



PUBLIC MEETING AGENDA
Thursday, July 17, 2025 at 9:00AM
Livestreaming at

<https://youtube.com/live/MklZUES-Tdg?feature=share>

Call to Order

Indigenous Land Acknowledgement

Declaration of Interests under the Code of Conduct for Members of a Police Service Board Regulation and the *Municipal Conflict of Interest Act*.

Chief's Monthly Verbal Update

1. Confirmation of the Minutes from the regular public meeting held on June 12, 2025.

Items for Consideration

2. June 26, 2025 from Tara Anderson, Auditor General
Re: Toronto Police Service IT Infrastructure: Cybersecurity Assessment and Follow-up of Previous Recommendations
3. June 17, 2025 from Myron Demkiw, Chief of Police
Re: Senior Officer Uniform Promotion – Inspectors
4. June 5, 2025 from Myron Demkiw, Chief of Police
Re: Update on the Implementation of Auditor General Recommendations

5. June 16, 2025 from Dubi Kanengisser, Executive Director
Re: Correspondence from City Council – May 2025
6. June 13, 2025 from Myron Demkiw, Chief of Police
Re: Records Management System Implementation - Program Update
7. June 12, 2025 from Myron Demkiw, Chief of Police
Re: Contract Award to NEC Corporation of America for Facial Recognition Solution
8. April 11, 2025 from Myron Demkiw, Chief of Police
Re: Contract Award to Stevens & Black Electrical Contractors Ltd. for the Provision of Electrical Services
9. June 24, 2025 from Dubi Kanengisser, Executive Director
Re: Request for Special Funds – Champions of Change 2025 Awards Gala
10. June 20, 2025 from Dubi Kanengisser, Executive Director
Re: Toronto Police Service Board Special Fund – Annual Specified Procedures Report for the Year Ending December 31, 2024
11. May 28, 2025 from Myron Demkiw, Chief of Police
Re: Response to the Jury Recommendations from the Coroner's Inquest into the Death of the Unidentified Male
12. June 2, 2025 from Myron Demkiw, Chief of Police
Re: Request for Review of a Service Complaint Investigation: – Professional Standards Case Number – PRS-093892
13. **Public Central Joint Health and Safety Committee Meeting Minutes from the meeting held on March 25, 2025**

14. June 23, 2025 from Myron Demkiw, Chief of Police
Re: Special Constable New Appointments – July 2025
15. **Chief's Administrative Investigation Reports**
- 15.1 May 14, 2025 from Myron Demkiw, Chief of Police
Re: Chief Administrative Investigation of the Custody Injury of Complainant 2024.42
- 15.2 May 14, 2025 from Myron Demkiw, Chief of Police
Re: Chief's Administrative Investigation into the Custody Injury of Complainant 2024.73
- 15.3 May 14, 2025 from Myron Demkiw, Chief of Police
Re: Chief Administrative Investigation of the Custody Injury of Complainant 2024.79
- 15.4 May 14, 2025 from Myron Demkiw, Chief of Police
Re: Chief Administrative Investigation of the Custody Injury of Complainant 2024.84

Please note that the Board will move in camera shortly after commencing the meeting for consideration of confidential items, which will now take place prior to attending to the held public agenda items. **It is estimated that the regular public meeting will resume at approximately 1:00PM.**

The Police Service Board will move *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 move In Camera before attending to any held public items, to discuss the following subject matters in accordance with Section 44(2) of the *Community Safety and Policing Act*, 2019:

- 1. Investigative Matters**
- 2. Operational Matters**
- 3. Labour Relations Matters**

Adjournment

Next Meeting

Regular Board Meeting

Thursday, September 11, 2025

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

Members of the Toronto Police Service Board

Shelley Carroll, Chair
Amber Morley, Member & Deputy Mayor
Lily Cheng, Member & Councillor
Nick Migliore, Member

Chris Brillinger, Vice-Chair
Lisa Kostakis, Member
Ann Morgan, Member



1. Confirmation of the Minutes from the regular public meeting held on June 12, 2025



PUBLIC MEETING MINUTES

Thursday, June 12, at 9:00AM

Livestreamed at: <https://youtube.com/live/BR1CWjYsBN8?feature=share>

The following *draft* Minutes of the hybrid public meeting of the Toronto Police Service Board that was held on June 12, 2025, are subject to approval at its next regularly scheduled meeting.

Attendance:

The following Members were present:

Shelley Carroll, Chair and Councillor
Chris Brillinger, Vice-Chair
Ann Morgan, Member
Lisa Kostakis, Member
Nick Migliore, Member
Amber Morley, Deputy Mayor and Councillor - virtual

The following individuals were also present:

Myron Demkiw, Chief of Police, Toronto Police Service
Dubi Kanengisser, Executive Director, Toronto Police Service Board
Diana Achim, Board Administrator, Toronto Police Service Board
Jane Burton, Solicitor, City of Toronto – Legal Services Division

Declarations:

There was no declaration of interest under the Code of Conduct for Members of a Police Service Board Regulation and the *Municipal Conflict of Interest Act*.

**This is an Extract from the Minutes of the Public Meeting of the Toronto
Police Service Board that was held on June 12, 2025**

P2025-0612-0.1. Chair's Opening Remarks

Chair Carroll made the following remarks:

There are a number of items I would like to note as we begin this Board meeting.

June is a meaningful month for many reasons, and it offers us a chance to reflect on who we are, as individuals and as a community.

First, and proudly, June is Pride Month—a time to celebrate love in all its forms, and the strength that comes from living authentically. It's about recognizing the rich diversity of our communities and standing up for the rights and freedoms that define us: equality, inclusion, and dignity for all. And it is a time to remember and reflect on the struggles of the two-spirit, lesbian, gay, bisexual, transgender, queer, intersex, asexual, and all sexual and gender identity communities, the just demands of these communities for equity and justice, and the role each of us plays in bringing about this justice, as members of the community or as allies. While we celebrate how far we've come, we also recognize there is more to do. Real, lasting change takes all of us.

Our community partners are essential on this journey, helping us build deeper understanding, stronger bridges, and a safer, more welcoming space for everyone—both in the workplace and across the city we serve.

June is also National Indigenous History Month, a time to honour the vibrant cultures, histories, and contributions of First Nations, Inuit, and Métis peoples to our country. This is an especially important time—one that asks us to reflect not just on the beauty and brilliance of Indigenous cultures, but on the legacy of harm, and our shared responsibility to the process of reconciliation. That work is ongoing. It requires truth, humility, and a deep commitment to justice and mutual respect. Reconciliation is not a single event—it's a path forward that we walk together.

This month is also PTSD Awareness Month, a time to acknowledge those living with the invisible wounds of trauma. In policing—where our Members are often exposed to crisis and tragedy—this hits close to home. Mental health is health.

And if we're serious about safety and wellness, then we must be just as committed to psychological wellbeing as we are to any other aspect of workplace safety. That means reducing stigma, open conversations, and making sure that every Member of our Service feels supported and safe when they speak up—without fear of judgment or consequence.

And finally, last but certainly not least - I want to take a moment to recognize a significant leadership transition within our organization.

After more than seven years of outstanding service, CAO Svina Dhaliwal has announced her resignation. CAO Dhaliwal has been a transformational, inspiring

leader in a time of significant reform and culture change. Her work has fundamentally reshaped how we think about leadership, accountability, and public service.

There will be an opportunity to formally recognize CAO Dhaliwal in the near future and details will be shared once available.

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Service Board that was held on June 12, 2025

P2025-0612-0.2. Chief's Monthly Verbal Update

Chief Myron Demkiw, Deputy Chief Pogue, Acting Deputy Chief Barredo and Chief Transformation Officer Stairs provided updates to the Board.

For a more detailed account of the Chief's update, see the YouTube recording starting at minute 4:18:17 here:

<https://www.youtube.com/live/BR1CWjYsBN8?si=TcZrAl9aA8AFEVNO&t=15495>

The Board received the update.

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Service Board that was held on June 12, 2025

P2025-0612-1.0. Board Minutes

Confirmation of the Minutes from the regular public meeting held on May 14, 2025.

Deputation: Nicole Corrado (written only)

The Board received the deputation and approved the Minutes.

Moved by: S. Carroll
Seconded by: C. Brillinger

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Service Board that was held on June 12, 2025

P2025-0612-2.0. Board and Chief's Annual Reports

P2025-0612-2.1. 2024 Toronto Police Service - Chief's Annual Report

The Board was in receipt of a report dated June 4, 2025, from Myron Demkiw, Chief of Police.

Recommendation:

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

report for information and publish this report on the Internet, as required by the Community Safety and Policing Act, 2019 (C.S.P.A.), Ontario Regulation 399/23.

P2025-0612-2.2. Toronto Police Service Board's 2024 Annual Report

The Board was in receipt of a report dated June 2, 2025, from Dubi Kanengisser, Executive Director.

Recommendation:

It is recommended that the Toronto Police Service Board (Board) approve the Board's 2024 Annual Report, attached as Appendix A, and submit a copy to the City of Toronto (City), as required by the *Community Safety and Policing Act, 2019*.

For a detailed account of the remarks, and of the discussion of the Board, see the YouTube recording starting at minute 4:45:49 here:

<https://www.youtube.com/live/BR1CWjYsBN8?si=cEFZ7V1HeCxqkCex&t=17144>

Deputations: Matthew Taub (in person)

Nicole Corrado (virtual) (written submission included)

The Board received the deputations and approved the foregoing reports.

Moved by: C. Brillinger

Seconded by: L. Kostakis

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Service Board that was held on June 12, 2025

P2025-0612-3.0. Annual Statistical Report

P2025-0612-3.1. Annual Statistical Report

The Board was in receipt of a presentation provided by Ian Williams, Director, Information Management.

P2025-0612-3.2. Toronto Police Service 2024 Annual Statistical Report

The Board was in receipt of a report dated May 29, 2025 from Myron Demkiw, Chief of Police.

Recommendation:

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

Deputation: Nicole Corrado (written only)

Board Members asked questions and discussed this matter. For a detailed account of the discussion of the Board, see the YouTube recording starting at minute 5:00:08 here:

https://www.youtube.com/live/BR1CWjYsBN8?si=jKbN1_raYEDyZLgi&t=18006

Vice-Chair Brillinger moved the following Motion, which was seconded by Deputy Mayor Morley:

Recognizing the epidemic proportions of Intimate Partner Violence (I.P.V.), Gender-Based Violence (G.B.V.) and femicide, and the insidious impacts of this violence on our society, it is determined that:

The Board direct the Chief of Police to work in partnership with frontline I.P.V. organizations, to be selected in consultation with Board Staff, and with SafeTO, in order to define data elements that are within the Service's authority for increased G.B.V. and I.P.V. reporting in future Toronto Police Service Annual Statistical Reports, including, giving consideration to providing gender-disaggregated homicide statistics.

The Board received the deputations and the presentation, and approved the Motion and the foregoing report.

Moved by: S. Carroll
Seconded by: C. Brillinger

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Service Board that was held on June 12, 2025

P2025-0612-4.0. Formal Apologies Policy

The Board was in receipt of a report dated May 8, 2025 from Dubi Kanengisser, Executive Director.

Recommendation:

This report recommends that the Board approve the proposed Formal Apologies Policy attached as Appendix A.

Vice-Chair Brillinger made remarks regarding this matter. For a detailed account, see the YouTube recording starting at minute 5:27:45 here:

https://www.youtube.com/live/BR1CWjYsBN8?si=RKcstdOYgCtMn_iC&t=19663

Deputation: Nicole Corrado (written only)

The Board received the deputation and approved the foregoing report.

Moved by: C. Brillinger
Seconded by: S. Carroll

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Service Board that was held on June 12, 2025

P2025-0612-5.0 Annual Report: Occupational Health & Safety Update and Member Wellbeing Strategy Update for January 1, 2024 to December 31, 2024

The Board was in receipt of a report dated May 12, 2025 from Myron Demkiw, Chief of Police.

Recommendation:

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

Deputation: Nicole Corrado (written submission only)

The Board received the written deputation and the foregoing report.

Moved by: S. Carroll
Seconded by: C. Brillinger

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Service Board that was held on June 12, 2025

P2025-0612-6.0 Budget Variance Reports

P2025-0612-6.1. 2025 Operating Budget Variance for the Toronto Police Service, Period Ending March 31, 2025

The Board was in receipt of a report dated May 5, 2025 from Myron Demkiw, Chief of Police.

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.

P2025-0612-6.2. Capital Budget Variance Report for the Toronto Police Service, Period Ending March 31, 2025

The Board was in receipt of a report dated May 1, 2025 from Myron Demkiw, Chief

of Police.

Recommendations:

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

1. Approve a 2025 in-year transfer of \$300 Thousand (K) from Communications Centre Furniture Replacement - Design to Communications Centre 9th Floor Renovation.
2. Approve a 2025 in-year transfer of \$250K from Uninterrupted Power Supply (U.P.S.) Lifecycle Replacement to State of Good Repair (S.O.G.R.).
3. 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.

P2025-0612-6.3. 2025 Operating Budget Variance for the Toronto Police Service Parking Enforcement Unit, Period Ending March 31, 2025

The Board was in receipt of a report dated May 1, 2025 from Myron Demkiw, Chief of Police.

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.

P2025-0612-6.4. 2025 Operating Budget Variance Report for the Toronto Police Service Board, Period Ending March 31, 2025

The Board was in receipt of a report dated April 14, 2025 from Dubi Kanengisser, Executive Director.

Recommendation:

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.

Board Members asked questions and discussed this matter. For a detailed account of the discussion of the Board, see the YouTube recording starting at minute 5:41:59 here:

https://www.youtube.com/live/BR1CWjYsBN8?si=JrzEf6A_u4DWrngW&t=20517

Deputations: Miguel Avila Velarde (in person)
Nicole Corrado (written submission only)

The Board received the deputations and approved the foregoing reports.

Moved by: S. Carroll
Seconded by: C. Brillinger

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Service Board that was held on June 12, 2025

P2025-0612-7.0. Toronto Police Service Board Nominee to the Canadian Association of Police Services Board (CAPG)

The Board was in receipt of a report dated June 2, 2025 from Dubi Kanengisser, Executive Director.

Recommendations:

This report recommends that:

1. The Board nominate Board Member Councillor Lily Cheng to represent the Toronto Police Service Board on the C.A.P.G. Board of Directors for a two-year term; and,
2. The Board Office advise the C.A.P.G. of the Board's nomination.

The Board approved the foregoing report.

Moved by: S. Carroll
Seconded by: C. Brillinger

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Service Board that was held on June 12, 2025

P2025-0612-8.0 Special Constable Appointments and Re-Appointments – June 2025

The Board was in receipt of a report dated May 20, 2025, from Myron Demkiw, Chief of Police.

Recommendation:

This report recommends that the Toronto Police Service Board (Board) approve the agency-initiated appointment and re-appointment requests for the individuals listed in this report as special constables for the Toronto Community Housing Corporation (T.C.H.C.), the Toronto Transit Commission (T.T.C.) and the City of Toronto Traffic

Agents (C.T.A.).

The Board approved the foregoing report.

Moved by: S. Carroll
Seconded by: C. Brillinger

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Service Board that was held on June 12, 2025

P2025-0612-9.0 2024 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

The Board was in receipt of a report dated April 7, 2025, from Myron Demkiw, Chief of Police.

Recommendation:

This report recommends that the Board receive the 2024 Annual Reports from the City of Toronto (City), U of T, T.C.H.C., and T.T.C.

Deputations: Miguel Avila (in person)
Nicole Corrado (written submission only)

Board Members discussed this item. For a detailed account of the Board's discussion, see the YouTube recording starting at minute 5:52:05 here:

https://www.youtube.com/live/BR1CWjYsBN8?si=nuLX60q7MUy6_8cF&t=21123

The Board received the deputations and the foregoing reports.

Moved by: L. Kostakis
Seconded by: C. Brillinger

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Service Board that was held on June 12, 2025

P2025-0612-10.0. Annual Report: April 1, 2024 to March 31, 2025 – Grant Applications and Contracts

The Board was in receipt of a report dated April 28, 2025, from Myron Demkiw, Chief of Police.

Recommendation:

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

Deputation: Nicole Corrado (written submission only)

Board Members discussed this item. For a detailed account of the Board's discussion, see the YouTube recording starting at minute 6:03:16 here:

<https://www.youtube.com/live/BR1CWjYsBN8?si=CaZxmly5dDujRIAx&t=21794>

The Board received the written deputation and the foregoing report.

Moved by: C. Brillinger

Seconded by: L. Kostakis

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Service Board that was held on June 12, 2025

P2025-0612-11.0. Annual Report of Co-operative, Joint and Consolidated Procurements for 2024

The Board was in receipt of a report dated April 28, 2025 from Myron Demkiw, Chief of Police.

Recommendation:

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

The Board received the foregoing report.

Moved by: S. Carroll

Seconded by: C. Brillinger

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Service Board that was held on June 12, 2025

P2025-0612-12.0. Annual Report of Non-Competitive Purchases for 2024

The Board was in receipt of a report dated April 23, 2025 from Myron Demkiw, Chief of Police.

Recommendation:

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

Deputation: Nicole Corrado (written submission only)

The Board received the deputation and the foregoing report.

Moved by: S. Carroll
Seconded by: C. Brillinger

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Service Board that was held on June 12, 2025

P2025-0612-13.0. Contract Award to Action Target for Preventative Maintenance and Repairs to the Toronto Police College Firing Range Equipment and Systems

The Board was in receipt of a report dated April 28, 2025 from Myron Demkiw, Chief of Police.

Recommendations:

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

1. Approve a contract award to Action Target for the supply and delivery of maintenance and repairs to the Toronto Police College (T.P.C.) firing range equipment and systems for a two-year period commencing June 15, 2025, to June 14, 2027, at a total estimated cost of \$1.5 Million (M) over the two-year term; and
2. Authorize the Chair to execute all required agreements and related documents on behalf of the Board, subject to approval by the City Solicitor as to form.

Deputation: Nicole Corrado (written submission only)

The Board received the deputation and the foregoing report.

Moved by: S. Carroll
Seconded by: C. Brillinger

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Service Board that was held on June 12, 2025

P2025-0612-14.0. Request for Review of a Service Complaint Investigation – Professional Standards Case Number – PRS-098916

The Board was in receipt of a report dated April 10, 2025 from Myron Demkiw, Chief of Police.

Recommendations:

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

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

Deputation: Nicole Corrado (written submission only)

Chair Carroll moved the following Motion, which was seconded by Vice-Chair Brillinger:

THAT The Board defer this item to a future meeting to be determined in consultation with the Complainant.

The Board approved the Motion and deferred this item to a future meeting to be determined in consultation with the complainant.

Moved by: S. Carroll
Seconded by: C. Brillinger

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Service Board that was held on June 12, 2025

P2025-0612-15.0. Chief's Administrative Investigation Reports

P2025-0612-15.1. Chief's Administrative Investigation into the Custody Injury of Complainant 2024.70

The Board was in receipt of a report dated April 10, 2025, from Myron Demkiw, Chief of Police.

Recommendation:

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

P2025-0612-15.2. Chief's Administrative Investigation into the Custody Injury of Complainant 2024.72

The Board was in receipt of a report dated April 10, 2025 from Myron Demkiw, Chief of Police.

Recommendation:

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

following report.

P2025-0612-15.3. Chief Administrative Investigation of the Firearm Discharged at a Person – Complainant 2024.74

The Board was in receipt of a report dated April 10, 2025, from Myron Demkiw, Chief of Police.

Recommendation:

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

P2025-0612-15.4. Chief Administrative Investigation of the Firearm Discharged at a Person – Complainant 2024.76

The Board was in receipt of a report dated April 10, 2025, from Myron Demkiw, Chief of Police.

Recommendation:

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

P2025-0612-15.5. Chief Administrative Investigation of the Alleged Sexual Assault of Complainant 2024.80

The Board was in receipt of a report dated April 10, 2025, from Myron Demkiw, Chief of Police.

Recommendation:

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

Deputation: Nicole Corrado (virtual) (written submission included)

Board Members discussed this item. For a detailed account of the Board's discussion, see the YouTube recording starting at minute 6:10:33 here:

<https://www.youtube.com/live/BR1CWjYsBN8?si=KI4YtCKq59dKWMIU&t=22231>

The Board received the deputation and the foregoing reports.

Moved by: L. Kostakis
Seconded by: C. Brillinger

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Service Board that was held on June 12, 2025

P2025-0612-16.0. Confidential

At the beginning of the meeting, Chair Carroll moved the following Motion, which was seconded by Member Migliore.

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(1) and (2) of the *Community Safety and Policing Act, 2019*:

- 1. Investigative Matters**
- 2. Operational Matters**
- 3. Labour Relations Matters**

The Board adjourned the public portion of the meeting and reconvened the *in camera* meeting for consideration of confidential matters pursuant to Section 44(1) of the *Community Safety and Policing Act, 2019* (C.S.P.A) until 1PM, when it returned to continue the public portion of the meeting.

The following Members attended the in-camera meeting:

Shelley Carroll, Chair and Councillor
Chris Brillinger, Vice-Chair
Ann Morgan, Member
Lisa Kostakis, Member
Nick Migliore, Member
Amber Morley, Deputy Mayor and Councillor - virtual

Next Board Meeting

Regular Public Meeting

Date: July 17, 2025

Location: 40 College Street, Auditorium

Minutes Approved by:

-original signed-

Shelley Carroll
Chair

Members of the Toronto Police Service Board

Shelley Carroll, Chair
Amber Morley, Deputy Mayor & Member
Lily Cheng, Member & Councillor
Nick Migliore, Member

Chris Brillinger, Vice-Chair
Lisa Kostakis, Member
Ann Morgan, Member



2. Toronto Police Service IT Infrastructure: Cybersecurity Assessment and Follow-up of Previous Recommendations

Toronto Police Service IT Infrastructure: Cybersecurity Assessment and Follow-up of Previous Recommendations

Date: June 26, 2025

To: Toronto Police Services Board

From: Auditor General

Wards: All

REASON FOR CONFIDENTIAL INFORMATION

This report involves the security of property belonging to the City or one of its agencies and corporations. Confidential Attachment 1 to this report is explicitly supplied in confidence to the Toronto Police Service which, if disclosed, could reasonably be expected to impact the safety and security of the City, its services, and residents.

SUMMARY

The Toronto Police Service (TPS) uses its Information Technology (IT) Infrastructure to help deliver mission critical work to keep the City's communities safe.

This report is a follow-up to the first TPS cybersecurity assessment completed by the Auditor General in 2021, following a request from the Toronto Police Services Board.

Cybersecurity incidents do not only impact recovery, response, and remediation costs, but also cause significant indirect costs in the form of disrupted operations as well as reputational damage. It is therefore essential that organizations have robust cybersecurity measures in place. Protecting the TPS's IT infrastructure is important to not only prevent costly outages and breaches, but to maintain public confidence in the organization's ability to respond to residents' calls for service and protection.

This public report contains three recommendations. The confidential findings and recommendations to improve TPS cybersecurity are presented separately to this report in Confidential Attachment 1. In addition, a detailed technical report has also been provided to management for expediting actions.

Management agrees with the recommendations contained in the confidential attachment to this report, which also includes management's response.

RECOMMENDATIONS

The Auditor General recommends that:

1. The Board receive the public report and Confidential Attachment 1 from the Auditor General.
2. The Board direct that all information contained in Confidential Attachment 1 to this report remain confidential.
3. The Board forward this public report to City Council through the City's Audit Committee for information.

FINANCIAL IMPACT

Implementation of the recommendations contained in Confidential Attachment 1 will further improve the Toronto Police Service's cybersecurity posture. The extent of costs and resources needed to implement the recommendations is not determinable at this time. The investment needed to improve controls to manage and respond to cyber threats offsets the potential costs resulting from security breaches, which could include data recovery/cleanup, financial loss, reputational damage, fines, or litigation.

DECISION HISTORY

In December 2019, the Toronto Police Services Board requested the Auditor General conduct a cybersecurity assessment at the TPS. The Auditor General completed her assessment in 2021 and tabled her report at the June 24, 2021 TPS Board meeting. The 2021 report included recommendations for management to improve cybersecurity at TPS, including a request for the Auditor General to perform follow-up work.

The Auditor General started this follow-up review in 2024, and it is part of the 2025 Work Plan. The 2025 Audit Work Plan is available at:

<https://www.toronto.ca/legdocs/mmis/2024/au/bgrd/backgroundfile-250975.pdf>.

COMMENTS

With cybersecurity threats evolving across the globe, the City of Toronto and its agencies and corporations must ensure their cybersecurity programs are adapting to

new challenges and threats. It is important for the TPS to continue with its efforts to keep pace with the evolving demands from the rapidly shifting digital landscape.

Over the past few years three major city agencies, the Toronto Transit Commission, Toronto Zoo, and Toronto Public Library, have been affected by operationally disruptive cyberattacks. Cyber crime is global in nature, making it difficult to combat; a recent Interpol operation to shut down cyber criminals operating phishing, malware and ransomware attacks involved 60 law enforcement agencies and 50 member countries, including Canada.¹

Notable cyberattacks on police agencies

Police agencies and at times, their associated vendors, continue to be the target of cybersecurity threats. Recent notable examples include:

- Royal Canadian Mounted Police (RCMP) – was targeted by a cyberattack in 2024.² This followed a 2023 ransomware attack on an RCMP subcontractor which compromised the privacy of some employees.³
- Australian Federal Police – Personal details of Australian Federal Police officers were leaked following the 2023 hack of an Australian law firm by a Russian-linked ransomware group.⁴
- Tanzanian National Police – The national police service's social media account was hacked in May 2025 to spread misinformation including a false report of the death of the country's president.⁵

As cybersecurity threats expand and evolve, it is important that the Auditor General continues her cybersecurity assessments so that she can continue to make recommendations to improve security controls across the City, and its agencies and corporations.

Given the services TPS provides, the extent of personal and highly sensitive data it holds, and the critical infrastructure the organization supports, it must prioritize protecting its systems against cyberattacks and adapt to emerging threats. The confidential findings and recommendations are contained in Confidential Attachment 1.

The procedures and work performed for this report do not constitute an audit in accordance with Generally Accepted Government Audited Standards (GAGAS). However, we believe the work performed and information gathered provides a reasonable basis for our findings, conclusions, and recommendations.

We express our appreciation for the co-operation and assistance we received from TPS management and staff.

¹ INTERPOL-led operation targets growing cyber threats

² CBC - RCMP networks targeted by cyberattack

³ RCMP - Privacy breach affecting current and former employees

⁴ The Guardian - Australian federal police officers' details leaked on dark web after law firm hack

⁵ BBC - X restricted in Tanzania after police targeted by hackers

CONTACT

Syed Ali, Assistant Auditor General, IT and Strategy, Auditor General's Office
Tel: (416) 392-8438, E-mail: Syed.Ali@toronto.ca

Andrew Krupowicz, Senior Audit Manager, Auditor General's Office
Tel: (416) 392-3703, E-mail: Andrew.Krupowicz@toronto.ca

Suzanna Chan, Senior Audit Manager (A), Auditor General's Office
Tel: (416) 392-8033, E-mail: Suzanna.Chan@toronto.ca

SIGNATURE



Tara Anderson
Auditor General

ATTACHMENT

Confidential Attachment 1: Toronto Police Service IT Infrastructure: Cybersecurity Assessment and Follow-up of Previous Recommendations



3. Senior Officer Uniform Promotion – Inspectors



PUBLIC REPORT

June 17, 2025

To: Chair and Members
Toronto Police Service Board

From: Myron Demkiw
Chief of Police

Subject: Senior Officer Uniform Promotions

Purpose: ☐ Information Purposes Only ☒ Seeking Decision

Recommendation:

It is recommended that the Toronto Police Service Board (Board) approve the eligibility list of twenty-nine (29) Inspectors as set out under Appendix 'A' whom will be placed on a promotional list effective July 17, 2025.

Financial Implications:

The Inspector positions cited in this report are approved positions within the Toronto Police Service's (Service) uniform establishment. Funds for filling these vacant positions are included in the Service's approved 2025 operating budget

Summary: The purpose of this report is to recommend the promotion of 29 Officers to the rank of Inspector as listed in Appendix 'A' effective July 17, 2025.

Discussion:

As part of the ongoing commitment to review the Service's human resource and people management practices to increase trust, transparency and professionalism, the Inspector process contained new elements. The previous Inspector promotional process was administered in December 2022. The promotional process steps are outlined below with an asterisk (*) next to steps that were newly introduced in 2025:

- Expression of interest through the submission of a professional resume and cover letter;*
- Submission of one (1) letter of recommendation/support from a community representative or partner organization who can attest to their leadership and impact on the community;*
- Commitment to completing socio-demographic census;
- Requirement to have completed the Intercultural Development Inventory; or commitment to complete it in 2025;
- Participation in a Chief Superintendent and Superintendent first level interview;
- Participation in a Command second level interview;
- Updated background check by the Professional Standards Unit.

A total of 55 candidates submitted applications for promotion by providing a cover letter and resume outlining their qualifications, along with one (1) letter of support from a community member or community partner. Three (3) candidates withdrew from the process prior to the first-round of interviews for personal reasons. The 52 remaining candidates were invited for a first level interview scheduled between April 29 and May 8, 2025, with one of 3 panels comprised of one Chief Superintendent and two Superintendents each. Based on the interview results, forty (40) candidates proceeded to a second level interview with a panel comprised of two sworn Command Officers and one civilian Command Officer including: Chief Myron Demkiw, Deputy Chief Robert Johnson, Deputy Chief Lauren Pogue, Chief Administrative Officer Svina Dhaliwal and Chief Transformation Officer Colin Stairs.

Candidates were expected to demonstrate exemplary commitment to the Core Values, goals and objectives of the Service, particularly in relation to improving trust in and within the Service, accelerating police reform and professionalization, and supporting safer communities. They were asked to highlight their Service and community relationships, as well as skills in the area of leadership, strategic thinking, planning, operations and administration.

On average, candidates in this process had 25.5 years with the Toronto Police Service and were in supervisory roles for an average of 13.9 years. The Command Team, in consultation with the Chief Superintendents, considered each candidate's interview and career history, as well as a summary of each candidate's key leadership skills and abilities.

Following the completion of this process, 29 candidates were identified and placed on an Inspector eligibility List. The average years of service for the successful candidates is 25.2 years and the average time in a supervisory role is 13.5 years. Specific sociodemographic information about the candidates is found in Appendix 'C'.

Conclusion:

The Board is therefore being requested to approve the eligibility list of 29 Inspectors as set out under Appendix 'A'; all of whom will be placed on a promotional list effective July 17, 2025. Appendix 'B' contains a brief biography for each of the candidates on the promotional list.

Chief Administrative Officer Svina Dhaliwal 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:

Appendix A: Promotions to the Rank of Inspector

Appendix B: Brief Biography of Each of the Candidates

Appendix C: Socio Demographic Data

Appendix A

Promotions to the Rank of Inspector

SURNAME	GIVEN	BADGE	DATE OF BOARD APPOINTMENT
ALLINGTON	Jeffrey	7497	July 17, 2025
BERNARDO	Israel	99557	July 17, 2025
BRADBURY	Scott	7522	July 17, 2025
CAMPBELL	Steven	9759	July 17, 2025
CAMPOLI	Steven	7379	July 17, 2025
CARVALHO	Avelino	1076	July 17, 2025
CASTELL	Tiffany	9666	July 17, 2025
COGHLIN	James	414	July 17, 2025
COSGROVE	Sean	8612	July 17, 2025
COYNE	Patrick	9358	July 17, 2025
FORDE	Roger	7818	July 17, 2025
HANLON	Erin	8871	July 17, 2025
HIGGITT	Elisa	7661	July 17, 2025
JONES	Cheryl	7905	July 17, 2025
KERR	Steven	5474	July 17, 2025
MATTHEWS	Stephen	8345	July 17, 2025
MORRIS	Peter	99470	July 17, 2025
O'NEILL	Barry	7695	July 17, 2025
OULETTE	David	5258	July 17, 2025
PRAVICA	Dusan	5097	July 17, 2025
PRICE	Brandon	8329	July 17, 2025
QURESHI	Paul	99877	July 17, 2025
ROSE	Jonathan	99548	July 17, 2025
RUHL	Christopher	6509	July 17, 2025
SINCLAIR	Phillip	8116	July 17, 2025
STOCKFISH	John	5121	July 17, 2025
URKOSKY	Brian	99990	July 17, 2025
WALLACE	Peter	99923	July 17, 2025
WATSON	Errol	8385	July 17, 2025

Appendix B

RECOMMENDATION

Promotion to Inspector

Police Services Board Meeting – July 17, 2025

Name, Rank and Badge No.: Jeff ALLINGTON, Detective Sergeant (7497)
Unit: Professional Standards
Date Promoted to current rank: June 7, 2021
Length of Service: 29 years

Career History:

Unit
Professional Standards
Homicide and Missing Persons
43 Division
33 Division
Traffic Services
33 Division
Public Safety Unit
32 Division

Management and Supervisory Training:

Course
Ontario Police College - Incident Command 100
Foundations of Leadership
Leading With Executive Presence
Pan-Am Games-Venue Commander
Supervisory Leadership

Awards:

Award	Date
Unit Commander Award	2025
25 Year Service Watch Presentation	2022
Police Exemplary Service Medal	2017
Teamwork Commendation Award	2015
Unit Commander Award	2015
Unit Commander Commendation	2009
Unit Commander Award (2)	2006
Unit Commander Award	2005
Unit Commander Award (2)	2004
Unit Commander Award	2003

RECOMMENDATION

Promotion to Inspector

Police Services Board Meeting – July 17, 2025

Name, Rank and Badge No.: Israel BERNARDO, Staff Sergeant (99557)
Unit: 14 Division
Date Promoted to current rank: March 21, 2016
Length of Service: 29 Years

Career History:

Unit
11 Division
Organized Crime Enforcement
14 Division
12 Division
Court Services

Management and Supervisory Training:

Course
T.T.C. - Incident Management System 200
O.P.C. - Incident Management System 100
J.H.S.C. Certification Part 1 Basic
Sexual Harassment Supervisor
D.M.U.-Human Rights WIT Workshop
Ontario Major Case Management
Occupational Health & Safety for Supervisor
Humber College - Supervisory Leadership

Post Secondary Certificates & Degrees:

Certificate / Degree
Humber College – Law and Security Diploma

Awards:

Award	Date
25 Year Service Watch Presentation	2021
Police Exemplary Service Medal	2017
Unit Commander Award	2016
Unit Commander Award	2015
Service Award Commendation	2015
Unit Commander Award	2013
Unit Commander Award	2013
Unit Commander Award	2011
Unit Commander Award	2010
Unit Commander Award	2010
Teamwork Commendation Award	2009
Unit Commander Award	2009
Unit Commander Award	2009
Unit Commander Award	2009
Unit Commander Award	2008
Unit Commander Award	2007
Unit Commander Award	2006
Unit Commander Award	2006
Unit Commander Award	2004
Teamwork Commendation Award	2004
Unit Commander Award	2004
Unit Commander Award	2004
Unit Commander Award	2003
Service Award Commendation	2003
Service Award Commendation	2002
Service Award Commendation	2001
Service Pay Award	2000
PC Training - Top 25%	1997

RECOMMENDATION

Promotion to Inspector

Police Services Board Meeting – July 17, 2025

Name, Rank and Badge No.: Scott BRADBURY, Staff Sergeant (7522)
Unit: Toronto Police College
Date Promoted to current rank: September 22, 2017
Length of Service: 28 Years

Career History:

Unit
Toronto Police College
53 Division
12 Division
55 Division

Management and Supervisory Training:

Course
Incident Management System 300
Incident Management System 200
The Art of Leadership
International Association of Chiefs of Police, Leadership in Police Organizations
Supervisory In-Service Leadership
Supervisor Leadership

Post Secondary Certificates & Degrees:

Certificate / Degree
United Arab Emirates Ministry of Interior, Applied Police Sciences – Vocational Certificate
Seneca College, Law Enforcement Diploma

Awards:

Award	Date
Letter of Appreciation, Ontario Police Trainers Committee	2025
Letter of Appreciation, International Association of Chiefs of Police	2025
Letter of Appreciation, International Association of Chiefs of Police	2024
Unit Commander Award	2023
Robert Qualtrough Award	2023
Medal of Appreciation, United Arab Emirates (His Highness)	2023
Unit Commander Award	2019
Teamwork Commendation	2018
Exemplary Service Medal	2017
Letter of Appreciation, J.K. Hannaford Barristers	2016
Letter of Appreciation, Brauti Thorning Zibarras LLP	2016
Unit Commander Award	2011
Unit Commendation	2011
Teamwork Commendation	2005
Letter of Recognition, Toronto Police Services Board	1998

RECOMMENDATION

Promotion to Inspector

Police Services Board Meeting – July 17, 2025

Name, Rank and Badge No.: Steven CAMPBELL, Acting Inspector #9759
Unit: Office of the Chief
Date Promoted to current rank: March 2, 2020
Length of Service: 18 Years

Career History:

Unit
Office of the Chief
Professional Standards
53 Division
Hold Up Squad
Fugitive Squad
51 Division

Management and Supervisory Training:

Course
Advanced Leadership Development – York University Schulich
Intentional Leadership Seminar
Firearms Discharge and Chief's Administrative Review Investigations
Conducting Workplace Harassment Investigations
Police Services Act
Sexual Harassment Training - Supervisor
Front Line Leadership/Supervisor Course

Post Secondary Certificates & Degrees:

Certificate / Degree
Queen's University, Bachelor of Education
Queen's University, Bachelor of Arts
Queen's University, Bachelor of Physical and Health Education

Awards:

Award	Date
Unit Commander Award (2)	2022
Canadian Bankers Association – Law Enforcement Award	2018
Unit Commander Award	2016
International Fugitive Investigators Award	2012
Unit Commander Award	2012
Teamwork Commendation	2012
Unit Commander Commendation	2010
Unit Commander Award	2009
Unit Commander Commendation	2008
Unit Commander Award	2008
Unit Commander Award	2007

RECOMMENDATION

Promotion to Inspector

Police Services Board Meeting – July 17, 2025

Name, Rank and Badge No.: Steven CAMPOLI, Detective Sergeant (7379)
Unit: 32 Division
Date Promoted to current rank: May 4, 2020
Length of Service: 23 Years

Career History:

Unit
32 Division
Toronto Police Operations Centre
Office of the Chief
Organized Crime Enforcement
Professional Standards
23 Division
Hold Up Squad
31 Division
Organized Crime Enforcement - Toronto Drug Squad

Management and Supervisory Training:

Course
Osgoode Hall Law School, Legal Guide to Sexual Misconduct
Intentional Leadership Seminar – T.P.C.
Workplace Investigations Certificate Program – Bernardi Human Resources
Sexual Harassment Supervisor – T.P.S.
National Anti-Corruption Investigators Workshop- R.C.M.P.
Command Leadership – F.B.I. Leeda
Lawful Justification Training Course – C.I.S.O.
Toronto Robbery Conference/ also presented at the Conference
Canadian Robbery Conference
National Conference on High-Risk Offenders – (Ministry of the Attorney General)
R.C.M.P., Counter Terrorism Symposium

Foundations of Leadership – T.P.S.
Advanced Leadership – T.P.S.
Front Line Supervisor Leadership – T.P.S.

Post Secondary Certificates & Degrees:

Certificate / Degree
York University, Bachelor of Arts Degree

Awards:

Award	Date
Police Exemplary Service Medal – 20 Year Service Award	2024
Unit Commander Award	2023
Unit Commander Award	2020
Teamwork Accommodation Award	2020
Unit Commander Award	2014
Teamwork Commendation Award	2013
ASIS Law Enforcement Award	2012
Unit Commander Award (3)	2010
Unit Commander Award	2009
Unit Commander Award (3)	2007
Unit Commander Award	2006

RECOMMENDATION

Promotion to Inspector

Police Services Board Meeting - July 17, 2025

Name, Rank and Badge No.: Avelino CARVALHO, Detective Sergeant (1076)

Unit: Public Safety Operations

Date Promoted to current rank: November 22, 2021

Length of Service: 34 years

Career History:

Unit
Public Safety Operations
Emergency Management & Public Order
22 Division
Repeat Offender Parole Enforcement (R.O.P.E.)
Community Oriented Response Unit (C.O.R.)
Organized Crime Enforcement
14 Division

Management and Supervisory Training:

Course
Ontario Police College, Incident Command System 100/200/300
Ontario Police College, Incident Command System Instructor
Toronto Police College, Incident Management System – 100/200/300
Toronto Police College, Incident Management System Instructor
Toronto Police/Ontario Provincial Police, Public Order Commander
Supervisor Health and Safety
Intentional Leadership Seminar
Humber College, Foundations - Leadership Development
Humber College, Supervisory Leadership
Sexual Harassment Supervisory

Post Secondary Certificates & Degrees:

Certificate / Degree
Guelph University, Bachelor of Applied Arts
Humber College, Honours Diploma

Awards:

Award	Date
Unit Commander Commendation	2023
Unit Commander Award	2023
30 Years Exemplary Service	2022
Unit Commanders Commendation	2017
25 Years Service Award	2016
Unit Commander Award	2015
Unit Commander Award	2014
Unit Commander Award (2)	2012
Police Exemplary Service Medal	2011
Teamwork Commendation Award	2007
Unit Commander Award	2003

RECOMMENDATION

Promotion to Inspector

Police Services Board Meeting – July 17, 2025

Name, Rank and Badge No.: Tiffany CASTELL, Detective Sergeant (9666)
Unit: Homicide & Missing Persons
Date Promoted to current rank: June 7, 2021
Length of Service: 18 years

Career History:

Unit
54 Division
52 Division
Toronto Drug Squad
55 Division
51 Division
Homicide & Missing Persons Unit

Management and Supervisory Training:

Course
Toronto Police Advanced Leadership
International Association of Chiefs of Police, Women's Leadership Institute
Toronto Police Foundations of Leadership
Toronto Police Frontline Supervisors

Post Secondary Certificates & Degrees:

Certificate / Degree
Western University (formerly University of Western Ontario) – Doctor of Education
University of Guelph – Master of Arts (Leadership)
University of Ottawa – Bachelor of Social Sciences

Awards:

Award	Date
Unit Commander Award	2023
International Association of Chiefs of Police 40 Under 40 Award	2022
Unit Commander Award	2021
Unit Commander Award	2019
Unit Commander Award	2015
Unit Commander Award	2013
Unit Commander Award	2011
Unit Commander Award (2)	2010
Unit Commander Award (2)	2009
Unit Commander Award	2008

RECOMMENDATION

Promotion to Inspector

Police Services Board Meeting – July 17, 2025

Name, Rank and Badge No.: James COGHLIN, Detective Sergeant (414)
Unit: Intelligence Services
Date Promoted to current rank: May 22, 2006
Length of Service: 35.5 years

Career History:

Unit
51 Division
Central Drug Squad
14 Division
Ontario Police College (Seconded)
Intelligence Support
13 Division
Professional Standards
Office of the Chief
Intelligence Services

Management and Supervisory Training:

Course
Management Level I
Management & Evaluation of Risks in Investigations
Supervisory Leadership
Occupational Health & Safety for Supervisors
Advanced Leadership
Incident Management System 100
Incident Management System 200
Joint Health & Safety Committee Certification Part I
Paul Butler Presentations - Leadership Training
Sexual Harassment – Supervisor

Post Secondary Certificates & Degrees:

Certificate / Degree
McGill University, Bachelor of Music

Awards:

Award	Date
Commendation	2025
Police Officer Excellence Award	2024
Police Exemplary Service Medal 30-year bar	2021
Bill Bishop Award	2019
25 Year Service Watch Presentation	2016
Police Exemplary Service Medal	2010
Teamwork Commendation	2000
Chief's Letter of Recognition	1997
St. John's Ambulance Award	1995
Merit Mark	1991
Most Proficient Candidate	1990

RECOMMENDATION

Promotion to Inspector

Police Services Board Meeting – July 17, 2025

Name, Rank and Badge No.: Sean COSGROVE, Staff Sergeant (8612)
Unit: 32 Division
Date Promoted to current rank: September 2021
Length of Service: 23 years

Career History:

Unit
12 Division
Organized Crime Enforcement
33 Division
32 Division
Emergency Management Public Order

Management and Supervisory Training:

Course
Frontline Supervisor Leadership
Incident Management 200
Incident Management 100
Incident Command 200
TPS Foundations of Leadership
Dean Crisp: Intentional Leadership, Leading with a Purpose
Ontario Association of Chiefs of Police (O.A.C.P.) Leadership Forum “Leading Change”
Ontario Association of Chiefs of Police (O.A.C.P.) Leadership Forum “Intentional Leadership”
Ontario Association of Chiefs of Police (O.A.C.P.) Best Practices to Address Incivility, Harassment and Discrimination in Policing
Schulich Executive Education Centre – T.P.S. Advanced Leadership Development Program

Post Secondary Certificates & Degrees:

Certificate / Degree
Sir Sandford Fleming College of Applied Arts and Technology, Law and Security Administration - Customs Administration
Canadian Forces Military Police Academy, MP QL3

Awards:

Award	Date
Unit Commander Commendation	2024
Police Service Exemplary Service Medal	2023
Ontario Fitness Award	2020
Ontario Fitness Award	2018
Teamwork Commendation Award	2017
Unit Commander Award	2016
Teamwork Commendation Award	2015
Unit Commander Award (3)	2015
Service Award Commendation	2015
Police Officer of the Month - January 2015, Toronto Region Board of Trade	2015
Ontario Fitness Award	2013
Unit Commander Award	2008

RECOMMENDATION

Promotion to Inspector

Police Services Board Meeting – July 17, 2025

Name, Rank and Badge No.: Patrick COYNE, Acting Inspector (9358)
Unit: Toronto Police College
Date Promoted to current rank: September 27, 2021
Length of Service: 19 years

Career History:

Unit
Toronto Police College
11 Division
12 Division

Management and Supervisory Training:

Course
Ontario Association of Chiefs of Police (O.A.C.P.) Leadership Forum
Canadian Credible Leadership Cohort 6 Month Program
The Bernardi Centre, Sexual Harassment Supervisory Training
Enhancing the Delivery of Effective and Bias Free Policing in Toronto for Senior Officers
TPS Foundations of Leadership
Supervisor Health and Safety
Frontline Supervisor Leadership
Frontline Supervisor Performance Management

Post Secondary Certificates & Degrees:

Certificate / Degree
Schulich Executive Education – Schulich School of Business, York University, Advanced Leadership Development Program Certificate
University of Guelph Humber, Bachelor of Applied Arts Degree in Justice Studies

Humber Institute of Technology & Advanced Learning, Police Foundations Diploma with honours

Awards:

Award	Date
Unit Commander Award	2019
Unit Commander Award	2018
Unit Commander Award	2017
Unit Commander Award	2016
Unit Commander Award	2016
Unit Commander Award	2016
Unit Commander Award	2016
Unit Commander Award	2016
Unit Commander Award	2014
Unit Commander Award	2013
Unit Commander Award	2013
Unit Commander Award	2013
Unit Commander Award	2013
Unit Commander Award	2013
Unit Commander Award	2013
Unit Commander Commendation	2013
Unit Commander Award	2013
Unit Commander Award	2012
Unit Commander Award	2011
Unit Commander Award	2011
Unit Commander Award	2011
Unit Commander Award	2010
Teamwork Commendation Award – TPSB	2009
Unit Commander Commendation	2009
Unit Commander Award	2008
Unit Commander Award	2008
Unit Commander Commendation	2008
Unit Commander Award	2007
Chief of Police Excellence Award	2007
Unit Commander Award	2007
Unit Commander Award	2006
Top 25% Graduation Award	2006

RECOMMENDATION

Promotion to Inspector

Police Services Board Meeting – July 17, 2025

Name, Rank and Badge No.: Roger FORDE, Acting Inspector (7818)
Unit: Emergency Management & Public Order
Date Promoted to current rank: March 2, 2020
Length of Service: 24 years

Career History:

Unit
Emergency Management & Public Order
Public Safety Response Team
55 Division
Organized Crime Enforcement
52 Division

Management and Supervisory Training:

Course
Incident Management System 100
Incident Management System 200
Incident Management System 300
Foundations of Leadership

Awards:

Award	Date
Unit Commander Commendation	2020
Unit Commander Award	2015
Unit Commander Award	2014
Unit Commander Award	2006
Unit Commander Award	2005
Unit Commander Award	2004
Unit Commander Award	2004

Unit Commander Award	2003
Unit Commander Award	2003
Unit Commander Award	2003
Service Award Commendation	2003

RECOMMENDATION

Promotion to Inspector

Police Services Board Meeting – July 17, 2025

Name, Rank and Badge No.: Erin HANLON, Detective Sergeant (8871)
Unit: Sex Crimes
Date Promoted to current rank: May 4, 2020
Length of Service: 21 years

Career History:

Unit
Sex Crimes
Professional Standards
51 Division
14 Division
Organized Crime Enforcement - Drug Squad
52 Division

Management and Supervisory Training:

Course
Incident Command
Sexual harassment Supervisor
TPS Foundations of Leadership
Advanced leadership
FBI LEEDA Leadership Trilogy
Ryerson University (Toronto Metropolitan University) - Community Engagement
Front Line Leadership
Incident Management 200
Incident Management 100

Post Secondary Certificates & Degrees:

Certificate / Degree
Westervelt College, Police Foundations

Awards:

Award	Date
Unit Commander Award	2024
Unit Commander Commendation	2023
Unit Commander Award	2023
Teamwork Commendation Award	2019
Unit Commander Award	2018
Unit Commander Commendation	2018
Unit Commander Commendation	2018
Unit Commander Commendation	2017
Unit Commander Award	2017
Unit Commander Award	2014
Unit Commander Award	2013
Unit Commander Commendation	2013
Unit Commander Commendation	2012
Unit Commander Award	2012
Unit Commander Commendation	2012
Unit Commander Commendation	2010
Unit Commander Award	2009
Unit Commander Award	2008
Unit Commander Award	2007
Unit Commander Award	2006
Unit Commander Award	2005
PC Training – Top 25%	2004

RECOMMENDATION

Promotion to Inspector

Police Services Board Meeting – July 17, 2025

Name, Rank and Badge No.: Elise HIGGITT, Detective Sergeant #7661
Unit: 11 Division
Date Promoted to current rank: September 22, 2017
Length of Service: 27 years

Career History:

Units
11 Division
12 Division
14 Division
Strategy Management
55 Division
Mounted Unit
51 Division
32 Division
Peel Regional Police – 21 Division

Management and Supervisory Training:

Courses
Duty Senior Officer Orientation
Advancing WE in Policing Conference
Dean Crisp: Leaders Helping Leaders Network, Intentional Leadership
Central Intelligence Agency / Can. Security Intelligence Svc., "Creating a Space to Lead"
Foundations – Leadership Development
Establishing a Positive Work Environment
Establishing an Engaged Workforce
Managing Employee Development
Supervisory In-Service Leadership
Change Management Certification
Becoming an Inspirational Leader
Developing a Personal Accountability Framework
Influential Police Leadership

Advanced Leadership Course
In Service Leadership Program
Supervisory Leadership Course

Post Secondary Certificates & Degrees:

Certificate / Degree
Humber College, Police Foundations Leadership with Honours
University of Waterloo, Project Management Fundamentals

Awards:

Awards	Date
Unit Commander Award (2)	2025
Unit Commander Commendation	2024
Unit Commander Award (3)	2024
Unit Commander Award	2023
Ontario Fitness Award	2023
Unit Commander Award	2022
Unit Commander Award	2021
Unit Commander Award (2)	2020
Ontario Fitness Award	2019
Police Exemplary Service Medal	2018
Mounted Unit Commander Award	2016
Ontario Fitness Award	2015
Mounted Unit Commander Commendation	2014
Ontario Fitness Award	2014
Ontario Fitness Award	2012
Ontario Fitness Award	2012
Mounted Unit Commander Award (2)	2011
Mounted Unit Commander Award	2008
Mounted Unit Commander Commendation	2008
Unit Commander Award	2004
Unit Commander Commendation	2003
Unit Commander Award	2003
Unit Commander Commendation (2)	2002
Unit Commander Award	2001
Unit Commander Commendation	2001
Unit Commander Award (2)	2000
Unit Commander Commendation	2000

RECOMMENDATION

Promotion to Inspector

Police Services Board Meeting – July 17, 2025

Name, Rank and Badge No.: Cheryl JONES, Detective Sergeant (7905)
Unit: Professionalism and Accountability
Date Promoted to current rank: February 14, 2022
Length of Service: 25 years

Career History:

Unit
Professionalism and Accountability
Professional Standards
Sex Crimes Unit
42 Division
55 Division
33 Division
52 Division

Management and Supervisory Training:

Course
Commanding Presence - Public Speaking
York University Schulich - Advanced Leadership Development Program
Change Management
Dean Crisp - Intentional Leadership
Sexual Harassment Supervisor
F.B.I.-L.E.E.D.A. Command Leadership & Supervisory Leadership
Foundations of Leadership
Incident Command 100
Incident Management 200
Supervisor Leadership Part 1 & 2

Certificate / Degree
Durham College - Police Foundations Diploma
Durham College - Law & Security

Awards:

Award	Date
Ontario Major Case Management Award	2024
Unit Commander Award (2)	2024
Unit Commander Award	2022
Police Exemplary Service Medal - 20 Years of Service	2020
Teamwork Commendation Award (2)	2018
Unit Commander Award	2018
Ontario Fitness Award	2018
Ontario Fitness Award	2017
Ontario Fitness Award	2015
Unit Commander Award	2011
Unit Commander Commendation	2010
Teamwork Commendation Award (2)	2003
Unit Commander Award	2002

RECOMMENDATION

Promotion to Inspector

Police Services Board Meeting – July 17, 2025

Name, Rank and Badge No.: Steven KERR, Acting Inspector (5474)
Unit: Emergency Management and Public Order
Date Promoted to current rank: May 4, 2020
Length of Service: 24 Years

Career History:

Unit
Emergency Management and Public Order
Public Safety Operations
51 Division
Organized Crime Enforcement
42 Division
TAVIS

Management and Supervisory Training:

Course
York University - TPS Advanced Leadership Development
Incident Command 300
Incident Command 200
Incident Command 100
Incident Management System 300
Incident Management System 200
Incident Management System 100
Advance Leadership
POU Basic Training
Frontline Supervisor Leadership

Post Secondary Certificates & Degrees:

Certificate / Degree
Humber College, Funeral Services Diploma
Seneca College, Law Enforcement Diploma

Awards:

Award	Date
Police Exemplary Service Medal	2022
Ontario Fitness Award	2016
Unit Commander Award	2016
Unit Commander Award	2016
Ontario Fitness Award	2015
Teamwork Commendation Award	2015
Unit Commander Award	2014
Unit Commander Award	2010
Unit Commander Commendation	2008
Unit Commander Commendation	2007
Unit Commander Award	2006
Unit Commander Award	2004

RECOMMENDATION

Promotion to Inspector

Police Services Board Meeting – July 17, 2025

Name, Rank and Badge No.: Stephen MATTHEWS, Detective Sergeant (8345)

Unit: Detective Operations

Date Promoted to current rank: June 7, 2021

Length of Service: 23 years

Career History:

Unit
Detective Operations
32 Division
Homicide
51 Division
31 Division

Management and Supervisory Training:

Course
Ontario Major Case Management
Incident Management System 100
Incident Command 100
Foundations of Leadership
Supervisory Leadership

Post Secondary Certificates & Degrees:

Certificate / Degree
William Penn University, Bachelor of Arts - Business Management/Economics

Awards:

Award	Date
Teamwork Commendation Award	2025
Police Exemplary Service Medal	2022
Teamwork Commendation Award	2014
Unit Commander Award	2014
Unit Commander Commendation	2014
Unit Commander Award	2013
Unit Commander Award	2013
Unit Commander Award	2010
Unit Commander Commendation	2009
Unit Commander Award	2008
Teamwork Commendation Award	2007
Teamwork Commendation Award	2006
Unit Commander Award	2006
Unit Commander Award	2005
Unit Commander Award	2003
Unit Commander Award	2003

RECOMMENDATION

Promotion to Inspector

Police Services Board Meeting – July 17, 2025

Name, Rank and Badge No.: Peter MORRIS, Detective Sergeant (99470)
Unit: Specialized Operations Command
Date Promoted to current rank: January 31, 2022
Length of Service: 30 years

Career History:

Unit
Specialized Operations Command
14 Division
Emergency Task Force
Secondment – R.C.M.P.
13 Division
Court Services – Court Officer – Metro West Courts

Management and Supervisory Training:

Course
C.A.C.P./M.A.C.P. – Leadership Conference
Effective Business Writing
Mastering Difficult Conversations
FBI – LEEDA – Supervisor Leadership Training (level 1)
Leaders Helping Leaders Network – Leadership Training
Incident Management System 200
Incident Management System 100
CPC – Crisis and Hostage Negotiator
Supervisory & Leadership

Post Secondary Certificates & Degrees:

Certificate / Degree
Centre For Homeland Defence and Security Certificate - Homeland Security in Israel

Centre For Homeland Defence and Security Certificate - Global Jihadi Threat
The Backup Academy (St John's University) - Gang Recognition Certificate

Awards:

Award	Date
Unit Commander Award (4)	2021
Teamwork Commendation Award (2)	2021
Teamwork Commendation	2021
25 Year Service Watch Presentation	2020
Unit Commander Award (5)	2020
Teamwork Commendation Award	2020
Unit Commander Award (2)	2019
Unit Commander Award	2018
Unit Commander Award	2017
Police Exemplary Service Medal	2016
Service Award Commendation	2015
Unit Commander Award	2015
Unit Commander Commendation	2014
Unit Commander Award (2)	2014
Lifesaving Award – St Johns Ambulance	2013
Letter of Recognition – Peel Police Commendation Award	2013
Unit Commander Award	2012
Unit Commander Award	2010
Unit Commander Commendation	2007
Unit Commander Commendation	2005
Teamwork Commendation	2005
Unit Commander Commendation (2)	2004
Unit Commander Commendation	2003
Unit Commander Award	2002
Unit Commander Commendation	2001
Unit Commander Award	2001
Unit Commander Award	2000
Unit Commander Commendation (3)	1999
Unit Commander Commendation (4)	1998
Unit Commander Commendation	1997
Unit Commander Commendation	1996

RECOMMENDATION

Promotion to Inspector

Police Services Board Meeting – July 17, 2025

Name, Rank and Badge No.: Barry O'NEILL, Staff Sergeant (7695)
Unit: Emergency Management & Public Order - FIFA
Date Promoted to current rank: February 18, 2019
Length of Service: 26 Years

Career History:

Unit
Emergency Management & Public Order – F.I.F.A.
55 Division
11 Division
52 Division C.R.U.
14 Division P.R.U.
Training and Education

Management and Supervisory Training:

Course
Incident Command 300
J.H.S.C. – Certification
Project Management
T.P.S. Foundations of Leadership Development
Leading Change for Managers and Leaders
Incident Management System 300
Incident Response 200
Incident Management System 200
Incident Command
Change Management Certification
F.B.I. – L.E.E.D.A. (Executive Leadership Institute)
F.B.I. – L.E.E.D.A. (Supervisory Leadership Institute)
F.B.I. – L.E.E.D.A. (Command Leadership Institute)

Supervisory Leadership
Incident Management System 100

Awards:

Award	Date
Police Exemplary Service Medal	2020
Ontario Fitness Pin	2019
Ontario Fitness Pin	2018
Ontario Fitness Pin	2017
Unit Commander Award	2016
Ontario Fitness Pin	2016
Unit Commander Commendation	2014
Unit Commander Award	2014
Unit Commander Commendation	2012
Unit Commander Award	2011
Unit Commander Commendation (2)	2011
Teamwork Commendation Award	2009
Unit Commander Award	2009
Unit Commander Award	2005
Unit Commander Award	2003

RECOMMENDATION

Promotion to Inspector

Police Services Board Meeting – July 17, 2025

Name, Rank and Badge No.: David OUELLETTE, Staff Sergeant (5258)
Unit: CPEU - Downtown CORE Team
Date Promoted to current rank: June 7, 2021
Length of Service: 26 Years

Career History:

Unit
Community Partnerships and Engagement Unit (C.P.E.U.)
Project Resolute
Public Safety Response Team (P.S.R.T.)
Talent Acquisition
33 Division
Integrated National Security Enforcement Team – Joint Forces – R.C.M.P. – Detective Constable
Area Field Command
41 Division

Management and Supervisory Training:

Course
Incident Command 200
Project Management for Developing Organization
Intentional Leadership Seminar
Incident Management 200
Road to Mental Readiness for Supervisors
Leading Change for Managers and Leaders
Sexual Harassment in the Workplace for Supervisors
Frontline Leadership

Post Secondary Certificates & Degrees:

Certificate / Degree
Cambrian College of Applied Arts and Technology, Law and Security Administration Diploma

Awards:

Award	Date
Unit Commander Award	2021
Unit Commander Award	2020
Command Award	2020
Police Exemplary Service Medal	2019
Unit Commander Award	2019
Unit Commander Commendation	2018
Unit Commander Commendation	2016
Unit Commander Commendation	2014
Unit Commander Award	2010
Unit Commander Commendation	2010
Unit Commander Award	2008
Unit Commander Award (2)	2008
Unit Commander Award	2008
Unit Commander Award (3)	2007

RECOMMENDATION

Promotion to Inspector

Police Services Board Meeting – July 17, 2025

Name, Rank and Badge No.: Dusan (Dan) PRAVICA, Detective Sergeant (5097)

Unit: 22 Division

Date Promoted to current rank: February 14, 2022

Length of Service: 28 Years

Career History:

Unit
22 Division
Toronto Police Operations Centre (TPOC)
14 Division
13 Division

Management and Supervisory Training:

Course
York Schulich School of Business - Advanced Leadership Development
Intentional Leadership Leading with a Purpose
Foundations of Leadership Development
Leading Change for Managers
F.B.I. L.E.E.D.A. - Command Leadership Institute
F.B.I. L.E.E.D.A. - Executive Leadership Institute
F.B.I. L.E.E.D.A. - Supervisor Leadership Institute
Change Management Role of the Supervisor
Supervisory In-Service Leadership
Humber College - Supervisory Leadership
Emergency Management Ontario - Intermediate Incident Management System (IMS 300)
Incident Management System (IMS 200)
Incident Management System (IMS 100)
Advanced Incident Management System (IMS) Frontline Supervisor

Duty Senior Officer
Ontario Major Case Management - Major Case Manager
Occupational Health and Safety (Supervisory)

Post Secondary Certificates & Degrees:

Certificate / Degree
University of Toronto - Bachelor of Arts, Criminology and Sociology
Ministry of Community Safety and Correctional Services - Radiation Safety Officer Certificate

Awards:

Award	Date
Unit Commander Award (2)	2024
25 Year Service Watch Presentation	2022
Unit Commander Commendation (2)	2020
FBI-LEEDA Trilogy Award	2019
Unit Commander Award	2019
Police Exemplary Service Medal	2017
Unit Commander Award (2)	2016
Unit Commander Award (3)	2011
Unit Commander Award (2)	2010
Unit Commander Award	2008
Teamwork Commendation Award	2007
Unit Commander Award	2007
Unit Commander Award (3)	2006
Outstanding Divisional Officer Award - Empowered Student Partnerships	2006
Life Saving Award - St. John Ambulance	2005
Teamwork Commendation Award	2005
Unit Commander Award	2005
Black History Month Community Award	2005
Service Commendation	2004
Federal Certificate of Commendation - Governor General of Canada	2001
Provincial Certificate of Commendation - St. John Ambulance	2001
Letter of Recognition - Chief of Police	2000
Honorary Testimonial - Royal Canadian Humane Association	1999
Life Saving Award - St. John Ambulance	1999

RECOMMENDATION

Promotion to Inspector

Police Services Board Meeting – July 17, 2025

Name, Rank and Badge No.: Brandon PRICE, Detective Sergeant (8329)
Unit: Homicide and Missing Persons Unit
Date Promoted to current rank: February 18, 2019
Length of Service: 23 Years

Career History:

Unit
Homicide and Missing Persons Unit
13 Division
51 Division
53 Division

Management and Supervisory Training:

Course
Managing Investigations Using Power Case
Intentional Leadership Seminar
Incident Management System 200
Advanced Leadership
Supervisor Health and Safety – In 5 Steps
Incident Management System 100
Supervisory Leadership – Part 2
Occupational Health and Safety for Supervisors
Road 2 Mental Readiness for Supervisors
Supervisory Leadership – Part 1

Post Secondary Certificates & Degrees:

Certificate / Degree
Carleton University – Bachelor of Arts with Distinction – Law

Awards:

Award	Date
Police Exemplary Service Medal	2022
Unit Commander Award	2013
Unit Commander Commendation	2011
Unit Commander Award	2011
Unit Commander Commendation (2)	2008
Unit Commander Commendation	2007
Unit Commander Commendation	2006
Unit Commander Award	2005
Unit Commander Commendation	2005
Unit Commander Award (2)	2004
Unit Commander Award (2)	2003
Unit Commander Commendation	2003
PC Training – Top 25%	2002

RECOMMENDATION

Promotion to Inspector

Police Services Board Meeting – July 17, 2025

Name, Rank and Badge No.: Ajwaid (Paul) QURESHI #99877, Acting Inspector
Unit: Traffic Services
Date Promoted to current rank: February 24th, 2014
Length of Service: 25 years

Career History:

Unit
Court Services – Court Officer
23 Division
Toronto Drug Squad
13 Division
Traffic Services

Management and Supervisory Training:

Course
Schulich School of Business – Advanced Leadership Development Program
Federal Bureau of Investigations – L.E.E.D.A. Leadership Program – Trilogy Award
Incident Command 200
Mastering Difficult Conversations (leadership)
Project Management
Incident Management System 300
Change Management Certification
Occupational Health and Safety for Supervisors

Post Secondary Certificates & Degrees:

Certificate / Degree
University of Guelph, Bachelor of Justice Studies
Humber College, Law Enforcement and Security Administration Diploma

Awards:

Award	Date
Teamwork Commendation Award – Project Burnout	2024
Unit Commander Award	2023
Teamwork Commendation Award	2023
Teamwork Commendation Award	2023
Unit Commander Award	2022
OACP Traffic Safety Initiative of the Year Award	2022
Unit Commander Award	2022
Teamwork Commendation Award	2021
CACP National Traffic Safety Award of the Year	2021
Unit Commander Award	2021
Unit Commander Award	2020
Unit Commander Award	2019
Unit Commander Award	2018
FBI LEEDA Trilogy Award (Leadership)	2017
Unit Commander Award	2016
Unit Commander Award	2014
Unit Commander Award	2013
Unit Commander Award	2012
Unit Commander Award	2011
Unit Commander Award	2010
Service Award Commendation	2006
Teamwork Commendation Award	2005

RECOMMENDATION

Promotion to Inspector

Police Services Board Meeting – July 17, 2025

Name, Rank and Badge No.: Jonathan ROSE, Detective Sergeant (99548)
Unit: Organized Crime Enforcement
Date Promoted to current rank: February 14, 2022
Length of Service: 29.5 years

Career History:

Unit
Organized Crime Enforcement
51 Division
Traffic Services
Police Dog Services
12 Division
TAVIS
PSU
Court Services

Management and Supervisory Training:

Course
Incident Command 200
Incident Command 100
Mastering Difficult Conversations
Sexual Harassment – Supervisor
Foundations of Leadership
Effective Teaching for Adults
UCC - Professional Standards Awareness

Post Secondary Certificates & Degrees:

Certificate / Degree
University of Guelph, Agriculture Sciences Diploma
Centennial College, Automotive Technology Diploma

Awards:

Award	Date
25 Year Service Watch	2021
Unit Commander Award	2021
Unit Commander Award	2019
Unit Commander Commendation	2018
Unit Commander Award	2018
Ontario Fitness Award	2018
Exemplary Service Medal	2017
Unit Commander Award (2)	2017
Unit Commander Award	2014
Unit Commander Commendation	2014
Unit Commander Award	2013
Unit Commander Commendation	2012
Unit Commander Award (2)	2011
Unit Commander Award (2)	2010
Unit Commander Award (2)	2009
Unit Commander Award (5)	2008
Unit Commander Commendation	2008
Unit Commander Award (3)	2006
Unit Commander Commendation	2005
Unit Commander Award	2005
Unit Commander Commendation (2)	2003
Unit Commander Commendation	2002
Unit Commander Commendation	2001
Service Pay Award	2000
Unit Commander Award	2000
Unit Commander Commendation	2000
Unit Commander Award	1999
Unit Commander Commendation	1998
Unit Commander Award	1998
Unit Commander Commendation	1997
Ontario Police Fitness Awards	1995 - 2025

RECOMMENDATION

Promotion to Inspector

Police Services Board Meeting – July 17, 2025

Name, Rank and Badge No.: Christopher RUHL, Staff Sergeant (6509)
Unit: Community Safety Command
Date Promoted to current rank: June 7, 2021
Length of Service: 22 years

Career History:

Unit
Community Safety Command
Detective Operations
43 Division
Financial Crimes Unit
Homicide
Traffic Services
52 Division

Management and Supervisory Training:

Course
C.A.C.P./M.A.C.P. National Police Leadership Conference
2024 Indigenous Awareness Symposium
Effective Business Writing
Schulich School of Business, York University - Advanced Leadership Development
Change Management
Foundations of Leadership
Ontario Police College - Emotional Intelligence
Cyber Awareness for Senior Officers
Incident Command 100
Incident Management System 200
Ontario Police College - Incident Management System 100

Post Secondary Certificates & Degrees:

Certificate / Degree
Georgian College – Bachelor of Human Services
Sir Sanford Fleming College – Police Foundations

Awards:

Award	Date
Police Exemplary Service Medal	2023
Teamwork Commendation Award	2020
Teamwork Commendation Award	2020
Teamwork Commendation Award	2020
Unit Commander Award	2017
Unit Commander Commendation	2015
Teamwork Commendation Award	2013
Unit Commander Award	2013
Teamwork Commendation Award	2013
Unit Commander Award	2013
Unit Commander Award	2012
Unit Commander Commendation	2010
Unit Commander Award	2008
Unit Commander Award	2008
Unit Commander Award	2007

RECOMMENDATION

Promotion to Inspector

Police Services Board Meeting – July 17, 2025

Name, Rank and Badge No.: Phillip SINCLAIR, Staff Sergeant (8116)
Unit: Toronto Police Operations Centre (TPOC)
Date Promoted to current rank: September 27, 2021
Length of Service: 24 Years

Career History:

Unit
Toronto Police Operations Centre (T.P.O.C.)
Strategic Planning & Governance
13 Division
Traffic Services
Organized Crime Enforcement
31 Division
52 Division

Management and Supervisory Training:

Course
Ontario Police College – Incident Management System 100
Ontario Police College – Incident Management System 200
Ontario Police College – Incident Command 100
Ontario Police College – Incident Command 200
T.P.S. Foundations of Leadership
T.P.S. Frontline Supervisor Leadership

Post Secondary Certificates & Degrees:

Certificate / Degree
Wilfrid Laurier University, Masters of Public Safety
University of Guelph, Bachelor of Applied Science -Justice Studies
Seneca College, Civil Engineering Technician Diploma

Awards:

Award	Date
Unit Commander Award	2023
General Service Medal – Expedition	2019
Police Exemplary Service Medal	2021
Canadian Peacekeeping Service Medal	2018
Unit Commander Commendation	2014
Operational Service Medal – South-West Asia	2013
Unit Commander Award	2013
Unit Commander Award	2013
Unit Commander Commendation	2012
Diamond Jubilee Medal	2012
Common Security and Defence Policy Service Medal – EUPOL	2011
Unit Commander Award	2008
Unit Commander Award	2007
Unit Commander Award	2006
Unit Commander Award	2003

RECOMMENDATION

Promotion to Inspector

Police Services Board Meeting – July 17, 2025

Name, Rank and Badge No.: John STOCKFISH, Staff Sergeant, (5121)
Unit: 13 Division
Date Promoted to current rank: January 1, 2014
Length of Service: 29 years

Career History:

Unit
13 Division
53 Division
Human Resources Command
Forensic Identification Services
Toronto Police College
22 Division
32 Division

Management and Supervisory Training:

Course
Intentional Leadership Course
Advanced Leadership Course
Ontario Police College - Leading a Learning Police Organization
Ontario Police College - Building Leadership through Self Awareness
Ontario Police College - Provincial Use of Force Instructors Course
CACP – Improving Interactions with People Living with Mental Illness
OACP Leadership Forum

Post Secondary Certificates & Degrees:

Certificate / Degree
Lakehead University, Bachelor of Arts – Political Science

Awards:

Award	Date
Prime Minister of Canada Recognition for Volunteerism and Community Work	2024
Black History Month Award for Community Contributions	2023
25 Year Service Watch Presentation	2022
Teamwork Commendation Award	2021
Police Exemplary Service Medal	2017

RECOMMENDATION

Promotion to Inspector

Police Services Board Meeting – July 17, 2025

Name, Rank and Badge No.: Brian URKOSKY, Staff Sergeant (99990)
Unit: 42 Division
Date Promoted to current rank: March 2, 2020
Length of Service: 24 years

Career History:

Unit
Community Partnerships and Engagement Unit (C.P.E.U.)
51 Division
Intelligence Services
43 Division
42 Division
12 Division
Court Services

Management and Supervisory Training:

Course
York Regional Police Hate Crime Conference
Friends of Simon Wiesenthal: Building a Case Against Hate
Terrorist Trends and Tactics
Combating Hate in Toronto: Community and Legal Perspectives
Master Difficult Conversations
Incident Command 100
Violence Threat Risk Assessment
TPS Advanced Leadership Development
Trauma Informed Care – Alberta Health Services
TPS Foundations of Leadership
LinCT International Forum
Advanced Leadership
Countering Violent Extremism (CVE)

Criminal Extremism – Criminal Intelligence Service Ontario
Threat Assessment – Protect International

Post Secondary Certificates & Degrees:

Certificate / Degree
University of Toronto, Executive Presence Program Certificate
Wilfrid Laurier University, Situation Tables Certificate
Canadian Forces School of Aviation Technology and Engineering, Diploma

Awards:

Award	Date
Police Exemplary Service Medal	2023
Queen's Diamond Jubilee Medal	2012
Unit Commander Award	2013
Unit Commander Award	2012
Unit Commander Commendation	2011
Unit Commander Award	2010
Unit Commander Award	2008
Unit Commander Award	2008
Unit Commander Award	2007
Unit Commander Commendation	2005
Unit Commander Award	2005
Unit Commander Award	2004
Unit Commander Award	2004
Unit Commander Award	2003
Unit Commander Award	2003
Unit Commander Award	2003

RECOMMENDATION

Promotion to Inspector

Police Services Board Meeting – July 17, 2025

Name, Rank and Badge No: Peter WALLACE, Staff Sergeant (99923)
Unit: 31 Division
Date Promoted to current rank: February 14, 2022
Length of Service: 24 years, 10 months

Career History:

Unit
31 Division
13 Division
33 Division
42 Division

Management and Supervisory Training:

Course
AI & Deepfake Symposium
Effective Business Writing
National Black Police Conference
Intentional Leadership Seminar
Master Difficult Conversations
Effective Teaching Adult Learners
Foundation of Leadership
Race Base Data Collection Training
Command Post Operator
Incident Response Commander Course
Change Management Course
Plainclothes Course
Fair and Impartial Policing
Incident Management Systems 200
Incident Management Systems 100

Post Secondary Certificates & Degrees:

Certificate / Degree
Brock University, Bachelor of Education - Adult Education w/ Distinction
University of Guelph Humber, Bachelor of Applied Science – Justice Studies
University of Guelph Humber, Police Foundation Leadership Diploma

Awards:

Award	Date
Black History Month Award	2022
Unit Commander Award	2022
Ontario Fitness Award	2022
Unit Commander Award (2)	2021
Ontario Fitness Award	2021
Unit Commander Commendation	2020
Unit Commendation Award	2019
Ontario Fitness Award	2019
Unit Commander Commendation	2019
Unit Commendation Award (2)	2018
Unit Commander Commendation	2018
Unit Commander Commendation	2017
Ontario Fitness Award	2015
Ontario Fitness Award	2014
Unit Commander Commendation	2010
Teamwork Commendation Award	2009
Unit Commander Commendation	2009
William Bishop Team Award	2009
Unit Commander Award	2008
Unit Commander Commendation	2006
Unit Commander Award	2004

RECOMMENDATION

Promotion to Inspector

Police Services Board Meeting – July 17, 2025

Name, Rank and Badge No.: Errol WATSON, A/Inspector (8385)
Unit: 51 Division
Date Promoted to current rank: September 27, 2021
Length of Service: 23 Years

Career History:

Unit
51 Division
Toronto Police College
Priority Response Group
Emergency Task Force
41 Division

Management and Supervisory Training:

Course
Incident Response 100
Incident Response 200
Incident Command 100
Incident Command 200
Incident Management System 300
FBI Leeda Command
Fundamentals for Emergency Management (F.E.M.A.) Course
Effective Teaching for Adult Learners
First Responder Operator Search Tactics (F.R.O.S.T.) Course
Taser Instructor
Use of Force Trainer
Duty Senior Officer Orientation
Intentional Leadership

Post Secondary Certificates & Degrees:

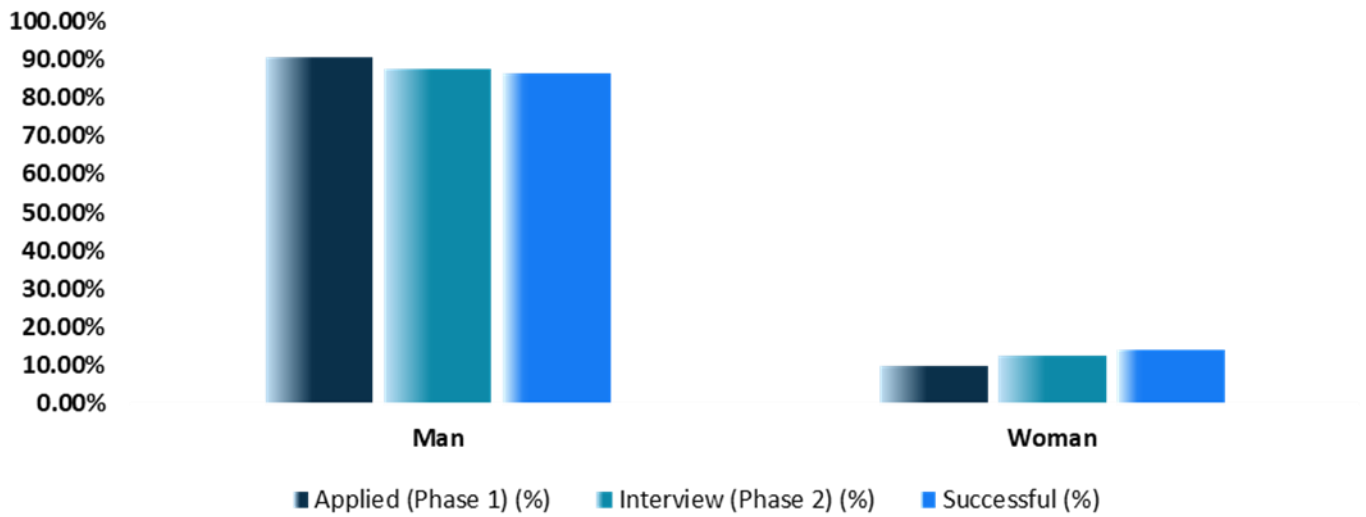
Certificate / Degree
Arizona State University, Masters of Public Safety Leadership and Administration (Executive Police Administration)
University of Guelph-Humber, Bachelor's Degree - Justice and Public Safety

Awards:

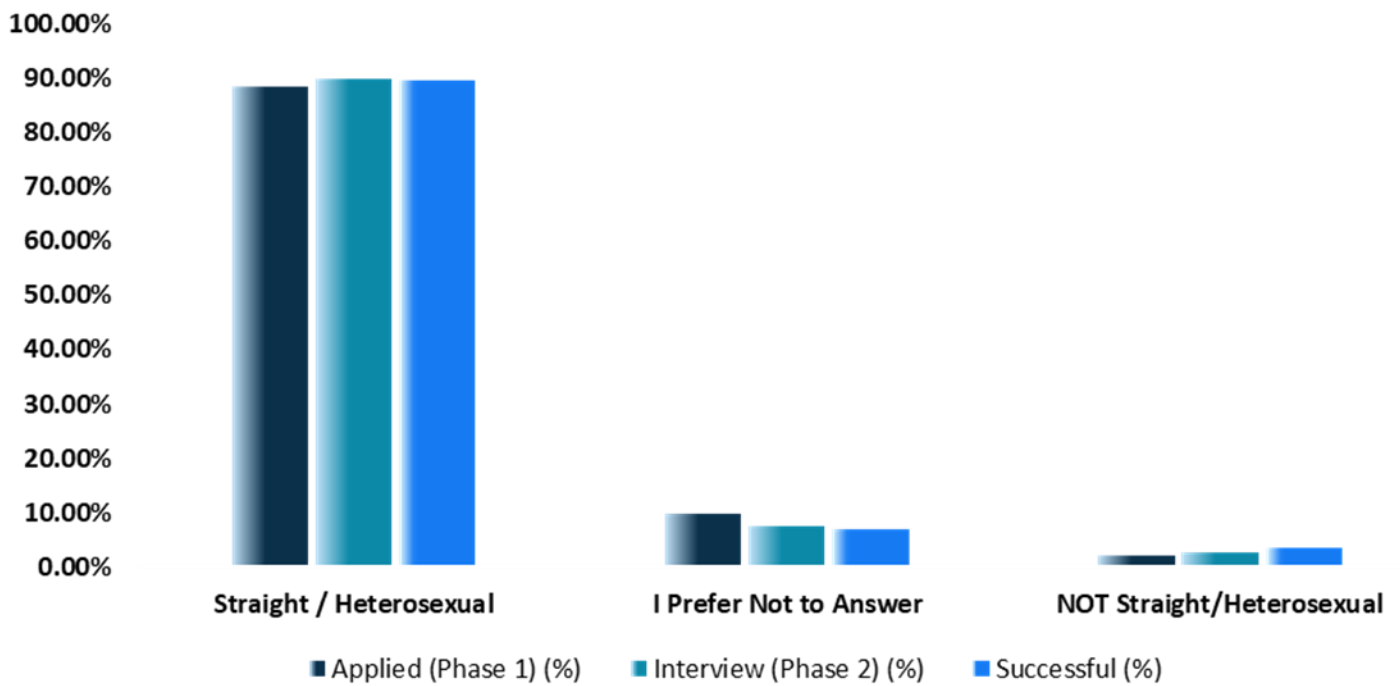
Award	Date
Unit Commander Award	2022
Unit Commander Award	2019
Unit Commander Award	2019
Teamwork Commendation Award	2017
Command Award	2017
Unit Commander Commendation	2016
Unit Commander Commendation	2016

Appendix C

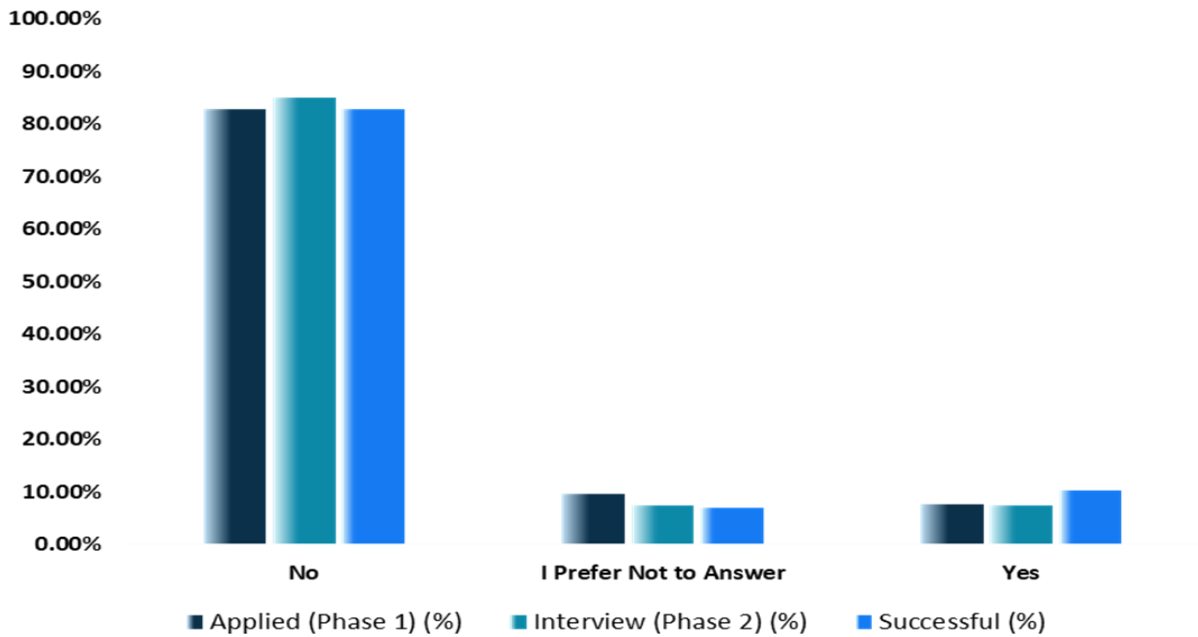
GENDER IDENTIFICATION



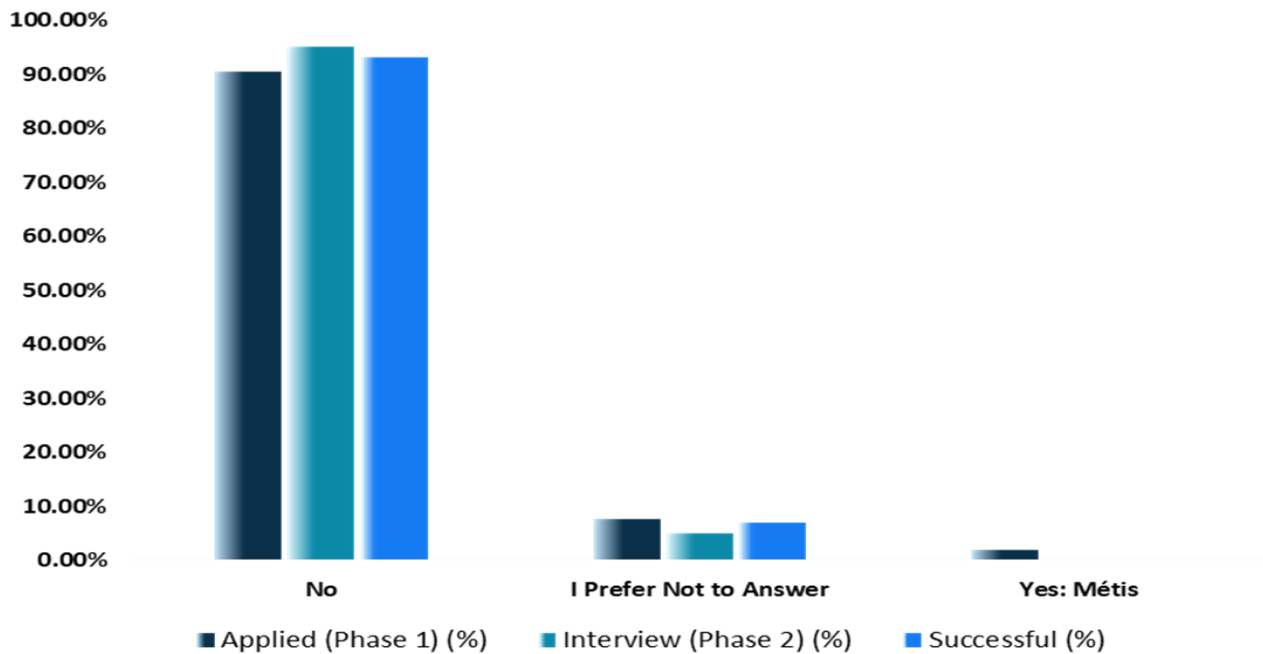
SEXUAL ORIENTATION

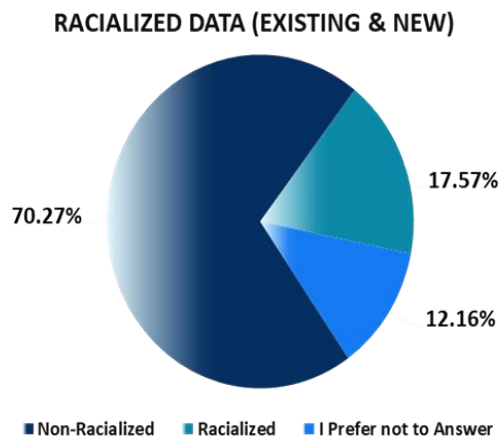
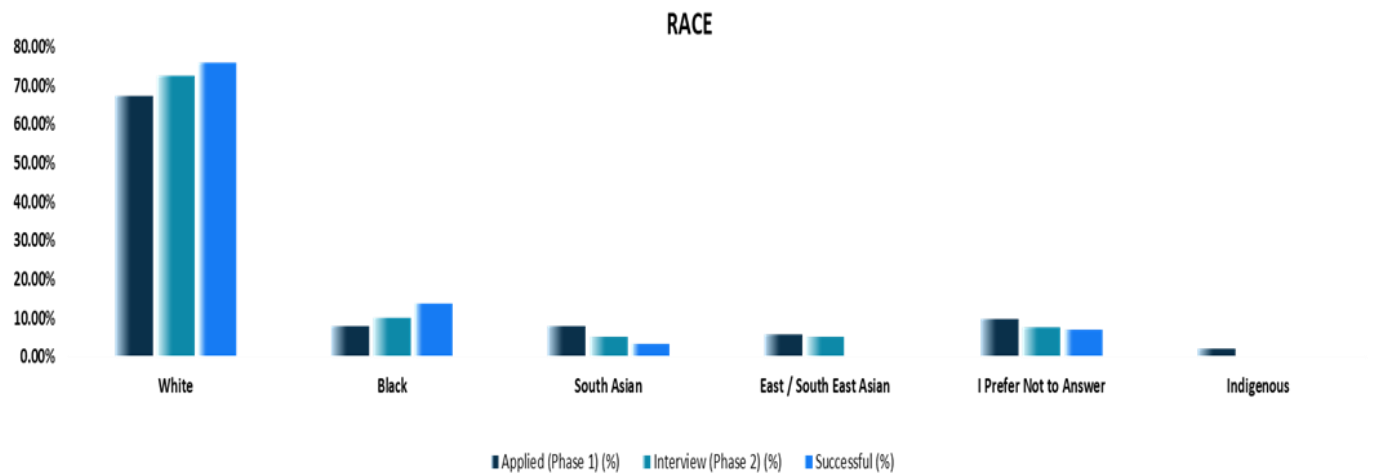


DISABILITIES



FIRST NATIONS / MÉTIS



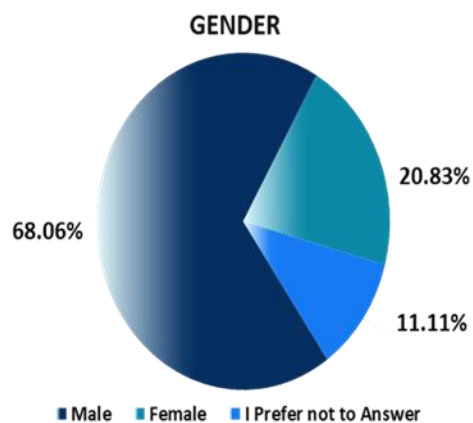


Racialized Respondents

Of the 72 new and existing Inspectors. Almost 18% self-identify as racialized

This is consistent with the % of candidates that were successful in the 2025 process.

Racialized applicants were approximate 23% of the candidate pool.



Gender

Of the 72 new and existing Inspectors 20% are female

This is consistent with the general make-up of the Service

5/52 applicants were female (~10%)

80% of all female applicants were successful in the 2025 Inspector process



4. Update on the Implementation of Auditor General Recommendations



PUBLIC REPORT

June 5, 2025

To: Chair and Members
Toronto Police Service Board

From: Myron Demkiw
Chief of Police

Subject: Update on the Implementation of Auditor General
Recommendations

Purpose: ☒ Information Purposes Only ☐ Seeking Decision

Recommendation:

This report recommends that the Toronto Police Service Board (Board) receive the following report and forward a copy of this report to the City of Toronto (City) Council for information.

Financial Implications:

To date, all costs incurred to implement the recommendations made by the Auditor General (A.G.) have been aligned and incorporated into existing Toronto Police Service (T.P.S.) projects, programs and initiatives that have approved funding allocations. Various funding sources have been used to support the costs, including the Modernization Reserve and the City's Tax Stabilization Reserve.

At this time, all remaining costs will be contained within the approved 2025 Operating Budget.

Summary:

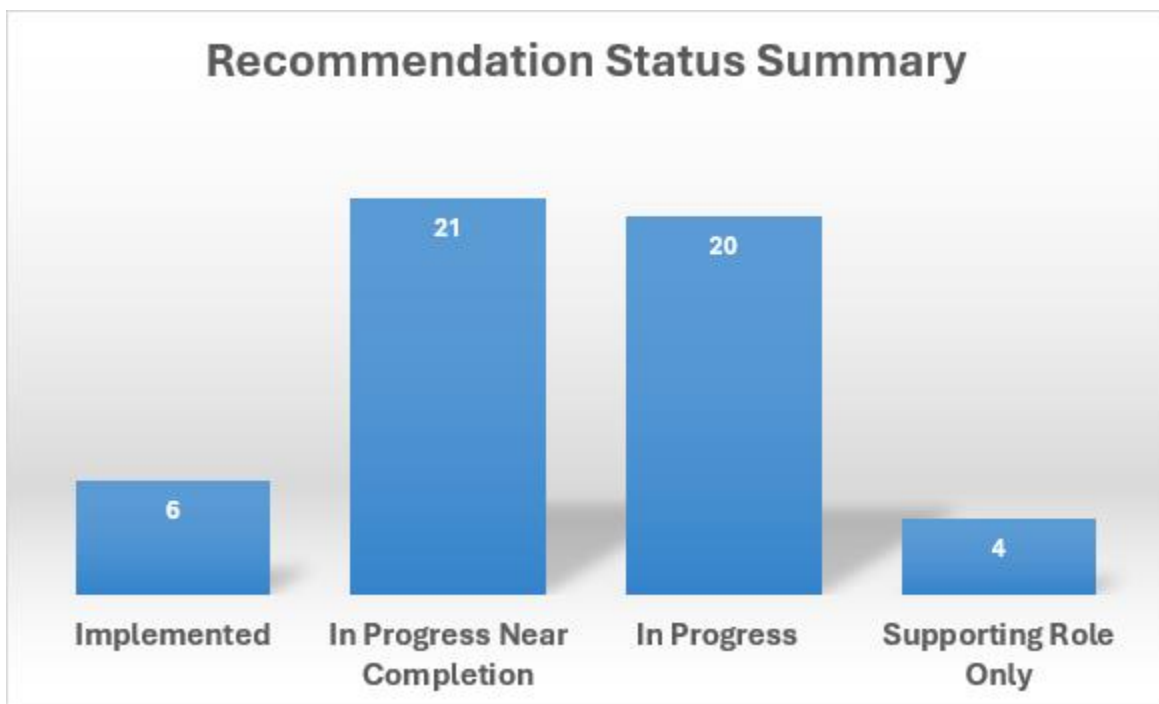
This update to the Board highlights the T.P.S.'s ongoing implementation of recommendations from the A.G.'s reports:

- “Review of Toronto Police Service – Opportunities to Support More Effective Responses to Calls for Service; A Journey of Change: Improving Community Safety and Well-Being Outcomes.”
- “Audit of 9-1-1 Public Safety Answering Point Operations; Better Support for Staff, Improved Information Management and Outcomes.”

It is anticipated that 27 out of the 51 recommendations from both audits will be implemented by the fourth quarter of 2025. The remaining recommendations will continue to be addressed collaboratively through internal efforts and external partnerships with City agencies.

All implemented recommendations will be subject to verification by the A.G., beginning in the third quarter of 2025. The chart below displays the number of recommendations by their implementation status as of May 2025.

Please refer to Appendix A and B for further information on the implementation status of each recommendation



Status Markers	
In Progress	Work is underway, not yet complete.
In Progress – Near Completion	Targeted for completion by end of 2025.
Implemented	Recommendation operationalized, pending AG verification.
Supporting Role Only	The T.P.S. supports recommendations led by the City Manager or Board.

Discussion:

Engagement Strategies:

The ongoing collaboration and engagement with internal and external partners, including City agencies, ensures the practical and sustainable implementation of these recommendations. At the core of this approach is the co-creation and co-development of mutually beneficial solutions that address both the needs of the T.P.S. and those of our broader community partners.

Internally, recommendations are managed through a structured process: each is assigned to a designated lead unit, with subject matter experts from across the organization providing targeted support for effective implementation. T.P.S. Communications Services is a significant stakeholder in this process, leading the work on most of the recommendations.

Externally, the T.P.S. continues to collaborate closely with the Deputy City Manager's Office (D.C.M.O.) to coordinate progress on the 16 shared recommendations. This includes co-developing Council updates, and major reports delivered in fall of 2023 and May 2025. For recommendations that require a cross-agency approach, the T.P.S. also partners with key City divisions such as Paramedic Services (P.S.), Toronto Fire Services (T.F.S.), Customer Experience Division (C.X.D.), Municipal Licensing and Standards (M.L.S.), Strategic Public & Employee Communications (S.P.E.C.), and Social Development Finance & Administration (S.D.F.A.).

City and Police sub-groups advancing this work include:

- 9-1-1 Committee (T.P.S., T.F.S., P.S.)
- "See Ambulance" Protocol Review Working Group (T.P.S., P.S.)
- "Make the Right Call" Working Group (S.P.E.C., T.P.S.)
- Update Call on Policing Reforms (Board, T.P.S., S.D.F.A., D.C.M.O.)
- Operational Leads Review Table (C.X.D., T.P.S.)
- Non-Emergency Call/Response Steering Committee (C.X.D., D.C.M.-C.S.S., M.L.S., S.D.F.A., S.P.E.C.)

Key Auditor General Recommendation Highlights

Since the July 2023 update to the Board, we have initiated several projects to further these recommendations, some of which are highlighted below.

Make the Right Call Campaign: Jointly launched by T.P.S. and the City in October 2024, this public education initiative helps residents understand when to call 9-1-1, 3-1-1, 2-1-1, or the police non-emergency line. The campaign addresses the high volume of non-emergency calls to 9-1-1, by providing clear guidance through advertisements, social media, and multilingual resources. This allows emergency operators to prioritize urgent situations. Corporate Communications continues to support public awareness through ongoing social media posts. Early results show increased public awareness, supporting faster emergency response and more efficient use of City services.

Environics Analytics Partnership: The Environics project, jointly funded by the T.P.S. and the Toronto Police Association (T.P.A.), commenced in 2023 to support Calls for Service Recommendation # 6 and # 8. The goal of this project is to improve workforce management through detailed staffing analysis. Environics Analytics has developed two models: a *Work Performance Model* to determine optimal officer staffing based on demand and population growth, and a *Queuing Model* to link response times with required staffing to meet T.P.S. targets. As reported at the November 2024 Board budget meeting, both models are in the final stages of review and acceptance.

Gerstein Crisis Centre Pilot: The T.P.S. and the City collaborated to develop and evaluate mental health call diversion pilots, focusing on two key initiatives: the Toronto Community Crisis Service (T.C.C.S.) and the Gerstein 9-1-1 Call Diversion Pilot Program.

The Gerstein 9-1-1 Call Diversion Pilot Program operated from October 2021 to September 2024. This program redirected crisis calls from 9-1-1 operators to non-police resources. The pilot started in Divisions 14, 51, and 52, before expanding citywide. During this time, Gerstein Crisis Centre (G.C.C.) operators were embedded within Communication Services, working alongside T.P.S. responders to divert non-emergency mental health calls away from police responses.

In 2024, the T.P.S. independently contracted the Provincial System Support Program (P.S.S.P.) to evaluate the G.C.C. Call Diversion Pilot Project and updated the City on the outcome. A final report was provided to the Board on September 12, 2024 (Min. P2024-0912-6.0. refers), underscoring the program benefits, challenges, and recommendations to refocus resources to supporting the T.C.C.S. The pilot was concluded thereafter, and G.C.C. operators were transitioned out of Communication Services.

9-1-1 Committee Collaboration and NG9-1-1 Migration: The 9-1-1 Committee has remained focused on the coordinated transition to Next Generation 9-1-1 (NG9-1-1), aimed at improving the efficiency of call transfers between emergency services. Phase 1 of the migration was completed in July 2024. On May 22, 2025, the T.P.S. launched

the second phase of NG9-1-1 with the deployment of the Emergency Services I.P. Network (ESINet). This completed the full implementation of NG9-1-1, well ahead of the Canadian Radio Television and Telecommunications Commission (C.R.T.C.) timeline. The 9-1-1 Committee will continue to meet quarterly, ensuring ongoing collaboration between T.P.S., T.F.S, and P.S.

Communications Services Shift Schedules: The T.P.S. and T.P.A. have continued to work together to identify the best shift model to improve efficiency and better align resources within Communications Services which will support member wellness. Members had the opportunity to vote on alternative shift patterns developed by Circadian in 2023. While the vote on November 6, 2023, did not result in a move to a new schedule, it provided valuable insights to guide the next phase of discussions. Strategic Projects continues to work with Communications Services and the T.P.A. through the Joint Shift Schedule Committee, with the intention of another vote on shift pattern at Communications Services expected in Q3 of 2025.

Conclusion:

The T.P.S. is committed to advancing reforms and enhancing community safety throughout the City. Since the last coordinated reports in July 2023 and May 2025, the T.P.S. and City divisions have kept City Council and the public updated on the progress of the A.G.'s recommendations. The next joint update will be provided in 2027, in alignment with the City's SafeTO implementation report.

Chief 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: Recommendations Contained in Opportunities to Support More Effective Response to Calls for Service Report
Appendix B - Toronto Police Service Update Re: Recommendations Contained in Audit of 911 Public Safety Answering Point Operations Report

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

Review of Toronto Police Service - Opportunities to Support More Effective Responses to Calls for Service.

A Journey of Change: Improving Community Safety and Well-Being Outcomes (2022)

Response Legend

In Progress - Work is underway, not yet complete.

In Progress – Near Completion - Targeted for completion by end of 2025.

Implemented - Recommendation operationalized, pending AG verification.

Supporting Role Only – The Service supports recommendations led by the City Manager or Board

Toronto Auditor General's Recommendation	Toronto Police Service Update
<p>#1</p> <p>City Council request the City Manager, and the Toronto Police Services Board direct the Chief, Toronto Police Service (T.P.S.) to work in collaboration along with other agencies, to determine the feasibility of setting up adequately resourced, non-time restrictive, alternative responses for events where police are currently attending and where such attendance is likely not essential. In doing so, the City and T.P.S. should:</p> <p>a) identify call for service event types, including but not limited to, the six event types discussed in our report that may be suitable for an alternative response;</p> <p>b) develop reasonable criteria for each event type to assess the calls for service within those event types that may be suitable for an alternative response, including defining the level of acceptable risk and liability and how these factors will be managed;</p> <p>c) consider alternative response pilot programs (e.g. community dispute mediation), with adequate evaluation mechanisms, to provide information and insights on the effectiveness of any established responses. This should include an assessment of the feasibility and cost effectiveness of providing these alternative</p>	<p>Status: In Progress</p> <p>T.P.S. is collaborating with other agencies to support alternative response programs for non-essential police events. A significant investment has been implemented with the Toronto Community Crisis Service (T.C.C.S.). As of July 2024, the T.C.C.S. is now city-wide and a more recent inclusion, May 2025, includes the ability to cold transfer calls from 9-1-1 to 2-1-1 without the need for a communications operator to remain on the line.</p> <p>Additionally, the T.P.S. supports Toronto Public Health's Community Outreach Response and Engagement (C.O.R.E.) pilot program, a community outreach initiative which assists vulnerable groups in Toronto's downtown core.</p> <p>The Divert Repetitive Occurrences Program (D.R.O.P.) Pilot, launched by 42 Division in February 2024, serves as a proof of concept for addressing frequent callers by enhancing access to alternative community supports and reducing police interaction time. The program is currently being evaluated for potential expansion.</p>

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<p>responses;</p> <p>d) consider existing City or other community programs that could provide an alternative response and where needed, the feasibility and cost-effectiveness of changing the approach and resourcing to provide a timely and effective non-police response (e.g. Municipal Licensing and Standards Division for noisy small gatherings, Shelter, Support & Housing Administration Division street outreach teams);</p> <p>e) consider a gradual and informed approach to establishing responses and assess the factors that would be needed for an effective and efficient full transition, including consultation with the public; and</p> <p>f) develop and regularly update a plan that includes key milestones and targets so that progress can be tracked.</p> <p>Related City Council Motion: 22-AU13.6 #1</p>	
<p>#2</p> <p>City Council request the City Manager, in consultation with the Toronto Police Services Board, to reiterate the City's requests for funding commitments from the Government of Canada and the Ontario Government to support permanent housing options and to provide supports to address Toronto's mental health and addictions crises.</p> <p>In doing so, the City should communicate to the other governments that a "whole-of-government" funding approach in these areas will be critical to building the infrastructure needed to support effective alternative response delivery and ensure the best possible outcomes for the people of Toronto.</p>	<p>Status: Supporting Role Only</p> <p>The City has continued to make requests to federal and provincial governments to provide permanent housing and mental health supports.</p> <p>See City update for links and added info.</p>

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<p>Related City Council Motion: 22-AU13.6 #2</p>	
<p>#3</p> <p>Toronto Police Services Board direct the Chief, Toronto Police Service (T.P.S.), in consultation with the Toronto Police Association, to:</p> <p>a) assess the impact of expanding the Primary Report Intake, Management and Entry (P.R.I.M.E.) Unit, Community Investigative Support Unit (C.I.S.U.) and District Special Constable programs, and, where appropriate, if it would assist with supporting and/or further reducing the time spent on events currently attended by Priority Response Unit (P.R.U.) officers. For the P.R.I.M.E. and C.I.S.U. units, consider both sworn members (including retired officers) and potentially civilian members, where appropriate, for potential expanded capacity.</p> <p>b) consider if all T.P.S. Special Constables, including Court Officers and District Special Constables, can be cross-trained to increase the pool of Special Constables available to assist the P.R.U. in call for service diversion.</p> <p>Related to City Council Motion: 22-AU13.6 #5</p>	<p>Status: Implemented</p> <p>The Special Constable Generalist Program continues to be successful, providing greater flexibility and versatility within the Service.</p> <p>Since 2022, all new special constables have been hired as generalists and trained to work in three different roles: Court Officer, Booking Officer, and District Special Constable. Special constables hired before 2022 chose to remain in their original positions; however, those interested in transitioning to a generalist role were offered a patch course at the Toronto Police College. This program is specifically designed for pre-2022 hires who wish to transition to the generalist role. Due to operational demands, role changes are infrequent and special constables generally remain in their assigned positions.</p> <p>Police constables and retired sworn part time members assigned to C.I.S.U. at the divisional level are now fully connected to the T.P.S. Computer Aided Dispatch (C.A.D). system for real-time dispatch. P.R.I.M.E. supervisors use this system to assign non-urgent calls to C.I.S.U., which now handles hundreds of reports each month.</p> <p>The T.P.S. continues to monitor these initiatives to ensure they provide effective and efficient service.</p>

Toronto Auditor General's Recommendation	Toronto Police Service Update
<p>#4</p> <p>Toronto Police Services Board direct the Chief, Toronto Police Service to examine if:</p> <p>a) aspects of the Primary Report Intake Management and Entry Unit and Community Investigative Support Unit (C.I.S.U.) can be centralized together, so that the workload can be shared and calls for service can be handled more efficiently.</p> <p>b) for aspects that cannot be centralized, (e.g. mobile C.I.S.U. units) consider more clearly defining the responsibilities and expectations, including workload allocations, to both units.</p>	<p>Status: Implemented</p> <p>T.P.S. has implemented a strategy to establish separate C.I.S.U. station and C.I.S.U. mobile positions. Station roles are assigned to members with accommodations or work restrictions, as well as retired sworn members, and focus on non-enforcement duties. In contrast, mobile members are equipped with use-of-force options, enabling them to respond to service calls in the field. The responsibilities for both station and mobile roles are clearly defined, ensuring all members understand their specific duties.</p> <p>Although P.R.I.M.E. and C.I.S.U. operate independently, they collaborate closely to manage low priority calls for service. Police constables assigned to C.I.S.U. are now fully integrated with the T.P.S. C.A.D. system for real-time dispatch. P.R.I.M.E. supervisors use this system to assign non-urgent calls to C.I.S.U., which now handles hundreds of reports each month.</p>

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<p>#5</p> <p>City Council request the Chief, Toronto Paramedic Services, and the Toronto Police Services Board direct the Chief, Toronto Police Service (T.P.S.) to work in collaboration to review current protocols for when Priority Response Unit (P.R.U.) officers are requested for See Ambulance calls for service. This should include:</p> <p>a) determining if there are any opportunities to further refine the See Ambulance protocol so that the attendance of P.R.U. officers is based on an articulable risk to paramedic safety, specific to the unique circumstances of each call for service;</p> <p>b) re-evaluating the criteria for when police are requested. This evaluation should specifically consider, but not be limited to, if the presence of alcohol, in absence of other risk factors, requires an automatic P.R.U. response;</p> <p>c) ensure that the rationale for requesting P.R.U. attendance and other important information is clearly documented in the Toronto Paramedic Services call for service details. Both entities should also consider documenting which entity initiated the request for attendance from the other entity;</p> <p>d) in situations where T.P.S. would have sent P.R.U. officers to calls for service irrespective of a request from Toronto Paramedic Services, T.P.S. should consider documenting this in its call for service system;</p> <p>e) regular, joint evaluation of calls for service where P.R.U. attendance is requested, to assess the effectiveness and efficiency of the revised protocol and consider any changes as necessary; and</p> <p>f) consider if additional training is needed for T.P.S. and Toronto Paramedic Services call takers to ensure requests for police attendance are well documented and comply with policies and</p>	<p>Status: In Progress- Near Completion</p> <p>The T.P.S., Toronto Paramedic Services (P.S.), and Toronto Fire Services (T.F.S.) have strengthened their emergency response coordination through the 9-1-1 Committee and a dedicated working group focused on "See Ambulance" calls, especially those where paramedics request police attendance. Since early 2023, both the T.P.S. and P.S. have refined their internal protocols for these incidents. As a result, data from 2019 to September 2024 shows a significant and sustained decrease in police attendance requests for "See Ambulance" calls, reflecting the effectiveness of these collaborative efforts.</p> <p>Communications Services working in partnership with P.S. has also enhanced workflow and safety protocols. Paramedics now receive specialized training to better assess risk factors, such as alcohol presence, at the scene. Fewer "See Ambulance" calls are generated solely by alcohol-related concerns.</p> <p>Training for call takers is regularly updated to reflect new developments, ensuring best practices are maintained across all services.</p> <p>New trends and issues are reviewed bi-weekly by the Tri-Services Committee to ensure a timely response and ongoing improvement. Procedures have been updated to ensure clear documentation and transparency. When a Primary Response Unit is required, communication operators record the rationale, the initiating agency and detailed call information, including any potential criminal activity to support accurate event classification and effective inter-agency coordination.</p>

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<p>procedures.</p> <p>Related City Council Motion: 22-AU13.6 #3</p>	
<p>#6</p> <p>Toronto Police Services Board direct the Chief, Toronto Police Service (T.P.S.) to evaluate the root causes for increasing response times and determine a strategy for meeting priority one to priority three response time targets. This should specifically include:</p> <p>a) considering strategies for how to improve staff deployability rates, both across the organization and for individual T.P.S. divisions; this could include reallocating officers across divisions when needed, and more active management of T.P.S. members who are on accommodation, or long or short-term disability.</p> <p>b) assessing how implementing the recommendations in Section A of this report would assist with improving response times.</p>	<p>Status: In Progress - Near Completion</p> <p>Through comprehensive analysis, the organization identified that increased response times were linked to resource allocation and reporting inefficiencies. In response, targeted initiatives were introduced to optimize staffing levels and deployment strategies, resulting in improved response and wait times.</p> <p>To further enhance workforce management, T.P.S. launched the Environics project in 2023, jointly funded by the T.P.S. and the T.P.A.</p> <p>Environics Analytics was engaged to develop two staffing models: the Workload Performance-Based Model, which determines the optimal number of officers based on service</p>

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	<p>demand, population growth, and proactive policing time; and the Queuing Model, which links staffing levels to response times to help meet service targets. The Analytics & Innovation (A.&I.) team is finalizing both models and will collaborate with the T.P.A. on next steps.</p>
<p>#7</p> <p>Toronto Police Services Board (T.P.S.B.) direct the Chief, Toronto Police Service (T.P.S.) to:</p> <p>a) evaluate the root causes for increasing clearance times, particularly for non-emergency, low priority (priority four to six) calls for service, and consider the impact on response times; and,</p> <p>b) in collaboration with T.P.S.B., consider setting reasonableness thresholds for call for service clearance times by event type and evaluating/analyzing clearance times across divisions and event types to enhance performance measurement and operational monitoring at a high-level (e.g. divisional and/or T.P.S.-wide).</p>	<p>Status: In Progress</p> <p>Clearance time and time on call, including both travel and clearance durations, are key operational metrics tracked by T.P.S. to monitor officer availability and identify trends affecting service delivery. These metrics are accessible through Service-wide dashboards.</p> <p>Regular reports on officer hours per call, broken down by division and event type, are available to support recruit deployment and resource demands. T.P.S. acknowledges that factors such as officer experience and call complexity can impact clearance time and officer availability.</p> <p>Data analysis capabilities have improved through T.P.S.' budget process. Ongoing work to develop an Analytics Framework aimed at providing a suite of metrics for 9-1-1-response and patrol will guide operational improvements.</p> <p>Once analysis is complete, T.P.S. will engage the Board to consider setting reasonable thresholds for clearance times by event type.</p>

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<p>#8</p> <p>Toronto Police Services Board, work in collaboration with the Chief, Toronto Police Service (T.P.S.) to:</p> <ul style="list-style-type: none"> a) review response time standards adopted as part of the Metropolitan Toronto Police Restructuring Task Force's "Beyond 2000: Final Report" and determine if any updates are needed; b) once a reasonable set of response time standards have been agreed upon and formally adopted, communicate them across the organization and routinely measure progress; c) consider publicly reporting out on its response time performance to increase transparency and accountability; and d) consider its current response time calculation methodology and consider including the impact of call taker time and any other relevant factors, including items which may not be currently included. 	<p>Status: In Progress</p> <p>T.P.S. has partnered with a data analytics consulting vendor (Environics) to develop advanced models that estimate optimal staffing levels needed to achieve targeted response times. This strategic initiative supports evidence-based workforce planning and is set to be implemented in the third quarter of 2025.</p> <p>Response time metrics are reported publicly through regular analytics updates at Board's Meetings and as part of T.P.S.' budget process. A.&I. is actively working with internal stakeholders to review and enhance the methodology for calculating and reporting response times. This includes evaluating the inclusion of call taker time and other relevant factors to ensure accuracy and completeness.</p>
<p>#9</p> <p>Toronto Police Services Board direct the Chief, Toronto Police Service (T.P.S.) to determine if an automated technology solution can be implemented to improve completeness of information for officer arrival times (or increase compliance with officers pressing the "at-scene" button), so that arrival time is recorded for all responses and that all responses are included in the response time calculation.</p>	<p>Status: Implemented</p> <p>T.P.S. launched an internal campaign to emphasize the importance of timely scene status updates for improving response times and enhancing officer safety. Strategic Projects collaborated with Corporate Communications to produce a video demonstrating three different ways to update unit status. This video was shared through an e-Update, an intranet post and screensaver, and through a written parade note.</p> <p>With the support of A.&I., data was extracted to evaluate the campaign's effectiveness. The analysis revealed that compliance improved following the campaign and has been sustained through December 2024. With the implementation of the new Niche Records Management System (R.M.S.), a</p>

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	<p>technical solution will be revisited.</p> <p>The new Mobile Police Service (M.P.S.), replacing the current Mobile Data Terminal (M.D.T.), will feature a one-push button to enhance the recording of officer arrival times. Officers will press this button when they receive a call for service and are enroute, upon arriving at the scene, and once the call is cleared. This automated solution ensures comprehensive and accurate documentation of response times, aligning with the Board's recommendation to improve the completeness of officer arrival time data and the calculation of response times.</p>
<p>#10</p> <p>Toronto Police Services Board direct the Chief, Toronto Police Service (T.P.S.) to ensure its 70/30 reactive/proactive officer time goal is effectively communicated across the organization, understood by the front line, and regularly measured. In measuring achievement of this goal, T.P.S. should identify divisions where the goal has not been met, identify the root causes, and develop strategies to enhance achievement.</p>	<p>Status: In Progress</p> <p>Progress on this item is reliant on the availability of data from elements 11a and 11b. In the meantime, the call taker time metric has been added to the 9-1-1 Response & Patrol service line within the Analytics Framework. Regular reports are now available, and T.P.S. has increased awareness of this metric.</p>

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<p>#11 Toronto Police Services Board direct the Chief, Toronto Police Service (T.P.S.) to improve T.P.S. data quality and reliability by:</p> <p>a) establishing more detailed time categories in the Intergraph Computer Aided Dispatch system, so that T.P.S. can have more detailed information on how time is being spent on a per call for service basis. For example, this could include time spent on activities such as reporting, time spent during calls for service on investigative activities, and time spent on customer service/dispute resolution/mediation.</p> <p>In improving the usefulness of data for time tracking purposes, T.P.S. should consider both the need to collect more enhanced, detailed information, and the operational demands on T.P.S. members.</p> <p>b) Improve the reliability of the data of the Time Resource Management System, including ensuring accurate reflection of leave hours, and members' work assignments.</p> <p>c) Improve data reliability and quality related to members on disability and/or accommodation.</p> <p>d) Consider opportunities for integration between staffing and accommodation/disability management systems, where appropriate, so that there is one clear, reliable source of information for making staffing, resourcing and wellness decisions.</p>	<p>Status: In Progress - Near Completion</p> <p>T.P.S. continues to enhance the reliability and accuracy of reporting on officer activities and member wellness by integrating key data sources, including the Time and Resource Management System (T.R.M.S.) timesheets, Human Resource (H.R.) records, and OnCallAnalytics (O.C.A.) dispatch data. This consolidation will enable more precise measurement of time spent on both reactive and proactive work and help identify whether additional time codes or event types are needed.</p> <p>Information Management (I.M.) is currently assessing the reliability of T.R.M.S. data and will recommend improvements to ensure its quality and trustworthiness. At the same time, the Wellness Unit (Wellness) has strengthened data reliability by assigning a dedicated member for quality assurance of disability and accommodation data, regularly reporting on trends, and leveraging a new analyst to develop real-time reporting tools. The selection process for new disability management software is also underway.</p> <p>To further support members, Wellness is exploring opportunities to better integrate wellness data while maintaining strict confidentiality and privacy standards. The T.P.S. will continue to monitor these initiatives, implement recommended improvements, and ensure all data integration and reporting uphold the highest standards of privacy and quality.</p> <p>In parallel, the implementation of NG9-1-1 is enhancing emergency communications by enabling Public Safety Answering Points (P.S.A.P.s) to receive texts, photos, videos, and other data alongside voice calls, with robust reporting and integration capabilities. Additionally, NicheRMS supports the T.P.S.' strategic objectives through digital notes, integration,</p>

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	<p>and workflow automation, further improving data quality and operational efficiency.</p>

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<p>#12</p> <p>Toronto Police Services Board direct the Chief, Toronto Police Service (T.P.S.) to improve the collection and analysis of its call for service data so that it includes more detailed sub-categories or data fields for responding officers to indicate the nature of the calls for service. This will allow for more robust data analysis and provide data for calls for service that may be suitable for alternative responses. Specifically, this should include:</p> <ul style="list-style-type: none"> a) sub-categories/data fields to better understand event types that are broad in nature. For example, Check Address, Unknown Trouble, Advised and 3-1-1 Referral; b) system flags/data fields to identify any calls for service that involved interaction with persons experiencing homelessness and/or mental health challenges, or any other factors that may be helpful in analyzing calls for service; and c) text analysis on call for service notes in the call for service system to allow for more effective event analysis. 	<p>Status: In Progress</p> <p>T.P.S. is enhancing its information management and data reporting capabilities to address this recommendation. I.M. is consulting with stakeholders to assess the feasibility of adding sub-categories for calls for service, either through system updates or improved integration between C.A.D. and the new R.M.S. This includes evaluating the impact on call taker workload and historical reporting. T.P.S. is also exploring advanced text analytics, such as Natural Language Processing, to provide deeper insights, though additional tools will be needed for more complex analysis.</p> <p>The NicheRMS. project focuses on configuring and delivering essential capabilities to support T.P.S.' strategic objectives. The project is exploring the R.M.S. functionality and capability to address the recommendation by implementing features that enhance data analysis and support alternative responses for calls for service. This includes adding sub-categories and data fields to better understand broad event types like Check Address, Unknown Trouble, Advised, and 3-1-1 Referral; incorporating system flags to identify calls involving interactions with persons experiencing homelessness or mental health challenges; and utilizing text analysis on call notes to enable more effective event analysis.</p> <p>Mental health-related 9-1-1 call volumes are publicly reported on the Public Safety Data Portal, and T.P.S. is collaborating with 2-1-1, social services, and hospitals to help reduce these calls. Efforts are underway to improve data fields for factors like homelessness and mental health, with full implementation dependent on future infrastructure upgrades. In partnership with the City's Social Development Division, the Service is aligning data flags for homelessness and mental health with Safe T.O. priorities to support more effective response analysis. I.M. will continue to evaluate and recommend further improvements to enhance service data.</p>

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<p>#13</p> <p>City Council request the City Manager, and the Toronto Police Services Board direct the Chief, Toronto Police Service (T.P.S.) to work in collaboration along with other agencies to:</p> <p>a) analyze low priority, non-emergency calls for service (e.g. Unwanted Guests, Check Address etc.) to identify instances where officers are repeatedly attending the same locations; to determine if an alternative resolution can be implemented. In developing solutions, T.P.S. should consider if call for service volume can be reduced through implementing Recommendation 1 of this report; and</p> <p>b) for calls for service at hospitals related to missing persons inquiries, consider if a technological solution, such as an automated portal with authentication, may help reduce hospital visits and free-up officer time for more priority calls for service. This evaluation should consider legislative requirements and consultation with the Ministry of the Solicitor General and other stakeholders, as required.</p> <p>Related City Council Motion: 22-AU13.6 #4</p>	<p>Status: In Progress</p> <p>T.P.S. is advancing efforts to address repeat low-priority, non-emergency calls by leveraging data analytics and collaborative partnerships. T.P.S. is working with community agencies to identify repeat callers and locations, enabling divisions to implement targeted strategies that address root causes and reduce unnecessary police responses.</p> <p>Notably, the Furthering Our Community by Uniting Services (F.O.C.U.S.) Program now provides city-wide support, bringing together over 190 agencies to resolve complex situations through collaborative problem-solving. In 2024, T.P.S. made 1,614 direct referrals to F.O.C.U.S., with 1,014 cases meeting the criteria for coordinated intervention.</p> <p>The Divert Repetitive Occurrences Program (D.R.O.P.) pilot, launched by 42 Division in February 2024, represents another promising opportunity to reduce repeat callers. The pilot focuses on frequent callers, establishing ongoing relationships with community agencies to reduce police interaction time and enhance access to community supports.</p> <p>Data from five clients participating in D.R.O.P. revealed a 65% reduction in overall interactions and a 78% decrease in Primary Response Officers' Time on Call (T.O.C.). Ongoing discussions are focused on refining the identification of repeat callers and leveraging this information to support targeted responses.</p> <p>Although not currently formalized as part of their role, Integrated Hospital Officers (I.H.O.s) stationed in hospitals can assist with missing person cases when they are available. Consideration is being given to future discussions with hospitals to explore ways to better support missing person investigations, including the potential use of technological solutions.</p>

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	<p>The R.M.S. Project is exploring options to integrate the T.P.S. 710 form, known as the Person in Crisis Information Form, into the R.M.S. system. The T.P.S. 710 is used to collect personal information for mental health assessments, including details such as patient number, name, gender, date of birth, address, and location of occurrence. Officers complete Canadian Triage and Acuity Scale (C.T.A.S.) scores to assess risk levels and indicate if an I.H.O. is available for transfer of care.</p>
<p>#14</p> <p>Toronto Police Services Board direct the Chief, Toronto Police Service (T.P.S.) and City Council request the City Manager to work in collaboration with the President & C.E.O., Toronto Community Housing Corporation (T.C.H.C.) to determine if strategies can be implemented to reduce instances of Priority Response Unit officers repeatedly dispatched to the same locations within T.C.H.C. properties.</p> <p>Related City Council Motion: 22-AU13.6 #5</p>	<p>Status: In Progress</p> <p>Efforts to address repeated police dispatches to T.C.H.C. properties have been identified as a focus area for future initiatives. While T.P.S. has collaborated with T.C.H.C. on broader projects, specific measures targeting this issue have not yet been implemented.</p> <p>The Strategy Management and Community Policing Engagement (C.P.E.U.) Units have recognized opportunities to enhance data sharing with T.C.H.C., which will play a central role in analyzing and addressing this challenge.</p> <p>T.P.S. is committed to collaborating with T.C.H.C. and other stakeholders to explore solutions, including the use of a repeat caller dashboard to help identify and address related issues.</p>

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	<p>Planning for these initiatives is expected to begin later this year.</p>
<p>#15</p> <p>Police Services Board direct the Chief, Toronto Police Service (T.P.S.) to:</p> <p>a) accelerate the Digital Officer program and electronic memo book initiative, including any interfaces with other records management and reporting systems, to create efficiencies in how front-line officer time is spent.</p> <p>b) consider any best practices that can be leveraged from other jurisdictions, and if any aspects of a digital memo book can be implemented on a more short-term basis, even if full integration is not achieved.</p>	<p>Status: In Progress</p> <p>Planning for this initiative is underway this year and will be integrated into the new R.M.S. which is expected to launch in 2026.</p> <p>The NicheRMS project is accelerating the Digital Officer program and electronic memo book initiative to create efficiencies in front-line officer time. This includes integrating NicheRMS with other records management and reporting systems, automating notifications and tasks, and introducing mobile capabilities for real-time data capture.</p>
<p>#16</p> <p>Toronto Police Services Board direct the Chief, Toronto Police Service (T.P.S.) to:</p> <p>a) continue to pursue digital strategies, such as video calling, as an alternative to front-line Priority Response Unit officer response and consider if there are any event types that can be addressed remotely without an on-scene police response. In doing so, T.P.S. should assess if there are any legislative or Privacy requirements that would need to be examined in relation to increased use of technology such as video capability.</p>	<p>Status: In Progress</p> <p>The video response project is currently in the pilot phase to determine its benefit and value for both the community and the T.P.S. A pilot project is currently underway and the project remains ongoing.</p> <p>Review and refinement of which event types the public can report through the online reporting system will take place after we replace the current C.O.R.E. (Citizen Online Report Entry) application, as part of our broader Digital Program.</p>

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<p>b) review event types and consider if there are any additional event types that the public can report through the online reporting system or if current reporting criteria (e.g. dollar value limits) can be expanded.</p>	
<p>#17</p> <p>Toronto Police Services Board direct the Chief, Toronto Police Service (T.P.S.) to consider as part of its Digital Platform and Transformation Program, an interface for callers to communicate with Toronto Police Service call takers and provide additional information, and provide confirmation, for certain event types, if a situation no longer exists, such as that an unwanted guest has gone or a noisy party has concluded.</p>	<p>Status: In Progress</p> <p>Work on this recommendation has not yet begun. It will be considered as a future extension following the replacement of the current C.O.R.E. application for online reporting.</p>

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<p>#18</p> <p>City Council request the City Manager, and the Toronto Police Services Board direct the Chief, Toronto Police Service (T.P.S.) to work in collaboration to:</p> <p>a) conduct joint program assessments of the outcomes from current mental health call for service diversion pilots, including the Gerstein Crisis Centre call for service diversion pilot, and the City's Toronto Community Crisis Service, to assess the effectiveness and outcomes of these programs.</p> <p>b) ensure mechanisms are in place so that both the City and T.P.S. have access to the necessary data, including T.P.S. call for service data (e.g. number of calls for service received, diverted) and relevant call for service details to complete effective evaluations of the current and any future pilots.</p> <p>c) ensure planning for future pilot programs are coordinated, involve both the City and T.P.S., and consider the recommendations from Section A.1 of this report, to ensure they are achieving the desired outcomes in the most efficient and effective way.</p> <p>Related City Council Motion: 22-AU13.6 #6</p>	<p>Status: Implemented</p> <p>T.P.S. and the City collaborated to develop and evaluate mental health call diversion pilots, focusing on two key initiatives: The T.C.C.S. and the Gerstein 9-1-1 Call Diversion Pilot Program.</p> <p>The Gerstein 9-1-1 Crisis Diversion Pilot Program operated from October 2021 to September 2024. This program redirected crisis calls from 9-1-1 operators to non-police resources, initially in Divisions 14, 51, and 52, before expanding citywide. During this time, Gerstein Crisis Centre (G.C.C.) operators were embedded within the T.P.S.' Communication Services, working alongside T.P.S. responders to divert non-emergency mental health calls away from police responses.</p> <p>In 2024, the T.P.S. independently contracted the P.S.S.P. to evaluate the G.C.C. call diversion pilot project and updated the City on the outcome. A final report was provided to the Board on September 12, 2024, underscoring the program benefits, challenges, and recommendations to refocus resources on supporting the T.C.C.S. The pilot was thereafter concluded, and G.C.C. operators were transitioned out of the Communication Services.</p> <p>Ongoing support includes the integration of a C.A.D. Data push with T.C.C.S., which streamlines call transfers and reduces wait times to enhance emergency response coordination. In May 2025, the updated T.C.C.S. transfer process was introduced, further improving efficiency by enabling cold transfers to 2-1-1 services and removing the consent requirement, resulting in faster connections to appropriate resources.</p>

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<p>#19</p> <p>Police Services Board direct the Chief, Toronto Police Service (T.P.S.) to:</p> <p>a) consider automating and streamlining the process by which T.P.S. members make and track referrals for community-based services, including the Furthering Our Community by Uniting Services (F.O.C.U.S.) table and other community referrals, with the goals of making the referral process easier for officers, preventing further repeat calls for service requiring Priority Response Unit officer response, increasing diversion to supporting organizations, and improving the outcomes and quality of service to the public.</p> <p>b) with these same goals in mind, T.P.S. to also consider performing analysis of call for service data at a corporate level to identify trends or possibly situations that may also be suitable for referral.</p>	<p>Status: In Progress</p> <p>Specific to F.O.C.U.S. Toronto Situation Table referrals, all F.O.C.U.S. members, including the T.P.S., have transitioned to an online submission format supported by the United Way of Greater Toronto (U.W.G.T.). T.P.S. referrals to external agencies can occur in several ways:</p> <ul style="list-style-type: none"> • Directly from a T.P.S. member or Neighbourhood Community Officer to an agency • From Engage 416 to an agency partner • From a T.P.S. Divisional F.O.C.U.S. representative or C.P.E.U. member to the F.O.C.U.S. Toronto Situation Table • Directly from a T.P.S. Divisional F.O.C.U.S. representative or C.P.E.U. member to a single agency within the F.O.C.U.S. Toronto network. <p>A third of T.P.S. F.O.C.U.S. referrals meet the appropriate criteria and are brought directly to a F.O.C.U.S. Situation Table. For this process, there is a robust on-line process that the T.P.S. F.O.C.U.S. Divisional Representative/C.P.E.U. member can access for referral submission. The remaining two-thirds are referred directly to a single F.O.C.U.S. partner agency. This F.O.C.U.S. table data can be accessed via Power BI dashboards through the U.W.G.T.</p> <p>The Calls for Service dashboard is available internally and is continuously enhanced to deliver insights into corporate-level trends. Currently, the dashboard features key performance indicators (K.P.I.s) such as call volume, units dispatched, officers dispatched, pending time, response time, and officer time on call.</p> <p>The NicheRMS project is exploring Application Programming Interface (A.P.I.) integration to comply with recommendations</p>

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	<p>for automating and streamlining the process by which T.P.S. members make and track referrals for community-based services. This initiative includes adding specific workflows, such as checklists for Intimate Partner Violence, Sexual Assault, Robbery/Hold-up, Break & Enter, digital notes and service mandates, and managing arrests and traffic tickets. Additionally, workflows involving forms and internal dropdown code tables, as well as user access control roles, are being configured.</p> <p>These enhancements aim to make the referral process easier for officers, prevent repeat calls for service, increase diversion to supporting organizations, and improve service outcomes. Phase 2 of the project (2027) will see the Digital Program merge with new development opportunities in NicheRMS.</p>
<p>#20</p> <p>Toronto Police Services Board direct the Executive Director and Chief of Staff, Toronto Police Services Board Office, in consultation with the Chief, Toronto Police Service, and other stakeholders as necessary, to request changes to the legislation for mental health apprehensions regarding police custody while waiting at hospitals.</p>	<p>Status: Supporting Role Only</p> <p>Although there has not been significant progress on legislative changes, T.P.S. is actively reviewing best practices from other jurisdictions and is planning to establish a working group to address broader reforms related to mental health apprehensions.</p>

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<p>#21</p> <p>Toronto Police Services Board direct the Chief, Toronto Police Service (T.P.S.), in consultation with the Chief, Toronto Paramedic Services and the Chief Executive Officers (or other appropriate executive liaisons) of Toronto hospitals to:</p> <p>a) leverage technology and/or the use of data to identify the most appropriate hospital for an officer to transport an individual in custody, with the view of minimizing wait times and travelling the least possible distance; and</p> <p>b) develop police-hospital liaison committees and transfer of care protocols with all hospitals where T.P.S. transports apprehended persons, to minimize wait times and develop protocols to create a workflow which will benefit both T.P.S. and the hospitals.</p> <p>Related City Council Motion: 22-AU13.6 #7</p>	<p>Status: In Progress</p> <p>In September 2024, T.P.S. launched a one-year I.H.O. pilot at three hospitals: Humber River Health, Toronto Western Hospital, and St. Michael's Hospital. After six months, I.H.O.s managed 1,247 transfers from Primary Response officers, resulting in a continued reduction in the time required to return frontline officers to core policing duties.</p> <p>A working group, including representatives from both the T.P.S. and participating hospitals, meets regularly to oversee the I.H.O. program. A memorandum of understanding (M.O.U.) is being developed to facilitate information sharing between T.P.S. and hospital partners for the purposes of the I.H.O. program. An internal dashboard to measure and track the pilot's impact will be released in June 2025.</p> <p>The Mental Health and Addiction Advisory Panel (M.H.A.A.P.) meets quarterly to review protocols and training for T.P.S. officers responding to persons in crisis.</p> <p>T.P.S. maintains internal dashboards for Mobile Crisis Intervention Team (M.C.I.T.) activity and T.C.C.S. diversions, providing exclusive access to these units for self-evaluation and K.P.I. reporting.</p> <p>Regular reporting on the diversion of persons in crisis calls to the T.C.C.S. has been ongoing since 2022. To improve data capture, a C.A.D .dispatch system integration with T.C.C.S. was launched in May 2025. Enhanced reporting using this new system will begin in late May.</p>

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<p>#22</p> <p>City Council request the City Manager, and the Toronto Police Services Board direct the Chief, Toronto Police Service (T.P.S.) to work in collaboration to:</p> <p>a) assess if current call for service diversion strategies to the City, through 3-1-1 Toronto, are working as intended, and if T.P.S. and City staff clearly understand the roles and responsibilities.</p> <p>This should include evaluation of call volumes and outcomes at both T.P.S.'s Communications Centre and 3-1-1 Toronto for relevant call for service types.</p> <p>b) assess if there are opportunities to increase call for service diversion from T.P.S. to the City.</p> <p>Related City Council Motion: 22-AU13.6 #8</p>	<p>Status: In Progress - Near Completion</p> <p>T.P.S. has worked with the City to identify key reasons for non-emergency calls, such as noise and traffic issues, and common police-initiated requests like road debris. As part of the Non-Emergency Call/Response Steering Committee, T.P.S. has contributed to improving business processes and supporting a public awareness campaign. The "Make the Right Call" campaign was launched in October 2024, with phase two scheduled for Q2 2025. The campaign aimed to guide residents on when to use 9-1-1-, the T.P.S. non-emergency line (416-808-2222), 3-1-1, and 2-1-1.</p> <p>T.P.S. has collaborated on enhancing the 3-1-1 knowledge base and refining non-emergency call processes, including the implementation of a new warm transfer process. The objectives of the initiative were to reduce client bounce between organizations, increase ease of reporting, and ensure timely service provision. The new process allows for calls to be screened by 3-1-1 Toronto staff and be transferred in live time to the T.P.S. Non-Emergency line, enhancing the customer experience by providing a “no wrong door” customer-focused approach.</p> <p>The new process was launched in May 2024, and between launch and August 31, 2024, approximately 941 calls were warm transferred.</p>

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<p>#23</p> <p>City Council request the City Manager, and the Toronto Police Services Board direct the Chief, Toronto Police Service (T.P.S.) to work in collaboration to consider through an interface or other means, increasing the information shared between City divisions (e.g. Municipal Licensing and Standards Division, 3-1-1 Toronto, etc.) and T.P.S. on a per call for service basis (e.g. addresses where police respond to noisy parties) so that trends can be identified and the City can help address the root cause of issues that are not police matters.</p> <p>Before undertaking any data sharing, T.P.S. and the City should perform a legal review, which includes consideration of any relevant privacy considerations, specifically the requirement outlined in the <i>Municipal Freedom of Information and Protection of Privacy Act</i>.</p> <p>Related City Council Motion: 22-AU13.6 #9</p>	<p>Status: In Progress - Near Completion</p> <p>T.P.S. has actively contributed to enhancing data sharing and collaboration with City divisions.</p> <p>As part of the Non-Emergency Calls/Response Steering Committee, which includes C.X.D., M.L.S., Social Development, and T.P.S., data collection processes are being enhanced and expanded to share data across divisions and within T.P.S. This committee has facilitated significant improvements in streamlining processes to support customer experience, including partnership with C.X.D. – 3-1-1 Toronto to implement a live call transfer process for inquiries that begin with 3-1-1 but fall within the scope of T.P.S. non-emergency services.</p> <p>Additionally, a joint C.X.D.-T.P.S. working group was established under the Non-Emergency Service Steering Committee to explore integrating parking infraction reporting processes. This group met several times in 2024 to consider whether 3-1-1 Toronto could intake service requests directly from residents for parking-related matters; however, due to the independent nature of the City's 3-1-1 Toronto and T.P.S. systems, further integration would require substantial resources and a dedicated project footing.</p> <p>The NicheRMS project recognizes the need for example, for software integration and A.P.I. development to link current T.P.S. software with the User Access system for data and information sharing, although these integrations are not included in Phase 1 of the project scope. Prior to any data/information sharing, T.P.S. and the City will perform a legal review to ensure compliance with privacy considerations outlined in the <i>Municipal Freedom of Information and Protection of Privacy Act</i>. These efforts aim to identify trends,</p>

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	address root causes of non-police matters, and optimize the call handling process.
<p>#24</p> <p>City Council request the City Manager, and the Toronto Police Services Board direct the Chief, Toronto Police Service (T.P.S.) to work in collaboration to leverage 2-1-1 Central data in conjunction with call for service data, at an aggregate level, to identify neighborhoods where there are a high number of low priority calls for service, and where community resources may exist to help divert front-line police resources. Before undertaking any data sharing, T.P.S. and the City should perform a legal review, which includes consideration of any relevant privacy considerations, specifically the requirements outlined in the <i>Municipal Freedom of Information and Protection of Privacy Act</i>.</p> <p>Related City Council Motion: 22-AU13.6 #10</p>	<p>Status: In Progress - Near Completion</p> <p>Through the T.C.C.S. program and the extended Crisis Call Diversion pilot evaluation, the T.P.S. is collaborating with the City to complete necessary analysis as outlined in Calls for Service (AU13.6) recommendation 18. Moving forward, the T.P.S. looks forward to working with the City to focus on improving data analysis, identifying high-call areas and using this data to inform and support additional diversion initiatives. Before undertaking any data sharing, T.P.S. and the City will perform a legal review to ensure compliance with privacy considerations outlined in the <i>Municipal Freedom of Information and Protection of Privacy Act</i>.</p>

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<p>#25</p> <p>City Council request the City Manager, and the Toronto Police Services Board direct the Chief, Toronto Police Service (T.P.S.) to work in collaboration to consider implementing public awareness campaigns addressing the public's perceptions on people experiencing mental health challenges and/or homelessness and what type of response (e.g. police or non-police response) would be most appropriate. This process should include mechanisms for campaign evaluation (e.g. key metrics that will be measured), a process for including community engagement in the planning process and determining the most appropriate target audience.</p> <p>Related City Council Motion: 22-AU13.6 #11</p>	<p>Status: In Progress - Near Completion</p> <p>Corporate Communications and S.P.E.C. collaboratively launched the "Make the Right Call" campaign to educate residents on when to use various City and police services, which included a dedicated mental health webpage to provide information and resources. In addition, T.P.S. will support the City's Q4 2025 mental health anti-stigma campaign, to promote the use of the T.C.C.S., direct mental health calls to 2-1-1, and reduce stigma.</p>

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

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

Response Legend

In Progress - Work is underway, not yet complete.

In Progress – Near Completion - Targeted for completion by end of 2025.

Implemented - Recommendation operationalized, pending AG verification.

Supporting Role Only – The Service supports recommendations led by the City Manager or Board

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<p>#1</p> <p>Toronto Police Services Board direct the Chief, Toronto Police Service (T.P.S.) to reevaluate and establish new minimum staffing requirements for Communications Services, ensuring staffing levels are sufficient to achieve T.P.S.'s 9-1-1 service level standard, and using improved data and information to include:</p> <p>a) consideration of staff absenteeism rates and other detractors/ factors, the underlying causes of not adhering to the current minimum staffing requirements, and aiming to minimize overtime where possible, for the different timeslots. (considering peak and non-peak periods).</p> <p>b) Re-balancing the workload amongst staff and staffing resources as needed throughout the day to meet operational needs while also enhancing staff's mental health and well-being.</p>	<p>Status: In Progress - Near Completion</p> <p>T.P.S., together with the T.P.A., hired a consulting firm to review Communications Services staffing and develop new scheduling models. Although no preferred schedule was chosen in the initial vote, the process provided useful feedback for future planning. The T.P.S. is now working to increase staffing through budget approvals, recruitment, and a multi-year hiring plan, including hiring 90 new Communications Operators in 2025 to maintain service levels and efficiency.</p> <p>To help balance workloads and support staff well-being, T.P.S. hired five platoon clerks in February 2025 to handle administrative tasks, freeing supervisors for core duties. Staff unable to take calls or dispatch now assist with scheduling, so Operators can focus on their main jobs. A recent study of call times also provided information to improve future staffing and workload decisions. These steps aim to boost efficiency, reduce overtime, and support staff mental health.</p>

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<p>#2</p> <p>Toronto Police Services Board direct the Chief, Toronto Police Service (T.P.S.) to review the current staffing levels, shift deployment and start hours, and scheduling system for communications operators to ensure the assignment of the actual number of operators at work aligns with its planned minimum staffing requirements (that T.P.S. reevaluates as part of Recommendation 1) as required to achieve its service levels and handle its call volume. Depending on the results of T.P.S.'s evaluation of minimum staffing requirements, T.P.S. should consider:</p> <ul style="list-style-type: none"> a) requesting an overall staffing increase of communications operators for T.P.S. Communication Services. b) hiring part-time call takers, particularly to help address peak periods and spike incidents. 	<p>Status: In Progress - Near Completion</p> <p>The T.P.S., together with the T.P.A., hired a consulting firm to review Communications Services staffing and develop new scheduling models. Although no preferred schedule was chosen in the initial vote, the process provided useful feedback for future planning. The T.P.S. is now working to increase staffing through budget approvals, recruitment, and a multi-year hiring plan, including hiring 90 new Communications Operators in 2025 to maintain service levels and efficiency.</p> <p>For part-time call takers, discussions continue with relevant partners to find legally compliant and practical ways to add flexible staffing, especially to cover busy periods.</p>
<p>#3</p> <p>Toronto Police Services Board direct the Chief, Toronto Police Service (T.P.S.) to improve T.P.S.'s data to understand the time required for communications operators to meet operational needs, by establishing separate time codes to track the time a communications operator:</p> <ul style="list-style-type: none"> a) spends on processing a previously answered call. b) needs after handling a traumatic call (either at their desk or away from their desk). c) needs to recuperate before being available for the next call. This will allow T.P.S. to have more information on how certain calls affect the mental health and well-being of its communications operators, and the actual occupancy time needed to handle and complete a call, as well as the processing time. 	<p>Status: In Progress</p> <p>This work is ongoing. Communications Services continues to explore opportunities within NG9-1-1 to identify potential advancements and benefits that emerging technologies can provide.</p>

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<p>#4</p> <p>Toronto Police Services Board direct the Chief, Toronto Police Service (T.P.S.) to analyze T.P.S.'s data (using new time tracking codes from Recommendation 3) on the time needed by communications operators to handle traumatic calls, in combination with additional feedback received from staff, and use these insights in developing additional strategies to assist the communications operators in their mental health and well-being. In doing so, T.P.S. should leverage strategies used by other agencies.</p>	<p>Status: In Progress</p> <p>This work is ongoing. Communications Services continues to explore opportunities within NG9-1-1 to identify potential advancements and benefits that emerging technologies can provide.</p>
<p>#5</p> <p>Toronto Police Services Board direct the Chief, Toronto Police Service (T.P.S.), in consultation with T.P.S.'s Corporate Services Command, to determine the feasibility of filling vacancies sooner than the required two-year time lapse for communications operators who are on Injured on Duty assignment (but not replacing the position), to address its operational requirements.</p>	<p>Status: In Progress</p> <p>Communications Services, in collaboration with Wellness, has worked to streamline timelines and ensure that members on restricted duties are facilitated in a timely manner. To address operational requirements, Communications Services can hire in a member's absence while maintaining their position, allowing them to return once their wellness improves. This approach aligns with the recommendation to assess the feasibility of filling vacancies sooner than the required two-year time lapse for Communications Operators on Injured on Duty assignment, without replacing their position.</p>
<p>#6</p> <p>Toronto Police Services Board direct the Chief, Toronto Police Service (T.P.S.), in consultation with T.P.S.'s Corporate Services Command – Legal Services, and the Toronto Police Association, to evaluate the 'return to work' criteria for those communications operators Injured on Duty, so that either they are only fit to return if that means fit to return to their previous job site, working at the 9-1-1 Communications Centre, or if T.P.S. needs to employ them elsewhere, that T.P.S. is able to hire additional surge positions in the 9-1-1 Communications Centre to address its operational requirements.</p>	<p>Status: In Progress - Near Completion</p> <p>Wellness remains at the forefront of evaluating return-to-work criteria for Communications Operators Injured on Duty. Wellness is diligently working on identifying and developing meaningful work opportunities that align with each member's unique skills and recovery needs, while still meeting the operational requirements of the 9-1-1 Communications Centre. This involves careful assessment of whether an injured operator is fully fit to resume their previous role or an alternative position.</p>

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<p>#7</p> <p>Toronto Police Services Board direct the Chief, Toronto Police Service, in consultation with the Toronto Police Association, to explore and develop recruitment strategies to address the shortage in communications operators and challenges in retaining trainees and full-time permanent staff, including:</p> <p>a) the feasibility of hiring dedicated call taker/ dispatcher positions, and potential to retain qualified individuals who did not pass dispatcher training as call taker only beyond one year permanently, depending on the results of the pilot program.</p> <p>b) increasing the probation period for communications operators beyond one year permanently, depending on the results of the pilot program that recently began.</p>	<p>Status: In Progress - Near Completion</p> <p>Communications Services remains committed to strategically addressing the current shortage of Communications Operators and the challenges associated with retaining trainees and full-time permanent staff. T.P.S. continues to closely monitor the effectiveness of the 18-month probationary period pilot program, while the one-year call taker contract remains in place - a measure that supports retaining qualified individuals who, for various reasons, did not pass dispatcher training.</p> <p>To support our recruitment efforts, Communications Services employs a variety of strategies to attract and engage potential candidates. Participation in job fairs and career expos, including events in Oshawa, the Canadian National Exhibition (C.N.E.), and the National Women's Show, helps raise awareness about career opportunities within the organization.</p> <p>Communications Services also collaborates closely with three key colleges: Durham College, Cambrian College, and Humber College, all of which offer programs related to emergency communications. Through campus tours, observation opportunities, and mock disaster exercises, students and faculty are engaged to build a strong pool of qualified candidates. Additionally, our social media campaigns help spread our message and reach a wider, more diverse group of applicants.</p> <p>The review of retention strategies remains ongoing, with Communications Services focused on supporting the success of all new members. Regardless of the probationary period's duration, Communications is committed to maintaining high retention rates and ensuring that new operators are well-equipped for long-term success.</p>

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<p>#8</p> <p>Toronto Police Services Board direct the Chief, Toronto Police Service (T.P.S.), in consultation with T.P.S.'s Corporate Services Command, to identify and provide the necessary human resources and hiring supports to Communications Services, so the communications operators can maximize their time in performing call answering and dispatching services.</p>	<p>Status: In Progress - Near Completion</p> <p>Through the 2025 Budget process, Communications Services has successfully secured the hiring of 90 Communications Operators, strengthening operational capacity and addressing workforce demands. This expansion is part of a broader effort to ensure adequate staffing levels, allowing Communications Operators to focus on core responsibilities related to call taking and dispatching duties.</p>
<p>#9</p> <p>Toronto Police Services Board direct the Chief, Toronto Police Service, to review and determine the management information needs of Communications Services and improve the data available, ensuring the data is accurate, collected efficiently, and the results of data analysis should be used to inform strategies and action plans to address operational improvements, including but not limited to:</p> <ul style="list-style-type: none"> a) enabling accurate and robust data analysis of its calls for service, workload, deployment of staffing resources, and communications operators' activities. b) developing strategies for how to improve timeliness of answering 9-1-1 dialed calls. c) identifying further areas of training opportunities for communications operators. d) identifying areas where further call diversion can be made. 	<p>Status: In Progress</p> <p>Communications Services is making significant strides to enhance operational efficiency, data-driven decision-making, and public safety outcomes. The recent approval and successful recruitment for a C.A.D. Geographic Information Systems (G.I.S.) Analyst position marks a key step forward, enabling more advanced analysis and interpretation of data across multiple sections. This role will provide a comprehensive view of available information, supporting both operational and strategic decisions.</p> <p>Additionally, the implementation of NG9-1-1 is set to further expand the scope of analytics, unlocking new opportunities for valuable insights in the future.</p> <p>To improve the speed and effectiveness of 9-1-1 call response, several initiatives are underway to streamline processes and reduce call volumes. Upgrades to the online parking portal and the planned launch of a new C.O.R.E. portal by the end of Q2 2025 will encourage the public to use digital services for non-emergency issues.</p> <p>Concurrently, a review of the current phone tree system is being conducted with the T.P.S. Telecom Unit to enhance call routing and promote online options.</p> <p>Public education remains a priority, with campaigns such as "Make the Right Call" and the provincial "Every Second Counts" initiative</p>

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	<p>leveraging partnerships and social media to raise awareness about the appropriate use of emergency services.</p> <p>Collaboration with City partners continues to drive improvements in managing mental health-related calls.</p> <p>Members benefit from ongoing training, including in-service sessions and classroom instruction, ensuring they stay informed about best practices, legislative updates, and evolving community needs.</p> <p>In the spring of 2025, a new process for transferring calls to 2-1-1 services was introduced, allowing for direct (cold) transfers without requiring caller consent. This change enables faster, more efficient connections to community resources.</p> <p>Looking ahead, Communications Services, in partnership with Information Technology Services, is actively exploring innovative solutions to improve non-emergency call management. Key initiatives for 2025 include the development of automated systems to generate calls for service and the implementation of system-generated responses for callers awaiting assistance. These efforts underscore a commitment to leveraging technology and data to continually enhance service delivery and community safety.</p>
<p>#10</p> <p>Toronto Police Services Board direct the Chief, Toronto Police Service (T.P.S.) to ensure the data and information management needs of Communication Services are included and addressed in T.P.S.'s data strategy, Next Generation 9-1-1 implementation related to data analysis, and any future upgrade of T.P.S.'s Intergraph Computer Aided Dispatch system, including the need for interconnection between the information systems.</p>	<p>Status: In Progress - Near Completion</p> <p>Communications Services continues to work with internal and external partners to address data and information management needs as part of the broader T.P.S. data strategy. As NG9-1-1 evolves, the team is exploring integration opportunities with ESINet and developing new features like auto text-back to improve communication efficiency.</p> <p>A key achievement is the creation of an automated reporting dashboard, developed in collaboration with A.&I. and the NG9-1-1 vendor. This dashboard provides improved access to operational K.P.I.s, such as call volume, staffing levels, service levels, and compliance with National Emergency Number Association (N.E.N.A.)</p>

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	<p>Standards. The new system reduces manual processes and offers a more comprehensive overview of performance.</p> <p>The Data Management Unit will continue to support these initiatives to ensure ongoing access to accurate data for business and operational needs.</p>
<p>#11</p> <p>Toronto Police Services Board direct the Chief, Toronto Police Service (T.P.S.) to regularly provide the information on timeliness of transferred 9-1-1 calls to Toronto Paramedic Services, Toronto Fire Services, and other agencies where appropriate, with the view to working together to meet the 9-1-1 emergency call service level standards T.P.S. and the other agency(ies) should meet, when needed, to determine if any changes are needed to established protocols to ensure the safety of citizens.</p> <p>City Council Motion 22-AU13.5 #1</p>	<p>Status: In Progress</p> <p>The 9-1-1 Committee continues to meet regularly and has played a key role in advancing recommendations. T.P.S. expects the implementation of NG9-1-1 to yield substantial improvements in call transfer time, including the introduction of "automatic text back" features and integration with C.A.D. systems. Following the migration of all three emergency services, the committee will focus on developing meaningful reporting dashboards. The committee has initiated discussions on overdose calls, which will require further collaboration for review and potential improvements.</p>
<p>#12</p> <p>Toronto Police Services Board direct the Chief, Toronto Police Service (T.P.S.) to analyze T.P.S.'s call-for-service data to identify callers and locations that repeatedly call 9-1-1 for non-emergency matters (priority 4 to 8), or those who repeatedly call the police non-emergency line for non-police matters. The results of this analysis should be used to inform a targeted education/awareness program to raise awareness of the proper use of 9-1-1, the police non-emergency line, and the availability of other non-police City resources.</p>	<p>Status: In Progress - Near Completion</p> <p>Strategic Projects has developed a dashboard to track repeat non-emergency callers, providing valuable data to inform targeted response strategies. In collaboration with A.&I., ongoing improvements to the dashboard will support the forthcoming expansion of the D.R.O.P. program. This initiative helps identify frequent callers, guiding more effective interventions and supporting multiple related recommendations.</p>

Toronto Auditor General's Recommendation	Toronto Police Service Update
	<p>Separately, the Downtown C.O.R.E. Team, a public health initiative led by Toronto Public Health and supported by T.P.S., focuses on proactive engagement with vulnerable individuals. By connecting them with essential health and social services, the program reduces reliance on emergency response systems and minimizes repeat calls for service. Addressing issues such as mental health, substance use, and housing instability enhances community safety and ensures resources are allocated effectively.</p>
<p>#13</p> <p>Toronto Police Services Board direct the Chief, Toronto Police Service (T.P.S.) to accelerate the Digital Workflows project and use data analytics to identify other opportunities and technological tools to create efficiency in the call handling process for communications operators, and to further explore other areas for call diversion. In implementing this recommendation, T.P.S. should consider any best practices and leverage any existing tools already used by other agencies.</p>	<p>Status: In Progress</p> <p>Communications Services continues to analyze data and explore new technologies to improve operational efficiency and streamline call handling for communications operators. Since NG9-1-1 went live in Q2 2025, the team is focused on leveraging its advanced capabilities to identify further opportunities for efficiency and to support the goals of the Digital Workflows project.</p> <p>The NicheRMS Project is accelerating the Digital Workflows configuration to create efficiencies in the calls for Service handling process. This includes adding workflows, notifications, and tasks, automating data quality fixes, and leveraging best practices and existing tools used by other agencies. These efforts aim to streamline the referral process, prevent repeat calls for service, increase diversion to supporting organizations, and improve service outcomes.</p>
<p>#14</p> <p>Toronto Police Services Board direct the Chief, Toronto Police Service (T.P.S.) to use T.P.S.'s data to identify callers who are repeatedly making pocket dials, abandoned, and hang-up calls on the 9-1-1 line. T.P.S. should consider a strategy to reduce these types of calls, in consultation with its Corporate Services Command -- Legal Services, and the Toronto Police Services Board, including the feasibility of introducing a fee for this unwanted behavior that impacts T.P.S.'s resources.</p>	<p>Status: In Progress</p> <p>Work on this recommendation is ongoing and will include regular monitoring and analysis of call data to identify trends such as pocket dials, abandoned calls, and hang-ups. A review of Smart Analytics, a new phone reporting software, is planned to assess its potential in enhancing data accuracy and improving insights that may support call reduction strategies.</p>

Toronto Auditor General's Recommendation	Toronto Police Service Update
<p>#15</p> <p>Toronto Police Services Board direct the Chief, Toronto Police Service (T.P.S.) to explore technological tools that can assist T.P.S.'s communications operators in assigning event types and in prioritizing the urgency of the call for service, to ensure the assessment is consistent with T.P.S. policies and to help reduce stress levels for T.P.S.'s communications operators.</p>	<p>Status: In Progress - Near Completion</p> <p>Communications Services actively monitors new trends and regularly updates training programs to ensure operators use the latest best practices, tools, and technologies when assigning event types and prioritizing call urgency. As NG9-1-1 is now implemented, ongoing data analytics will further strengthen this approach by providing enhanced insights and supporting continuous improvements in service delivery.</p>
<p>#16</p> <p>Toronto Police Services Board direct the Chief, Toronto Police Service to identify where system upgrades can be made to automate manual processes that must be made by communications operators during the call. Such processes can include but are not limited to:</p> <ul style="list-style-type: none"> a) adjusting the default priority rating for certain factors on calls. b) selection of call source for 9-1-1 dialed call. c) adjusting the event type and priority rating for certain types of calls based on the amount of time elapsed from when the event started. 	<p>Status: In Progress - Near Completion</p> <p>Communications Services continues to review event types and priority classifications for accuracy, making manual adjustments as needed. Work is underway with I.T.S. to explore technologies that could automate and standardize call handling. The NG 9-1-1 implementation will further support these efforts by providing enhanced data analytics and new tools for continuous improvement. In most cases, the call source in C.A.D. is set automatically to show where an event started. Operators can update this field if the event comes from a different source than first shown. Call source types include Alarm, Automatic Number Indicator and Automatic Location Indicator (A.N.I./A.L.I.), Officer, Phone, and Walk-in. This system ensures events are accurately tracked and lets operators adjust the source as needed.</p> <p>Communications Services remains actively engaged in assessing calls and incorporating new information that may influence event type classification and priority ratings. Each event type is assigned a default priority level that reflects the nature of the event. The priority of an event is determined by two factors: the type of event and the circumstances surrounding it. A call taker or dispatcher can manually upgrade or downgrade an event type based on new information or the duration of the call, to assign the event the appropriate priority. The Sergeant can modify the priority based on the updated information. Should a Sergeant determine that a priority 1 or 2 call be downgraded, they must provide their badge number along with the reason for the change. This information will be recorded in the</p>

Toronto Auditor General's Recommendation	Toronto Police Service Update
	<p>call text, allowing the dispatcher to adjust the priority to 3 accordingly.</p>
<p>#17</p> <p>Toronto Police Services Board direct the Chief, Toronto Police Service (T.P.S.) to review and update T.P.S.'s Call Taker Manual to ensure:</p> <ul style="list-style-type: none"> a. clarity of all event types and the related procedures. b. that the event type's default priority rating is consistent with police response expectation and urgency of the type of event. <p>When reviewing and updating the manual, also consider the following potential changes to specific event types and priority ratings outlined in the report:</p> <ul style="list-style-type: none"> a) Whether danger to life versus damage to property (in situations where it may be lower priority) could be better distinguished in priority ratings. 	<p>Status: Implemented</p> <p>The Communications Services manuals are reviewed and updated before every training class to ensure they reflect the latest event types, policies, language, and procedures. Since the Auditor General's audit in June 2022, the Call Taker Manual has been updated seven times and the Dispatcher Manual six times.</p> <p>This ongoing process ensures the manuals meet current standards, including NG9-1-1 requirements, and supports effective training while helping to reduce operator fatigue. Event types and priority ratings are regularly reviewed and adjusted based on new information and changing service needs, ensuring the manuals remain accurate and relevant.</p>

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<ul style="list-style-type: none"> b) Default priority ratings for events relating to civil matters. c) Further defining 'catch-all' event types (e.g. check address). 	
<p>#18</p> <p>Toronto Police Services Board direct the Chief, Toronto Police Service to explore training opportunities for communications operators to further improve their skills, particularly regarding assignment of event type, adjustment of the default priority rating, updating an event based on information on related subsequent call(s), and inclusion of key notes in the event chronology.</p>	<p>Status: In Progress - Near Completion</p> <p>Communications Services continues to enhance its training program through ongoing evaluation and updates. The training syllabus is regularly reviewed and updated for every new group of Communications Operator Trainees. In-service training for current members is provided at least semi-annually, ensuring all staff receive the latest information on event types, policies, and procedures.</p>
<p>#19</p> <p>Toronto Police Services Board direct the Chief, Toronto Police Service (T.P.S.) to analyze T.P.S.'s call answering data to identify the call taker time that impacts the police response time and evaluate the feasibility to further reduce this time interval in the view to understand and improve the overall response times for citizens, especially for high priority emergency (priority 1 to 3) calls.</p>	<p>Status: In Progress</p> <p>The call taker time metric is now included in the 9-1-1 Response & Patrol service area of the Analytics Framework. A Command-level dashboard is used to support informed decision-making using this data.</p> <p>Looking ahead, the implementation of NG9-1-1 will provide additional opportunities for enhanced analytics to further support and improve this work.</p>

Toronto Auditor General's Recommendation	Toronto Police Service Update
<p>#20</p> <p>Toronto Police Services Board direct the Chief, Toronto Police Service to ensure the clearance of a call-for-service event is communicated in a timely manner by officers, so that the dispatcher is aware of the availability of the officer units to be assigned for other calls for service.</p>	<p>Status: In Progress - Near Completion</p> <p>To support this recommendation, Corporate Communications and Strategic Projects are developing an internal “clear from scene” video campaign and messaging, scheduled for completion in Q3 2025. Additionally, Communications Services participates in onboarding sessions for new Sergeants to explain event clearance procedures and the requirements for broadcasting calls. Senior leadership also attends these sessions to emphasize the importance of units clearing calls in a timely manner.</p> <p>The NicheRMS project will assist with the configuration of the Mobile Public Safety (M.P.S.) system, which includes a "cleared" button feature to ensure that dispatchers are promptly informed when a call-for-service event is cleared by officers. When an officer uses the M.P.S. cleared button, the system will automatically update the status of the call in real-time within the NicheRMS. This immediate update notifies the dispatcher of the officer's availability for reassignment to other calls for service, thereby enhancing the efficiency of the call handling process and ensuring timely communication.</p>
<p>#21</p> <p>Toronto Police Services Board direct the Chief, Toronto Police Service, in collaboration with Toronto Paramedic Services and Toronto Fire Services, to achieve live-time interconnectivity in communication on 9-1-1 calls and events amongst these entities, both currently, and in the implementation of the Next Generation 9-1-1 solution moving forward. This should include consideration of an interface of the Intergraph Computer Aided Dispatch system to allow for improved communication during 9-1-1 call transfers and events, and to specifically assist with communication where Toronto Police Service are no longer required by Toronto Paramedic Services and/or Toronto Fire Services as applicable, so as to avoid unnecessarily committing police resources.</p> <p>City Council Motion 22-AU13.5 #2</p>	<p>Status: In Progress</p> <p>Toronto Fire Services (T.F.S.) and Paramedic Services already have live interconnectivity. The 9-1-1 Committee's technical review team has established an interface architecture, and enhancements to the existing Paramedic Services and T.F.S. interface. These enhancements are expected to be completed by Q1 2025 and will serve as a foundation for developing a more complex interface with T.P.S. However, the integration with T.P.S. is contingent on resource availability and is not anticipated to be completed before Q4 2025. In addition to live-time interconnectivity with T.F.S./Paramedic Services, incorporation of T.C.C.S. into a Computer Aided Dispatch (C.A.D.) system is being explored to enhance interconnectivity and call transfers.</p>

Toronto Auditor General's Recommendation	Toronto Police Service Update
<p>#22</p> <p>Toronto Police Services Board, in consultation with the Chief, Toronto Police Service and its Corporate Services Command -- Legal Services, to engage with the City and City Council for the collection of the 9-1-1 levy or request a change in legislation with the provincial government, so that a 9-1-1 levy can be collected by the telecommunication service providers and remitted to the Public Safety Answering Point, particularly given the fiscal sustainability issues with the implementation of mandated Next Generation 9-1-1 requirements, and given this is the current practice in most other provinces in Canada.</p>	<p>Status: Supporting Role Only</p>
<p>#23</p> <p>The City Manager, in consultation with Toronto Police Services Board, Toronto Police Service (T.P.S.), and City's Legal Services, to include the following to inform its feasibility review of whether to move the 9-1-1 operations to a non-police City Service:</p> <p>a) fulsome cost/benefit analysis that includes the potential impact to call answer and call response time of police, fire, and ambulance, and the other related functions of the call center such as audio and data requests including for court proceedings, and maintenance of radio communications.</p> <p>b) cost impact and feasibility with regards to staffing, given the current collective agreement of communications operators.</p> <p>c) legislative feasibility given the current draft and forthcoming legislative requirements related to the delivery of policing and related services, in particular, the involvement of the police service in the Public Safety Answering Point (P.S.A.P.) dispatching function.</p>	<p>Status: Supporting Role Only</p> <p>City update - further discussions to inform the feasibility review of a non-police, City-operated 9-1-1 service will take place following implementation of other Auditor General recommendations set out in AU13.5/AU13.6.</p>

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<p>d) legal risk and who would be responsible for those 9-1-1 calls and/or alternate non-police response where police are not dispatched, and it results in a negative outcome.</p> <p>e) governance model for P.S.A.P. with the view to enhance interoperability and coordination of emergency response services delivered.</p> <p>f) the goals and outcomes that are intended through a potential move of the 9-1-1 operations, and whether other strategies may be more effective, efficient, and economical to achieve those, such as offering another phone number for non-police response such as 2-1-1, and/or working together with T.P.S. on other strategies, including but not limited to, updating the 9-1-1 communications operators manual, additional training, data and technological supports for communications operators and police officers, and increased public education and awareness.</p>	
<p>#24</p> <p>Toronto Police Services Board direct the Chief, Toronto Police Service, in collaboration with the City, to undertake public education campaigns (including targeted awareness programs) and ongoing public education initiatives to improve public awareness and understanding on distinguishing between the various lines and the proper use of 9-1-1, the non-emergency line (416-808-2222), online police reporting, and other non-police alternative resources, including promotion of 2-1-1 (assistance in connecting people with community and social service resources) and 3-1-1.</p> <p>Assessment should be made to evaluate the effectiveness of these campaigns and initiatives on call behaviors. The campaign and/or initiatives should:</p> <p>a) include strategies to increase public awareness on what to do when the caller dials 9-1-1, including the specific</p>	<p>Status: In Progress - Near Completion</p> <p>In 2023, T.P.S. ran two social media campaigns: late October to December highlighting key contact numbers and services, and another in June focused on preventing accidental 9-1-1 calls. Both campaigns saw strong engagement.</p> <p>Building on this success, T.P.S. secured dedicated funding for future public education through the 2024 Operating Budget. The "Make the Right Call" campaign ran from October 28 to December 28, 2024, using illustrations to educate the public on appropriate contact numbers in multiple languages.</p> <p>T.P.S. participated in the first province wide "Every Second Counts" campaign, aimed at reducing non-emergency calls to 9-1-1. Social media channels are being used to amplify this message.</p> <p>Looking ahead, a new public communications initiative will launch in Q2 2025, focusing on proper call etiquette after the NG9-1-1</p>

Toronto Auditor General's Recommendation	Toronto Police Service Update
<p>information that needs to be provided to the call taker in order to shorten police response time, how to prevent pocket dials, and what to do when an individual dials 9-1-1 by mistake.</p> <p>b) be multi-lingual.</p> <p>c) be refreshed and refocused periodically to address the 9-1-1 call analysis results to reduce unnecessary or avoidable non-emergency related calls to 9-1-1.</p> <p>City Council Motion 22-AU13.5 #4</p>	<p>migration. Future phases will highlight the online reporting portal as part of the call diversion program. In collaboration with I.T.S, Communications Services is updating the phone tree system to guide callers to the online C.O.R.E. and parking portals.</p>
<p>#25</p> <p>Toronto Police Services Board direct the Chief, Toronto Police Service (T.P.S.), in collaboration with the city, to consider a shorter and easier to remember number (if possible three digits) for T.P.S.'s dedicated non-emergency line.</p> <p>City Council Motion 22-AU13.5 #5</p>	<p>Status: In Progress</p> <p>T.P.S. and Communications Services are actively collaborating with phone carriers to launch *TPS, a new, more accessible and user-friendly non-emergency number. This will be available to the public by the end of Q2 2025.</p> <p>T.P.S. is working with the City to include this number in June 2025 and future 'Make the Right Call' campaigns.</p>
<p>#26</p> <p>Toronto Police Services Board direct the Chief, Toronto Police Service (T.P.S.) to further improve T.P.S.'s website so that it is easy for the public to navigate and to find information on the 9-1-1, non-emergency line (8-2222), and online reporting.</p>	<p>Status: Implemented</p> <p>In June 2022, T.P.S. updated its website to make it easier for the public to find information about 9-1-1, the non-emergency line, and online reporting. The home page now features a clear "Who Do I Call" section and helpful infographics explaining when to use each service.</p> <p>In October 2024, the website's branding for emergency and non-emergency numbers was updated to match the "Make the Right Call" campaign, making the information even more visible and user-</p>

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	friendly. The website continues to be reviewed and updated as needed to ensure information remains clear and accessible.



5. Correspondence from City Council – May 2025



PUBLIC REPORT

June 16, 2025

To: Chair and Members
Toronto Police Service Board

From: Dubi Kanengisser
Executive Director

Subject: **Correspondence from City Council – May 2025**

Purpose: ☒ Information Purposes Only ☐ Seeking Decision

Background:

The Board is in receipt of correspondence from Toronto City Clerk dated May 20, 2025 and June 12, 2025, notifying the Board that at its meetings held on April 23 and 24 and May 21 and 22, 2025, Toronto City Council adopted the following items:

- [GG20.14](#) - Establishing The City of Toronto Mayor's Awards for Artificial Intelligence Innovation within City Divisions, Agencies, and Boards;
- [EX23.4](#) – Management Update: Auditor General Recommendations on 9-1-1 Operations and Responses to Calls for Service by the Toronto Police Service;
- [EX23.5](#)- 2025 Update on SafeTO Implementation; and,
- [CC30.5](#) - Proposed By-law Amendment to Provide Access to Social Infrastructure.

GG20.14: Establishing The City of Toronto Mayor's Awards for Artificial Intelligence Innovation within City Divisions, Agencies, and Boards;

The Clerk has notified the Board that City Council, on April 23 and 24, 2025, adopted Item GG20.14 and, in so doing, has

1. Directed the General Manager, Economic Development and Culture and the Chief Technology Officer to establish the annual Mayor's Data and Artificial Intelligence Innovation Challenge to recognize, celebrate, and inspire non-City individuals and organizations as well as City divisions, agencies and corporations that leverage data and AI to showcase research, projects, or solutions that address opportunities to foster civic engagement and public service delivery in Toronto.

2. Requested the boards of City Agencies and Corporations to participate in the Mayor's Data and Artificial Intelligence Innovation Challenge.

EX23.4: Management Update: Auditor General Recommendations on 9-1-1 Operations and Responses to Calls for Service by the Toronto Police Service

The Clerk has notified the Board that City Council, on May 21 and 22, 2025, adopted Item EX23.4 and, in so doing, has:

1. Requested the Toronto Police Service Board to direct the Chief, Toronto Police Service to work in collaboration with the City of Toronto, to implement measures to maximize the number of 9-1-1 calls diverted to the Toronto Community Crisis Service that meet the criteria for Toronto Community Crisis Service response, and for such measures to include:
 - a. enhancing call diversion data shared with the City;
 - b. enhancing Toronto Community Crisis Service training programs and resources for Toronto Police Service Communications Services staff; and
 - c. establishing targets for Toronto Community Crisis Service call diversion, with an aim to increase call diversion year over year.
2. Forwarded the Item to the Toronto Police Service Board to inform continued action and next steps on the Auditor General's recommendations.

EX23.5- 2025 Update on SafeTO Implementation

The Clerk has notified the Board that City Council, on May 21 and 22, 2025, adopted Item EX23.4 and, in so doing, has:

1. Directed the Executive Director, Social Development to work with Toronto Police Service and other relevant partners to advance SafeTO Action 5.1: Engaging residents and build their capacity to lead by developing a toolkit that includes relevant information, and best practices for the creation and implementation of resident-led Neighbourhood Watch Programs and make the information accessible on the City's Website (Toronto.ca).
2. Forwarded this Item to the Toronto Police Service Board, the Toronto Community Housing Corporation board of directors, the Toronto Public Library Board, the Toronto Transit Commission board, the Toronto District School Board, the Toronto Catholic District School Board, Conseil scolaire Viamonde and Conseil scolaire catholique MonAvenir.

CC30.5 - Proposed By-law Amendment to Provide Access to Social Infrastructure

The Clerk has notified the Board that City Council on May 21 and 22, 2025, adopted Item CC30.5 as amended and, in so doing, has forwarded the Item for information to the Toronto Police Service Board.

Conclusion:

It is, therefore, recommended that the Board receive this report for information.

Recommendation(s):

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

Financial Implications:

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

Respectfully submitted,

Dubi Kanengisser
Executive Director



6. Records Management System Implementation - Program Update



PUBLIC REPORT

June 13, 2025

To: Chair and Members
Toronto Police Service Board

From: Myron Demkiw
Chief of Police

Subject: **Records Management System Implementation - Program Update**

Purpose: ☒ Information Purposes Only ☐ Seeking Decision

Recommendation:

This report recommends that the Toronto Police Service Board (Board) receive this update regarding the status of the implementation of the new Records Management System (R.M.S.).

Summary:

At its April 28, 2023, meeting, the Board awarded a contract to NicheRMS for the provision of a new R.M.S. (Min. No. P2023-0428-7.0 refers). As this is a major initiative that impacts the whole of the organization, the following report contains an update on the progress of the Toronto Police Service (Service) R.M.S. implementation, including a summary of activities in 2024 and 2025, milestones for the remainder of the program, highlights of benefits to the Service emerging from this work, and a financial update.

Discussion:

Background

The NicheRMS Program is the replacement of the existing records management system, a core business operating system of the Service. The new system will improve the ability to make connections between related pieces of information and increase transparency to the public. In addition, it will generate tangible savings and cost

avoidance, reduce organizational risk, and improve other operational processes to deliver public safety services effectively and efficiently.

Work Completed To-date

Program Initiation

A project of this size and complexity requires extensive human resources with the appropriate skill set. Prior to the project kick-off in February 2024, the team was developed and includes:

- Nine part-time civilian members
- 11 external contractors
- 15 uniform members
- Subject Matter Experts (S.M.E.s) from across the Service providing part-time support

Training and Communication

The Program Team (Team) completed five weeks of training to prepare for the system design and build phase.

As the project approach is an iterative one based on change management principles, internal and external consultation / engagement is a priority. In addition to generating Service-wide understanding of the project, feedback on challenges or the realization of additional benefits can be incorporated into the project plan during the early stages.

- Consultation with approximately 1200 members
- 45 engagements with stakeholders on Investigative Standardization, including:
 - Public Prosecution Services of Canada
 - Crown Operations, Toronto Region
 - Ministry of the Attorney General
 - Centre for Forensic Sciences
 - Toronto Community Housing
 - Toronto Transit Commission
- Internal project website with information and demonstration videos

Technical

Two out of four system builds have been completed and include:

- Workflows
 - Break and Enter
 - Intimate Partner Violence
 - Property Collection
 - Arrests
- Integrations
 - Computer Aided Dispatch (C.A.D.) to R.M.S.
 - Human Resource Management System (H.R.M.S.)

- Active Directory
- Canadian Police Information Centre (C.P.I.C.)
- Phase 1 data migration, extract, and incremental synch
- Master Name Index (M.N.I.) process redefined
- 25% of Occurrence Reports
- 40% Charge Processing

Next Steps are articulated in *Appendix A*

Financial Updates

The health status of this project is Green (both on budget and on time). The overall Program Budget is \$30.5 Million (M). Approximately \$17M is allocated to resourcing for the Program. The remaining \$13.5M is allocated to infrastructure, software licensing and equipment. Spent and allocated funds to-date (June 2025) is \$10M. Remaining budget of \$20.5M forecasted to be spent from July 2025-Dec 2027.

An existing risk to the budget is the development of the training and rollout plans. Depending on options available, these may bring up dependencies such as premium pay for training delivery or additional equipment. This will be contingent on training needs and a sustainable rollout method, while still ensuring operational stability of the organization. Budget considerations will be raised in rollout discussions.

With the multi-year staffing plan approved, and not accounting for attrition, an additional \$800K for licensing will be required to support the new hires.

Risks and Issues

The biggest project risk is the retention of resources critical to executing the project, and the reliance on internal S.M.E.s. Of particular concern is uniform members that are often redeployed based on operational requirements. Lack of consistency and reliance on internal S.M.E.s has the potential to expand the timeline and costs of the project.

The go-live approach and schedule is also a fluid topic and is being developed in consultation with the Senior Leadership and with consideration of upcoming commitments such as Federation Internationale de Football Association (F.I.F.A.) events.

Program Current State

The R.M.S. Team is reporting significant positive progress. Confirmation of the benefits and goals targeted in the 2023 business case are articulated in *Appendix A*.

Conclusion:

The Program remains on time and on budget, with a high degree of confidence in the value of the implementation to the entire organization. Reporting on the next milestones to the Board will take place in Q1 2026.

Chief Transformation Officer Colin Stairs will be in attendance to answer any questions the Board may have regarding this report.

Respectfully submitted,

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

Attachments:

Appendix A – Milestones and Timelines Ahead

Appendix B – Benefits Realization Upon Implementation

Appendix A

Milestones and Timelines Ahead

Q2 2025 – Q4 2026		
	11 additional integrations being developed	Summer 2025
Build three of four		July 2025
	All occurrence reporting	
	First iteration Missing Persons workflow	
	Warrants	
	Traffic Tickets	
	Criminal Investigation Bureau (C.I.B.) Case Management	
	Finalize Charge Processing and Booking	
	Cautions and flags	
	Criminal Records	
	Offences	
	Audit	
	13 of 21 system integrations developed and configured	
Build four of four		December 2025
	Traffic collisions	
	Parking enforcement	
	Bail compliance	
	Prisoner Management	
	Case packaging and disclosure	
	Investigative standardization - Squads	
	Major Case Management workflow	
	Specialized Units - workflow	
Completion of Data Migration, Reporting and Technical streams		March 2026
Completion of testing phase		June 2026
Completion of training preparation		October 2026
Begin training and rollout activities		Fall 2026

Appendix B

Benefits Realization Upon Implementation

Reduce current duplication of data entry

- This reduction will be realized immediately upon the implementation of the new R.M.S., negating the current need for entering the same data in multiple places. This benefit will directly impact all 5000+ uniform members, but specifically the Primary Response Unit (P.R.U.) function.
- Approximately 90% of the T.P.S. Forms (currently 500+ operational forms) will be incorporated into the system.
- Digitized property collection workflow will eliminate carbon copy paper use. Officers will now photograph and enter property data using mobile devices, with bar codes and labels printed quickly.
- The integration of Digital Notes and R.M.S. means that the officer's chronology of calls attended will be automatically assembled, based on the system record. This will ensure completion of reports and notes, and the reduction of time invested to complete paperwork. The availability of digital notes will support several investigative and disclosure processes which are currently manual.

Offer a more modern and intuitive user interface to improve ease of use

There is always a learning curve in the transition to a new system; however, the new R.M.S. is based on the familiar interface of the Microsoft suite of products and, at first glance, members are finding it to be a more intuitive and recognizable interface.

Increased efficiency through automated processes

The Project Team identified a number of opportunities for automation. An example is the current phone-in transcription process to the M.N.I. with an individual being added to the records system. During our engagements, we found the M.N.I. transcription is delaying officers from completing a report and moving to the next call.

The future state will allow an officer to make the initial match with the transcription team using automated priority queues to quality check the records. This severs dependency on a centralized process and enables the officer to continue to finalize the report.

Integrated Digital Notes

- Will reduce the time required to submit the officer notes daily, including removing the requirement to scan and submit paper notes
- Automatically assembles all dispatched calls and administrative time to flow into officers' memobooks, thus providing a chronology of the day.

Job Aids

The introduction of job aids such as task assignment, digital canvas, and advanced search, will streamline workflows and increase time and effort efficiency; will support temporarily reassigned members to become more fluent in their area and achieve the required standards.

Guided Entry Form and Checklists

- Allows an officer to move through an Occurrence Report while being guided and reminded of required information, including relevant and incorporated T.P.S. Forms.
- Improves data quality & increases accountability due to process standardization and adherence.
- Incorporated into the various types of investigations, providing a guide and a report of what has been completed by whom and when. All external parties consulted in the Investigative Standardization stream of the Program Checklists strongly urged and supported their use. (Public Prosecution Services of Canada, Crown Operations – Toronto Region, Ministry of the Attorney General, Centre for Forensic Sciences)

Visual Linkage Charts

- Provides the ability to visually see links between people, locations, vehicles and businesses. These visual linkage charts will be key in investigative work, and the migration of legacy data means that investigators can leverage these new tools immediately.

Visibility into Team Workload

The Service excels at analytical and reporting capabilities; however, there are limitations in current visibility into operations and the timing of the current analytical snapshot is post-operational.

- Live operational dashboards, allowing supervisors to view consolidated data on the current state of operations at individual, platoon, division levels, as well as cross-divisionally, providing the opportunity for better decision making and staff deployments.
- The current Unit Commander Management Report (U.C.M.R.) is a consolidation of data from various sources, which is typically a day delayed snapshot, combined with manual input of information at each division level. This report will be automatically generated with better insights into the type of work that is occurring at each division, unit and platoon level.
- Live operational snapshots across the organization. Consultations with the field provided important feedback and ideas on where operational snapshots will reduce the current manual way of looking for information. This provides officers

with a better way to brief on what is going on in their communities. In the case of Neighbourhood Community Officers, their 7 days on, 7 days off shifts leave them curious about what has occurred in the community during their 7-day absence. In the current state, officers must search manually and read through each occurrence, with no visual summary to show trends in the community. The new R.M.S. will provide a community snapshot that will allow them to see what has occurred at a macro / trend level and drill down for individual report-level details.

Improved ability to conduct quicker analysis

The R.M.S. will become a single source of operational data, providing an ability to understand what is happening in the system at any given time.

- Legacy data migrated into the new R.M.S.
- Broader spectrum of calls being brought over from C.A.D. to the R.M.S.
- Merging of officer notes with occurrence reports means the R.M.S. will become a single, searchable source of operational data

Increased opportunity for data sharing and integration capabilities with partner agencies

The Service will be able to pursue use cases where data sharing with partner agencies can be improved upon.

- Approximately 80% of uniform members across the province will be working on the same platform providing significant opportunities for data sharing capabilities, increasing the tools available to support officer safety and public safety. For example, the Service will be able to support the Alcohol and Gaming Commission of Ontario by improved prioritization in the deployment of investigators to ensure licensing compliance.

Improve investigative capability through delivery of data linkages (most up-to-date information readily available and visible in one place)

- Investigative standardization through a common, familiar, and guided path for all investigations.
- System-level foundation for investigative staffing cross-deployment.
- Thorough and detailed investigation; greater success in court.
- Flags when related subjects are involved in any police interactions throughout the city; coupled with information sharing across public safety entities to conduct wider searches and information requests across jurisdictions.

Enable a structured auditing process

- The audit stream work of the Program has begun in spring 2025 and will configure this function incrementally through December 2025. We expect the audit functionality in the new R.M.S. to meet all Service requirements and we will report back on any additional benefit gained in this stream.

Rationalization and Cost Avoidance

- Implementing the new R.M.S. will allow the Service to cut operating costs by consolidating Information Technology (I.T.) systems, saving \$786K annually.
- At the initial system go-live, the target is to rationalize eight I.T. systems and replace those with the new R.M.S.
- Further to the go-live, there are additional systems that may be candidates for rationalization but will require analysis and work to conclude (beyond the scope of the initial implementation work).

Convergence with the Digital Program

- Work initiated in the R.M.S. can be extended to ensure the efficiency is extended beyond records keeping. For example, agency referrals and integration with external agencies and online citizen reporting.
- Multiple use cases exist to leverage the new platforms to infuse efficiency into the administrative efforts of divisions and to reduce data silos.
- Further opportunities where combined with the Digital Program, the experience of interaction with police can be improved for the public. These include digital signatures, emailed copies of interactions, post-interaction surveys, the ability to share additional information with the public, and many others.
- Significant opportunity exists in ensuring these programs converge around the goal of increasing efficiency, member experience and enhancing the public experience with police interactions.



7. Contract Award to NEC Corporation of America for Facial Recognition Solution



PUBLIC REPORT

June 12, 2025

To: Chair and Members
Toronto Police Service Board

From: Myron Demkiw
Chief of Police

Subject: **Contract Award to NEC Corporation of America for Facial Recognition Solution**

Purpose: ☐ Information Purposes Only ☒ Seeking Decision

Recommendations:

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

- 1) approve a contract award to NEC Corporation of America (NEC) for facial recognition solution for a five-year period commencing August 1, 2025 to July 31, 2030, plus four, one-year optional extension periods at a total estimated cost of \$3.5 million (M) over the nine-year term;
- 2) authorize the Chair to execute all required agreements and related documents on behalf of the Board, subject to approval by the City Solicitor as to form; and
- 3) authorize the Chief to exercise the options to extend the contract subject to ongoing business need, continued funding, and satisfactory vendor performance.

Financial Implications:

The contract with NEC is valued at an estimated \$3.5M over nine years, inclusive of the four, one-year optional extension periods. The estimated annual costs are as follows:

Contract Year	Period (August – July)	Operating Cost (\$000s)	Capital Cost (\$000s)	Total Estimated Cost (\$000s)
Year 1	2025 - 2026	\$208.4	\$493.0	\$701.4
Year 2	2026 - 2027	\$316.0	-	\$316.0
Year 3	2027- 2028	\$325.5	-	\$325.5
Year 4	2028 - 2029	\$335.3	-	\$335.3
Year 5	2029 - 2030	\$345.3	-	\$345.3
Year 6	2030 - 2031	\$355.7	-	\$355.7
Year 7	2031 - 2032	\$366.4	-	\$366.4
Year 8	2032 – 2033	\$377.4	-	\$377.4
Year 9	2033 – 2034	\$388.7	-	\$388.7
Total		\$3,018.7	\$493.0	\$3,511.7

The capital funding for this contract award is included in the Toronto Police Service's 2025-2034 capital program (Min. No. P2024-1212-4.3 refers). Year 1 operating cost will be incurred in 2026, following full implementation. The cost for subsequent years of the contract term will be included in the operating and capital budget requests for each respective year.

Summary:

The purpose of this report is to request the Board's approval for a contract award to NEC for facial recognition solution.

Discussion:

Background

The Toronto Police Service (Service) is the largest municipal police service in Canada, mandated by the Community Safety and Policing Act, 2019, to deliver public safety services. Governed by provincial statute, the Service operates as a public policing organization, serving the community through law enforcement and crime prevention efforts.

Within the Service, the Forensic Investigation Services (F.I.S.) conducts forensic investigations at crime scenes, collects and analyses evidence, verifies the identity of individuals with criminal records, maintains searchable fingerprints and mugshot databases. The facial recognition solution results are utilized by police investigators for investigative purposes.

Since 2018, the Service has relied on a facial recognition solution to support its core policing duties. However, significant advancements in the facial recognition solution industry have occurred since the program's inception. The Service now seeks to leverage

these developments to enhance facial recognition processes, to improve accuracy and the ability to evaluate images.

It is important to note that although this Solution will provide new capacity for the Service, the Solution's A.I. components will not impact any processes in relation to how the Service will use Facial Recognition. The A.I. components will only enhance the matching algorithms used to produce a list of candidates of potential matches for human comparison. A Facial Recognition Analyst will always review the list of candidates that the Solution produces before being approved for dissemination as an investigative lead.

Information & Technology Command will continue to be engaged to ensure the Solutions AI components are in compliance with T.P.S. procedure 17-14 Artificial Intelligence Technology.

Relevant Board Policies and Compliance

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

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

...

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

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

...

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

(a) The other provisions of this bylaw and purchasing Procedures have been followed;

(b) The Award is being made to the vendor with the Lowest Cost Bid or the Highest Scoring Submission;

(c) There have been no disputes associated with the Solicitation; and

(d) At least one of the following is true:

(i) Funds for the purpose of the Award are available in the interim operating budget or budget in the year in which the Award and expenditure are being made and the expenditure in that year does not exceed the amount of the available funds; or

(ii) The Capital Project and its funding have been approved and funds are available for the purpose of the Award.

Procurement Process

In July 2023, the Service completed a comprehensive Request for Information (R.F.I.) process to gather valuable insight into current industry developments, innovations, and best practices. The information collected through the process was instrumental in shaping and informing the development of the subsequent Request for Proposal (R.F.P.).

The Service's Procurement Unit published R.F.P. #1701164-24 for a Facial Recognition Solution on MERX on December 18, 2024, with a closing date of February 14, 2025. Forty-eight suppliers downloaded all or part of the R.F.P. document from MERX and five submissions were received upon closing.

Proposals were first reviewed for compliance with mandatory requirements and were rated on a pass/fail basis. One proposal did not pass the mandatory requirements and was not evaluated further.

There were three stages to the R.F.P. evaluation process - Rated Criteria, Solution Demonstration, and Pricing. All compliant proposals were evaluated against the Rated Criteria and the top three highest scored proposals meeting the minimum threshold score of 75% were shortlisted for Solution Demonstration. The top two highest scored proposals in both the Rated Criteria and Solution Demonstration meeting the minimum threshold score of 75% were then shortlisted to move to Pricing.

NEC was the highest overall scoring proponent and is therefore being recommended for award.

Conclusion:

For the reasons outlined above, it is recommended that the Board approve the contract award to NEC for facial recognition solution for a five-year term commencing August 1, 2025 to July 31, 2030, plus four, one-year optional extension periods, at a total estimated cost of \$3.5M over the nine-year term.

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



8. Contract Award to Stevens & Black Electrical Contractors Ltd. for the Provision of Electrical Services



PUBLIC REPORT

April 11, 2025

To: Chair and Members
Toronto Police Service Board

From: Myron Demkiw
Chief of Police

Subject: **Contract Award to Stevens & Black Electrical Contractors Ltd. for the Provision of Electrical Services**

Purpose: ☐ Information Purposes Only ☒ Seeking Decision

Recommendation(s):

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

- 1) approve a contract award to Stevens & Black Electrical Contractors Ltd. (Stevens & Black) for the provision of electrical and communications cabling repairs, installations, renovations and modifications for a three-year period commencing August 1, 2025 to July 31, 2028, plus two, one-year optional extension periods at a total estimated cost of \$15 million (M) over the five-year term;
- 2) authorize the Chair to execute all required agreements and related documents on behalf of the Board, subject to approval by the City Solicitor as to form; and
- 3) authorize the Chief to exercise the options to extend the contract subject to ongoing business need, continued funding and satisfactory vendor performance.

Financial Implications:

The contract with Stevens & Black is valued at \$15M over five years, inclusive of the two one-year optional extension periods. The initial three-year term will be from August 1, 2025 to July 31, 2028, at a cost not to exceed \$3M each year.

Funding for this contract award is included in the Toronto Police Service's (Service's) 2025 operating and capital State of Good Repair budget requests. The cost for subsequent years of the contract term will be included in the operating and capital budget requests for each respective year.

Summary:

The purpose of this report is to request the Board's approval for a contract award to Stevens & Black for the provision of electrical and communications cabling repairs, installations, renovations and modifications.

Discussion:

Background

The Service requires an electrical services provider to install and repair electrical and communications cabling at its facilities. The establishment of a contract with a dedicated supplier will allow the Service to respond quickly to requests for electrical and communications cabling repair services, as well as new installations and modification of electrical and communications cabling for various Facilities Management and Information Technology Services projects.

The projects may range from minor repairs to mid and larger scale installations and modifications; however, the total annual work is not expected to exceed \$3M.

The recommended supplier will be required to work closely with other suppliers, the Service's Facility Management and Information Technology Services Units, and City of Toronto personnel in the co-ordination and completion of the work.

Relevant Board Policies and Compliance

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

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

...

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

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

...

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

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

Procurement Process

The Service's Procurement Services Unit published Request for Proposal (R.F.P.) number 1726775-25 for the provision of Electrical Services for Repairs, Renovations and Modifications on MERX on Friday, March 7, 2025, which closed on Tuesday, April 1, 2025. Thirty-five suppliers downloaded all or part of the R.F.P. documents from MERX and two proposals were received.

The Service's Procurement Services Unit contacted the 33 suppliers that had downloaded the R.F.P. in whole or in part but had not submitted a proposal to ask why they had not submitted a proposal. Four suppliers responded and provided the following reasons for not submitting a proposal:

- The supplier is unable to meet the project requirements;
- Bid was clear but not within the supplier's scope of work;
- The supplier was unable to meet the requirement for a Certificate of Recognition (C.O.R.) or International Organization for Standardization (I.S.O.) certification.; and.
- Scope of work was not within our capabilities.

There were three stages to the R.F.P. evaluation process: mandatory requirements, rated criteria, and pricing. Both proponents passed all three stages, and Stevens & Black was the highest scoring proponent and is therefore, being recommended for the award.

Conclusion:

For the reasons outlined above, it is recommended that the Board approve a contract award to Stevens & Black for the provision of electrical and communications cabling repairs, installations, renovations, and modifications for the period of August 1, 2025 to July 31, 2028, plus two, one-year optional extension periods, at a total estimated cost of \$15M over the five-year term. Stevens & Black will be subject to performance evaluations during the term of the contract to ensure a satisfactory level of performance.

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

Respectfully submitted,

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



9. Request for Special Funds – Champions of Change 2025 Awards Gala



PUBLIC REPORT

June 24, 2025

To: Chair and Members
Toronto Police Service Board

From: Dubi Kanengisser
Executive Director

**Subject: Request for Special Funds – Champions of Change
2025 Awards Gala**

Purpose: ☐ Information Purposes Only ☒ Seeking Decision

Recommendation(s):

It is recommended that, as an exception to its Special Fund Policy, the Toronto Police Service Board (the Board) approve funding in the amount of \$5,000.00 to sponsor the 2025 Champions of Change Awards Gala that is being organized by Canada Beyond the Blue.

Financial Implications:

If the Board approves the recommendation contained within this report, the Board's Special Fund will be reduced by \$5,000.00. The current approximate balance of the Special Fund is \$617,177.

Summary:

Canada Beyond the Blue's 4th Annual Champions of Change Awards Gala acknowledges and celebrates police service Members and community partners who are championing the advancement of mental health and well-being initiatives within their respective police services. The purpose of this report is to recommend that the Board sponsor the Gala, both to support the work of Canada Beyond the Blue, and to demonstrate the Board's dedication to the mental health and well-being of Service Members.

Discussion:

Canada Beyond the Blue

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

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

Board's Commitment to Mental Health

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

Champions of Change Gala

Canada B.T.B. is organizing the 4th Annual Champions of Change Awards Gala taking place on September 4, 2025, to acknowledge and celebrate police service Members and community partners who are championing the advancement of mental health and well-being initiatives within their respective police service. This Gala is an extension of the Canada B.T.B. Memorial which remembers officers who have died by suicide. It is imperative that we honour those lives, paying tribute to their contributions to our community safety and their role in our organizations. It is important that we learn from these tragedies, and make the necessary changes so we can, as best as possible, prevent another life from being lost.

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

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

Awards of Excellence

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

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

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

Therefore, I am recommending that the Board provide sponsorship to the 4th Annual Gala, which will go towards the purchase of a table, logo placement on campaign materials, and a half page in the gala program.

Relevant Board Policies and Compliance

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

Conclusion:

Given the Board's ongoing commitment to providing support to the well-being of Members of the Toronto Police Service, and the Board's important relationship with Canada B.T.B.'s Toronto Chapter, I am recommending that, as an exception to its Special Fund Policy, the Board approve funding in the amount of \$5,000.00 to sponsor The Champions of Change Awards Gala.

Respectfully submitted,

Dubi Kanengisser
Executive Director

Contact

Sheri Chapman
Executive Assistant to Chair
Email: Sheri.Chapman@tpsb.ca



10. Toronto Police Service Board Special Fund – Annual Specified Procedures Report for the Year Ending December 31, 2024



PUBLIC REPORT

June 20, 2025

To: Chair and Members
Toronto Police Service Board

From: Dubi Kanengisser
Executive Director

Subject: Toronto Police Service Board Special Fund – Annual Specified Procedures Report for the Year Ending December 31, 2024

Purpose: ☒ Information Purposes Only ☐ Seeking Decision

Summary:

The purpose of this report is to provide the Toronto Police Service Board (Board) with the annual Specified Procedures Report, performed by K.P.M.G. L.L.P. The audit revealed that the Board is in compliance with the administrative processes as outlined in the Board's Special Fund Policy.

Discussion:

Background

Attached is the Specified Procedures Report which provides results of the audit of the Police Service Board Special Fund, for the year ending December 31, 2024. The audit is performed by independent external auditors, to assist the Board in evaluating the application and disbursement procedures and processes related to the Special Fund. This audit tests the degree to which the Board is adhering to its Policy governing the Special Fund.

Audit of the Special Fund

The 2024 audit included a review of Special Fund disbursements, bank statements, bank deposits, disbursements that are an exception to the policy, account balance, record keeping, signatories, etc. The audit revealed that the Board is in compliance with the administrative processes as outlined in the Board's Special Fund Policy.

A copy of the auditor's findings is attached to this report.

Conclusion:

It is, therefore, recommended that the Board receive the annual Specified Procedures Report, performed by K.P.M.G. L.L.P.

Recommendation(s):

This report recommends that the Board receive the annual Specified Procedures Report, performed by K.P.M.G. L.L.P.

Financial Implications:

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

Respectfully submitted,

Dubi Kanengisser
Executive Director

Contact

Sheri Chapman
Executive Assistant
Email: sheri.chapman@tpsb.ca

Attachment: Report from KPMG Specified Auditing Procedure



KPMG LLP

Vaughan Metropolitan Centre
100 New Park Place, Suite 1400
Vaughan, ON L4K 0J3
Canada
Telephone 905 265 5900
Fax 905 265 6390

REPORT ON SPECIFIED AUDITING PROCEDURES

To the Toronto Police Services Board

Toronto Police Services Board Special Fund ("TPSB Special Fund") - Section 9100 Report on the result of applying specified auditing procedures to financial information other than financial statements.

As specifically agreed upon with you, we have performed the specified auditing procedures as described in Appendix A, with respect to the TPSB Special Fund. The procedures were performed solely to assist you in evaluating compliance with the application and disbursement procedures and processes related to the TPSB Special Fund during the year ended December 31, 2024.

Our engagement was performed in accordance with Canadian generally accepted standards for specified auditing procedures engagements.

We make no representation regarding the appropriateness and sufficiency of the specified auditing procedures. These specified auditing procedures do not constitute an audit or review, and therefore we are unable to and do not provide any assurance. Had we performed additional procedures, an audit or review, other matters might have come to light that would have been reported. The findings included in Appendix B relate only to the elements, accounts, items or financial information specified above and does not extend to any of the TPSB Special Fund's financial statements as a whole.

A handwritten signature in black ink that reads 'KPMG LLP' with a long horizontal line underneath.

Chartered Professional Accountants, Licensed Public Accountants

Vaughan, Canada

June 23, 2025

APPENDIX A: Specified procedures

Application and disbursement procedures

Haphazardly select 25% of the number of annual disbursements (cheques) from the TPSB Special Fund general ledger and:

1. Ensure the Toronto Police Services Board (the "Board") approval has been obtained for the disbursement.
2. Ensure that the cheque amount agrees to the approved amount, and that such amount is recorded in the TPSB Special Fund general ledger (book of accounts).
3. Ensure that a Board report which includes an overview of the funding proposal is submitted to the Board for approval in accordance with the TPSB Special Fund Policy.
4. Ensure that the cheque is signed by the appropriate signatories in accordance with the TPSB Special Fund approval guidelines and policies.

General procedures

5. Haphazardly select 10 disbursements from the TPSB Special Fund and ensure that the funding is provided prior to the date of the event/activity, as specified in the funding application.
6. Haphazardly select six bank statements and ensure that the account balance does not fall below \$150,000 during the period covered by the statement, as set out in the TPSB Special Fund Policy.
7. Request the Board office to provide a listing of disbursements which were exceptions to the policy and ensure that the Board approved the disbursement despite the exception by reference to the Board minutes.
8. Haphazardly select 10 deposits within the bank statements and ensure that they are from authorized revenue sources as allowed by the Police Services Act.

APPENDIX B: Findings

Procedure 1 to 4:

We haphazardly selected 14 disbursements from the TPSB Special Fund bank statements for testing, itemized below, for the year ended December 31, 2024, representing 25% of the total number of annual disbursements for the year ended December 31, 2024.

For each disbursement selected, we completed procedures 1 through 4 and have noted no exceptions.

Disbursements (cheque numbers)			
1747	1773	1739	1776
1769	1757	1764	1780
1789	1751	1792	
1782	1738	1755	

Procedure 5:

We haphazardly selected 10 disbursements, itemized below, from the TPSB Special Fund bank statements and ensured that the funding was provided prior to the date of the event or activity, as specified in the funding application.

Any exception noted is summarized in procedure 7.

Disbursements (cheque numbers)			
1743	1776	1786	1759
1773	1747	1779	
1782	1766	1770	

Procedure 6:

We haphazardly selected six bank statements of the TPSB Special Fund, itemized below, and ensured that the account balance did not fall below \$150,000 during the period covered by the statement, as set out in the TPSB Special Fund Policy.

We have not found any exceptions as a result of completing this procedure.

Monthly bank statements		
February 2024 April 2024	May 2024 June 2024	October 2024 December 2024

APPENDIX B: Findings (continued)

Procedure 7:

Based on inquiry with Toronto Police Services Board representative, there were 2 exceptions to the policy identified during the year ended December 31, 2024. These exceptions were approved by the Board.

Exceptions to the policy		
Exception #	Description	Board minutes reviewed
1	The Board approved the cost of \$5,000 to sponsor the "Association of Black Law Enforcers 32nd Annual Scholarship Awards Gala.	Yes. As per P2024-0912-9.0
2	The Board also approved an amount of \$3,500 toward one of the scholarships at the event.	

Procedure 8:

We haphazardly selected 10 deposits to the TPSB Special Fund, itemized below, and ensured that they were from authorized revenue sources as allowed by the Police Services Act.

We have found no exceptions to report as a result of completing this procedure.

Deposit date	Revenue source
October 8, 2024 - \$7,787.46	Unclaimed Funds
January 18, 2024 - \$21,534.90	Proceeds from Auction
March 19, 2024 - \$8,845.19	Unclaimed Funds
September 24, 2024 - \$30,190.55	Proceeds from Auction
January 18, 2024 - \$9,872.00	Unclaimed Funds
May 6, 2024 - \$196.80	The Beer Store
March 14, 2024 - \$2,392.00	Mutilated Bank Notes
January 9, 2024 - \$10,760.47	Unclaimed Funds
April 29, 2024 - \$3,532.32	Unclaimed Cash
January 18, 2024 - \$9,880.00	Unclaimed Funds



11. Response to the Jury Recommendations from the Coroner's Inquest into the Death of the Unidentified Male



PUBLIC REPORT

May 28, 2025

To: Chair and Members
Toronto Police Service Board

From: Myron Demkiw
Chief of Police

Subject: **Response to the Jury Recommendations from the
Coroner's Inquest into the Death of the Unidentified Male**

Purpose: ☒ Information Purposes Only ☐ Seeking Decision

Recommendation:

This report recommends that the Toronto Police Service Board (Board) receive the following report for information and forward a copy of the report to the Chief Coroner for the Province of Ontario.

Financial Implications:

The current operating budget contains sufficient funding to be in compliance with the jury recommendations and future operating budget submissions will seek to maintain sufficient funding in order to be in compliance with the jury recommendations on an ongoing basis.

Summary:

A Coroner's inquest into the death of the Unidentified Male was conducted in the City of Toronto during the period of September 16, 2024, to September 24, 2024.

As a result of the inquest, the jury made ten (10) recommendations, six (6) of which were directed exclusively to the Toronto Police Service (Service). Two (2) recommendations were directed to the Ontario Police College, one (1) recommendation was directed to the Ministry of the Solicitor General, and one (1) recommendation was directed to the Ministry of Health.

Toronto Police Service Board

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All six (6) recommendations directed to the Service have been implemented. The purpose of this report is to inform the Toronto Police Service Board (Board) of the Service's response to the jury recommendations.

Discussion:

Background

The following is a summary of the circumstances of the death of the Unidentified Male and issues addressed at the inquest, as delivered in the Verdict Explanation by Richard Macklin, Presiding Officer. For ease of reference, the Verdict Explanation, including all recommendations, is attached to this report as "Appendix A."

Summary of Circumstances of the Death

"An Unidentified Male was shot by an officer with the Emergency Task Force (ETF) of the Toronto Police Service (TPS) on June 17, 2016, and died as a result of the gunshot wounds. The background of the incident is detailed below.

A briefing concerning the known (although not by name) Unidentified Male was held on the morning of June 17, 2016, that included members of the Toronto Police Service Emergency Task Force (ETF), the Toronto Police Service Sex Crimes Unit (SCU), and officers with the Canadian Pacific Police Service (CPPS). The briefing was to devise a plan to approach the Unidentified Male, serve him with a summons to register with the Ontario Sex Offender Registry, and arrest him for trespass on Canadian Pacific property without incident.

During the briefing, the Unidentified Male's previous interactions with members of the Toronto Police Service were discussed. The officers were advised that in January of 2012, the Unidentified Male advanced towards Toronto Police Service officers holding a knife and did not respond to police commands. He was subsequently shot by a police officer, transported to a hospital, and survived. The officers were also advised that in March of 2015, officers from the SCU, 12 Division officers, and officers with the CPPS approached the Unidentified Male and identified themselves. The Unidentified Male grabbed a baseball bat, began swinging the baseball bat, and advanced towards the officers. The ETF was called and arrived on scene where the Unidentified Male continued to advance towards officers. He was eventually taken into custody after the ETF deployed less lethal use-of-force options, including a conducted electrical weapon ("Taser"), on him. A knife was found on this person following this interaction.

A subsequent report prepared by Constable (now Sergeant) de Hartog indicates that the briefing that took place on June 17, 2016, regarding the Unidentified Male, at 31 Division, began at 7:09 a.m. by SCU and was completed at 7:25 a.m. Detective Constable Small from the Sex Offender Registry Enforcement Unit spoke during the briefing.

Constable de Hartog's report also indicates that following the initial briefing, a tactical briefing was held with members of the ETF that began at 7:44 a.m. and was

completed at 7:55 a.m. The Sergeant of the ETF was Sgt. Daley. There were eight officers from the ETF in attendance.

Officers then attended 20 Starview Lane, Toronto, where the Unidentified Male was known to repeatedly build a shelter for himself. The location was west of the train tracks behind St. Basil-The-Great College School, a Catholic Secondary School. The terrain was uneven and heavily covered with bush.

As members of the ETF were approaching the area where they believed the Unidentified Male's shelter was located, one of the ETF members slipped and fell. The ETF announced their presence. The Unidentified Male then appeared and ran towards the ETF officers with a knife. He was fatally shot by PC Cawthorne.

Emergency first aid was administered by a tactical advanced care paramedic of the Toronto Paramedic Services and members of the ETF. The Unidentified Male's death was pronounced on scene at 8:54 a.m., following a conversation between the paramedic and a physician at Sunnybrook Hospital.

A postmortem examination was conducted by Dr. Toby H. Rose, Deputy Chief Forensic Pathologist of the Ontario Forensic Pathology Service on June 18, 2016. Dr. Rose concluded that the Unidentified Male's cause of death was gunshot wounds to the face, chest, and upper left arm.

A number of attempts were made to identify the male with no success.

As set out in Exhibit 3, filed at the Inquest; probation, hospital, court, social work and medical records do not reveal his identity. Records indicated that the Unidentified Male provided different names to service providers over the years, but his identity could not be confirmed.

In addition, following the Unidentified Male's death, the Special Investigations Unit and the Office of the Chief Coroner have made efforts to identify the male with no success.

In April of 2023, the Office of the Chief Coroner requested the Toronto Police Service to conduct genetic genealogical testing on the male. In January of 2024, the genetic genealogical investigation revealed that semi-distant relatives are in Vietnam and/or Vietnamese diaspora living in the United States.

The Unidentified Male's dental records are being maintained at Western University, and his DNA is on file at the Centre of Forensic Sciences and the National DNA Databank, in the hopes of making some connection in the future that may identify him."

Stakeholder Analysis

Service subject matter experts from multiple units, including the Emergency Task Force, Toronto Police College, Community Partnerships and Engagement Unit, and Strategic Planning and Governance, contributed to the responses contained in this report. In

addition, the Board's Mental Health and Addictions Advisory Panel (M.H.A.A.P.) was consulted with respect to the jury recommendations.

A chart summarizing the status of each recommendation with a comprehensive response is attached to this report as "Appendix B."

Conclusion:

As a result of the Coroner's inquest into the death of the Unidentified Male, and the subsequent six (6) jury recommendations directed to the Toronto Police Service, a review of Service governance, training, and current practices has been conducted.

The Service has implemented the six (6) recommendations put forth by the jury.

Chief 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 – Verdict Explanation – Inquest into the Death of the Unidentified Male
Appendix B – Toronto Police Service Response to the Unidentified Male Inquest

Appendix A – Verdict Explanation – Inquest into the Death of the Unidentified Male



VERDICT EXPLANATION

Inquest into the Death of UNIDENTIFIED MALE

Richard Macklin, Presiding Officer
September 16 – 20, 2024
Virtual Inquest

OPENING COMMENT

This verdict explanation is intended to give the reader a brief overview of the circumstances surrounding the death of the Unidentified Male along with some context for the recommendations made by the jury. The synopsis of events and comments are based on the evidence presented and written to assist in understanding the jury's basis for the recommendations.

PARTICIPANTS

Inquest Counsel:

Kate Forget
Office of the Chief Coroner
25 Morton Shulman Avenue
Toronto, ON M3M 0B1

**Inquest Investigator and Inquest
Constable:**

D.Cst. Jennifer Reid
Ontario Provincial Police
Office of the Chief Coroner
25 Morton Shulman Avenue
Toronto, ON M3M 0B1

Recorder:

Joseph Jourekian
First Class Conferencing Facilitation Inc.
61-1035 Victoria Road S
Guelph, ON N1L0H5

Parties with Standing:**Represented by:**

Empowerment Council, Systemic Advocates in Mental Health and Addictions

Anita Szigeti, Counsel
55 University Ave.
Suite 1100
Toronto, ON M5J 2H7

Toronto Police Service - Chief of Police

Jerry Leung, Counsel
40 College Street
Toronto, ON M5G 2J3

Toronto Police Service Board

Fred Fischer and Laura Nyman, Counsel
55 John Street, Stn. 1260
26th Flr., Metro Hall
Toronto, ON M5V 3C6

D.Cst. Greg Small, Sgt. Calum de Hartog & Cst. Jason Cawthorne

Gary Clewley, Counsel
360 Walmer Road
Toronto, ON M5R 2Y4

S/Sgt. Timothy Daley & Sgt. Michael Fonseca

Jimmy Lee, Counsel
393 University Ave., #2000
Toronto, ON M5G 1E6

SUMMARY OF THE CIRCUMSTANCES OF THE DEATH

An Unidentified Male was shot by an officer with the Emergency Task Force (ETF) of the Toronto Police Service (TPS) on June 17, 2016, and died as a result of the gunshot wounds. The background of the incident is detailed below.

A briefing concerning the known (although not by name) Unidentified Male was held on the morning of June 17, 2016, that included members of the Toronto Police Service Emergency Task Force (ETF), the Toronto Police Service Sex Crimes Unit (SCU), and officers with the Canadian Pacific Police Service (CPPS). The briefing was to devise a plan to approach the Unidentified Male, serve him with a summons to register with the Ontario Sex Offender Registry, and arrest him for trespass on Canadian Pacific property without incident.

During the briefing, the Unidentified Male's previous interactions with members of the Toronto Police Service were discussed. The officers were advised that in January of 2012, the Unidentified Male advanced towards Toronto Police Service officers holding a knife and did not respond to police commands. He was subsequently shot by a police officer, transported to a hospital, and survived. The officers were also advised that in

March of 2015, officers from the SCU, 12 Division officers, and officers with the CPPS approached the Unidentified Male and identified themselves. The Unidentified Male grabbed a baseball bat, began swinging the baseball bat, and advanced towards the officers. The ETF was called and arrived on scene where the Unidentified Male continued to advance towards officers. He was eventually taken into custody after the ETF deployed less lethal use-of-force options, including a conducted electrical weapon ("Taser"), on him. A knife was found on this person following this interaction.

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Officers then attended 20 Starview Lane, Toronto, where the Unidentified Male was known to repeatedly build a shelter for himself. The location was west of the train tracks behind St. Basil-The-Great College School, a Catholic Secondary School. The terrain was uneven and heavily covered with bush.

As members of the ETF were approaching the area where they believed the Unidentified Male's shelter was located, one of the ETF members slipped and fell. The ETF announced their presence. The Unidentified Male then appeared and ran towards the ETF officers with a knife. He was fatally shot by PC Cawthorne.

Emergency first aid was administered by a tactical advanced care paramedic of the Toronto Paramedic Services and members of the ETF. The Unidentified Male's death was pronounced on scene at 8:54 a.m., following a conversation between the paramedic and a physician at Sunnybrook Hospital.

A postmortem examination was conducted by Dr. Toby H. Rose, Deputy Chief Forensic Pathologist of the Ontario Forensic Pathology Service on June 18, 2016. Dr. Rose concluded that the Unidentified Male's cause of death was gunshot wounds to the face, chest, and upper left arm.

Attempts to identify the Unidentified Male

A number of attempts were made to identify the male with no success.

As set out in Exhibit 3, filed at the Inquest; probation, hospital, court, social work and medical records do not reveal his identity. Records indicated that the Unidentified Male provided different names to service providers over the years, but his identity could not be confirmed.

In addition, following the Unidentified Male's death, the Special Investigations Unit and the Office of the Chief Coroner have made efforts to identify the male with no success.

In April of 2023, the Office of the Chief Coroner requested the Toronto Police Service to conduct genetic genealogical testing on the male. In January of 2024, the genetic genealogical investigation revealed that semi-distant relatives are in Vietnam and/or Vietnamese diaspora living in the United States.

The Unidentified Male's dental records are being maintained at Western University, and his DNA is on file at the Centre of Forensic Sciences and the National DNA Databank, in the hopes of making some connection in the future that may identify him.

THE INQUEST

Dr. Jennifer M. Dmetrichuk, Regional Supervising Coroner for Central Region, Toronto East Office, called a mandatory inquest into the death of the Unidentified Male pursuant to section 10 of the *Coroners Act*.

The document outlining the scope of this inquest is attached as an Appendix.

The inquest was conducted in a virtual manner, with remote participation by parties with standing and remote testimony from all witnesses. In keeping with the open court principle, the inquest was streamed live.

The jury sat for four days, heard evidence from ten witnesses, reviewed ten exhibits and deliberated for three and a half hours in reaching a verdict.

VERDICT

Name of Deceased:	Unidentified Male
Date and Time of Death:	17 June 2016
Place of Death:	20 Starview Lane, Toronto, ON
Cause of Death:	Gunshot wounds to face, chest and left upper arm
By What Means:	Homicide

RECOMMENDATIONS

To the Toronto Police Service

1. Expand supportive and advisory resources available to ETF teams, particularly during the risk assessment and deployment planning process. This may include drawing from existing crisis support services (e.g. Toronto Community Crisis Services). Review applicable procedures and policies to ensure they allow for this.

Comments:

The jury heard evidence in respect of the ETF's risk assessment and deployment planning process. Witnesses from the TPS generally agreed that expanding their circle of available organizations and individuals with whom they could consult, including existing crises support services, could assist in improving outcomes.

2. Emphasize or continue to emphasize a trauma informed approach to interactions with members of the public, including in high-risk situations.

Comments:

Police officers and an Ontario Police College Instructor provided information to the jury about the approaches used in interacting with members of the public in high-risk situations. There was a general consensus that the most up-to-date practice revolves around a "trauma-informed approach". This approach involves assuming a person in a high-risk situation or a "person in crisis" has mental health or substance use issues and thus the actual diagnosis or history of the person need not be known. The jury heard evidence that presuming an individual has a mental health or substance use issue can lead to a more compassionate approach to a person in crisis.

3. Incorporate those with lived experience of mental health issues, mental health crisis, and police interaction in Crisis Negotiation training and ETF training.

Comments:

The jury heard evidence that important insights and learning could be obtained by including the above noted individuals in police training, and this approach could lead to more positive interactions with members of the public.

4. Keeping all participants' safety in mind, continue to encourage the TPS and ETF to make referrals to FOCUS tables and consider a means to identify persons with repeated high-risk interactions for referral.

Comments:

The jury heard evidence regarding the utility of FOCUS tables as a means to improve communication between persons with mental health issues and police service members. The jury heard that FOCUS tables have been beneficial in that regard and there was consensus amongst the police witnesses that FOCUS tables should be a step that continues to be encouraged.

FOCUS tables are a model that brings together the most appropriate community agencies to provide a wrap-around and risk-mitigation approach to support vulnerable individuals who are identified as being at-risk.

5. Consider revision of Policy 10-05 (Incidents Requiring the Emergency Task Force) to change current reference to “psychiatric support” to “mental health support” to allow for use of a broader range of mental health professionals and community-based supports.

Comments:

The jury heard evidence that the Toronto ETF relied on a particular psychiatrist, who has exemplary qualifications, for its mental health consultation on high risk assessment and deployment planning processes. However, it was agreed by the witnesses that some flexibility in terms of which professionals they could access at different times would be beneficial.

6. Consider establishing a policy requiring at least half of all ETF team members at any deployment be trained in crisis negotiation, in addition to the Team Leader and Sergeant.

Comments:

The jury heard evidence that roughly 50 to 60 percent of ETF members are trained in crisis negotiation. The witnesses agreed that it was beneficial to have several members trained in crisis negotiation at any high-risk call.

To the Ministry of Health

7. Identify services that a person can be referred to by police following an incident or interaction with police that results in an injury or traumatic experience.

Comments:

The jury heard evidence that there are services available to police officers when they are involved in a traumatic incident. It appears that there are no policies directed towards providing support for surviving members of the public involved in

traumatic police interactions. Thus, identifying services that could be drawn on by non-police individuals could be beneficial in these circumstances. The jury heard that the Unidentified Male in this case had survived a shooting incident that took place in 2012 and another incident involving the ETF in 2015.

To the Ontario Police College

8. Incorporate those with lived experience of mental health issues, mental health crisis, and police interaction in Incident Command training.

Comments:

See recommendation 3 above.

9. Continue to foster interprofessional collaboration between police, mental health, and community service providers in training, emphasizing trauma informed approaches and practices.

Comments:

See recommendation 2 above.

To the Ministry of the Solicitor General

10. Consider the creation of a provincial clinical support roster that provides 24/7 on-call coverage and allows for direct access to a range of mental health professionals by all provincial police services.

Comments:

See recommendation 5 above.

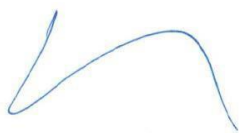
CLOSING COMMENT

In closing, I would like to express my condolences to the family of the Unidentified Male for their profound loss. I remain hopeful that he will be identified in the future and that his loved ones can learn of the inquest and its recommendations.

I would like to thank the witnesses and parties to the inquest for their thoughtful participation, and to thank the inquest counsel and investigator for their hard work and expertise. I would also like to thank the members of the jury for their diligence and commitment to the inquest.

One purpose of an inquest is to make, where appropriate, recommendations to help prevent further deaths. Recommendations are sent to the named recipients for implementation and responses are expected within six months of receipt.

I hope that this verdict explanation helps interested parties understand the context for the jury's verdict and recommendations, with the goal of keeping Ontarians safer.



Richard Macklin
Presiding Officer

January 16, 2025

Date

APPENDIX



STATEMENT OF SCOPE

Inquest into the Death of an Unidentified Male

This inquest will look into the circumstances of the death of the Unidentified Male and examine the events of his death on or about June 17, 2016, to assist the Jury in answering the five mandatory questions set out in s. 31 (1) of the Coroners Act and to help the Jury make recommendations to prevent further deaths, should the Jury decide to make recommendations. The following are the five mandatory questions for the Jury:

- (a) who the deceased was;
- (b) how the deceased came to his or her death;
- (c) when the deceased came to his or her death;
- (d) where the deceased came to his or her death; and
- (e) by what means the deceased came to his or her death

Specifically, beyond the facts required to accurately answer the five questions and understand the circumstances of the death, we will be addressing the following issues to the extent that these issues may have relevance to potential recommendations:

1. Police training and practices concerning interaction with, and potential apprehension of, high risk persons.

Excluded from the scope will be any in-depth exploration of the following:

1. Emergency or first-aid response provided to the Unidentified Male.
2. The SIU investigation into the shooting.

Unidentified Male Coroner's Inquest Recommendation	Toronto Police Service (Service) Response
<p>#1 – To the Toronto Police Service:</p> <p>Expand supportive and advisory resources available to ETF teams, particularly during the risk assessment and deployment planning process. This may include drawing from existing crisis support services (e.g. Toronto Community Crisis Services). Review applicable procedures and policies to ensure they allow for this.</p>	<p>Status – Implemented</p> <p>The Emergency Task Force (E.T.F.) has taken significant steps to expand the use of community-based experts in the field of mental health to ensure all available resources are being utilized to augment current unit specific training. The E.T.F. is currently collaborating with a psychiatrist from the Toronto Community Crisis Service (T.C.C.S) to establish a new training partnership that will leverage the expertise of T.C.C.S. and aid in the creation of new training modules for all E.T.F. members. Specifically, the training will focus on Post-Traumatic Stress Disorder (P.T.S.D.), Trauma Informed Care, Agitation Management, and Verbal De-escalation strategies. It is anticipated that access to the T.C.C.S. psychiatrist will provide the E.T.F. with an additional resource to consult with for the purposes of risk assessments and deployment planning. The use of additional resources aligns with Service Governance, specifically Procedure 10-05 (Incidents Requiring the Emergency Task Force) which permits the E.T.F to initiate mental health support when required.</p> <p>In addition to expanding community resources, the E.T.F. continues to utilize the professional services of an on-call forensic psychiatrist to seek input and guidance in preparing threat assessments and deployment plans. The forensic psychiatrist can be reached by phone and attend scenes, as required. In their absence, Toronto Police Service psychologists can also be utilized for consultation in the assessment process.</p> <p>Furthermore, the E.T.F. is currently a member of the Ontario Tactical Advisory Board (O.T.A.B.), which was formed as a result of an inquest recommendation in 1987. O.T.A.B. consists of police agencies in the Province of Ontario who meet annually to conduct training and discuss</p>

Unidentified Male Coroner's Inquest Recommendation	Toronto Police Service (Service) Response
	<p>trends and current issues related to tactical work within the policing sector. Case studies are presented from across Canada and internationally which often focus on mental health and crisis situations.</p>
<p>#2 – To the Toronto Police Service:</p> <p>Emphasize or continue to emphasize a trauma informed approach to interactions with members of the public, including in high-risk situations.</p>	<p>Status – Implemented</p> <p>The Toronto Police College (T.P.C.) continues to emphasize a trauma-informed approach that is focused on de-escalation techniques throughout its training programs. Applying de-escalation techniques, harm reduction, and trauma-informed practices to interactions with members of the public, including scenarios with high-risk situations, are emphasized in annual in-service training, as well as various other courses (e.g. investigative training and recruit programs). T.P.C. has also introduced a Fair and Unbiased Policing course for new service members, such as cadets, special constables, dispatch personnel, and parking enforcement officers.</p> <p>In addition, the development of in-person simulator scenarios and case studies that closely mimic real-life field dynamics is central to training. These scenarios aim to support the transition between low-risk and high-risk situations, ensuring that officers are well-prepared for the complexities they may encounter in the field. De-escalation and communication are core elements which officers are trained to consider and utilize continuously during their interactions with the public [Procedure 15-01 Incident Response (Use of Force/De-escalation)].</p> <p>All police officers, special constables, call-takers, dispatchers, station duty operators, and missing person coordinators, are mandated to complete a two-hour online e-learning module titled “Using a Trauma-Informed Approach”. Upon completion of this training, learners will be able to:</p>

Unidentified Male Coroner's Inquest Recommendation	Toronto Police Service (Service) Response
	<ul style="list-style-type: none"> • Recognize the biological impacts of trauma on the brain; • Identify the different types of trauma; • Recognize the range of reactions that can occur as a result of a traumatic event; • Recognize the importance of their role and the potential impact they can have when interacting with a victim of trauma; and • Recognize the individual impacts trauma can have on diverse populations. <p>Moreover, members of the E.T.F. receive additional trauma-informed training as part of the two-week Crisis Negotiation Course provided by the Canadian Police College. Learning outcomes for this course include:</p> <ul style="list-style-type: none"> • Ability to assess behaviour and communication of subjects in crisis that help in determining appropriate strategies during crisis negotiation. • Knowledge of the philosophy and rationale of crisis negotiation as it applies to the role of the negotiator during the situation. • Ability to use situational indicators to guide negotiations. • Knowledge of the methods used to resolve crisis incidents peacefully while ensuring the safety of all concerned. • Ability to use established communication skills, theories and hostage negotiation techniques during the simulated crisis situations. <p>Members who receive this training are mandated to recertify every two years. Members of the E.T.F. are accredited by the Solicitor General of Ontario to facilitate Crisis Negotiation training.</p>

Unidentified Male Coroner's Inquest Recommendation	Toronto Police Service (Service) Response
<p>#3 – To the Toronto Police Service:</p> <p>Incorporate those with lived experience of mental health issues, mental health crisis, and police interaction in Crisis Negotiation training and ETF training.</p>	<p>Status – Implemented</p> <p>As part of a yearly internal review of its training programs, the E.T.F. has identified a new community resource to assist with incorporating individuals with lived experience of mental health issues into their Crisis Negotiation training program. The E.T.F. has proactively sought the assistance of South Riverdale Community Health Centre (S.R.C.H.C.). S.R.C.H.C.'s Director of Substance Abuse & Mental Health has previously provided lectures to the Service's Mobile Crisis Intervention Team (M.C.I.T.) and at the T.P.C. The Director has accepted an invitation to provide the E.T.F. with training in the areas of homelessness, addiction, and harm reduction strategies. The training will incorporate individuals with lived experience of mental health issues.</p> <p>The T.P.C. has and continues to solicit feedback and encourage participation from persons with relevant lived experience in the design and evaluation of training course curriculum provided to new recruits and current police officers. Stakeholder involvement includes, but is not limited to, members of the Toronto Police Service Board's Mental Health and Addictions Advisory Panel (M.H.A.A.P.), members of the Police and Community Engagement Review (P.A.C.E.R.), and members of the Toronto Police Service Board's Anti-Racism Advisory Panel (A.R.A.P.).</p> <p>The T.P.C. has invited community stakeholders to participate in the annual recertification course mandated for all police officers, to share their expertise and lived experience, in advance of members participating in the practical, scenario-based training. These suggestions are then considered for incorporation into the training prior to finalizing the training for members.</p>

Unidentified Male Coroner's Inquest Recommendation	Toronto Police Service (Service) Response
<p>#4 – To the Toronto Police Service:</p> <p>Keeping all participants' safety in mind, continue to encourage the TPS and ETF to make referrals to FOCUS tables and consider a means to identify persons with repeated high-risk interactions for referral.</p>	<p>Status – Implemented</p> <p>Furthering Our Communities Uniting Services (F.O.C.U.S) Toronto is a city-wide collaboration of over 190 community agencies led by a cross-sector partnership between the Service, the City of Toronto and the United Way of Greater Toronto. The model brings together the most appropriate community agencies through weekly situation tables to provide a focused, wrap-around, risk-mitigation approach to help the most vulnerable individuals and families who are at Acutely Elevated Risk (A.E.R.) due to complex crises, potential harm, and/or victimization.</p> <p>All officers, including members of the E.T.F. are encouraged to make F.O.C.U.S. referrals which is heavily emphasized in training, as well as directed by Service Governance (Procedure 06-04 Persons in Crisis).</p> <p>New officers receive F.O.C.U.S. specific training as part of their post-Ontario Police College training. In 2024, officers received F.O.C.U.S. training during the mandatory annual In-Service Training recertification program. This training consisted of in-class lectures during the Diversity, Equity and Inclusion module, as well as live scenario training which emphasized F.O.C.U.S. as a de-escalation tool. Members of the Community Partnerships and Engagement Unit routinely conduct additional F.O.C.U.S. awareness training as part of divisional platoon lectures and various T.P.C. courses.</p> <p>Members of the E.T.F. specifically contact divisional resources to commence the referral process to F.O.C.U.S. tables. The Service remains committed to encouraging the use of F.O.C.U.S. tables for individuals and families who are at A.E.R..</p>

<p>#5 – To the Toronto Police Service:</p> <p>Consider revision of Policy 10-05 (Incidents Requiring the Emergency Task Force) to change current reference to “psychiatric support” to “mental health support” to allow for use of a broader range of mental health professionals and community-based supports.</p>	<p>Status – Implemented</p> <p>The Strategic Planning and Governance Unit has consulted with the E.T.F. in relation to recommendation #5. Procedure 10-05 has been amended to reflect the change in language from “psychiatric support” to a broader, more all-encompassing “mental health support.”</p>
<p>#6 – To the Toronto Police Service:</p> <p>Consider establishing a policy requiring at least half of all ETF team members at any deployment be trained in crisis negotiation, in addition to the Team Leader and Sergeant.</p>	<p>Status – Implemented</p> <p>The E.T.F. has considered establishing a Unit Specific Policy that directs at least half of all E.T.F. members at any deployment to be trained in Crisis Negotiation. However, due to enrolment limitations set by the Canadian Police College, the E.T.F. is limited to a training allocation of 6-12 members per year. The E.T.F. will further consider the creation of such a Unit Specific Policy should the availability of the required training allow for compliance. The E.T.F. is committed to continuing to utilize all allotted Crisis Negotiation course opportunities provided by the Canadian Police College.</p> <p>The E.T.F. currently has 41 trained negotiators across the Unit, with an average of 6 fully qualified members on each team. Approximately, 6 to 12, new negotiators are certified annually to ensure availability and to account for future attrition (e.g. retirements, transfers, promotions). In addition to the on-duty team(s), the E.T.F. ensures that on-call members are available for any given incident. The on-call team may consist of up to 18 certified Crisis Negotiators.</p>



12. Request for Review of a Service Complaint Investigation: – Professional Standards Case Number – PRS-093892



PUBLIC REPORT

June 2, 2024

To: Chair and Members
Toronto Police Service Board

From: Myron Demkiw
Chief of Police

Subject: Request for Review of a Service Complaint Investigation:
– Professional Standards Case Number – PRS-093892

Purpose: ☐ Information Purposes Only ☒ Seeking Decision

Recommendations:

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

- 1) determine whether to concur with the decision that no further action was required with respect to the complaint, and;
- 2) advise the complainant, the Office of the Independent Police Review Director (O.I.P.R.D.) and the Chief of Police of the disposition of the complaint, in writing, with reasons.

Financial Implications:

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

Discussion:

Background

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

Relevant Board Policies and Compliance

As of April 1, 2024, the O.I.P.R.D. transitioned to the Law Enforcement Complaints Agency (L.E.C.A.) under the Community Safety and Policing Act (C.S.P.A.).

Accordingly, the Independent Police Review Director will now be referred to as the Complaints Director. As the incident that is the subject of the complaint took place prior to April 1, 2024, the complaint will continue to be dealt with in accordance with the provision of the Police Services Act (P.S.A.), R.S.O. 1990, c.P.15.

Section 63 of the P.S.A. directs the Chief of Police to review every complaint about the policies or services provided by a municipal police force that is referred to him or her by the O.I.P.R.D.

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

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

Board Review:

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

- a) advise the Chief of Police of the request,
- b) subject to subsection (7), review the complaint and take any action, or no action, in response to the complaint, as it considers appropriate; and
- c) notify the complainant, the Chief of Police, and the O.I.P.R.D. in writing of its disposition of the complaint, with reasons.

Summary of the Complaint and Investigation

Complaint Number: PRS-093892
Complaint Type: Service
Disposition: No Action Required

On November 20, 2023, the O.I.P.R.D. received a complaint from the complainant who alleged that the T.P.S. failed to investigate threats she has received from her neighbour.

The O.I.P.R.D. classified this complaint as a complaint about the service provided by the T.P.S. and on December 4, 2023, assigned it to the T.P.S. for investigation.

On December 5, 2023, Detective Jeffrey Gough (10316), of 51 Division was assigned the file for investigation.

The following steps were taken to investigate this complaint:

- Communicated and met with the Complainant.
- Spoke with Witness – Toronto Community Housing (T.C.H.).
- Reviewed relevant T.C.H. policies and procedures.
- Reviewed Intergraph Computer Aided Dispatch (I.C.A.D.) Radio Call Event Details Report: Event # 23-1661522.
- Reviewed the relevant complaint file, 230015997.
- Reviewed relevant Service policies and procedures.

The information gathered supports the fact that the Complainant is a vulnerable person who believed that she was suffering from a force that permeates her apartment's walls. She regularly contacts T.C.H. Special Constables for help, but the Complainant has not reported any incidents to the police that were able to be resolved through criminal code or provincial statute authorities.

There are no reasonable grounds to believe a criminal or provincial offence has been committed. The T.C.H. special constables should continue to respond to her calls to the Community Safety Unit line, and they should continue to address her complaints about noise and the interference she alleges is being committed by her neighbour.

The Complainant's allegations lack the air of objective reality. Based on the totality of the information, lack of evidence, and the nature of the utterances made, one can reasonably conclude the Complainant has the subjective perception that she is being victimized by her neighbour. However, this is not based on facts or evidence.

The service provided by the T.P.S. was in compliance with Service procedures and governing authorities, and a deficiency in the quality or level of service was not identified.

Conclusion:

The investigation revealed that all appropriate actions and measures have been undertaken by members of the Service in accordance with Service procedures and governing authorities.

Therefore, no further action is required.

Chief Superintendent Shannon Dawson, Professionalism and Accountability, will be in attendance to answer any questions that the Board may have regarding this report.

Reason for Confidential Information

This report includes a confidential attachment containing a letter from the O.I.P.R.D., directing the T.P.S. to deal with a complaint relating to a service issue, pursuant to section 63 of the P.S.A. It also contains details of a Report of Investigation.

Respectfully submitted,

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

Attachments:

A letter from the Office of the Independent Police Review Director (O.I.P.R.D.) – Complaint Number 230015997, and Toronto Police Service (T.P.S.) Report of Investigation – File Number: PRS-093892/2003.EXT-0892



13. Public Central Joint Health and Safety Committee Meeting Minutes from the meeting held on March 25, 2025



Central Joint Health and Safety Committee

PUBLIC MEETING MINUTES

**Tuesday, March 25, 2025, at 9:00AM
Toronto Police Association**

Meeting No. 91

Chair for this Meeting:

Clayton Campbell, President, Toronto Police Association, and Co-Chair, Central Joint Health and Safety Committee

Members Present:

Councillor Shelley Carroll, Chair, Toronto Police Service Board and Co-Chair, Central Joint Health, and Safety Committee

Clayton Campbell, President, Toronto Police Association and Co-Chair, Central Joint Health, and Safety Committee

Brian Callanan, Vice President, Toronto Police Association (TPA), and Executive Member, Central Joint Health, and Safety Committee

CAO Svina Dhaliwal, Toronto Police Service (TPS), Command Representative

Also Present:

Ivy Nanayakkara, Manager, TPS, Wellness Unit (virtual)

Rob Duncan, Occupational Safety Lead, TPS Wellness Unit

Mike Harris, Director, TPA

Pete Grande, Director, TPA

Drew Johnston, Chief Labour Relations Officer, TPA

Leisha Senko, General Counsel, TPA

Claire Wagar, Executive Assistant, TPA

Sheri Chapman, Executive Assistant, TPSB

Opening of the Meeting:

1. Co-Chair, Clayton Campbell, welcomed the group to the meeting and called the meeting to order 9:06am.

2. The Committee approved the public minutes from the meeting that was held on January 23, 2025.

Moved by: Shelley Carroll
Seconded by: Brian Callanan

The Committee considered the following matters:

3. Terms of Reference – 2025 Review

Review by: All Members
Note: See attached Terms of Reference approved by the Ministry in 2015

The Committee reviewed the existing terms of reference, approved by the Ministry in 2015. All parties accepted them, and no changes were proposed.

Moved by: Svina Dhaliwal
Seconded by: Brian Callanan

Status	Resolved
Action	The Committee will bring back the terms of reference for review by the Committee in January 2026.

4. Review of TPSB Occupational Health & Safety Policy

Review by: All Members
Note: See current Policy attached

The Committee reviewed the TPSB Occupational Health & Safety Policy. All parties accepted them, and no changes were proposed

Moved by: Clayton Campbell
Seconded by: Shelley Carroll

Status	Resolved
Action	The Committee will bring back the TPSB OHS Policy for review by the Committee in January 2026.

The Committee to consider the following matters:

5. New Initiatives for 2025

Review by: All Members
Note: Identify any new initiatives or health and safety matters to be considered during the year

The Committee did not identify any new initiatives or health and safety matters to be considered for 2025.

Moved by: Brian Callanan
Seconded by: Svina Dhaliwal

Status	Resolved
Action	The Committee agreed to bring this matter back to the March 2025 meeting.

Adjournment

Moved by: Clayton Campbell
Seconded by: Shelley Carroll

Next Meeting Date: June 4, 2025
Location: Toronto Police Service Headquarters

Members of the Central Joint Health and Safety Committee:

Shelley Carroll, Co-Chair Toronto Police Services Board	Clayton Campbell, Co-Chair Toronto Police Association
Svina Dhaliwal, Command Representative Toronto Police Service	Brian Callanan, Executive Member Toronto Police Association



14. Special Constable New Appointments – July 2025



PUBLIC REPORT

June 23, 2025

To: Chair and Members
Toronto Police Service Board

From: Myron Demkiw
Chief of Police

Subject: **Special Constable New Appointments – July 2025**

Purpose: ☐ Information Purposes Only ☒ Seeking Decision

Recommendation:

This report recommends that the Toronto Police Service Board (Board) approve the agency-initiated new appointment requests for the individuals listed in this report as special constables for the Toronto Community Housing Corporation (T.C.H.C.), the Toronto Transit Commission (T.T.C.) and the City of Toronto Traffic Agents (C.T.A.).

Financial Implications:

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

Summary:

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

Discussion:

Background

Relevant Board Policies and Compliance

Under Section 92 of the *Community Safety and Policing Act 2019 (C.S.P.A)*, the Board is authorized to appoint special constables. Pursuant to this authority, the Board has agreements with the T.C.H.C., T.T.C. and the City of Toronto governing the administration of special constables (Min. Nos.P2025-0114-10.0, P2024-1112-11.0 and P2025-0304-8.1).

All agencies have been issued an authorization to employ special constables by the Ministry of the Solicitor General.

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

Table 1. Name of Agency and Special Constable Applicant

Agency	Name	Status Requested
T.T.C.	Michael BLAKE-WILLIAMS	New Appointment
T.T.C.	Ali CANAN	New Appointment
T.T.C.	Michael COLOSIMO	New Appointment
T.T.C.	Erich HUNSINGER	New Appointment
T.T.C.	Jose Manu JABIN	New Appointment
T.T.C.	James KIM	New Appointment
T.T.C.	Christopher KWAN	New Appointment
T.T.C.	Curtis LALOR	New Appointment
C.T. A.	Leda SEDIQI	New Appointment
C.T. A.	Lyna HUANG	New Appointment
C.T. A.	Stephanie Samantha BELTRAN	New Appointment
T.C.H.C.	Gabeau SATGUNARAJAH	New Appointment
T.C.H.C.	Dominique SCHIFANO	New Appointment
T.C.H.C.	Mustafa Muddabir SHAH	New Appointment
T.C.H.C.	Ross ANIM	New Appointment

Agency	Name	Status Requested
T.C.H.C.	Trinity FERNANDES	New Appointment
T.C.H.C.	Harman GREWAL	New Appointment
T.C.H.C.	Shane LUNAN-DAVIS	New Appointment
T.C.H.C.	Amos MAK	New Appointment
T.C.H.C.	Brady RING	New Appointment
T.C.H.C.	Damion ROBINSON	New Appointment
T.C.H.C.	Jamie SHEPHERD	New Appointment

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

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

The agreements between the Board and each agency require that background investigations be conducted on all individuals who are being recommended for appointment as special constables. The Toronto Police Service's (Service) Talent Acquisition Unit completed background investigations on these individuals, of which the agencies are satisfied with the results.

The agencies have advised the Service that the above individuals satisfy all the appointment criteria as set out in the *C.S.P.A.*, all applicable Ontario Regulations and in their agreements with the Board. For all appointments the applicants have completed the training prescribed by the Minister and the provincially mandated training titled "Thematic Training".

The term of appointment is for five years as of July 17, 2025.

The T.C.H.C., T.T.C. and C.T.A.'s approved and current complements are indicated below:

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

Agency	Approved Complement	Current Complement
T.C.H.C.	300	163
T.T.C.	170	127
C.T.A.	200	66

Conclusion:

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

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

Respectfully submitted,

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

Attachments:

1. T.T.C. New Appointment Request Letter
2. C.T.A. New Appointment Request Letter
3. T.C.H.C. New Appointment Request Letter



Friday, June 20th, 2025
Sergeant Q. Yang
Public Safety Operations Special Constable Liaison Office
40 College Street, Toronto, Ontario, M5G 2J3

Sergeant Yang,

On March 20th, 2025, the Toronto Transit Commission was approved as a Special Constable employer under the Community Safety and Policing Act, 2019. This approval was issued by Solicitor General Michael Kerzner.

In accordance with the terms and conditions set out in the Memorandum of Understanding between the Toronto Police Services Board and the Toronto Transit Commission, it is requested that the Board approve this submission and appoint the following individuals as Toronto Transit Commission Special Constables for a five-year term.

The following individuals are fully trained, meeting all Ministry requirements, they have shown they possess the required skills and abilities to perform at the level required to be a Special Constable.

New appointments and re-appointments have undergone a background check, conducted by the Toronto Police Service, and we are satisfied with the results of those checks. Re-appointments have been employed by the Toronto Transit Commission for at least one, five-year term, and as such, we are satisfied that the members have carried out their duties and, from our perspective, there is nothing that precludes re-appointment.

NAME	TYPE
Michael BLAKE-WILLIAMS	New Appointment
Ali CANAN	New Appointment
Michael COLOSIMO	New Appointment
Erich HUNSINGER	New Appointment
Jose Manu JABIN	New Appointment
James KIM	New Appointment
Christopher KWAN	New Appointment
Curtis LALOR	New Appointment

Regards,

James Bingham
Staff Sergeant 30069, Assistant Manager
Special Constable Service, Recruiting, Logistics and Community Engagement
Strategy and Customer Experience

Jamaal Myers, Chair
Joanne De Laurentiis, Vice-Chair
Greg Percy, Chief Executive Officer
Paul Ainslie, Commissioner

Alejandra Bravo, Commissioner
Fenton Jagdeo, Commissioner
Liane Kim, Commissioner

Ausma Malik, Commissioner
Josh Matlow, Commissioner
Julie Osborne, Commissioner
Dianne Saxe, Commissioner

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



June 23, 2025

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

DELIVERED VIA ELECTRONIC MAIL

**Re: Request for Toronto Police Service Board Approval for
New Appointment of Special Constables**

In accordance with the terms and conditions set out in the Memorandum of Understanding between the Toronto Police Service Board and Toronto Community Housing Corporation, the Board is authorized to appoint special constables.

The following individuals are fully trained; they have completed all provincially mandated and thematic training and have shown they possess the required skills and ability to perform at the level required to be a special constable. Both new appointments and re-appointments have undergone a background check, conducted by the Toronto Police Service, and we are satisfied with the results of those checks. All re-appointments have been employed by Toronto Community Housing Corporation for at least a 5-year term. The members have satisfactorily carried out their duties and from our perspective, there is nothing that precludes their appointment.

AGENCY	SURNAME	GIVEN NAME	TYPE
TCHC	SATGUNARAJAH	Gabeau	New Appointment
TCHC	SCHIFANO	Dominique	New Appointment
TCHC	SHAH	Mustafa Muddabir	New Appointment
TCHC	ANIM	Ross	New Appointment
TCHC	FERNANDES	Trinity	New Appointment
TCHC	GREWAL	Harman	New Appointment
TCHC	LUNAN-DAVIS	Shane	New Appointment
TCHC	MAK	Amos	New Appointment

TCHC	RING	Brady	New Appointment
TCHC	ROBINSON	Damion	New Appointment
TCHC	SHEPHERD	Jaime	New Appointment

It is requested that the Board approve this submission.

Should you require any further information, please contact Jacqueline Doo, Specialist-Compliance, Training & Investigations at 437-925-1584.

Respectfully,



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

Toronto Community Housing
931 Yonge St, Toronto, ON M4W 2H2
T: 416 981-4116
Allan.britton@torontohousing.ca



Roger Browne, M.A.Sc., P.Eng.
Director

Transportation Services
Barbara Gray, General Manager

Reply to: Chris Gannon
Program Manager
Traffic Management
703 Don Mills Road 5th Floor
Toronto, Ontario, M3C 3N3 Tel:
437-219-5460
Email: chris.gannon@toronto.ca

DATE: June 19, 2025

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

Dear Sgt. Yang,

Re: Request for Toronto Police Services Board Approval for Appointment for Special Constables

In accordance with the terms and conditions set out in the Memorandum of Understanding between the Toronto Police Services Board and THE CITY OF TORONTO, the Board is authorized to appoint special constables. The following individuals are fully trained, meeting all Ministry requirements, and have shown they possess the required skills and ability to perform at the level required to be a special constable. Both new appointments and re-appointments have undergone a background check, conducted by the Toronto Police Service, and we are satisfied with the results of those checks. Reappointments have been employed by THE CITY OF TORONTO for at least one 5-year term, and as such, we are satisfied that the members have satisfactorily carried out their duties and, from our perspective, there is nothing that precludes reappointment.

Name	Type	Current Term Expiry
SEDIQI, LEDA	New Appointment	N/A
HUANG, LYNA	New Appointment	N/A
BELTRAN, STEPHANIE SAMANTHA	New Appointment	N/A

It is requested that the Board approve this submission for appointment of a five-year term.

Yours truly,

Chris Gannon
Program Manager, Traffic Agent Program





15. Chief's Administrative Investigation Reports



15.1. Chief Administrative Investigation of the Custody Injury of Complainant 2024.42



PUBLIC REPORT

May 14, 2025

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 2024.42

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 financial implications arising from the recommendation contained in this report.

Summary:

The Professional Standards – Special Investigations Unit Liaison (P.R.S. – S.I.U. Liaison) investigation determined the conduct of all the designated officials 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

- Community Safety and Policing Act (C.S.P.A.) 2019
- Special Investigations Unit Act (S.I.U.A.) 2019
- T.P.S. Procedures

S.I.U. Terminology

Complainant – Refers to the Affected Person

SO – Subject Official(s)

WO – Witness Official(s)

S.I.U. Investigative Conclusion

In a letter to the Chief of Police dated February 5, 2025, Director Joseph Martino of the S.I.U. advised, *"The file has been closed, and no further action is contemplated. In my view, there were no reasonable grounds in the evidence to proceed with criminal charges against the subject official."*

The following *S.I.U. Incident Narrative and Analysis and Director's Decision* has been reprinted from the S.I.U. Director's report, number 24-TCI-257, which can be found via the following link:

[Special Investigations Unit -- Director's Report Details, Case Number: 24-TCI-257](#)

S.I.U. Incident Narrative

"The evidence collected by the SIU, including interviews with police witnesses and video footage that largely captured the incident, 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 June 8, 2024, a contingent of TPS officers, including the SO, convened at the intersection of University Avenue and Armoury Street, Toronto. They were assigned to maintain order and preserve the peace with respect to a political demonstration being staged in front of the United States Consulate General. A large flag was being held up along its four sides by protesters at waist height. The police decided to seize it on information that some of the protesters were painting the roadway red underneath the flag.

The Complainant was among those gathered at the protest holding the flag as police officers attempted to take control of it. He became involved in a hand swatting incident with WO #3 when the officer, positioned to his right, tried to remove his grip from the flag. Within moments of that scuffle, he was struck in the face by a right-handed punch from the SO.

The SO, standing in the vicinity of the flag, had observed the Complainant and WO #3 swatting each other's hands. He quickly moved in and punched the Complainant.

The Complainant was stunned by the punch and stumbled backward.

At hospital later that day, the Complainant was diagnosed with a broken nose."

S.I.U. Analysis and Director's Decision

"On June 8, 2024, the Complainant was seriously injured when he was struck by a TPS officer. 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 injury.

Section 34 of the Criminal Code provides that conduct that would otherwise constitute an offence is legally justified if it was intended to deter a reasonably apprehended assault, actual or threatened, and was itself reasonable. The reasonableness of the conduct is to be assessed in light of all the relevant circumstances, including with respect to such considerations as the nature of the force or threat; the extent to which the use of force was imminent and whether there were other means available to respond to the potential use of force; whether any party to the incident used or threatened to use a weapon; and, the nature and proportionality of the person's response to the use or threat of force.

I am satisfied that the officers, including WO #3, were in the lawful execution of their duties when they attempted to dispossess the protesters of the flag, they were holding so it could be removed from the scene. They had information to believe that it was being used, at least in part, to facilitate the commission of mischief contrary to section 430 of the Criminal Code, namely, the painting of the road under the flag.

Though the SO did not avail himself of an interview with the SIU, as was his legal right, there is evidence to infer that he punched the Complainant to defend WO #3 from a reasonably apprehended assault. That is what the officer asserted in a police report he filed in respect of the incident, and it is a claim that finds support in the evidence. The video footage captures the SO observing and then intervening in the hand swatting skirmish between the Complainant and WO #3. While it did not appear that the Complainant meant to do WO #3 any harm when he swatted his hand away, his conduct could reasonably be construed as an assault on the officer.

I am also satisfied that the force used by the SO fell within the range of what was reasonable to defend WO #3. The confrontation between WO #3 and the Complainant did not involve fisticuffs or serious violence, and it might have been the case that the SO could have simply moved the Complainant away without resorting to a punch. On the other hand, the atmosphere at the time was highly charged – there was evidence of anti-police rhetoric by some protesters and the two sides were now struggling for control of the flag. One can understand why the SO would have wanted to immediately deter the assault on WO #3 with decisive force before it was given any opportunity to escalate. On this record, I am unable to reasonably conclude that the punch struck by the SO, though perhaps at the upper end of what was reasonable, was excessive. In arriving at this conclusion, I am mindful that the law recognizes that officers caught up in volatile situations are not always able to carefully tailor their responsive force. What is required is a reasonable response, not an exacting one: R. v. Nasogaluak, [2010] 1 SCR 206; R. v. Baxter (1975), 27 CCC (2d) 96 (Ont. CA).

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 08-04 (Members Involved in a Traumatic Critical Incident);
- Procedure 10-01 (Emergency Incident Response);
- Procedure 11-01 (Emergency Management & Public Order Response);
- Procedure 11-04 (Protests and Demonstrations);
- Procedure 13-16 (Special Investigations Unit);
- Procedure 13-17 (Notes and Reports);
- Procedure 15-01 (Incident Response (Use of Force/De-Escalation)); and
- Procedure 15-20 (Body-Worn Camera)

The P.R.S. – S.I.U. Liaison investigation also reviewed the following legislation:

- Special Investigations Unit Act, 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 all the designated officials was in compliance with T.P.S. procedures and the officers' training.

The existence of the Body-Worn Camera footage were essential pieces of evidence that assisted both the S.I.U.'s investigation and this administrative investigation.

Chief Superintendent Shannon Dawson, Professionalism and Accountability, will be in attendance to answer any questions that the Board may have regarding this report.

Respectfully submitted,

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



15.2. Chief's Administrative Investigation into the Custody Injury of Complainant 2024.73



PUBLIC REPORT

May 14, 2025

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 2024.73

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 financial implications arising from the recommendation contained in this report.

Summary:

The Professional Standards – Special Investigations Unit Liaison (P.R.S. – S.I.U. Liaison) investigation determined the conduct of the involved 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

- Community Safety and Policing Act (C.S.P.A.) 2019
- Special Investigations Unit Act (S.I.U.A.) 2019
- T.P.S. Procedures

S.I.U. Terminology

Complainant – Refers to the Affected Person

SO – Subject Official(s)

WO – Witness Official(s)

CW – Civilian Witness(es)

S.I.U. Investigative Conclusion

In a letter to the Chief of Police dated January 23, 2025, 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 24-TCI-409, which can be found via the following link:

[Special Investigations Unit -- Director's Report Details, Case Number: 24-TCI-409](#)

S.I.U. Incident Narrative

"The evidence collected by the SIU, including an interview with the Complainant and SO #2, gives rise to the following scenario. As was his legal right, SO #1 did not agree an interview with the SIU or the release of his notes.

In the afternoon of August 22, 2024, the Complainant was seated in the rear passenger seat of a SUV that pulled into the Esso gas station at Sheppard Avenue East and Morningside Avenue. The driver – the CW – brought the SUV to a stop on the east side of the gas station grounds, exited, and entered the front passenger seat of a nearby vehicle. Shortly thereafter, undercover police officers began to approach the SUV, at which time the Complainant exited the vehicle and began to run.

Unknown to the CW and the Complainant, they were the targets of a drug sting. The CW had entered an unmarked police vehicle and, presumably, embarked on a drug transaction, at which time the team of undercover officers gathered at the gas station were given the signal to arrest the parties. The CW was taken into custody without incident.

The Complainant fled south onto the grounds of a plaza parking lot. SO #2 chased the Complainant on foot but fell and was overtaken by SO #1, also on foot. SO #1 caught up to the Complainant and placed a hand on one of his shoulders. The Complainant tumbled forward onto his outstretched hands, suffering a fracture of the right hand in the process. He was handcuffed on the ground without further incident.”

S.I.U. Analysis and Director’s Decision

“The Complainant was seriously injured on August 22, 2024, in the course of his arrest by TPS officers. The SIU was notified of the incident and initiated an investigation naming SO #1 and SO #2 subject officials. The investigation is now concluded. On my assessment of the evidence, there are no reasonable grounds to believe that either subject official committed a criminal offence in connection with the Complainant’s arrest and injury.

Pursuant to section 25(1) of the Criminal Code, police officers are immune from criminal liability for force used in the course of their duties provided such force was reasonably necessary in the execution of an act that they were required or authorized to do by law.

I am satisfied there were grounds to detain the Complainant for investigation of his involvement in a drug offence. The Complainant had arrived at the gas station in the company of the CW, who proceeded to reportedly engage in a drug transaction with an undercover police officer. His immediate flight from police would have added to the officers’ reasonable suspicion that he was implicated in a drug offence.

I am also satisfied that only reasonable force was brought to bear by the police in the Complainant’s arrest. When the Complainant fled from the police, it became inevitable that a physical intervention of some force would be necessary to bring his flight to an end. A tackle was at the low end of the options available to the police and, in my view, reasonable in the circumstances.

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, 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 involved officers was in compliance with applicable provincial legislation regarding the Standards of Conduct and the applicable T.P.S. procedures.

The existence of the Body-Worn Camera and In-Car Camera System footage of the interaction was an essential piece of evidence that assisted both the S.I.U.'s investigation and this administrative investigation.

Chief Superintendent Shannon Dawson, Professionalism and Accountability, will be in attendance to answer any questions that the Board may have regarding this report.

Respectfully submitted,

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



15.3. Chief Administrative Investigation of the Custody Injury of Complainant 2024.79



PUBLIC REPORT

May 14, 2025

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 2024.79

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 financial implications arising from the recommendation contained in this report.

Summary:

The Professional Standards – Special Investigations Unit Liaison (P.R.S. – S.I.U. Liaison) investigation determined the conduct of all the designated officials 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

- Community Safety and Policing Act (C.S.P.A.) 2019
- Special Investigations Unit Act (S.I.U.A.) 2019
- T.P.S. Procedures

S.I.U. Terminology

Complainant – Refers to the Affected Person

SO – Subject Official(s)

WO – Witness Official(s)

S.I.U. Investigative Conclusion

In a letter to the Chief of Police dated February 13, 2025, Director Joseph Martino of the S.I.U. advised, *“The file has been closed, and no further action is contemplated. In my view, there were no reasonable grounds in the evidence to proceed with criminal charges against the subject official.”*

The following *S.I.U. Incident Narrative and Analysis and Director's Decision* has been reprinted from the S.I.U. Director's report, number 24-TCI-446, which can be found via the following link:

[Special Investigations Unit -- Director's Report Details, Case Number: 24-TCI-446](#)

S.I.U. Incident Narrative

“The evidence collected by the SIU, including interviews with the Complainant and police witnesses, 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 early afternoon of October 20, 2024, while seated in a bus shelter in the area of Kingston Road and Lawrence Avenue East, the Complainant was approached by two plainclothes TPS officers – the SO and WO #1 – and told he was under arrest for robbery. The Complainant stood up and was placed against the north wall of the shelter where his arms were handcuffed behind the back.

The SO and WO #1 were part of a team of officers that day intending to execute a search warrant at the Complainant's residence and take him into custody in relation to an attempted carjacking.

The Complainant was transported to the police station. While there, he complained of pain in his right hand. The Complainant was taken to hospital and diagnosed with a fractured right hand."

S.I.U. Analysis and Director's Decision

"On October 20, 2024, the TPS notified the SIU that the Complainant had been diagnosed with a serious injury following his arrest by TPS officers earlier that day. The SIU 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.

I am satisfied that the SO was within his rights in seeking to arrest the Complainant. He was the subject of a search warrant for robbery.

I am also satisfied that the SO used no more force than was reasonably necessary to take the Complainant into custody. The evidence establishes that the Complainant cooperated in his arrest and the officers, including the SO, responded in kind. Aside from taking hold of the Complainant and positioning him against a wall of the shelter before bringing his arms behind the back to be handcuffed, all of which appears to have been accomplished with minimal force, there is no indication of any real force having been brought to bear. There is a suggestion in the evidence that the Complainant's hand was broken when it struck the glass entrance of the shelter as he was being turned around by the SO. That evidence falls short, however, of establishing that the SO intentionally forced the Complainant into the glass or that he was otherwise reckless in his treatment of a prisoner under his control.

It remains unclear when and how precisely the Complainant suffered his injury. Evidence turned up in the investigation suggests it might have been incurred in an incident at school some time before the Complainant's arrest. In any event, as there are no reasonable grounds to believe that the SO comported himself other than within the limits of the criminal law in his dealings with the Complainant, there is no basis for proceeding with criminal charges in this case. The file is closed".

Summary of the Toronto Police Service's Investigation

The P.R.S. – S.I.U. Liaison conducted an administrative investigation 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 01-03 (Persons in Custody, Appendix D);
- Procedure 02-01 (Arrest Warrants);
- Procedure 10-06 (Medical Emergencies);
- Procedure 13-16 (Special Investigations Unit);
- Procedure 13-17 (Notes and Reports);
- Procedure 15-01 (Incident Response (Use of Force/De-Escalation));
- Procedure 15-02 (Injury/Illness Reporting);
- Procedure 15-17 (in-Car Camera System); and
- Procedure 15-20 (Body-Worn Camera)

The P.R.S. – S.I.U. Liaison investigation also reviewed the following legislation:

- Special Investigations Unit Act, 2019

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 all the designated officials was in compliance with T.P.S. procedures and the officers' training.

The existence of the Detention Area Monitoring System (D.A.M.S.) footage as well as text messages gathered from a telecommunication device were essential pieces of evidence that assisted both the S.I.U.'s investigation and this administrative investigation.

Chief Superintendent Shannon Dawson, Professionalism and Accountability, will be in attendance to answer any questions that the Board may have regarding this report.

Respectfully submitted,

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



15.4. Chief Administrative Investigation of the Custody Injury of Complainant 2024.84



PUBLIC REPORT

May 14, 2025

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 2024.84

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 financial implications arising from the recommendation contained in this report.

Summary:

The Professional Standards – Special Investigations Unit Liaison (P.R.S. – S.I.U. Liaison) investigation determined the conduct of the involved 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

- Community Safety and Policing Act (C.S.P.A.) 2019
- Special Investigations Unit Act (S.I.U.A.) 2019
- T.P.S. Procedures

S.I.U. Terminology

Complainant – Refers to the Affected Person

SO – Subject Official(s)

WO – Witness Official(s)

CW – Civilian Witness(es)

SEW – Service Employee Witness

S.I.U. Investigative Conclusion

In a letter to the Chief of Police dated March 26, 2025, Director Joseph Martino of the S.I.U. advised, *"The file has been closed, and no further action is contemplated. In my view, there were no reasonable grounds in the evidence to proceed with criminal charges against the subject official."*

The following *S.I.U. Incident Narrative and Analysis and Director's Decision* has been reprinted from the S.I.U. Director's report, number 24-TCI-508, which can be found via the following link:

[Special Investigations Unit -- Director's Report Details, Case Number: 24-TCI-508](#)

S.I.U. Incident Narrative

"The evidence collected by the SIU, including interviews with the Complainant, the SO and other police witnesses, and video footage that captured the incident in part, gives rise to the following scenario.

In the afternoon of September 13, 2024, the Complainant attended TPS 32 Division in an agitated state and asked for a police officer to arrest someone who had assaulted him. He tried to push paperwork through the hole of the front desk Plexiglass barrier. The SEW explained, several times, the process that needed to be followed to make a complaint. As the Complainant became increasingly angry, argumentative, and verbally aggressive, the SEW went from his desk to the lobby to better communicate with the

Complainant without speaking through a barrier. The Complainant's temperament worsened. The SEW advised him that he would have to leave as he was causing a disturbance. He refused to leave. WO #1 and the SO entered the lobby area to assist the SEW as the situation had escalated. The SO asked the Complainant to leave. The Complainant ignored his requests to leave the station and continued shouting. The SO grabbed the Complainant by the arm and escorted him out the front door.

The SO successfully removed the Complainant from the building and attempted to guide him down the stairs. He looked away for a moment and, when he looked back, the Complainant was making his way back up the stairs. The Complainant stood on the first step of the entry landing, said he was not leaving, and tried to go around the SO to get back into the building. The Complainant slapped the SO on the left side of his neck and face area. The SO raised his hands to guard against further strikes. The two became physically engaged and fell down the first flight of stairs.

The SO arrested the Complainant on the landing area for assaulting a peace officer. The Complainant resisted arrest, and WO #1 and WO #2 arrived to provide assistance. The Complainant was handcuffed behind his back and carried into the police station. No kicks or strikes were delivered.

Emergency medical services (EMS) attended, and the Complainant declined to be taken to the hospital. Three days later the Complainant attended hospital and was diagnosed with four right side rib fractures."

S.I.U. Analysis and Director's Decision

"The Complainant was seriously injured at or around the time of his arrest by TPS officers on September 13, 2024. 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 injury.

Pursuant to section 25(1) of the Criminal Code, police officers are immune from criminal liability by 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.

At the time the SO intervened to assist the SEW, he had observed the Complainant refusing to leave the station and acting in a hostile and disruptive manner. Moreover, after escorting the Complainant out of the building, he slapped the SO. In the circumstances, whether pursuant to sections 2 and 9 of the Trespass to Property Act, or section 175 (causing disturbance) and section 270 (assault peace officer) of the Criminal Code, the SO was within his rights in seeking to arrest the Complainant.

There is conflicting evidence with respect to the events surrounding the arrest of the Complainant. There is some evidence the Complainant was arbitrarily arrested, and subjected to excessive and abusive force by the SO. Specifically, it is alleged that the

SO entered the lobby, handcuffed the Complainant (saying nothing to him during the arrest) and brought him to a room with no lights on. According to this account, the officer then struck the Complainant numerous times with his handgun in the area of his ribcage and about both arms, resulting in his four right side rib fractures. Once the SO left, and he was alone, the Complainant yelled for help and used his cellular phone to call 911. EMS attended but police officers would not allow EMS to let him leave.

The SO and the other police witnesses, on the other hand, say the arrest was largely uneventful. The Complainant was shouting and getting aggressive with the SEW, and it was clear that he would not leave peacefully on his own so the SO escorted him out. Aside from having to grab the Complainant's arm to guide him out of the building, no force was brought to bear. The Complainant was under constant supervision and was never left alone inside the police station. The SO denied he struck the Complainant with his gun.

On the aforementioned record, it would be unsafe and unwise to rest charges on the strength of the incriminating evidence as there are aspects of this account that call its credibility into question. The account states, for instance, that police handcuffed and arrested the Complainant in the lobby and said nothing to him during the arrest. However, this is belied by evidence which indicates that officers arrested and handcuffed the Complainant outside on the walkway in front of TPS 32 Division and communicated with him throughout the arrest. Further, the account claims the Complainant called 911 while alone from a dark room at the police station and police would not allow EMS to let him leave. Again, this is contradicted by evidence which indicates that the Complainant called 911 from the front lobby of the police station in the presence of WO #2 after he was released from custody and asked to leave the building. Additionally, the account makes no mention of the Complainant causing a disturbance, being asked to leave the police station, or being escorted out of the police station.

On this record, there being no reason to believe that the more incriminating evidence is any likelier to be closer to the truth than that tendered by the police officers, and good reason to suspect it is less reliable, there is no basis for proceeding with criminal charges in this case.

With respect to the Complainant's injuries, it would appear that at least some of the fractures were old injuries. As for the fractures he might have sustained on September 13, 2024, these are likely to have been incurred in his fall down the front steps of the division. There is no mention of the fall in the more incriminating rendition of events. The SO says that the Complainant lost his balance and fell. And the video footage of the incident, while appearing to show both parties falling down the steps together, did not clearly capture the events leading to the fall. In the circumstances, the evidence around the fall does not give rise to concern about potential criminal liability on the part of the SO.

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 01-10 (Provincial Offences Act Releases);
- Procedure 10-06 (Medical Emergencies);
- Procedure 13-16 (Special Investigations Unit);
- Procedure 13-17 (Notes and Reports);
- Procedure 15-01 (Incident Response (Use of Force/De-Escalation));
- Procedure 15-02 (Injury/Illness Reporting); and
- Procedure 15-20 (Body-Worn Camera)

The P.R.S. – S.I.U. Liaison investigation also reviewed the following legislation:

- Special Investigations Unit Act, 2019
- Trespass to Property Act, 1990

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 involved officers was in compliance with applicable provincial legislation regarding the Standards of Conduct and the applicable T.P.S. procedures.

The existence of the Body-Worn Camera footage of this event and its disclosure to the S.I.U. assisted in their investigation.

Chief Superintendent Shannon Dawson, Professionalism and Accountability, will be in attendance to answer any questions that the Board may have regarding this report.

Respectfully submitted,

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