decision.

- 23.4 If no member appeals, the decision of the Chair will be final.
- 23.5 The Board, if appealed to, will decide the question without debate and its decision will be final.
- 23.6 Whenever any point of order or point of procedure is raised by a Member, it will be immediately taken into consideration and ruled upon by the Chair, and subject to appeal in accordance with section 23.3, the Chair's ruling is final.
- 23.7 When the Chair considers that the integrity of the Chief of Police or other official has been impugned or questioned by a Member, the Chair may permit the Chief or other official to make a statement to the Board on the matter.

24. BY-LAWS

- 24.1 Every by-law when introduced, will be in typewritten form and will contain no blanks except such as may be required to conform to accepted procedure or to comply with the provisions of any Act, and will be complete with the exception of the number and the date of the by-law.
- 24.2 Every by-law which has been passed by the Board will be numbered, dated and signed by the Chair and Executive Director, and will be filed in the Board office.

25. RECORDING DEVICES

- 25.1 The use of cameras, recording equipment, television cameras and any other device of a mechanical, electronic or similar nature used for recording the proceedings of a meeting by members of the public, including the news media, must be used in accordance with the directions of the Board.

26. AMENDMENTS TO BY-LAW

- 26.1 To pass a motion to amend or repeal this By-law requires a two-thirds vote of Members present.
- 26.2 The Board will only consider amendments or repeal of this By-law at a Board meeting if a previous regular Board meeting received notice of the proposed amendment or repeal.

27. ADMINISTRATION

- 27.1 That By-law No 107 is hereby repealed.
- 27.2 This By-law will come into force upon the date immediately following the Board meeting at which it is enacted.

28. **EFFECTIVE DATE**

This by-law is hereby enacted by the Toronto Police Service Board on this ____ day of _____.

Chair

Executive Director



PUBLIC REPORT

June 6, 2024

To: Chair and Members
Toronto Police Service Board

From: Dubi Kanengisser
Executive Director

Subject: Establishment of 2025 Budget Committee

Purpose: Information Purposes Only Seeking Decision

Recommendation(s):

This report recommends that:

1. The Toronto Police Services Board (Board) amend the Committees Bylaw by adding section 3A as follows:
 - 3A Budget Committee
 - 3A.1 The Board establishes a committee named *Budget Committee*, for the purpose of reviewing the Toronto Police Service's capital, operating, and the Parking Enforcement Unit's budget requests as well as the Board's operating budget request, and make recommendations to the Board;
 - 3A.2 The *Budget Committee* shall be composed of at least three Board Members, to be appointed by resolution for a term of one year.
 - 3A.3 The quorum for a meeting of the *Budget Committee* is two committee members.
2. The Board designate Chair Ann Morgan, and two additional members to be selected by the Board as members of the Budget Committee;
3. The Board direct the Executive Director, in consultation with Committee Members and the Chief's Office, to explore a flexible Budget Committee meeting schedule that may allow for meetings

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to take place at different times, locations, and/or through a virtual platform, and provide notice to the public as early as possible; and

4. The Board forward a copy of this report to the City Manager, and to the Deputy City Manager and Chief Financial Officer (CFO).

Financial Implications:

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

Summary:

The purpose of this report is to strike the 2025 Budget Committee that will assist in the development of the Toronto Police Service's 2025 capital, operating, and Parking Enforcement Unit's budget requests as well as the Board's 2025 operating budget request.

Discussion:

Background

Relevant Board Policies and Compliance

This report is in alignment and compliance with the Board's Budget Transparency Policy.

Committee Membership and Meeting Information

It is proposed that the Budget Committee will be chaired by the Board's Chair Ann Morgan, and two additional members to be selected by the Board will serve as members. All Board Members are encouraged and welcome to attend and participate in the Budget Committee's meetings, however, only Committee Members will be able to vote.

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

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

Dates

Over the past year, the Board has received feedback from members of the public regarding the budget process and increasing the ways that it can be more transparent and accessible. In order to enhance public engagement, it is recommended that the Executive Director be directed, in consultation with Committee Members and the Chief's Office, to explore a flexible Budget Committee meeting schedule that may allow for meetings to take place at different times, locations, and/or through a virtual platform.

Finalized dates, times, and locations will be publicly communicated through the Board's website and social media channel as appropriate.

Equity Analysis

Ensuring that the 2025 budget process embraces transparency will increase accessibility for Torontonians, who will be able to participate and engage more deeply and be better educated on the budget development process. They will also have other opportunities to be heard throughout the process.

Conclusion:

It is therefore recommended that:

1. The Toronto Police Services Board (Board) amend the Committees Bylaw by adding section 3A as follows:
 - 3A Budget Committee
 - 3A.1 The Board establishes a committee named Budget Committee, for the purpose of reviewing the Toronto Police Service's capital, operating, and the Parking Enforcement Unit's budget requests as well as the Board's operating budget request, and make recommendations to the Board;
 - 3A.2 The Budget Committee shall be composed of at least three Board Members, to be appointed by resolution for a term of one year.
 - 3A.3 The quorum for a meeting of the Budget Committee is two committee members.
2. The Board designate Chair Ann Morgan, and two additional members to be selected by the Board as members of the Budget Committee;
3. The Board direct the Executive Director, in consultation with Committee Members and the Chief's Office, to explore a flexible Budget Committee meeting schedule that may allow for meetings to take place at different times, locations, and/or through a virtual platform, and provide notice to the public as early as possible; and
4. The Board forward a copy of this report to the City Manager, and to the Deputy City Manager and Chief Financial Officer (CFO).

Respectfully submitted,

Dubi Kanengisser
Executive Director

Contact

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



PUBLIC REPORT

May 21, 2024

To: Chair and Members
Toronto Police Service Board

From: Myron Demkiw
Chief of Police

Subject: 2024 Operating Budget Variance for the Toronto Police Service, Period Ending March 31, 2024

Purpose: Information Purposes Only Seeking Decision

Recommendation:

This report recommends that the Toronto Police Services Board (Board) forward a copy of this report to the City of Toronto (City) Chief Financial Officer and Treasurer for information and inclusion in the variance reporting to the City's Budget Committee.

Financial Implications:

The Toronto Police Service's (Service) 2024 approved net operating budget is \$1,173.9 Million (M). As at March 31, 2024, the Service is projecting a \$20.6M unfavourable variance. The Service will pursue opportunities for expenditure reduction and/or increasing revenue throughout the year in order to mitigate year-end deficits to the extent possible. Table 1 provides a breakdown of the projected variance, by feature category.

Summary:

The purpose of this report is to provide the Board with the Service's 2024 projected year-end variance as at March 31, 2024. The Service's projected total net expenditures are \$1,194.5M, resulting in a projected \$20.6M unfavourable 2024 year-end variance.

Table 1 provides a high-level summary of variances and explanations by feature category. Year to date and projection figures are shown in the Appendix 1 at the end of this report.

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Table 1 – 2024 Variance by Feature Category (\$Ms)

Category	2024 Budget	2024 Projection	Variance Fav (UnFav)	Explanation
Salaries	\$896.3	\$891.4	\$4.9	<ul style="list-style-type: none"> In 2023, uniform separations were 192, surpassing the 175 assumed during the 2024 budget process. Currently, uniform separations are projected to be 180 vs budget of 160 for 2024, resulting in a projected favourable variance. The cadet hiring plan of four classes of 90 remains on target. Although lateral hires are currently eight ahead of target, the projected year end strength is still currently projected to be 31 fewer officers by year end than budgeted (projection of 5,402 officers compared to the budget of 5,433 officers).
Premium Pay	\$58.9	\$94.3	(\$35.4)	<ul style="list-style-type: none"> Discussed below.
Benefits	\$277.4	\$277.4	\$0.0	<ul style="list-style-type: none"> The Service is experiencing pressures in medical / dental and Workplace Safety and Insurance Board costs. However, at this time, a zero variance is projected, as these expenditures have historically fluctuated during the year.
Non Salary	\$110.1	\$111.9	(\$1.8)	<ul style="list-style-type: none"> Unfavourable variances are projected in training and equipment accounts. However, these expenses are funded by outside agencies, resulting in a net zero variance to the Service.

Category	2024 Budget	2024 Projection	Variance Fav (UnFav)	Explanation
Contributions to / (Draws from) Reserves	(\$47.9)	(\$47.9)	\$0.0	<ul style="list-style-type: none"> • Contribution to and/or draws from the following reserves are made: City Sick Pay Gratuity; Vehicle and Equipment; Modernization; Central Sick; Post-Retirement Health; and Legal. • Additionally, withdrawals will be made from the City's Special Event Reserve and the City's Budget Bridging & Balancing Reserves. • At this time, no variance is anticipated.
Revenue	(\$120.9)	(124.2)	\$3.3	<ul style="list-style-type: none"> • Projected increased recoveries of \$1.8M for non-salary purchases, as noted in the non-salary section, and \$3.3M for premium pay recoveries (e.g. Traffic direction pilot and provincial initiatives). Therefore, partially mitigating some of the spending pressures listed above. • Projected short fall in recoveries for the provincial uploading of courts is \$3.4M due to lower than anticipated recoverable cost. • Favourable variance of \$1.6M is projected in fees (e.g. paid duty administration, vulnerable sector screening).
Net Impact of Grants	\$0.0	(\$2.4)	\$2.4	<ul style="list-style-type: none"> • Grant funding generally results in a net zero variance, as funds are provided for expenditures to achieve specific purposes. However, a net favourable variance is projected in this category since a number of permanent, funded positions are assigned to provincially supported programs, covered by the grant, through an allocation of internal resources at no incremental costs to the Service. .
Total Preliminary Net	\$1,173.9	\$1,200.5	(\$26.6)	
Expenditure Reductions		(\$6.0)	\$6.0	<ul style="list-style-type: none"> • Discussed below.

Category	2024 Budget	2024 Projection	Variance Fav (UnFav)	Explanation
Total Net	\$1,173.9	\$1,194.5	(\$20.6)	

Discussion:

Background

At its December 19, 2023 meeting, the Board approved the Service’s budget request at \$1,186.5M Net and \$1,361.5M Gross (Min. No. P2023-1219-2.2 refers). Subsequently, City Council, at its February 14, 2024 meeting, approved the Service’s 2024 operating budget at \$1,173.9M Net, a reduction of \$12.6M from the Board approved budget. The net budget reduction was achieved by a Council approved allocation of funding from the Budget Bridging & Balancing Reserve and will result in the same available funding as the Board approved budget. Although this results in the same available funding, the bridging actions of \$12.6M are not considered permanent funding and will result in budget pressures in future years. As at March 31, 2024, the Service is projecting a year-end unfavourable variance of \$20.6M.

In response, the Service is committed to implementing proactive and strategic measures to mitigate the projected shortfall. Further details and a comprehensive update will be provided to the Board as part of the 2nd quarter variance reporting.

Relevant Board Policies and Compliance

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

Pressures and Opportunities:

The most significant pressure on the budget is premium pay. The total premium pay budget is \$58.9M with a projected spending of \$94.3M resulting in an unfavourable variance of \$35.4M in this category.

There is a base level of uniform premium pay inherent to policing. Premium pay is incurred for:

- extended tours of duty (e.g., when officers are involved in an arrest at the time their shift ends);
- court attendance scheduled for when the officer is off-duty; and
- call-backs (e.g., when an officer is required to work additional shifts to ensure appropriate staffing levels are maintained or for specific initiatives).

The 2024 operating budget includes an opening net premium pay pressure of approximately \$22.5M, as the Service experienced an unfavourable premium pay

variance of \$30.5M in 2023 or a net \$22.5M variance when adjusted for onetime events (e.g. TTC safety initiative and Project Resolute) and revenue initiatives (e.g. Traffic Direction Pilot). Although the approved operating budget includes a \$10.0M draw from the City's Special Events Fund, the 2024 operating budget submission included a zero increase to the premium pay budget in order to keep the Service's budget increase to a minimum.

The Service's ability to deal with and absorb the impact of major unplanned events (e.g., demonstrations, emergency events, and homicide / missing persons) relies on the use of off-duty officers which results in premium pay costs. The redeployment of the Community Response Units to the Neighbourhood Community Officer Program during 2022 has reduced the capacity for the Service to respond to unplanned events with on duty resources. As a result, the Service has had to rely on off duty resources by way of call-backs in order to provide the surge capacity required in order to ensure adequate resources are available to respond during major events and public safety issues.

For instance, year to date premium pay costs for Project Resolute are \$2.3M. If this spending trend continues, projected spending will reach \$9.2M by year end. It must be noted that in order to maintain safety and security for all involved, the Service is allocating significant on duty resources as well which could be resulting in additional premium pay costs for impacted units.

Although the Service will seek to have less reliance on premium pay as staffing levels ramp up, the Service is still experiencing pressures staffing major special events, and to adequately resource public safety initiatives. While hiring additional officers has the potential to reduce overtime costs through improved efficiency and workload distribution, its impact is being offset due to growth in demand. In addition, the expenditure on court attendance while off duty, has returned to pre-pandemic levels. As a result, premium pay is projected to be overspent by \$35.4M, of which \$3.3M is projected as being funded from outside agencies, \$10.0M funded from special events reserve and \$9.2M resulting from project Resolute.

As Table 1 refers, the preliminary year-end projections are trending \$26.6M unfavourable, or \$20.6M after expenditure reductions. It must be noted that projections are based on estimates and the Service is actively striving to come within its approved budget. Currently, the Service is exploring various actions and mitigations which include the following:

- ongoing review of the timing and pace of hiring and associated impacts to the Service's workforce;
- examining the use, nature and time dedicated to premium pay with the objective of curbing this cost to keep expenditures to an absolute minimum.
- a reassessment of non-salary expenditures and deferral or reallocation of budgets where possible and sustainable;

- a re-evaluation of liabilities and bringing into income where justified and in accordance with Generally Accepted Accounting Principles (G.A.A.P.);
- maximizing grant funding opportunities and seeking cost recovery opportunities; and
- subject to protecting future funding viability, reassessing contribution strategies with a view to defer reserve contributions where warranted and prudent.

Base on the above actions, the Service has identified net expenditure reductions of \$6.0M to date that will reduce the budget pressure.

In addition to identifying cost avoidance measures, the Service also needs to manage budget pressures associated with growing demand, impacts of Project Resolute and other unanticipated costs.

The new Community Safety and Policing Act (C.S.P.A.), which replaces the Police Services Act effective April 1st 2024, has mandated new equipment and training standards. The Service is currently assessing the financial implications of these new standards and strategies to address them. Once the projected impact is determined, the Service will explore funding sources with the City and the Province to meet the requirements under the regulations and future variance reports will be adjusted to reflect the estimated spending requirements.

Conclusion:

As at March 31, 2024, the Service is projecting to be \$20.6M overspent. The Service is/ will pursue opportunities for expenditure reduction and/or increasing revenue throughout the year in order to mitigate year-end deficits to the extent possible.

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

Appendix:

Appendix 1 Toronto Police Service First Quarter Variance Summary

Appendix 1

Category	Budget (\$Ms)	Actual to Mar 31/24 (\$Ms)	Projected Year-End Actual (\$Ms)	Variance Fav (UnFav)
Salaries	\$896.3	\$206.0	\$891.4	\$4.9
Premium Pay	\$58.9	\$18.4	\$94.3	(\$35.4)
Benefits	\$277.4	\$66.1	\$277.4	\$0.0
Non Salary	\$110.1	\$38.4	\$111.9	(\$1.8)
Contributions to / (Draws from) Reserves	(\$47.9)	\$0.0	(\$47.9)	\$0.0
Revenue	(\$120.9)	(\$16.3)	(\$124.2)	\$3.3
Net Impact of Grants	\$0.0	\$0.0	(\$2.4)	\$2.4
Total Preliminary Net	\$1,173.9	\$312.6	\$1,200.5	(\$26.6)
Expenditure Reductions			(\$6.0)	\$6.0
Total Net	\$1,173.9	\$312.6	\$1,194.5	(\$20.6)

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



PUBLIC REPORT

May 21, 2024

To: Chair and Members
Toronto Police Service Board

From: Myron Demkiw
Chief of Police

Subject: 2024-2033 Capital Program Variance for the Toronto Police Service, Period Ending March 31, 2024

Purpose: Information Purposes Only Seeking Decision

Recommendations:

It is recommended that the Toronto Police Service Board (Board) approve the following changes to select projects that are net cost-neutral to the overall Toronto Police Service Capital program:

- (1) add \$3.025 Million (M) to the Long-Term Facility Plan - 41 Division project from the following sources:
 - Transfer \$170 Thousand (K) from the 2024 cash flow of the Mobile Command Centre project;
 - Accelerate \$2.86M in funding from year 2025 to 2024 (no impact on total cost);
- (2) add \$1.506M to the Information Technology Storage Growth project from the following sources:
 - Transfer \$1M from the 2024 cash flow of the State-of-Good-Repair project;
 - Transfer \$506K from the Long-Term Facility Plan - Facility and Process Improvement project;

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- (3) transfer \$1.46M to the Mobile Workstation project, from the Workstation, Laptop, Printer Lifecycle project;
- (4) add \$3.27M to the Infrastructure Lifecycle project from the following sources:
 - Transfer \$327K from the 2024 cash flow of the Connected Officer Lifecycle replacement project;
 - Transfer \$256.9K from the 2024 cash flow of the Automatic Vehicle Locator (A.V.L.) project;
 - Transfer \$385.3K from the 2024 cash flow of the In-Car Camera project;
 - Transfer \$2.3M from the Vehicle and Equipment reserve; and
- (5) forward a copy of this report to the City of Toronto's (City) Chief Financial Officer and Treasurer, for inclusion in the City's overall capital variance report to the City's Budget Committee.

Financial Implications:

At its December 19, 2023 meeting, the Board approved the Toronto Police Service's (Service) 2024-2033 capital program at \$88M gross and \$33.2M debt for 2024 (excluding carry forwards from 2023), and \$827.7M gross and \$269.6M debt for the 10-year period 2024-2033. Subsequently, City Council, at its February 14, 2024 meeting, approved the Service's 2024-2033 capital program at the same level as the Board approved amount. Attachment A provides the approved 2024-2033 capital program (Min. No. P2023-1219-2.3 refers).

In addition to the approved program, available funds have been carried forward from previous years to 2024, in keeping with City financing rules. The total amount of carry forwards into 2024 is \$20.1M.

As capital projects progress, new information regularly emerges regarding the timing and amount of funding required. For instance, delays might postpone funding requirements to future years, while other circumstances may necessitate bringing forward funds into 2024. The recommendations outlined in this report identify projects requiring additional or expedited funding in 2024. Moreover, they propose the source of funding without compromising the financial needs of other projects in 2024. This strategic reallocation ensures that current requirements, such as emerging challenges or escalating costs, are promptly addressed, while preventing funds from being underutilized in delayed projects. It should be noted that

repurposing funds from other projects, has no financial impact on the net capital program.

Specific details about the recommended funding changes are provided in the report.

Table 1 provides a summary of the approved capital funding in 2024 and projected expenditures. It also includes carry forward funding from previous years and is inclusive of the adjustments recommended in this report. From the adjusted gross funding of \$113.3M in 2024, \$107.8M is projected to be utilized. The 2024 estimated gross spending rate is 95.2%. The estimated under-expenditure of \$5.5M, will be carried forward to 2025.

Table 1 – Summary of 2024 Budget and Expenditures (M's)

Category	2024 Gross (Ms)	2024 Debt (Ms)
2024 approved program excluding carry forward	\$88.0	\$33.2
2023 carry forwards	\$20.1	\$9.1
2024 Acceleration of Funding and capital program amendment	\$5.2	\$5.2
Total 2024 available funding	\$113.3	\$47.5
2024 Expenditure	\$107.8	\$43.4
Variance to available funding	\$5.5	\$4.0
Carry forward to 2025	\$5.5	\$1.7
Returned Funding	\$0.0	\$0.0
Spending rate	95.2%	91.5%

Summary:

The purpose of this report is to provide the Board with the status of the Service’s capital projects as at March 31, 2024. It also includes recommendations for in-year funding adjustments. Attachment A provides a detailed list of the 2024-2033 Capital program. As of March 31, 2024 all projects are on time and budget.

Discussion:

Background

The Service's primary goal is to ensure capital projects are completed on budget and on schedule. This includes the need to ensure any required changes are identified as quickly and transparently as possible. The 2024 capital program is updated with the latest assumptions on scope, schedule and resourcing and aligns with the Service's objectives.

Capital projects fall under the following four main categories:

- Facility projects;
- Information Technology modernization projects;
- Replacements, maintenance, and equipment projects; and
- Lifecycle projects.

Relevant Board Policies and Compliance

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

Capital Program Variances

Table 2 provides a high-level summary of 2024 projects, reflecting the recommendations in this report, and variances as of March 31, 2024. Additional detail is provided below for projects as noted in the table.

For additional information on these projects please refer to the approved 2024-2033 Capital Program (Min. No. P2023-1219-2.3 refers).

Table 2 – 2024 Capital Budget Variance Report as of March 31, 2024 (\$000s)

Project Name	Carry Forward from 2022 & 2023	2024 Cash Flow			Variance (Over)/ Under	Spending Rate	Comments
		Adjusted Budget	Total Available Funding	Projected Actuals to year-end			
Facility Projects:							
Long Term Facility Plan - 54/55 Amalgamation; New Build	614.1	0.0	614.1	160.0	454.1	26.1%	Project on hold while alternative options are evaluated. These options will be reported by the 3rd qtr. of 2024
Long Term Facility Plan - 41 Division; New Build	-2,183.9	21,183.9	19,000.0	19,000.0	0.0	100.0%	Project progress accelerated
Long Term Facility Plan - Facility and Process Improvement	505.9	-505.9	0.0	0.0	0.0	0.0%	Project Completed
Relocation of Wellness Services	1,449.8	400.0	1,849.8	1,491.8	358.0	80.6%	Project is re-base lined. On time and on Budget
Long Term Facility Plan - Consulting	314.7	0.0	314.7	314.7	0.0	100.0%	Project is re-base lined. Further details will be reported to the Board by the 3rd qtr. of 2024
Communication Center 9th Floor Furniture Replacement	0.0	300.0	300.0	300.0	0.0	100.0%	On time and Budget
Information Technology Modernization Projects:							
Transforming Corporate Support (HRMS, TRMS)	329.1	0.0	329.1	329.1	0.0	100.0%	Project is re-base lined. On time and on Budget
ANCOE (Global Search)	155.5	0.0	155.5	155.5	0.0	100.0%	One time and on Budget
Body Worn Camera - Phase II	475.8	0.0	475.8	250.0	225.8	52.5%	Project is re-base lined. On time and on Budget
Next Generation (N.G.) 9-1-1	2,486.0	4,309.0	6,795.0	6,795.0	0.0	100.0%	Project is re-base lined. On time and on Budget
Replacements/ Maintenance/ Equipment Projects:							
State-of-Good-Repair - Police	4,041.4	3,400.0	7,441.4	5,941.4	1,500.0	79.8%	On time and on Budget
Radio Replacement	0.0	100.0	100.0	100.0	0.0	100.0%	On time and on Budget. Funding is required for a Project Manager
Automated Fingerprint Identification System (A.F.I.S.) Replacement	869.6	0.0	869.6	869.6	0.0	100.0%	Project is re-base lined. On time and on Budget
Mobile Command Centre	896.7	-169.9	726.8	726.8	0.0	100.0%	Project is re-base lined. On time and on Budget.
Information Technology Storage Growth	39.0	1,966.9	2,005.8	2,005.8	0.0	100.0%	Various factors outlined in the body of report identifies the need for additional storage.
New Records Management System (RMS)	0.0	9,000.0	9,000.0	9,000.0	0.0	100.0%	Delays in contract negotiations
Uninterrupted Power Supply (U.P.S.) Lifecycle Replacement	46.4	752.0	798.4	798.4	0.0	100.0%	On time and on budget
Property & Evidence Warehouse Racking	0.0	50.0	50.0	50.0	0.0	100.0%	On time and on budget
Vehicle and Equipment for Additional Capacity	0.0	4,900.0	4,900.0	4,900.0	0.0	100.0%	On time and on budget
FIFA Requirement - Motorcycles	0.0	600.0	600.0	600.0	0.0	100.0%	On time and on budget
Lifecycle Projects:							
Vehicle Replacement	637.3	11,560.0	12,197.3	11,347.3	850.0	93.0%	Delivery of vehicles are slightly delayed
IT- Related Replacements	5,928.5	28,793.9	34,722.4	34,683.1	39.3	99.9%	
Other Equipment	3,474.9	6,541.1	10,016.0	7,983.1	2,033.0	79.7%	\$1.2M variance for Wireless parking system as Service is reviewing various alternatives
Total Capital Expenditures	20,080.8	93,181.0	113,261.8	107,801.6	5,460.2	95.2%	
Funding from Developmental Charges	(1,280.0)	(13,308.0)	(14,588.0)	(13,794.9)	(793.1)	94.6%	
Vehicle & Equipment Reserve	(9,713.9)	(39,628.0)	(49,341.9)	(48,719.6)	(2,922.3)	98.7%	
Other (Provincial and Federal Funding)	0.0	(1,860.0)	(1,860.0)	(1,860.0)	0.0	100.0%	
Debt	9,087.0	38,385.0	47,471.9	43,427.1	1,744.9	91.5%	

Long Term Facility Plan - 41 Division; New Build

This project provides funding for a new 41 Division facility. The phased construction and demolition approach for a new building on the existing 41 Division site will provide the Service with a new facility at the corner of Birchmount and Eglinton Avenues, an optimal, easily accessible site with ample area for future expansion. The new division will provide a modern, efficient workspace for the Service, serving the community for decades to come. The new 41 Division will be the first Net Zero Emission building in the Service's asset base and the first of its kind in Ontario. During the construction, personnel will continue to occupy a portion of the existing building as well as neighbouring Divisions, as required, to allow for uninterrupted business operations.

The City's Net Zero Emissions requirement caused project delays in 2023 for building redesign and subsequent tendering of the various bid packages. To mitigate the overall schedule impact and achieve critical milestone dates, the construction schedule has been expedited in some work areas. Therefore, acceleration of funding from year 2025 to 2024 is required. The overall project cost remains the same; however, the distribution of funding over the current and future years must be adjusted to keep pace with construction progression to meet Phase 1 occupancy in 2024.

To sustain the current construction timeline, an additional \$3.025M will be necessary in 2024. This can be facilitated by reallocating \$170K from the Mobile Command Centre, which is projected to finish under budget in 2024, and expediting \$2.86M of funding from 2025 to 2024.

Information Technology Storage Growth project

This project is a critical initiative designed to comprehensively track and quantify the substantial and continuous escalation in the Service's data storage demands. The demand for data is growing exponentially due to pressing police operational needs such as evidence collection, disclosure, analytics, transparency, accountability, and statutory obligations.

In 2024, the Service has encountered unforeseen financial pressures associated with the rapid growth of data storage. This expansion has surpassed forecasts due to several emerging factors:

- There have been logistical and operational delays in migrating data from legacy locations to the Service's cloud-based solution Evidence.com;
- Renovation delays at the data center have significantly disrupted the life cycle replacement of existing storage systems. Typically, each modernization cycle yields additional storage capacity through technological advancements, but these gains have been hindered, and anticipated increases in storage capacity in existing equipment have not yet been realized; and
- Data storage usage continues to exceed projections, particularly in major crime areas, due to the larger volumes and increased complexity of evidence collected during investigations.

Ongoing discussions and strategies are underway regarding data classification and retention policies to manage data diversity, eliminate redundancy and reduce overall storage requirements. However, until these measures are implemented, duplicate and redundant data retention will persist.

To address this need, a transfer of \$1.506M in additional funding can be accommodated through a transfer of \$1M from the 2024 cash flow of the State-of-Good-Repair project which experienced some delays, and \$506K from the Long-Term Facility Plan - Facility and Process Improvement project, as it is projected to conclude below budget in 2024.

Mobile Workstation Lifecycle Replacement

The mobile workstation lifecycle project manages the acquisition, deployment, maintenance, refresh, and disposal of Service mobile workstation computer equipment mounted in police vehicles. This project ensures the hardware maintains optimal performance, security, and usability, while minimizing costs and risks.

Initially, the lifecycle replacement plan was to begin in 2025. However, the Service's current hardware is unable to support Windows 11, which becomes necessary as Windows 10 reaches end of life in October 2025. To ensure continued supportability and security, devices must be replaced to run Windows 11 before this deadline.

The 2024 budget did not anticipate this requirement as the original plan assumed that police vehicles would need to be brought to a Service's facility for workstation replacement, causing significant effort, coordination, and downtime for the vehicles this year. However, a new method is being implemented that enables the replacement of mobile workstations without taking vehicles out of service. This reduces the time and complexity of the migration process and minimizes disruption to the Service. As a result of this more efficient rollout process, Information Technology Services (I.T.S.) can commence the rollout earlier than initially planned. This ensures that the migration to Windows 11 for mobile workstations will be completed well ahead of the Windows 10 end-of-life deadline.

The Windows 11 rollout is a significant project, spanning over a year to complete for all Service Windows endpoints. Starting the lifecycle replacements for mobile workstations in 2024 is crucial to meet the Windows 10 end of life deadline. This early start ensures that I.T.S. staff have sufficient time to migrate Service Windows endpoints to Windows 11, thereby avoiding potential delays if migration activities were to start in 2025.

To address this request, a transfer of \$1.46M in additional funding can be accommodated through a transfer from the Workstation, Laptop, Printer Lifecycle project. As the Service consolidated devices and transitioned to laptops during the pandemic, fewer workstations required lifecycle replacement, resulting in savings that can be reallocated.

Infrastructure Lifecycle Replacement

This project integrates a comprehensive Lifecycle program encompassing storage, server, network, and business continuity initiatives. This consolidation enhances deployment efficiency and cost savings by aligning budget requests with industry device standards and strategically modernizing the Service's data infrastructure.

The Service's adoption of cloud environments has reshaped the required data infrastructure for policing operations. The Service's dual datacentres will transition to flexible, robust cloud-enabled designs. These upgrades facilitate the digital transformation of policing services, enabling mobile officers to access systems and applications quickly and affordably, wherever and whenever needed. The I.T. Infrastructure Lifecycle Replacement program faces cost pressures in 2024 that need to be addressed, notably:

- The cloud-based modernization of the data centres is a large and multiyear transition in Information Technology (I.T.) strategy. In 2024, the technology required for cloud adoption is in high demand, and coupled with inflationary impacts, the cost of cloud technology is rising.
- In order to minimize capital asks and transition to new technology with existing resources, the Service has extended the life of its servers. Extending the server lifespan however is now creating operational risks that now necessitate lifecycle replacement.

In order to address the above challenges, funds can be freed up with existing projects in the 2024 capital program that will be completed under budget. Additionally, there is a planned draw of \$2.3M from the Vehicle and Equipment reserve for this project.

Therefore funding of \$3.27M is being requested from the following transfers;

- \$327K from the 2024 cash flow of the Connected Officer Lifecycle replacement project;
- \$256.9K from the 2024 cash flow of the Automatic Vehicle Locator (A.V.L.) project;
- \$385.3K from the 2024 cash flow of the In-Car Camera project.
- \$2.3M from the Vehicle and Equipment reserve as planned for in the 2024 budget process.

There is no net impact on the 2024-2033 capital program as a result of these transfers.

Conclusion:

The Service's primary goal is to ensure capital projects are completed on budget and on schedule. This includes the need to ensure any required changes are identified as quickly and transparently as possible. This report is updating the 2024 funding requirement for select projects within the overall Capital Program. As of March 31, 2024, most projects remain on track.

From the Service's adjusted gross funding of \$113.3M in 2024, \$107.8M is projected to be utilized. The 2024 estimated gross spending rate is 95.2%. The entire under-expenditure of \$5.5M, will be carried forward to 2025.

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

Ms. Svina Dhaliwal, Chief Administrative Officer and 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:

Attachment A - 2024-2033 Capital program

Approved 2023-2033 Capital Program (000's)

Attachment A

Project Name	Budget to end of 2023	2024	2025	2026	2027	2028	2024-2028 Request	2029	2030	2031	2032	2033	Total 2029-2033	Total 2024-2033	Total Project Cost
Projects in Progress															
State-of-Good-Repair - Police		4,400	4,400	4,400	4,400	4,400	22,000	4,400	4,400	4,400	4,400	4,400	22,000	44,000	44,000
Long Term Facility Plan - 54 and 55 Division	2,238	0	1,847	1,847	14,898	20,339	38,931	43,644	15,187	0	0	0	58,831	97,782	100,000
Long Term Facility Plan - 41 Division; New Build	28,364	18,159	18,233	20,819	0	0	57,211	0	0	0	0	0	0	57,211	85,575
Radio Replacement	38,051	100	0	0	15,328	5,030	20,458	6,429	4,867	6,116	0	0	17,412	37,870	75,921
Automated Fingerprint Identification System (A.F.I.S.) Replacement	4,285	0	0	0	0	1,285	1,285	2,304	0	0	0	0	2,304	3,589	7,874
Next Generation (N.G.) 9-1-1	10,042	4,309	1,900	0	0	0	6,209	0	0	0	0	0	0	6,209	16,251
Uninterrupted Power Supply (U.P.S.) Lifecycle Replacement	850	752	848	800	800	450	3,650	800	800	0	0	450	2,050	5,700	6,550
Information Technology Storage Growth	500	461	539	500	500	500	2,500	500	500	500	500	500	2,500	5,000	5,500
New Records Management System (RMS)	10,000	9,000	11,598	0	0	0	20,598	0	0	0	0	0	0	20,598	30,598
Relocation of Wellness Services	1,700	400	0	0	0	0	400	0	0	0	0	0	0	400	2,100
Transforming Corporate Support (HRMS, TRMS)	8,435	0	0	0	0	0	0	0	0	0	0	0	0	0	8,435
ANCOE (Global Search)	12,528	0	0	0	0	0	0	0	0	0	0	0	0	0	12,528
Body Worn Camera - Phase II	5,887	0	0	0	0	0	0	0	0	0	0	0	0	0	5,887
Long Term Facility Plan - Consulting	500	0	0	0	0	0	0	0	0	0	0	0	0	0	500
Mobile Command Centre	1,735	0	0	0	0	0	0	0	0	0	0	0	0	0	1,735
Total, Projects in Progress	125,116	37,581	39,365	28,366	35,926	32,004	173,242	58,077	25,754	11,016	4,900	5,350	105,097	278,339	403,455
Upcoming Projects															
Long Term Facility Plan - 13,53 Division	0	0	0	0	0	0	0	300	8,661	23,303	24,553	0	56,817	56,817	56,817
Long Term Facility Plan - 51 Division; Major Expansion	0	0	0	0	8,761	9,120	17,881	7,729	0	0	0	0	7,729	25,610	25,610
Property & Evidence Warehouse Racking	30	50	950	0	0	0	1,000	0	0	0	0	0	0	1,000	1,030
Communication Center Furniture Replacement - Design	0	300	0	0	0	0	300	0	0	0	0	0	0	300	300
Forensic Identification Services (FIS) Facility Replacement - Feasibility Study	0	0	400	0	0	0	400	0	0	0	0	0	0	400	400
Vehicle and Equipment for Additional Capacity	0	4,900	2,465	0	0	0	7,365	0	0	0	0	0	0	7,365	7,365
FIFA Requirement - Motorcycles		600	0	0	0	0	600	0	0	0	0	0	0	600	600
Total, Upcoming Projects:	30	5,850	3,815	0	8,761	9,120	27,546	8,029	8,661	23,303	24,553	0	64,546	92,092	92,122
Total, Vehicle and Equipment Lifecycle Replacement Projects	363,673	44,595	53,626	42,419	43,133	41,366	225,139	35,431	58,726	49,682	44,402	43,896	232,137	457,276	820,949
Total Capital Request	492,323	88,026	96,806	70,785	87,820	82,490	425,927	101,537	93,141	84,001	73,855	49,246	401,780	827,707	1,320,030
Funding Sources:															
Vehicle and Equipment Reserve	(359,578)	(39,628)	(53,226)	(42,227)	(43,133)	(41,366)	(219,580)	(35,431)	(58,726)	(49,682)	(44,402)	(43,896)	(232,137)	(451,717)	(811,295)
Other Source of Funding (Federal and Provincial Grants)	0	(1,860)	0	0	0	0	(1,860)	0	0	0	0	0	0	(1,860)	(1,860)
Development Charges Funding	(6,715)	(13,308)	(3,736)	(2,539)	(29,933)	(30,463)	(79,979)	(8,369)	(5,808)	(6,972)	(3,394)	0	(24,543)	(104,522)	(111,237)
Debt	(122,526)	(33,230)	(39,844)	(26,019)	(14,754)	(10,661)	(124,508)	(57,737)	(28,607)	(27,347)	(26,059)	(5,350)	(145,100)	(269,608)	(392,134)
Total	(488,818)	(88,026)	(96,806)	(70,785)	(87,820)	(82,490)	(425,927)	(101,537)	(93,141)	(84,001)	(73,855)	(49,246)	(401,780)	(827,707)	(1,316,525)



PUBLIC REPORT

May 22, 2024

To: Chair and Members
Toronto Police Service Board

From: Myron Demkiw
Chief of Police

Subject: 2024 Operating Budget Variance for the Toronto Police Service Parking Enforcement Unit, Period Ending March 31, 2024

Purpose: Information Purposes Only Seeking Decision

Recommendation:

This report recommends that the Toronto Police Service Board (Board) forward a copy of this report to the City of Toronto (City) Chief Financial Officer and Treasurer for information and inclusion in the variance reporting to the City's Budget Committee.

Financial Implications:

The Toronto Police Service Parking Enforcement Unit's (P.E.U.) 2024 approved net operating budget is \$51.3 Million (M). The P.E.U. is anticipating no year-end variance on its 2024 operating budget.

Summary:

The purpose of this report is to provide the Board with information on the P.E.U.'s 2024 projected year-end variance as at March 31, 2024. The P.E.U. is not projecting any year-end variance on its 2024 operating budget. Anticipated savings in salaries will be offset by non-salary budget pressures.

Table 1 provides a high-level summary of variances by feature category. Year to date and projection figures are shown in the Appendix 1 at the end of this report.

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Table 1 – 2024 Variance by Feature Category (\$Ms)

Category	2024 Budget (\$Ms)	2024 Projection	Variance Fav (UnFav)	Explanation
Salaries	\$33.3	\$33.1	\$0.2	<ul style="list-style-type: none"> The variance is primarily attributed to assumptions on the mix of resources; A greater number of P.E.O.s that are currently at the lowest step of the salary band, as they are new hires, than estimated.
Premium Pay	\$1.9	\$1.9	\$0.0	<ul style="list-style-type: none"> Nearly all premium pay at the P.E.U. is related to enforcement activities, such as special events or directed enforcement activities. Premium Pay has been trending up with several protests and events taking place in the first quarter. However, no variance is anticipated at this time as it is unclear whether this trend will continue.
Benefits	\$9.4	\$9.4	\$0.0	<ul style="list-style-type: none"> The P.E.U.'s benefits mirror those of the Service, with costs being applied at year-end as a percentage of the Service's costs. No variance is anticipated at this time.
Materials & Equipment	\$2.0	\$2.4	(\$0.4)	<ul style="list-style-type: none"> Significant items in this category include parking tags, uniforms, gasoline, vehicle parts and batteries for handheld parking devices. On April 17, 2024, City Council adopted a proposal to amend Toronto Municipal Code Chapter 610 to reflect new penalty amounts for parking violations. As a result, there is an unanticipated cost of approximately \$0.2M to replace the P.E.U.'s entire stock of parking tags to reflect the new amounts.

Category	2024 Budget (\$Ms)	2024 Projection	Variance Fav (UnFav)	Explanation
Services	\$6.2	\$6.2	\$0.0	<ul style="list-style-type: none"> Significant items in this category include interdepartmental chargebacks, contributions to reserves, rental of property and maintenance, and support costs for the handheld parking devices. No variance is anticipated at this time.
Revenue (e.g. T.T.C., towing recoveries)	(\$1.5)	\$1.7	\$0.2	<ul style="list-style-type: none"> Revenues include towing recoveries, draws from reserves, and recoveries from the Toronto Transit Commission (T.T.C.). The T.T.C. recoveries are for premium pay expenditures that are incurred to enforce parking by-laws on T.T.C. right of ways, necessitated by the ongoing weekend subway closures for signal replacements maintenance. Additionally, an anticipated additional revenue of \$0.2M from the City's Traffic Direction Pilot Program is expected to offset program costs.
Total Net	\$51.3	\$51.3	\$0.0	

Discussion:

Background

At its December 19, 2023 meeting, the Board approved the Toronto Police Service's Parking Enforcement Unit (P.E.U.) operating budget request at \$51.3 Million (M) (Min. No. P2023-1219-2.4 refers), a 0% increase over the 2023 approved budget. Subsequently, City Council, at its February 14, 2024 meeting, approved the P.E.U.'s 2024 operating budget at the same amount.

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

Relevant Board Policies and Compliance

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

Pressures and Opportunities

The P.E.U.'s budget pressures stem from non-salary costs. There is an unanticipated cost of \$0.2M to replace the P.E.U.'s entire stock of parking tags due to the newly adopted changes to Toronto Municipal Code Chapter 610. In addition, the Service and the P.E.U. are in the planning stages of additional Traffic and Modernization projects set to begin later in 2024 (such as automated licence plate recognition, vehicle impound management, e-ticketing software/hardware, and other technology that will modernize operations and create efficiencies). Funding for these projects has not yet been identified within the 2024 budget process.

Offsetting the budget pressures, are projected increases to revenues from the City's Traffic Direction Pilot Program. The program's initial term was for six months during 2023, and its extension was still being considered during the 2024 budget process, therefore the cost recoveries from this program were not budgeted for.

The hiring of Special Constables and Cadets by the Service has a significant impact on the P.E.U., given the historical trend of some P.E.O.s transitioning to those roles. While predicting the number of P.E.O.s transitioning to these positions is challenging, the Service continues to monitor actual separations throughout the year and adjusts the P.E.O. hiring plan accordingly. As P.E.O. separations continue due to retirements or promotions to other positions, new P.E.O.s are hired at the lowest 'step' in the salary band, resulting in cost savings.

Conclusion:

As at March 31, 2024, the P.E.U. is not projecting any year-end variance.

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

Appendix:

Appendix 1 Parking Enforcement Unit First Quarter Variance Summary

Appendix 1

Category	2024 Budget (\$Ms)	Actual to Mar 31/24 (\$Ms)	Projected Year-End Actual (\$Ms)	Fav/(Unfav) (\$Ms)
Salaries	\$33.3	\$7.7	\$33.1	\$0.2
Premium Pay	\$1.9	\$0.4	\$1.9	\$0.0
Benefits	\$9.4	\$1.4	\$9.4	\$0.0
Materials & Equipment	\$2.0	\$0.2	\$2.4	(\$0.4)
Services	\$6.2	\$0.9	\$6.2	\$0.0
Revenue (e.g. T.T.C., towing recoveries)	(\$1.5)	(\$0.2)	(\$1.7)	\$0.2
Total Net	\$51.3	\$10.4	\$51.3	\$0.0

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



PUBLIC REPORT

May 13, 2022

To: Chair and Members
Toronto Police Service Board

From: Dubi Kanengisser
Executive Director and Chief of Staff

Subject: **2024 Operating Budget Variance Report for the Toronto Police Service Board, Period Ending March 31, 2024**

Purpose: Information Purposes Only Seeking Decision

Recommendation(s):

This report recommends that the Toronto Police Service Board (Board) receive this report, and forward a copy to the City of Toronto (City) Chief Financial Officer and Treasurer for information and inclusion in the variance reporting to the City's Budget Committee.

Financial Implications:

As of March 31, 2024, the Board is anticipating no year-end variance on its 2024 Operating Budget.

Summary:

The purpose of this report is to provide information on the Board's 2024 projected year-end variance as at March 31, 2024. The Board is not projecting any year-end variance on its 2024 Operating Budget. Anticipated savings in Salaries and Benefits will be offset by lower than projected draws from reserves.

Discussion:

Background

At its December 19, 2023 meeting, the Board approved the Toronto Police Service Board's 2024 Operating Budget at a net amount of \$2,335,300 (Min. No. P2023-1219-

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2.5 refers), a \$178,500 increase over the 2023 approved budget. Subsequently, City Council, at its February 14, 2024 meeting, approved the Board's 2024 Operating Budget at the same net amount.

Relevant Board Policies and Compliance

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

Overall Variance

As of March 31, 2024, no variance is anticipated at year-end. The following chart summarizes the Board's variance by expenditure category. Details regarding these categories are discussed in the sections that follow.

Expenditure Category	2024 Budget (\$000s)	Actual to March 31/2024 (\$000s)	Projected Year-End Actual (\$000s)	Fav/(Unfav) (\$000s)
Salaries & Benefits	\$1,749.2	\$294.1	\$1,387.5	\$361.7
Non-Salary Expenditures	\$1,671.8	\$93.6	\$1,715.4	(\$43.6)
Draws from Reserves	(\$1,065.7)	\$0.0	(\$747.6)	(\$318.1)
Total Net	\$2,355.3	\$387.7	\$2,355.3	\$0.0

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

Salaries & Benefits

Year-to-date expenditures for Salaries and Benefits are lower than budgeted, as not all Board staff are at the highest 'step' of their respective salary band, and there are currently three vacant positions. It is anticipated that these positions will be filled in the second and third quarters of the year, therefore a favourable variance of \$361,700 is expected at year-end.

These projected savings are expected to be fully offset by lower than budgeted draws from reserves.

Non-Salary Expenditures/Draws from Reserves

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

The Toronto Police Service Board cannot predict or control the number of grievances filed or referred to arbitration, as filings are at the discretion of bargaining units. In order to address this uncertainty and ensure adequate financial resources are available to

respond to these matters when they arise, the 2024 Operating Budget includes a \$424,800 contribution to a Reserve for costs associated with the provision of legal advice and representation. Fluctuations in legal spending will be dealt with by increasing or decreasing the budgeted reserve contribution in future years' operating budgets so that the Board ultimately has funds available in the Reserve, upon which to draw, to fund these variable expenditures.

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

Conclusion:

As of March 31, 2024, no variance is being projected by the end of 2024. Favourable variances in salaries & benefits will be offset by reducing draws from reserves, which will help maintain reserve balances.

Respectfully submitted,

Dubi Kanengisser
Executive Director and Chief of Staff



PUBLIC REPORT

May 7, 2024

To: Chair and Members
Toronto Police Service Board

From: Myron Demkiw
Chief of Police

Subject: Chief Administrative Investigation into the Alleged Sexual Assault of Complainant 2023.52

Purpose: Information Purposes Only Seeking Decision

Summary:

The Professional Standards – S.I.U. Liaison (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 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*

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S.I.U. Investigative Conclusion:

In a letter to the Chief of Police dated April 18, 2024, 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 Terminology:

Complainant – Refers to the Affected Person

SO – Subject Official

WO – Witness Official

B.W.C. – Body-Worn Camera

I.C.C.S. – In-Car Camera System

Incident Narrative

On July 25, 2023, the Complainant contacted the S.I.U. to report that they had been sexually assaulted by a T.P.S. officer when they were arrested sometime between 2007 and 2009.

The S.I.U. invoked its mandate and notified the T.P.S. of its investigation.

The T.P.S. P.R.S. – S.I.U. Liaison assisted the S.I.U.’s investigation by reviewing historical records and archived booking video in an attempt to narrow down the date of the Complainant’s interaction with officers and their subsequent arrest.

A review of the T.P.S. Legacy Data Systems revealed the Complainant had been arrested on August 5, 2007 by officers from 52 Division in relation to an allegation of intimate partner violence.

The Complainant reported to S.I.U. investigators that after their arrest on August 5, 2007, the SO entered the rear seat of the police vehicle and sexually assaulted them.

There was no B.W.C. or I.C.C.S video in relation to this event.

The S.I.U. designated a retired member of the T.P.S. as the Subject Official; two other officers were designated as Witness Officials.

Summary of the Toronto Police Service's Investigation

The P.R.S. – S.I.U. Liaison and the Specialized Criminal Investigations – Sex Crimes Unit (S.C.I. – S.C.) conducted an administrative investigation as is required by provincial legislation.

This investigation was reviewed by S.C.I. – S.C. in accordance with T.P.S. Procedure 13-16 (Special Investigations Unit).

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

The 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 10-06 (Medical Emergencies);
- Procedure 13-16 (Special Investigations Unit);
- Procedure 13-17 (Notes and Reports); and
- Procedure 15-02 (Injury/Illness Reporting)

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

- *Special Investigations Unit Act, 2019*, SO 2019

Conclusion:

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

The 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 T.P.S. procedures.

There was no evidence uncovered by the S.I.U.'s criminal investigation or this Administrative Investigation that found reasonable grounds to believe that the designated SO comported himself other than lawfully in his dealings with 2023.52.

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

Recommendation:

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

Financial Implications:

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

Respectfully submitted,

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



PUBLIC REPORT

May 7, 2024

To: Chair and Members
Toronto Police Service Board

From: Myron Demkiw
Chief of Police

Subject: Chief's Administrative Investigation into Vehicle Injury of Complainant 2023.75

Purpose: Information Purposes Only Seeking Decision

Summary:

The Professional Standards – S.I.U. Liaison (P.R.S. – S.I.U. Liaison) investigation determined the conduct of a designated official was not in compliance with applicable provincial legislation regarding the Standards of Conduct and the 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*

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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 February 9, 2024, 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 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-TVI-416, which can be found in its entirety via the following link:

https://www.siu.on.ca/en/directors_report_details.php?drid=3527

S.I.U. Incident Narrative

“The evidence collected by the SIU, including video footage that partly captured the events in question, gives rise to the following scenario. As was his legal right, the SO chose not to interview with the SIU or authorize the release of his notes.

In the afternoon of October 11, 2023, the SO was riding his marked police motorcycle on Evans Avenue when an e-bike came to his attention and he decided to follow it. The e-bike was being operated by a male not wearing a helmet – a traffic offence.

The e-bike operator was the Complainant. Aware he was being followed by the SO, the Complainant accelerated to get away. He turned from westbound Evans Avenue onto southbound Horner Avenue where he engaged in reckless driving – he jumped the west side curb, travelled at speed on the west sidewalk and adjacent grass approaching Judson Street, and veered into a left-hand turn onto Judson Street from the west sidewalk.

The SO pursued the Complainant down Horner Avenue with his emergency lights activated, eventually pulling alongside him in the curb lane as the e-bike travelled off road. When the Complainant turned left behind him onto Judson Street, the officer executed a U-turn and then turned right to continue the chase. By this time, the Complainant was well ahead of the SO.

Once on Judson Street, the SO accelerated eastward to close the gap with the e-bike. The officer reached a top speed of about 137 km/h about 200 meters from Islington Avenue, approximately 400 meters east of Judson Street, after which he started to

decelerate. The SO arrived at the Islington Avenue intersection – the site of a motor vehicle collision – seconds later.

The Complainant had entered the Islington Avenue intersection on a red light and was struck by a southbound vehicle. The impact tossed him from the e-bike and into the northbound lanes.

The SO approached the Complainant to render aid. He radioed a request for an ambulance to the area. The time was about 1:47 p.m.

The Complainant was transported to hospital and diagnosed with fractures of the left leg, left ankle and spine.”

Analysis and Director’s Decision

“The Complainant was seriously injured in a motor vehicle collision in Toronto on October 11, 2023. As the vehicle he was operating was being pursued by a TPS motorcycle at the time, the SIU was notified of the incident and initiated an investigation. The SO was identified as the subject official. The investigation is now concluded. On my assessment of the evidence, there are no reasonable grounds to believe that the SO committed a criminal offence in connection with the Complainant’s injuries.

The offence that arises for consideration is dangerous driving causing bodily harm and criminal negligence causing bodily harm contrary to sections 320.13(2) and 221 of the Criminal Code. 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 observed 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 collision. In my view, there was not.

The SO had cause to initiate a pursuit of the Complainant. He had seen him operating an e-bike without a helmet – an offence under the Highway Traffic Act. And there is no indication that he had identified the Complainant or the e-bike before the collision, either of which would have called for a termination of the pursuit under the terms of O. Reg. 266/10 – the regulation governing pursuits in the province.

With respect to the manner in which the SO comported himself throughout his engagement with the Complainant, I am unable to reasonably conclude that the officer transgressed the limits of care prescribed by the criminal law. There are aspects of the SO’s conduct that are subject to legitimate scrutiny. Pursuant to TPS policy, the officer ought not to have pursued the e-bike. He was operating a motorcycle and the person he was chasing was also on a motorized bicycle – each a disqualifying factor. The SO also travelled at dangerously high speeds on Judson Street, topping out at 137 km/h.

Lastly, the officer had observed enough of the Complainant's dangerous driving to realize that his continued pursuit was not in the interests of public safety and, yet, he persisted. On the other side of the ledger, traffic along the pursuit route was light to moderate with very little pedestrian traffic and the area was mostly commercial and industrial in nature; that is to say, the dangers inherent in the SO's speeds were not aggravated by environmental factors. The fact that the officer had his emergency lights activated for most of the pursuit, allowing third-party traffic notice of his presence, is another mitigating factor. Lastly, the evidence indicates that the SO, in the penultimate stages of the pursuit on Judson Street, was well behind the e-bike and no less than about 100 metres back as the Complainant entered the Islington Avenue intersection. In the circumstances, it would not be fair to say that the SO effectively pushed the Complainant into the intersection. As an eyewitness told the SIU, the Complainant could have turned right on Islington Avenue to continue his flight from police instead of continuing straight ahead.

On the aforementioned-record, when the SO's indiscretions are weighed in the balance with the extenuating considerations, I am not satisfied on reasonable grounds that his conduct departed markedly from a reasonable standard of care. As such, there is no basis for proceeding with criminal charges against the officer."

Summary of the Toronto Police Service's Investigation

The P.R.S. – S.I.U. Liaison and Traffic Services (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 officer.

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

- Procedure 07-01 (Transportation Collisions);
- Procedure 10-06 (Medical Emergencies);
- Procedure 13-16 (Special Investigations Unit);
- Procedure 13-17 (Notes and Reports);
- Procedure 15-10 (Suspect Apprehension Pursuits);
- Procedure 15-11 (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:

- *Highway Traffic Act* (H.T.A.), R.S.O. 1990, c. H.8,
- *Special Investigations Unit Act*, (S.I.U.A.) 2019, SO 2019, c 1, Sch 5.

Conclusion:

The S.I.U. Liaison and T.S.V. investigation determined that the T.P.S. policies and procedures associated with this vehicle injury were lawful, in keeping with current legislation, and written in a manner which provided adequate and appropriate guidance to the member. None of the examined policies and procedures required modification.

The S.I.U. Liaison investigation determined the conduct of a designated official was not in compliance with Procedure 13-16 (Special Investigations Unit) by failing to notify a supervisor when involved in an incident where the S.I.U. mandate is or may be invoked.

Furthermore, the S.I.U. Liaison investigation determined the conduct of a designated official was not in compliance with Procedure 15-10 (Suspect Apprehension Pursuits) by failing to notify a supervisor or communications that he was involved in a pursuit.

Finally, the S.I.U. Liaison investigation determined the conduct of a designated official was not in compliance with Procedure 15-11 (Use of Service Vehicles) for not meeting and maintaining the driving standards as set by the H.T.A. and training.

An internal investigation was initiated and misconduct was substantiated against the officer. This matter is before the T.P.S. tribunal for adjudication.

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

Recommendation:

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

Financial Implications:

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

Respectfully submitted,

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



PUBLIC REPORT

May 7, 2024

To: Chair and Members
Toronto Police Service Board

From: Myron Demkiw
Chief of Police

Subject: Chief's Administrative Investigation into the Custody Injury of Complainant 2023.81

Purpose: Information Purposes Only Seeking Decision

Summary:

The Professional Standards S.I.U. Liaison (P.R.S. – S.I.U. Liaison) investigation determined the conduct of the designated officers was in compliance with applicable provincial legislation regarding the Standards of Conduct and the 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*

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S.I.U. Terminology

Complainant – Refers to the Affected Person

CW – Civilian Witness

WO – Witness Official

S.I.U. Investigative Conclusion

In a letter to the Chief of Police dated March 1, 2024, 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-TCI-454, which can be found via the following link:

https://www.siu.on.ca/en/directors_report_details.php?drid=3726

S.I.U. Incident Narrative

“The evidence collected by the SIU, including interviews with police officers who dealt with the Complainant at times during his period of custody, and video footage that captured the incident in parts, gives rise to the following scenario.

In the afternoon of November 1, 2023, the Complainant was arrested by WO #12 and WO #10 inside the Tim Hortons located at 26 Dundas Street East, Toronto. The officers had been alerted to his presence inside the shop by the CW, who explained that the Complainant had threatened him the day before with a metal rod. The Complainant refused to surrender willingly to arrest but was taken into custody without much issue after he was grounded by the officers.

WO #8 and WO #9 arrived on scene to transport the Complainant to 51 Division. The Complainant was placed in the rear seat where he started banging his head against a window. En route to the station, he repeatedly struck his head off the window and partition separating the front and rear compartments of the vehicle, eventually inflicting a cut to his forehead.

Arriving at the station, the officers called for paramedics to examine the Complainant given the laceration. They attended, examined the Complainant, and cleared him of any serious injury. The Complainant was brought into the station, booked and placed in an interview room with padding.

Inside the interview room, the Complainant struck himself twice to the right side of the head, after which he started to tear the padding from the wall. That action released

particles into the air that set off a fire alarm. Officers attended at the interview room and, seeing the damage to the walls, decided to remove the Complainant.

The Complainant did not go willingly. He struggled against the officers as they forcibly removed him from the room and placed him inside another interview room before handcuffing him to the back. The Complainant was subsequently lodged in a cell but not for long. Concerned that he was in possession of screws from the padding he had damaged, the staff sergeant at the station authorized a strip search.

Officers removed the Complainant from the cell and escorted him to the search room where he again struggled while the strip search was being performed. The screws were not located and the Complainant was returned to his cell.

Just before midnight, the Complainant complained of pain. He was transported by ambulance to hospital and diagnosed with a broken nose and fractured left orbital bone.”

S.I.U. Analysis and Director’s Decision

“The Complainant was seriously injured while in the custody of the TPS on November 1, 2023. The SIU was notified of the incident and initiated an investigation. The investigation is now concluded. On my assessment of the evidence, there are no reasonable grounds to believe that any TPS officer committed a criminal offence in connection with the Complainant’s 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.

I am satisfied that the Complainant was lawfully in custody from the moment of his arrest on November 1, 2023, until his release in the afternoon of the following day. Having spoken to the victim of a reported assault at the hands of the Complainant the day before, WO #10 and WO #12 were within their rights in effecting his arrest for assault.

I am further satisfied that the Complainant was treated lawfully by his custodians at all times. The takedown at the Tim Hortons appears to have been in order. The officers had reason to believe that the Complainant might be armed with a weapon and would reasonably have wanted to minimize the risk of a weapon being brought into play at the first sign of resistance by the Complainant, which is what occurred. Thereafter, officers exercised a reasonable standard of care over the Complainant’s health and well-being, as was demonstrated by WO #9 and WO #8 when they arranged for paramedics to examine the Complainant prior to being booked at 51 Division. When the Complainant complained of pain late in the day on November 2, 2023, he was transported to hospital for medical attention. The strip search that occurred of his person would also appear to have been justified. The Complainant had just damaged an interview room and there

was genuine concern that he had secreted on his person some screws that seemed to be missing from the wall. As the Complainant had been acting in a disorderly manner and expressed suicidal ideations en route to the division, there were reasonable and probable grounds to believe that a strip search was necessary in the interests of his safety and the safety of the officers. It is clear that some force was brought to bear against the Complainant by his custodians but, aside from several strikes delivered by WO #1 and WO #11, this consisted of the officers attempting to wrestle control of a resistant prisoner and would not appear responsible for the injuries in question. Nor would it appear that the strikes, delivered to the Complainant's midsection during the strip search, caused the injuries or were excessive in light of the physical challenge the officers were facing. In fact, the evidence suggests that the Complainant's facial fractures were self-inflicted and very likely the result of his purposefully striking his head, whether against a rear window or partition in the police cruiser on the way to the division or the floor while being strip searched.

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 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 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 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 P.R.S. – S.I.U. Liaison investigation also reviewed the following legislation:

- *Special Investigations Unit Act (S.I.U.A.), 2019*

Conclusion:

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

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

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

Recommendation:

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

Financial Implications:

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

Respectfully submitted,

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



PUBLIC REPORT

May 7, 2024

To: Chair and Members
Toronto Police Service Board

From: Myron Demkiw
Chief of Police

Subject: Chief's Administrative Investigation into the Custody Injury of Complainant 2023.82

Purpose: Information Purposes Only Seeking Decision

Summary:

The Professional Standards S.I.U. Liaison (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, 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*

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S.I.U. Terminology

Complainant – Refers to the Affected Person

CW – Civilian Witness

SO – Subject Official

WO – Witness Official

S.I.U. Investigative Conclusion

In a letter to the Chief of Police dated March 22, 2024, 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-TCI-489, which can be found via the following link:

https://www.siu.on.ca/en/directors_report_details.php?drid=3765

S.I.U. Incident Narrative

“In the early afternoon of November 24, 2023, the SO and his partner, WO #1, together with WO #2, arrived at an apartment near Linkwood Lane, Toronto. A female resident of the apartment – the CW – had called 911 to report that her family member – the Complainant – was acting up and she was concerned for her safety. The Complainant suffered from bipolar disorder and was experiencing a psychotic episode. He was angry and yelling at the CW, whom he had come to believe had installed spyware on his computer.

The Complainant opened the door to the officers and watched as one of them – WO #2 – walked past him towards a bedroom in which the CW was located. The other two officers entered the apartment and from a position beside the doorway engaged the Complainant in conversation. The Complainant spoke about plans to hurt himself and others. After about ten minutes, the SO decided that the Complainant should be apprehended under the Mental Health Act.

Advised that the officers would be taking him to hospital, the Complainant objected. He walked away from the officers in the direction of the kitchen. The SO grabbed his right arm and the Complainant pushed him away. WO #1 took hold of the Complainant from behind and forced him onto a sofa. In the course of the ensuing struggle, the Complainant kicked the SO in the head and managed to dispossess WO #2, who had returned from the bedroom, of his flashlight. The SO punched the Complainant’s face three times as the fight moved to the floor. He punched him again four times before the officers took control of his arms and handcuffed them behind the back.

Following his arrest, the Complainant was taken to hospital and diagnosed with a broken nose.”

S.I.U. Analysis and Director’s Decision

“The Complainant was seriously injured during his arrest by TPS officers on November 24, 2023. The SIU was notified of the incident and initiated an investigation naming 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.

There is little doubt that the Complainant was subject to apprehension under section 17 of the Mental Health Act. Based on the information they had received of the 911 call and what they personally gathered having spoken to the Complainant in the apartment, the officers had reason to believe that he was a danger to himself and others because of mental disorder.

I am also satisfied that the officers and, in particular, the SO, used no more force than was necessary to take the Complainant into custody. Their approach was scaled and proportionate. The officers had attempted to secure the Complainant’s peaceful cooperation before resorting to force. Once the physical altercation was engaged, the Complainant proved a formidable challenge. The takedown by WO #1 was a reasonable tactic. By that time, the Complainant had pushed the SO and it was clear he would physically resist his arrest. Forcing him off his feet would better position the officers to deal with the struggle ahead. As for the punches, the first set of strikes by the SO occurred after the Complainant had kicked the officer in the head. In the circumstances, the officer was entitled to escalate his force to deter further assault by the Complainant. The second set of strikes occurred when the Complainant refused to release his arms to be handcuffed and assisted in bringing the struggle to an end.

In the result, while I accept that the Complainant’s broken nose was the result of one or more of the punches delivered by the SO, I am not reasonably satisfied that the injury was attributable to unlawful conduct on the part of 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 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 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 06-13 (Mobile Crisis Intervention Team);
- 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 P.R.S. – S.I.U. Liaison investigation also reviewed the following legislation:

- *Special Investigations Unit Act (S.I.U.A.)*, 2019, c 1, Sch 5

Conclusion:

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

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

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

Recommendation:

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

Financial Implications:

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

Respectfully submitted,

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