



Public Meeting

**Wednesday, January 22, 2020
Auditorium – Police Headquarters
1:30 PM**



PUBLIC MEETING MINUTES

**Wednesday, January 22, 2020 at 1:30 PM
Auditorium 40 College Street, 2nd Floor
Toronto, Ontario**

www.tpsb.ca

The following *draft* Minutes of the meeting of the Toronto Police Services Board that was held on January 22, 2020 are subject to adoption at its next regularly scheduled meeting.

Attendance:

The following members were present:

Jim Hart, Chair
Marie Moliner, Vice-Chair
John Tory, Mayor & Member
Frances Nunziata, Councillor & Member
Uppala Chandrasekera, Member
Ainsworth Morgan, Member

The following individuals were also present:

Barbara McLean, Acting Chief of Police, Toronto Police Service
Ryan Teschner, Executive Director, Toronto Police Services Board
Diana Achim, Board Administrator, Toronto Police Services Board
Dubi Kanengisser, Senior Advisor, Toronto Police Services Board
Danielle Dowdy, Advisor, Toronto Police Services Board
Jane Burton, Solicitor, City of Toronto - Legal Services Division
Scott Nowoselski, Solicitor, City of Toronto – Legal Services Division

Declarations:

There were no declarations of interest under the *Municipal Conflict of Interest Act*.

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on January 22, 2020

P1. Swearing-In Proceedings

Mr. Ainsworth Morgan was welcomed as a newly appointed Member of the Board, as appointed by the Province of Ontario for a three years term.

Mr. Ryan Teschner, Executive Director, administered the oath of office and the oath of secrecy to Mr. Morgan.

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on January 22, 2020

P2. Election of Chair and Vice-Chair

Deputation: Derek Moran

Election of the Chair, Toronto Police Services Board

In accordance with section 28(1) of the *Police Services Act*, which provides that the Board is required to elect a Chair at its first meeting in each year, the Board Administrator requested nominations for the position of Chair of the Toronto Police Services Board.

Mayor and Board Member John Tory nominated Mr. Jim Hart; the nomination was seconded by Board Member Uppala Chandrasekera. Chair Hart accepted the nomination. There were no further nominations and nominations were closed.

The Board voted and, based upon there being only one nomination for the office of Chair, Toronto Police Services Board, Jim Hart was declared elected Chair of the Board for the year 2020 and until his successor is appointed.

Election of the Vice-Chair, Toronto Police Services Board

In accordance with section 28(2) of the *Police Services Act*, which provides that the Board is required to elect a Vice-Chair at its first meeting in each year, the Board Administrator requested nominations for the position of Vice-Chair of the Toronto Police Services Board.

Councillor and Board Member Frances Nunziata nominated Board Member Marie Moliner; this nomination was seconded by Chair Jim Hart. Ms. Moliner accepted the nomination. There were no further nominations and nominations were closed.

The Board voted and, based upon there being only one nomination for the office of Vice-Chair, Toronto Police Services Board, Marie Moliner was declared re-elected Vice-Chair of the Board for the year 2020 and until her

successor is appointed.

The Board received the above listed deputation.

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on January 22, 2020

P3. The Board approved the Minutes from the meeting that was held on [December 16, 2019](#).

Moved by: U. Chandrasekera
Seconded by: M. Moliner

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on January 22, 2020

P4. [Update from the Toronto Police Services Board's Mental Health and Addictions Advisory Panel \(MHAAP\)](#)

The Board was in receipt of a report dated January 11, 2020, from Uppala Chandrasekera, Steve Lurie and Jennifer Chambers, Co-Chairs, Mental Health and Addictions Advisory Panel (MHAAP) with regard to this matter.

Recommendation:

It is recommended that the Board receive the update from the Mental Health and Addictions Advisory Panel (MHAAP).

Deputation: Melanie Bobrowski

Acting Chief Barbara McLean answered questions from the deputant and advised that there are currently three psychologists on board to assist members of the Service and that the Service is looking at new programs to initiate Service wide. She also advised that there is a Family Wellness Day as part of the recruit training which is when the recruits and members of their families come to the Police College and talk about some of the wellness resources that the Service have. She further said that 2020 will be a year where the focus is on wellness and developing a wellness strategy for the Service. The Coroner's Expert Panel Report on Police Suicide, there is a recommendation in that report for all police services across Ontario to have a wellness strategy by June 2021, and it is her goal to have one completed by the end of this year.

Ms. Chandrasekera advised that the Mental Health and Addictions Panel met twice in the Fall, in September and November 2019. She further advised that for the structure of their meetings, the Panel is focusing on having at least one presentation from an external community partner, at least one presentation from the

Service about an existing program, and providing lots of opportunity for discussion and feedback about the Service's program, as well as receiving regular updates on the status of the implementation of the Service's MHA Strategy.

Ms. Chandrasekera stated that the Panel has identified four themes for the meetings for this year: this month the Panel will focus on looking at the MCIT program and the FOCUS situation table program; in March members of the Panel will be visiting the 911 Communications Centre, in the summer members of the Panel will be visiting the Toronto Police College to observe a module of training, and in the fall the Panel will focus on the mental health and wellness of Service members, both sworn and civilian.

Ms. Chandrasekera advised that there will be regular reports at public meetings from the Panel as it develops recommendations to the Board.

The Board received the deputation, the update and the foregoing report.

Moved by: M. Moliner
Seconded by: F. Nunziata

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on January 22, 2020

P5. [Special Constable Appointments and Re Appointments – January 2020](#)

The Board was in receipt of a report dated December 13, 2019 from Mark Saunders, Chief of Police, with regard to this matter.

Recommendation:

It is recommended that the Board approve the appointments and re-appointments of the individuals listed in this report as special constables for the Toronto Community Housing Corporation (T.C.H.C.), Toronto Transit Commission (T.T.C.), subject to the approval of the Ministry of the Solicitor General.

Deputation: Derek Moran

The Board received the deputation and approved the foregoing report.

Moved by: F. Nunziata
Seconded by: J. Tory

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on January 22, 2020

P6. [New Job Description – Assistant Manager, Communications Support](#)

The Board was in receipt of a report dated 24, 2019 from Mark Saunders, Chief of Police, with regard to this matter.

Recommendation:

It is recommended that the Toronto Police Services Board (Board) approve the attached new civilian job description and classification for the position of Assistant Manager, Communications Support.

The Board approved the foregoing report.

Moved by: J. Tory
Seconded by: U. Chandrasekera

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on January 22, 2020

P7. [Independent Civilian Review into Missing Persons Investigations – Account for Professional Services and Review’s Request for Additional Budget Funding](#)

The Board was in receipt of a report dated January 11, 2020, from Jim Hart, Chair, with regard to this matter.

Recommendations:

It is recommended that the Board:

1. Receive the following invoices for professional services rendered by Honourable Gloria Epstein and Cooper, Sandler, Shime and Bergman LLP:
 - a. Invoice dated December 12, 2019 in the amount of \$231,878.67; and
 - b. Invoice dated January 9, 2020 in the amount of \$216,916.73.
2. Approve the request for additional funding in the amount of \$1,000,000 to be allocated to the Review’s budget; and,
3. Refer the Board’s approval of this request to the City’s Budget Committee for consideration as part of the 2020 City Budget process.

Mark Sandler, Counsel for the Review, attended the meeting and answered questions from Board Members. He advised that the Review has been going very well from his perspective and that the outreach to the community has been extensive, confirming that as an estimate, at least 1200 people have been involved in providing input in a variety of ways the Review has made available to members of the Public. He confirmed that a public forum will take place in June 2020 and that members of the public are invited to submit any written submissions on their

website. Mr. Sandler advised that he can “assure the Board with complete confidence that they [the Review team] are on schedule to complete this work on time (by January 2021) or earlier”. He further stated that Justice Gloria Epstein is prepared to commit to the Board that there will be no further requests for additional funding as part of this Review, and that, should the additional funding that is currently requested be granted, she will ensure that the Review delivers its report within that ultimate budget. Mr. Sandler reminded the Board that when the initial \$3M budget was allocated, the Review was set to complete its work by April 2020, and that the McArthur case was not in scope. Given the expansion to the Terms of Reference to include the McArthur case and the updated deadline of January 2021 – which is an additional nine months – the Review undertook its own analysis and determined that an additional \$1,000,000 would be sufficient to complete its work.

Mr. Sandler stated that the Board and the Service have been very cooperative in responding to the Review’s extensive requests for documents. He further advised that the Review has met with many police officers and former police officers, as well as civilian employees of the Service and still continues to do so.

Mr. Sandler clarified that the budget item listed in his letter dated January 10, 2020 (attached to this report) has in error identified the amount of \$708,000 allocated to media, communications, and that the correct amount is \$70,000.

Mayor Tory emphasized the importance of the final report the Review will ultimately deliver – to the Board, the Service, Toronto’s communities and to other police services and communities who may face similar challenges. Mayor Tory advised that the budget increase request is not just reasonable but necessary in order for this work to be done properly and in a timely manner, and that he strongly supports the request.

The Board approved the foregoing report.

Moved by: F. Nunziata
Seconded by: J. Tory

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on January 22, 2020

P8. [Triennial Report – Skills Development and Learning Plan](#)

The Board was in receipt of a report dated November 15, 2019 from Mark Saunders, Chief of Police, with regard to this matter.

Recommendation:

It is recommended that the Board receive this report.

The Board received the foregoing report.

Moved by: M. Moliner
Seconded by: J. Tory

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on January 22, 2020

P9. [City of Toronto Council Decision – 2017 Annual Statistical Report](#)

The Board was in receipt of a report dated January 8, 2020 from Mark Saunders, Chief of Police, with regard to this matter.

Recommendations:

It is recommended that the Toronto Police Services Board (“the Board”) receive this report and forward to the City of Toronto Executive Committee.

Deputation: Derek Moran

The Board received the deputation and the foregoing report.

Moved by: U. Chandrasekera
Seconded by: M. Moliner

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on January 22, 2020

P10. [City of Toronto Council Decision – Request to Establish a Community Police Office at 200 Poplar Road](#)

The Board was in receipt of a report January 7, 2020 from Ryan Teschner, Executive Director, with regard to this matter.

Recommendations:

It is recommended that the Board:

- 1) Request that the Chief of Police assess Council’s recommendation and report to the Board on the results of his assessment; and,
- 2) Forward a copy of this report to City Council via the Executive Committee.

Deputation: Miroslav Glavic ([written submission included](#))

Acting Chief Barbara McLean advised the Board that the Neighbourhood Community Police Officers Program is developed to enhance community relationships with the police and that developing those relationships takes time and consistency. She further stated that a driving principle behind this program is keeping the same officers in those neighbourhoods for a significant period of time so that those relationships can take place with the community.

Deputy Chief Peter Yuen stated that the Service will report back to the Board on the Chief's position on this request to establish a new police station. Deputy Yuen also informed the Board that the Neighbourhood Police Officer Program will be rolled out in 140 neighborhoods and that the Service is currently working with the Chief and the City to see and prioritize this work. In answering Councillor Nunziata's question if the Board will be provided with a list of all the neighborhoods, Deputy Yuen stated that he is currently working on a report for the Chair to bring before the Board.

Acting Chief McLean advised that in addition to this program, the Service is expanding the Connected Officer Program which is another way to continue to make relationship within the communities.

The Board received the deputation and the foregoing report.

Moved by: J. Tory
Seconded by: F. Nunziata

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on January 22, 2020

P11. [Chief's Administrative Investigation into the Custody Injury to 2018.53](#)

The Board was in receipt of a report dated April 29, 2019 from Mark Saunders, Chief of Police, with regard to this matter.

Recommendation:

It is recommended that the Toronto Police Services Board receive this report.

The Board received the foregoing report.

Moved by: M. Moliner
Seconded by: U. Chandrasekera

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on January 22, 2020

P12. [Chief's Administrative Investigation into the Custody Injury to 2018.23](#)

The Board was in receipt of a report dated June 4, 2019 from Mark Saunders, Chief of Police, with regard to this matter.

Recommendation:

It is recommended that the Toronto Police Services Board receive this report.

The Board received the foregoing report.

Moved by: U. Chandrasekera
Seconded by: M. Moliner

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on January 22, 2020

P13. [Chief's Administrative Investigation into the Custody Injury to 2017.92](#)

The Board was in receipt of a report dated June 26, 2019 from Mark Saunders, Chief of Police, with regard to this matter.

Recommendation:

It is recommended that the Toronto Police Services Board receive this report.

The Board received the foregoing report.

Moved by: F. Nunziata
Seconded by: U. Chandrasekera

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on January 22, 2020

P14. [Chief's Administrative Investigation into the Custody Death of 2018.56](#)

The Board was in receipt of a report dated October 22, 2019 from Mark Saunders, Chief of Police, with regard to this matter.

Recommendation:

It is recommended that the Toronto Police Services Board receive this report.

The Board received the foregoing report.

Moved by: M. Moliner
Seconded by: A. Morgan

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P15. [Agreement for Use of Property Located at 660 Fleet Street – Fort York Armoury, Toronto](#)

The Board was in receipt of a report dated January 17, 2020 from Mark Saunders, Chief of Police, with regard to this matter.

Recommendations:

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

- 1) the Chair to execute the Agreement between the Board and Her Majesty the Queen in right of Canada, represented by the Ministry of National Defence (Ministry) in relation to the January 31 2020 Graduation Ceremony to be conducted at Fort York Armoury; and,
- 2) Delegate authority to the Deputy Chief of Human Resources Command to execute the remaining two agreements the Service will receive from the Ministry for the Service's use of the Fort York Armoury for the remaining Graduation Ceremonies in 2020.

Counsel for the Board, Ms. Jane Burton suggested to the Board that Deputy Chief of Human Resources be delegated to execute all three agreements.

Chair Jim Hart moved the following motion and Vice-Chair Marie Moliner seconded it:

Motion:

To amend recommendation 1 to state “the Deputy Chief of Human Resources Command to execute....” in place of “the Chair to execute...”

The Board passed the motion and approved the foregoing report.

Moved by: M. Moliner
Seconded by: U. Chandrasekera

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P16. Confidential

In addition to the public meeting conducted by the Board today, a confidential meeting was held to consider a number of matters which were exempt from the public agenda in accordance with the criteria for considering confidential matters set out in section 35(4) of the *Police Services Act*.

The following members attended the confidential meeting:

Mr. Jim Hart, Chair
Ms. Marie Moliner, Vice-Chair
Mr. John Tory, Mayor & Member
Ms. Frances Nunziata, Councillor & Member
Ms. Uppala Chandrasekera, Member
Mr. Ainsworth Morgan, Member

Next Regular Meeting

Date: Tuesday, February 25, 2020
Time: 1:30 PM
Location: Council Chambers, North York Civic Centre at 5100 Yonge St,
North York

Minutes Approved by:

-original signed-

Jim Hart
Chair

Members of the Toronto Police Services Board

Jim Hart, Chair
Uppala Chandrasekera, Member
Michael Ford, Councillor & Member
Ainsworth Morgan, Member

Marie Moliner, Vice-Chair
Frances Nunziata, Councillor & Member
John Tory, Mayor & Member



Toronto Police Services Board Report

January 11, 2020

To: Chair and Members
Toronto Police Services Board

From: Jim Hart
Uppala Chandrasekera
Steve Lurie
Jennifer Chambers

Co-Chairs, Mental Health and Addictions Advisory Panel (MHAAP)

Subject: Update from the Toronto Police Services Board's Mental Health and Addictions Advisory Panel (MHAAP)

Recommendation(s):

It is recommended that the Board receive the update from the Mental Health and Addictions Advisory Panel (MHAAP).

Financial Implications:

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

Background / Purpose:

The Board, at its meeting of February 21, 2019, approved the establishment of the Mental Health and Addictions Advisory Panel (MHAAP), to supersede its Mental Health Sub-Committee (MHSC), as outlined in Terms of Reference. (Min. No. P26/19 refers)

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

The Terms of Reference were drafted with input from former MHSC members, with recognition of the critical and evolving role that an advisory body of this type can most effectively play in shaping Board policy with respect to how the police interact with people who may appear to be experiencing mental health and/or addictions issues. As part of its work, MHAAP will look at the issue of Service Member wellness.

Membership

As the Terms of Reference note, MHAAP is comprised of “members of the Board, members of the Service and members of the community, ensuring that this includes representatives from organizations run by and for people with lived experiences.

Importantly, an emphasis was also placed on “including individuals with both client-focused and direct lived experience of mental health and addictions issues (includes lived experience in addictions or substance use, including harm reduction and service delivery) as well as those with expertise in the areas of law and human rights, accountability and data.

At its meeting of May 30, 2019, the Board approved a report from the Co-Chairs regarding the recommended membership of MHAAP (Min. No. P100/19 refers).

Notably, former Chair Andy Pringle, who was a member and Co-Chair of MHAAP as noted in the Minute in its establishment (Min. No. P36/19 refers), completed his term as Board Member in September 2019. On July 16, 2019, Toronto City Council appointed Jim Hart to the Toronto Police Services Board and at its meeting of, October 22, 2019, the Board elected Mr. Hart as its Chair. As a result, Chair Hart has also joined the membership of MHAAP and recently participated in his first meeting.

Reporting

The Terms of Reference stated, with respect to reporting, as follows:

Reporting

The MHAAP will report to the Board on an annual basis, at a minimum. These reports will include a summary of major themes examined, meetings held, key activities undertaken, an update on the implementation of the Mental Health and Addiction Strategy and related actions, initiatives and recommendations, and any other recommendations for Board consideration.

However, the Co-Chairs have determined that more frequent reporting is valuable, given the significant interest that members of the public have in MHAAP and its mandate.

Discussion:

Since its establishment, MHAAP has met on the following dates:

- September 25, 2019
- November 27, 2019

The first two meetings were substantial, lasting six hours each. Both have involved a number and variety of presentations, as well as substantive discussion.

The first meeting in September was largely focused on introducing members to one another, laying the groundwork for a collaborative approach, and providing foundational information about the role of the Board, the role of MHAAP and its mandate, current Toronto Police Service initiatives involving mental health and addictions (both with respect to the community as well as internal programming). Board Member and Co-Chair Uppala Chandrasekera, along with Dr. Eileen de Villa, Medical Officer of Health, Toronto Public Health, provided comprehensive and complementary presentations regarding an overview of mental health and addictions, and their impact on Toronto.

The second meeting in November provided an opportunity for MHAAP members to deepen their understanding of their mandate and terms of reference, and to continue to learn about the different perspectives around the table. At this meeting, the main focus of the presentations was on the issue of addictions, with presentations on the operation and evaluation of the Overdose Prevention Sites and an overview of Toronto Public Health's Toronto Overdose Action Plan and Drug Strategy. MHAAP also received a comprehensive review of the Service's Mental Health and Addiction Strategy, which included a discussion about a preliminary evaluation scheme. As noted, the evaluation of the implementation of this Strategy goes to the core of MHAAP's mandate. In addition, MHAAP had a detailed discussion about data including measurement, collection and analysis, as it relates to the Strategy.

MHAAP also discussed the workplan for the year ahead, noting that each meeting will be focused on various topics, including the following:

- Mobile Crisis Intervention Team (MCIT) program
- Furthering Our Community by Uniting Services (FOCUS) tables/Hub Model
- Communications Services
- Training at the Toronto Police College
- Toronto Police Service Member wellness
- Addictions

A discussion on the Mental Health and Addictions Strategy, and an ongoing evaluation of its implementation, will be incorporated into every meeting. In addition, MHAAP will endeavour to hold a public meeting in spring or summer 2020 to ensure that community voices are meaningfully incorporated into its work.

As Co-Chairs, we very much appreciate the commitment and dedication that MHAAP members have already demonstrated in working together on these extremely important issues and we look forward to the work ahead.

Conclusion:

It is recommended that the Board receive update from the Mental Health and Addictions Advisory Panel (MHAAP).

Respectfully submitted,

Jim Hart
Co-Chair
MHAAP

Uppala Chandrasekera
Co-Chair
MHAAP

Steve Lurie
Co-Chair
MHAAP

Jennifer Chambers
Co-Chair
MHAAP



Toronto Police Services Board Report

December 13, 2019

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

**Subject: Special Constable Appointments and Re Appointments –
January 2020**

Recommendation:

It is recommended that the Board approve the appointments and re-appointments of the individuals listed in this report as special constables for the Toronto Community Housing Corporation (T.C.H.C.), Toronto Transit Commission (T.T.C.), subject to the approval of the Ministry of the Solicitor General.

Financial Implications:

There are no financial implications relating to the recommendations contained within this report.

Background / Purpose:

Under Section 53 of the *Police Services Act of Ontario*, the Board is authorized to appoint and re - appoint special constables, subject to the approval of the Ministry of the Solicitor General. Pursuant to this authority, the Board now has agreements with the University of Toronto (U of T), Toronto Community Housing Corporation (T.C.H.C.) and Toronto Transit Commission (T.T.C.) governing the administration of special constables (Min. Nos. P571/94, P41/98 and P154/14 refer).

The Service has received requests from the T.C.H.C, and T.T.C. to appoint the following individuals as special constables:

Table 1 Name of Agency and Special Constable Applicant

Agency	Name	Status Request
T.C.H.C.	John Edward BANGAY	New Appointment
T.C.H.C.	Gary CLAYFORD	New Appointment
T.C.H.C.	Paolo Carmen CRIMINISI	New Appointment
T.C.H.C.	Andrew EDYVEAN	New Appointment
T.C.H.C.	Moyra Scarlet FALLETTA	New Appointment
T.C.H.C.	Keaundra KAY	New Appointment
T.C.H.C.	Shahbaz KHAN	New Appointment
T.C.H.C.	Hares MASOUL	New Appointment
T.C.H.C.	Maria PESTANO	Re - Appointment
T.C.H.C.	Timothy Michael TAKACS	New Appointment
T.T.C.	Jiwon CHUN	Re - Appointment
T.T.C.	Angelo CORVESE	Re - Appointment
T.T.C.	Guillaume GIGUERE	Re - Appointment
T.T.C.	David MOSKOWITZ	Re - Appointment
T.T.C.	Eric SMITH	Re - Appointment

Discussion:

The special constables are appointed to enforce the *Criminal Code of Canada*, *Controlled Drugs and Substances Act*, *Trespass to Property Act*, *Liquor Licence Act* and *Mental Health Act* on their respective properties within the City of Toronto.

The agreements between the Board and each agency require that background investigations be conducted on all individuals who are being recommended for appointment or re - appointment as special constables. The Service's Talent Acquisition Unit completed background investigations on these individuals and there is nothing on file to preclude them from being appointed as special constables for a five year term.

The agencies have advised the Service that the above individuals satisfies all of the appointment criteria as set out in their agreement with the Board. The agencies' approved strength 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	154
T.T.C.	91	85

Conclusion:

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

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

Respectfully submitted,

Mark Saunders, O.O.M.

Chief of Police



Toronto Police Services Board Report

December 24, 2019

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: New Job Description – Assistant Manager, Communications Support

Recommendation(s):

It is recommended that the Toronto Police Services Board (Board) approve the attached new civilian job description and classification for the position of Assistant Manager, Communications Support.

Financial Implications:

The Assistant Manager, Communications Support is classified as a Class Z28 (35 hour) position, with an annual salary of \$118,633 to \$137,335, effective July 1, 2019.

Staffing this civilian position will allow the Toronto Police Service (Service) to redeploy a uniform Staff Sergeant position. Funding for this net new civilian position has not been included in the Service's 2020 operating budget request. Therefore, if approved, the cost would have to be absorbed from within the Service's current operating budget request.

Background / Purpose:

Civilianization remains a strategic lever in the Service's ongoing modernization efforts. The civilianization of the uniform Staff Sergeant position will allow for the reduction of one Staff Sergeant position from Communications Services.

A job description for the Assistant Manager, Communications Support position has been recommended. As this is a new position, Board approval is required.

The Assistant Manager, Communications Support will be responsible for leading the support functions at Communications Services including Training, Audio and Data Systems (A.D.S.), CAD Support, Alarms, Voice Radio Support, Phone Support and

Special Projects (including NG 911 and Robotic Process Engineering (R.P.E.) enhancements to communications).

This new position clusters all of the support functions under one Assistant Manager rather than the previous model which had the various functions split between the Senior Supervisor, Operational Support, the unit Inspector and the Support Section Staff Sergeant.

This approach will provide for a more organized, efficient and economical management model for the support sections at Communications Services and is aligned with the management structure in place for other civilian-managed units in the Service.

Discussion:

The recommendation contained in this report is to re-deploy the (currently vacant) Support Section Staff Sergeant, replacing it with a civilian Assistant Manager in the Communications Support section.

Historically, Communications Services was led by a Superintendent with a Staff Inspector or Inspector role. This team also included an Administrative Staff Sergeant, with a Staff Sergeant and Sergeants on each of the platoons as well as a Staff Sergeant in charge of the support functions.

Changes to the management structure have taken place over time with an emphasis on civilianization, i.e. putting the right skill sets into supervisory roles, until the unit was eventually led by a civilian Manager, and only two uniform leadership positions remained: the Staff Sergeant in charge of support functions and an Inspector.

In January, 2018, a Service reorganization took place resulting in Communications Services being moved to the Priority Response Command and placed in the Priority Operations unit along with the Toronto Police Operations Centre (T.P.O.C.). With this reorganization, the Inspector position at Communications Services was reallocated to T.P.O.C., without a full reconciliation of the functions previously performed by that position, including oversight of the Primary Report Intake and Management Entry unit (P.R.I.M.E.), discipline (both uniform and civilian), complaint investigations, project work, special events etc., this work being done on an interim basis by other members of the management team.

At the same time, the Senior Supervisor, Operational Support (A12) position was materially amended and evaluated resulting in a reclassification to a Z28 (35 hour) position, leading our frontline operations. The position was retitled: Assistant Manager, Communications Operations.

With the Support Section Staff Sergeant role vacant and the Inspector role reallocated to T.P.O.C., there is now an opportunity to formally reconcile the work previously done

by both roles and create a new civilian Assistant Manager position to lead all support functions for Communications Services.

The following is a summary of the two Assistant Manager positions, one that currently exists, essentially leading our frontline operations, and the other that is being proposed to lead our various support and project functions. A proposed organizational chart can be found in “Appendix A” and detailed job descriptions can be found in “Appendix B” of this report.

The Assistant Manager, Communications Operations is responsible for:

- Supervising and coordinating the administrative and operational function for the Communications Operations section of Communications Services, leading our front line operation
- Providing administrative and operational direction and supervision for the section, ensuring that all services provided are carried out in a timely, effective and economical manner
- Ensuring compliance with established standards, policies and procedures necessary for the efficient control and application of all operational services.

The proposed Assistant Manager, Communications Support position is responsible for:

- Managing and coordinating daily activities within the Communications Support section (including Training, A.D.S., CAD Support, Alarms, Voice Radio, Phone Support, and Special Projects), through effective planning, scheduling and resource allocation
- Establishing and monitoring service levels to support the Service’s business processes and complying with legislated disclosure requirements
- Managing information in accordance with prescribed performance standards, data integrity requirements, policies and procedure in relation to the handling of revenue
- Maintaining active participation and collaboration with internal units, the public, external organizations and business partners.
- Acting as business lead for all Communications Services projects (research, planning, implementation, reports and integration with policing operations) and liaises with other emergency service providers – Fire and Paramedic Services, as well as Information Technology Services.

These two Assistant Manager positions will provide career opportunities for members that wish to advance and continue at Communications Services and will benefit the Service by ensuring experienced people are placed into these management positions, and avoiding the disruption and re-training required when uniform Staff Sergeants and Inspectors move in and out of the unit.

The Assistant Manager, Communications Support is a new Civilian Senior Officer position that will replace the Support Section Staff Sergeant position and will assume

many of the functions previously assigned to the Inspector position. It has been evaluated using the Service's job evaluation plan and has been determined to be a Z28 (35 hour) position within the Civilian Senior Officer salary scales. The current salary range for this position is \$118,633 to \$137,335 per annum, effective July 1, 2019.

Conclusion:

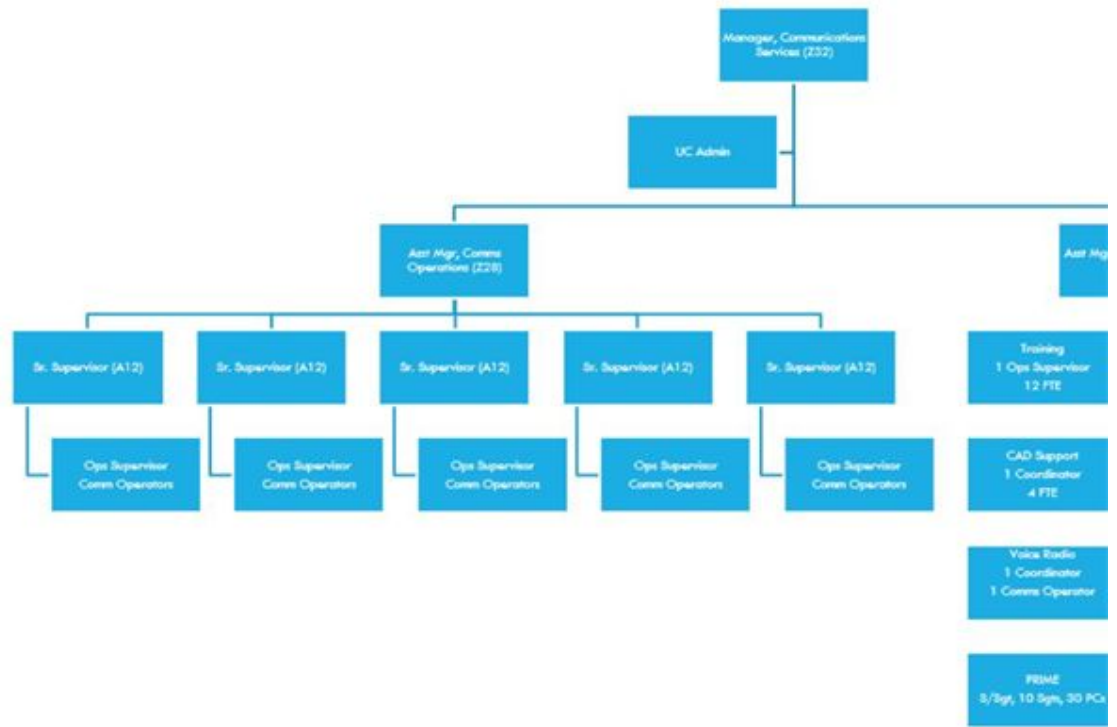
It is therefore recommended that the Board approve the job description and classification for the position of Assistant Manager, Communications Support. The Board has advised the Toronto Police Association of its intent to redeploy the Staff Sergeant position at Communications Services and subject to Board approval, the Assistant Manager position will be staffed in accordance with the established procedure.

Deputy Chief Barbara McLean, Human Resources Command, will be in attendance to answer any questions that the Board may have regarding this report.

Respectfully submitted,

Mark Saunders, O.O.M.
Chief of Police

ORGANIZATIONAL STRUCTURE



Appendix B



TORONTO POLICE SERVICE

JOB DESCRIPTION

Date Approved:
Board Minute No.:
Total Points: 818
Pay Class: Z28

JOB TITLE:	Assistant Manager, Communications Operations	JOB NO.:	Z28031
BRANCH:	Priority Response Command/East Field Command	SUPERSEDES:	A12019.3
UNIT:	Priority Operations - Communications Services	HOURS OF WORK:	35 SHIFTS: 1
SECTION:	Communications Operations	NO. OF INCUMBENTS IN THIS JOB:	1
REPORTS TO:	Manager, Communications Services	DATE PREPARED:	2019.11.01

SUMMARY OF FUNCTION:

Responsible for supervising and coordinating the administrative and operational support functions for the Communications Operations section of Communications Services; provides administrative and operational direction and supervision for the section; ensures that all services provided are carried out in a timely, effective and economical manner; ensures compliance with established standards, policies and procedures necessary for the efficient control and application of all operational services.

DIRECTION EXERCISED:

Directly supervises the activities of the Senior Operations Supervisors, Administrative Coordinator and administrative staff.

MACHINES & EQUIPMENT USED:

Workstation with associated software and specialized applications including I-CAD reports, Computer Aided Dispatch, Voice Logging System and other systems and applications utilized at Communications Services.

DUTIES AND RESPONSIBILITIES:

1. Manages the day-to-day business processes and activities of all staff directly involved in the Communications Operations section ensuring that staff performance standards and Service delivery expectations are met.
2. Accountable for the provision of effective and timely administrative and operational services for Communications Services; investigates and makes recommendations with respect to the resolution of operational issues that may have a direct impact on Service field units; liaises with, makes recommendations and provides direction to the Senior Operations Supervisors regarding the handling of member performance issues.
3. Evaluates procedural, equipment and policy issues that are common to Communications Services, (i.e. impacts staff or affects platoons) and advises the unit Manager accordingly; performs the role of second in command of Communications Services with respect to those issues relating to labour relations and grievance matters involving civilian members.
4. Performs risk analysis to ensure operational continuity and identifies areas requiring development/training; oversees the training requirements of staff and ensures compliance with Provincial Adequacy Standards.

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



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved:
Board Minute No.:
Total Points: 818
Pay Class: Z28

JOB TITLE:	Assistant Manager, Communications Operations	JOB NO.:	Z28031
BRANCH:	Priority Response Command/East Field Command	SUPERSEDES:	A12019.3
UNIT:	Priority Operations - Communications Services	HOURS OF WORK:	35 SHIFTS: 1
SECTION:	Communications Operations	NO. OF INCUMBENTS IN THIS JOB:	1
REPORTS TO:	Manager, Communications Services	DATE PREPARED:	2019.11.01

DUTIES AND RESPONSIBILITIES: (cont'd)

5. Manages section expenses and ensures that effective administrative, budgeting and procedural controls are properly implemented and maintained; develops an annual operating budget for the Operations sub-units.
6. Develops, establishes and maintains best business practices through effective planning, analysis and knowledge of legislated service requirements; prepares business cases in support of new initiatives.
7. Ensures that all civilian operational and administrative support staff receive appropriate counseling and training to fully meet the necessary requirements and mandates of their respective positions; responsible for performance appraisals for positions reporting directly to the Assistant Manager.
8. Evaluates section staffing requirements, oversees the section's promotional and job development processes/programs and supervises the recruitment and training of Communications Operators; participates in the Joint Occupational Health and Safety Committee and administers medical restrictions and the handling of return to work programs for Communications Services.
9. Responsible for the investigation of performance issues and the preparation of related documentation. Liaises with senior management regarding staff deployment and the resolution of identified performance issues.
10. Ensures the effective maintenance and security of files and that all section specific policies and procedures are current and compliant with Service and Provincial Adequacy Standards.
11. Oversees and co-ordinates the resolution of any building deficiencies for both the primary and back-up operational sites.
12. Performs the function of an additional resource in the investigation of conduct, service and policy complaints and for the review of internal and external investigations, appearance at tribunals, courts and inquests, etc. (i.e. acts as second in command to the Manager as required).
13. Serves as inter-departmental and inter-agency liaison between Communications Services and other units within the Service, other police agencies and external agencies such as Emergency Medical Services and Fire with respect to policies, procedures and operations of Communications Services.
14. Performs typical duties inherent to a management position.

.../2

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



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved:
Board Minute No.:
Total Points: 818
Pay Class: Z28

JOB TITLE:	Assistant Manager, Communications Support	JOB NO.:	Z28032
BRANCH:	Priority Response Command/East Field Command	SUPERSEDES:	NEW
UNIT:	Priority Operations - Communications Services	HOURS OF WORK:	35 SHIFTS: 1
SECTION:	Communications Support	NO. OF INCUMBENTS IN THIS JOB:	1
REPORTS TO:	Manager, Communications Services	DATE PREPARED:	2019.11.01

SUMMARY OF FUNCTION:

Manages and coordinates daily activities within the Communications Support section through effective planning, scheduling and resource allocation. Establishes and monitors service levels to support the Service's business processes and comply with legislated disclosure requirements. Manages information in accordance with prescribed performance standards, data integrity requirements, policies and procedures in relation to the handling of revenue. Maintains active participation and collaboration with internal units, the public, external organizations and business partners. Business lead for all Communications Services projects (research, planning, implementation, reports and integration with policing operations) and liaises with other emergency service providers, Fire, Emergency Medical Services, and Information Technology Services.

DIRECTION EXERCISED:

Directly supervises Communications support staff, encompassing Supervisors and Coordinators, sub-units including Voice Radio, CAD/IFS, 9-1-1 System Support, Audio and Data Systems, PRIME and Alarms.

MACHINES & EQUIPMENT USED:

Workstation with associated software and specialized applications including I-CAD reports, Computer Aided Dispatch, Voice Logging Systems and other systems and applications utilized at Communications Services.

DUTIES AND RESPONSIBILITIES:

1. Manages the day-to-day business processes and activities of all staff directly involved in the Communications Support section ensuring that staff and Service delivery performance standards are met.
2. Evaluates procedural, equipment and policy issues that are common to the section (i.e. impacts staff) and advises the unit Manager accordingly; performs the role of second in command of Communications Services with respect to those issues relating to labour relations and grievance matters involving civilian members.
3. Manages section expenses and ensures that effective administrative, budgeting and procedural controls are properly implemented and maintained, including processes to account for generated revenue. Develops an annual operating budget for the Communications Support sub-units. Assists with development of Board Reports and other administrative duties as required.
4. Ensures the unit's compliance with the Service Record Retention Schedule and acts as a unit resource on retention matters.

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



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved:
Board Minute No.:
Total Points: \$18
Pay Class: Z28

JOB TITLE:	Assistant Manager, Communications Support	JOB NO.:	Z28032
BRANCH:	Priority Response Command/East Field Command	SUPERSEDES:	NEW
UNIT:	Priority Operations - Communications Services	HOURS OF WORK:	35 SHIFTS: 1
SECTION:	Communications Support	NO. OF INCUMBENTS IN THIS JOB:	1
REPORTS TO:	Manager, Communications Services	DATE PREPARED:	2019.11.01

DUTIES AND RESPONSIBILITIES: (cont'd)

5. Responsible for the investigation of performance issues and the preparation of related documentation. Liaises with senior management regarding staff deployment and the resolution of identified performance issues.
6. Evaluates Communications Support staffing requirements and makes recommendations to senior management in relation to staff selection, development, promotion and advancement. Provides guidance and leadership to staff and maintains an effective team environment.
7. Responsible for performance appraisals for positions reporting directly to the Assistant Manager.
8. Manages and oversees the adherence to unit policies and procedures within the Communications Support section, identifying the need for procedural amendments.
9. Responsible under the direction of the Manager, for Freedom of Information requests. Ensures the review and preparation of information and complies with all relevant legislation.
10. Facilitates the development and implementation of technical solutions to enhance customer service.
11. Maintains Memorandums of Understanding with various stakeholders.
12. Consults with Legal Services for direction when managing disclosures, releases, or destructions of a sensitive nature.
13. Performs typical duties inherent to a management position.

.../2

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



Toronto Police Services Board Report

January 11, 2020

To: Members
Toronto Police Services Board

From: Jim Hart
Chair

Subject: Independent Civilian Review into Missing Persons Investigations – Account for Professional Services and Review’s Request for Additional Budget Funding

Recommendation:

It is recommended that the Board:

1. Receive the following invoices for professional services rendered by Honourable Gloria Epstein and Cooper, Sandler, Shime and Bergman LLP:
 - a. Invoice dated December 12, 2019 in the amount of \$231,878.67; and
 - b. Invoice dated January 9, 2020 in the amount of \$216,916.73.
2. Approve the request for additional funding in the amount of \$1,000,000 to be allocated to the Review’s budget; and,
3. Refer the Board’s approval of this request to the City’s Budget Committee for consideration as part of the 2020 City Budget process.

Financial Implications:

The total amount invoiced to date is \$1,932,404.92.

In addition, if approved, the Board would be required to refer its decision to increase the Review’s budget by \$1,000,000 to the City’s Budget Committee for consideration, as there are no funds available in the Board’s operating budget for this expenditure.

Background / Purpose:

Payment of submitted accounts

The Board established the Independent Civilian Review into Missing Persons Investigations and appointed the Honourable Gloria Epstein as the Reviewer ("the Independent Reviewer"). Ms. Epstein has appointed Cooper, Sandler, Shim and Bergman LLP as Counsel to the Review.

The City has agreed to provide funding to the Board to pay for the cost of the Review (Min.P112/18 refers).

At its meeting on September 19, 2019, the Board delegated to the Chair the authority to approve payment of all future invoices from the Honourable Gloria Epstein and Cooper, Sandler, Shime and Bergman LLP, not to exceed a total amount of \$3.0M, as allocated to the Review's budget (Min. P189/19 refers).

Review's request for additional budget funding

When the Review commenced, its Terms of Reference specifically excluded any examination of the specific circumstances involving the investigations into the disappearances of victims associated with Bruce McArthur. This exclusion was put in place because, at the time the Review commenced, the Bruce McArthur criminal proceedings were active. On January 29, 2019 Bruce McArthur pled guilty to all charges he faced, which brought the criminal proceedings to an end. Subsequently, the Review requested that the Board expand its scope to include matters related to the disappearances of victims associated with Bruce McArthur. On March 26, 2019, the Board considered and approved this expansion to the Review's Terms of Reference (Min. P49/19).

The Review has now assessed this expanded scope and the additional work that will be required to fulfill the expanded Terms of Reference. The Review has determined that it requires an additional \$1,000,000 to complete its work.

The Review has also advised that, despite the expansion to its scope, it will still provide its final report to the Board by January 2021.

Discussion:

Payment of submitted accounts

I have attached a copy of the Review's account approved for services rendered, up to and including December 12, 2019 in the amount of \$231,878.676 and January 10, 2020 in the amount of \$216,916.76. Detailed statements are included on the in-camera agenda for information.

The Review's request for additional funding

In addition, recognizing that the Board expanded the Review's Terms of Reference during the life of the Review to include matters associated with the Bruce McArthur case, it is reasonable to make available additional funds so that the Review is properly resourced to undertake the important work associated with this expansion. There is no doubt that the expanded scope will ensure that the Review's ultimate conclusions and recommendations are more informed, and will be valuable to the Board. The Review's work in this regard will also not interfere with its ability to deliver its report by the original deadline, which should provide comfort to the impacted communities that are awaiting the Review's conclusions.

The Review has provided its own detailed cost breakdown of the additional funds that it has determined will be required to perform the work associated with its expanded scope.

The Board's 2020 Operating Budget, if approved by Toronto City Council, will not include the additional funds requested by the Review. Therefore, if the Board approves this request, it will be necessary to refer the Board's decision to the City's Budget Committee for consideration during the City's 2020 Budget process.

Conclusion:

It is, therefore, recommended that Board:

1. receive the following invoices for professional services rendered by Honourable Gloria Epstein and Cooper, Sandler, Shime and Bergman LLP
 - a. Invoice dated December 12, 2019 in the amount of \$231,878.67; and
 - b. Invoice dated January 9, 2020 in the amount of \$216,916.73.
2. Approve the request for additional funding in the amount of \$1,000,000 to be allocated to the Review's budget; and,
3. Refer the Board's approval of this request to the City's Budget Committee for consideration as part of the 2020 City Budget process.

Respectfully submitted,



Jim Hart
Chair



IN ACCOUNT WITH

COOPER, SANDLER
SHIME & BERGMAN LLP
BARRISTERS & SOLICITORS

SUITE 1900
439 University Avenue
Toronto, Ontario
M5G 1Y8

TELEPHONE: (416) 585-9191
FAX: (416) 408-2372

January 9, 2020

PRIVATE AND CONFIDENTIAL

Mr. Ryan Teschner,
Executive Director
Toronto Police Services Board
40 College St.
Toronto, ON M5G 2J3

Re: The Independent Civilian Review into Missing Persons Investigations – Our File
#CTinv001

FOR SERVICES RENDERED: From December 12, 2019 to January 9, 2020

Total Fees	\$71,200.40	✓	
HST on Fees (13%)	9,256.05	✓	
Total Fees & HST			\$80,456.45 ✓
Disbursements Sub-total	\$125,304.47		<i>\$ 25,113.92</i>
HST on Disbursements (13%)	11,155.81		<i>+ 11,155.81 HST</i>
Total Disbursements & HST			\$136,460.28 ✓
TOTAL FEES AND DISBURSEMENTS			\$216,916.73
for this account dated	January 9, 2020		
BALANCE OWING			\$216,916.73 ✓

THIS IS OUR ACCOUNT HEREIN

Cooper Sandler Shime & Bergman LLP



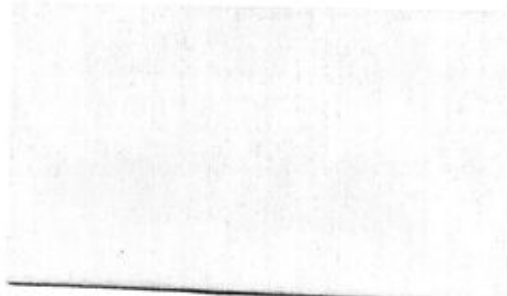
Mark J. Sandler

E. & O.E.

Total HST \$20,411.86
HST #:122552227

Dec 20/19

DATE RECEIVED
DEC 16 2019
TORONTO POLICE SERVICES BOARD



COOPER, SANDLER
SHIME & BERGMAN LLP
BARRISTERS & SOLICITORS

SUITE 1900
439 University Avenue
Toronto, Ontario
M5G 1Y8

TELEPHONE: (416) 585-9191
FAX: (416) 408-2372

Approved By: *R. Teschner*
Ryan Teschner #83683
Executive Director
Toronto Police Services Board

December 12, 2019

PRIVATE AND CONFIDENTIAL

Mr. Ryan Teschner,
Executive Director
Toronto Police Services Board
40 College St.
Toronto, ON M5G 2J3

Approved By: *J. Hart*
Jim Hart #84312
Chair
Toronto Police Services Board

Re: The Independent Civilian Review into Missing Persons Investigations - Our File
#CTinv001

FOR SERVICES RENDERED: From November 1, 2019 to December 12, 2019

Total Fees	✓ \$54,702.10	
HST on Fees (13%)	✓ 7,111.27	
Total Fees & HST		✓ \$61,813.37
Disbursements Sub-total	\$154,099.57	✓ 122,813.51
HST on Disbursements (13%)	15,965.73	13% 15,165.93
Total Disbursements & HST		✓ 137,979.44
TOTAL FEES AND DISBURSEMENTS		\$170,065.30
for this account dated	December 12, 2019	
BALANCE OWING		\$231,878.67 ✓

COOPER, SANDLER, SHIME & BERGMAN LLP

BARRISTERS AND SOLICITORS

MARK J. SANDLER, LL.B. *
JONATHAN A. SHIME, B.A., LL.B.
SCOTT D. BERGMAN, B.A., LL.B.
MEGAN M. SCHWARTZENTRUBER, B.A. (Hon), J.D.
WAYNE A. CUNNINGHAM, B.A., J.D.
AMANDA M. ROSS, B. A. (Hon), J. D.
BENJAMIN ELZINGACHENG, B.Sc., PhD, J.D.
NAZAMPAL JASWAL B.A. (Hon.) B.C.L., LL.B.

AUSTIN M. COOPER, Q.C., LLD (1929-2013)
(FOUNDING PARTNER)

*CERTIFIED BY THE LAW SOCIETY AS A
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January 10, 2020

Ryan Teschner
Executive Director
Toronto Police Services Board
40 College Street
M5G 2J3

Re: Independent Civilian Review into Missing Person Investigations

Dear Sir,

As you know, the Toronto Police Services Board (the "Board") retained Judge Epstein to conduct the Independent Civilian Review into Missing Person Investigations in Toronto (the "Review"). The Terms of Reference originally provided that the Review would be completed on or before April 2020.¹ They also imposed significant restrictions on the Review's ability to examine and report upon matters that could impact on Mr. McArthur's

¹Although no fixed date was set in April for the completion of the Review, we utilize April 30 for budgetary purposes to ensure that our budget contemplated that the completion of the Review could take up to the end of April.

criminal proceedings. Based on the original time frame and Terms of Reference, a budget of \$3 million was established for the Review.

Subsequently, Mr. McArthur entered guilty pleas to all first degree murder charges he faced. As a result, there was no longer any risk that the Review would interfere with his prosecution, trial or appeal. Based on this important change in circumstances, we asked the Board to amend the Terms of Reference to remove those restrictions that were no longer required – most specifically, those restrictions that limited our ability to examine and report fully upon the police investigations directly connected to Mr. McArthur's crimes. As Judge Epstein's lead counsel, I appeared before the Board in support of that request. A number of community organizations supported that request. The Board granted the request. It also amended the Terms of Reference to extend the Review's completion date to January 31, 2021. This nine month extension reflected the considerable additional work that was required to fulfill the Review's expanded mandate.

I am pleased to report that we are right on schedule to complete our work on or before January 31, 2021. Accordingly, Judge Epstein does not contemplate any request to extend the duration of the Review.

The original budget was based on a 20 month Review. Our work officially commenced on September 1, 2018 though preparatory work preceded that date. As of January 10, 2021, a period of approximately 16 ½ months, we spent a total of \$1,932,404.92. This includes all fees, disbursements and HST relating to the work of the Review team, as well as others engaged or contracted to assist us. The latter included a policing expert/consultant, a research director, our administrator, our communications/media and community outreach teams. It also included payment for multiple academic papers the Review commissioned.

Had our work been completed on or before April 30, 2020, in accordance with our original Terms of Reference, it is apparent that it would have been completed within the originally allocated \$3 million budget (that is, with the remaining balance of

\$1,067,595.08 available for a period of approximately 3 ½ months). So our spending has been well within the existing budget projected over the Review's original term of duration.

When our Terms of Reference were expanded in scope and duration, I indicated to you and the Board that it was likely that we would seek an increase in the budget to reflect that expansion. It was decided to defer that discussion to a point where the anticipated needs for the budget for the expanded Review could be better ascertained. We are now at that point.

On average, we have spent \$117,115.45 per month up to mid-January, 2020. However, that average monthly expenditure does not reflect that, as we contemplated, monthly expenditures would be significantly lower at the early stages of the Review, extensive during the most active months of the Review, and lower from July 2020 to the Review's completion. The active months of the Review involve attending many community engagement meetings, while at the same time conducting many interviews with police officers and civilian employees of the Service and others, and commissioning research papers. It was also an important part of our community outreach to ensure that the public was aware of the Review's outreach and engagement plan, through utilization of print, radio, television and social media. Most recently, we released our on-line survey that generated a robust response.

We are requesting an increase in our budget in the amount of \$1,000,000. This is based on the following estimates, recognizing that there will inevitably be some deviation from these estimates. However, Judge Epstein has committed to making the necessary adjustments to ensure that we do not exceed the budget as requested.

Legal fees (includes fees of lead counsel, three to four other lawyers, and articling student, as needed)	\$812,500
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Reviewer (excludes administrator fees currently included as a disbursement to the Reviewer's account)	\$375,000
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Policing expertise ²	\$105,000
Administrator ³	\$ 15,000
Community Advisory Group ⁴	\$ 35,000
Research ⁵	\$ 120,000
Policy Roundtables ⁶	\$ 47,500
Public Forum ⁷	\$ 7,000
Survey ⁸	\$ 24,000
Media, communications ⁹	\$ 708,000
Rent	\$ 26,000
Misc ¹⁰	\$ 50,000
Travel expenses ¹¹	\$ 35,000
Report related ¹²	\$ 35,000
	\$1,757,000

² Includes policing expert retained by Review and limited participation by international experts.

³ Based on current role after completion of the stakeholder and related meetings.

⁴ Excludes costs associated with policy roundtables and public forum and is based on role after completion of the stakeholder and related meetings.

⁵ Includes research director and remaining academic papers.

⁶ Includes venue, travel accommodation and costs associated with CAG participation, as well as Jane Farrow (organization).

⁷ Includes Jane Farrow (organizer) and hard costs.

⁸ Includes remaining hosting and reporting costs.

⁹ Includes public rollout of policy roundtables and public forum, website and other media interaction.

¹⁰ Includes interview summaries, transcripts and small disbursement items.

¹¹ Includes costs associated with planned travel to meet with international experts, excluding fees and planned attendance by experts in Canada.

¹² Includes costs associated with creation of report, and its public release, but only includes some limited hard copy printing costs. In fairness, this item has not been subject of price estimates to date.

HST ¹³	\$ 228,410
Total	\$1,985,410
Fees and disbursements To mid January, 2020	\$1,932,404
Budget	\$3,917,814

I would be pleased to elaborate on the above budget, as may be requested.

Yours truly,

A handwritten signature consisting of several overlapping loops followed by a long horizontal stroke.

Mark Sandler
Lead Counsel

¹³ Based on total fees and disbursements though a small percentage are not subject to HST.



Toronto Police Services Board Report

November 15, 2019

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Triennial Report – Skills Development and Learning Plan

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

There are no financial implications relating to the recommendation contained within this report.

Background / Purpose:

At its meeting of September 28, 2000, the Board requested that every three years the Chief of Police provide the Board with the Service Procedure which implements Adequacy Standards Regulation Policy A1-002 Skills Development and Learning Plan (Min. No. P416/00 refers).

Discussion:

The Toronto Police Service (Service) has had a Skills Development and Learning Plan (S.D.L.P.) in place since December 2000. The plan is regularly reviewed and updated by the Unit Commander, Toronto Police College (T.P.C.) to ensure it remains consistent with changing legislation, policy, technology and workforce development needs. The plan was last received by the Board at its meeting of December 19, 2016 (Min. No. P273/00 refers).

The current version of the plan complies with and addresses the following as set out by the Adequacy Standards Regulations:

(a) the plan's objectives;

- (b) the implementation of a program to coach or mentor new officers; and
(c) the development and maintenance of the knowledge, skills and abilities of members of the police force, including,
- (i) the police force's criminal investigators,
 - (ii) members of the police force who provide investigative support functions, if any,
 - (iii) members of a public order unit, if any, and
 - (iv) members of the police force who provide any emergency response service referred to in sections 21 and 22. O. Reg. 3/99, s. 33; O. Reg. 185/16, s. 10.

Over the next three years, the S.D.L.P. will undergo assessment by the Unit Commander of the Toronto Police College. In addition to meeting the Adequacy Standards, the S.D.L.P. will align with the People and Culture Plan, as well as the review of job descriptions, currently underway by Labour Relations.

The revised S.D.L.P. will reflect the modernization changes undertaken by the Service that include;

- New learning and development programs that are being created for aspiring leaders at the sergeant and supervisory level
- Development of management training for all leaders in 2020
- Greater clarity provided for all role profiles to help support member development
- Career planning guides that include both formal training and development opportunities that are based on competency and skill development

Training Administration Technology Upgrade: Human Resources Management System

The Training Administration up-grade of the Human Resources Management System (H.R.M.S.) was implemented during 2016-2017. This upgrade supports the S.D.L.P. through greater tracking of all training delivered and received across the Service by all members. This tighter control ensures members have achieved mandatory adequacy standards for all job functions governed by Adequacy Standards/Regulations.

The H.R.M.S. up-grade also includes the following:

1. Member self-enrolment on H.R.M.S. for all internal, mandated training and courses offered by the Service.
2. Automation of all training requests, approvals and reminders.
3. All training mandated by legislation is assigned a "license". If renewals are required automatic notifications are sent to the affected members and their Unit Commander to ensure no lapse in training.
4. Increased managerial accountability with regards to training budgets, planning, performance and career management.
5. Creating the building blocks for competency-driven and performance oriented training.

6. Integration with our current Canadian Police Knowledge Network (C.P.K.N.) online training system to track completion of courses.

Conclusion:

The S.D.L.P. was reviewed in 2019. However, no modifications were deemed necessary at this time. As discussed, the implementation of the H.R.M.S up-grade in 2016-2017, provided tighter control of training records to ensure adherence to the Adequacy Standards/Regulations for all members.

The next three years will see a comprehensive examination and updating of the S.D.L.P. by the Toronto Police College. This review will include ensuring continued compliance with standards/regulations as dictated by the Policing Adequacy Standards/Regulations as well as an alignment with modernization programs being developed by Labour Relations and People and Culture.

Deputy Chief Barbara McLean, Human Resources Command, will be in attendance to respond to any questions that the Board may have regarding this report.

Respectfully submitted,

Mark Saunders, O.O.M.
Chief of Police

*original copy with signature on file at Board office



Toronto Police Services Board Report

January 10, 2020

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: City of Toronto Council Decision – 2017 Annual Statistical Report

Recommendation(s):

It is recommended that the Toronto Police Services Board (“the Board”) receive this report and forward to the City of Toronto Executive Committee.

Financial Implications:

There are no financial implications relating to the recommendations contained within this report.

Background / Purpose:

On May 30, 2019, the Board received a report from Chair Andy Pringle and recommended the Toronto Police Service (the Service) respond to a motion from the City of Toronto Council (City Council) to report back to the Executive Committee on the implementation of Toronto Police Service’s (the Service) Open Data Plan, including:

1. Provide its annual reports in a proper digital format;
2. Convert files currently provided in a portable document format (.pdf) on the Toronto Police Service Public Safety Data Portal; and
3. Share datasets on the City of Toronto Open Data Portal, including any issues around public privacy

Discussion:

The Toronto Police Service recognizes the value and importance of open data and has made substantial efforts to make relevant datasets, mapping applications, and dashboards available to the public through the Toronto Police Service Public Safety Data Portal.

This work has been central The Way Forward Recommendation #17 to increase public access to data and enhance transparency of public safety information. As a result of the Public Safety Data Portal development and public use, the Service has been recognized as a global leader with a number of awards including a Special Achievement in GIS Award (ESRI Inc.), Partnership Award (StreetsTO), Science and Innovation Award (FBI NAA Charitable Foundation), Channel Innovation Award (IT World Canada).

Since the launch of the Public Safety Data Portal, the Service has released valuable crime and traffic open datasets along with interactive dashboards and web mapping applications for visualizing information. The Service held several public information sessions, internal trainings and presented at several conferences promoting the use and application of police open data. This outreach has increased awareness of the Service's open data program in the community. Open data has facilitated academic engagement leading to our continual participation in data competitions, hackathons, academic curriculum, internships, and co-op placements. Open data is widely used by residential communities, the media, neighbourhood watch groups, researchers, students and other special interest groups. The information on the Public Safety Data Portal is also regularly utilized in Community Police Liaison Committee meetings.

The Service will evaluate the information currently provided in its Annual Statistical Report (A.S.R) for release as open data beginning in 2020. Additionally, Toronto Police Service annual reports and datasets will also be continuously evaluated for potential release as open data where feasible. In cases where the release of historical open data is notably labour intensive, efforts will be focused on providing the information as open data on a go-forward basis. The Service will assess each point of data and evaluate the potential release of this information as open data in its most granular format. The datasets will be available for download in various standard data formats on the Service's Public Safety Data Portal, alongside a digital version (.pdf) of the report.

Open Data

The A.S.R open data tables first available in 2020 through the Open Data section of the portal and will include, the following categories as currently included in the report:

- Reported Crime
- Persons Charged
- Victims of Crime
- Search of Persons
- Firearms
- Traffic
- Personnel & Budget
- Calls for Service
- Regulated Interactions
- Administrative

Data Visualization and Maps

The A.S.R will include interactive dashboards with visual elements including charts, graphs, maps and infographics that will provide accessible ways to visualize the information.

Privacy and protection of personal identifying information is of the utmost importance in determining an appropriate level of detail to be provided. The Service will provide information at an appropriate level, optimizing its value for public consumption while protecting personal information.

The tentative release for the A.S.R and its accompanying open datasets is Q2 2020. Race-based data collection will commence on January 1st, 2020 therefore, considerations for open data will be evaluated for annual release in 2021.

The Service is also currently working with the City of Toronto Open Data Team to make this information available on the City of Toronto Open Data Portal with datasets to be provided as early as Q2 2020 in preparation for release.

Conclusion:

The Toronto Police Service understands the strategic value of providing annual statistical information available as open data that meets accepted industry standards and guidelines. The Service will evaluate the release of this information as a phased approach going forward. Considerations related to privacy of personal and confidential information will be assessed and guide the level of information that can be provided as open data. The Service will continue to work with the City of Toronto's Open Data team to make this information accessible through the City's Open Data Portal.

Ian Williams, Manager of Analytics & Innovation, will be in attendance to answer any questions that the Board members may have regarding this report.

Respectfully submitted,

Mark Saunders, O.O.M.
Chief of Police



Toronto Police Services Board Report

January 7, 2020

To: Members
Toronto Police Services Board

From: Ryan Teschner
Executive Director

Subject: City of Toronto Council Decision – Request to Establish a Community Police Office at 200 Poplar Road

Recommendations:

It is recommended that the Board:

- 1) Request that the Chief of Police assess Council's recommendation and report to the Board on the results of his assessment; and,
- 2) Forward a copy of this report to City Council via the Executive Committee.

Financial Implications:

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

Background/Purpose:

City Council, at its meeting on December 17 and 19, 2019 adopted an item with respect to establishing a Community Police Office at 200 Poplar Road. The motion is available at this link:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.EX11.14>

Discussion:

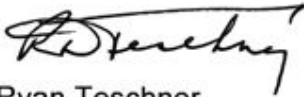
In considering this matter, City Council adopted the following:

1. City Council request the Toronto Police Services Board, as part of the newly announced neighbourhood officers' program, to establish a Community Police Office at 200 Poplar Road.

It is, therefore, recommended that the Board:

- 1) Request that the Chief of Police assess Council's recommendation and report to the Board on the results of his assessment; and,
- 2) Forward a copy of this report to City Council via the Executive Committee.

Respectfully submitted,



Ryan Teschner
Executive Director



Toronto Police Services Board Report

April 29, 2019

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Chief's Administrative Investigation into the Custody Injury of 2018.53

Recommendation(s):

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

Financial Implications:

There are no financial implications relating to the recommendation contained within this report.

Background / Purpose:

Whenever the Special Investigations Unit (S.I.U.) is notified of an incident involving serious injury or death, provincial legislation directs that a chief of police shall conduct an administrative investigation.

Ontario Regulation 267/10, Section 11(1) states:

"The chief of police shall also cause an investigation to be conducted forthwith into any incident with respect to which the S.I.U. has been notified, subject to the S.I.U.'s lead role in investigating the incident."

Section 11(2) of the Regulation states:

"The purpose of the chief of police's investigation is to review the policies of or services provided by the police force and the conduct of its police officers."

Section 11(4) of the Regulation states:

“The chief of police of a municipal police force shall report his or her findings and any action taken or recommended to be taken to the board within 30 days after the S.I.U. director advises the chief of police that he or she has reported the results of the S.I.U.’s investigation to the Attorney General, and the board may make the chief of police’s report available to the public.”

Upon conclusion of its investigation, the S.I.U. provides the Toronto Police Service (T.P.S.) with a letter. The S.I.U. does not provide the T.P.S. with a copy of the report that was provided to the Attorney General.

Discussion:

On Tuesday, September 11, 2018, at approximately 0244 hours, officers from 51 Division were on general patrol in a marked police vehicle when they happened upon a fight at the intersection of Dundas Street East and Sherbourne Street.

A female, identified as 2018.53, was heavily intoxicated, and appeared to be the aggressor who initiated the fight with several people. The officers de-escalated the situation and determined that no criminal charges were warranted. The officers contacted 2018.53’s next-of-kin who agreed to pay for her cab ride home. Officers then made arrangements for a taxi to attend.

While waiting for the taxi, 2018.53 became aggressive once again and began to assault a citizen, who was simply a bystander. The officers decided Ms. Lindsay was no longer suitable for release, and arrested her for Being Intoxicated in a Public Place under the *Liquor Licence Act*. 2018.53 was deemed to be a danger to herself and others and as a result was placed in the rear of a marked police vehicle to be transported to 55 Division. No criminal charges were laid in relation to the second assault.

The officers travelled only a short distance when 2018.53 began to attempt to open the door and kick the vehicle’s protective shield and ceiling. The officers pulled to the side of the road with the intention of restraining her more securely. As one officer opened the rear passenger door, 2018.53 began to kick out at him, making contact with the officer. The officer then grabbed her leg and pulled her out of the vehicle onto the roadway, in order to gain control. 2018.53 yelled out in pain, indicating that the officer had broken her arm.

This incident was captured on the In-Car Camera System (I.C.C.S.).

Officers contacted Toronto Paramedic Services who attended and transported 2018.53 to St. Michael’s Hospital, where she was diagnosed and treated for a fracture to her left humerus bone.

2018.53 was released from hospital and released from police custody, with no charges.

The S.I.U. was notified and invoked its mandate.

The S.I.U. designated one officer, as a subject officer; two other officers were designated as witness officers.

In a letter to the T.P.S. dated March 12, 2019, Director Tony Loparco of the S.I.U. advised that the investigation was completed, and the file has been closed.

The S.I.U. public Report of Investigation can be found at the following link:

https://www.siu.on.ca/en/directors_report_details.php?drid=246

On March 15, 2019, the S.I.U issued a news release in relation to this incident exonerating the officers involved. The news release can be found at the following link:

https://www.siu.on.ca/en/news_template.php?nrid=4793

Summary of the Toronto Police Service's Investigation:

Professional Standards Support (P.S.S.) conducted an investigation pursuant to Ontario Regulation 267/10, Section 11.

P.S.S. examined the alleged custody injury in relation to the applicable legislation, service provided, procedures, and the conduct of the involved officers.

The P.S.S. investigation reviewed the following T.P.S. procedures:

- Procedure 01-01 (Arrest)
- Procedure 01-03 (Persons in Custody)
- Procedure 13-16 (Special Investigations Unit)
- Procedure 13-17 (Notes and Reports)
- Procedure 15-01 (Use of Force)
- Procedure 15-02 (Injury/Illness Reporting)
- Procedure 15-17 (In-Car Camera System)

The P.S.S. investigation also reviewed the following legislation:

- *Police Services Act* Section 113 (Special Investigations Unit)
- Ontario Regulation 267/10 (Conduct and Duties of Police Officers Respecting Investigations by the Special Investigations Unit)
- Ontario Regulation 926 Section 14.3 (Use of Force Qualifications)
- Liquor License Act Section 31(4) (Being Intoxicated in a Public Place)

The P.S.S. investigation determined that the T.P.S.'s policies and procedures associated with the custody injury were found to be 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 actions of the involved officers were compliant with the related T.P.S. procedures except for Procedure 15-17 In-Car Camera System. Two officers did not use their I.C.C.S. microphones as required and as a result were disciplined at unit.

Deputy Chief Barbara McLean, Human Resources Command, will be in attendance to answer any questions that the Board may have regarding this report.

Respectfully submitted,

Mark Saunders, O.O.M.
Chief of Police

*original copy with signature on file in Board office



Toronto Police Services Board Report

June 4, 2019

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Chief's Administrative Investigation into the Custody Injury to 2018.23

Recommendation(s):

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

Financial Implications:

There are no financial implications relating to the recommendation contained within this report.

Background / Purpose:

Whenever the Special Investigations Unit (S.I.U.) is notified of an incident involving serious injury or death, provincial legislation directs that a chief of police shall conduct an administrative investigation.

Ontario Regulation 267/10, Section 11(1) states:

“The chief of police shall also cause an investigation to be conducted forthwith into any incident with respect to which the S.I.U. has been notified, subject to the S.I.U.’s lead role in investigating the incident.”

Section 11(2) of the Regulation states:

“The purpose of the chief of police’s investigation is to review the policies of or services provided by the police force and the conduct of its police officers.”

Section 11(4) of the Regulation states:

“The chief of police of a municipal police force shall report his or her findings and any action taken or recommended to be taken to the board within 30 days after the S.I.U. director advises the chief of police that he or she has reported the results of the S.I.U.’s investigation to the Attorney General, and the board may make the chief of police’s report available to the public.”

Upon conclusion of its investigation, the S.I.U. provides the Toronto Police Service (T.P.S.) with a letter. The S.I.U. does not provide the T.P.S. with a copy of the report that was provided to the Attorney General.

Discussion:

On September 18, 2017 officers from 55 Division attended 392 Jones Avenue to arrest 2018.23. 2018.23 was wanted for breaching his peace bond and mischief. These offences related to incident(s) involving his neighbor.

Officers located 2018.23 working inside a detached garage at the back of the property. 2018.23 was advised of the outstanding charges and that he was going to be arrested. Further, it was explained to 2018.23 that if he did not surrender officers would seek and obtain a judicial authorization to enter his property to affect his arrest. 2018.23 voiced his objections to the officers and proceeded to enter a laneway to retrieve a bicycle. When 2018.23 entered the public laneway the officers arrested him. 2018.23 resisted his arrest and the officers took control of his arms and pushed him forward to gain control of him. 2018.23 continued to struggle and he was taken to the ground where he continued to resist by refusing to give up his right hand from underneath him. One of the arresting officers delivered two knee strikes to 2018.23’s right side in order to gain control of his right arm. The knee strikes were effective and 2018.23’s right arm was controlled and he was handcuffed.

2018.23 complained of an injury and Toronto Paramedic Services (Paramedics) were called to the scene. 2018.23 was transported to Michael Garron Hospital where he was diagnosed and treated for two non-displaced fractures to his ribs.

On September 18, 2017, the Toronto Police Service (T.P.S.) S.I.U. Designate was notified of 2018.23’s injuries. The nature of 2018.23’s injuries as they were known by the T.P.S. at the time did not meet the threshold for notification to the S.I.U.

2018.23 was transported back to 55 Division where he was processed and held for a show cause hearing.

On April 16, 2018, the Office of the Independent Police Review Director (O.I.P.R.D.) received a complaint from 2018.23 which it retained for investigation.

On April 23, 2018, the O.I.P.R.D. reported to the T.P.S. that it had commenced an investigation and was in possession of a medical diagnosis and report that indicated that 2018.23 had sustained minimally displaced fractures to his ribs.

On April 23, 2018, the S.I.U. was notified by the T.P.S. of 2018.23's injury and the S.I.U. invoked its mandate.

The S.I.U. designated one officer as a subject officer; nine other officers were designated as witness officers.

In a letter to the T.P.S. dated May 24, 2019, Interim Director Joseph Martino of the S.I.U. advised that the investigation into this incident was completed, the file has been closed and no further action is contemplated.

"In my view, there were no grounds in the evidence to proceed with criminal charges against the subject officer."

The S.I.U. published a media release on May 23, 2019. The media release is available at:

https://www.siu.on.ca/en/news_template.php?nrid=4917

The Director's Report of Investigation is published on the link:

https://www.siu.on.ca/en/directors_report_details.php?drid=322

Summary of the Toronto Police Service's Investigation:

Professional Standards Support (P.S.S.) conducted an investigation pursuant to Ontario Regulation 267/10, Section 11.

P.S.S. examined the injury in relation to the applicable legislation, service provided, procedures, and the conduct of the involved officers.

The P.S.S. investigation reviewed the following T.P.S. procedures:

- Procedure 01-01 (Arrest)
- Procedure 01-03 (Persons in Custody)
- Procedure 01-08 (Criminal Code Release)
- Procedure 10-06 (Medical Emergencies)
- Procedure 13-16 (Special Investigations Unit)
- Procedure 13-17 (Notes and Reports)
- Procedure 15-01 (Use of Force)
- Procedure 15-02 (Injury/Illness Reporting)
- Procedure 15-17 (In-Car Camera System)

The P.S.S. investigation also reviewed the following legislation:

- *Police Services Act* Section 113 (Special Investigations Unit)
- Ontario Regulation 267/10 (Conduct and Duties of Police Officers Respecting Investigations by the Special Investigations Unit)
- Ontario Regulation 926 Section 14.3 (Use of Force Qualifications)

The P.S.S. investigation determined that the T.P.S.'s policies and procedures associated with the custody injury were found to be 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 conduct of the officers was in compliance with applicable provincial legislation regarding the Standards of Conduct and applicable T.P.S. procedures.

Deputy Chief Barbara McLean, Human Resources Command, will be in attendance to answer any questions that the Board may have regarding this report.

Respectfully submitted,

Mark Saunders, O.O.M.
Chief of Police

*original copy with signature on file in Board office



Toronto Police Services Board Report

June 26, 2019

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Chief's Administrative Investigation into the Custody Injury to 2017.92

Recommendation(s):

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

Financial Implications:

There are no financial implications relating to the recommendations contained within this report.

Background / Purpose:

Whenever the Special Investigations Unit (S.I.U.) is notified of an incident involving serious injury or death, provincial legislation directs that a chief of police shall conduct an administrative investigation.

Ontario Regulation 267/10, s.11(1) states:

“The chief of police shall also cause an investigation to be conducted forthwith into any incident with respect to which the S.I.U. has been notified, subject to the S.I.U.’s lead role in investigating the incident.”

Section 11(2) of the Regulation states:

“The purpose of the chief of police’s investigation is to review the policies of or services provided by the police force and the conduct of its police officers.”

Section 11(4) of the Regulation states:

“The chief of police of a municipal police force shall report his or her findings and any action taken or recommended to be taken to the board within 30 days after the S.I.U. director advises the chief of police that he or she has reported the results of the S.I.U.’s investigation to the Attorney General, and the board may make the chief of police’s report available to the public.”

Upon conclusion of its investigation, the S.I.U. provides the Toronto Police Service (T.P.S.) with a letter. The S.I.U. does not provide the T.P.S. with a copy of the report that was provided to the Attorney General.

Discussion:

On December 19, 2017, at about 1620 hours, several members of the E.T.F., Hold-Up Squad (H.U.S.) and Mobile Support Services (M.S.S.) began to follow two separate vehicles from an address on Hanson Road in Mississauga. An investigation had revealed that both occupants of these vehicles had committed several bank robberies in the Greater Toronto Area over the last several days. The last occurrence took place in Brampton and in that event, one of the suspects discharged a firearm in a bank.

One suspect vehicle was stopped by members of the E.T.F. and the driver was arrested without incident.

The other suspect was stopped on Hurontario Street at Rathburn Road. Five members of the H.U.S. and M.S.S., using their vehicles, attempted to surround and box in the suspect at that location. The suspect, later identified as 2017.92, began to ram the unmarked police vehicles in an attempt to evade arrest. Despite damaging all of the vehicles, he was not successful in his attempt to escape by that means, so he fled the scene on foot.

Several members of M.S.S. pursued 2017.92 on foot as he fled the scene. 2017.92 appeared to be drawing a firearm and Subject Officer A, seeing this action drew his T.P.S. issued pistol.

At the same time, a Witness Officer stated, “He’s got a gun.” This confirmed Subject Officer A’s observations and as a result they believed there was an imminent risk of serious bodily harm or death to themselves and other officers, they then discharged one round at 2017.92. The round missed and 2017.92 kept running and now brandished his firearm. Subject Officer A believed that 2017.92 was now attempting to return fire. Subject Officer A attempted to fire a second round, however, their service pistol had jammed. Subject Officer A cleared the jam and discharged a second round at 2017.92. This second round also missed 2017.92.

2017.92 then discarded the firearm, jumped over a concrete retaining wall, suffered an injury to his foot and he was immediately arrested by several M.S.S. officers.

Paramedics was contacted and 2017.92 was transported by ambulance to Sunnybrook Health Sciences Centre where he was diagnosed and treated for a fractured bone in his left foot.

The S.I.U. was notified and invoked its mandate.

The S.I.U. designated two officers as subject officers; twelve other officers were designated as witness officers.

In a letter to the T.P.S. dated January 8, 2019, Director Tony Loparco of the S.I.U. advised that the investigation was completed, the file has been closed and no further action is contemplated.

The S.I.U. Director's public Report of Investigation can be found by the following link:

https://www.siu.on.ca/en/directors_report_details.php?drid=137

On December 19, 2017, the S.I.U. issued a news release requesting the public's assistance in locating any witnesses to this event. The news release can be viewed at the following link:

https://www.siu.on.ca/en/news_template.php?nrid=3460

On January 11, 2019, the S.I.U. issued a news release exonerating the subject officers. The news release can be viewed at following link:

https://www.siu.on.ca/en/news_template.php?nrid=4597

Summary of the Toronto Police Service's Investigation:

Professional Standards Support (P.S.S.) conducted an investigation pursuant to Ontario Regulation 267/10, Section 11.

P.S.S. examined the alleged custody injury in relation to the applicable legislation, service provided, procedures, and the conduct of the involved officers.

The *Police Services Act*, section 95 requires a police service to keep confidential the conduct issues in relation to its members, except in specific circumstances. The public release of this document does not fall within one of those exemptions.

The P.S.S. investigation reviewed the following T.P.S. procedures:

- Procedure 15-01 (Use of Force)
- Procedure 15-03 (Service Firearms)

The P.S.S. investigation also reviewed the following legislation:

- *Criminal Code* s. 25 (Protection of Persons Adminstrating and Enforcing the Law)
- Ontario Regulation 926 s.3.1 (Carry Firearm - Glock)
- Ontario Regulation 926 s. 14.2(1) (Use of Force Training)
- Ontario Regulation 926 s. 14.2(2) (Use of Force / Firearm Qualification)
- Ontario Regulation 926 s. 14.5(1) (Reports on Use of Force)

The P.R.S. investigation determined that the T.P.S.'s policies and procedures were found to be 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.

Deputy Chief Barbara McLean, Human Resources Command, will be in attendance to answer any questions that the Board may have regarding this report.

Respectfully submitted,

Mark Saunders, O.O.M.
Chief of Police

*original copy with signature on file in Board office



Toronto Police Services Board Report

October 22, 2019

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

**Subject: Chief's Administrative Investigation into the Custody
Death of 2018.56**

Recommendation(s):

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

Financial Implications:

There are no financial implications relating to the recommendation contained within this report.

Background / Purpose:

Whenever the Special Investigations Unit (S.I.U.) is notified of an incident involving serious injury or death, provincial legislation directs that a chief of police shall conduct an administrative investigation.

Ontario Regulation 267/10, Section 11(1) states:

"The chief of police shall also cause an investigation to be conducted forthwith into any incident with respect to which the S.I.U. has been notified, subject to the S.I.U.'s lead role in investigating the incident."

Section 11(2) of the Regulation states:

"The purpose of the chief of police's investigation is to review the policies of or services provided by the police force and the conduct of its police officers."

Section 11(4) of the Regulation states:

“The chief of police of a municipal police force shall report his or her findings and any action taken or recommended to be taken to the board within 30 days after the S.I.U. director advises the chief of police that he or she has reported the results of the S.I.U.’s investigation to the Attorney General, and the board may make the chief of police’s report available to the public.”

Upon conclusion of its investigation, the S.I.U. provides the Toronto Police Service (T.P.S.) with a letter. The S.I.U. does not provide the T.P.S. with a copy of the report that was provided to the Attorney General.

Discussion:

On September 29, 2018, at 1810 hours, the T.P.S. were contacted by a citizen who had observed a person hanging over a balcony railing on the 19th floor of 68 Shuter Street and had been in this position for 15 minutes.

Primary Response Units and the on duty Mobile Crisis Intervention Team (M.C.I.T.) were dispatched to attend. The Emergency Task Force was notified and monitored the call.

On September 29, 2018, at 1814 hours officers from 51 Division responded to the call.

Officers arrived at 68 Shuter Street and observed an individual, later identified as Complainant 2018.56 (2018.56), sitting on the balcony railing of her 19th floor apartment with her feet dangling off the side.

Two officers entered the building and made their way to the 19th floor while the other attending officers shut down vehicular and pedestrian traffic on Shuter Street.

Two officers attended the apartment and found the front door to be partially ajar. The officers entered the apartment and announced their presence. When there was no response from within the apartment the officers commenced a search. Officers found the balcony door open and observed 2018.56 sitting on the railing of the balcony with their back towards them and a chair sitting up against the railing. 2018.56 appeared to be staring downward and did not appear to be aware of the officer’s presence in their apartment. Both officers believed 2018.56 was in crisis and focused on ending their life. The first officer entered the balcony with the second following behind. The first officer reached out and grabbed 2018.56 by the collar of their sweater and attempted to pull them back onto the balcony. 2018.56 turned and faced that officer, pulled them forward then immediately pushed off of them with two hands putting themselves over the railing and off the balcony.

The first officer kept hold of 2018.56 momentarily as they fell over the railing causing them to be pulled towards the edge. The second officer grabbed the first officer's ballistic vest and pulled them back and into the safety of the apartment.

2018.56 landed on the ground below at 1817 hours.

An officer who was on the ground approached 2018.56, rolled them over, took their pulse and commenced life saving efforts until Toronto Paramedic Services (Paramedics) took over.

2018.56 was pronounced deceased by Paramedics at the scene.

The apartment and the scene below were contained and secured.

The officer who physically interacted with 2018.56 on the balcony sustained a broken finger during their struggle with 2018.56.

The S.I.U. was notified and invoked its mandate.

On September 29, 2018, the S.I.U. issued a news release requesting the public's assistance in locating any witnesses to this event. The news release can be viewed at the following link:

https://www.siu.on.ca/en/news_template.php?nrid=4278

The S.I.U. designated two officers as subject officers; five other officers were designated as witness officers.

In his letter to the T.P.S. dated September 20, 2019, Interim Director Joseph Martino of the S.I.U. stated, in part, that *"the file has been closed and no further action is contemplated. In my view, there were no grounds in the evidence to proceed with criminal charges against the two subject officers"*.

In his report to the Attorney General dated September 6, 2019, Interim Director Martino articulated his decision in part as follows:

"Once notified of the incident, the police responded promptly to the scene. The situation was an emergency and the officers did what they could to abort what clearly was an intention on the part of the Complainant to end her life. Based on their observations of the Complainant from ground level, the officers correctly deduced the location of the Complainant's unit and wasted no time in making their way there. Once on the balcony and sensing an opportunity to safely take hold of the Complainant, SO #1 grabbed her collar and attempted to rein her in. I am satisfied that action, while precipitating the chain of events culminating in the Complainant's jump, was a reasonable tactic in the circumstances. The Complainant reacted by pulling him toward her and then pushing off against the officer. That sequence placed SO #1's life in danger as he struggled to

maintain his grip on the Complainant and was dragged toward the railing, his balance secured by SO #2 from behind. All told, SO #1 was on the balcony with the Complainant for a matter of seconds before she jumped. On this record, I am satisfied the subject officers acted at all times with due care and regard for the Complainant, and in pursuit of their foremost duty – the protection and preservation of life. Consequently, there are no grounds to believe that either officer is criminally implicated in the Complainant’s self-inflicted death, and the file is closed”.

The S.I.U. Director’s public Report of Investigation can be found by the following link:
https://www.siu.on.ca/en/directors_report_details.php?drid=447

On September 23, 2019, the S.I.U. issued a news release exonerating the subject officer. The news release can be viewed at following link:

https://www.siu.on.ca/en/news_template.php?nrid=5164

Summary of the Toronto Police Service’s Investigation:

Professional Standards Support (P.S.S.) conducted an investigation pursuant to Ontario Regulation 267/10, Section 11.

P.S.S. examined the death in relation to the applicable legislation, service provided, procedures, and the conduct of the involved officers.

The P.S.S. investigation reviewed the following T.P.S. procedures:

- Procedure 04-02 (Death Investigations)
- Procedure 04-16 (Death in Police Custody)
- Procedure 06-04 (Emotionally Disturbed Persons)
- Procedure 08-03 (Injured on Duty Reporting)
- Procedure 08-04 (Members Involved in a Traumatic Critical Incident)
- Procedure 10-05 (Incidents Involving the Emergency Task Force)
- Procedure 10-06 (Medical Emergencies)
- Procedure 13-16 (Special Investigations Unit)
- Procedure 13-17 (Notes and Reports)
- Procedure 15-01 (Use of Force and Equipment)

The P.S.S. investigation also reviewed the following legislation:

- *Police Services Act* Section 113 (Special Investigations Unit).
- Ontario Regulation 267/10 (Conduct and Duties of Police Officers Respecting Investigations by the Special Investigations Unit).
- Ontario Regulation 926 (Equipment and Use of Force).

The P.S.S. investigation determined that the T.P.S.’s policies and procedures associated with this Custody Death were found to be 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 conduct of the officers was in compliance with applicable provincial legislation regarding the Standards of Conduct and applicable T.P.S. procedures.

Deputy Chief Barbara McLean, Human Resources Command, will be in attendance to answer any questions that the Board may have regarding this report.

Respectfully submitted,

Mark Saunders, O.O.M.
Chief of Police

*original copy with signature on file in Board office



Toronto Police Services Board Report

Confidential

January 17, 2020

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

**Subject: Agreement for Use of Property Located at 660 Fleet Street
– Fort York Armoury, Toronto**

Recommendation:

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

- 1) the Chair to execute the Agreement between the Board and Her Majesty the Queen in right of Canada, represented by the Ministry of National Defence (Ministry) in relation to the January 31 2020 Graduation Ceremony to be conducted at Fort York Armoury; and,
- 2) delegate authority to the Deputy Chief of Human Resources Command to execute the remaining two agreements the Service will receive from the Ministry for the Service's use of the Fort York Armoury for the remaining Graduation Ceremonies in 2020.

Financial Implications:

The estimated cost per rental of this location is \$9000.00 per graduation, which also includes access for a dress rehearsal prior to the event. The Toronto Police Service (Service) will be hosting three Police Cadet Graduation ceremonies in January, June and October of 2020. Renting the space for these three separate occasions will be approximately \$27,000.00, not including an administrative fee (10%) and H.S.T. (13%).

Funding for this rental has been included in the Service's 2020 Operating budget request.

Background / Purpose:

The Toronto Police College in conjunction with the Ontario Police College will be training three recruit classes in 2020. The schedule is currently set as follows:

Recruit Class #19-03 - Friday January 31st, 2020.

Recruit Class #20-01 - Thursday June 4th, 2020.

Recruit class #20-02 - Friday October 2nd, 2020.

Class sizes vary for each intake, but we are anticipating that the minimum number in each class will be approximately 110 recruits, based on the 2020 hiring plan of employing 316 new Police Cadets by year end.

The graduation ceremony for each class is an excellent opportunity for recruits and family members to acknowledge all the hard work and dedication each recruit has put into their journey to become a Police Officer with the Service.

Historically, when class sizes were over the Toronto Police College's auditorium capacity, the Service had utilized the premises of Fort York Armoury to accommodate the class number as well as the anticipated family support in attendance.

Discussion:

Due to the increase in the Service's class sizes since 2019, the Toronto Police College auditorium facilities, which have been used in the past, are not conducive to hosting the recruits and their families (4 guests each) as well as the Command Officers and both uniform and civilian senior officers who regularly attend.

The venue is also required to accommodate a parade square, where the recruits will march, while also ensuring that the family and friends can be seated with an adequate view of the ceremony.

The auditorium at the Toronto Police College holds a maximum of 600 people as per *The Ontario Building Code*. Once the equipment (chairs, bleachers) required for graduation is set up it can only hold 350-400 comfortably. It is anticipated that the attendance will exceed 720 people for each graduation ceremony taking place in 2020.

In order to have access to their property, the Ministry requires the Board to enter into an Agreement that includes indemnity.

The Agreement contains the following indemnity clause:

To indemnify and save harmless Her Majesty, Her officers, servants, agents, employees and members of Her Majesty's armed forces, Her and their heirs, executors, administrators, successors and assigns, from and against all injury, damage, actions, causes of action, suites, claims and demands of whatsoever nature which may result or may be brought or made my reason of any act or default of the Licensee [nee the Board], its servants, agents, employees or invitees, or arising out of or incidental to the exercise by the Licensee [nee the Board] of the leave and license granted herein.

This Agreement between the Ministry and the Board has been reviewed and approved by the City of Toronto Solicitor. This Agreement has also been reviewed and approved by City Legal Services to ensure that the legal and operational requirements of the Service are adequately protected. The Agreement is attached as Appendix "A".

Conclusion:

The Service has used the Fort York Armoury for graduations since 1995 on a regular basis when class sizes warranted the rental. The Fort York Armoury meets all of the required needs of the Service in relation to size, location and costing.

It is recommended that the Board authorize the Chair to execute the Agreement to allow for the January 31, 2020 graduation ceremony to be held at this location. It is also recommended that the Board authorize the Deputy of Human Resources Command to execute the remaining 2 Agreements the Service will receive from the Ministry for the Service's use of the Fort York Armoury for the remaining Graduation Ceremonies in 2020.

Deputy Chief Barb McLean, Human Resources Command will be in attendance to answer any questions that the Board may have.

Respectfully submitted,

Mark Saunders, O.O.M.
Chief of Police

*original with signature on file at Board Office

Attachments: Agreement.doc (Appendix "A")

ANNEX G

THIS AGREEMENT,

BETWEEN:

HER MAJESTY THE QUEEN in right of Canada, represented herein by the Minister of National Defence, (hereinafter referred to as “the Licensor”)

OF THE FIRST PART;

AND: Toronto Police Service Board
70 Birmingham Street
Toronto ON M8V 3W6

Sgt, Janine Crowley (3172)
Telephone: 416-808-4885

(Hereinafter referred to as “the Licensee”) OF THE SECOND PART:
WHEREAS the Licensor owns and maintains a defence establishment known as Winona Range.

AND WHEREAS the Licensee has requested permission from the Licensor to use the range for the purpose of training

NOW THEREFORE THIS AGREEMENT WITNESSES that in consideration of and subject to terms, conditions, covenants, and provisos hereinafter contained, the Minister, hereby grants leave and license, subject to terminations hereinafter provided, to the Applicant to use, for the purpose of Graduation Ceremony for new recruits at the Fort York Armoury at the aforementioned defence establishment, during the period Jan 30, 2020 Dress Rehearsal (8:30hrs – 13:00hrs) and Jan 31, 2020 Graduation Day and Tear Down (08:30hrs to 17:00hrs).

1. THE LICENSEE COVENANTS AND AGREES WITH THE LICENSOR:

- a. To pay the Licensor the sum of \$180.00 a day plus HST (13%) for the range open and close by ATCO Structures & Logistics. Once the Licensee is in receipt of the invoice payment will be accepted for consideration of this agreement in the form of a cheque made payable to the Receiver General for Canada, and mailed to:

**RGDF Cashier
4th Canadian Division Support Group
Garrison Petawawa/CORP SVCS
PO Box 999 STN MAIN
Petawawa ON K8H 2X3**

The event will be invoiced directly to the Licensee for immediate payment.

- b. To abide by all applicable orders, instructions and regulations issued by or under the authority of the Licensor.
- c. Not to assign or transfer, nor purport to assign or transfer, either in whole or in part, the leave and license.
- d. To assume full responsibility for the care of its property at all times, and to assume all risks of loss, damage or injury to itself, its servants, agents, employees or invitees, and their property.
- e. To indemnify and save harmless Her Majesty, Her officers, servants, agents, employees and members of Her Majesty's armed forces, Her and their heirs, executors, administrators, successors and assigns, from and against all injury, damage, actions, causes of action, suites, claims and demands of whatsoever nature which may result or may be brought or made my reason of any act or default of the Licensee, its servants, agents, employees or invitees, or arising out of or incidental to the exercise by the Licensee of the leave and license granted herein.
- f. Upon signature of this agreement, to provide to the Licensee proof of adequate insurance or otherwise satisfy the Licensor of the Licensee's ability to bear the Licensee's risk.
- g. To compensate the Licensor, Her officers, servants, agents and employees for any injury or damage to any of their property caused by or directly or indirectly attributable to the exercise by the Licensee of the leave and license granted herein.
- h. To comply with all applicable federal, provincial and municipal laws, by-laws and regulations.
- i. To leave or restore the Range to the Licensor at the expiration of this agreement in a condition satisfactory to the Licensor.
- j. To provide to the Licensor a Certificate of Liability Insurance naming as additional insured "The Queen in Right of Canada and The Department of National Defence" for \$5M for each use; of location of RTA, date and time as mentioned on page 1 of this agreement.

2. IT IS MUTUALLY COVENATED AND AGREED BY AND BETWEEN THE PARTIES HERETO THAT:

- a. The Licensee may terminate this agreement upon giving to the Licensor written notice of intention to terminate at least two days prior to the beginning of use of the Range by the Licensee. Failure to give such notice shall result in the payment described in paragraph 1(a) above being non-refundable.
- b. The Licensor may revoke this leave and license and at any time without compensation to the Licensee, other than return of its payment (less a proportional amount to cover any period of use prior to revocation), if the Range is, in the opinion of the Licensor, unsafe, or is required for military purposes, or if the Licensee breaches any of its covenants.
- c. No member of the House of Commons shall be admitted to any share or part of this agreement or to any benefit to arise there from, Parliament of Canada Act, R.S.C., 1985, Chapter P-I, subsection 38(1).
- d. The Licensee agrees that no alcohol is permitted on this site.
- e. The Licensee agrees to provide markers and spotters and agrees they must be in position during live firing.
- f. Members cannot be under the influence of cannabis during activities that fall under this POS agreement, and are not authorized to consumer cannabis on all DND property.

Signed on behalf of Her Majesty the Queen in right of Canada, in the presence of:

IN WITNESS WHEREOF this agreement has been executed by the Department of National Defence, on behalf of Her Majesty the Queen in right of Canada, and by the Licensee.

Col L.M Lapointe,
Commander
4th Canadian Division Support Group

Date

Canadian Armed Forces

Maj. S. Sangarapillai
CO, RP Ops Sect Toronto,
Canadian Armed Forces

Date

TORONTO POLICE SERVICE BOARD

Jim Hart
Chair

Date

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**RGDF Cashier
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PO Box 999 STN MAIN
Petawawa ON K8H 2X3**

The event will be invoiced directly to the Licensee for immediate payment.

- b. To abide by all applicable orders, instructions and regulations issued by or under the authority of the Licensor.
- c. Not to assign or transfer, nor purport to assign or transfer, either in whole or in part, the leave and license.
- d. To assume full responsibility for the care of its property at all times, and to assume all risks of loss, damage or injury to itself, its servants, agents, employees or invitees, and their property.
- e. To indemnify and save harmless Her Majesty, Her officers, servants, agents, employees and members of Her Majesty's armed forces, Her and their heirs, executors, administrators, successors and assigns, from and against all injury, damage, actions, causes of action, suites, claims and demands of whatsoever nature which may result or may be brought or made my reason of any act or default of the Licensee, its servants, agents, employees or invitees, or arising out of or incidental to the exercise by the Licensee of the leave and license granted herein.
- f. Upon signature of this agreement, to provide to the Licensee proof of adequate insurance or otherwise satisfy the Licensor of the Licensee's ability to bear the Licensee's risk.
- g. To compensate the Licensor, Her officers, servants, agents and employees for any injury or damage to any of their property caused by or directly or indirectly attributable to the exercise by the Licensee of the leave and license granted herein.
- h. To comply with all applicable federal, provincial and municipal laws, by-laws and regulations.
- i. To leave or restore the Range to the Licensor at the expiration of this agreement in a condition satisfactory to the Licensor.
- j. To provide to the Licensor a Certificate of Liability Insurance naming as additional insured "The Queen in Right of Canada and The Department of National Defence" for \$5M for each use; of location of RTA, date and time as mentioned on page 1 of this agreement.

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Col L.M Lapointe,
Commander
4th Canadian Division Support Group

Date

Canadian Armed Forces

Maj. S. Sangarapillai
CO, RP Ops Sect Toronto,
Canadian Armed Forces

Date

TORONTO POLICE SERVICE BOARD

Jim Hart
Chair

Date

**Toronto Police Services Board
January 22, 2020**

**** Speakers' List ****

Opening of the Meeting

Call to Order

Indigenous Land Acknowledgement

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

2. Election of the Chair and Vice-Chair

Deputation: Derek Moran

4. January 11, 2019 from Jim Hart, Uppala Chandrasekera, Steve Lurie and Jennifer Chambers, Co-Chairs, Mental Health and Addictions Advisory Panel (MHAAP)
Re: Update from the Toronto Police Services Board's Mental Health and Addictions Advisory Panel (MHAAP)

Deputation: Melanie Bobrowski

5. December 13, 2019 from Mark Saunders, Chief of Police
Re: Special Constable Appointments and Re Appointments – January 2020

Deputation: Derek Moran

9. January 8, 2020 from Mark Saunders, Chief of Police
Re: City of Toronto Council Decision – 2017 Annual Statistical Report

Deputation: Derek Moran

10. January 7, 2020 from Jim Hart, Chair

**Re: City of Toronto Council Decision – Request to Establish a
Community Police Office at 200 Poplar Road**

Deputation: Miroslav Glavic* (includes a [written submission](#))

- I do not think the Community Police Office (CPO) should open at 200 Poplar Road or any other location. TPS has a division, 43 Division, located at 4331 Lawrence Avenue East. The nearest major intersection is Morningside Avenue and Lawrence Avenue East, 1km west of 43 Division building.
- Community Relations can be done from that building. Without having to hire new officers.
- Every Division has Community Officers, whether officially or not officially.
- 43 Division has 2 officers who communicate via social media.
- Countless times at Community Meetings and CPLC meetings we have been told that there isn't enough resources, officers and budget, to have Community Officers and having 43 Div Officers in the Community.
- When I am downtown for work, I actually see Officers from the downtown divisions in the Community.
- When it comes to Officers in 43 Division, I live in 43 Division, let's just say I can't remember the last time there was the whole Coffee with a Cop event in 43 Division.
- Many of those same 43 Division Officers, I have seen them all over the City, except 43 Division, in places like:
 - Tamilfest (42 Division).
 - Taste of Lawrence (41 Division)
 - Taste of the Danforth (55 Division)
 - Sheppard/Brimley area (42 Division)
 - Yonge-Dundas Square (51 Division)
- If 43 Division has the time and manpower to send Officers to places that I mentioned above, then they have time to keep them in 43 Division
- Opening a CPO would mean extra manpower, something apparently 43 Division does not have, according to one of the Officers from 43 Division what he said during the CPLC meetings over the past few years.
- Opening a CPO would mean extra costs to the taxpayers.
- Respectfully, If the Boss/Manager/Commanding Officer would manage his/her Officers better, then we would not need a CPO, as it is a waste of taxpayers dollars and resources.