



Public Meeting

Thursday November 22, 2018

**Auditorium – Police Headquarters
1:00 PM**

PUBLIC MEETING AGENDA
Thursday, November 22, 2018 at 1:00 PM
Auditorium 40 College Street, 2nd Floor

www.tpsb.ca

Call to Order

Indigenous Land Acknowledgement

Declarations of Interest under the *Municipal Conflict of Interest Act*.

1. Confirmation of the Minutes from the meeting held on October 25, 2018

Presentations

2. November 1, 2018 from Mark Saunders, Chief of Police
Re: The Way Forward (T.W.F.) Third Quarterly Update for 2018

A/Inspector Greg Watts, Strategy Management will provide the Board with a presentation with respect to this matter.

3. [Toronto Beyond the Blue](#)

Ms. Dilnaz Garda will provide the Board with a presentation with respect to this matter.

Items for Consideration

4. October 31, 2018 from Mark Saunders, Chief of Police
Re: Special Constables Appointment – November 2018 University of Toronto

5. November 2, 2018 from Mark Saunders, Chief of Police
Re: Civilianization of Crime Analysts & New Job Descriptions in Business Intelligence & Analytics – Senior Analyst and Crime Analyst, District/Squad Support

6. October 24, 2018 from Mark Saunders, Chief of Police
Re: 2017 Annual Statistical Report of the Toronto Police Service

7. November 8, 2018 from Mark Saunders, Chief of Police
Re: Request from the City of Toronto to have Traffic Wardens Council Recommendation

8. November 5, 2018 from Mark Saunders, Chief of Police
Re: Cafeteria Services Vendor of Record – Toronto Police College

9. November 2, 2018 from Mark Saunders, Chief of Police
Re: Versadex Records Management System Maintenance Agreement – Single Source Extension of Contract

10. November 1, 2018 from Andy Pringle, Chair
Re: Security System Vendor of Record and Maintenance Contract for Facility Security Systems

11. October 26, 2018 from Mark Saunders, Chief of Police
Re: Prisoner Meals – Contract Extension

12. October 25, 2018 from Mark Saunders, Chief of Police
Re: Medical Advisory Services – Vendor Selection

13. November 9, 2018 from Andy Pringle, Chair
Re: Independent Civilian Review into Missing Persons Investigations – Account for Professional Services

14. November 1, 2018 from Mark Saunders, Chief of Police
Re: 2018 Operating Budget Variance for the Toronto Police Service, Period Ending September 30, 2018
15. November 6, 2018 from Mark Saunders, Chief of Police
Re: 2018 Capital Budget Variance Report for the Toronto Police Service, Period Ending September 30, 2018
16. November 1, 2018 from Mark Saunders, Chief of Police
Re: Operating Budget Variance Report for the Toronto Police Service Parking Enforcement Unit, Period Ending September 30, 2018
17. October 31, 2018 from Andy Pringle, Chair
Re: Operating Budget Variance Report for the Toronto Police Services Board, Period Ending September 30, 2018

Consent Agenda

18. October 15, 2018 from Mark Saunders, Chief of Police
Re: Quarterly Report: Occupational Health & Safety Update for July 1, 2018 to September 30, 2018
19. October 29, 2018 from Mark Saunders, Chief of Police
Re: Semi-Annual Report: Publication of Expenses – January to June 2018
20. September 5, 2018 from Mark Saunders, Chief of Police
Re: City Council Recommendation re: Toronto Seniors Strategy 2.0
21. October 22, 2018 from Andy Pringle, Chair
Re: City of Toronto Council – Options to Address Single-Use Items, Misleading Advertising and Textile Waste in the City of Toronto

22. October 22, 2018 from Andy Pringle, Chair
Re: City of Toronto Council – Improvement needed in the City’s Wireless Telecommunication Contracts
23. June 5, 2018 from Mark Saunders, Chief of Police
Re: Chief’s Administrative Investigation into the Custody Injury to Mr. Hussein Clayton
24. June 14, 2018 from Mark Saunders, Chief of Police
Re: Administrative Investigation into the Alleged Sexual Assault of Sexual Assault Complainant 2018-J
25. June 15, 2018 from Mark Saunders, Chief of Police
Re: Administrative Investigation into the Alleged Sexual Assault of Sexual Assault Complainant 2018-K
26. June 15, 2018 from Mark Saunders, Chief of Police
Re: Chief’s Administrative Investigation into the Custody Injury to Ms. Jennifer Roncetti
27. June 27, 2018 from Mark Saunders, Chief of Police
Re: Chief’s Administrative Investigation into the Custody Injury to Ms. Maria Rots
28. July 1, 2018 from Mark Saunders, Chief of Police
Re: Chief’s Administrative Investigation into the Custody Injury to Mr. Phellephe St. Patrick Gayle
29. July 5, 2018 from Mark Saunders, Chief of Police
Re: Chief’s Administrative Investigation into the Custody Injury to Mr. Alberto Suman-Ossa

30. July 5, 2018 from Mark Saunders, Chief of Police
Re: Chief's Administrative Investigation into the Custody Injury to Mr. Francisco Vasquea Chacon
31. July 16, 2018 from Mark Saunders, Chief of Police
Re: Chief's Administrative Investigation into the Custody Injury to J.W.
32. July 16, 2018 from Mark Saunders, Chief of Police
Re: Chief's Administrative Investigation into the Alleged Sexual Assault of Sexual Assault Complainant 2018-M
33. July 19, 2018 from Mark Saunders, Chief of Police
Re: Chief's Administrative Investigation into the Custody Death of Mr. Jenym Middleton
34. July 23, 2018 from Mark Saunders, Chief of Police
Re: Chief's Administrative investigation into the Alleged Sexual Assault of Sexual Assault Complainant 2018-D
35. July 31, 2018 from Mark Saunders, Chief of Police
Re: Chief's Administrative Investigation into the Custody Injury to Mr. Tristan Lall
36. August 14, 2018 from Mark Saunders, Chief of Police
Re: Chief's Administrative Investigation into the Custody Injury to Mr. Eddo Simonetti
37. September 24, 2018 from Mark Saunders, Chief of Police
Re: Chief's Administrative Investigation: Custody Injury of Mr. Mojtaba Shabani

38. September 24, 2018 from Mark Saunders, Chief of Police

Re: Chief's Administrative Investigation: Custody Injury of Mr. Sergey Osipenko

Adjournment

Next Meeting

Date: Tuesday, December 18, 2018 at 1:00 PM

Members of the Toronto Police Services Board

Andy Pringle, Chair
Jim Hart, Councillor & Vice-Chair
Uppala Chandrasekera, Member
Ken Jeffers, Member

Marie Moliner, Member
John Tory, Mayor & Member
Frances Nunziata, Councillor & Member

<https://www.ontario.ca/laws/statute/90m50>



Toronto Police Services Board Report

November 1, 2018

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: The Way Forward (T.W.F.) Third Quarterly Update for 2018

Recommendation(s):

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

Financial Implications:

The final Transformational Task Force (T.T.F.) report, approved by the Board at its February 2017 meeting (Min. No. P19/17 refers), includes recommendations that will change how policing services are organized and delivered. Savings to offset ongoing budget pressures are anticipated from the new service delivery model. However, investments will also need to be made to enable the transition to and implementation of the modernized Toronto Police Service (Service) envisioned by the T.T.F.

Savings Estimates:

From 2016 to the end of 2018, the Service is estimating the realization of approximately \$100M in operating savings and cost avoidance. It should be noted that the majority of these savings are the result of the hiring moratorium (\$70M). The remainder is a result of actions taken by the Service to achieve a 0% operating budget increase in both 2017 and 2018. Some of these savings and cost avoidance/deferrals are not sustainable. Therefore, investments will be required in 2019 and future years to meet operational requirements and enable the modernization of the Service.

Cost Estimates:

In addition to internal resources allocated to various modernization initiatives, external resources have been engaged to support project management, strategic communications and procurement. Total costs incurred from 2016 to September 30, 2018 were \$3.0M. Funds were expended from the Modernization Reserve through our operating budget (\$2.0M), the capital budget (\$0.5M), and the Board's special fund (\$0.5M). In addition, \$7.5M was spent for software, equipment and specialized services for various initiatives that were funded through the 2017-2018 Policing Effectiveness

and Modernization grant (P.E.M.), provided by the Ministry of Community Safety and Correctional Services (Ministry).

As previously reported, there are a number of T.T.F. initiatives that are dependent on receipt of 2018-2019 P.E.M. funding. The P.E.M. Grant is still on hold with the Province, with no indication of when approval will be given to move forward.

Background / Purpose:

As described in The Way Forward Action Plan (“Action Plan”), the purpose of this quarterly report is to provide the Board and other stakeholders with progress updates on the implementation of the recommendations to September 30, 2018. This includes details regarding achievements and progress, as well as risks and issues that require mitigation or further escalation.

Discussion:

This is the third quarterly update for 2018, and the implementation of the recommendations is continuing to progress. Business units across the Service are supporting and, in some cases, leading the implementation of various recommendations. Although changes of this magnitude and complexity come with their own set of challenges, with input from our membership, partners and the public, we have been able to make progress on a number of key initiatives - Shift Schedules, Enhanced Neighbourhood Officer Program (N.O.), Connected Officer and Boundaries & Facilities Realignment (District Policing Program).

The following are key updates on the progress over the third quarter of 2018:

New Policing Model

Since our last update, the process changes established by the Service and the City of Toronto (City) that took effect in May 2018 have produced the following results:

- The Service has received 89% fewer noise complaint calls and officers have attended 93% fewer noise complaints in comparison to the same period of June 1st to August 31st of last year.
- Reductions in call volume have also been observed in relation to Animal Complaints, Check Traffic Signals, Damage, Dispute, Landlord and Tenant and Traffic Obstruction calls.
- There has been a slight increase in Noisy Party calls, but this was anticipated since these incidents usually include crime and disorder issues that require police attendance.

Six new shift schedules were presented to 41 Division members for consideration, along with an information package and ballot. Members of Strategy Management (S.T.M.) as well as Directors from the Toronto Police Association (T.P.A.) attended 41 Division on

several occasions, to present and discuss the various shift schedules to the members. It is anticipated that 41 Division will vote on a new shift schedule in October 2018.

The Service is continuing to investigate additional areas to pilot shift schedules including: Traffic Services, 51 Division, Priority Response Group (P.R.G.), Special Constables and Community Investigative Support Units (C.I.S.U.s), as well as monitoring the 7 days on/7 days off, 11 hour shift schedule currently being piloted in 55 Division. We are confident that these changes will lead to improved health and well-being for our members, while also improving response times to calls for service.

Key internal business units have been engaged in the form of a working group for the new boundary initiative, and members are actively working to conduct a current state analysis. Based on planning to date and lessons learned from 54/55 Division, we are currently assessing a change of scope that involves the expansion of work beyond boundary changes and the consolidation of (C.I.B.s). The approach that is being considered will be more holistic, looking at critical business processes that affect front line operations as we move toward the District Model. For example:

- A radio traffic study has recently been launched and the results will provide key input into the business and technical requirements for this initiative
- Preliminary capital planning has begun, and work on a draft capital plan outlining anticipated five year costs has been started
- The project team is actively working to bring external subject matter experts on board to support the next phase. However, until these resources are secured, the timelines for completing process redesign activities are at risk.

A revised approach for the consolidation of C.I.B.s has been identified for 12, 23, and 31 Divisions. Analysis of factors such as drive time, workload, personnel efficiencies, radio bands and court locations indicate that consolidation of these C.I.B.s is not feasible. The workload and staffing of these C.I.B.s has been rebalanced as per the objectives described in The Way Forward.

Planning and preparations by the Community Partnerships and Engagement Unit (C.P.E.U.) for the enhanced Neighbourhood Officer Pilot are on track for an October 1st launch. The following key action items have been completed on this initiative:

- Approvals received from Command and the Board
- Job descriptions (now referred to as “Job Profiles”) have been developed
- Neighbourhood Officers and Sergeants have been selected
- Equipment changes approved, ordered and distributed
- Update provided at September Board meeting including details on expansion plans
- Comprehensive internal and external engagement and communications strategies, including radio and television promotions, are being executed

Partnerships and Service Reallocation

Lifeguards Program

The feedback that has been received from Parks, Forestry and Recreation (P.F.R.) indicate that the transfer of the Lifeguard program to the City for the 2018 season went well. The Service will continue to work with the City for preparation of the 2019 season. The plan to transfer the remaining portions of the program to the City following the 2019 season is on track.

School Crossing Guard Program

The City awarded a contract for the backfill of school crossing guards who are not able to attend their crossing guard location due to illness or other reasons. The Service worked in collaboration with the City to host "Train the Trainer" sessions for the school crossing guard vendor. The Service also facilitated school crossing guard training sessions which will help improve backfill processes. The City created an online portal to manage backfill requests when a school crossing guard calls in sick or is otherwise unavailable. The City is currently drafting a Request for Proposal (R.F.P.) in order to find a suitable vendor to facilitate the outsourcing of entire School Crossing Guard program, to be managed by the City.

Courts & Parking

Ernst & Young (E.Y.) have completed their review on the viability of alternative service delivery options for Parking Enforcement and Court Services. The Service has developed a response to the report, and further information will be presented in the coming months. An internal communications plan to members will be developed and executed to align with the release of the report.

Special Events & Paid Duties

A Central Paid Duty Office (C.P.D.O.) review committee has been created to address Special Events and Paid Duties (Recommendations # 9 and 15). The internal committee includes representatives from the Central Paid Duty Office, Emergency Management & Public Order and Senior Management. The committee held its first meeting, where the scope of the review was discussed and specific objectives and goals were identified and assigned to sub-committees. During this initial meeting, it became evident that an overhaul of the Paid Duty process will be a labour intensive undertaking with many direct and indirect issues that must be reviewed and analysed as part of the overall process.

Technological Improvements (R1, 2, 17, 19, 14, 23)

Connected Officer

Expansion of the Connected Officer program continues, with the most recent deployments occurring in 55 Division as well as the deployment of 44 devices to officers in the Enhanced Neighbourhood Officer Pilot in Divisions 11, 22, 41 and 42. A limited amount of funding has been requested in 2019 budget, with the intent of applying these funds towards functionality enhancements of the devices currently deployed. Additional funding must be identified and secured in order to procure additional devices and to mature the program in terms of its ability to optimally support front line operations. Technical issues continue to impact user adoption, and Information Technology Services staff are working to resolve these issues. In the meantime, the project will work with the Executive Steering Committee and Command to assess options and appropriate timing for future expansion of the program.

Business Intelligence

Key developments with B.I. include the following:

- Identity Insight development of dossiers for person entities completed.
- Global Search proof of concept commenced and vendor on-site for configuration and customization discussions.
- Pushpin Upgrade - User interface design completed.
- Situational Awareness applications under design phase.
- Development for data repositories extract transform and load coding.
- Terms of reference document for Information Management Working Group (I.M.W.G.).

Progress in regards to “Big Data” and more accessible and transparent information and services include:

- Continuing to work with the City for traffic related data.
- Hosting internal information sessions regarding the Public Safety Data Portal.

Culture Change, Human Resources (H.R.) (24, 28, 30)

An executive level workshop for the Organizational Culture Assessment (O.C.A.) results was delivered in September 2018. A communications strategy for the sharing of the O.C.A. results internally and externally is in the process of being completed. Vendors have been secured for the next phases of the project.

People Plan achievements include:

- The Competency Framework incorporated into the 2019 Toronto Police College training curriculum.
- Core Values displays and reference cards in development for Service wide distribution.

- The Promotional Process Initiative was launched and R.F.P. submitted to procurement.
- The Mentorship civilian pilot has launched.
- Transition to Phase Two (2) of the development of Uniform Job Descriptions has begun.
- Performance Management mid-year reviews are underway.
- The Service Delivery Transformation implementation engaged Deloitte to accelerate process reviews.
- People and Culture (P&C) recruitment of Talent Acquisition and Wellness Managers on-boarded.
- The P&C Communications Strategy approved.
- P&C Dashboard project charter, aligned to Data Mart, completed.
- Recruitment of People Analytics role in progress.
- Initial set of reports presented to H.R. for feedback.
- Applications for alternative funding submitted for programs that did not receive P.E.M. 2 funding.

Accountability and Engagement (25, 26, 27, 29, 31, 32)

A number of efforts have taken place this quarter to ensure internal members, associations and external stakeholders and partners are engaged, well-informed and on board to adopt changes. Examples include:

- Regular engagement and collaboration with the T.P.A on Shift Schedules.
- Soliciting community input via engagement sessions and leveraging television and radio media to launch the enhanced N.O. program.
- Conducting a series of internal process redesign sessions with key business units that will interact with N.O.s
- Service-wide sessions to provide modernization updates to key stakeholder groups such as Staff Sergeants, Detective Sergeants and Civilian Supervisors and Managers.
- Engaging the Board's Change Management Advisor to develop project specific change management plans to support priority initiatives.

Next Steps

Next steps include:

- The launch of key initiatives to improve reporting and follow up for non-emergencies such as reporting parking complaints online and the Vulnerable Persons Registry (V.P.R.).
- Further preparations and launch of new shift schedules in 51 Division, C.I.S.U., P.R.G., Special Constables, Traffic and 41 Division.

- Requirements gathering, future state design and external engagement for the new district policing model.
- N.O. monitoring and evaluation, formalizing of newly defined business processes and planning for more comprehensive marketing and branding strategies.
- Identifying funding to support key initiatives such as the Connected Officer Program expansion and Global Search.
- Culture Assessment: Plan, develop and deliver focus groups and engagement sessions for the prioritization and vision phase of the project. Communicate and share the O.C.A. results internally with a call to action for engagement in the #myservice culture plan. Develop the Implementation Plan of Culture Change Programs for 2019 and beyond.
- People Plan:
 - Training, communication, integration and ongoing monitoring of the new Competency Framework, Core Values.
 - Signage to be completed.
 - Embed into recruitment process and college training. Performance Management year-end evaluations.
 - Transition to phase 2 of the development of Uniform Job Descriptions.
 - P&C Dashboard project recruitment of People Analytics role in progress.
 - P&C Service Delivery process reviews and unit transition plan completion for Labour Relations, People, Strategy & Performance, Business Partnership, Employee Services and the Admin Pool.
 - Wellness and Talent Acquisition Strategy development.
 - P&C Communication strategy rollout.
- Collaboration with the Service's Finance and Business Management to further quantify anticipated costs, that will require additional 2019 and future budget pressures, as well the benefits/savings associated with the implementation of the T.T.F. recommendations.

Attached, for reference, is a progress update on each of the recommendations, which will be posted online and accessible to all internal and external stakeholders ([Scorecard](http://www.torontopolice.on.ca/scorecard)) (<http://www.torontopolice.on.ca/scorecard>)

Conclusion:

The Service continues to move forward with planning and implementation, incorporating lessons learned and best practices for the modernization initiatives. As we have identified above, improving our core services and engaging key stakeholders will continue to be a priority as the project moves forward.

It also important to note that implementing initiatives that will modernize the Service is a large and complicated endeavour that is taking place while the Service continues to

provide day to day policing and support services. Success is therefore premised on obtaining the right and level of resources and expertise required to properly and efficiently implement the various modernization initiatives.

Respectfully submitted,

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

Modernization Process Updates



LEGEND

TIMELINES

Overall status of the project's planned activities (timelines) based on the anticipated end date

BUDGET

Overall status of the project's available funding and expenditures (actual and planned)

SCOPE

Overall status of the project's ability to meet its goals/deliverables

STAKEHOLDERS

Overall satisfaction and engagement of the internal and external individuals affected by the project

PROJECT STAFFING

Overall status of the number of human resources/people required to deliver the project on time, within budget and to scope



On Track

The status is on track and progressing as planned/expected.



At Risk

The status is either currently or will soon be off track; however, planned mitigation strategies are expected to resolve the issue(s).



Off Track

The status is off track, escalation is required and mitigation strategies are limited or unknown.

Recommendation # 1 : Connected Officer (Q3 2018)

Investment in transitioning from Mobile Workstations in vehicles to smart devices carried by all officers. This will include a full application suite and eNotebook, as well as updating existing applications to a mobile environment and allowing officers to be connected at all times to the most current operational information.

Project Lead(s) SGT J. Apostolidis, PC W. Darwish, CIV M. Vincent, PC A. Goodine **Command Sponsors** D/C P. Yuen D/C S. Coxon CAO T. Veneziano

PROJECT HEALTH ● On Track ◆ At Risk ■ Off Track **Anticipated end date:** 2019+ (multiple phases)

TIMELINES		BUDGET		PROJECT SCOPE		STAKE HOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
■	■	■	◆	■	■	◆	■	■	■	Time-lines: Off track due to technical issues which have delayed deployment scheduled for 2019. Project Scope: Off track due to additional infrastructure required. Stake Holders: Off track due to reduced functionality-not as intended. Project staffing: Off track due to competing priorities

Progress in Last 90 Days

- Efforts continuing to resolve technical challenges
- Deployment commenced at 55 Division with training scheduled
- Enhanced Neighborhood Officer Pilot supported with Connected Officer devices. Deployment and training complete Sept 2018.
- Preparation of a future deployment plan

Progress in Next 90 Days

- Acquire external resources for the creation of a sustainability plan for the Connected Officer Program.
- Prioritize technical issues for resolution.
- Seek approval for future deployment plan.

Beyond 90 Days

- Conduct research into digital notebook options (Memorandum book)
- Research opportunities for partnership with external organizations.
- Continue engagement and collaboration with external stakeholders in the Law Enforcement communities.

Recommendation # 2 : Improved Capabilities Related to Data, Info and Analysis (Q3 2018)

Toronto Police Service support the new service delivery model with a strengthened capacity to collect, measure, and evaluate data from a wide range of internal and external sources, including an improved capacity to model demand and workload as well as analytics of large complex data sets (“big data”). With this ability, the Service will be better able to deliver evidence-based policing services, in a way that is proportional, appropriate, and sustainable.

Project Lead(s) CIV I. Williams

Command Sponsors D/C J. Ramer D/C S. Coxon CAO T. Veneziano

PROJECT HEALTH ● On Track ◆ At Risk ■ Off Track **Anticipated end date:** 2017+(multiple phases)

TIMELINES		BUDGET		PROJECT SCOPE		STAKE HOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
◆	◆	◆	◆	◆	◆	●	●	●	●	1) eBI - creation of a data warehouse 2) ESRI - creation of an enterprise GIS solution 3) Pushpin Upgrade (Spatial) - upgrading bulletin sharing application to a map based solution 4) Global Search - proof of concept of an enterprise search engine 5) Identity Insight - combining legacy & Versadex data for entity resolution 6) Situational Awareness - Real time web map-based application.

Progress in Last 90 Days

- Identity Insight development of dossiers for person entities completed
- Global Search proof of concept commenced and vendor on-site for configuration and customization discussions
- Pushpin Upgrade - User interface design completed
- Situational Awareness applications under design phase
- Development for data repositories extract transform and load coding
- Terms of reference document for Information Management Working Group (IMWG)

Progress in Next 90 Days

- User acceptance testing for IBM data repositories underway
- Identity Insight upgrade project closeout
- Continued development and enhancements of 'Identity Insight'
- Global Search funding secured
- Pushpin Upgrade - search module testing commencing
- Situational Awareness applications development commencing
- ESRI PORTAL 10.6 production environment upgraded

Beyond 90 Days

- User acceptance testing for IBM data repositories completed
- Global Search design phase underway
- Pushpin Upgrade - print module testing commencing
- Situational Awareness applications testing commencing
- Continued development and enhancements of Identity Insight

Recommendation #3 : Disband TAVIS

TAVIS will be disbanded and existing members will be redeployed to other Service Priorities.

Project Lead(s) SGT J. McCall

Command Sponsors A/INSP G. Watts

PROJECT HEALTH ● On Track ◆ At Risk ■ Off Track **Anticipated end date:** 2019+ (multiple phases)

TIMELINES		BUDGET		PROJECT SCOPE		STAKE HOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
●	●	●	●	●	●	●	●	●	●	

Progress in Last 90 Days

COMPLETED as of JANUARY 2017

Progress in Next 90 Days

Beyond 90 Days

COMPLETED

Recommendation # 4 : Risk Assessment for Priority Response (Q3 2018)

Toronto Police Service develop a risk assessment tool to identify non-emergencies that can be addressed through alternative approaches, including redirection to the mandated City department or other agency.

Project Lead(s)

SGT P. Jones PC K. Bassett CIV M. Everest

Command Sponsors

D/C P. Yuen D/C S. Coxon

PROJECT HEALTH



On Track



At Risk



Off Track

Anticipated end date: 2019

TIMELINES		BUDGET		PROJECT SCOPE		STAKE HOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
										Timelines are at risk because the concept was not launched during Q2 2018 as envisioned. Stakeholder engagement has been updated to green because this issue will now be part of the District Boundaries and Facilities Realignment Project. As such, this issue will be brought before the District Policing Model Executive Steering Committee.

Progress in Last 90 Days

- The Priority Response project will now be part of the District Boundaries and Facilities Realignment Project.
- 311/TPS Agreed Response Model progress is being monitored. Since the process was adopted the Service has observed a 7% drop in calls received and 3% drop in calls attended overall. Most significantly, the TPS has received 89% fewer noise complaint calls since the implementation of the process in May 2018. Officers have also attended 93% fewer noise complaints in 2018 than they did during the same time period in 2017. Reductions in call volume have also been observed in relation to Animal Complaints, Check Traffic Signals, Damage, Dispute, Landlord and Tenant and Traffic Obstruction calls since launch. There has been a slight increase in Noisy Party calls but this was anticipated since these incidents usually include crime and disorder issues that require police attendance.

Progress in Next 90 Days

- The District Policing Model Executive Steering Committee will be asked to provide direction regarding the future of the Priority Response model.
- Continued monitoring of the 311/TPS Agreed Response Model will take place.
- A public awareness strategy is being developed that will educate the public in terms of which service to contact for TPS or 311 assistance.

Beyond 90 Days

- Launch of the Priority Response pilot.

Recommendation # 5 : Alternate Reporting and Follow-up for Non-emergencies (Q3 2018)

The use of alternative ways for people to report non-emergency situations, i.e. where an immediate officer response is not necessary for personal safety, or to meet an immediate investigative need.

Project Lead(s)

SGT P. Jones PC K. Bassett CIV M. Everest

Command Sponsors

D/C P. Yuen D/C S. Coxon

PROJECT HEALTH



On Track



At Risk



Off Track

Anticipated end date: 2019

TIMELINES		BUDGET		PROJECT SCOPE		STAKE HOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
										Timelines have been upgraded to GREEN because 52 CISU will be launching during Q4 2018.

Progress in Last 90 Days

- Ongoing monitoring and statistical analysis
- Bi-monthly working group and steering committee meetings.
- Testing version of Online Parking completed
- Launch ready version of Online Parking software completed by ITS and Communications
- Discussions regarding the expansion of the 41 Division occurrence review pilot to other divisions has taken place with RMS
- Discussions with Communications Services have taken place regarding the future state of the PRIME Unit as it applies to divisional CISUs

Progress in Next 90 Days

- Launch Online Parking Complaints
- Launch of Vulnerable Persons Registry
- Continue to work with RMS to replicate the 41 Division occurrence review process in other divisions
- Continue to work with Communications Services to develop a plan for the future state of the PRIME Unit

Beyond 90 Days

- Implementation of changes related to GO Review and PRIME Unit
- Ensure training and resources are provided to divisional supervisors for qualitative GO review
- Monitoring of Online Parking and Vulnerable Persons Registries to ensure any issues are resolved

Recommendation #6 : Improved Public Safety Response

A specialized Public Safety Response Team be formed with a comprehensive mandate that includes extreme event response, public order, search management, and critical infrastructure protection.

Project Lead(s) INSP F. Barredo

Command Sponsors D/CJ. Ramer

PROJECT HEALTH



On Track



At Risk



Off Track

Anticipated end date: COMPLETED MAY 2017

TIMELINES		BUDGET		PROJECT SCOPE		STAKE HOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	

Progress in Last 90 Days

COMPLETED as of MAY 2017

Progress in Next 90 Days

Beyond 90 Days

COMPLETED

Recommendation # 7 : More Efficient Scheduling (Q3 2018)

We are recommending that the shift schedule known as the Compressed Work Week be reviewed. The current approach requires a consistent deployment, regardless of the time of day or demand patterns, which we believe may limit the Service's ability to deploy resources more flexibly.

Project Lead(s)	S/SGT Dave Ecklund	Command Sponsors	TPSB	D/C B. McLean	D/C S. Coxon
-----------------	--------------------	------------------	------	---------------	--------------

PROJECT HEALTH										 On Track  At Risk  Off Track	Anticipated end date: 2019+ (multiple phases)
TIMELINES		BUDGET		PROJECT SCOPE		STAKE HOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS	
Last Period	Current Period										
											
										The TPS and the TPA have quickly moved in a positive direction together in order to attempt to identify suitable shift schedules that balance demand for service and member's health and wellness.	

Progress in Last 90 Days

- The Toronto Police Service and the Toronto Police Association continue to monitor the 7/7 shift schedule pilot being followed by a select number of members in 55 Division.
- Several productive meetings with the Working Group were held during the months of July, August and September and considerable progress has been made. A Schedule Ballot Package was developed by Strategy Management and Toronto Police Association Reps, and was presented to D41 members at the beginning of September, for their consideration.
- The Members of 41 Division are actively engaged in the process and have supplied considerable feedback on the schedules and process.

Progress in Next 90 Days

- The ballot process will commence on October 1st and will close on October 15th. At that time, ballots will be tabulated and a new schedule will be declared for a projected January 1, 2019 pilot.
- Once a schedule has been chosen, the working group will approach impacted support units within the Toronto Police Service aid in the administrative roll out of the new schedule.
- Traffic Services, 51 Division, Priority Response Group and Special Constables shifts are being reviewed by the 'Shift Schedule Working Group'.

Beyond 90 Days

- The Toronto Police Service and Toronto Police Association will continue to work together to find suitable shift scheduling solutions that will balance members health and wellness as well as demands for calls for service. This approach will be beneficial to our members while also improving response times to calls for service.
- The Toronto Police Service and Toronto Police Association anticipate expanding shift schedule options to other divisions and units across the Service in 2019, that will balance the health and wellness of Members, as well as demands for calls for service.

Recommendation # 8 : More Effective Deployment in Vehicles (Q3 2018)

Using risk and demand analysis, we believe there may be an opportunity to identify situations where unaccompanied officers or response alternatives are more appropriate and will allow for more effective deployment while continuing to ensure officer safety. Changes within the period from 1900 to 0300 will require a negotiated change to the collective agreement with the Toronto Police Association.

Project Lead(s) S/SGT Dave Ecklund

Command Sponsors

TPSB

D/C B. McLean

D/C S. Coxon

PROJECT HEALTH



On Track



At Risk



Off Track

Anticipated end date: 2019+ (multiple phases)

TIMELINES		BUDGET		PROJECT SCOPE		STAKE HOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	

Progress in Last 90 Days

- There has been no progress in the last 90 days.

Progress in Next 90 Days

- Progress in this period is not expected as other recommendations will have to be fully implemented and evaluated to determine the requirement and scope of this recommendation.

Beyond 90 Days

- Monitoring of the progress of other recommendations will continue to determine when work on this recommendation can commence.
 - This recommendation will be part of the 'District Policing Model'.

Recommendation #9 : A Risk-based Response to Special Events (Q3 2018)

Exploring and utilizing a risk-based approach to the deployment of police resources at special events will better position the TPS to mitigate current and future staffing challenges.

Project Lead(s) INSP T. Crone

Command Sponsors D/CJ. Ramer

PROJECT HEALTH ● On Track ◆ At Risk ■ Off Track **Anticipated end date:** 2019

TIMELINES		BUDGET		PROJECT SCOPE		STAKE HOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
●	●	●	●	●	●	●	●	●	●	

Progress in Last 90 Days

- Within the last 90 Days the Central Paid Duty Office (CPDO) review has commenced action that will specifically address this recommendation.
- The CPDO review committee has been formed with representatives from the Central Paid Duty Office, Emergency Management & Public Order, and Senior Management.
- The committee held its first meeting where the scope of the review was discussed, and specific objectives and goals were identified and assigned as tasks to sub-committees.
- The implementation of Recommendation #9 was identified as a specific objective of the review and was viewed at this time to be high priority goal of the committee.

Progress in Next 90 Days

- The review committee is schedule to have its next meeting on October 31.
- All sub-committee's will be reporting on progress, challenges, and next steps moving forward.

Beyond 90 Days

- It is anticipated that the CPDO review will not be completed until late Q1, early Q2 of 2019.
- It is the intention of the CPDO Review Committee to implement Recommendation #9 prior to the completion of the overall review.
- An exact implementation time line is yet to be determined.

Recommendation # 11 : Disband the Transit Patrol Unit

Disbanding the Transit Patrol Unit. The Unit was originally established to supplement the day-to-day role of Divisions to respond to calls for service related to Toronto Transit Commission vehicles, subways and properties. However, this role is no longer required since the Toronto Transit Commission now has Special Constable Program in place. Transit Patrol Unit members will be redeployed to other priorities.

Project Lead(s) SGT J. McCall

Command Sponsors A/INSP G. Watts

PROJECT HEALTH



On Track



At Risk



Off Track

Anticipated end date: 2019+ (multiple phases)

TIMELINES		BUDGET		PROJECT SCOPE		STAKE HOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	

Progress in Last 90 Days

COMPLETED as of JANUARY 2017

Progress in Next 90 Days

Beyond 90 Days

COMPLETED

Recommendation # 12 : Alternate Delivery of the Lifeguard Program (Q3 2018)

Toronto Police Service Lifeguard Program and its \$1.1 million budget become the responsibility of the appropriate department of the City of Toronto. This program provides lifeguard services on Toronto beaches while the City of Toronto provides lifeguard services for the rest of the City. Civilian staff currently supporting this program will be redeployed to other priorities.

Project Lead(s)

CO S. Cairns

Command Sponsors

A/INSP G. Watts

PROJECT HEALTH



On Track



At Risk



Off Track

Anticipated end date: 2019

TIMELINES		BUDGET		PROJECT SCOPE		STAKE HOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
										With the season wrapping up in September staff from Parks, Forestry and Recreation report that the season went well.

Progress in Last 90 Days

- Season has wrapped up
- The Toronto Police Service worked with the City (Parks, Forestry and Recreation Dept.) to support the program

Progress in Next 90 Days

- Debrief to be held with stakeholders
- Equipment to be inventoried for next season
- Service Level Agreement to be reviewed

Beyond 90 Days

- TPS will work with the the City for preparation for the 2019 season
- Transfer of the remaining portions of the program to the City, following the 2019 season

Recommendation # 13 : Alternate Delivery of the School Crossing Guard Program (Q3 2018)

The School Crossing Guard Program, with its \$6.8 million budget, become the responsibility of the City of Toronto, or an alternative. Currently, the Toronto Police Service administers the program and sends officers to fill in when crossing guards are unexpectedly absent. This recommendation will allow members that support the program to be redeployed to other priorities.

Project Lead(s)

CO S. Cairns

Command Sponsors

D/C P. Yuen CAO T. Veneziano

PROJECT HEALTH



On Track



At Risk



Off Track

Anticipated end date: 2019

TIMELINES		BUDGET		PROJECT SCOPE		STAKE HOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
										The City of Toronto Transportation Services Division is still drafting a RFP to identify vendors to take over all services in September 2019.

Progress in Last 90 Days

- Neptune Security Services awarded backfill contract by the City for the interim (2018/2019 school year)
- Creation of City online portal to manage backfill request process; City provided training on portal to TPS members
- Train the trainer session held for Neptune Security (jointly held by TPS and City)
- TPS facilitated crossing guard training sessions to support management of backfill request levels
- Weekly status report meetings between City and TPS held

Progress in Next 90 Days

- Additional crossing guards to be trained by vendor
- TPS to assist on the drafting of the RFP by the City
- RFP to be released by the City for city-wide school crossing guard services for 2019/2020 school year and beyond

Beyond 90 Days

- City to begin process of identifying qualified vendor(s) to provide school crossing guard services for the 2019-2020 school year and beyond

Recommendation # 14 : Using Traffic Technology to Improve Public Safety (Q3 2018)

The City of Toronto implement traffic enforcement cameras that are owned and operated by the City of Toronto, in school zones and areas identified as having higher collision rates, as a way of modifying driver behaviour and reducing risks. This recommendation means that our City will use all of the tools it can to provide the right mix of prevention, enforcement, and response.

Project Lead(s)

SGT J. Apostolidis PC W. Darwish CIV M. Vincent PC A. Goodine

Command Sponsors

D/C P. Yuen CAO T. Veneziano

PROJECT HEALTH



On Track



At Risk



Off Track

Anticipated end date: 2019

TIMELINES		BUDGET		PROJECT SCOPE		STAKE HOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
										Project on track in coordination with City of Toronto (lead)

Progress in Last 90 Days

- Collaboration with City of Toronto staff through Transportation Services ongoing with Traffic Services (TSV) liaison and Strategy Management members in regards to recommendation

Progress in Next 90 Days

- Ongoing collaboration with other Police Services to develop best practices.
- Research to continue regarding technology available to support automated and efficient enforcement.
- Continue enhancement of traffic data sharing. Liaise with Toronto Transportation and Traffic Services (TSV) for update on Bill 65 (Safer School Zone Act - automated speed enforcement) .

Beyond 90 Days

- Continue alignment with City of Toronto initiatives.

Recommendation # 15 : Overhauling Paid Duties (Q3 2018)

An overhaul of the Paid Duty process. The current process is not well understood and often puts the reputation of the Toronto Police Service at risk. A recommendations for a risk assessment model to ensure that off-duty police officers are only utilized in a paid duty capacity where the skills, authorities, and training of a police officer are necessary. We will also be clear about those situations where private security is the appropriate alterna

Project Lead(s) INSP T. Crone

Command Sponsors D/C J. Ramer

PROJECT HEALTH ● On Track ◆ At Risk ■ Off Track **Anticipated end date:** 2019

TIMELINES		BUDGET		PROJECT SCOPE		STAKE HOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
●	●	●	●	●	●	●	●	●	●	

Progress in Last 90 Days

- Within the last 90 Days the Central Paid Duty Office (CPDO) review has commenced action that will specifically address this recommendation.
- The CPDO review committee has been formed with representatives from the Central Paid Duty Office, Emergency Management & Public Order, and Senior Management.
- The committee held its first meeting where the scope of the review was discussed, and specific objectives and goals were identified and assigned as tasks to sub-committees.
- The implementation of Recommendation #15 is one of the main objective of the review committee. During the initial meeting of the review committee it was readily evident that this will be labour intensive undertaking with many direct and indirect issues that must be reviewed and analyzed as part of the overall process.

Progress in Next 90 Days

- The CPDO review committee is scheduled to meet again on October 31 when progress reports and updates will be reviewed.

Beyond 90 Days

- Due to the size and scope of this review, it is anticipated that completion of this review and associated recommendations leading to full implementation of Recommendation #15 will not occur until late Q1 or early Q2 2019.

Recommendation # 16 : City-wide Divisional Boundary and Facility Realignment (Q3 2018)

The Toronto Police Service will begin a phased redesign of its Divisional structure and alignment of facilities. The redesign will follow the principle of lifting all boundaries from the City map, and then using demand and workload modelling to draw new boundaries and facility locations that take into account the boundaries of Toronto's 144 neighbourhoods, and coordinate better with the planning of other City and provincial services.

Project Lead(s) L. Muller

Command Sponsors D/C J. Ramer D/C S. Coxon D/C P. Yuen CAO T. Veneziano

PROJECT HEALTH  On Track  At Risk  Off Track **Anticipated end date:** 2019+ (multiple phases) **REPORT DATE:** Q3/2018

TIMELINES		BUDGET		PROJECT SCOPE		STAKE HOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS	
Last Period	Current Period										
											Time lines: OFF TRACK as resources (quantity and skills) not yet in place. Stakeholders: AT RISK until external engagement is launched; Internal stakeholder engagement is on track. Project Staffing OFF TRACK. Resource shortages are being addressed.

Progress in Last 90 Days

- Scope of the new District Model complete. Will be defined in more detail during Q4.
- Developed the draft capital plan and resource requirements for the District Model program.
- Project terms of reference developed, project working group established and work streams launched.
- Radio Traffic Design Study to inform reconfiguration of the telecommunication system in preparation for the districts launched.
- Current state analysis initiated.
- AVLS: on hold until project requirements are developed.

Progress in Next 90 Days

- Continue current state analysis on external stakeholders, divisional staffing levels, identification of impacted processes, applications, and facilities.
- Finalize draft capital plan and obtain TPS approval.
- Complete draft requirements for anticipated impacts on processes, people, and technology.
- Develop evaluation criteria for facility alignment.
- Begin with future state design.
- Develop detailed plan for next phase.
- Initiate external engagement on the new District Boundaries and the approach to its implementation.

Beyond 90 Days

- Continuation of work around the planning phase for the new district model.
- Obtain City and board approval for capital plan.
- Continue with requirements development for application changes, external stakeholders and future state design.

Recommendation #17 : More Accessible and Transparent Information and Services (Q3 2018)

As the Divisional map is redesigned, we are recommending an investment in modern technology to offer the public open access to information and tools that communities can use to improve neighbourhood safety.

Project Lead(s)

CIV I. Williams

Command Sponsors

D/C J. Ramer D/C S. Coxon D/C P. Yuen

PROJECT HEALTH



On Track



At Risk



Off Track

Anticipated end date: 2017+ (multiple phases)

TIMELINES		BUDGET		PROJECT SCOPE		STAKE HOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
										Launch external Public Safety Data Portal website for open data Provide anonymized police statistics in open data format

Progress in Last 90 Days

- Continuing to work with City of Toronto for traffic related data
- Continuing partnerships for ongoing updates
- Host internal information sessions regarding the Public Safety Data Portal

Progress in Next 90 Days

- Continuing to work with City of Toronto for traffic related data
- Continuing partnerships for ongoing updates
- Host internal & external information sessions regarding the Public Safety Data Portal
- Continued development based on public feedback
- Addition of new datasets

Beyond 90 Days

- Continuing to work with City of Toronto for traffic related data
- Continuing partnerships for ongoing updates
- Host internal & external information sessions regarding the Public Safety Data Portal
- Continued development based on public feedback
- Addition of new datasets

Recommendation # 18 : Moratorium on Hiring and Promotions

A carefully managed moratorium on hiring and promotions between ranks for officers and civilians over the next three years while the Service designs and deploys the new service delivery model. This moratorium will allow the Service to ensure that it has the right type and number of members for th

Project Lead(s)

CO S. Cairns

Command Sponsors

D/C B. McLean

CAO T. Veneziano

PROJECT HEALTH



On Track



At Risk



Off Track

Anticipated end date: 2019

TIMELINES		BUDGET		PROJECT SCOPE		STAKE HOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
										This recommendation was completed February 2018

Progress in Last 90 Days

This recommendation has been completed and closed as of February 2018. All further strategic hiring will be conducted by Talent Management in accordance to Service requirements.

Progress in Next 90 Days

Beyond 90 Days

COMPLETED

Recommendation # 19 : Assessing Information Technology Requirements (Q3 2018)

The Toronto Police Service will retain an external expert advisor to review potential efficiencies, alternative service delivery models, and future trends for information technology in policing. The advice will include immediate efficiencies that may be possible through benchmarking, as well as an Information Technology Unit organizational assessment and identification of opportunities for alternative service delivery mechanisms.

Project Lead(s)	CIV C. Giannotta	Command Sponsors	CAO T. Veneziano A/INSP G. Watts
------------------------	-------------------------	-------------------------	---

PROJECT HEALTH										 On Track  At Risk  Off Track	Anticipated end date: 2017-2020
TIMELINES		BUDGET		PROJECT SCOPE		STAKE HOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS	
Last Period	Current Period										
											

Progress in Last 90 Days

- Benchmark data gathering: analysis & verification, comparative peer selection - complete
- Capacity and Demand information (support, maintenance, project, new projects requests: assembled, reviewed and analyzed - complete
- Organization Review: information provided, modeling, industry best practice comparison - completed
- Reports received & reviewed
- Finalizing reports & recommendations
- Preparation & planning for the presentations to facilitate decision making to ITS Management Team, Director, CAO & Command

Progress in Next 90 Days

- Present findings and recommendations to CAO early October
- Receive direction and feedback on recommendations and next steps
- Prepare presentation to Command of findings and recommendations
- Receive feedback, decisions for next steps (Organization & Supply/Demand Remediation Plan)
- Confirm road map for ITS based on affirmed recommendations and 3 year IT Strategy
- Update planning documents for Organization & Supply/Demand Remediation Plans
- Carry on with IT Investment Prioritization initiative (IT Strategic Plan)

Beyond 90 Days

- 2019 - Execute Organization & Supply/Demand Remediation Plans
- If funding is confirmed, carry on with the IT Strategy initiatives:
 - Establish Business Relationship Mgmt. capability
 - Development & implementation of IT Governance Plan & processes
 - Development & implementation of of an evolved Portfolio & Project Mgmt. processes & capability
 - Development & implementation of ITS Performance Scorecard

Recommendation # 20 : Alternate or Shared Delivery of Court Services (Q3 2018)

The Toronto Police Service will fully assess whether alternatives exist that can reduce costs while ensuring that the Toronto Police Service fulfills its court security obligations under the Police Services Act.

Project Lead(s) CO S. Cairns

Command Sponsors D/C S. Coxon CAO T. Veneziano

PROJECT HEALTH ● On Track ◆ At Risk ■ Off Track **Anticipated end date:** 2019

TIMELINES		BUDGET		PROJECT SCOPE		STAKE HOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
◆	●	●	●	●	●	●	◆	●	●	New timelines have been established for presentation to the Board. Communications to members of courts and parking were delayed while new timelines were established

Progress in Last 90 Days

- TPS preparing response to Ernst & Young (EY) report
- Cost benefit analysis and TPS response to the report to be presented to the Board
- Communications to members timed appropriately with the release of the report

Progress in Next 90 Days

- Next steps to be determined based on the EY report findings

Beyond 90 Days

- Next steps to be determined

Recommendation # 21 : Alternate or Shared Delivery of Parking Enforcement (Q3 2018)

The Service fully assess whether there are better alternatives to the current Parking Enforcement Unit that will lower operating costs – as has also been recommended by previous reviews. The Parking Enforcement Unit budget is wholly separate from the Toronto Police Service’s annual operating

Project Lead(s) CO S. Cairns

Command Sponsors D/C S. Yuen CAO T. Veneziano

PROJECT HEALTH



On Track



At Risk



Off Track

Anticipated end date: 2019

TIMELINES		BUDGET		PROJECT SCOPE		STAKE HOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
										New timelines have been established for presentation to the Board. Communications to members of courts and parking were delayed while new timelines were established

Progress in Last 90 Days

- TPS preparing response to Ernst & Young (EY) report
- Cost benefit analysis and TPS response to the report to be presented to the Board
- Communications to members timed appropriately with the release of the report

Progress in Next 90 Days

- Next steps to be determined based on the EY report findings

Beyond 90 Days

- Next steps to be determine

Recommendation # 22 : Alternate or Shared Delivery of Background Screenings

The expanded use of contract agents to conduct background screening as part of the Toronto Police Service's hiring process. The current approach involves a combination of officers and contract agents. Officers who are currently part of this function would be redeployed to other priorities.

Project Lead(s) CO S. Cairns

Command Sponsors D/C B. McLean

PROJECT HEALTH



On Track



At Risk



Off Track

Anticipated end date: 2019+ (multiple phases)

TIMELINES		BUDGET		PROJECT SCOPE		STAKE HOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	

Progress in Last 90 Days

COMPLETED as of JUNE 2017

Progress in Next 90 Days

Beyond 90 Days

COMPLETED

Recommendation # 23 : Investment in 9-1-1 (Q3 2018)

Consultation with the City of Toronto on implementing a 9-1-1 cost recovery fee that would recoup the cost of providing these services to all land and wireless telephone users. The recovery fee would also provide the foundation for future investments in new 9-1-1. The costs to staff, operate and maintain these operations are covered though the Service's budget. At present 9-1-1 cost recovery fees are in place in eight other provinces.

Project Lead(s)

SGT P. Jones PC K. Bassett CIV M. Everest

Command Sponsors

D/C S. Coxon CAO T. Veneziano

PROJECT HEALTH



On Track



At Risk



Off Track

Anticipated end date: 2019+ (multiple phases)

TIMELINES		BUDGET		PROJECT SCOPE		STAKE HOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
										Timelines and Project remain GREEN. Until an assessment of the costs associated with implementation and maintenance of NG 9-1-1 this can not be implemented.

Progress in Last 90 Days

- The costs and scope of NG 9-1-1 are being defined by Communications Services.
- The cost recovery request will be based on known costs and implementation of NG 9-1-1.

Progress in Next 90 Days

- No progress is anticipated until the NG 9-1-1 project is closer to implementation.

Beyond 90 Days

- Communications Services continues to take part in the process of NG 9-1-1 development and will provide updates that will apply to the proposed framework for 9-1-1 cost recovery.

Recommendation # 24 : Comprehensive Culture Change & Human Resource Strategy (Q3 2018)

A comprehensive approach to culture change that considers all the ways in which culture is embedded in the organization. The culture change starts from within, how the TPS operates and manages as a public service organization. It also involves an external focus in terms of how the TPS services and engages with the public, stakeholders and partners.

Project Lead(s)

A/Staff Sergeant S. MacKay

Command Sponsors

D/C B. McLean

PROJECT HEALTH



On Track



At Risk



Off Track

Anticipated end date: ONGOING

TIMELINES		BUDGET		PROJECT SCOPE		STAKE HOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	

Progress in Last 90 Days

- Secured vendors for next phases of Culture Project
- Executive Level workshop on the OCA results delivered Sept 23, 2018
- Communications strategy for the sharing of the OCA results internally and externally completed.

Progress in Next 90 Days

- Plan, Develop and Deliver focus groups and engagement sessions for the prioritization and vision phase of the project
- Communicate and share the OCA results internally with call to action for engagement in #myservice culture plan
- Develop Implementation Plan of Culture Change Programs for 2019 and beyond

Beyond 90 Days

- Develop Implementation Plan of Culture Change Programs for 2019 and beyond

Recommendation # 25 : Public Engagement Strategy (Q3 2018)

We are recommending that the Service come forward with a broad, inclusive and ongoing public engagement strategy for modernization. This strategy should incorporate opportunities for individual residents, make effective use of the existing Community Police Liaison Committees and Chief's Consultative Committees, and involve community groups and agencies, youth workers, and youth from different neighbourhoods.

Project Lead(s)

PC D. Cox

Command Sponsors

A/INSP G. Watts

PROJECT HEALTH



On Track



At Risk



Off Track

Anticipated end date: ONGOING

TIMELINES		BUDGET		PROJECT SCOPE		STAKE HOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	

Progress in Last 90 Days

- Introduced the Neighbourhood Officer Program to public stakeholders
- Continued with media releases and journalist interaction revolving around modernization.
- Completed various print collateral that will be utilized by Neighbourhood officers.
- Social Media activity echoing modernization updates and achievements.

Progress in Next 90 Days

- Collaborating with the various working groups of the District Model to develop communications strategies regarding the District Model
- Command to continue various public engagements to keep stakeholders up to date on modernization updates, with a focus on the district policing model
- Continued updates on the transition of the crossing guard program to the city.
- Produce communication devices to communicate the response to the E&Y report on Courts and Parking Alternative Services

Beyond 90 Days

- Continue engaging the public using multiple communications tools to keep them advised of modernization efforts.
- Promotion of the new Toronto police website set to be introduced in Q4 of 2018

Recommendation # 26 : Service Engagement Strategy (Q3 2018)

We are recommending intensive and meaningful engagement with Service members on implementation as an essential part of modernization, and as an opportunity for the leaders of the Service to demonstrate culture change in action. Members should have the chance to speak candidly, feel their input matters and have opportunities for collaboration on questions of design and implementation.

Project Lead(s)

PC D. Cox

Command Sponsors

A/INSP G. Watts

PROJECT HEALTH



On Track



At Risk



Off Track

Anticipated end date: ONGOING

TIMELINES		BUDGET		PROJECT SCOPE		STAKE HOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	

Progress in Last 90 Days

- Continued engagement with all members and external stakeholders regarding updates on modernization initiatives.
- Developed a communication package introducing the New Shift options to 41 division who will test pilot a new shift schedule.
- Developed various presentations for steering committees, advisory groups and working groups that expand on the implementation and project management approach to the district boundaries
- Continued our engagement with S/Sgt's, hosting four information sessions which provided updates on modernization initiatives. The goal of these sessions is for the information provided to be disseminated to officers under their command.

Progress in Next 90 Days

- Continue engagement with all members and external stakeholders regarding updates on modernization initiatives
- Communicate the ongoing process of the alternate shift schedule project at 41 division.
- Will engage with Civilian Supervisors, in a similar format to that of the S.Sgt engagement sessions, providing updates on modernization initiatives. The goal of these sessions is for the information provided to be disseminated to their members.

Beyond 90 Days

- Continue Engagement with Service Members about all modernization initiatives - Always keeping to our 'members first' policy.

Recommendation # 27 : Association (TPA and SOO) Engagement Strategy (Q3 2018)

We are recommending substantive engagement on implementation with the Toronto Police Association and the Senior Officers' Organization in the months ahead. These discussions should respect the important role that these two organizations play in representing their respective memberships and the role of the Board and the Service's senior leadership in representing the public interest.

Project Lead(s)

PC D. Cox

Command Sponsors

D/C J. Ramer

D/C B. McLean

PROJECT HEALTH



On Track



At Risk



Off Track

Anticipated end date: ONGOING

TIMELINES		BUDGET		PROJECT SCOPE		STAKE HOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	

Progress in Last 90 Days

- Engagement with the Toronto Police Association and Senior Officer's Organization is ongoing
- Presented 41 division with Alternative Shift Schedule Options at the beginning of September via a schedule Ballot Package which was developed by Strategy Management and Toronto Police Association Reps.
- 41 Division members are engaged in the process and have provided feedback which has been incorporated into the options.

Progress in Next 90 Days

- Engagement with the Toronto Police Association and Senior Officer's Organization is ongoing
- Ballot process will begin in October with the selected schedule being piloted on January 1st, 2019.

Beyond 90 Days

- Engagement with the Toronto Police Association and Senior Officer's Organization is ongoing
- The Toronto Police Service and Toronto Police Association anticipate expanding shift schedule options to other divisions and units across the Service in 2019.

Recommendation # 28 : Establishing New Pathways of Accountability (Q3 2018)

We are recommending four mutually reinforcing actions to establish new pathways of accountability that are peer-to-peer within the Service, between officers and their leaders, and between the Service and the public. These pathways are components of the culture change plan described in Chapter 6 and will result in a significant shift in the accountability culture of the organization.

Project Lead(s)

A/INSP G. Watts

Command Sponsors

A/INSP G. Watts

PROJECT HEALTH



On Track



At Risk



Off Track

Anticipated end date: 2020

TIMELINES		BUDGET		PROJECT SCOPE		STAKE HOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	This recommendation is currently on hold pending a review by Strategy Management.

Progress in Last 90 Days

Progress in Next 90 Days

Beyond 90 Days

Recommendation # 30 : People Management Strategy (Q3 2018)

We are recommending a comprehensive people management and HR strategy for the Service that includes significant changes to:

- The roles, functions and structure of the Service's Human Resources unit to enable it to play a more modern and strategic role.
- HR policies, processes, analytics and tools that will enable modernization of service-delivery and deployment changes.

Project Lead(s)

HR Consultant Silvia Stancovic

Command Sponsors

D/C B. McLean

PROJECT HEALTH



On Track



At Risk



Off Track

Anticipated end date: 2019

TIMELINES		BUDGET		PROJECT SCOPE		STAKE HOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
										Budget remaining yellow - awaiting decisions on submitted funding applications. Project staffing remains yellow from the last quarter due ability of the current project team for the Job Description project to be able to handle the volume of work now estimated. New contracts being negotiated. P&C Transformation project utilizing extension of Deloitte contract.

Progress in Last 90 Days

The Competency Framework incorporated into the 2019 Toronto Police College; Core Values displays and reference cards in development for Service wide distribution; The Promotional Process Initiative was launched and RFP submitted to procurement; The Mentorship civilian pilot launch; Transition to phase 2 of the development of Uniform Job Descriptions; Performance Management mid year reviews; The Service Delivery Transformation implementation engages Deloitte to accelerate process reviews. P&C Restructuring recruitment of Talent Acquisition and Wellness managers onboarded; The P&C Communications Strategy approved; P&C Dashboard project charter, aligned to Data Mart, completed. Recruitment of People Analytics role in progress. Initial set of reports presented to HR for feedback; Talent Acquisition, Service Deployment, & Wellness Initiatives - target start dates established; Applications for alternative funding submitted for programs that did not receive PEM 2 funding.

Progress in Next 90 Days

Training, communication, integration and ongoing monitoring of the Competency Framework , Core Values. Signage to be completed. Embed into recruitment process and college training; Performance Management year-end evaluations; Transition to phase 2 of the development of Uniform Job Descriptions; P&C Dashboard project recruitment of People Analytics role in progress; P&C Service Delivery process reviews and unit transition plan completion for Labour Relations, People, Strategy. & Performance, Business Partnership, Employee Services and the Admin Pool; Wellness and Talent Acquisition Strategy development; P&C Communications strategy rollout.

Beyond 90 Days

Training, communication, integration and ongoing monitoring of the Competency Framework , Core Values; Identify a pilot group to test the Promotional Process framework and processes against; conduct a lessons learned; implement Service wide for uniform members; Development of the calibration process for Performance Management; probation plan for uniform recruits. Lessons learned to be captured; incorporate in to next performance management year; Professional development initiative to evaluate vendors; ensure competencies are embedded; HR Communication Strategy website integration with corporate website; implementation of communications strategy; Ongoing work in phase 2 of the development of Uniform Job Descriptions; Continued onboarding of all new P&C managers. Strategy development for the respective units; P&C Dashboard template development for review and approval by leadership; P&C Service Delivery process reviews and unit transition plan completion for Talent Acquisition and Wellness.

Recommendation # 33 : Neighbourhood Officer (Q3 2018)

The centerpiece of the new service delivery model will be a renewed, more integrated and intensified investment in building safe communities and neighbourhoods, with officers focused on local problem solving.

Project Lead(s)

Inspector David Rydzik

S/Sergeant Steve Pipe

Command Sponsors

D/C P. Yuen

PROJECT HEALTH



On Track



At Risk



Off Track

Anticipated end date: 2019

TIMELINES		BUDGET		PROJECT SCOPE		STAKE HOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	

Progress in Last 90 Days

- Neighbourhood Officer and Neighbourhood Officer Sergeant Role Profiles Approved
- Neighbourhood Officers and Neighbourhood Officer Sergeants Selected
- Neighbourhood Officer and Sergeants Training Started
- Equipment Changes approved, ordered and distributed
- Enhanced Neighbourhood Pilot Update delivered at TPS Board Meeting
- Submitted Board Report for Neighbourhood Officer Expansion

Progress in Next 90 Days

- Start the Enhanced Neighbourhood Officer Pilot
- Complete Part B Training
- Neighbourhood Officer Pilot Evaluation Begins
- Update and Communicate any Neighbourhood Officer related process and procedure changes
- Complete the Neighbourhood Officer Part B Training

Beyond 90 Days

- Neighbourhood Officer Mid-Point Check in Complete
- Enhanced Neighbourhood Officer Pilot Ends
- Evaluation Results Reviews and Improvements Identified

TBTB YEAR IN REVIEW 2018

"Strengthening and Supporting Police Families"





TORONTO
Beyond
THE BLUE

"We measure our success simply by the number of lives we touch. Our partnerships are an integral part of delivering quality, vetted and trusted resources. We are here for you and your family."

Dilnaz Garda

GOALS ACHIEVED

- Built Membership - 530 registered members
- Social Media Platform
- Obtained Charitable Status
- Established Partnerships with Wounded Warriors & Camp Maple Leaf
- TPS Policy and Procedures
- Mental Health Awareness Campaigns, Educational & Social Events

BUDGET BREAKDOWN

Marketing:

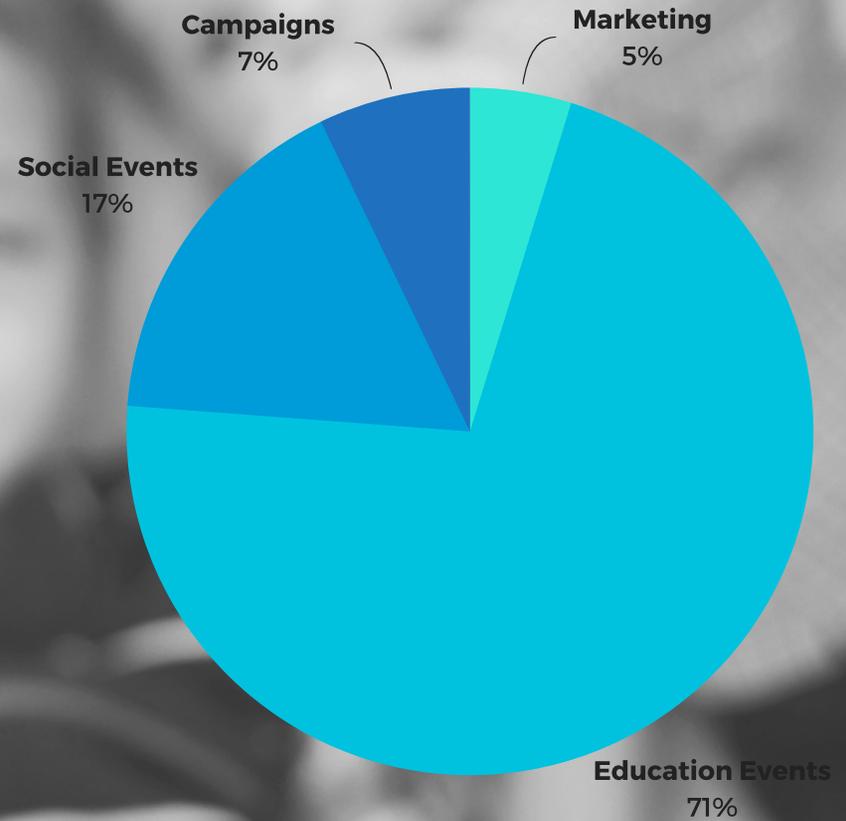
- Website & Analytics
- Social Media
- TALK Products

Major Educational Events:

- Blue Hills
- Col. Grossman
- Trauma Centre
- Couples Retreat
- SOS Kids
- Total Defense
- CanPraxis
- Camp Maple Leaf

Social Events:

- Brooks Farms
- Family Night
- Great Wolf Lodge
- Badge Babies



TESTIMONIAL



Dilnaz Garda with Kristal Jones and 87 others.

March 9 at 6:01pm · 🧑🏻‍🦱

This is what Toronto BTB is all about. Officers/Members thank you for your support. PLEASE SHARE with your spouse or family. We need your help to spread the word. Join us at www.torontobeyondtheblue.com



Lisa Clarke

Do you know how long I have said to Matt I wish there was more support for TPS families. It's a daily struggle being a spouse of an officer and without anyone that really understands what it feels like. So thankful this exists now. Already applied! Thanks Pete for posting this.

Monday at 7:16 PM · Like · 🧑🏻‍🦱 1 · Reply



Kristal Jones

We are all in this together Lisa! Much love from one Blue sister to another.



LOOKING FORWARD - YEAR 2

- Membership Growth - 1000 registered members
- Working with TPS re: recruit class & family day
- Educational Workshops - Child focus (Trauma Centre & Blue Hills)
- Educational Workshops/Retreats - Couples focus
- Social Events - Family focus
- Continue to build our volunteer base
- Avail - Jason McFadden



avail

Bringing technology, data and your existing care services together to create a holistic wellness solution for you and your organization.

www.avail.app

Create a Culture of Early Intervention.

Most care services and benefits are not utilized until an individual develops a physical or mental problem. Early detection is proven to improve outcomes and reduce costs.

TORONTO *Beyond* THE BLUE



"We continue to build trust with our membership and foster new partnerships. We are proud of what we have accomplished and are honoured to be a valued resource to our Service."

Kristal Jones



Toronto Police Services Board Report

October 31, 2018

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

**Subject: Special Constables Re Appointment – November 2018
University of Toronto**

Recommendation:

It is recommended that the Board approve the appointments of the individuals listed in this report as special constables for the University of Toronto (U of T), subject to the approval of the Minister of Community Safety and Correctional Services.

Financial Implications:

There are no financial implications relating to the recommendation 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 Minister of Community Safety and Correctional Services. 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 a request from the U of T to appoint the following individuals as special constables:

Table 1 Name of Agency and Special Constable Applicant

Agency	Name
University of Toronto Scarborough Campus	Jacek PIENCZYKOWSKI (Re Appointment)
University of Toronto Scarborough Campus	Thomas Patrick McIIHONE (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 of the individuals who are being recommended for appointment or re-appointment as special constables. The Service's Employment 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 U of T has advised the Service that the above individuals satisfies all of the appointment criteria as set out in their agreement with the Board. The agency approved strength and current complement is indicated below:

Table 2 Name of Agency, Approved Strength and Current Number of Special Constables

Agency	Approved Strength	Current Complement
University of Toronto Scarborough Campus	19	12

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.T.C., T.C.H.C. and U of T 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

MS:ao

BoardReportUofTNovember2018.docx



Toronto Police Services Board Report

November 2, 2018

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Civilianization of Crime Analysts & New Job Descriptions in Business Intelligence & Analytics – Senior Analyst and Crime Analyst, District / Squad Support

Recommendation(s):

It is recommended that the Toronto Police Services Board (Board) approve the attached new civilian job descriptions and classifications for the Senior Analyst (A12022) and, Crime Analyst, District / Squad Support (A08076) positions.

Financial Implications:

The Crime Analyst has been determined to be a Class 8 (35 hour) position with an annual salary of \$70,275.56 to \$79,503.73, effective January 1, 2018.

The Senior Analyst has been determined to be a Class 12 (35 hour) position with an annual salary of \$99,946.04 to \$116,220.95, effective January 1, 2018.

The annualized cost of these new civilian positions is approximately \$1.7 Million. The officers in the field currently assigned to crime analyst duties, normally have attained a first class ranking, and in most cases qualify for the 6-9% retention pay categories. Therefore, the cost of the civilian Crime Analyst position is approximately \$25,000 lower than a uniform position doing this job. The officers working in these roles will be returned to front-line duties in support of Priority Response Command.

Funds to hire the above positions have been included in the Service's 2019 preliminary operating budget request. Actual hiring will not occur until City Council approves the Service's Board approved operating budget in March 2019. As a result the budget impact in 2019, assuming a June 1st start date, is approximately \$1M.

Background / Purpose:

In early 2016, the Service in conjunction with the Board jointly undertook a comprehensive review of policing service and delivery models. Comprised of members of the Service, the Board and external stakeholders, the Transformational Task Force put forward thirty-two (32) recommendations in *The Action Plan: The Way Forward* (The Way Forward) designed for modernizing community safety in the City of Toronto. The Strategy Map provides the framework which guides these recommendations, outlines three goals that define modern policing:

- to be where the public needs the Service the most;
- to embrace partnerships to create safe communities; and
- to focus on the complex needs of a large city.

The establishment of these new analytical roles directly supports each of these goals, and will position the Service as a best in class organization in the application of evidence-based decision support and intelligence-led policing.

The Crime Analyst and Senior Analyst positions enable Recommendations 2 and 17 of the modernization plan regarding enhanced use of data analytics for evidence-based decision making and transparency. Further, these positions directly affect the Service's ability to be where the public needs us the most, while focusing on the complex needs of a large city. Advanced research and crime analysis is paramount to the Service's capacity to successfully use information and data analytics to inform resourcing and deployment decisions as emphasized in *The Way Forward*. This report outlines the civilianization of analytical roles within District and Traffic Services. Following this implementation, the civilianization of roles within Specialized Operations Command will take place later in 2019.

As the Service transitions to the District model of policing and Neighbourhood Officer Programs, enhanced crime analysis and improved capabilities related to data analytics contributes to a sustainable intelligence-led approach. The current model of policing utilizes uniform officers to perform analytical roles for which relevant technical expertise, experience, and education is required. Further, enhanced coordination and management of these roles is required to effectively manage key information flows to support organizational decisions. The civilianization of these critical positions will allow for the redeployment of these uniform officers, thereby contributing to a reduction in staffing pressures on the frontline while simultaneously providing highly trained and specialized civilian resources to conduct advanced analysis for the Service.

The civilianization at the Divisional/District and Squad level will facilitate an immediate redeployment of uniform members currently in these roles across the Service and drive the organizations intelligence-led approach to reduce gun violence and strategically achieve enhanced divisional/district crime management and traffic analysis.

Discussion:

The Business Intelligence and Analytics (B.I.A.) office provides integral support for the implementation of the recommendations in The Way Forward report. As the scope and timelines for the implementation have developed, the demand for analytical support from this team has increased significantly and organizational and public reliance on analysis is critical to the success of the Service's modernization.

The Service's boundary realignment and territorial optimization supports the creation of 10 Districts. It is recommended that the Service hire civilian Crime Analysts and Senior Analysts to provide the effective analytical work to ensure the success of the Service's modernization. The incumbents in the Crime Analyst position will be responsible for the delivery of accurate and timely intelligence-led analytical support through research and analysis of crime, traffic and business intelligence-related information. The incumbents for the A08 (35 hour) position will be assigned to each of the 10 Districts and the Traffic Services Unit and will report to the Senior Analyst, B.I.A. This approach will place emphasis on District crime and traffic analytics, supporting road safety and gun and gang violence as key priorities.

The incumbents in the A12 (35 hour) position will be responsible for the development, analysis and provision of strategic business intelligence and analytical reports for senior management. Further, they will provide centralized and coordinated supervision, training and development of high quality analytical products across the organization. These positions will be responsible for identifying opportunities for training and increased analytical capacity for all Service analysts to ensure the Service establishes and maintains a best-in-class analytical program. The incumbents in the A12 (35 hour) position will report to the Detective Sergeant, B.I.A.

The new job descriptions for the Senior Analyst and Crime Analyst are attached (See Appendix A and B). The positions have been evaluated using the Service's job evaluation plan. The Crime Analyst position has been determined to be a Class A08 (35 hour) position within the Unit "A" Collective Agreement with a salary range of \$70,275.56 to \$79,503.73 per annum effective January 1st, 2018. The Senior Analyst position has been determined to be a Class A12 (35 hour) position within the Unit "A" Collective Agreement with a salary range of \$99,946.04 to \$116,220.95 per annum effective January 1, 2018.

Civilianization of these positions is also an opportunity for the Service to effectively achieve an industry-leading delivery model for crime analysis and to be truly intelligence-led. Highly trained and specialized analysts have the necessary abilities to transform statistical, open source and officer generated information into intelligence, thereby effectively guiding recommendations for decision makers.

We will be hiring dedicated civilians with the training, qualifications and commitment for this work as a career, while mitigating the high rate of officer attrition through the uniform crime analyst position. Further, the establishment of these new positions offers a dedicated career path for civilian members and will be a key driver for the Service's success in delivering all aspects of The Way Forward plan.

Conclusion:

It is therefore recommended that the Board approve the job descriptions and classifications for the positions of Senior Analyst (A12022) and Crime Analyst, District / Squad Support (A08076). In accordance with Article 22.05(a) of the Uniform Collective Agreement, the Board has met and advised the Toronto Police Association of its intent to civilianize the Crime Analyst positions at Traffic Services and at the Divisional/District and Squad levels. The Toronto Police Association will also be notified upon Board approval of the new positions, in accordance with Article 3.03(b) of the Unit A Collective Agreement.

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

MS:IW

Attach. (2)

File Name - Board Report – New Job Descriptions – Business Intelligence and Analytics

Appendix A

	TORONTO POLICE SERVICE JOB DESCRIPTION	Date Approved:
		Board Minute No.: Total Points: 560 Pay Class: A12

JOB TITLE:	Senior Analyst, Business Intelligence & Analytics	JOB NO.:	A12022
BRANCH:	Office of the Chief of Police	SUPERSEDES:	New
UNIT:	Strategy Management	HOURS OF WORK:	35 SHIFTS: 1
SECTION:	Business Intelligence & Analytics	NO. OF INCUMBENTS IN THIS JOB:	Multiple
REPORTS TO:	Detective Sergeant, Business Intelligence & Analytics	DATE PREPARED:	2018.11.06

SUMMARY OF FUNCTION:

Responsible for the development, analysis and provision of strategic business intelligence and analysis reports for senior management. Provides oversight, training and development of high quality analytical products across the organization. Senior analysts are responsible for identifying opportunities for training and increased analytical capacity and implementing related solutions for all Service analysts and researchers.

DIRECTION EXERCISED:

Manages the activities and performance of crime analysts and researchers, providing work direction, advice and expertise, assigning tasks/activities, determining methods and procedures to be used, resolving problems, and ensuring results are achieved.

MACHINES AND EQUIPMENT USED:

Workstation with associated software and other office equipment as required.

DUTIES AND RESPONSIBILITIES:

1. Responsible for the development of strategic and tactical analytical reports and the provision of advanced level crime and business intelligence analysis for senior management utilizing specialized software applications, analysis methodologies and techniques.
2. Supervises Crime Analysts and Researchers in their management of work and time.
3. Performs research and provides tactical and strategic analysis of crime and business intelligence information and supports the development of investigative and corporate planning strategies through predictive analysis.
4. Presents reports, and recommends crime and business intelligence strategies.
5. Oversees the preparation and creation of strategic and tactical crime and business intelligence products and coordinates product creation for district, squad and intelligence analysts.
6. Provides operational and technical support, guidance and mentoring to analysts, researchers and others in the organization.
7. Prepares major analytical reports/products for deployments.

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: 560
Pay Class: A12

JOB TITLE:	Senior Analyst, Business Intelligence & Analytics	JOB NO.:	A12022
BRANCH:	Office of the Chief of Police	SUPERSEDES:	New
UNIT:	Strategy Management	HOURS OF WORK:	35 SHIFTS: 1
SECTION:	Business Intelligence & Analytics	NO. OF INCUMBENTS IN THIS JOB:	Multiple
REPORTS TO:	Detective Sergeant, Business Intelligence & Analytics	DATE PREPARED:	2018.11.06

DUTIES AND RESPONSIBILITIES: (cont'd)

8. Administers the Business Intelligence and Analytics Intake System including the review, assessment and timely dissemination of information and analysis requests.
9. Attends and participates in meetings and liaises with internal and external stakeholders.
10. Manages a portfolio of projects; leads project committees and working groups from inception to implementation in relation to Business Intelligence and Analytics.
11. Researches innovation and new technology as it relates to data collection, statistical analysis, and data visualization or other software as it pertains to the role.
12. Performs all other duties, functions and assignments inherent to the position.

.../2

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

Appendix B

	<p>TORONTO POLICE SERVICE</p> <p>JOB DESCRIPTION</p>	<p>Date Approved:</p> <p>Board Minute No.:</p> <p>Total Points: 437.5</p> <p>Pay Class: A08</p>
---	--	---

JOB TITLE: Crime Analyst, District/Squad Support	JOB NO.: A08076
BRANCH: Office of the Chief of Police	SUPERSEDES: New
UNIT: Strategy Management	HOURS OF WORK: 35 SHIFTS: 1
SECTION: Business Intelligence & Analytics	NO. OF INCUMBENTS IN THIS JOB: Multiple
REPORTS TO: Senior Analyst, Business Intelligence & Analytics	DATE PREPARED: 2018.11.06

SUMMARY OF FUNCTION:

Supports Business Intelligence & Analytics delivery of analytical support through research and analysis of crime, traffic, business intelligence and other related information. Assists Business Intelligence & Analytics, Districts and Squads in their tactical and strategic management of police operations through provision of accurate and timely crime analysis, service-wide awareness and reporting.

DIRECTION EXERCISED:

Provides analytical support and guidance to co-workers.

MACHINES AND EQUIPMENT USED:

Workstation with associated software and other office equipment as required.

DUTIES AND RESPONSIBILITIES:

1. Collects, analyzes, forecasts and disseminates crime or administrative business information at the district or investigative squad level.
2. Utilizes advanced statistical modelling including correlation, regression and probability analysis.
3. Prepares standard and ad-hoc reports to enhance intelligence-led policing strategies.
4. Utilizes various sources of information including records management systems, intelligence and open source to conduct predicative analysis.
5. Supports the Operations Centre tasks on an ongoing and event driven basis with availability for 24-7 shift coverage as needed.
6. Presents reports and recommends crime management strategies, may include court testimony.
7. Liaises with internal and external analysts regarding crime trends, persons of interest and enforcement activities.
8. Attends regular crime analysis workshops and training sessions.
9. Represents the Service at conferences and shares best practices.
10. Utilizes business intelligence, database, geographic information systems, and statistical software to fulfill requests.
11. Performs all other duties, functions and assignments inherent to the position.

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



Toronto Police Services Board Report

October 24, 2018

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: 2017 Annual Statistical Report of the Toronto Police Service

Recommendation(s):

It is recommended that:

- (1) the Board receive the 2017 Annual Statistical Report and;
- (2) that a copy of the report be forwarded to Toronto City Council through the City of Toronto Executive Committee for information.

Financial Implications:

There are no financial implications relating to the recommendations contained within these reports.

Background / Purpose:

Each year, the Toronto Police Service produces a statistical report that provides year-over-year analysis of crime and operational data. This report also provides administrative and budget content which highlight areas of the Toronto Police Service.

The Annual Statistical Report for 2017 contains data for the first reporting year of the new regulated interactions under the *Ontario Regulation 58/16* of the *Police Services Act* for the *Collection of Identifying Information in Certain Circumstances*.

To provide enhanced information to the public, in 2017, the Toronto Police Service has also launched the Public Safety Data Portal, an Open Data platform designed to provide timely and relevant information regarding public safety in Toronto.

Discussion:

The Annual Statistical Report contains sections including Reported Crime, Charges, Victimization, Search, Firearms, Traffic, Personnel and Budget, Complaints, Calls for Service, Regulated Interactions and Administration.

Some highlights of the 2017 Annual Statistical Report include the following:

- Total reported offences increased by 6.7%
- Crimes Against Person increased by 2.9%
- Crimes Against Property increased by 8.5%
- Collision-related fatalities decreased by 19.5%
- In 2017, 1,725 firearms were seized. Of the 1,725 seized firearms, 722 (41.9%) were designated as crime guns and 1,003 (58.1%) as non-crime guns
- 25 regulated interactions were conducted in 2017

A section on Regulated Interactions is included in the 2017 Report. On January 1, 2017, new rules governing police interactions with the public came into effect under *Ontario Regulation 58/16 - Collection of Identifying Information in Certain Circumstances – Prohibitions and Duties of the Police Services Act*. The new regulation prohibits police officers from arbitrarily stopping members of the public and requesting identifying information from a member of the public. The regulation applies when an attempt is made by a police officer to collect identifying information by asking an individual, in a face-to-face encounter, to identify him/herself or to provide information for the purpose of identifying the individual, if done for the purpose of:

- Inquiring into offences that have been or might be committed; and/or
- Inquiring into suspicious activities to detect offences; and/or
- Gathering information for intelligence purposes.

The number of regulated interactions submitted in between January 1, 2017 and December 31, 2017 was compiled for the 2017 Annual Statistical Report as outlined by the reporting requirements of the legislation.

Conclusion:

The Service is committed to providing the public with continued access to crime, traffic, operational, and other policing statistics. Once accepted by the Board, the Annual Statistical Report for 2017 will be published on the Toronto Police Service website along with previous reports.

Additional crime and traffic content is available on the Toronto Police Service Public Safety Data Portal as Open Data, mapping applications, and dashboards.

Manager Ian Williams, will be in attendance to answer any questions that the Board may have regarding these reports.

Respectfully submitted,

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

2017

Annual Statistical Report



Toronto Police Service

Table of Contents

Glossary of Terms	6
Introduction	8
Summary	9
Reported Crime Overview	
Statistics at a Glance	11
Reported Crime	
Crimes Against Person	13
Crimes Against Property	13
Criminal Code Traffic	13
Other Crime	14
Controlled Drug and Substances Act by Age and Gender	14
Other Federal	14
Hate/Bias Crime	14
Crimes Against Person, Crimes Against Property, Criminal Code Traffic and Other Crime Offences Divisional Comparison	15
Breakdown of Reported Crime	
Crimes Against Person - Violent Crime	
Homicides	17
Sexual Violations	17
Non-Sexual Assaults	17
Robberies - Financial	17
Robberies - Other	17
Distribution of Crimes Against Persons	17
Distribution of Violent Crime	17
Crimes Against Property	
Break and Enter - Houses	18
Break and Enter - Apartments	18
Break and Enter - Business Premises	18
Stolen Vehicles	18
Distribution of Crimes Against Property	18
Distribution of Break & Enter	18
Reported Crime by Command & Division	
Reported Crime by Command	19
Reported Crime by Division (D11, D12, D13, D14)	20
Reported Crime by Division (D22, D23, D31, D32, D33)	21
Reported Crime by Division (D41, D42, D43)	22
Reported Crime by Division (D51, D52, D53, D54, D55)	23
Persons Charged	
Non-Sexual Assaults by Age and Gender	25
Sexual Violations by Age and Gender	25
Break and Enter by Age & Gender	25
Robberies by Age and Gender	26
Controlled Drug and Substances Act by Age and Gender	26
Drinking and Driving Offences by Age and Gender	26
Persons Charged Violent Crime by Age and Gender	26
Offences by Young Offender/Adult	27

Table of Contents

Offences by Division	28
Victims of Crime	
Sexual Violations by Age and Gender	30
Non-Sexual Assaults by Age and Gender	30
Robberies by Age and Gender	30
Crimes Against Person by Age and Gender	31
Selected Offences Against Police Officers	31
Search of Persons	
Level 3 Searches	33
Level 4 Searches	33
Transgender Searches	33
Items Found During Search	33
Firearms	
Firearms Seizure	35
Guns Reported Stolen to Toronto Police Service	35
Firearm Thefts by Premise Type	35
Gun Seizures	36
Crime Guns - Firearm Type	36
Crime Guns - Firearm Classification	36
Stolen Firearms - Recovered by Toronto Police Service	36
Top 10 Manufacturers by Firearm Type	37
Top 5 Calibres by Firearm Type	37
Types of Firearms Stolen and Recovered in Toronto	37
Top 20 Offences Related to Firearms Seized	38
Shooting Locations (Map)	38
Traffic	
Total Collisions	40
Fatal Collisions and Persons Killed	40
Injury Collisions and Persons Injured	40
Property Damage Collisions	40
Traffic Collisions and Offences by Division	41
R.I.D.E. Information	41
Personnel and Budget	
Uniform Staff	43
Civilian Staff	43
Other Staff	43
Distribution of Personnel by Branches of the Service	43
Personnel by Division	44
Uniform Strength and Expenditures	45
Gross Operating Budget by Distribution	45
Divisional Population/Area (km ²) / Gross Expenditures by Division	45
Calls for Service	
Calls Received	47
Alarm Calls	47
Dispatched Calls by Division	47
Calls Dispatched vs Not Dispatched	47
AT&T Language Line Service	47
Public Complaints Filed with the O.I.P.R.D.	

Table of Contents

Public Complaints Filed with the O.I.P.R.D.	49
Regulated Interactions	
Number of Regulated Interactions	51
Demographics	52
Administrative	
Community Mobilization (Divisional Policing Support Unit)	54
Volunteer Resources	54
Victims Services	54
Industrial Liaison	54
Crime Stoppers	55
Fleet	55
Appendix - A	
Firearms Classification Definitions	56

DRAFT
2018.10.09

Glossary

DRAFT
2018.10.09

Glossary of Terms

% Change:

The percent increase or decrease from the previous year.

% Clear:

The percent of offences reported in a given year which have been cleared.

Adult:

A person who is 18 years of age or older.

A.F.C.:

Area Field Command (includes Divisions: D22, D23, D31, D32, D33, D41, D42, D43)

C.D.S.A.:

Violations under the Controlled Drugs and Substances Act.

C.F.C.:

Central Field Command (includes Divisions: D11, D12, D13, D14, D51, D52, D53, D54, D55)

Cleared:

An offence can be considered cleared when a charge is laid, recommended or the person(s) who committed the offence has been identified and no charge has been laid for some reason.

Crimes Against Person:

Crimes involving aggressive action (with the intent to do harm) or threat of such action by one person against another.

Crimes Against Property:

Unlawful acts with respect to property but which do not involve the use or threat of violence against an individual.

Crime Gun:

The National Weapons Enforcement Support Team (NWEST) defines a crime gun as "any firearm that is illegally possessed, used in crime or suspected to have been used in a crime, or has an obliterated serial number."

Level 3 Search:

A search that includes the removal of some or all of a person's clothing and a visual inspection of the body. More specifically, a Level 3 search involves removal of clothing that fully exposes the undergarments or an area of the body normally covered by undergarments (genitalia, buttocks, women's breasts). NOTE: *The mere fact that portions of a person's body normally covered by undergarments are exposed because of the way the person was dressed when taken into custody does not constitute a Level 3 search, if the removal of such clothing was not caused by the police (e.g. the arrest of a naked person does not constitute a Level 3 search).*

Glossary of Terms

Level 4 Search:

A body cavity search. For the purpose of this document, a Level 4 search means a search of the rectum and/or vagina. A Level 4 search is only conducted by a qualified medical practitioner at a medical facility.

Municipal By-laws:

Includes violations under the City of Toronto Municipal by-laws.

N.S.A:

Not Specified Area. Generally these relate to offences that have been reported to the Service, but which occurred outside Toronto or at an undetermined location.

Offence:

A violation against any federal, provincial, or municipal statute/by-law.

Other Crime:

Non-traffic Criminal Code violations that are classified as neither violent nor property violations.

Other Federal:

Violations under all other federal statutes.

Person Charged:

A person that is arrested and/or charged with an offence.

Provincial Acts:

Includes all violations under Provincial statutes with the exception of traffic-related statutes. Some examples include the Coroner's Act, Environmental Protection Act, Mental Health Act, and the Liquor Licence Act.

Rate:

Number of crimes per 100,000 population.

Reported:

Number of offences reported to police.

Young Offender:

A person who is between 12 and 17 years of age.

DRAFT
2018.10.09

Introduction

Source Data:

The crime related data contained in this report are derived from a number of Toronto Police Service computer systems. These systems include, but are not limited to:

eCOPS	-	Enterprise Case Occurrence Processing System
COPS	-	Computerized Occurrence Processing System
CIPS	-	Criminal Information Processing System
Versadex		

These systems are continuously being updated and, as a result, some changes to statistics published in previous statistical reports should be expected.

Crime statistics contained in this report are based on the date that the information was reported or became known to police. This is done to minimize changes in reported statistics year over year and to enable some degree of comparability with statistics reported by Statistics Canada.

Other data comes from a mixture of automated and manual systems maintained by the individual units responsible.

Comparing Crime Statistics:

Crime statistics in this report should not be compared to statistics from previous Annual Statistical Reports due to changes in counting rules.

It is also not recommended that the crime statistics in this report be compared to crime statistics prepared by other agencies due to the fact that different methods of categorization, geographic, technical, data, and time constraints may affect the outcome.

Although comparing exact numbers is not recommended, the general trends and magnitude of change should be similar regardless of the counting method.

Detailed information pertaining to Statistics Canada crime reporting methodology can be found in the Uniform Crime Reporting Survey documents posted on the Statistics Canada website, <http://www.statcan.gc.ca>.



Summary

- Total reported offences increased by 6.7% (7,935 offences), from 118,425 in 2016 to 126,360 in 2017.
- Crimes Against Person increased by 2.9% (802 victims), from 27,302 in 2016 to 28,104 in 2017.
- Robberies (non-Financial Institutions) increased by 6.6% (219 victims), from 3,339 in 2016 to 3,558 in 2017.
- Sexual Violations increased by 4.8% (104 victims), from 2,189 in 2016 to 2,293 in 2017.
- Crimes Against Property increased by 8.5% (6,304 offences), from 74,221 in 2016 to 80,525 in 2017.
- Criminal Code Traffic offences decreased by 5.4% (106 offences), from 1,978 in 2016 to 1,872 in 2017.
- Collision-related fatalities decreased by 19.5% (15 fatalities), from 77 in 2016 to 62 in 2017.
- Charges laid by R.I.D.E. decreased by 30.6% (45 charges), from 147 in 2016 to 102 in 2017.
- The number of Level 3 and 4 searches decreased from 17,654 and 5 searches, respectively, in 2016 to 16,603 and 0 searches in 2017.
- In 2017, 1,725 firearms were seized. Of the 1,725 seized firearms, 722 (41.9%) were designated as crime guns and 1,003 (58.1%) as non-crime guns.
- In 2017, 1,845,178 calls for service were received (996,467 emergency and 848,711 non-emergency). Of these calls, 841,572 (45.6%) calls were dispatched.

Reported Crimes Overview

DRAFT
2018-10-09

Statistics at a Glance

Controlled Drug and Substances Act				Total Reported Offences				Other Federal			
2016	2017	Change	% Change	2016	2017	Change	% Change	2016	2017	Change	% Change
4,268	3,687	-581	-13.6%	118,425	126,360	7,935	6.7%	352	260	-92	-26.1%

Crimes Against Person				Crimes Against Property				Traffic-Related Information Criminal Code Traffic				Other Crime			
2016	2017	Change	% Change	2016	2017	Change	% Change	2016	2017	Change	% Change	2016	2017	Change	% Change
27,302	28,104	802	2.9%	74,221	80,525	6,304	8.5%	1,978	1,872	-106	-5.4%	14,924	15,859	935	6.3%

Homicides				Break and Enter (House)				Collisions (Fatalities)			
2016	2017	Change	% Change	2016	2017	Change	% Change	2016	2017	Change	% Change
75	65	-10	-13.3%	2,510	2,591	81	3.2%	77	62	-15	-19.5%

Sexual Violations				Break and Enter (Apartment)				Collisions (Injury)			
2016	2017	Change	% Change	2016	2017	Change	% Change	2016	2017	Change	% Change
2,189	2,293	104	4.8%	1,619	1,832	213	13.2%	11,181	11,361	180	1.6%

Non-Sexual Assaults				Break and Enter (Business)				Collisions (Property Damage)			
2016	2017	Change	% Change	2016	2017	Change	% Change	2016	2017	Change	% Change
16,551	17,107	556	3.4%	1,916	2,138	222	11.6%	46,510	43,084	-3,426	-7.4%

Robberies (Financial)				Stolen Vehicles				Reduce Impaired Driving Everywhere (R.I.D.E.) - Vehicles Stopped			
2016	2017	Change	% Change	2016	2017	Change	% Change	2016	2017	Change	% Change
110	122	12	10.9%	2,909	2,997	88	3.0%	184,768	149,190	-35,578	-19.3%

Robberies (Other)				Reduce Impaired Driving Everywhere (R.I.D.E.) - Charges Laid			
2016	2017	Change	% Change	2016	2017	Change	% Change
3,339	3,558	219	6.6%	147	102	-45	-30.6%

Reported Crime

(Crimes Against Persons, Crimes Against Property, Criminal Code
Traffic, Other Crime, Controlled Drug Substances Act and Other
Federal)

DRAFT
2018.10.09

Reported Crime

Total Criminal Code Offences*						Offences Reported and Cleared Trend	
Year	Reported	% Change	Rate	Cleared	% Clear		
2013	122,089	-	4,258.4	58,646	48.0%		
2014	108,714	-11.0%	3,784.0	54,632	50.3%		
2015	112,622	3.6%	3,911.8	54,297	48.2%		
2016	118,425	5.2%	4,335.4	55,018	46.5%		
2017	126,361	6.7%	4,384.3	56,551	44.8%		

* Includes Crimes Against Persons, Crimes Against Property, Other Crime, Criminal Code Traffic

Crimes Against Person						Offences Reported and Cleared Trend	
Year	Reported	% Change	Rate	Cleared	% Clear		
2013	28,647	-	999.2	17,502	61.1%		
2014	25,392	-11.4%	883.8	16,508	65.0%		
2015	26,919	6.0%	935.0	16,803	62.4%		
2016	27,302	1.4%	999.5	16,608	60.8%		
2017	28,104	2.9%	975.1	17,413	62.0%		

Crimes Against Property						Offences Reported and Cleared Trend	
Year	Reported	% Change	Rate	Cleared	% Clear		
2013	74,417	-	2,595.6	23,205	31.2%		
2014	69,099	-7.1%	2,405.1	24,760	35.8%		
2015	69,897	1.2%	2,427.8	22,741	32.5%		
2016	74,221	6.2%	2,717.2	22,788	30.7%		
2017	80,526	8.5%	2,794.0	22,942	28.5%		

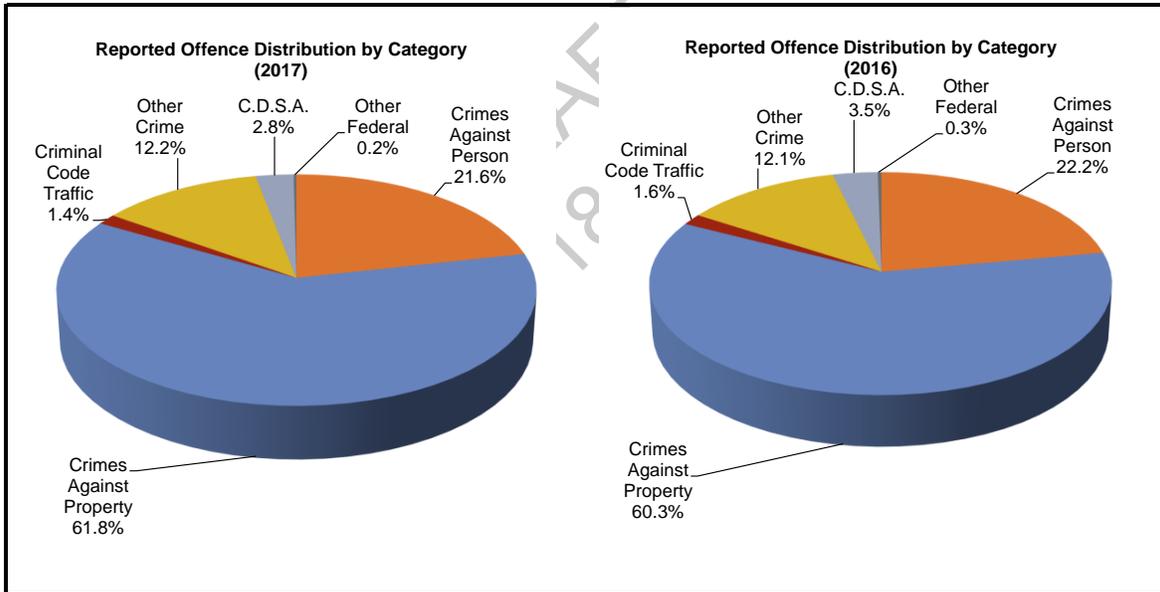
Criminal Code Traffic						Offences Reported and Cleared Trend	
Year	Reported	% Change	Rate	Cleared	% Clear		
2013	2,520	-	87.9	2,449	97.2%		
2014	1,937	-23.1%	67.4	1,893	97.7%		
2015	1,916	-1.1%	66.6	1,882	98.2%		
2016	1,978	3.2%	72.4	1,912	96.7%		
2017	1,872	-5.4%	65.0	1,797	96.0%		

Reported Crime

Other Crime						Offences Reported and Cleared Trend	
Year	Reported	% Change	Rate	Cleared	% Clear		
2013	16,505	-	575.7	15,490	93.9%		
2014	12,286	-25.6%	427.6	11,471	93.4%		
2015	13,890	13.1%	482.5	12,871	92.7%		
2016	14,924	7.4%	546.4	13,710	91.9%		
2017	15,859	6.3%	550.3	14,399	90.8%		

Controlled Drug and Substances Act						Offences Reported and Cleared Trend	
Year	Reported	% Change	Rate	Cleared	% Clear		
2013	5,828	-	203.3	5,742	98.5%		
2014	4,706	-19.3%	163.8	4,505	95.7%		
2015	4,755	1.0%	165.2	4,504	94.7%		
2016	4,268	-10.2%	156.2	4,026	94.3%		
2017	3,687	-13.6%	127.9	3,476	94.3%		

Other Federal						Offences Reported and Cleared Trend	
Year	Reported	% Change	Rate	Cleared	% Clear		
2013	723	-	25.2	706	97.6%		
2014	410	-43.3%	14.3	401	97.8%		
2015	386	-5.9%	13.4	359	93.0%		
2016	352	-8.8%	12.9	299	84.9%		
2017	260	-26.1%	9.0	205	78.8%		



Hate/Bias Crime					
	2013	2014	2015	2016	2017
Occurrences	131	146	134	145	186

Detailed Information on Hate/Bias crime can be found in the publication Hate Bias Statistical Report <http://www.torontopolice.on.ca/publications/>

**Crimes Against Person / Crimes Against Property / Criminal Code Traffic / Other Criminal Code Offences
2017 Divisional Comparison**

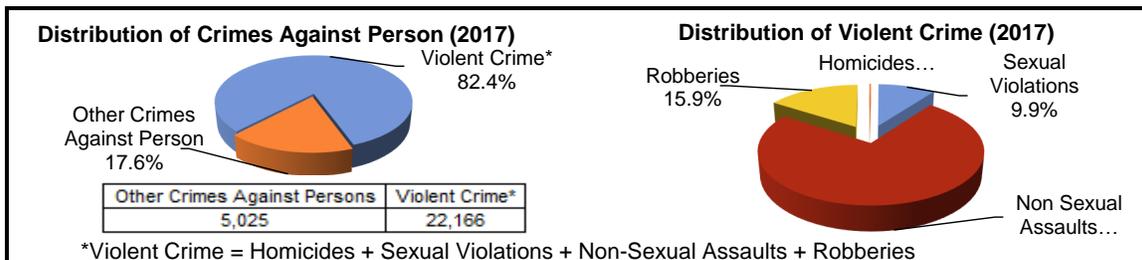
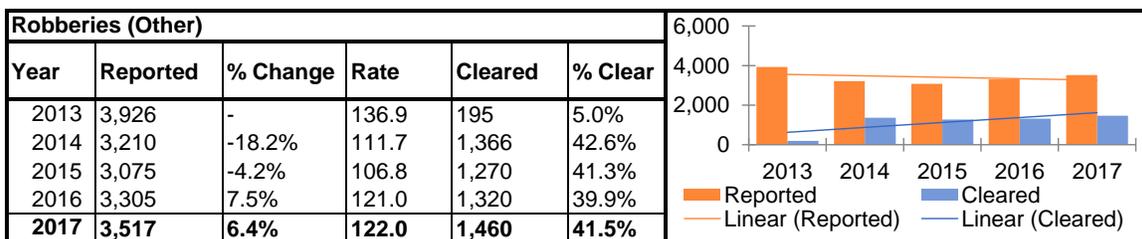
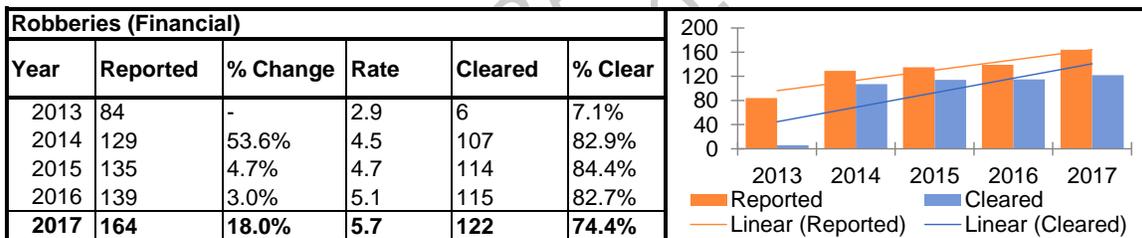
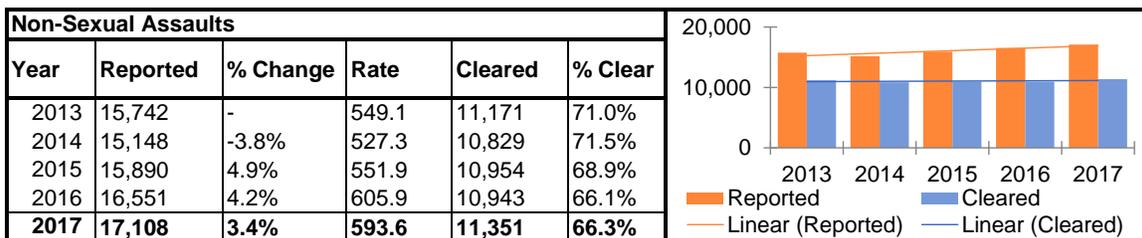
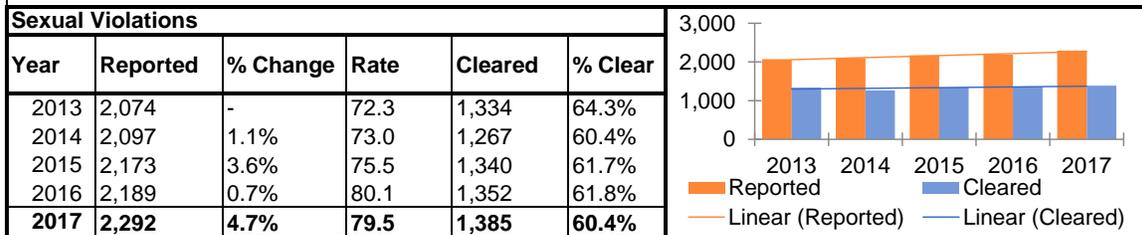
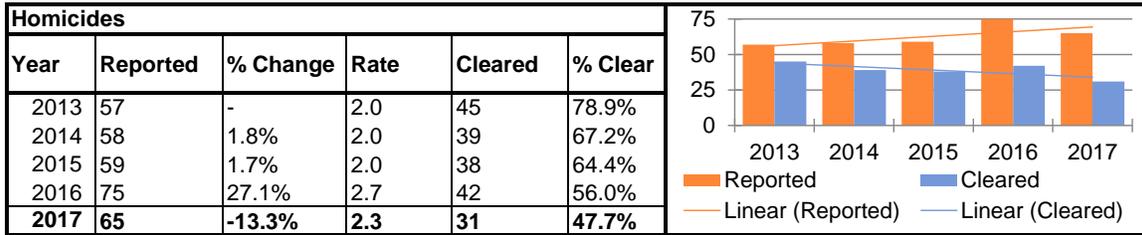
Unit	Crimes Against Person, Crimes Against Property, Criminal Code Traffic and Other Crime Offences														
	Crimes Against Person			Crimes Against Property			Criminal Code Traffic			Other Crime			Total Criminal Code		
	Reported	Rate	% Clear	Reported	Rate	% Clear	Reported	Rate	% Clear	Reported	Rate	% Clear	Reported	Rate	% Clear
D11	1,386	1,054.7	64.0%	3,809	2,898.5	30.1%	90	68.5	96.7%	570	433.7	88.1%	5,855	4,455.4	44.8%
D12	1,400	1,057.1	69.8%	2,771	2,092.2	31.1%	77	58.1	100.0%	581	438.7	93.8%	4,829	3,646.1	51.0%
D13	1,062	774.7	70.7%	2,440	1,779.9	29.7%	94	68.6	97.9%	516	376.4	92.1%	4,112	2,999.6	49.7%
D14	2,584	1,657.8	64.6%	6,420	4,118.9	24.0%	118	75.7	92.4%	982	630.0	92.9%	10,104	6,482.5	41.9%
D51	2,877	2,579.3	60.7%	8,157	7,312.9	28.3%	64	57.4	90.6%	1,381	1,238.1	94.6%	12,479	11,187.7	43.4%
D52	2,602	3,739.4	60.1%	7,991	11,484.0	32.2%	70	100.6	92.9%	2,033	2,921.6	92.3%	12,696	18,245.6	47.9%
D53	1,422	707.9	64.3%	4,611	2,295.4	23.2%	53	26.4	98.1%	516	256.9	87.8%	6,602	3,286.5	37.7%
D54	1,465	1,092.7	67.8%	2,262	1,687.2	28.9%	82	61.2	96.3%	531	396.1	90.8%	4,340	3,237.1	50.9%
D55	1,362	1,150.7	61.5%	3,650	3,083.8	29.5%	74	62.5	93.2%	647	546.6	89.6%	5,733	4,843.7	44.7%
C. F. C.	16,160	1,356.6	64.0%	42,111	3,535.0	28.4%	722	60.6	95.3%	7,757	651.2	91.9%	66,750	5,603.4	45.1%
D22	1,926	883.8	58.9%	4,820	2,211.8	27.5%	128	58.7	97.7%	1,242	569.9	89.3%	8,116	3,724.3	45.5%
D23	1,973	1,188.0	58.4%	3,830	2,306.2	24.0%	97	58.4	95.9%	547	329.4	89.2%	6,447	3,882.0	41.2%
D31	2,701	1,740.1	65.2%	3,939	2,537.6	25.6%	141	90.8	95.7%	1,143	736.4	90.9%	7,924	5,104.9	49.8%
D32	2,196	828.4	60.1%	6,779	2,557.4	30.7%	89	33.6	95.5%	865	326.3	88.4%	9,929	3,745.7	42.8%
D33	1,435	701.1	67.9%	3,829	1,870.9	31.7%	78	38.1	94.9%	414	202.3	89.4%	5,756	2,812.4	45.7%
D41	2,575	1,415.9	68.4%	4,917	2,703.6	29.4%	118	64.9	96.6%	1,410	775.3	88.7%	9,020	4,959.6	50.7%
D42	2,017.0	712.6	60.9%	4,211	1,487.8	19.8%	157	55.5	98.1%	549	194.0	87.1%	6,934	2,449.9	38.9%
D43	3,066	1,412.9	71.6%	4,848	2,234.2	38.2%	185	85.3	95.1%	1,455	670.5	91.7%	9,554	4,402.9	58.2%
A. F. C.	17,889	1,058.0	64.4%	37,173	2,198.5	28.7%	993	58.7	96.3%	7,625	451.0	89.6%	63,680	3,766.1	47.1%
N.S.A.	953	N/A	10.4%	1,242	N/A	4.3%	157	N/A	97.5%	480	N/A	90.4%	2,832	N/A	26.1%
Toronto	35,002	1,214.5	62.8%	80,526	2,794.0	28.2%	1,872	65.0	96.0%	15,862	550.4	90.8%	133,262	4,623.8	45.7%

C.F.C. = Central Field Command
A.F.C. = Area Field Command
N.S.A. = No Specified Address

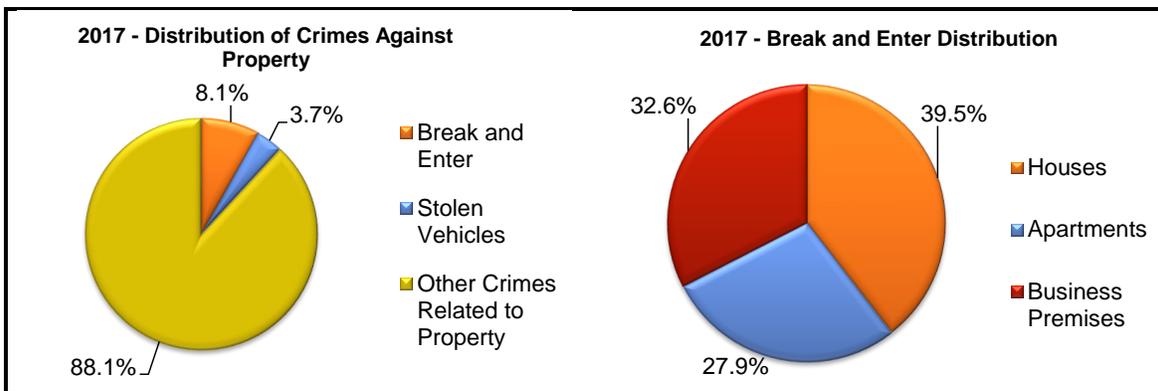
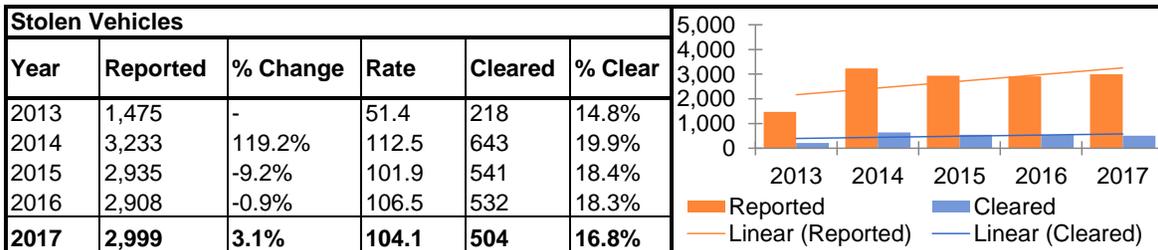
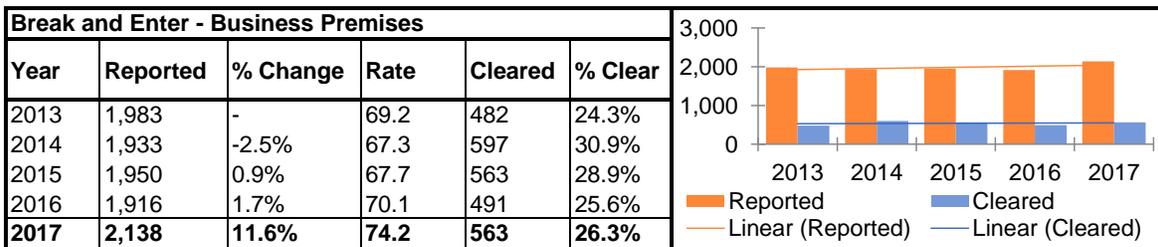
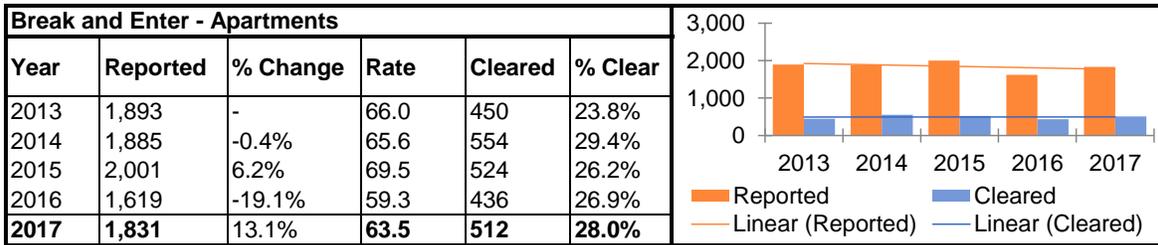
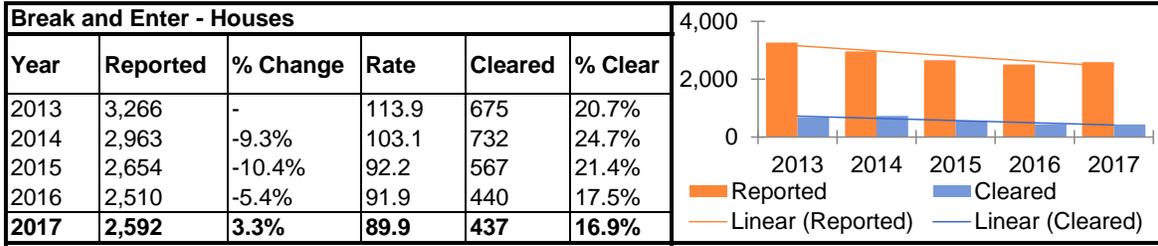
Breakdown of Reported Crime

DRAFT
2018-1009

Crimes Against Person Breakdown



Crimes Against Property



Breakdown of Reported Crime by Command

	1st Degree Murder	2nd Degree Murder	Manslaughter	Attempted Murder	Sexual Violation	Assault	Robbery	Break and Enter*	Motor Vehicle Theft	Theft Over \$5000	Theft Under \$5000	Fraud	Offensive Weapons	Criminal Code Traffic
Central Field Command														
Reported	23	7	3	49	1,062	8,201	1,611	3,294	872	526	24,995	4,731	829	722
Cleared	8	7	3	25	632	5,441	732	923	198	94	7,130	1,065	759	689
% Clear	34.8%	100.0%	100.0%	51.0%	59.5%	66.3%	45.4%	28.0%	22.7%	17.9%	28.5%	22.5%	91.6%	95.4%
Area Field Command														
Reported	25	7	0	78	1,018	8,526	1,785	3,600	2,085	654	18,354	5,098	889	993
Cleared	6	7	0	44	686	5,734	783	688	301	119	6,060	915	801	955
% Clear	24.0%	100.0%	-	56.4%	67.4%	67.3%	43.9%	19.1%	14.4%	18.2%	33.0%	17.9%	90.1%	96.2%
Not Specified Area														
Reported	0	0	0	0	212	381	285	44	42	27	478	347	55	157
Cleared	0	0	0	0	67	176	67	15	5	9	105	62	51	153
% Clear	-	-	-	-	31.6%	46.2%	23.5%	34.1%	11.9%	33.3%	22.0%	17.9%	92.7%	97.5%
Toronto Police Service														
Reported	48	14	3	127	2,292	17,108	3,681	6,938	2,999	1,207	43,827	10,176	1,773	1,872
Cleared	14	14	3	69	1,385	11,351	1,582	1,626	504	222	13,295	2,042	1,611	1,797
% Clear	29.2%	100.0%	100.0%	54.3%	60.4%	66.3%	43.0%	23.4%	16.8%	18.4%	30.3%	20.1%	90.9%	96.0%

* Break and Enter includes Break and Enters from: Apartments, Houses, Business Premises, and Other

Breakdown of Reported Crime by Division

	1st Degree Murder	2nd Degree Murder	Manslaughter	Attempted Murder	Sexual Violation	Assault	Robbery	Break and Enter*	Motor Vehicle Theft	Theft Over \$5000	Theft Under \$5000	Fraud	Offensive Weapons	Criminal Code Traffic
11 Division														
Reported	0	1	0	3	86	654	160	277	102	41	2,254	378	63	90
Cleared	0	1	0	1	52	453	70	71	20	5	759	75	56	87
% Clear	-	100.0%	-	33.3%	60.5%	69.3%	43.8%	25.6%	19.6%	12.2%	33.7%	19.8%	88.9%	96.7%
12 Division														
Reported	0	1	1	11	87	662	173	231	186	38	1,301	383	70	77
Cleared	0	1	1	6	61	487	70	65	25	8	412	105	63	77
% Clear	-	100.0%	100.0%	54.5%	70.1%	73.6%	40.5%	28.1%	13.4%	21.1%	31.7%	27.4%	90.0%	100.0%
13 Division														
Reported	2	0	0	9	58	504	130	341	95	46	1,133	293	49	94
Cleared	1	0	0	7	46	380	44	108	26	11	275	97	45	92
% Clear	50.0%	-	-	77.8%	79.3%	75.4%	33.8%	31.7%	27.4%	23.9%	24.3%	33.1%	91.8%	97.9%
14 Division														
Reported	1	0	1	7	162	1,416	203	545	124	71	3,648	753	97	118
Cleared	0	0	1	1	104	904	104	127	22	11	799	198	86	109
% Clear	0.0%	-	100.0%	14.3%	64.2%	63.8%	51.2%	23.3%	17.7%	15.5%	21.9%	26.3%	88.7%	92.4%

* Break and Enter includes Break and Enters from: Apartments, Houses, Business Premises, and Other

Breakdown of Reported Crime by Division

	1st Degree Murder	2nd Degree Murder	Manslaughter	Attempted Murder	Sexual Violation	Assault	Robbery	Break and Enter*	Motor Vehicle Theft	Theft Over \$5000	Theft Under \$5000	Fraud	Offensive Weapons	Criminal Code Traffic
22 Division														
Reported	0	1	0	7	116	965	191	419	244	84	2,421	727	69	128
Cleared	0	1	0	5	65	572	93	146	52	18	683	157	65	125
% Clear	-	100.0%	-	71.4%	56.0%	59.3%	48.7%	34.8%	21.3%	21.4%	28.2%	21.6%	94.2%	97.7%
23 Division														
Reported	5	1	0	9	101	913	282	311	428	83	1,637	602	88	97
Cleared	1	1	0	5	75	560	86	53	43	19	484	129	73	93
% Clear	20.0%	100.0%	-	55.6%	74.3%	61.3%	30.5%	17.0%	10.0%	22.9%	29.6%	21.4%	83.0%	95.9%
31 Division														
Reported	6	2	0	30	158	1,266	86	257	303	97	1,782	555	177	141
Cleared	0	2	0	18	113	861	86	57	29	15	520	87	153	135
% Clear	0.0%	100.0%	-	60.0%	71.5%	68.0%	100.0%	22.2%	9.6%	15.5%	29.2%	15.7%	86.4%	95.7%
32 Division														
Reported	1	1	0	5	140	1,035	262	749	324	131	3,437	894	85	89
Cleared	0	1	0	1	88	654	88	66	67	16	1,222	145	78	85
% Clear	0.0%	100.0%	-	20.0%	62.9%	63.2%	33.6%	8.8%	20.7%	12.2%	35.6%	16.2%	91.8%	95.5%
33 Division														
Reported	3	0	0	7	86	668	129	389	164	63	2,092	531	67	78
Cleared	1	0	0	0	58	473	54	66	20	10	856	83	59	74
% Clear	33.3%	-	-	0.0%	67.4%	70.8%	41.9%	17.0%	12.2%	15.9%	40.9%	15.6%	88.1%	94.9%

* Break and Enter includes Break and Enters from: Apartments, Houses, Business Premises, and Other

Breakdown of Reported Crime by Division

	1st Degree Murder	2nd Degree Murder	Manslaughter	Attempted Murder	Sexual Violation	Assault	Robbery	Break and Enter*	Motor Vehicle Theft	Theft Over \$5000	Theft Under \$5000	Fraud	Offensive Weapons	Criminal Code Traffic
41 Division														
Reported	2	0	0	6	151	1,291	263	564	217	41	2,583	515	155	118
Cleared	1	0	0	4	109	924	123	146	42	8	782	112	144	114
% Clear	50.0%	-	-	66.7%	72.2%	71.6%	46.8%	25.9%	19.4%	19.5%	30.3%	21.7%	92.9%	96.6%
42 Division														
Reported	6	1	0	6	125	926	238	521	238	83	1,931	586	83	157
Cleared	1	1	0	4	76	630	89	40	23	10	482	79	79	154
% Clear	16.7%	100.0%	-	66.7%	60.8%	68.0%	37.4%	7.7%	9.7%	12.0%	25.0%	13.5%	95.2%	98.1%
43 Division														
Reported	2	1	0	8	141	1,462	334	390	167	72	2,471	688	165	185
Cleared	2	1	0	7	102	1,060	164	114	25	23	1,031	123	150	175
% Clear	100.0%	100.0%	-	87.5%	72.3%	72.5%	49.1%	29.2%	15.0%	31.9%	41.7%	17.9%	90.9%	94.6%

* Break and Enter includes Break and Enters from: Apartments, Houses, Business Premises, and Other

Breakdown of Reported Crime by Division

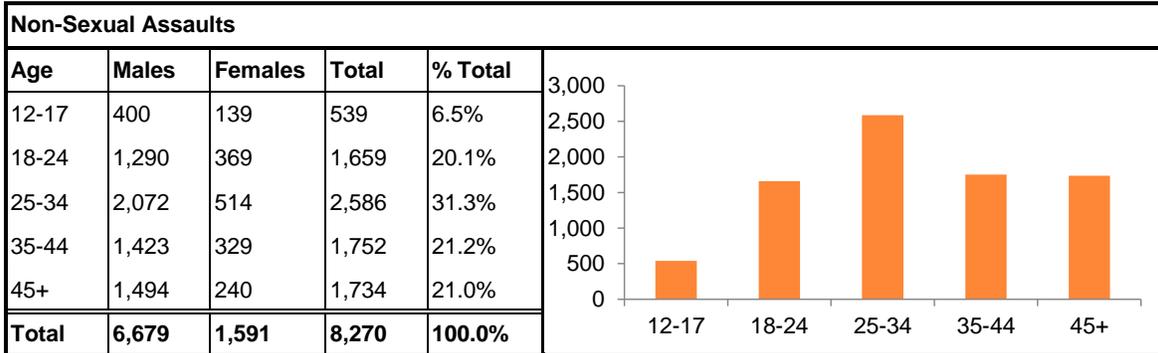
	1st Degree Murder	2nd Degree Murder	Manslaughter	Attempted Murder	Sexual Violation	Assault	Robbery	Break and Enter*	Motor Vehicle Theft	Theft Over \$5000	Theft Under \$5000	Fraud	Offensive Weapons	Criminal Code Traffic
51 Division														
Reported	9	2	0	8	206	1,518	309	523	83	83	5,444	727	189	64
Cleared	1	2	0	1	116	944	126	144	24	13	1,473	195	181	58
% Clear	11.1%	100.0%	-	12.5%	56.3%	62.2%	40.8%	27.5%	28.9%	15.7%	27.1%	26.8%	95.8%	90.6%
52 Division														
Reported	1	0	0	2	172	1,443	199	396	65	97	5,214	1,035	174	70
Cleared	0	0	0	2	87	907	89	145	18	19	1,745	199	160	65
% Clear	0.0%	-	-	100.0%	50.6%	62.9%	44.7%	36.6%	27.7%	19.6%	33.5%	19.2%	92.0%	92.9%
53 Division														
Reported	4	0	0	1	100	676	127	474	78	76	2,648	571	56	53
Cleared	3	0	0	1	59	464	54	95	10	9	649	86	49	53
% Clear	75.0%	-	-	100.0%	59.0%	68.6%	42.5%	20.0%	12.8%	11.8%	24.5%	15.1%	87.5%	100.0%
54 Division														
Reported	3	3	0	7	104	741	135	223	60	23	1,126	310	73	82
Cleared	2	3	0	6	59	514	89	68	20	8	342	55	63	79
% Clear	66.7%	100.0%	-	85.7%	56.7%	69.4%	65.9%	30.5%	33.3%	34.8%	30.4%	17.7%	86.3%	96.3%
55 Division														
Reported	3	0	1	1	87	587	175	284	79	51	2,227	281	58	74
Cleared	1	0	1	0	48	388	86	100	33	10	676	55	56	69
% Clear	33.3%	-	100.0%	0.0%	55.2%	66.1%	49.1%	35.2%	41.8%	19.6%	30.4%	19.6%	96.6%	93.2%

* Break and Enter includes Break and Enters from: Apartments, Houses, Business Premises, and Other

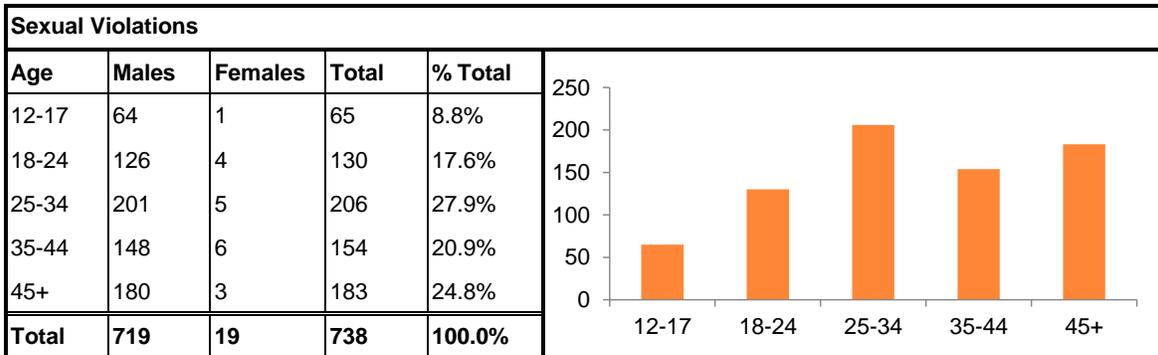
Persons Charged

DRAFT
2018.10.09

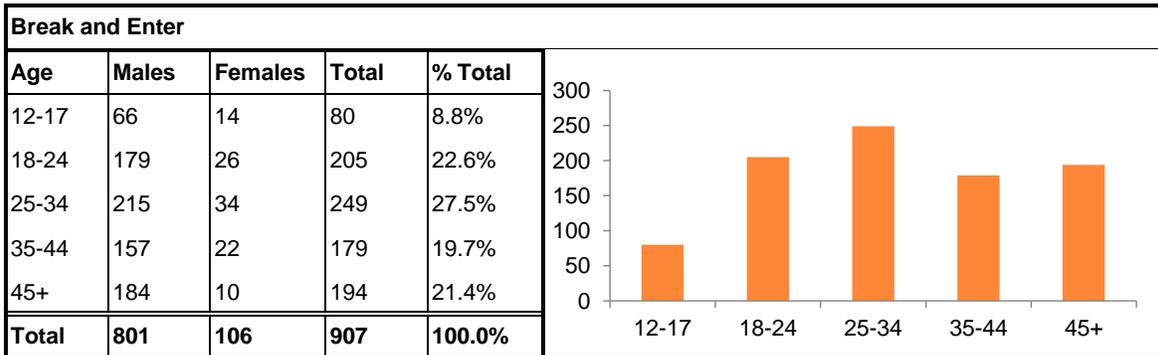
Persons Charged by Accused Age and Gender



Note: A person can be charged with multiple offences and may be included in more than one category.

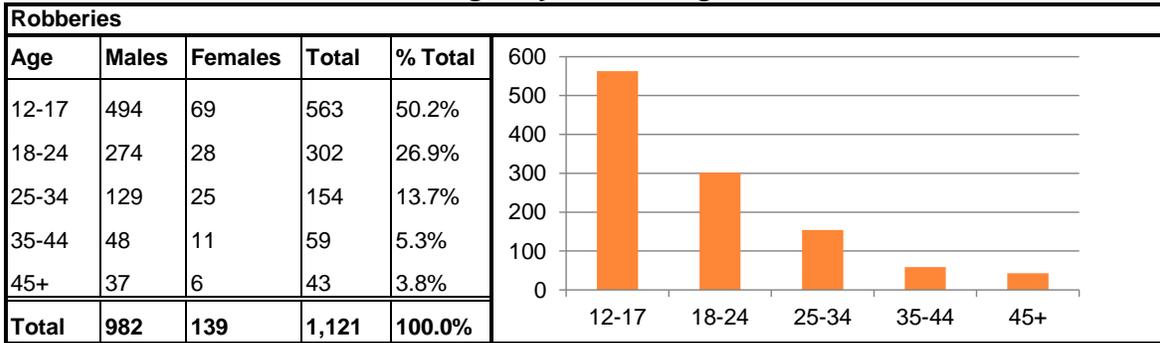


Note: A person can be charged with multiple offences and may be included in more than one category.

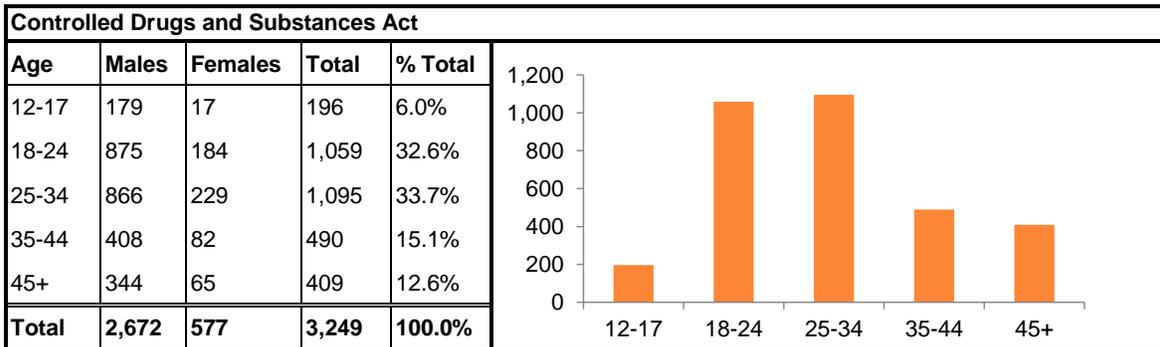


Note: A person can be charged with multiple offences and may be included in more than one category.

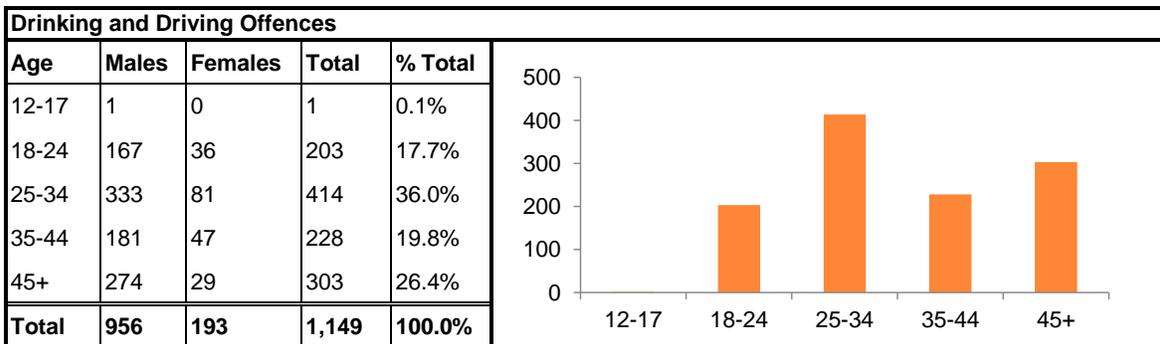
Persons Charged by Accused Age and Gender



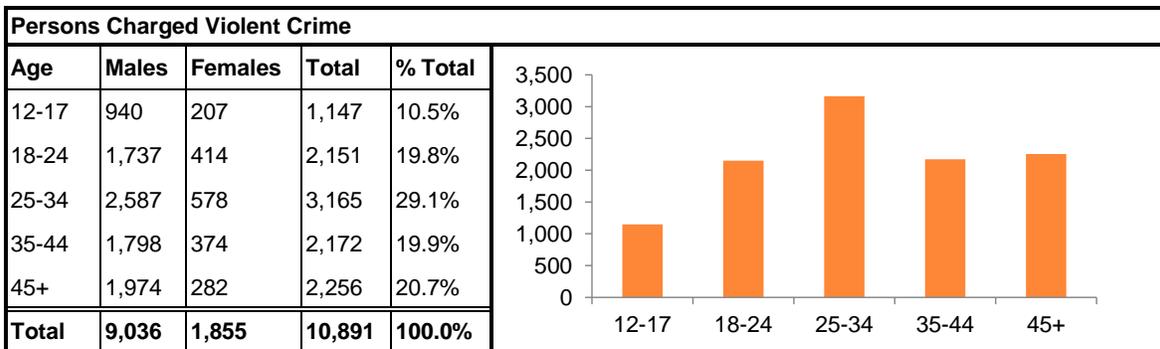
Note: A person can be charged with multiple offences and may be included in more than one category.



Note: A person can be charged with multiple offences and may be included in more than one category.



Note: A person can be charged with multiple offences and may be included in more than one category.



Note: A person can be charged with multiple offences and may be included in more than one category.

Persons Charged by Accused Age and Gender

	Murder**	Attempted Murder	Sexual Violation	Assault Other	Robbery	Break & Enter	Theft Over \$5000	Theft Under \$5000	Fraud	Offensive Weapons	Other Criminal Code	Criminal Code Traffic	C.D.S.A.	Federal Other
Young Offender**														
Male	1	7	64	400	494	66	9	310	31	303	832	18	179	104
Female	1	0	1	139	69	14	2	243	13	20	118	1	17	7
Total	2	7	65	539	563	80	11	553	44	323	950	19	196	111
Adult**														
Male	36	52	655	6,279	488	735	96	3,825	777	1,339	9,054	1,205	2,493	78
Female	1	8	18	1,452	70	92	27	1,820	349	207	1,773	212	560	10
Total	37	60	673	7,731	558	827	123	5,645	1,126	1,546	10,827	1,417	3,053	88
Grand Total	39	67	738	8,270	1,121	907	134	6,198	1,170	1,869	11,777	1,436	3,249	199

*1st Degree, 2nd Degree, and Manslaughter ** Includes cases only where gender was specified
 Note: A person can be charged with multiple offences and may be included in more than one category.

	Dangerous Driving	Drive Disqualified	Impaired Driving	Fail to Remain	Refuse
Young Offender**					
Male	18	0	1	7	0
Female	1	0	0	0	0
Total	19	0	1	7	0
Adult**					
Male	240	69	947	137	172
Female	19	3	192	17	32
Total	259	72	1,139	154	204
Grand Total	278	72	1,140	161	204

Note: A person can be charged with multiple offences and may be included in more than one category.
 Persons excluded where gender was not specified.
 Persons where age at offence was less than 12 were excluded.
 Age is calculated based on age at the time of the offence.
 Persons Charged defined as all instances where an offence was linked to a specific person.
 Young Offender is defined as a person between 12 -17 years of age.

Persons Charged by Division

	Murder*	Attempted Murder	Sexual Violation	Assault Other	Robbery	Break and Enter	Theft Over \$5000	Theft Under \$5000	Fraud	Offensive Weapons	Other Criminal Code	Criminal Code Traffic	C.D.S.A.	Other Federal Statutes
Central Field**														
D11	1	2	26	378	40	45	6	367	41	71	600	67	160	12
D12	4	2	22	342	25	46	7	194	44	84	474	49	180	17
D13	1	1	15	275	27	37	13	139	67	45	423	75	139	8
D14	1	2	54	665	62	73	3	384	88	88	876	67	295	15
D51	4	1	34	624	52	54	11	598	85	159	1,011	32	351	9
D52	0	1	46	683	44	86	12	927	99	115	1,197	27	113	20
D53	1	2	20	287	31	38	3	320	38	50	353	32	98	2
D54	8	6	2	45	44	25	0	38	11	29	79	5	80	3
D55	2	1	45	613	67	66	3	370	45	109	804	104	226	7
Area Field**														
D22	1	6	30	403	34	81	5	278	71	58	603	67	148	3
D23	3	4	47	428	49	36	6	224	77	68	468	73	75	8
D31	2	8	53	587	66	33	11	191	43	141	705	94	115	16
D32	1	2	36	502	61	43	16	627	103	79	592	56	43	8
D33	1	5	30	329	56	39	8	349	46	75	419	53	52	9
D41	1	9	53	708	110	92	11	412	66	173	895	79	124	16
D42	5	2	39	415	55	29	3	183	48	84	414	113	101	9
D43	3	2	43	762	93	90	11	548	81	166	1,114	111	245	26
Other**														
TSV	0	0	0	13	0	0	0	2	23	0	60	322	12	0
Other Unit	0	11	131	162	213	6	6	90	81	276	679	11	688	10
Grand Total	39	67	726	8,221	1,129	919	135	6,241	1,157	1,870	11,766	1,437	3,245	198

*1st Degree, 2nd Degree, and Manslaughter

** Includes only cases where gender was specified

Note: A person can be charged with multiple offences and may be included in more than one category.

Persons excluded where gender was not specified.

Persons where age at offence was less than 12 were excluded.

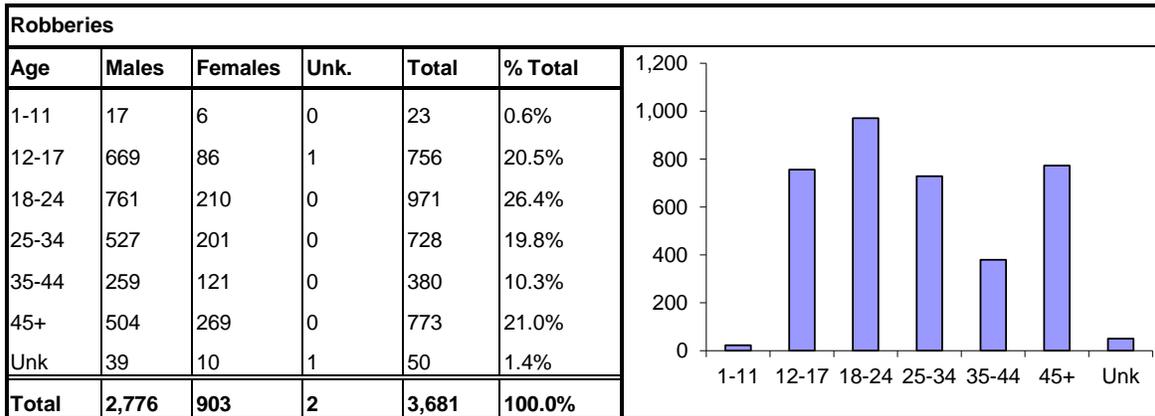
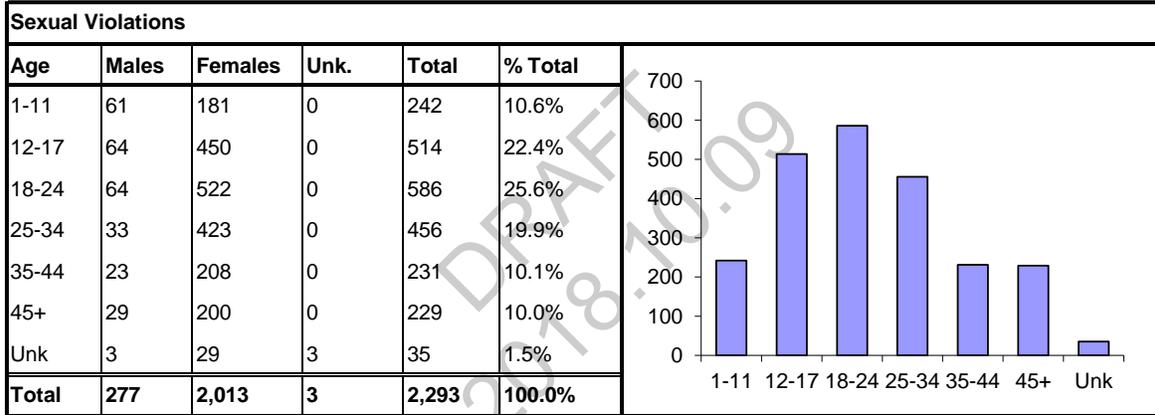
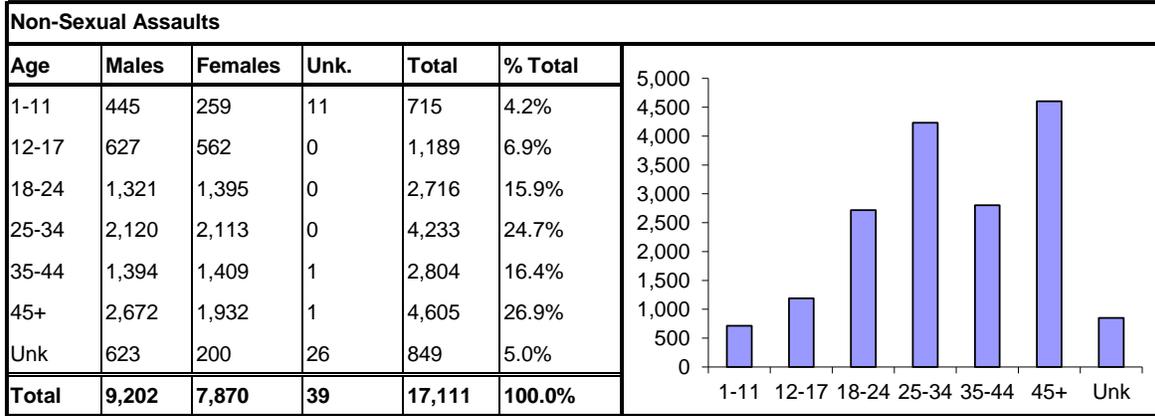
Age is calculated based on age at the time of the offence.

Persons Charged is defined as all instances where an offence was linked to a specific person.

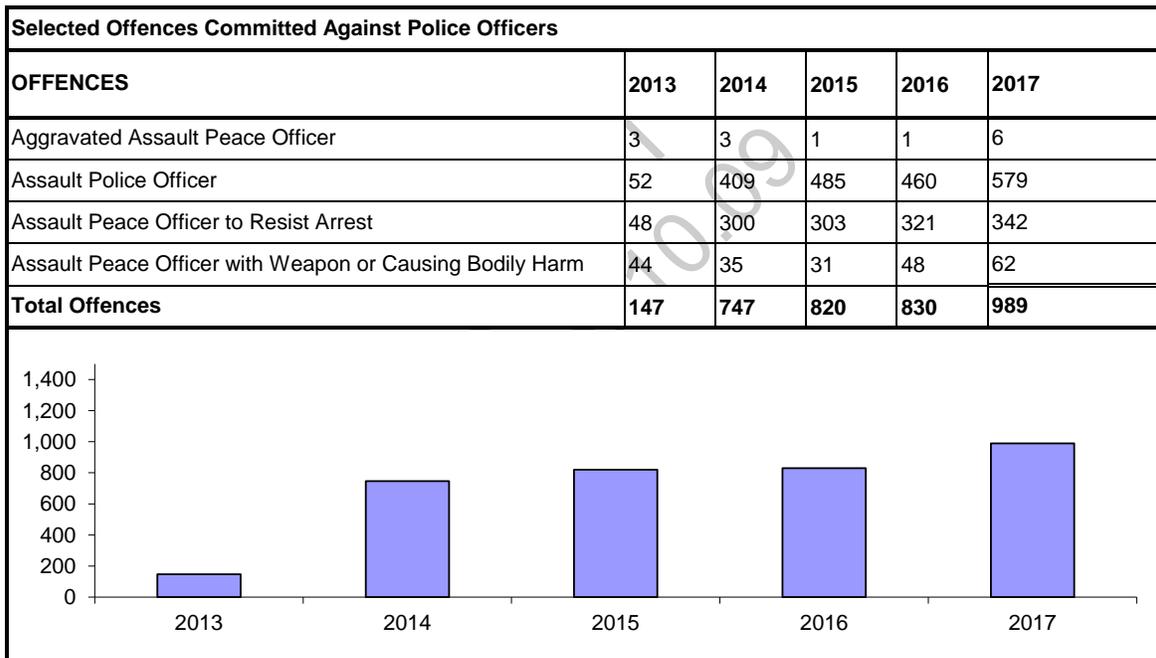
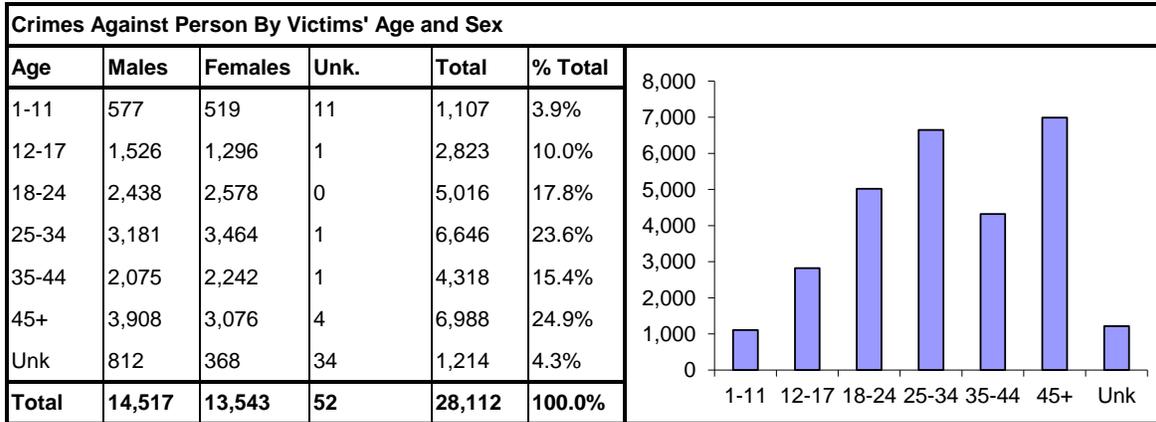
Victims of Crime

DRAFT
2018.10.09

Offence Totals by Victim Age and Gender



Offence Totals By Victim Age And Gender



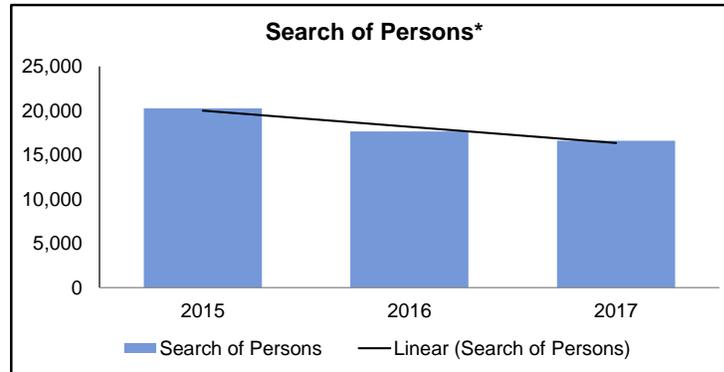
Search of Persons

DRAFT
2018.10.09

Search of Persons

Search of Persons				
Search type	2015	2016	2017	% Change
Level 3 Searches	20,261	17,654	16,603	-6.0%
Level 4 Searches	9	5	0	-100.0%
Transgender Searches*	63	57	76	33.3%

* Search of Transgender Person - Self Identified (Numbers are included in Level 3 and/or Level 4 Search.)



* Includes only Level 3 & Level 4 Searches

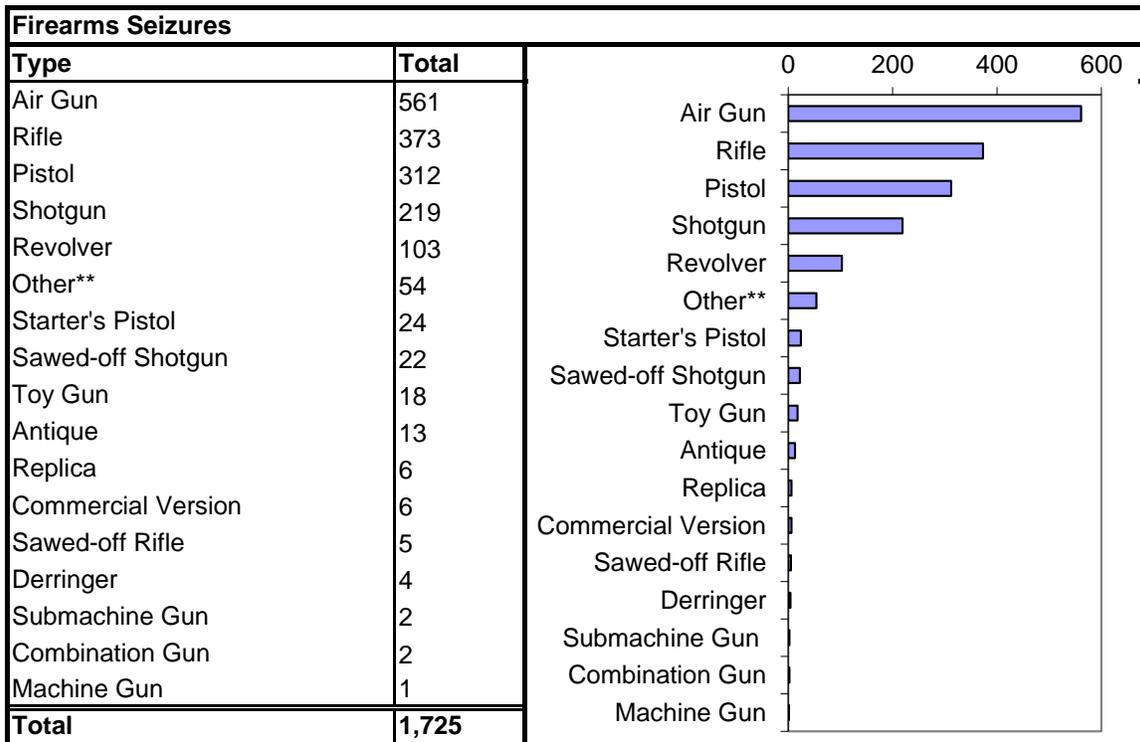
Items found as a result of Search of Persons*							
Level of Search	Result of Search	2015		2016		2017	
		Number	% of Total	Number	% of Total	Number	% of Total
Level 3	Evidence	611	2.7%	550	2.7%	523	2.7%
	Injury/Escape	5,805	25.4%	5,366	26.8%	5,571	29.1%
	Other	5,591	24.5%	4,963	24.8%	5,122	26.7%
	None	10,827	47.4%	9,158	45.7%	7,951	41.5%
Level 4	Evidence	4	30.8%	0	0.0%	0	N/A
	Injury/Escape	3	23.1%	2	33.3%	0	N/A
	Other	1	7.7%	2	33.3%	0	N/A
	None	5	38.5%	2	33.3%	0	N/A

*As of November 5, 2013, the Toronto Police Service changed its Records Management System. With the new Records Management System (Versadex), officers are able to select multiple categories of items found.

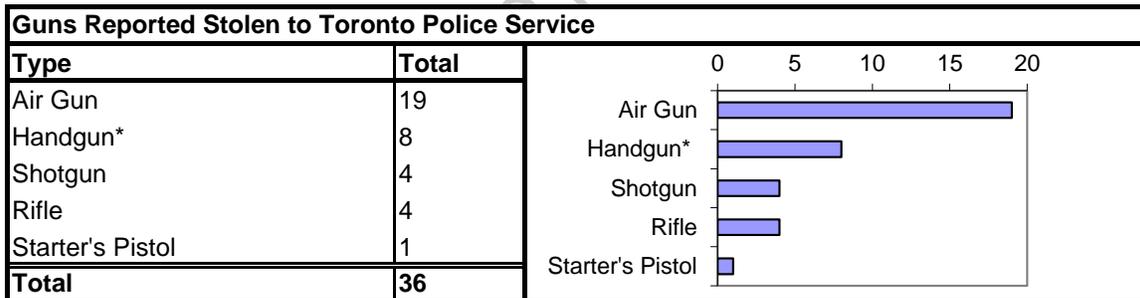
Firearms

DRAFT
2018.10.09

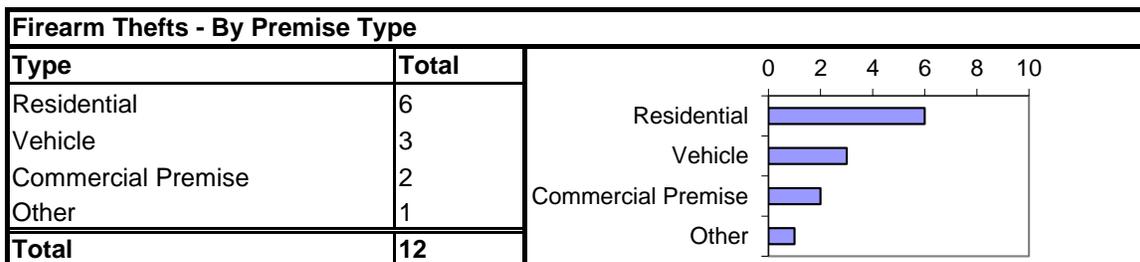
Firearms Seizures and Thefts



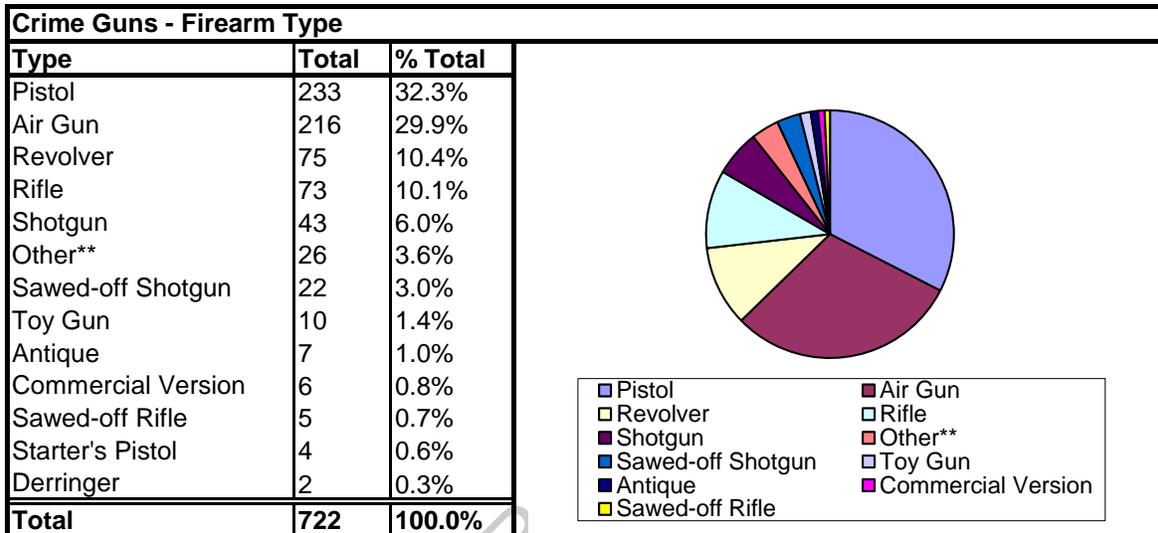
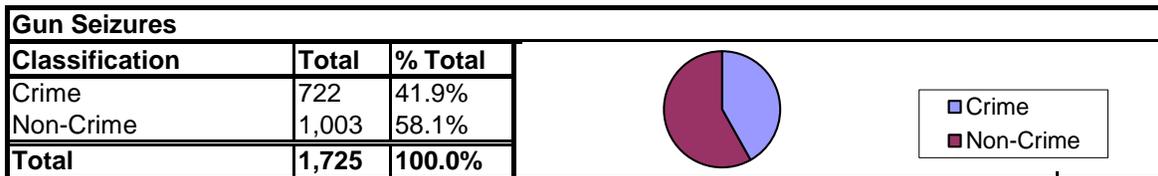
**Other: This type of firearm includes flare guns, stun guns, paintball guns, receiver only, and homemade firearms.



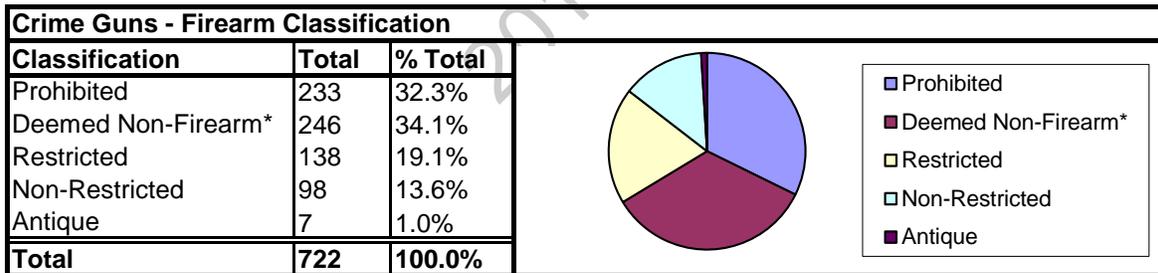
*Pistol or Revolver



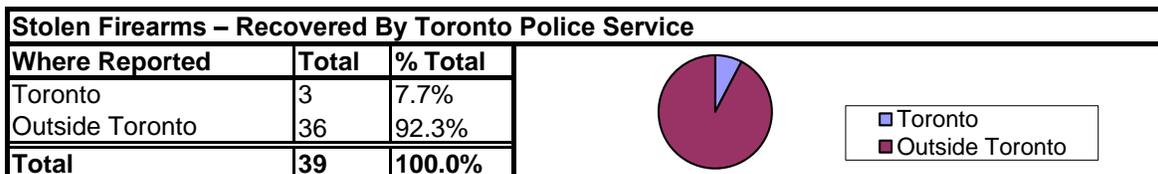
Firearms Seizures and Thefts



**Other: This type of firearm includes zip guns, flare guns, stun guns, paintball guns, receiver only, and homemade firearms.



*Deemed Non-Firearm: These weapons are deemed not to be firearms as defined by section 84 (3) of the Criminal Code. This classification can include any antique firearm, air guns, nail guns, flare guns and toy guns. Crime Gun - Firearm Classification definitions appear in Appendix A at the end of this report.



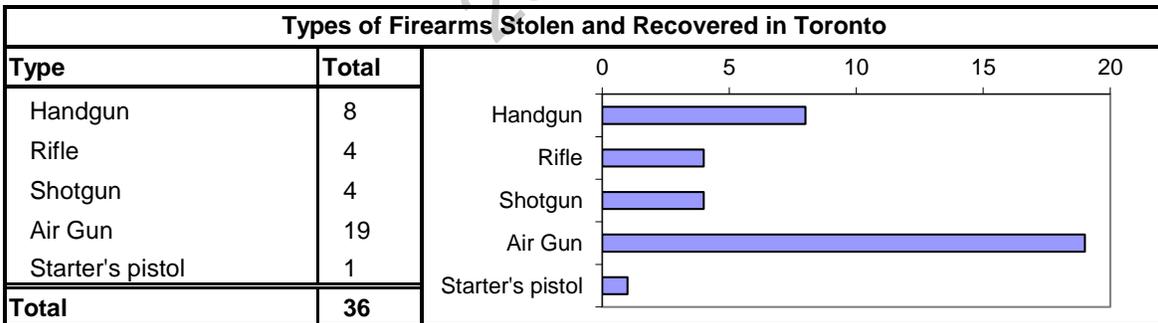
Firearms Seizures and Thefts

Top 10 Manufacturers by Firearm Type	
Handguns*	Long guns**
Glock	Remington
Smith & Wesson	Ruger
Taurus	Simonov
Ruger	Mossberg
Colt	Winchester
Polymer 80	
Sig Sauer	
Browning	
Beretta / Iver Johnson / Kel Tec	
Springfield Armory / Walther	

*Includes pistols and revolvers

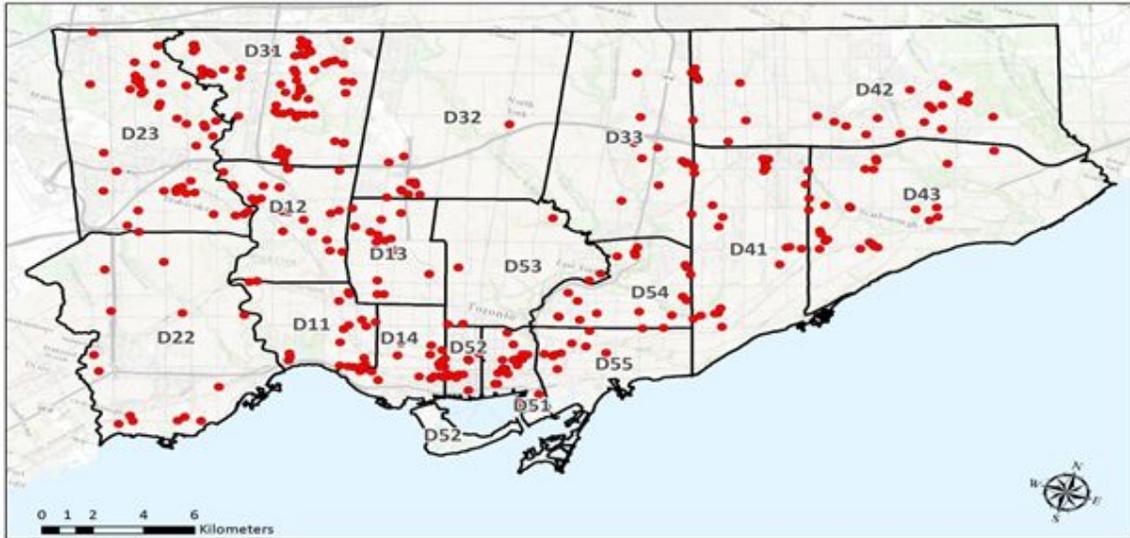
**Includes rifles, shotguns, sawed-off shotguns and sawed-off rifles

Top 5 Calibres by Firearm Type			
Shotgun	Rifle	Pistol	Revolver
12 GA X 2 ¾"	22 LR	9 MM LUGER	38 SPL
12 GA	7.62 X 39 RUSSIAN	40 S&W	357 MAG
12 GA X 3"	308 WIN	9 MM	22 LR
20 GA X 3"	45 AUTO	45 AUTO	32 S&W
410 GA	U/K	22 LR	38 S&W



Firearm Seizures and Thefts

Top 20 Offences Related to Firearms Seized
Unauthorized Possession of a Firearm Criminal Code 91(1)
Firearm - Unsafe Storage
Weapons Dangerous Criminal Code 88(1)
Carrying Concealed Weapon Criminal Code 90
Fail to Comply Recognizance Criminal Code 145
Uttering Threats Criminal Code 264.1
Robbery With Weapon
Assault With Weapon Criminal Code 267
Pointing A Firearm Criminal Code 87
Traffic in Cocaine Controlled Drug and Substances Act 5
Robbery - Business
Possession of Cocaine Controlled Drug and Substances Act 4
Robbery - Mugging
Breach of Probation Criminal Code 733.1
Careless Use of Firearm Criminal Code 86
Discharge Firearm With Intent
Discharge Firearm - Recklessly
Possession of Cannabis Controlled Drug and Substances Act 4
Robbery - Home Invasion
Assault Criminal Code 266



**Service Wide Shooting Events
2017 Year End**

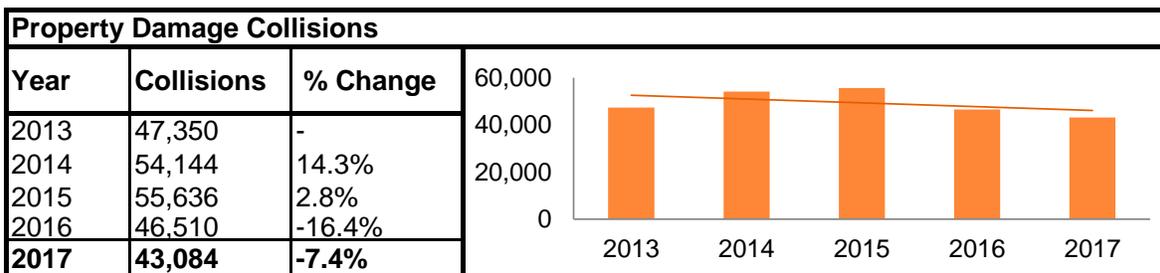
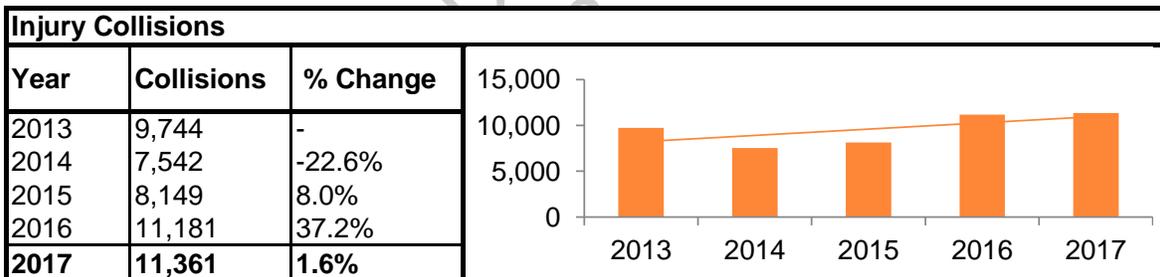
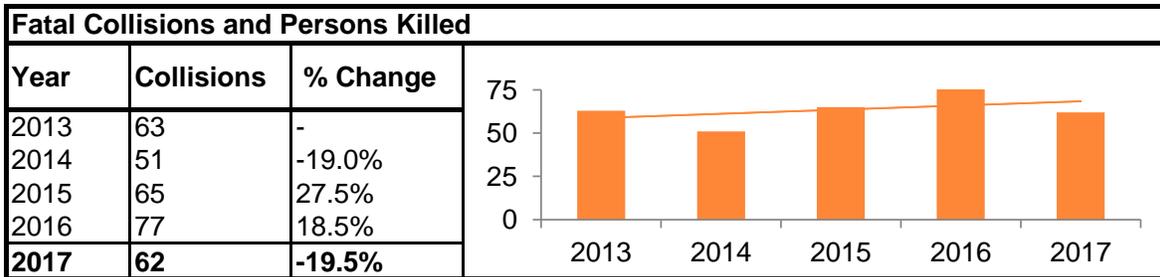
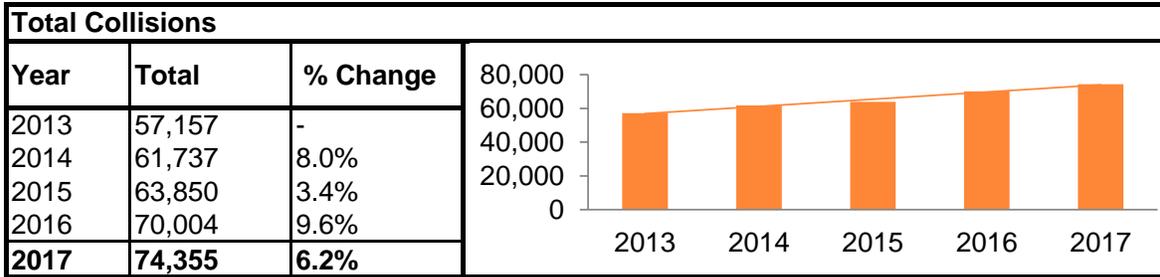
• Shooting Events (392)
 □ Division

Date: 2018.03.15
 Source: VDK, BIAU Statistics
 Prepared by: Business Intelligence and Analytics
 Projection: NAD1927_UTM_Zone17N

Traffic

DRAFT
2018.10.09

Traffic Collisions and Offences

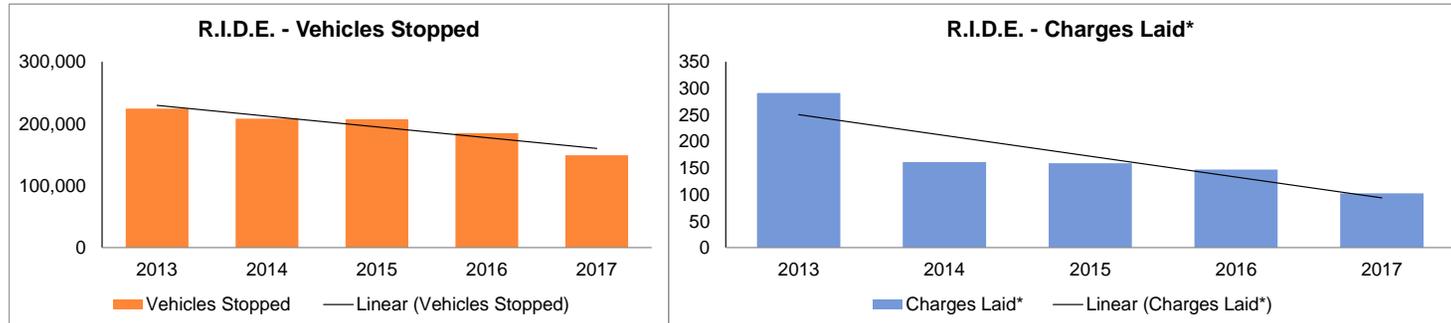


Traffic - Persons Charged and Reduce Impaired Driving Everywhere (R.I.D.E.) Information

Criminal Code Driving						
Command	Dangerous Driving	Drive While Disqualified	Drive While Impaired / Over 80	Fail to Remain	Refuse Sample	Total Charges
D11	5	0	17	6	2	30
D12	2	2	13	5	3	25
D13	6	3	25	1	3	38
D14	5	3	34	4	5	51
D51	5	1	28	1	2	37
D52	2	2	25	9	3	41
D53	3	2	14	0	0	19
D54	2	0	19	0	2	23
D55	9	0	20	4	5	38
Total - C.F.C.	39	13	195	30	25	302
D22	2	2	19	3	1	27
D23	6	1	30	4	0	41
D31	4	1	31	5	3	44
D32	3	5	39	6	3	56
D33	1	2	17	1	5	26
D41	3	1	29	1	3	37
D42	4	1	34	4	2	45
D43	6	3	41	3	4	57
Total - A.F.C.	29	16	240	27	21	333
Other Unit	7	2	32	2	7	50
TSV	6	3	53	3	9	74
Total-Other	13	5	85	5	16	124
Grand Total	81	34	520	62	62	759

R.I.D.E. Information					
	2013	2014	2015	2016	2017
Vehicles Stopped	224,416	208,118	207,375	184,768	149,190
Charges Laid*	291	161	159	147	102

*Charges Laid is defined as all instances where an offence was linked to a specific person.
Release type not taken into account.



*Charges Laid is defined as all instances where an offence is linked to a specific person.

Personnel & Budget

DRAFT
2018-10-09

Personnel and Budget

Uniform Staff					
Rank	2013	2014	2015	2016	2017
Chief	1	1	1	1	1
Deputy Chief	3	3	2	2	4
Staff Superintendent	4	5	5	4	5
Superintendent	18	30	30	26	18
Staff Inspector [^]	14	6	3	2	1
Inspector	35	37	40	35	30
Staff Sergeant/Detective Sergeant	251	264	258	255	238
Sergeant/Detective	911	957	965	940	888
Police Constable	4,136	4,032	4,056	3,984	3,829
Total Uniform Strength	5,373	5,335	5,360	5,249	5,014

[^] This rank is currently being phased out

Civilian Staff					
Classification	2013	2014	2015	2016	2017
Chief Administrative Officer - Policing	1	1	1	1	1
Director	5	4	5	4	3
Parking Enforcement Officer	388	367	369	347	338
Court Officer	465	453	448	406	467
Document Server	16	16	16	16	12
Communications Operator	231	230	231	228	245
Cadet-in-Training	81	137	55	0	20
Custodial Officer	5	5	5	5	5
Other Civilian	1,153	1,238	1,228	1,279	1,137
Total Civilian Strength	2,345	2,451	2,358	2,286	2,228
Grand Total	7,718	7,786	7,718	7,535	7,242

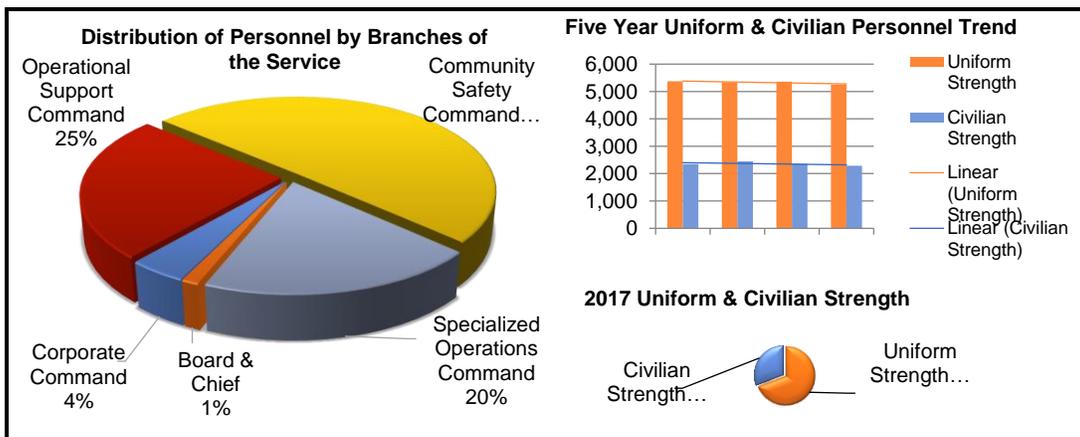
Other Staff					
Classification	2013	2014	2015	2016	2017
Auxiliary Personnel*	740	377	361	312	331
Temporary Employee**	34	85	87	80	76
School Crossing Guard***	777	806	786	754	767
Part-time Court Officer	150	177	182	193	117
Part-time Employee - other	66	74	85	85	100
Total Other	1,767	1,519	1,501	1,424	1,391

*Includes only those members working in a Uniform Auxiliary position

*** Includes other volunteers

**Includes spares

As of December 31, 2017, excludes members who are on secondment or on permanent sick.



Excludes temporary and part-time civilian members. Also excludes long term suspended and permanent sick members.

Personnel by Division

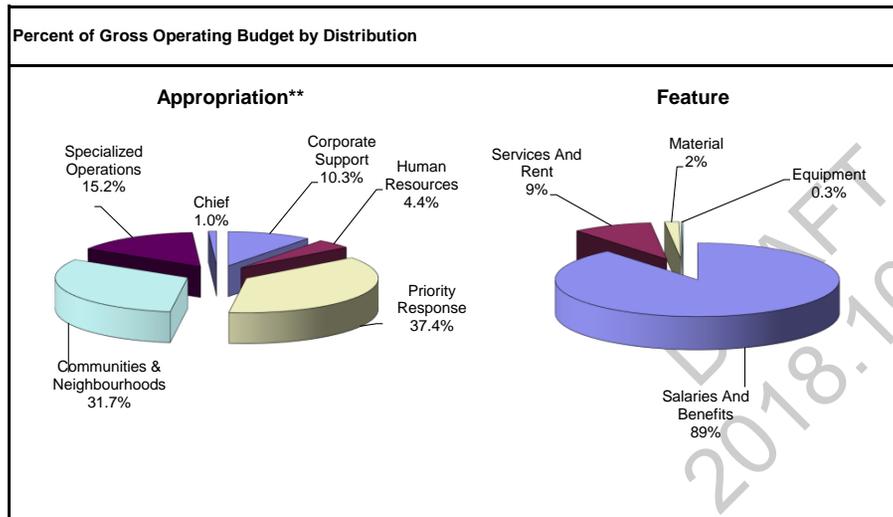
	Superintendent and S/Supertintendent	Inspector	Staff/ Det. Sergeant	Sergeant/ Detective	Constable	Uniform Strength	Civilian Strength*	Total Strength	School Crossing Guard
Central Field									
Central Field (Headquarters)	1	0	1	1	1	4	1	5	0
11 Division	1	1	6	31	146	185	12	197	52
12 Division	0	1	6	29	149	185	10	195	46
13 Division	1	0	6	30	119	156	8	164	61
14 Division	1	1	5	38	196	241	12	253	44
51 Division	1	0	8	37	195	241	11	252	33
52 Division	1	1	7	39	168	216	16	232	0
53 Division	0	1	7	28	123	159	8	167	66
54 Division	0	1	6	18	123	148	7	155	48
55 Division	0	1	7	32	151	191	19	210	61
Central Field Total	6	7	59	283	1,371	1,726	104	1,830	411
Area Field									
Area Field (Headquarters)	1	0	1	1	2	5	4	9	0
22 Division	0	0	7	30	170	207	13	220	49
23 Division	1	1	7	30	170	209	11	220	40
31 Division	0	1	7	31	175	214	14	228	38
32 Division	1	0	8	26	161	196	15	211	74
33 Division	0	1	6	29	114	150	7	157	44
41 Division	1	1	6	34	165	207	12	219	40
42 Division	0	1	6	32	153	192	14	206	34
43 Division	1	0	6	31	190	228	9	237	37
Area Field Total	5	5	54	244	1,300	1,608	99	1,707	356
COS	0	1	2	7	18	28	5	33	0
DOC	2	0	7	12	76	97	3	100	0
Total	2	1	9	19	94	125	8	133	0
Grand Total	13	13	122	546	2,765	3,459	211	3,670	767

*Does not include temporary and part-time civilian members.

Budget

Uniform Strength and Expenditures					
	2013	2014	2015	2016	2017
Population Served	2,867,027	2,873,017	2,879,019	2,731,571	2,882,102
Uniform Strength	5,373	5,335	5,360	5,249	5,014
Uniform Strength:Population*	1:534	1:539	1:537	1:520	1:575
Actual Expenditures	1,023,509,820	1,084,194,103	1,106,525,755	1,123,841,764	1,120,556,233
Per Capita Cost	357.0	377.4	384.3	411.4	388.8

*Estimate (based on projected population, except for 2016 which is based on the Census).



**Percentages reflect the organizational structure approved on January 1, 2015

Gross Operating Budget			
Year	Budget (\$)	Change (\$)	% Change
2013	1,022,391,500	-	-
2014	1,086,001,700	63,610,200	6.2%
2015	1,103,217,900	17,216,200	1.6%
2016	1,131,884,200	28,666,300	2.6%
2017	1,128,616,900	-3,267,300	-0.3%

Gross Expenditures			
Units	Population**	Area (km ²)	Estimated Gross Expenditures(\$)
Central Field			
11 Division	131,414	18.2	25,070,751
12 Division	132,443	24.7	25,881,117
13 Division	137,086	18.6	21,983,725
14 Division	155,866	13.6	33,269,692
51 Division	111,542	7.1	32,307,596
52 Division	69,584	8.2	31,038,733
53 Division	200,880	31.4	22,400,750
54 Division	134,071	20.0	22,239,560
55 Division	118,360	17.7	24,882,417
Central Total	1,191,246	159.5	239,074,341
Area Field			
22 Division	217,922	66.9	25,237,401
23 Division	166,075	57.1	28,801,591
31 Division	155,224	42.7	29,955,986
32 Division	265,078	60.7	26,997,650
33 Division	204,665	52.5	21,075,431
41 Division	181,868	43.9	28,928,703
42 Division	283,031	84.4	26,916,699
43 Division	216,993	59.0	30,798,016
Area Total	1,690,856	467.2	218,711,477
Field Totals	2,882,102	626.7	457,785,818

**Based on the 2016 Census

Calls for Service

DRAFT
2018.10.09

Communications

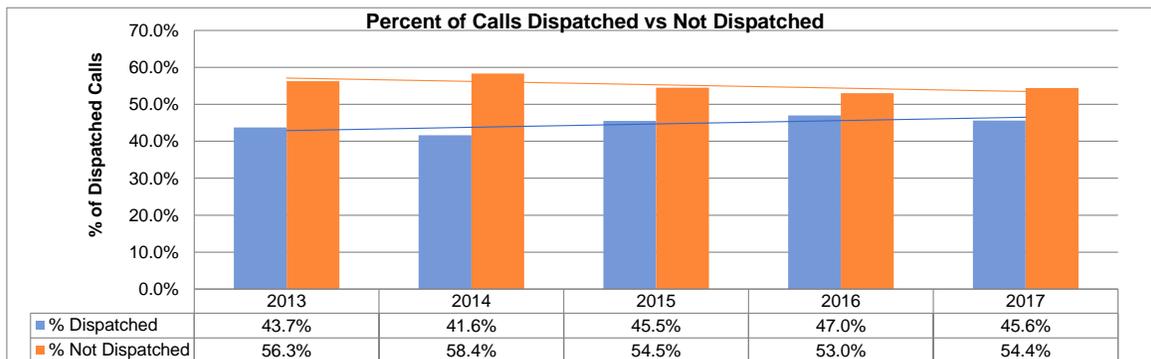
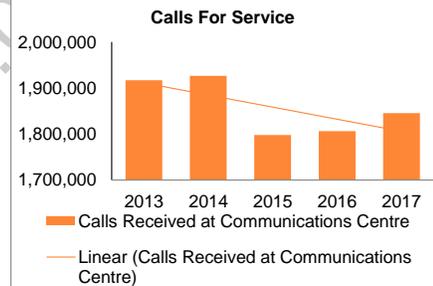
Calls Received at Communications Centre				
Year	Emergency	Non-Emergency	Total	Dispatched Calls
2013	1,062,853	853,813	1,916,666	838,483
2014	1,075,770	850,420	1,926,190	802,158
2015	991,872	806,024	1,797,896	817,953
2016	962,722	843,538	1,806,260	848,716
2017	996,467	848,711	1,845,178	841,572

Alarm Calls					
Status	2013	2014	2015	2016	2017
Valid Alarms	338	436	509	526	608
False Alarms	20,180	23,914	22,653	21,538	18,120
Total	20,518	24,350	23,162	22,064	18,728

AT&T Language Line Service (other than English)					
Language Line*	2013	2014	2015	2016	2017
Arabic (10)	75	98	110	144	201
Chinese (1)	2,175	2,069	2,335	2,420	2,474
Croatian	3	12	5	11	7
Farsi (9)	148	165	149	165	214
French (5)	163	171	212	265	276
German	0	7	5	13	10
Greek	23	25	58	46	79
Hindi	25	12	34	38	57
Hungarian (4)	272	173	148	277	217
Italian	155	110	110	135	129
Japanese	31	43	28	27	28
Korean (6)	255	175	174	233	194
Polish	88	69	98	123	94
Portuguese (7)	138	147	149	229	190
Punjabi	76	46	59	57	72
Russian (8)	194	201	245	220	223
Somali	39	30	39	70	106
Spanish (2)	511	493	468	492	588
Tamil (3)	251	235	308	278	343
Turkish	26	39	42	43	32
Urdu	28	19	17	20	31
Vietnamese	155	157	154	143	161
Total	4,831	4,496	4,947	5,449	5,726

*Numbers provided represent calls received at Communications via 9-1-1 or the non-emergency number that used Language Line Services. Top ten ranking shown in brackets.

Dispatched Calls		
Unit	Area (km ²)	Dispatched Calls
Central Field		
11 Division	18.2	31,725
12 Division	24.7	28,532
13 Division	18.6	26,482
14 Division	13.6	55,740
51 Division	7.1	51,743
52 Division	8.2	37,918
53 Division	31.4	30,142
54 Division	20	31,850
55 Division	17.7	31,380
Central Field Total	159.5	325,512
Area Field		
22 Division	66.9	38,616
23 Division	57.1	33,494
31 Division	42.7	34,818
32 Division	60.7	38,099
33 Division	52.5	31,932
41 Division	43.9	39,560
42 Division	84.4	33,639
43 Division	59.0	40,157
Area Field Total	467.2	290,315
Other Unit	-	1,645
Field Total	626.7	617,472
PRIME	-	71,263
Parking	-	152,837
Service Total	626.7	841,572



Public Complaints Filed with the O.I.P.R.D.

DRAFT
2018-19-09

Public Complaints Filed with the O.I.P.R.D.

Public Complaints	2013	2014	2015	2016	2017
Total	725	598	589	680	638

Complaint Classifications	2013	2014	2015	2016	2017
Investigated Complaints					
Conduct - Less Serious	221	184	237	288	274
Conduct - Serious	102	60	38	17	21
Policy	2	3	1	3	6
Service	21	25	18	31	24
Total Investigated	346	272	294	339	325
Not Investigated Complaints					
Better Dealt in Other Law	0	1	6	41	34
Complaint Over Six Months	51	19	7	3	1
Frivolous	65	42	75	96	95
Made in Bad Faith	0	0	0	2	0
No Jurisdiction	81	54	48	46	37
Not Directly Affected	10	2	4	4	12
Not in Public Interest	163	197	149	145	133
Vexatious	4	2	0	0	1
Withdrawn	5	9	6	4	0
Total Not Investigated	379	326	295	341	313

Alleged Misconduct - Investigated Complaints	2013	2014	2015	2016	2017
Breach of Confidence	1	1	1	1	1
Corrupt Practice	0	0	1	1	4
Deceit	2	0	2	2	1
Discreditable Conduct	202	150	144	163	182
Insubordination	5	1	2	4	2
Neglect of Duty	25	24	33	48	43
Unlawful/Unnecessary Exercise of Authority	88	68	92	86	62
Policy	2	3	1	3	6
Service	21	25	18	31	24
Total	346	272	294	339	325

Disposition - Investigated Complaints	2013	2014	2015	2016	2017
Informal Resolution	72	67	74	65	67
Misconduct Identified	19	14	12	17	19
No Jurisdiction	1	0	0	1	0
Policy/service - Action Taken	3	0	3	4	3
Policy/service - No Action Required	8	12	5	17	18
Unsubstantiated	179	132	148	168	121
Withdrawn	64	47	52	62	52
Investigation not Concluded*	0	0	0	5	45
Total	346	272	294	339	325

**Data pertains to external public complaints that have been received by PRS and entered in PSIS as of the data extraction date. Data pertains to TPS uniform members only. Numbers are subject to change as the data in PSIS is frequently being updated as complaints are concluded.*

Regulated Interactions

DRAFT
2018.10.09

2017 Annual Statistical Report

Reporting Requirements		Number of Interactions
Number of attempted collections		25
Number of attempted collections - Identifying information collected		23
Number of individuals from whom identifying information was collected		23
Number of times the individual was not informed he/she was not required to provide identifying information to the officer, because informing the individual:	might compromise the safety of an individual	0
Number of times the individual was not informed of the reason for the attempted collection because informing the individual:	might compromise the safety of an individual	0
	would likely compromise an ongoing police investigation	0
	might allow a confidential informant to be identified	0
	might disclose the identity of a person contrary to law	0
Number of times an individual was not given a document because the individual did not indicate they wanted it		14
The number of times a police officer chose not to give an individual a Receipt and the reason(s) for making the choice;		0
The number of times the individual was not offered/given a document , because to do so:	might compromise the safety of an individual	0
	might delay the officer from responding to another matter that should be responded to immediately	0
A statement as to whether the collections were attempted disproportionately from individuals within a group, based on the sex, age, racialized group, or a combination of groups and if so, any additional information the Chief considers relevant to explain the disproportionate attempted collections		Due to the small volume, a determination of disproportionate interactions for any one group cannot be made for 2017
The number of determinations made by the Chief entries of identifying information entered into the database:	did not comply with section 5	0
	did not comply with clause 9(4)(a)	0
	complied with section 5 and clause 9(4)(a)	25
The number of determinations made by the Chief (upon detailed review of a random sampling of entries of identifying information entered into the database) that:	section 5 was not complied with	0
	section 6 was not complied with	0
	section 7 was not complied with	0
The number of times members of the police force were permitted under subsection 9 (10) to access identifying information to which access must be restricted.		0
The number of complaints resulting from or related to Regulated Interactions, along with their status or outcome.		0
The results of any audit conducted under procedures enacted pursuant to this policy.		0

2017 Annual Statistical Report

Reporting Requirements			Number of Interactions
Demographics			
The number of attempted collections from individuals, perceived by the officer to be:	Gender	male	23
		female	2
		individuals who self-identify as transgender	0
	Age	0-9 yrs	0
		10-19 yrs	4
		20-29 yrs	9
		30 - 39 yrs	8
		40 - 49 yrs	3
		50 - 59 yrs	1
		60 - 69 yrs	0
		70 - 79 yrs	0
		80 - 89 yrs	0
		90 - 99 yrs	0
		100 yrs and above	0
	Ethnicity	Aboriginal	1
		Arab	0
		Black	11
		Chinese	0
		Filipino	1
		Japanese	0
		Korean	0
		Latin American	0
		Multiple Racialized Person	1
Racialized Person not included elsewhere		3	
South Asian		4	
Southeast Asian		1	
West Asian		0	
White	3		
Interactions by Neighbourhood			
Pleasant View	4	Oakwood Village	1
Moss Park	3	L'Amoreaux	1
Bayview Woods-Steeles	2	Weston-Pellam Park	1
Downsview-Roding-CFB	2	Rouge	1
Rustic	1	Rockcliffe-Smythe	1
South Riverdale	1	Weston	1
St.Andrew-Windfields	1	Malvern	1
Casa Loma	1	Yonge-Eglinton	1
Runnymede-Bloor West Village	1		
High Park-Swansea	1		

Administrative

DRAFT
2018.10.09

Administrative

Divisional Policing Support Unit	Events*
Lectures or Presentations	
Presentations to community members, organizations, agencies, or groups	1,540
Police Officer lectures/presentations (platoons, divisions, or units)	627
School lectures/presentations**	4,137
Personal safety crime prevention lectures/presentations	731
Lectures/presentations given regarding family/relationship violence	146
Child abuse/child protection lectures/presentations (includes internet safety)	591
Elder abuse and senior safety lectures/presentations	419
Total number of lectures/presentations given on crime prevention topics	1,428
Crime Prevention Through Environmental Design (CPTED) and community safety audits	1,312
Meetings	
Divisional Community Police Liaison Committee Meetings	206
CMU Police Consultative Committee Meetings	50
Community meetings (excluding CPLC and CPCC)	1,786
Community Events***	
Black History Month	47
U.N.Day for the Elimination of Racial Discrimination	0
Khalsa Day	18
National Aboriginal Day	27
Pride Toronto	59
Toronto Caribbean Carnival	55
Other cultural events	651

*Events attended.

**Excluding family/relationship violence.

***Events related to major cultural occasions planned, coordinated, assisted or attended.

Volunteer Resources					
	2013	2014	2015	2016	2017
Hours Volunteered	83,720	50,087	30,326	88,594	74,698

Victim Services					
	2013	2014	2015	2016	2017
Total Incidents	8,846	8,527	8,668	7,718	7,889
Telephone Assisted	17,309	20,222	19,719	20,279	20,184
On Scene	4,420	3,997	4,045	3,704	3,921
Domestic Related	6,222	5,823	5,756	4,970	4,886

Industrial Liason****					
	2013	2014	2015	2016	2017
Labour disputes attended	18	12	18	12	7
Potential dispute contacts	20	26	22	30	9

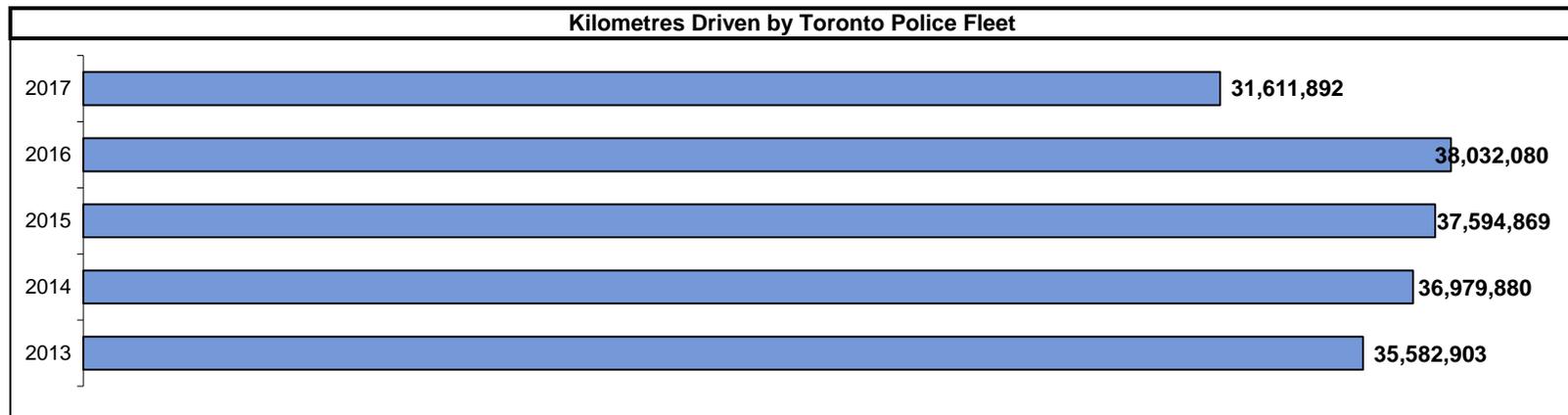
****In 2017, the reporting process was revised. The count for 2017 refers to partial year.

Administrative

Crime Stoppers					
	2013	2014	2015	2016	2017
Arrests	138	95	105	121	126
Charges Laid	483	306	434	364	463

Fleet					
Vehicles	2013	2014	2015	2016	2017
Cars	1,454	1,470	1,477	1,474	1,364
Motorcycles	50	50	40	40	40
Other*	127	127	127	124	151
Total Vehicles	1,631	1,647	1,644	1,638	1,555
Boats	24	24	23	24	24
Horses	26	27	27	24	24

*Includes bicycles



Appendix A: Firearms Classification Definitions

Ammunition: a cartridge containing a projectile designed to be discharged from a firearm and, without restricting the generality of the foregoing, includes a caseless cartridge and a shot shell (Source: Criminal Code of Canada S.84)

Antique Firearm:

(a) any firearm manufactured before 1898 that was not designed to discharge rim-fire or centre-fire ammunition and that has not been re-designed to discharge such ammunition or

(b) any firearm that is prescribed to be an antique firearm.

(Source: Criminal Code of Canada S.84)

Automatic Firearm: a firearm that is capable of, or assembled or designed and manufactured with the capability of, discharging projectiles in rapid succession during one pressure of the trigger (Source: Criminal Code of Canada S.84)

Deemed Non-Firearm: firearms that do not fall within any of these other classes, including: pellet guns, BB guns, toy guns, and replica firearms (Source: Criminal Code of Canada S.84)

Handgun: a firearm that is designed, altered, or intended to be aimed and fired by the action of one hand, whether or not it has been redesigned or subsequently altered to be aimed and fired by the action of both hands (Source: Criminal Code of Canada S.84)

Imitation Firearm: anything that imitates a firearm, including a replica firearm

Non-Restricted: not a defined term in the Criminal Code, it covers all the guns not otherwise prohibited or restricted, including hunting and sporting guns (rifles and shotguns) (Source: Toronto Police Service Gun and Gang Unit)

Prescribed: prescribed by regulations (Source: Criminal Code of Canada S.84)

Prohibited Ammunition means ammunition, or a projectile of any kind, that is prescribed to be prohibited ammunition (Source: Criminal Code of Canada S.84).

Prohibited Firearm

(a) a handgun that,

(i) has a barrel equal to or less than 105 mm (approx. 5 7/8") in length, or

(ii) is designed or adapted to discharge a 25 or 32 calibre cartridge, but does not include any such handgun that is prescribed, where the handgun is for use in international sporting competitions governed by the rules of the International Shooting Union,

(b) a firearm that is adapted from a rifle or shotgun, whether by sawing, cutting or any other alteration, and that, as so adapted,

(i) is less than 660 mm in length (26 inches), or

(ii) is 660 mm (26 inches) or greater in length and has a barrel less than 457 mm (18 inches) in length,

(c) an automatic firearm, whether or not it has been altered to discharge only one projectile with one pressure of the trigger, or

(d) any firearm that is prescribed to be a prohibited firearm by Parliament.

(Source: Criminal Code of Canada S.84).

This classification would include but not be limited to sawed-off shotguns and fully automatic sub-machine guns.

Prohibited Weapon:

(a) a knife that has a blade that opens automatically by gravity or centrifugal force or by hand pressure applied to a button, spring or other device in or attached to the handle of the knife [flick knife or switchblade], or

(b) any weapon, other than a firearm, that is prescribed to be a prohibited weapon by Parliament;

The key prohibited weapons (this list is not exhaustive) are:

Appendix A: Firearms Classification Definitions

- (1) Tear gas, mace, or other gas designed to injure, immobilize, or otherwise incapacitate a person;
- (2) Liquid, spray or powder or other substance capable of injuring, immobilizing, or otherwise incapacitating a person;
- (3) Nunchaku, Shuriken, Manrikigusari (these items are described in the regulations);
- (4) Finger ring (which is capable of projecting a blade);
- (5) Cattle-prod or hand-held Taser;
- (6) One-handed or short (under 500 mm) cross-bow (whether designed or modified);
- (7) Constant companion – blade concealed in belt buckle;
- (8) Push dagger – blade is perpendicular to the handle [looks like an old fashioned corkscrew];
- (9) "Knife comb" or similar device (under 30 cm);
- (10) Spiked wristband;
- (11) Blowgun;
- (12) Spring-loaded Asp (telescoping baton);
- (13) Morning Star: A spiked metal ball at the end of a stick;
- (14) Brass knuckles (Source: Criminal Code of Canada S.84).

Replica Firearm: any device that is designed or intended to exactly resemble, or to resemble with near precision, a firearm, and that itself is not a firearm, but does not include any such device that is designed or intended to exactly resemble, or to resemble with near precision, an antique firearm.

Restricted Firearm:

- (a) any handgun that is not a prohibited firearm,
- (b) a firearm that:
 - (i) is not a prohibited firearm,
 - (ii) has a barrel less than 470 mm (approx 18 1/2"), and
 - (iii) is capable of discharging centre-fire ammunition in a semi-automatic manner,
- (c) a firearm that is designed or adapted to be fired when reduced to a length of less than 660 mm by folding, telescoping, or otherwise, or
- (d) a firearm of any other kind that is prescribed to be a restricted weapon. (Source: Criminal Code of Canada S.84).

This classification would include, but not be limited to, a Glock 22 pistol, Smith and Wesson 44 Magnum revolver with a 204 mm (8") barrel

Unknown: through an exhaustive investigation and research the firearm cannot be identified (Source: Toronto Police Service Gun and Gang Unit)

For the purposes of Sections 91 to 95, 99 to 101, 103 to 107 and 117.03 of the Criminal Code of Canada and the provisions of the Firearms Act, the following weapons are deemed not to be firearms:

- (a) any antique firearm:
 - (i) designed exclusively for signalling, for notifying of distress, for firing blank cartridges or for firing stud cartridges, explosive-driven rivets or other industrial projectiles, and
 - (ii) intended by the person in possession of it to be used exclusively for the purpose for which it is designed;
- (c) any shooting device that is:
 - (i) designed exclusively for the slaughtering of domestic animals, the tranquillizing of animals or the discharging of projectiles with lines attached to them, and
 - (ii) intended by the person in possession of it to be used exclusively for the purpose for which it is designed;

Appendix A: Firearms Classification Definitions

(d) any other barrelled weapon, where it is proved that the weapon is not designed or adapted to discharge:

(i) a shot, bullet, or other projectile at a muzzle velocity exceeding 152.4 m per second or at a muzzle energy exceeding 5.7 Joules, or

(ii) a shot, bullet, or other projectile that is designed or adapted to attain a velocity exceeding 152.4 m per second or an energy exceeding 5.7 joules.

Notwithstanding subsection (3), an antique firearm is a firearm for the purposes of regulations made under paragraph 117(h) of the Firearms Act and subsection 86(2) of this Act (Source: Criminal Code of Canada S.84)

DRAFT
2018.10.09



Toronto Police Services Board Report

November 08, 2018

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Request from the City of Toronto to have Traffic Wardens

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:

The City of Toronto (the City) has a 2016-2020 Congestion Management Plan (The Plan) approved by council that addresses grid lock and traffic congestion within the City.

The City Transportation Services (Transportation Services) and the Toronto Police Service (T.P.S.) partnered on a pilot project for The Plan which included the implementation of enforcement blitzes and the use of quick, clear squads for city expressways. Transportation Services employed T.P.S. paid duty officers from Traffic Services (T.S.V.) for this pilot.

At the conclusion of the pilot, Transportation Services determined the implementation of Traffic Wardens was more suitable than the use of Paid Duty officers. Transportation Services drafted a business case which included the recommendation that the T.P.S. designate Traffic Wardens as special constables.

The purpose of this report is to advise the Board that the City of Toronto is requesting that the Board consider granting limited police authority to the City of Toronto Traffic Wardens under provincial legislation; *Highway Traffic Act*, section 134 and 134.(1), Direction of Traffic by a Police Officer. Transportation Services will also be approaching the City of Toronto to request additional authority under the Toronto Municipal Code.

This report also informs the Board of the current draft business case and the ongoing efforts of the T.P.S. to establish an M.o.U. between the City and the T.P.S.

Discussion:

T.P.S. Legal Services in collaboration with City Legal are currently drafting a Memorandum of Understanding (M.o.U.) between the City and the T.P.S. in relation to what privileges the Traffic Wardens will be granted with Special Constable Designation.

Traffic Wardens would be deployed to the intersections, as identified by Transportation Services, that experience traffic congestion issues throughout the downtown core. The Traffic Wardens would replace the need for paid duty officers and would be employed by the City.

The attached business case identifies 6 key objectives in the implementation of the Traffic Warden program. These objectives include:

1. Safety (by lowering collision rates and severity, decreasing traffic violations and improving personal safety and security for all road users)
2. Mobility (better and more reliable travel times, fewer vehicle delays and stops, lower transit wait times and improved service)
3. Efficiency (increase in capacity and throughput for all road users)
4. Productivity (lower operating costs resulting from delays)
5. Energy and Environment (lower fuel consumption, emissions reductions)
6. Customer Satisfaction (lowering frustration, more satisfied public)

The Board has authority pursuant to section 53 of the *Polices Services Act* to appoint individuals as special constables, for such period, area, and purpose that the Board considers expedient, subject to the approval of the Minister of Community Safety and Correctional Services or such person designated under the *Police Services Act* to provide such approval.

In addition to the above noted authority, the City of Toronto will be affording the Traffic Wardens the authority to enact by-laws of the *City of Toronto Act*.

The Traffic Wardens would be primarily focused on intersections in the downtown core that experience high incidents of gridlock and traffic delays. The Traffic Wardens would be present in the intersection to direct the flow of traffic in conjunction with the existing traffic control signals.

The City of Toronto Traffic Wardens will be directed by an Agreement between the City of Toronto and the Board to ensure compliance with the applicable sections of the *Police Services Act*, all internal policies and procedures of the City of Toronto and all T.P.S. policies, standards, and procedures applicable to their duties, powers, and responsibilities.

The Agreement for the Traffic Wardens will include controls to ensure training meets the Toronto Police College expectations and standards, supervision, reporting to the T.P.S., oversight and accountability.

Transportation Services will be making a request to the City of Toronto to make necessary amendments to existing by-laws to provide the Traffic Wardens authority under the Toronto Municipal Code.

These Highway Traffic Act authorities will provide the Traffic Wardens the ability to facilitate the safe, efficient and orderly movement of pedestrians and vehicles in order to ease the flow of traffic on city streets.

Conclusion:

The T.P.S. has established a strong working relationship with Transportation Services. The proposed additional authorities will allow the Traffic Wardens to effectively and efficiently direct traffic that will assist in avoiding the potential for public safety issues, transit delays and traffic gridlock.

Deputy Chief of Police, James Ramer, Specialized Operations Command, and a representative from the City of Toronto, Transportation Services, 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



Business Case

City of Toronto Traffic Warden / Special Constables

Document Information

Title:	City of Toronto Traffic Warden / Special Constables
Business Case Author:	Eric Jensen, Transportation Services, City of Toronto
Sponsor:	Mayor John Tory
Funding Source:	City of Toronto Transportation Services Operating Budget

Table of Contents

DOCUMENT INFORMATION	1
EXECUTIVE SUMMARY	3/4
1. PROJECT DESCRIPTION AND RECOMMENDATION	5
1.1 Business Need (Opportunity Description).....	5
1.2 Project Objectives & Strategic Alignment.....	5
1.3 Job Description.....	5
1.4 Supervision, Reporting, Complaints, Uniform and Succession.....	6
1.5 Recommendations.....	8
1.6 Risk of Current State.....	8
2. PROJECT STAKEHOLDERS	9
2.1 Stakeholders Affected.....	9
2.2 Stakeholder Impact	9
3. ANTICIPATED COSTS & BENEFITS OF RECOMMENDATIONS	11
3.1 Anticipated Capital Costs.....	11
3.3 Anticipated Benefits.....	11
4. APPENDECES	12-27
Appendix 1 City of Toronto Congestion Management Plan 2016-2020	
Appendix 2 City of Toronto TAP Pilot Project Final Report	
Appendix 3 letter from Mayor Tory to TPSB dated September 21, 2017	
Appendix 4 letter from TPSB Chair Andy Pringle to Minister Lalonde dated September 26, 2017	
Appendix 5 letter from Minister Lalonde to the TPSB dated January 15, 2018	

Executive Summary

Traffic Congestion in the City of Toronto has become increasingly problematic for citizens who live and work in Toronto. It is widely understood that Toronto has some of the longest commute times in North America. There is evidence which suggests there is a direct correlation between commute times and quality of life. Congestion and travel delays have also been understood to have a negative impact on the continued economic prosperity of the City and businesses in it.

This document is a Business Case proposing the Toronto Police Services Board (TPSB) authorize members of the City of Toronto Transportation Services as Special Constables for the purpose of directing traffic. These special constables would be known as Traffic Wardens or another name to be determined. (for the purpose of this business case, they will be referred to as Traffic Wardens) The intent of deploying Traffic Wardens is to help alleviate traffic congestion issues and improve the operating safety of roads and specific intersections in the downtown core of Toronto.

In addressing the issue of traffic congestion in the City of Toronto, Transportation Services submits a Congestion Management Plan (CMP) to City Council on a 4 year cycle. The CMP outlines a number of initiatives intended to improve the management of traffic congestion on Toronto's streets and expressways. The most recent plan covering the period from 2016-2020 was adopted unanimously by City Council in the fall of 2015. A copy of this plan is attached as Appendix 1. The achievement of the objectives outlined in the CMP is achieved through the expanded use of new and existing technologies, operational enhancements as well as increased enforcement and information sharing.

As part of the CMP the City of Toronto Transportation Services (TTS) and the Toronto Police Service (TPS), Traffic Services (TSV), have partnered to develop strategies to address the challenges of traffic congestion within the City of Toronto. These have included the implementation of enforcement blitzes and the use of quick clear squads for our expressways. The identified traffic management measures within the CMP include the implementation and deployment of full-time Traffic Wardens at congestion 'hot-spots' throughout the City. These hotspots will be identified by the TTS Traffic Operations Centre.

The deployment of these Traffic Wardens will build on the success of recent pilot programs undertaken in 2015 and 2016 that saw a reduction in gridlock at intersections where Paid Duty officers, acting as traffic wardens, were deployed. Under this program, these officers directed traffic so as to minimize incidents of 'blocking the box', avoiding intersection gridlock and otherwise facilitated the movement of pedestrian, cyclist and general vehicular traffic. An excerpt from the final internal TTS report on these pilots is attached as Appendix 2.

The TPSB has the authority to appoint Special Constables, as outlined in the Police Services Act. By providing the Traffic Wardens with Special Constable status, it is intended to seek authority under the Highway Traffic Act (HTA) for traffic direction described in sections 134 and 134.1 of the HTA.

Specifically, under these sections of the HTA, City of Toronto Traffic Wardens will be appointed with the powers of a police officer authorizing them to direct traffic, close public highway or remove obstructions (including vehicles) from a public highway. The City of Toronto will not be requesting powers of arrest or any other traffic enforcement authorities within the HTA.

At present, there are also no plans to broaden this program to provide these Traffic Wardens for event or construction related traffic management.

On September 21, 2017, Mayor John Tory submitted a letter to the TPSB proposing the appointment of Special Constables to relieve traffic congestion in the City of Toronto. As a result of the receipt of this letter, the TPSB adopted a motion requesting that TPSB Chair Andy Pringle write to the Minister of Community Safety and Correctional Services on the matter. On September 26, 2017, TPSB Chair Pringle wrote to the Ministry advising that:

1. The Toronto Police Services Board will be requesting special constables under the *Police Services Act*, to be authorized to direct traffic under the *Highway Traffic Act*; and
2. The Toronto Police Services Board Requests a letter from the Province confirming that special constables appointed by the TPSB will be approved by the Ministry of Community Safety and Correctional Services.

On January 18, 2018, the TPSB received a letter from the Minister. Copies of these letters are attached as Appendices' 3, 4 and 5 respectively.

Accordingly, the City proposes to enter into an Agreement with the TPSB for the purposes of establishing this program. The Agreement will explicitly lay out, among other things, the necessary background checks, appointment process, training and equipment requirements for City Traffic Wardens and the processes for reporting, communications and handling of complaints between the City and the TPS.

1. Project Description and Recommendation

1.1 Business Need (Opportunity Description)

In 2015 and 2016, TTS, in collaboration with the TPS, conducted two pilot projects under the name Traffic Assistance Personnel (TAP). TPS Paid Duty police officers were deployed to TTS identified 'hot-spots' throughout the City to manage traffic and mitigate traffic congestion.

Based on the success of the two pilot projects, the City wants to move forward with the deployment of full-time Traffic Wardens to enhance intersection safety and mitigate traffic congestion as part of a broader City of Toronto CMP. These responsibilities would be exercised under a combination of authorities including the powers of a police officer under sections 134 and 134.1 of the HTA, and municipal enforcement authorities under the City of Toronto Act, 2006, Provincial Offences Act and Toronto Municipal Code.

Presently City staff have the authority to engage in enforcement activities under the City of Toronto Act, 2006, Provincial Offences Act and Toronto Municipal Code. In order to implement the Traffic Warden program, it will be necessary to appoint employees as Special Constables under the Police Services Act to provide them with the ability to exercise the authorities of a police officer referred to in sections 134 and 134.1 of the HTA as described above.

1.2 Project Objectives & Strategic Alignment

The objective of this project is to mitigate traffic congestion and improve operational safety by deploying Traffic Wardens to identified intersection during peak times to direct traffic. The City will work in partnership with the TPS to manage the Traffic Warden program, to be set out in a formal Agreement.

This program aligns with recent Council decisions relating to the Planning Act and the City's 5 year review of the Official Plan and supporting by-laws by the Chief City Planner as well as being a component piece of the Council Approved CMP.

1.3 Job Description

The purpose of the City of Toronto in establishing a Special Constables Unit is to provide traffic direction and enhance operational safety at specific locations in mitigating congestion and clearing roads of illegal and/or unauthorized road occupation as part of a broader City of Toronto Congestion Management Plan.

It is proposed that the City of Toronto Traffic Wardens have the powers of a police officer pursuant to Section 134 and 134.1 of the Highway Traffic Act to allow them to direct traffic, close public highway or remove obstructions (including vehicles) from a public highway.

Traffic Wardens would be primarily focussed on key 'hot spot' intersections in the downtown core where there are high incidents of 'blocking the box' causing gridlock and general traffic delays. The Traffic Wardens would be present in the intersection and direct the flow of traffic in conjunction with the existing traffic control signals to enhance the orderly flow of traffic.

As is presently the case with some City staff, these Traffic Wardens should also be authorized to enforce traffic as this relates to unauthorized road occupation, illegal parking, towing of vehicles obstructing traffic and be empowered to issue Part 1, Part 2 and Part 3 offences under the Provincial Offences Act.

The enforcement of the Provincial Offences Act would be limited to those sections of the Toronto Municipal Code relating to the use or occupation of public highway, primarily under the jurisdiction of the Transportation Services Division. The exercise of the powers pursuant to Section 134.1 of the HTA would be as relates to these duties in combination with those of a Transportation Standards Officer.

1.4 Supervision, Reporting, Complaints, Uniform and Succession

As noted in the Executive Summary, the proposed Agreement between the TPSB and the City of Toronto would spell out explicitly, the operation and administration of the program and will fulsomely describe the relationship between the TPSB, the TPS and the City.

While the Supervision and Reporting Process, the Complaints Process, Uniforms and Equipment, and Succession Planning will be described fulsomely in the Agreement, they are of significant enough importance that some description of these aspects be provided here.

Supervision and Reporting

The organizational structure of the program will consist of sixteen Traffic Wardens/Special Constables overseen by two Supervisors and ultimately one Program Manager, reporting to the Manager of Construction Coordination and Traffic Mitigation in the Transportation Services Division of the City of Toronto.

Once hired by the City, the Program Manager will be introduced and connected to the TPS Special Constable Liaison Office (SLCO) for communications to and from that office with the City.

The Traffic Wardens/Special Constables would report to a central office where they will be deployed by the shift Supervisor to the intersections identified by the TTS Traffic Operations Centre as 'hot spots' requiring their assistance in mitigating congestion and enhancing safety during either an AM or PM peak period, or as other situations may arise.

The submission of daily and annual reports will be prescribed in the Agreement and processes and protocols for the submission of these reports will be established in consultation with the SLCO in accordance with the requirements set out in the Agreement.

Complaints Process

In accordance with the provisions of the proposed Agreement, the City will develop a written Complaint Investigation Procedure that is consistent with the requirements of the Agreement or its appendices as is standard with other Special Constables programs with the TPSB. A copy of the written procedure shall be provided to the TPSB.

This process and an email address or link will be available on the City of Toronto website for the submission of internal and external complaints relating to its Traffic Wardens/Special Constables.

Uniforms and Equipment

As noted in the Ministry's publication, "Special Constables, A Practitioners Handbook", there is specific reference to the manner in which Special Constables can but also must not be identified.

In accordance with this handbook, and which will be included in the Agreement, the City's Traffic Wardens/Special Constables will be clearly identified as City of Toronto employees and will not, at any time, identify themselves as police officers.

The Traffic Warden/Special Constables uniforms will be designed and produced in accordance with the Ontario Occupational Health and Safety Act (OHSA), Canadian Standards Association (CSA) requirements and any relevant provisions of the collective agreement between the City and CUPE Local 79.

The uniforms will be designed to provide the City Traffic Wardens/Special Constables with the maximum of visibility and safety while undertaking their duties in the public highway, also affording them comfort and mobility. The uniforms will prominently display the words "Traffic Warden" and "City of Toronto"

The City will provide the Traffic Wardens/Special Constables with all requisite personal protective equipment (PPE) as well as a whistle.

The Traffic Wardens/Special Constables will carry identification with their name, a colour photograph, clear indication that the identification is issued to a Traffic Warden/Special Constable, the appointing authority (TPSB), signature of the General Manager of TTS, their appointment and expiry date of that appointment and the words "Special Constable" prominently displayed.

The City will not display or use the word "Police" on any vehicles, uniforms, insignia or other materials unless permitted by either legislation or the Minister.

Succession Planning

Candidates for the Traffic Warden/Special Constables program would be screened by the City of Toronto against the duties and responsibilities in the job posting. These candidates would also be subject to Police Reference Check and Vulnerable Sector check by the TPS at the City's expense. Candidates would then be subject to a training curriculum developed by TTS in consultation with the Toronto Police College to the satisfaction of the TPSB. For any and all new hires to the program, the process would remain the same unless otherwise changed or stipulated by the TPSB.

For Traffic Wardens/Special Constables either no longer employable as such or no longer in the employ of the City of Toronto, the City would ensure that all clothing, badges or other material identifying the bearer as a Special Constable and/or Traffic Warden are recovered from the employee prior to their leaving the program, in accordance with the proposed Agreement.

1.5 Recommendations

It is recommended that the TPSB enter into an agreement with the City for the purpose of managing the City Traffic Warden program.

It is also recommended that the TPSB authorize, in accordance with the terms of the proposed Agreement, City employees as special constables for the purpose of directing traffic, closing highways and removing vehicles, cargo or debris from highways pursuant to sections 134 and 134.1 of the Highway Traffic Act.

1.6 Risk of Current State

The Traffic Warden Program represents additional resources the City of Toronto is prepared to and has already budgeted for to try to address the ever growing issue of intersection safety and traffic congestion. The aforementioned CMP includes this program and is made up of 8 component parts ranging from technological deployment under intelligent transportation systems, to enhanced construction coordination, to incident and event response to enhanced Traffic Operations Centre operations. Each part of the CMP relies on the next to underpin and reinforce each other in maximizing the effectiveness of these efforts.

In maximizing this effectiveness and mitigating traffic congestion, TTS seek to address objectives in 6 key areas:

1. Safety (by lowering collision rates and severity, decreasing traffic violations and improving personal safety and security for all road users)

2. Mobility (better and more reliable travel times, fewer vehicle delays and stops, lower transit wait times and improved service)
3. Efficiency (increase in capacity and throughput for all road users)
4. Productivity (lower operating costs resulting from delays)
5. Energy and Environment (lower fuel consumption, emissions reductions)
6. Customer Satisfaction (lowering frustration, more satisfied public)

Not approving the creation of this program will decrease the potential results obtained in these areas and lessen the overall effectiveness of the CMP.

2. Project Stakeholders

2.1 Stakeholders Affected

Stakeholder Group	Insert "X" if Impacted	Stakeholder Group	Insert "X" if Impacted
TPS Special Constables Office	X	TPS Professional Standards Unit	X
TPS Traffic Services Unit	X	City of Toronto	X
TPS Records and Employment Unit	X	Ministry of Community Safety and Correctional Services	X
Toronto Police Services Board	X	TPSB Financial Management	X
Toronto Police College	X	City of Toronto Public	X
TPS Legal Services	X	City Legal	X

2.2 Stakeholder Impact

The Special Constable Liaison Office (SCLO) administers the program for the TPSB. The SCLO maintains records and acts as a liaison with the Ministry for the purpose of maintaining special constable status. The impact to the SCLO in maintaining records for the additional 18 special constables will be minimal.

The Professional Standards Unit (PRS) will be responsible for the classification of any public complaints that are received regarding the conduct of the City special constables. PRS has the authority to decide if the City is to investigate the conduct complaint or if PRS will maintain carriage of it. Considering the limited number of special constables and abbreviated scope of authorities it is not anticipated a significant number of complaints will be generated.

Traffic Services Unit (TSV) will be affected by this program in its initial phase. When first deployed the Special Constables will work with members from the TSV, this will facilitate a

public educational and awareness component during the program rollout. The anticipated impact will be minimal as the TSV officers will be hired on a Paid Duty basis.

The Ministry of Community Safety and Correctional Services, has confirmed to the TPSB, under of cover of the letter dated January 15, 2018 the process to have Special Constables appointed and that Special Constable requests are generally approved with no issues. The Ministry would continue to act as the final authority in the conferring and maintaining of the Special Constable designation for the City Traffic Wardens.

TPS Financial Management continue to work with the City of Toronto in processing the payments related to Interim TAP Program paid duty requests and would continue to process any that may be forthcoming. They may also potentially be involved in financial transactions relating to the recovery of costs to the TPS for providing training and the delivery of courses associated with this program.

The Toronto Police College will be involved in determining the number and substance of the courses the City Traffic Wardens will be required to complete in order to satisfy the requirements of the TPS and TPSB. These will be included as an appendix to the proposed Agreement. The Toronto Police College may also be involved as a training facility in the delivery of these required courses.

The TPSB have had this matter before them in 2017 and at that time adopted the motion requesting confirmation from the Ministry of Community Safety and Correctional Services that Special Constables appointed by the TPSB would be approved by the Ministry. It is ultimately through the TPSB that Special Constables are appointed and they will play a key role in the relationship with the City of Toronto and TTS in the administration of this program.

The City of Toronto through Council have adopted the CMP and also approved budget allocation for TTS for the creation, continued maintenance and administration of this program. The City will continue to be financially and administratively responsible for the delivery and all costs associated with the program.

The public will see the benefits of the roll-out of the program and the presence of the Traffic Wardens at 'hot spots' in the City of Toronto in both an enhanced operational efficiency of the road network but also in the level of operational safety on these streets and at the subject intersections where the Traffic Wardens are deployed.

3. Anticipated Costs & Benefits of Recommendations

3.1 Anticipated Costs

This is a City program and will be delivered by the City's Transportation Services division. The costs associated with the operation and administration of this program will be funded out of the annual Transportation Services operating budget as approved by City Council.

Transportation Services is also prepared to off-set costs incurred by the TPS related to the aforementioned training and pairing of the special constables with TPS personnel during the initial phase of the program as well as other costs the TPS may incur in supporting the program.

It is the City's intent that there will be no direct costs borne by the TPS or the TPSB in the delivery of this program.

3.2 Anticipated Benefits

The anticipated benefits of this program will be a reduction in traffic congestion and improved operational safety for all road users. This program would also alleviate the potential need for the TPS to deliver this service and cover the responsibilities of it.

As part of the broader CMP implementation, it is also envisioned that there would be a more fully integrated operation at the Traffic Operations Centre, which would see information shared between the TTC, TPS and TTS in identifying and more efficiently and effectively addressing the issues relating to congestion and illegal road occupation, as well as ensuring that the appropriate enforcement/response personnel are dispatched to these locations.

4. Appendices

Appendix 1

City of Toronto Congestion Management Plan 2016-2020 semi-annual update as adopted by the City's Public Works and Infrastructure Committee on July 10, 2018.

REPORT FOR ACTION

Congestion Management Plan – Semi-Annual Update

Date: June 25, 2018

To: Public Works and Infrastructure Committee

From: General Manager, Transportation Services

Wards: All

SUMMARY

The purpose of this report is to provide a status update for projects being undertaken as part of the Congestion Management Plan (the 'CMP'). The City of Toronto's CMP objectives are to better manage congestion (e.g. reduce delays, reduce the number of stops, etc.) and improve safety through innovations in policy, operations and technology that will maximize the efficiency, reliability and sustainability of the road network for all users while reducing the impacts on the environment.

The overall Vision of the CMP is: *Through innovation and technology maximize the safety, efficiency, reliability and sustainability of the transportation network for all users while reducing the impact on the environment.*

To accomplish this vision, the CMP is comprised of a series of projects completed over a multi-year period (currently scheduled 2016-2020), covering nine key focus. As part of the program mandate, City Council has directed the General Manager, Transportation Services, to report back to the Public Works and Infrastructure Committee twice annually on the status of the CMP.

The following report provides a status overview for the various projects within the Congestion Management Plan. Attachment 1 to this report summarizes these projects and their planned completion dates. Attachment 2 to this report provides an overview of Congestion Management Plan accomplishments that have been delivered since the start of the program in 2014 (inclusive of those completed in the review period).

It should be noted that the completed projects, and those described here-in, do not represent the total number of projects within the CMP, as there are a number of projects that are not scheduled to start until future years (i.e. 2019 and 2020).

PW31.03

RECOMMENDATIONS

The General Manager, Transportation Services recommends that:

1. The Public Works and Infrastructure Committee receive this report for information.

FINANCIAL IMPACT

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

The Interim Chief Financial Officer has reviewed this report and agrees with the financial impact information.

DECISION HISTORY

At its meeting of December 16-18, 2013, City Council endorsed in principle a five-year Congestion Management Plan (CMP) to manage congestion in the City of Toronto.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2013.PW27.12>

At its meeting of April 9, 2014, Public Works and Infrastructure Committee requested the Deputy City Manager, Cluster B, to report to the Public Works and Infrastructure Committee on an annual basis on the research projects undertaken using the authority under Schedule A of the Financial Control By-law.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2014.PW30.6>

At its meeting of January 6, 2015, Public Works and Infrastructure Committee received a CMP Status Update and directed the General Manager, Transportation Services, to (a) provide regular CMP updates, (b) report back on opportunities to share information between the Transportation Operations Centre and similar operations centres amongst the City's operational partners, and (c) report back on how to best measure the overall impact of the Congestion Management Plan.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.PW1.4>

At its meeting of June 17, 2015, Public Works and Infrastructure Committee received a CMP Status Update for Q2 2015.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.PW6.4>

At its meeting of City Council on November 3-4, 2015, City Council endorsed in principle the updated Congestion Management Plan (2016-2020) and directed the General Manager, Transportation Services, to report back to the Public Works and Infrastructure Committee semi-annually on the Congestion Management Plan.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.PW8.1>

At its meeting of June 20, 2016, Public Works and Infrastructure Committee received a CMP Status Update for Q1 2016.

Congestion Management Plan Update Page 3 of 13

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.PW14.6>

At its meeting of November 14, 2017, Public Works and Infrastructure Committee received a CMP Status Update for Q3 2017.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.PW25.3>

COMMENTS

The City of Toronto continues to see significant growth, increased development adjacent to rights-of-way and an unprecedented investment in our infrastructure - all of which have placed increased demands on our road network - resulting in increased congestion.

To address these issues, the Congestion Management Plan (2016-2020) is comprised of a series of projects completed over a multi-year period (currently scheduled 2016-2020). Attachment 1 to this report provides a CMP Status Table for the Q4 2017 to Q1 2018 review period that illustrates:

- projects that have been completed in the review period;
- projects that were awarded or were underway during the review period;
- projects that were in procurement as of the end of the review period; and
- projects that are in development as of the end of the review period.

These projects have been prioritized according to needs and budget availability, and are scheduled to be completed per the timelines described herein. This does not represent the total number of projects within the CMP, as the City has already completed a significant number of projects (see Attachment 2) and there are a number of projects that are not scheduled to start until future years.

Projects Completed in the Review Period (Q4 2017 to Q1 2018)

In this category, the following provides the project completions and accomplishments for Q4 2017 through to Q1 2018:

- A contract for the installation of 46 CCTV traffic monitoring cameras was awarded in Q2 2017, and the project was completed by Q4 2017. Further installations (approximately 120 cameras) are planned between 2019 and 2021.
- The City's first three arterial-based CCTV traffic monitoring camera deployment contracts included routine camera maintenance contract requirements for the new devices. These three maintenance contracts were completed in 2017. Specifically:
 - The maintenance contract for Phase 2 cameras (installed 2015) was completed in Q4 2017;

- The maintenance contract for Phase 1 cameras (installed 2014) was completed in Q4 2017; and
- The maintenance contract for Phase 3 cameras (installed 2016) was completed in Q4 2017.

- Transportation Services recently funded a project with the University of Toronto to pilot the use of Unattended Aerial Vehicles (UAV) for monitoring traffic that has been diverted by the closure of roads for planned events. Traffic signal timing changes were made based on traffic observed by the UAV to help alleviate congestion. The project was awarded in Q3 2017 and completed in Q4 2017. While the pilot project was a success, flight regulations limit the UAV's applicability for traffic management. Transportation Services will monitor changes to these regulations (which are expected to relax somewhat over time).
- Procurement and installation of traffic detection devices (both in-pavement and non-intrusive) for vehicle traffic signal actuation was completed in Q4 2017. These assist in the efficient operation of traffic control signals, thereby reducing congestion. A total of 120 devices (40 non-intrusive and 80 in-pavement) were installed.
- A contract to develop a Curbside Management Strategy was awarded in Q3 2015. The objective of the project was to develop strategies that would improve upon the efficiency and effectiveness of curbside space allocation and usage for all parking and loading activities, and to reduce related congestion. The final Curbside Management Strategy was approved by City Council in Q4 2017 and the final consultant report on the Strategy received in Q1 2018.
- A mobile trailer equipped with cameras, travel-time sensors and variable message sign – known as a 'Smart Work Zone' trailer - will improve traveller information and traffic management in City of Toronto work zones. The procurement for the City's first 'Smart Work Zone' trailer was completed in Q1 2018.

Active Projects at the End of the Review Period (end of Q1 2018)

In this category, the following provides the project status for projects that were active at the end of the review period (end of Q1 2018):

- The updating of traffic signal timings as part of pro-active Traffic Signal Coordination Reviews improves traffic flow and reduces vehicle emissions, fuel consumption, stops, and overall vehicle delay. At the end of the review period, there were two on-going projects:
 - In 2017, an assignment to update traffic signal timings along 13 routes (281 signals) was initiated. This project is 80% complete to-date with an estimated completion in Q2 2018.
 - Traffic signal timings are also being updated for an additional 10 routes (208 signals) for the 2018 program. This project is 10% complete and is scheduled for completion by Q4 2018.

- An upgrade to the City's adaptive ("smart") traffic signal control technology will improve traffic flow and reduce maintenance costs relative to the existing legacy system. The pilot deployment will involve testing two different systems in two study areas at a total of 22 intersections. As of the end of this review period, the legal agreements with the two vendors were complete, and installation of the field hardware was complete for one of the two technologies. The installation for the remaining hardware is expected to be completed in Q3 2018, with all systems active and under evaluation by Q4 2018. The pilot evaluations will continue through to Q3 2019.

- Our agreement with HERE Technologies for the provision of commercially-available real-time and historical traffic data was renewed. This agreement provides the City's Big Data Innovation Team with traffic information and analytical tools leading to a greater understanding of traffic conditions across the City's road network. The contract to acquire this data dates from Q2 2017, and included optional contract extension years. This renewal is the first extension granted for this contract.
- The upgrade of the City of Toronto's Advanced Traffic Management System (ATMS) will allow the City of Toronto's Transportation Operations Centre (TOC) to better manage traffic conditions, implement traffic management strategies, and communicate traveller information to road users. The implementation including testing and training is currently underway, and the system is expected to be ready for TOC operator usage in Q4 2018.
- The City is working on Open Data Portal access to the City's real-time traffic signal control timings. This open data portal provides traffic data related to intersection inventory and real-time status updates about traffic signal timing information. Users will be able to access the portal via the City's Open Data platform to obtain an inventory of traffic signal intersections and subscribe to real-time status updates. This will allow the City to be more responsive to industry demands for this data set, and will facilitate new and emerging innovative technologies. This service is expected to be deployed by Q4 2018.
- The City is preparing an 'internal pilot' to test the effectiveness of our new 'Smart Work Zone' trailer (i.e. a mobile trailer equipped with a camera, travel-time sensors and a variable message sign). The trailer is expected to improve traveller information and traffic management in a work zone selected for this pilot deployment. The trailer will be deployed for a major construction project in Q3 2018, with the assessment running through to Q4 2018.
- The City's latest Uninterruptible Power Supply (UPS) deployment contract involved installing these back-up power supplies at 28 signalized intersections to ensure the traffic signals remain operational in the event of a power outage. The contract included two years of maintenance for these uninterruptable power supplies. This maintenance period is scheduled to be completed in Q4 2018.
- To ensure a "state of good repair" for our traffic systems, and to maintain and meet operational requirements, the City of Toronto constantly upgrades/replaces field equipment and devices. This includes communication links, traffic signal controllers, timers, variable message sign modems, cameras, etc.

□ The City is currently designing a system to better manage traffic on the Bayview Avenue Extension (and adjacent streets) during Lower Don River flooding events, and during planned and emergency closures of the Don Valley Parkway. This 'Lower Don Traffic Management System' will allow the City to open and close these roads earlier, better monitor and manage the area (including adjacent roadways), and provide detour signing for redirected traffic. The design contract was awarded in Q4 2017, and the final report is expected to be completed in Q3 2018.

Projects in Procurement at the End of the Review Period (end of Q1 2018)

In this category, the following provides the status for projects that were in procurement, and about to be awarded, at the end of the review period (end of Q1 2018):

- The City of Toronto issued a RFP to conduct a Threat and Risk Assessment (TRA) for the City's traffic systems and related infrastructure. This assessment will identify the risks facing the City's traffic systems, the related infrastructure and operational / maintenance processes, and recommend appropriate levels of protection from these risks. These recommendations will later be implemented by the City's Transportation Division to ensure these systems and infrastructure are safe and protected from viruses, cyberattacks, loss of communication, or interruptions. The Threat and Risk Assessment project was awarded in Q2 2018 and is expected to be completed in Q1 2019.
- A Request for Proposals to provide Deployment Inspection Services for civil and electrical field installation work was issued in Q1 2018. Two successful bidders will be selected to expand the City's inspection of our traffic infrastructure builds, thereby improving the quality and longevity of the work delivered. The contract is expected to be awarded in Q4 2018. The contract is expected to be complete by Q3 2019, after which it will be followed by another similar contract.

Projects in Development at the End of the Review Period (end of Q1 2018)

In this category, the following provides the status for projects that are currently being readied for procurement, or that are currently being completed in-house:

- Illuminated LED signs supporting time-of-day turn prohibitions help drivers to recognize active turn restrictions, thereby improving by-law compliance and traffic flow. Two contracts are in preparation to install approximately 64 illuminated time-of-day turn restriction signs at about 17 signalized intersections. It is anticipated that the contract will start by Q4 2018 and be completed by Q1 2019.
- As a follow-up to the Lower Don Traffic Management System design to be completed in Q3 2018, the City is currently developing the procurement documentation for the field deployment of the Lower Don Traffic Management System. It is anticipated that the agreement will start by Q2 2019 and be completed by Q1 2020.

- Transportation Services is working with Toronto Fire Services and Ambulance Services on

on a new Emergency Vehicle Pre-Emption (EVP) Strategy. A consulting assignment will be needed to prepare a design to support the strategy. It is anticipated that the design contract agreement will start by Q4 2018 and be completed by Q4 2019.

- Following the City's successful pilot of 'traffic assistive personnel' in Q3/Q4 2016, the City is currently implementing a full-time Traffic Wardens Program. The goal at this time is to deploy in 2018. The Traffic Warden positions were posted in Q2, and applicants are now being screened / evaluated. However, the commencement date for the program will be dependent on the timeline for Toronto Police Services to designate these Wardens as Special Constables. It is anticipated that this will remain an on-going program.
- A consulting assignment to prepare new uninterruptible back-up power supply installation specifications is being prepared for procurement. This assignment is expected to be released in Q4 2018.
- A consulting assignment to inspect structural integrity for the City's legacy expressway 'variable message' signs is being prepared for procurement. This assignment is expected to be released in Q3 2018, and completed by Q4 2018. This work is a preliminary step leading to the design of new signs in 2019, and the deployment of these new signs in 2020.
- A consulting assignment to prepare an operational and space design for a 'backup site for the City's Transportation Operations Centre is being prepared for procurement. This assignment is expected to be released in Q4 2018.

External Research Collaborations

Per Public Works and Infrastructure Committee direction, the following outlines the research projects undertaken using the authority under Schedule A of the Financial Control By-law:

- Transportation Services is currently working with Ryerson University to identify and test the potential use of before-after methods with "Big Data" to assess the links between policy and transportation system performance. This project will provide the City with feedback and methodologies to improve our before-after methods for various data related studies. The project was awarded in Q2 2016 and is expected to be completed by Q3 2018.
- Transportation Services is also working with the University of Toronto to develop spatial-temporal trends for traffic on the entire road network of the City of Toronto, based on count data collected. The outcome of this project will be providing the data needed to produce congestion metrics as part of the Congestion Management Plan and improve traffic volume collection and monitoring needed as part of the Road Safety Plan. The project was awarded in Q1 2017 and is expected to be completed in Q3 2018.
- In anticipation of the introduction of automated vehicles, the City has established an Interdivisional Working Group on Automated Vehicles to investigate and plan for what is

expected to be a disruptive technology. The CMP supports a portion of the automated vehicle research and planning efforts conducted by Transportation Services. In this review period, the CMP funded research and development of the draft Automated Vehicles Tactical Plan that was included in the report, "Preparing for Automated Vehicles" adopted by City Council at its meeting of January 31-February 1, 2018. The CMP also funded the first phase of community stakeholder consultation on the Tactical Plan - a series of full-day workshops with road safety, accessibility, mobility, professional driver and other groups. Two other projects wrapped up under this quarter with the submission of final reports from Ryerson University on consumer acceptance research, and the Canadian Automated Vehicles Centre of Excellence (CAVCOE) on a research workshop with City staff about non-passenger automated vehicles.

Summary

In the current status reporting period (Q4 2017 to Q1 2018, inclusive), there was:

- A total of eight (8) projects completed;
- A total of ten (10) projects active at the end of the review period;
- A total of two (2) projects in procurement at the end of the review period;
- A total of seven (7) projects in development (being prepared for procurement) at the end of the review period; and
- Three (3) research project partnerships with local universities were on-going during the review period under the 'Framework for External Research Collaborations for Transportation Services'.

Transportation Services is currently planning for the next Congestion Management Plan Update, which is expected to span the period 2020-2024. The target for reporting to Public Works & Infrastructure Committee with this update is Q1 2019.

CONTACT

Myles Currie, Director
Traffic Management Centre
(416) 392-5372
MCurrie@toronto.ca

SIGNATURE

Barbara Gray
General Manager, Transportation Services

ATTACHMENTS

Attachment 1 – CMP Status Table (Q4 2017 – Q1 2018)
Attachment 2 – Congestion Management Plan Accomplishments To-Date

Appendix 2

Excerpt from the final internal report on the TAP Pilot Program from 2016.

The Program

By way of background, Parsons Corporation was retained by the City of Toronto to undertake a Traffic Assistance Personnel Feasibility Study. The Study report was submitted in April 2015. The report documented a review of similar programs and practices that have been implemented in other major cities across North America as well as the existing related legal framework in Ontario. The Study also identified potential TAP staff structure (i.e. Special constables, TAP with no authority, Regular duty Police Officers and Paid duty Police Officers) with associated pros and cons and potential test sites along four busy corridors in the City. The Study performed a cost-benefit analysis for the potential test sites using various TAP staff structures. Based on the conclusions and recommendations of the Study, Special Constables with authority to direct traffic was determined to be the preferred option. It should be noted that under the current legislation (Highway Traffic Act — Section 134), only Police Officers are authorized to direct vehicular traffic on the roadways. Excerpts from the April 2015 TAP Feasibility Study are attached in Appendix A for reference. Further to the Feasibility Study, a thorough review of the AM and PM peak period traffic conditions at 20 corridors/intersections across the City was undertaken to determine which locations to include in the Program. Based on the review, the following eight intersections were selected for implementation of the Program:

- Adelaide Street and University Avenue (PM Peak Period only);
- Bay Street and Bloor Street;
- Bay Street and Queen Street;
- Front Street and York Street/University Avenue;
- Front Street and Simcoe Street;
- Lakeshore Boulevard West and Park Lawn Road/Marine Parade Drive (AM Peak Period only);
- Bay Street Corridor (Bloor Street to King Street West); and
- Yonge Street and Sheppard Avenue

The Program was implemented at the selected intersections/corridor during the weekday morning peak period of 7:00 am to 10:00 am and the afternoon peak period of 3:00 pm to 7:00 pm. The Program was undertaken in two phases:

- Phase 1 was conducted between June 13 and July 6, 2016 (excluding July 1); and
- Phase 2 was conducted between October 3 and October 28, 2016 (excluding October 10)

Paid Duty Officers were utilized to manage vehicular and pedestrian traffic flow through the subject intersections/corridor. They were provided with directions/instructions on how to manage the traffic flow for pedestrians/cyclists/motorists to ensure that the intersections were kept clear. Transportation Services worked with Toronto Police Service to identify key criteria for managing the intersections/corridors. These instructions were provided to the Paid Duty Officers who accepted the TAP assignments. A sample of the instructions provided for the intersection of Adelaide Street and University Avenue are attached in Appendix B for reference. Similar directions were provided for the remaining selected intersections.

Video monitoring was conducted during the first 2 weeks of Phase 1 and the last 2 weeks of Phase 2 at the intersections. The video footage was later reviewed to evaluate and determine the impacts

of utilizing TAP at the selected intersections.

The following observations were identified during Phase 1:

- When officers are present and actively engaged in managing the traffic, vehicles and pedestrians clear the intersections and reduce the frequency of blocked intersections;
- Not all pedestrians obey the pedestrian signal as some began to cross during the latter stages of the pedestrian countdown phase
- There were locations that could benefit from additional officers to better control the intersection
- Left/Right turn queues were generally reduced when officers stopped pedestrians from beginning to cross the street during the last 5-10 seconds of the pedestrian
- When officers are not present, intersection blockage occurred and pedestrians disobeyed the pedestrian countdown signal
- While specific instructions were provided to Paid Duty Officers, observations identified that site specific and/or more detailed instructions were needed
- The intersection of Park Lawn Rd & Lake Shore Blvd W was removed from after week 2 since the traffic volumes significantly diminished with the re-opening of all lanes on the eastbound Gardiner Expressway;

Comments were also solicited from the PDOs that had worked the assignments. They identified concerns and provided comments that were instrumental in how Phase 2 was to operate.

Based on the findings from Phase 1, the following modifications were made in Phase 2:

- Intersection specific instructions provided
- Addition of a Paid Duty Sergeant during the AM/PM periods of work to ensure officers are properly instructed
- Additional PDO added to the following key intersections:
 - o Simcoe St and Front St. W
 - o University Ave/York St/Front St W
 - o Adelaide St W/University Ave
- Addition of the intersection of Yonge and Poyntz Ave (last two weeks of Phase 2)
- Removal of the intersection of Lake Shore Blvd West and Park Lawn Rd;

As part of Phase 2, the intersection of Yonge Street and Poyntz Avenue was included as it was identified to have impact on the operation of the intersection of Yonge Street and Sheppard Avenue.

Traffic Assistance Personnel — Pilot Program 3

The Program observations and a summary of TAP process at each selected intersection are documented in Appendix C for reference.

Conclusions and Recommendations

Based on the overall observation of Phase 1 and Phase 2, the following are the conclusions and recommendations:

- When TAP were not present at intersections, increased incidences of intersection blockage by vehicles were observed as well as non-compliance by pedestrians of the pedestrian countdown signal;
- Increased non-compliance of traffic signals by pedestrians was observed at the intersections with heavy pedestrian volumes;
- Increased compliance of traffic signals and a reduction in intersection blockages were observed when TAP were present and actively engaged in managing vehicular and pedestrian traffic at the intersection;
- Queuing of vehicles at the turn lanes was reduced when TAP managed pedestrian traffic, which resulted in increased safety of pedestrians at the intersection;
- An active traffic management by the TAP on duty is identified as essential for success of

this Program. Some TAP on duty were observed to not actively manage traffic at the intersections. It could be attributed to lack of proper training, directions and supervision;

- It is recommended that a special unit within the Toronto Police Service that is dedicated to providing traffic management at the busy intersections should be raised until any changes in the current legislation are made, and
- It is recommended that intersection specific traffic management training should be provided to the TAP.

Appendix 3



September 21, 2017

Toronto Police Services Board
40 College St.
Toronto, ON M5G 2J3

Dear Police Board colleagues

Re: Appointment of Special Constable to Relieve Traffic Congestion

As you know, I am determined to deal with the congestion choking our roads.

I firmly believe that City Hall along with Toronto Police Service, the TTC, and all other city organizations must do everything possible to get Toronto moving. We owe it to drivers, cyclists, pedestrians, and transit riders to make sure our city moves in the best way possible.

One of the traffic fighting measures we are ready to move ahead with is the deployment of full-time traffic wardens at congestion hot spots in the city. This would build on the success of a pilot program that saw a reduction in gridlock at intersections where paid duty officers, acting as traffic wardens were deployed.

Currently, section 134 of the *Highway Traffic Act* only authorizes police officers to direct traffic and close highways. As well, Ontario Traffic Manual, Book 7, prepared by the Ministry of Transportation to identify best practices to deal with temporary road conditions, specifies that paid duty officers must be used in certain circumstances for temporary traffic control on roadways affected by construction projects.

.../2

City Hall, 100 Queen Street West, 2nd Floor, Toronto, Ontario M5H 2N2
T: 416-397-CITY (2489) F: 416-338-7125 mayor_tory@toronto.ca

Appendix 3 cont'd

- 2 -

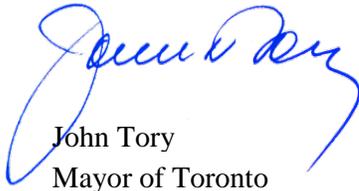
Amendments to section 134 and Book 7 would enable those other than police officers to direct traffic. However, as an alternative to legislative amendments, the Toronto Police Services Board has the ability to appoint special constables, as outlined in the Police Services Act, who will be

able to engage in active traffic direction, as long as they are approved by the Minister of Community Safety & Correctional Services.

Therefore, I am recommending that Chair Andy Pringle, on behalf of the Toronto Police Services Board, write to the Hon. Marie-France Lalonde, advising that:

1. The Toronto Police Services Board will be requesting special constables under the Police Services Act, to be authorized to direct traffic under the Highway Traffic Act; and
2. The Toronto Police Services Board requests a letter from the Province confirming that special constables appointed by the TPSB will be approved by the Minister of Community Safety & Correctional Services.

Sincerely,



John Tory
Mayor of Toronto



Toronto Police Services Board

40 College Street, Toronto, Ontario, Canada. M5G 2J3
(416) 808-8080 FAX (416) 808-8082
www.tpsb.ca



September 26, 2017

The Honourable Marie-France Lalonde
Minister of Community Safety and Correctional Services
18th Floor
25 Grosvenor Street
Toronto ON
M7A 1Y6

Dear Minister Lalonde,

The significant issue of traffic congestion in Toronto is one that the Toronto Police Services Board (the Board) has been reviewing in recent months, as it looks for effective measures to deal with this challenge, in partnership with other stakeholders. We must work together with municipal and provincial governments, as well as the TTC and other organizations, to ensure that our city moves in the best way possible.

One of the traffic-fighting measures that the City of Toronto is ready to move ahead with is the deployment of full-time traffic wardens at congestion “hot-spots” in the city. This would build on the success of a pilot program that saw a reduction in gridlock at intersections where paid duty officers, acting as traffic wardens, were deployed.

Currently, section 134 of the *Highway Traffic Act* authorizes *only* police officers to direct traffic and close highways. As well, Ontario Traffic Manual, Book 7, prepared by the Ministry of Transportation to identify best practices to deal with temporary road conditions, specifies that paid duty officers must be used in certain circumstances for temporary traffic control on roadways affected by construction projects.

Amendments to section 134 and Book 7 would enable those other than police officers to direct traffic. However, as an alternative to legislative amendments, the Board has the ability to appoint special constables, as outlined in the *Police Services Act*, who will be able to engage in active traffic direction, as long as they are approved by the Minister of Community Safety and Correctional Services.

Appendix 4 cont'd

As a result, the Board, at its meeting of September 21, 2017, in response to a letter from Mayor John Tory dated September 21, 2017 (and attached for your information), approved a Motion requesting that I write to you to advise that:

1. The Toronto Police Services Board will be requesting special constables under the *Police Services Act*, to be authorized to direct traffic under the *Highway Traffic Act*; and
2. The Toronto Police Services Board requests a letter from the Province confirming that special constables appointed by the TPSB will be approved by the Minister of Community Safety and Correctional Services.

I look forward to your response.

Sincerely,

A handwritten signature in black ink, appearing to read 'AP', with a long horizontal flourish extending to the right.

Andy Pringle
Chair
Toronto Police Services Board

cc. Members, Toronto Police Services Board

Att.

Appendix 5

**Ministry of Community Safety
and Correctional Services**

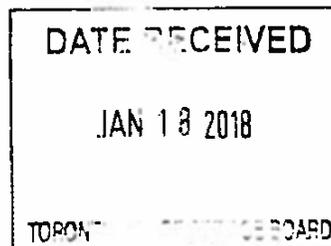
Office of the Minister

25 Grosvenor Street
18th Floor
Toronto ON M7A 1Y6
Tel: 416-325-0408
Fax: 416-325-6067**Ministère de la Sécurité communautaire
et des Services correctionnels**

Bureau de la ministre

25, rue Grosvenor
18^e étage
Toronto ON M7A 1Y6
Tél. : 416-325-0408
Télééc. : 416-325-6067

JAN 15 2018



MC-2017-2447

Mr. Andy Pringle
Chair
Toronto Police Services Board
40 College Street
Toronto ON M5G 2J3

Dear Mr. Pringle:

Thank you for your letter informing me of your Board's intention to appoint Special Constables able to direct traffic under the *Highway Traffic Act* (HTA).

For a special constable to use powers under the HTA, the sponsoring board must submit a formal request to the ministry, asking for amendments to the appointments of those special constables. This request needs to take the form of a signed letter outlining the name(s) and employer(s) of the special constable(s) on whom those additional police powers will be given, as well as an explicit indication of the specific HTA provisions that are being requested.

For these powers to be given to individuals applying to become or to be reappointed as a special constable, the provisions must be stated in the corresponding areas of Section B on page two of the 'Application for Appointment as Special Constable' form. In either case, a police power request must be accompanied by a "justification", which should communicate the requested provision(s) in full, and provide an explanation as to the context of the request (i.e., why the special constable requires this police power).

Special Constable requests are generally approved with no issues.

Additionally, there are already communities who have special constables with certain HTA-related police powers granted to them. They include: Cobourg Police Service; Dryden Police Service; St. Thomas Police Service; Ottawa Police Service (RCMP); University of Guelph Special Constables; Western University (London) Special Constables; Brock University (Niagara) Special Constables and Niagara Parks Police; and the Ontario Provincial Police (GO Transit).

Appendix 5 cont'd

Mr. Andy Pringle
Page 2

If you have any questions on this matter, please call Mr. Stephen Waldie, Director of the ministry's External Relations Branch, Public Safety Division, at 416-325-3132.

Thank you again for your letter.

Sincerely,

A handwritten signature in black ink, appearing to read "M. Lalonde". The signature is fluid and cursive.

Marie-France Lalonde
Minister

c: Mr. Stephen Waldie, Director, External Relations Branch
Public Safety Division



Toronto Police Services Board Report

November 5, 2018

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Cafeteria Services Vendor of Record – Toronto Police College

Recommendations:

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

- (1) approve Compass Group Canada (Compass) as the vendor for the provision of cafeteria services at the Toronto Police College (College) for a period of five years commencing on January 1, 2019 to December 31, 2023; and
- (2) authorize the Chief of Police to exercise the optional five one- year extensions on behalf of the Board, and subject to satisfactory vendor performance and other considerations.

Financial Implications:

The current agreement with Compass provides for the exclusive use of the kitchen and food servery areas at the College. This agreement for the provision of cafeteria, catering and vending machine services includes the payment of a compensation fee to the Toronto Police Service (Service) based on the total cafeteria, catering and vending machine revenue at the College. The compensation fee with Compass will be three percent on cash sales up to \$250,000, and five percent on cash sales above the \$250,000 threshold. Further, the Service will receive a compensation fee of five percent for all vending machine sales.

Under the agreement with Compass, compensation fees are to be paid to the Service on a quarterly basis. The fees will be utilized for repairs and improvements to the cafeteria equipment at the College that is owned by the Service.

Background / Purpose:

Compass currently has an agreement with the Service to provide breakfast and lunch time cafeteria services to its staff, participants in meetings or training sessions at the College and other individuals who attend the training facility for various purposes. Compass also provides catering services for functions, and operates vending machines located at the College.

The current agreement with Compass expires on December 31, 2018. Accordingly, the purpose of this report is to obtain Board approval for a new cafeteria services vendor.

Discussion:

To secure a new cafeteria services provider at the College, the Service's Purchasing Services unit (Purchasing) issued a Request for Proposal (R.F.P.) number 1280590-18 on July 25, 2018. The R.F.P. was advertised on MERX, an electronic tendering service, and closed on August 21, 2018.

Five vendors downloaded the R.F.P. documents. However, only one proposal submission was received from the incumbent, Compass Group Canada.

Prior to the R.F.P., Purchasing also conducted a preliminary Request for Information (R.F.I.) with an on-site walkthrough with the goal of generating some interest from vendors. However, only one vendor, Compass, attended the site walk-through.

The submission from Compass was evaluated based on the following weighted criteria as outlined in the R.F.P. document:

- Experience and Capabilities
 - Area of specialty and expertise (10 points)
 - Environmental sustainability (5 points)
 - Additional services (10 points)
- Certifications and Awards (30 points)
- Policies
 - Health and Safety (5 points)
 - Environmental sustainability (5 points)
 - Employee relations (5 points)
 - Local participation (5 points)
- Compensation fee percentage for cash and vending sales (25 points)

Within each of these weighted criteria, points were assigned by the evaluators based on a definitive, numerical scoring system.

Conclusion:

The evaluation of the proposal from Compass has confirmed that the vendor is compliant with the R.F.P. requirements. Compass Group Canada is, therefore, recommended as the vendor for a five-year period commencing January 1, 2019, with five additional one-year optional extensions at the discretion of the Chief of Police, and subject to satisfactory performance by the vendor and other considerations.

The proposed agreement with Compass will allow for the continuation of food services at the College, as well as catering services for in-house meetings and special events both during normal operating hours (7 a.m. to 3 p.m. daily, Monday through Friday) and after hours on a special order basis. The vendor will also be required to maintain vending machine services for use both within and outside of normal operating hours.

Under the new agreement, the Service will continue to receive a compensation fee from Compass based on a percentage of the revenue from the cafeteria, catering, and vending machine sales.

Mr. Tony Veneziano, Chief Administrative Officer, will be in attendance to answer any questions the Board may have regarding this report.

Respectfully submitted,

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



Toronto Police Services Board Report

November 2, 2018

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Versadex Records Management System Maintenance Agreement – Single Source Extension of Contract

Recommendation:

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

- (1) approve the continued use of Andy Hunter Consultants Inc. (Andy Hunter) to provide ad hoc business analysis services for the Toronto Police Service's (Service) support and enhancement of the Versadex system for the period January 1, 2019 to December 31, 2019; and
- (2) authorize the Chief of Police to exercise future extensions of the agreement with Andy Hunter, for business analysis services, if and as required.

Financial Implications:

The total cost to continue to use the contracted service provider recommended is not expected to exceed approximately \$50,000 annually, and will be funded from the Service's 2019-2028 State of Good Repair (S.O.G.R.) Capital Program, in 2019 and future years.

Since 2013, the Service has spent approximately \$540,000 on the services provided by Andy Hunter, broken as follows.

2013: \$96,500.00	2016: \$34,000.00
2014: \$181,500.00	2017: \$30,000.00
2015: \$178,000.00	2018: \$20,000.00

As the above chart shows, the majority (approximately \$360,000) of the expenditure took place in the immediate two years (2014 and 2015) post implementation of the Versadex in November 2013. This was required to deal with issues and deficiencies and to further enable the functionalities of the Versadex system.

The annual expenditure in the last 3 years has averaged about \$28,000 for support and enhancement services. The expenditure in 2019 is expected to increase to about \$50,000, due to work required to enable the Enterprise Business Intelligence project currently in progress.

Andy Hunter has consistently maintained a rate of \$100 per hour, and has committed to this same rate through 2019.

Background / Purpose:

At its meeting on October 20, 2011, the Board approved a contract award to Versaterm Inc. for the supply and delivery of software, maintenance and professional services in relation to the acquisition and implementation of a new records management system (Min. No. P262/11 refers).

The Versadex System is an integrated Records Management System (R.M.S.) that provides core business functionality to the front line and support operations across the Service.

The Service-wide implementation of the Versadex system on November 5, 2013, was followed by a stabilization period managed by the Service's Business Change Management (B.C.M.) team, who was also responsible for the continued enhancement of the Versadex system. The B.C.M. team sustains the Service's Versadex change management efforts and provides day-to-day application/business support and addresses system, process and other issues. It remains staffed with uniformed members and is not permanently resourced.

The business analysis services provided by Andy Hunter were originally a single source arrangement based on the contractor's extensive experience with the implementation of the Versadex records management system at the London (Ontario) Police Service. As a result of a continued need for these services, the Board approved a one year single sourced extension of contract for Andy Hunter at its meeting on November 13, 2014 (Min. No. P254/14 refers) at a cost of \$180,000 and also on January 20, 2016 (Min. No. P9/16 refers) at a cost of \$34,000.

The Service will continue to require these services, support and enhancement of Versadex, and a single source to Andy Hunter continues to be required due to his extensive experience with the Service's record management system, processes, data and technological landscape. The significant number of vacancies that exist in Service's Information Technology function, due to the hiring moratorium, further justifies the need for these external services.

Discussion:

Versadex is the Service's core business system that touches and is utilized by operational and support units across the Service.

Andy Hunter Consulting has provided excellent business analysis services during his contract term, including assisting and facilitating:

- Day-to-day support, including setting system permission for Service members
- Product changes and vendor/production change management
- Real-time/adhoc reports for C.P.I.C. and Master Name Index (M.N.I.) maintenance
- Business analysis and technical writing
- Developing 4GL programs
- Confirming business processes and many other tasks to support front-line officers

Through his significant and direct previous knowledge of the Versadex system, Andy Hunter has developed numerous customized reports created outside the Versadex application, which provide efficiencies to various business units across the organization. Some examples of the daily reports are as follows:

- Outstanding Disclosure Report
- Fail to Appear for Print Report
- Route/Audit Report
- Stale Folder Report
- Transcription Activities Report
- Charge Processing Activities Report
- Case Manager Updates via Outlook Report
- Charge Disposition/Next Court Date eJust Sync
- Court Folder/eJust Information Number Update
- Outstanding Video Disclosure Report
- Outstanding Warrant Report
- C.D.M. Follow-Ups Closed by Non-C.D.M. Personnel Report
- Occurrences To Be Reported to V.W.A.P. Report
- Occurrences To Be Reported to Victim Services Report
- Change Lead Investigator In V.D.X./eJust Update
- Computer Aided Dispatch (CAD) calls/GO's at Critical Infrastructure Locations Report
- D/S 6 Month in Advance Member Court Report

These reports have created efficiencies and improvement in business operations by delivering pertinent information required in real-time, negating the need for manually searching/extracting data from Versadex.

Conclusion:

Versadex is the Service's largest core information system that touches, and is utilized by, almost every operational and support unit in the Service. The system went live in November 2013. The size and complexity of the system, combined with the large number of users, has required significant effort over the post-implementation period to deal with process, system, reporting and other issues, and to ensure the full scope of the system is enabled.

While there has been some knowledge transfer from Andy Hunter to internal Information Technology (I.T.S.) staff, the level of the knowledge transfer has been somewhat limited due to the current staffing shortage in I.T.S. Therefore, the extension of this business analysis services contract with Andy Hunter is required to assist with the continued support of Versadex as it relates to the above tasks, plus to assist other project teams with the understanding and validating Versadex data and impacts. Knowledge transfer to internal staff will continue to occur, wherever possible.

Mr. Tony Veneziano, Chief Administrative Officer, will be in attendance to answer any questions from the Board.

Respectfully submitted,

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

Filename: Versadex Records Management System Maintenance Agreement – Single Source Extension of Contract



Toronto Police Services Board Report

November 1, 2018

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Security System Vendor of Record and Maintenance Contract for Facility Security Systems

Recommendations:

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

- (1) approve Johnson Controls Canada L.P. as the Vendor of Record for security system design, supply and installation of equipment for facility related security requirements for a three-year term commencing January 1, 2019 to December 31, 2021 with two additional one-year option extensions;
- (2) approve Johnson Controls Canada L.P. as the Vendor of Record for the provision of maintenance of existing security systems for the Toronto Police Service (Service) for a three-year term commencing January 1, 2019 to December 31, 2021 with two additional one-year extensions; and
- (3) authorize the Chief of Police to extend the two additional one-year option periods, subject to satisfactory performance of the vendor and other considerations effective January 1, 2022 to December 31, 2023.

Financial Implications:

The security system design, supply, and installation of equipment for facility related security requirements are budgeted and approved on a project by project basis within the Service's Capital Program. Therefore, costs to modify or install a security system will only be incurred for a new facility or renovation to an existing facility, and funds are provided for this purpose in the respective capital project. The estimated annual cost of security projects can range between \$600,000 to \$1.5 Million (M) (excluding taxes) depending upon the complexity and size of the security system.

The estimated annual cost for the Service-wide maintenance of existing security systems is based on the requirements to repair and maintain existing equipment, as well as a provisional allowance for unanticipated replacement parts and service. Funds for this purpose are included in the Service's annual operating budget request.

The estimated cost for Service-wide maintenance of security systems in 2019 is \$280,000. The annual cost for the years 2020 to 2023 includes inflationary increases, and the estimated annual amount will be included in the operating budget request for each respective year. The estimated cost for the five-year maintenance program is \$1.5M.

Background / Purpose:

The Service requires a Vendor of Record (V.O.R.) agreement to maintain and repair the existing security systems (access control and video surveillance) and to provide new systems for new builds and renovated facilities. In addition, the service provider will provide qualified, experienced personnel to perform scheduled and on-demand maintenance to the existing systems on a 24/7 hourly basis, as required.

Johnson Controls Canada L.P. (J.C.C.) is the current V.O.R. for equipment supply, as well as the provision of design, installation and maintenance services for the Service's facility security systems. The contract with Johnson Controls Canada L.P. expires on December 31, 2018.

The purpose of this report is to obtain Board approval for a new V.O.R. agreement for the Service's facility security requirements.

Discussion:

To secure a new V.O.R. for the provision, installation, and maintenance of the Service's security systems, the Service's Purchasing Services unit issued Request for Proposal (R.F.P.) #1274590-18 on July 24, 2018. Prior to the issuance, the Service's security consultant reviewed the R.F.P. requirements and conditions to ensure they were generic and meet the Service's needs.

The R.F.P. was advertised on MERX, an electronic tendering service, and closed on August 28, 2018. The R.F.P. was reviewed by 38 suppliers, 13 of which ordered a complete set of documents. At closing, only one proposal submission was received from the incumbent J.C.C.

All 12 suppliers were contacted to solicit their feedback as to why they did not submit a proposal. Five responses were received, indicating that they did not have the required software certification and/or did not meet the mandatory requirements as outlined in the R.F.P.

The submission from Johnson Controls Canada L.P. was evaluated based on the following set of weighted criteria as outlined in the R.F.P.:

- Years of service/number of technicians/proximity to the G.T.A. (15 points)
- Experience with the security system(s) utilized by the Service (30 points)
- Qualifications/experience of personnel and backup resources (20 points)
- Maintenance schedule (frequency/level of service/completeness) (15 points)
- Maintenance Agreements cost and itemized price list proposal (20 points)

Within each of these weighted criteria, points were assigned by the evaluators based on a definitive, numerical scoring system.

Conclusion:

The evaluation of the bid submission from Johnson Controls Canada L.P. has confirmed that the vendor meets the R.F.P. requirements and is, therefore, being recommended as the Vendor of Record for a three-year period commencing January 1, 2019 with an option to extend for two additional one-year periods, at the discretion of the Chief of Police.

In accordance with the agreement, the vendor will be subject to performance evaluations during the term of the agreement.

Mr. Tony Veneziano, Chief Administrative Officer, will be in attendance to answer any questions the Board may have regarding this report.

Respectfully submitted,

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



Toronto Police Services Board Report

October 26, 2018

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Prisoner Meals – Contract Extension

Recommendation(s):

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

1. approve the first one year extension option of the existing contract with Pegasus Lunchbreak for the supply and delivery of prisoners' meals at a cost of \$5.48 (inclusive of taxes) per meal, for the period January 1, 2019 to December 31, 2019 (Min. No P262/16 refers); and
2. authorize the Chief of Police to extend the remaining two additional one year option periods, at the discretion of the Chief of Police.

Financial Implications:

Based on the cost per meal and the projected prisoner meals required, the estimated cost for prisoner meals in 2019 is \$460,000 (including taxes). This amount has been included in the 2019 operating budget request. Future year requirements will be included in the operating budget requests for those years.

Background / Purpose:

At its meeting of November 17, 2016, the Board approved Pegasus Lunchbreak as the vendor for the supply and delivery of prisoners' meals at a cost of \$5.37 (including taxes) per meal for the period of January 1, 2017 to December 31, 2018, with the option to extend, at the Board's discretion, for three separate one-year terms at a cost of \$5.48 per meal (inclusive of taxes) for the period of January 1, 2019 to December 31, 2019 and \$5.65 (inclusive of taxes) per meal for the period of January 1, 2020 to December 31, 2021. The purpose of this report is to obtain Board approval of the first one-year option period and to request that the Board authorize the Chief of Police to exercise the remaining two one-year option periods, instead of having to obtain Board approval for

the extensions. Given the value of the contract and nature of the items being purchased, granting the authority to the Chief would be appropriate and more efficient, as it avoids having to submit a report to the Board for each extension.

Discussion:

This contract is for the supply of meals to prisoners held in custody by the Toronto Police Service (Service) in order to attend court. Court Services provides prisoners meals that have sufficient sustenance to enable the prisoners to participate in their court appearances. Prisoner meals consist of two sandwiches and a drink provided during the court recess.

The current prisoners' meal contract extension with Pegasus Lunchbreak expires on December 31, 2018. To date, the service and products provided by Pegasus Lunchbreak have proven satisfactory and fall within standard acceptable nutritional guidelines.

Conclusion:

As a result, the Service is requesting the Board approve the first extension option year from January 1, 2019 to December 31, 2019, and grant authority to the Chief to extend the remaining option periods, provided the Service is satisfied with the quality of the products and service provided by the vendor.

Prior to the end of the third option year, the Service will conduct a competitive request for quote process to establish a new contract.

Deputy Shawna Coxon, Priority Response Command, and Mr. Tony Veneziano, Chief Administrative Officer, 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

MS/clg

Filename: Prisoner Meals – Contract Extraction.docx



Toronto Police Services Board Report

October 25, 2018

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Medical Advisory Services – Vendor Selection

Recommendations:

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

1. Workplace Medical Corp. as the vendor to support and perform fitness for duty assessments and determinations, as well as provide occupational health, safety and medical consulting services for a three-year term, from January 1, 2019 to December 31, 2021; and
2. an option to extend, at the discretion of the Chief of Police, for two separate and additional one-year periods thereafter, provided the terms and conditions are agreeable to both parties and satisfactory performance by the vendor.

Financial Implications:

Based on the proposed hourly rate and the estimated annual occupational health and safety and medical consulting services required, the estimated cost in each year of the three year term is estimated to be \$364,000, including taxes. This amount will be included in the Toronto Police Service's (Service) operating budget request for each year of the three-year term. It should be noted, however, that the estimated cost will be impacted by the number of assessments and other services required.

Background / Purpose:

The current contract for the provision of fitness for duty assessments and occupational health, safety and medical consulting services held by Wellpoint Health Ltd. will expire on December 31, 2018.

The purpose of this report is to provide the Board with information on the results of the Request for Proposal (R.F.P.) process, and to recommend the selected vendor for Board approval.

Discussion:

The Medical Advisor, as provided for in our collective agreements, is required to have medical charge of all employees who, on account of illness, injury and disability, are unable to perform their duties and/or work assignments. To fulfil this role, the Chief of Police requires Medical Advisors to oversee, support and perform fitness for duty assessments and provide any other required occupational health and safety and medical consulting services. The services provided by the Medical Advisory Service are not intended for primary medical care, as this is at the discretion of the member and not the employer.

On August 22, 2018, an R.F.P. (#1284054-18) was issued by the Service's Purchasing Services unit to potential vendors to provide medical advisory services for a three-year period, with an option to renew for an additional two separate and additional one-year periods at the Chief's discretion, and subject to satisfactory performance by the vendor. The results of the R.F.P. are summarized below.

R.F.P. Process and Results

The Service advertised the R.F.P. using MERX, an electronic tendering service. Twenty-two vendors downloaded the R.F.P. package.

The R.F.P. closed on September 17, 2018, and a total of five proposals were received from the following proponents:

- Oncidium Inc. - Workplace Health and Cost Solutions
- Workplace Medical Corp.
- Drs. Schweigert and Dykeman
- Wellpoint Health Ltd.
- Winsor Health Services Inc.

The evaluation criteria and accompanying points for the service provider selection were included in the R.F.P., and are provided below:

- Demonstrated competence in medical advisory services (10)
- Understanding of the issues specific to fitness for duty assessments and determinations of law enforcement applicants (10)
- Understanding of the issues specific to work in a law enforcement, public safety and emergency services environment and interaction in a unionized environment (10)
- Firm, experiences and successes (5)
- Proponents' profile/qualifications (10)
- Profile /qualifications (10)
- Reference letters (5)
- Value added merit (i.e. additional services that are being provided at no cost to the Service) (10)
- Presentation (10)

An evaluation of the proposals was performed against the pre-determined evaluation criteria listed above. Each submission was compared with the needs of the Service for medical advisory services. From this evaluation, the three highest scoring proponents, Oncidium Inc., Workplace Medical Corp., and Drs. Schweigert and Dykeman, moved on to the presentation stage of the process. After the presentation, pricing envelopes were opened and the final evaluation was conducted.

Conclusion:

As a result of a competitive procurement process and evaluation, Workplace Medical Corp. achieved the highest vendor score, and also provided the lowest hourly cost.

It is therefore recommended that the Board approve Workplace Medical Corp. as the vendor to oversee, support and perform fitness for duty assessments and determinations, as well as occupational health, safety and medical consulting services for a three-year term, from January 1, 2019 to December 31, 2021, with an option to extend, at the discretion of the Chief of Police.

Barbara McLean, Deputy Chief, Human Resources Command, and Tony Veneziano, Chief Administrative Officer, will be in attendance to respond to any questions from the Board.

Respectfully submitted,

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

MS:IN:pt



Toronto Police Services Board Report

November 9, 2018

To: Chair and Members
Toronto Police Services Board

From: Andy Pringle
Chair

Subject: Independent Civilian Review into Missing Persons Investigations – Account for Professional Services

Recommendation(s):

It is recommended that the Board approve payment of an invoice dated October 31, 2018, in the amount of \$48,056.96 and that such payment be drawn from the Board's on-going operating budget for professional services rendered by Honourable Gloria Epstein and Cooper, Sandler, Shime and Bergman LLP.

Financial Implications:

The total amount invoiced to date is \$143,570.64.

Background / Purpose:

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). The Board has now received the Review's second account for services rendered up to and including October 31, 2018, in the amount of \$48,056.96.

Discussion:

I have attached a copy of the Review's detailed account for services renders, up to and including October 31, 2018, in the amount of \$48,056.96. A detailed statement is included on the in-camera agenda for information.

Conclusion:

It is, therefore, recommended that the Board approve payment of an invoice dated October 31, 2018, in the amount of \$48,056.96, and that such payment be drawn from the Board's on-going operating budget for professional services rendered by Honourable Gloria Epstein and Cooper, Sandler, Shime and Bergman LLP.

.

Respectfully submitted,

Andy Pringle
Chair

IN ACCOUNT WITH

October 31, 2018

PRIVATE AND CONFIDENTIAL

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

**COOPER, SANDLER
SHIME & BERGMAN LLP
BARRISTERS & SOLICITORS**

SUITE 1900
439 University Avenue
Toronto, Ontario
M5G 1Y8

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

Re: The Independent Civilian Review into Missing Persons Investigations – Our Invoice #11184

FOR SERVICES RENDERED: From October 1, 2018 to October 31, 2018

Total Fees	\$22,668.00	
HST on Fees (13%)	2,946.84	
Total Fees & HST		\$25,614.84
Disbursements Sub-total	\$19,496.06	
HST on Disbursements (13%)	2,946.06	
Total Disbursements & HST		\$22,442.12
TOTAL FEES AND DISBURSEMENTS		\$48,056.96
for this account dated	October 31, 2018	
BALANCE OWING		\$48,056.96

THIS IS OUR ACCOUNT HEREIN

Cooper Sandler Shime & Bergman LLP


Mark J. Sandler

E. & O.E.

Total HST:\$5,892.90
HST #:122552227



Toronto Police Services Board Report

November 1, 2018

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: 2018 Operating Budget Variance for the Toronto Police Service, Period Ending September 30, 2018

Recommendation:

It is recommended that the Toronto Police Services Board (Board) forward a copy of this report to the City of Toronto's (City) Chief Financial Officer for information and inclusion in the overall variance report to the City's Budget Committee.

Financial Implications:

At its October 26, 2017 meeting, the Board approved the Toronto Police Service's (Service) budget request at \$1,005.3 Million (M) (Min. No. P227/17 refers), a 0% increase over the 2017 approved operating budget.

At its November 7, 2017 meeting, Toronto City Council (Council) approved the transfer of the Beach Lifeguard Program (effective November 10, 2017) and the School Crossing Guard Program (effective August 1, 2019) to the City. As a result, the Service's 2017 operating budget has been restated downward by \$9.0M to \$996.3M.

Subsequently, Council, at its February 12, 2018 meeting, approved the Service's 2018 operating budget at \$996.3M, a 0% increase over the restated 2017 operating budget.

As at September 30, 2018, the Service is projecting a favourable variance of \$0.2M.

Background / Purpose:

The purpose of this report is to provide the Board with the Service's projected year-end variance as at September 30, 2018.

Discussion:

As at September 30, 2018, a \$0.2M favourable variance is anticipated. This is a \$1.8M improvement from the June 30, 2018 variance report (Min. No. P172/18 refers) that projected a \$1.6M unfavourable variance. This change is primarily due to more

favourable variances in the salaries and benefits categories, which are partially offset by a more unfavourable premium pay variance. The overall projected variance does not include any potential impact from the uncertainty related to Provincial grants which are on hold pending a review of Provincial funding programs.

The following chart summarizes the variance by expenditure and revenue category.

Details regarding these categories are discussed in the section that follows.

Category	2018 Budget (\$Ms)	Actual to Sep 30/18 (\$Ms)	Projected Year-End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Salaries	\$751.2*	\$553.0	\$741.1	\$10.1
Premium Pay	\$44.0	\$44.2	\$61.4	(\$17.4)
Benefits	\$208.0	\$149.3	\$202.6	\$5.4
Materials and Equipment	\$26.3	\$21.9	\$27.3	(\$1.0)
Services	\$79.0	\$50.7	\$78.6	\$0.4
Contributions to / (Draws from) Reserves	\$23.9	\$0.0	\$23.9	\$0.0
Revenue	(\$135.9)	(\$76.7)	(\$138.6)	\$2.7
Total Net	\$996.5	\$742.4	\$996.3	\$0.2

*At its meeting on December 5, 2017, City Council adopted item EX29.27 Budget Impacts of New Minimum Wage Policy and Other Proposed Bill 148 Changes, which included a preliminary assessment of financial impacts arising from the implementation of Bill 148. As part of the 2018 Budget process, staff allocated a provision of \$1.895M in the Non-Program Expenditure account to cover the net costs to the City based on this report. Subsequently, in August of 2018, City staff allocated a transfer from the approved provision for Bill148 impacts from Non-Program Expenditure account to the Service for \$0.127M gross and net. The table above reflects the additional \$0.127M amount.

It is important to note that expenditures do not all follow a linear pattern and therefore year-to-date expenditures cannot be simply extrapolated to year-end. Rather, the projection of expenditures to year-end is done through an analysis of all accounts, taking into consideration factors such as expenditures to date, future commitments expected and spending patterns. In addition, the Service receives in year grant funding, and the revenue and expense budgets are adjusted when the receipt of funds is confirmed.

Salaries:

A favourable variance of \$10.1M is projected in the salaries category.

Expenditure Category	2018 Budget (\$Ms)	Actual to Sep 30/18 (\$Ms)	Projected Year-End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Uniform Salaries	\$565.5	\$421.3	\$558.00	\$7.5
<i>115 higher than budgeted separations 2018 (160 to 275)</i>				\$6.7
<i>2017 higher than budgeted separations carry over (215 vs 232)</i>				\$2.2
<i>Increased 2018 hiring of 210 (60 to 246)</i>				(\$1.5)
<i>Other</i>				\$0.1
Civilian Salaries	\$185.7	\$131.7	\$183.10	\$2.6
<i>Communications Operators (up to 60)</i>				(\$1.6)
<i>Special Constables (up to 40)</i>				(\$0.4)
<i>Court Officers (up to 52)</i>				(\$0.8)
<i>Higher than budgeted Separations (90 to 115)</i>				\$1.5
<i>Lower than budgeted Hires</i>				\$3.9
Total Salaries	\$751.2	\$553.0	\$741.1	\$10.1

Uniform Officers - The 2018 approved budget included funding for 60 uniform hires and assumed that there would be 160 uniform officer separations during the year. To date, the Service has experienced a significant increase in resignations and retirements and is now projecting that there will be 275 separations for the year, compared to the 160 included in the 2018 budget. This results in a projected favourable variance of \$6.7M. Approximately 20% of the separations are for members who resigned to join other police services – this rate has been consistent over the last few years. In addition, as a result of higher than anticipated separations at the end of 2017 (232 actual for the year versus budgeted of 215), uniform staffing levels at year-end 2017 were lower than assumed at the time the 2018 budget was prepared. The lower than anticipated staffing results in an annualized salary savings of \$2.2M in 2018. As a result of the increased separations, it is necessary to increase and accelerate hiring to maintain staffing at adequate levels. The Service is therefore planning for 246 uniform hires during 2018, including hiring experienced officers from other services. As at September 30, 91 have been hired and an additional 155 are planned to the end of the year, resulting in \$1.5M of increased salary costs.

Civilians - The 2018 approved budget assumed that there would be 90 civilian separations during 2018. However, civilian separations have been occurring at a rate greater than planned (projected at 115 versus budget of 90), resulting in salary savings projected to be \$1.5M.

The 2018 approved budget assumed 109 of hires. This funding represents replacement of the higher than anticipated civilian separations that occurred during 2017, funding to hire staff related to the People and Culture pillar transformation and 30 additional strategic hires. Due to the high number of key civilian vacancies that have accumulated

due to the hiring moratorium, staffing these positions has taken longer than anticipated, resulting in projected savings of \$3.9M.

In addition to these approved strategic hires, the Board has approved in-year, the following hiring requests in response to critical operational requirements or The Way Forward report:

- an increase of 53 positions to the Communication Operator establishment, as well as the hiring of additional operators so that this critical unit can achieve required response standards (Min. No. P65/18 refers). To date we have hired 20 Communications Operators and plan to hire an additional 40 by year end;
- 40 new Special Constable positions to support the civilianization of specific functions currently performed by uniform officers, allowing uniform officers to focus on core policing duties (Min. No. P26/18 refers). To date, 14 Special Constables have been hired, with the plan to hire an additional 26 by year end; and
- the resumption of the hiring of Court Officers (up to 52) as a result of high workload demands and vacancies. To date no Court Officers have been hired, but the a plan is to hire 22 by year end.

None of these initiatives were included in the 2018 operating budget, as full details were not known at the time the budget was developed and approved.

The cost of these aforementioned initiatives is \$2.8M in 2018, down from previously reported estimates of \$4.0M, due to hiring delays. Once fully hired, the annualized impact is \$13.5M.

Premium Pay:

An unfavourable variance of \$17.4M is projected in the premium pay category.

Expenditure Category	2018 Budget (\$Ms)	Actual to Sep 30/18 (\$Ms)	Projected Year-End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Uniform	\$39.0	\$38.9	\$54.2	(\$15.2)
Civilian	\$5.0	\$5.3	\$7.2	(\$2.2)
Total Premium Pay	\$44.0	\$44.2	\$61.4	(\$17.4)

Even though uniform premium pay was significantly overspent in 2017, the 2018 operating budget did not include any increases to the uniform premium pay budget in an effort to achieve a 0% increase over the 2017 operating budget. Currently, the Service is projecting a \$15.2M cost pressure in uniform premium pay, up from the \$9.7M reported previously. A portion of this pressure (\$1.5M) is offset by increased recoveries from the City for attendance at Provincial Offences Act courts, as seen in the Revenue section below. The remaining pressure is mainly a result of reduced staffing levels and

high profile/extraordinary cases and events. This projection also includes \$2.7M in expenditures for increased overtime required for Summer Safety/Gun Violence Reduction Plan and subsequent Fall Maintenance Plan that will be funded by the City, if required. In addition, there has been a significant reduction in the ability for members to utilize their lieu banks by taking days off. This is projected to result in a significant increase in members cashing out their lieu banks instead. Approximately \$4.5M of the projected over expenditure is attributed to members inability to take time off and therefore paid out in cash instead. The Service will endeavour to reduce its premium pay spending to minimize further overages. However, it is difficult to achieve given that premium pay is subject to the exigencies of policing and the aforementioned staffing pressures, as well as continued police presence required at planned and ad hoc events.

Additional premium pay is also incurred as units address critical workload issues resulting from a significant number of civilian staff vacancies across the Service. Civilian overtime and call-backs are authorized when required to ensure deadlines are met; key service levels maintained; and tasks completed in order to ensure risks are mitigated and additional hard dollar costs are avoided. At this time, the projected unfavourable civilian premium pay variance is \$2.2M, up from \$1.4M reported previously.

The projected higher than budgeted premium pay expenditures have been partially offset by savings in uniform and civilian salaries.

Benefits:

A favourable variance of \$5.4M is projected in this category.

Expenditure Category	2018 Budget (\$Ms)	Actual to Sep 30/18 (\$Ms)	Projected Year-End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Medical / Dental	\$45.3	\$23.4	\$41.8	\$3.5
O.M.E.R.S. / C.P.P. / E.I. / E.H.T.	\$128.2	\$100.7	\$125.2	\$3.0
Sick Pay Gratuity /C.S.B./L.T.D.	\$18.5	\$14.7	\$18.5	\$0.0
Other (e.g., W.S.I.B., life insurance)	\$16.0	\$10.5	\$17.1	(\$1.1)
Total Benefits	\$208.0	\$149.3	\$202.6	\$5.4

Medical and dental spending is impacted by many factors such as staffing levels, age of staff, age of family dependents, changes in drug costs and changes in dental fee schedules. Year to date trends for medical and dental expenditures are favourable and the Service is reflecting a \$3.5M favourable variance. This favourable variance now reflects spending for medical costs as it now appears that changes to O.H.I.P. coverage for Ontarians under the age of 25 will not negatively impact the Service in 2018. Favourable variances in the O.M.E.R.S. /C.P.P. /E.I. /E.H.T. category is a result of reduced staffing levels.

In January 2018, the work-related Chronic Mental Stress policy came into effect, through which people claiming work related stressors such as harassment or bullying can be eligible for entitlement to W.S.I.B. This, along with the passing of presumptive legislation for P.T.S.D. for first responders in 2016, has increased W.S.I.B. costs incurred by the Service. W.S.I.B. costs were \$6.7M in 2016 and are now projected to be \$9.2M in 2018. The Service has recently staffed the vacancy of the Manager of Wellness position and part of their mandate will be to proactively and more effectively manage our approach to these costs.

Materials and Equipment:

An unfavourable variance of \$1.0M is projected in this category.

Expenditure Category	2018 Budget (\$Ms)	Actual to Sep 30/18 (\$Ms)	Projected Year-End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Vehicles (gas, parts)	\$11.1	\$8.7	\$11.0	\$0.1
Uniforms	\$3.5	\$4.2	\$4.2	(\$0.7)
Other Materials	\$4.5	\$3.6	\$4.5	\$0.0
Other Equipment	\$7.2	\$5.4	\$7.6	(\$0.4)
Total Materials & Equipment	\$26.3	\$21.9	\$27.3	(\$1.0)

Service consumption for gasoline has been lower than estimated, but gas prices have been greater than budgeted and have partially offset savings from the lower consumption. The unfavourable variance in uniforms is a result of the increased hiring (officers, special constables and court officers), not originally planned. The unfavourable variance in other equipment is a result of several small budget pressures, for example new equipment for bicycles.

Services:

A favourable variance of \$0.4M is projected in this category.

Expenditure Category	2018 Budget (\$Ms)	Actual to Sep 30/18 (\$Ms)	Projected Year-End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Legal Indemnification	\$2.4	\$1.0	\$2.4	\$0.0
Uniform Cleaning Contract	\$1.1	\$1.1	\$1.1	\$0.0
Courses / Conferences	\$3.0	\$1.5	\$3.0	\$0.0
Clothing Reimbursement	\$1.5	\$0.4	\$1.5	\$0.0
Computer / Systems Maintenance	\$18.4	\$17.6	\$18.4	\$0.0
Phones / cell phones / 911	\$4.6	\$3.0	\$4.5	\$0.1
Caretaking / maintenance utilities	\$20.0	\$8.7	\$19.8	\$0.2
Other Services	\$28.0	\$17.4	\$27.9	\$0.1

Expenditure Category	2018 Budget (\$Ms)	Actual to Sep 30/18 (\$Ms)	Projected Year-End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Total Services	\$79.0	\$50.7	\$78.6	\$0.4

The favourable variance in Other Services is a result of the Service reducing expenditures wherever possible in order to come in on budget overall. These expenditure reductions have been partially offset by additional costs associated with increased hiring. The favourable variance in Caretaking / maintenance utilities is based on billing information from City staff.

Contributions to / (Draws from) Reserves:

A net zero variance is projected in this category.

Reserves Category	2018 Budget (\$Ms)	Actual to Sep 30/18 (\$Ms)	Projected Year-End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Sick Pay Gratuity	\$11.3	\$0.0	\$11.3	\$0.0
Insurance	\$10.9	\$0.0	\$10.9	\$0.0
Vehicle & Equipment	\$19.3	\$0.0	\$19.3	\$0.0
Central Sick	\$3.6	\$0.0	\$3.6	\$0.0
Post-Retirement Health	\$0.8	\$0.0	\$0.8	\$0.0
Legal	\$1.7	\$0.0	\$1.7	\$0.0
Contribution to Reserves	\$47.6	\$0.0	\$47.6	\$0.0
Draws from Reserves:				
Sick Pay Gratuity	(\$14.0)	\$0.0	(\$14.0)	\$0.0
Central Sick	(\$4.2)	\$0.0	(\$4.2)	\$0.0
Post-Retirement Health	(\$1.2)	\$0.0	(\$1.2)	\$0.0
Legal	(\$3.2)	\$0.0	(\$3.2)	\$0.0
Modernization	(\$1.1)	\$0.0	(\$1.1)	\$0.0
Draws from Reserves	(\$23.7)	\$0.0	(\$23.7)	\$0.0
Contributions to / (Draws from) Reserves	\$23.9	\$0.0	\$23.9	\$0.0

As part of the annual operating budget process, the Board and Council approve contributions to and expenditures from reserves. The various reserves are established to provide funding for anticipated expenditures to be incurred by the Service, and to avoid large swings in costs from year to year. The Service contributes to and/or draws from the following reserves: City Sick Pay Gratuity, City Insurance, Vehicle and Equipment, Central Sick, Post-Retirement Health, and Legal.

The adequacy of reserves is reviewed annually, based on the Service's estimated spending and asset replacement strategies. Contributions are made and expensed to the operating budget accordingly. At this time, no variance is anticipated and reserve draws will be taken as part of year-end processes.

Revenue:

A favourable variance of \$2.7M is projected in this category.

Revenue Category	2018 Budget (\$Ms)	Actual to Sep 30/18 (\$Ms)	Projected Year-End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Recoveries from City	(\$17.5)	(\$6.5)	(\$19.0)	\$1.5
Fees (e.g., paid duty, alarms, reference checks.)	(\$12.4)	(\$9.8)	(\$13.2)	\$0.8
Secondments	(\$2.4)	(\$1.7)	(\$2.9)	\$0.5
Other Revenues (e.g., prisoner return)	(\$10.0)	(\$8.5)	(\$9.9)	(\$0.1)
Paid Duty - Officer Portion	(\$24.7)	(\$19.6)	(\$24.7)	\$0.0
Miscellaneous Revenue	(\$7.6)	\$0.0	(\$7.6)	\$0.0
Government Grants	(\$61.3)	(\$30.6)	(\$61.3)	\$0.0
Total Revenues	(\$135.9)	(\$76.7)	(\$138.6)	\$2.7

The 2018 operating budget includes recoveries from the City for the Crossing Guard program, court officers providing security at Provincial Offences Act courts and recoveries for police officer attendance at Provincial Offences Act courts while off duty.

The favourable variance in Recoveries from the City relates to premium pay for attendance at Provincial Offences Act courts and results in a net zero variance.

The projected favourable variance in secondments is a result of collaboration with the Province and R.C.M.P. and the related funding for those joint programs being greater than budgeted.

The favourable variance in Fees is a result of recoveries for the paid duty administrative fee and reference checks being greater than budgeted. This favourable variance is partially offset by the new verification process for attendance at burglar alarm activations. Effective September 10, alarm verification will be required before officers are dispatched. Verified alarm activations and panic alarm activations will still be treated as high priority calls for service and will be dispatched to the first available police field unit. This change in policy, expected to create policing capacity for higher priority activities, will result in lost recoveries for attendance at false alarms, as the Service bills \$130 for each occurrence and number of false alarms is expected to drop dramatically.

The unfavourable variance in Other Revenues is a result of reduced prisoner return recoveries. These are down due to the increased reliance by the Province of Ontario (Province) on the Toronto South Detention Centre; rather than super jails beyond the City for which the Province reimburses transportation costs.

The Service is in receipt of grant funding from several sources, the most significant of which are the Provincial Uploading of Court Security and the Policing Effectiveness and Modernization (P.E.M.) grant.

Following the Provincial election, a number of Provincial funding programs have been frozen pending a line by line review by the Province. This has created some funding uncertainty with respect to the two largest sources of grant funding for the Service.

The Service has budgeted for \$42.8M in funding for the provincial uploading of court security. To-date, the Service has received two out of the four instalments outlined in the Court Security and Prisoner Transportation contract between the City and the Province (third instalment not yet received). The contract ends December 31, 2018 and a new contract has not yet been negotiated. Although the funding is not confirmed, the Service is continuing to project receipt of the remaining two instalments on the basis that there is a signed contract for 2018.

In September 2017, the Ministry of Community Safety and Correctional Services released a call for applications for funding under the 2018/2019 P.E.M. grant. Under this grant, funds are to be used to support modernization initiatives that improve the efficiency and effectiveness of community safety and policing services. The Service's 2018 operating budget assumes \$7.6M of provincial funding under P.E.M. that could be applied against existing expenditures. This amount was budgeted as miscellaneous revenue. Through discussions with the Board and province, a commitment has been made to cover P.E.M. grant related expenses and commitments. As at September 30, actual costs incurred on P.E.M. grant-funded activities is approximately \$6M, most of which are related to salaries for our Public Safety Response Team. Given that salaries and other related commitments must continue to be paid, the total exposure on this funding is projected at \$8.6M by year end and \$12.6M by provincial year-end (March 31, 2019). No variance is projected for this category at this time as we are working closely with our provincial partners to secure P.E.M. grant funding.

Cannabis Legislation Impact:

With the impending new legislation for the legalization of cannabis, the Service anticipates both one-time and ongoing unbudgeted financial impacts. Many of the details are not yet known surrounding the change in legislation and its impacts on policing. However, based on the experiences of other jurisdictions where cannabis has been legalized, there will be impacts to front-line demands for service, administration and support, training and equipment. These costs cannot be reasonably estimated at this time and the Service will continue to review the impacts, as more information becomes known. No costs or recoveries are reflected in the Service variance report related to cannabis impacts.

Conclusion:

As at September 30, 2018, the Service is projecting a favourable variance of \$0.2M.

Expenditures and revenues will continue to be closely reviewed and monitored, and potential mitigating actions identified to assist the Service in coming in on budget by year-end.

The Board will be kept apprised through the variance reporting process or ad hoc reports, as necessary and appropriate.

Mr. Tony Veneziano, Chief Administrative Officer, will be in attendance to answer any questions the Board may have regarding this report.

Respectfully submitted,

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

AC

Filename: service_201809_operating_variance_bm201811.docx



Toronto Police Services Board Report

November 6, 2018

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: 2018 Capital Budget Variance Report for the Toronto Police Service, Period Ending September 30, 2018

Recommendation(s):

It is recommended that the Toronto Police Services Board (Board) forward a copy of this report to the City of Toronto's (City) Chief Financial Officer for information and inclusion in the overall variance report to the City's Budget Committee.

Financial Implications:

Toronto City Council (Council), at its meeting of February 12, 2018, approved the Toronto Police Service's (Service) 2018-2027 capital program at a net amount of \$20.9 Million (M) and gross amount of \$44.1M for 2018, and a net total of \$220.4M and gross total of \$523.3M for 2018-2027 capital program.

The following table summarizes the projected 2018 capital program results:

Category	2018 Gross (M's)	2018 Net (M's)
2018 approved program excluding carry forward	\$44.1	\$20.9
2017 carry forwards	\$32.1	\$12.7
Total 2018 available funding	\$76.2	\$33.6
2018 projection as of September 30, 2018	\$60.1	\$28.8
Variance to available funding	\$16.1	\$4.8
Carry forward to 2019	\$15.4	\$4.8
Spending rate	80%	86%

\$15.4M of the projected under-expenditure will be carried forward to 2019. The remaining balance of \$0.7M will not be carried forward, and will be returned to the City.

The following table summarizes the 2018 funding that will not be carried forward to 2019.

Project name	Amount (M's)	Reason
Connected Officer – Phase I	\$0.5	Grant funding, could only be utilized until March 31, 2018. Unspent funds have been returned to the Ministry
Body Worn Camera	\$0.08	Phase I of the project will be completed in 2018. Amount not required and funds will be returned to the City
Automatic Vehicle Location System	\$0.08	Project completed under budget. Amount is not required and funds will be returned to Vehicle and Equipment Reserve
Small Equipment Replacement	\$0.01	Project is complete. Amount is not required. Funds will be returned to Vehicle and Equipment Reserve
Radar Unit Replacement	\$0.08	Project is complete. Amount is not required. Funds will be returned to Vehicle and Equipment Reserve
Total	\$0.75	

Background / Purpose:

The purpose of this report is to provide the Board with the status of the Service's capital projects as at September 30, 2018.

Discussion:

Attachment A provides the Service's approved 2018-2027 capital program.

Status of Capital Projects:

Attachment B provides a status summary of the ongoing projects from 2017 as well as projects that started in 2018. Any significant issues or concerns are highlighted below in the "Key Highlights/Issues" section of this report.

Key Highlights / Issues:

As part of its project management framework, the Service uses a colour code system (i.e. green, yellow or red) to reflect the status of capital projects. The overall health of each capital project is based on budget, schedule and scope considerations. The colour codes are defined as follows:

- Green – on target to meet project goals (scope/functionalities), and on budget and schedule, no corrective action required;
- Yellow – at risk of not meeting certain goals, some scope, budget and/or schedule issues, and minimal corrective action required; and

- Red – high risk of not meeting goals, significant scope, budget and/or schedule issues, and extensive corrective action required.

To date, most of the projects are tracking ‘green’ or ‘yellow’. However, the Enterprise Business Intelligence (E.B.I.) project is showing as red, as it is experiencing issues that are putting the project at risk of meeting project goals. More information on this project is provided later in this report. The 54/55 Division will also remain Red, until the master plan study for the site it will be located on, is approved by City Council.

The subsequent section summarizes key 2018–2027 capital project updates, which include an assessment of the project health. Summary information includes status updates at the time this report was written.

The impacts of the adjustments recommended in this report are shown in those projects impacted.

54/55 Divisions Amalgamation

Project Name	Carry Forward from 2017	2018 Cash Flow			YE Variance (Over)/ Under	Carry Forward to 2019	Total Project Cost		Status	Overall Project Health
		Budget	Available to Spend	Year End Projection			Budget	Life to Date		
54/55 Divisions Amalgamation	6,203.0	0.0	6,203.0	250.0	5,953.0	5,953.0	39,873.0	610.9	Delayed	Red

Project Description:

The amalgamation of 54 and 55 Divisions is the first step in the phased facilities realignment strategy recommended by the Transformational Task Force (T.T.F.) in its *Action Plan: The Way Forward* report. The amalgamation of these divisions into one district facility will reduce the long-term costs of operating and maintaining two structures, and will support the recommendations for a modernized, economical and more efficient public safety delivery model. The current plan is to return the 54 and 55 Division properties to the City once the new consolidated facility is built.

Work to date:

Following many months of consultations with various stakeholders, the recommended site, currently the Toronto Transit Commission’s (T.T.C.), Danforth garage located at 1627 Danforth Avenue, for the consolidated district facility was presented to the Board for approval at its January 2018 meeting (Min. No. P12/18 refers).

Subsequent to Board approval, the City’s Executive Committee and Council approved the recommended site on January 24, 2018 and January 31, 2018, respectively.

At this meeting, Council also directed that City staff convene a working group to undertake a master planning exercise that will involve community consultations, technical studies, confirmation of the T.T.C.’s existing and future requirements, the exploration of potential partners in the site development and other conceptual site plans. To date, Create T.O. has taken the lead, holding community consultations over the

summer months and commissioning an external consultant to conduct the master planning exercise, which is expected to be completed and submitted to City Council for approval in the first quarter of 2019.

From the available funding of \$6.2M, it is projected that \$250K will be utilized for architectural consulting and the master planning exercise and the rest will be carried forward to 2019.

Future Planned Activities:

Representatives from the Service’s Facilities Management (Facilities) unit continue to attend stakeholder meetings to provide input and to ensure that the Service’s program requirements are incorporated into the overall plan.

Consultant selection and design phase will be completed in 2019. Procurement will be initiated in the first quarter of 2020, followed by construction later in 2020.

The status of the project will remain Red until the detailed design and project timelines are determined following the completion and approval of the master planning study.

TPS Archiving

Project Name	Carry Forward from 2017	2018 Cash Flow			YE Variance (Over)/ Under	Carry Forward to 2019	Total Project Cost		Status	Overall Project Health
		Budget	Available to Spend	Year End Projection			Budget	Life to Date		
TPS Archiving	0.0	650.0	650.0	400.0	250.0	250.0	650.0	237.2	On Time	Green

Project Description:

This project provides funding for the establishment of an archiving function at the Service’s property and evidence site to accommodate the increasing storage requirements. Legislation requires the Service to store certain documentation for periods beyond the current year. For example, “cold case” files must be retained for a minimum of 25 years and financial records must be retained for seven years. The relatively new requirement for long-term video evidence storage is also increasing.

Work to Date:

A vendor was engaged for the design, supply, and installation of racking for the archiving project. The racking was delivered to the site in late September and installation was completed in October.

From the available funding of \$650K, it is projected that \$250K will be carried forward to 2019.

Future Planned Activities:

Ongoing ceiling sprinkler modifications will be completed, followed by the installation of pre-action fire sprinkler systems.

41 Division

Project Name	Carry Forward from 2017	2018 Cash Flow			YE Variance (Over)/ Under	Carry Forward to 2019	Total Project Cost		Status	Overall Project Health
		Budget	Available to Spend	Year End Projection			Budget	Life to Date		
41 Division	0.0	395.0	395.0	225.0	170.0	170.0	38,928.0	124.7	On Time	Green

Project Description:

Due to its aging infrastructure, 41 Division was identified as a priority in the Service's Long Term Facility Replacement Program a number of years ago. Cost assessments have confirmed that it is not economically feasible to address the ongoing building deficiencies or to retrofit the existing 41 Division to accommodate the current needs of the Service.

The phased construction and demolition approach for a new building on the existing site will provide the Service with a new district facility at the corner of Birchmount and Eglinton Avenues, an optimal site that is easily accessible with ample area for future expansion.

Work to Date:

A feasibility study was completed in January 2018 outlining options for a phased demolition and construction of the new building.

From the available funding of \$395K, it is projected that \$170K will be carried forward to 2019.

Future Planned Activities:

During the construction, personnel will continue to occupy a portion of the existing building and portable offices, when required, to allow for uninterrupted business continuity.

The Service's Facilities Management unit is proceeding to retain the services of an architectural consulting firm to prepare the building design documentation. It is anticipated that design planning will commence by the first quarter of 2019.

32/33 Divisions Amalgamation

Project Name	Carry Forward from 2017	2018 Cash Flow			YE Variance (Over)/ Under	Carry Forward to 2019	Total Project Cost		Status	Overall Project Health
		Budget	Available to Spend	Year End Projection			Budget	Life to Date		
32/33 Division	0.0	200.0	200.0	100.0	100.0	100.0	11,940.0	18.3	On Time	Yellow

Project Description:

The Service’s long term facilities plan included the required renovation of the 32 Division facility to enable new technologies and required building improvements, such that the facility is more operationally effective and compliant with Accessibility for Ontarians with Disabilities Act (A.O.D.A).

Subsequently, as a result of recommendations in The Way Forward report, the Service also commenced exploring the feasibility of amalgamating 32 and 33 divisional operations into a new 32/33 District Headquarters Facility, to be located on the existing 32 site.

Work to Date:

This project encompasses a major interior retrofit to the existing building, as well as upgrades to the base building. The Service has secured an interior design consulting firm to redesign the building interior in an effort to optimize the use of available space and to improve the movement of both personnel and persons in custody.

From the available funding of \$0.2M, it is projected that \$0.1M will be carried forward to 2019.

Future Planned Activities:

It has been determined that existing capital budget should be able to accommodate the interior renovations necessary to amalgamate the 32/33 district operations and staffing model. However, this will be known with greater certainty once the design and space programming work commences.

The cost of additional parking required to accommodate Service and member vehicles is not known. Accordingly, a feasibility study is underway for the existing site, parking area and building access to determine the most appropriate strategy to increase parking, maximize parking efficiency and provide improved access to Service members. The final report, with the estimated costs for additional parking required, is pending.

Construction estimates will increase if additional parking is required, which will then impact the funding required to complete this project. Based on the results of the study and the additional funding required, the feasibility of consolidating the divisions into one site will be revisited. However, this does not preclude 32 and 33 divisions operating under a district model. The Board will be kept apprised as necessary.

Peer-to-Peer Site (Disaster Recovery Site)

Project Name	Carry Forward from 2017	2018 Cash Flow			YE Variance (Over)/ Under	Carry Forward to 2019	Total Project Cost		Status	Overall Project Health
		Budget	Available to Spend	Year End Projection			Budget	Life to Date		
Peer to Peer Site	3,424.4	10,359.0	13,783.4	13,000.0	783.4	783.4	19,924.3	13,242.0	On Time	Green

Project Description:

This project provides funding for a new Peer-to-Peer (disaster recovery/business continuity) facility. The Service's current peer-to-peer data centre is co-located with the City's main data centre in a City-owned and managed facility. The current location has significant space and power requirement issues, which affect both the City and the Service. In addition, the current line-of-sight distance from the primary site is seven kilometers, which is significantly less than the industry minimum standard of 25 kilometers for disaster recovery sites.

Work to Date:

To date, large base building equipment has been delivered; building envelope, exterior grading and access flooring installation are complete. Landscaping, interior walls, ceiling, life safety, mechanical and electrical rough in are in progress.

From the available funding of \$13.8M in 2018, \$783K will be carried forward to 2019.

Future Planned Activities:

Construction is expected to be substantially complete in the fourth quarter of 2018. Equipment fit up and occupancy will occur from November 2018 to February 2019.

Transforming Corporate Support (H.R.M.S, T.R.M.S)

Project Name	Carry Forward from 2017	2018 Cash Flow			YE Variance (Over)/ Under	Carry Forward to 2019	Total Project Cost		Status	Overall Project Health
		Budget	Available to Spend	Year End Projection			Budget	Life to Date		
Transforming Corporate Support	1,509.0	1,300.0	2,809.0	1,778.5	1,030.5	1,030.5	8,742.5	4,451.9	Delayed	Yellow

Project Description:

Closely aligned with the ongoing restructuring of the Service's human resource function, this project involves upgrading and enhancing the Service's Human Resource Management System (H.R.M.S.) and its capabilities to better support the Service's needs.

This project provides for an investment that will consolidate the current H.R.M.S. and Time Resource Management System (T.R.M.S.), with an objective to develop a new overall solution, with enhanced and value added processes that will be cost-effective and efficient.

Work to Date:

Phase II implementation of the H.R.M.S. is currently underway and to date accomplished the following:

- operational enhancements and production support;
- talent management tools;
- system upgrade; and
- workforce analytics and core system redesign.

In parallel, Phase III, time and labour, was kicked off in the second quarter 2018 and the current state assessment is nearly complete.

From the available funding of \$2.8M in 2018, \$1M will be carried forward to 2019.

Future Planned Activities:

The balance of 2018 will be focused on the completion of the system upgrade, implementation of core system redesign and roll-out of new workforce analytics.

Phase III time and labour design and implementation work will be the focus in 2019 onwards. Remaining 2018 project funds will be required in 2019 for phase III work.

The status of this project remains Yellow due to continued delays and resource constraints which will require revisions to planned timelines.

Enterprise Business Intelligence (E.B.I.)

Project Name	Carry Forward from 2017	2018 Cash Flow			YE Variance (Over)/ Under	Carry Forward to 2019	Total Project Cost		Status	Overall Project Health
		Budget	Available to Spend	Year End Projection			Budget	Life to Date		
Enterprise Business Intelligence	4,061.0	1,094.0	5,155.0	4,061.0	1,094.0	1,094.0	10,216.0	6,884.5	Delayed	Red

Project Description:

The E.B.I. system solution represents a set of methodologies, processes, architectures and technologies that transform raw data into consistent, reliable and useful information used to enable effective strategic, tactical and operational insights and analysis, as well as decision-support information.

Work to Date:

The contract for this initiative was awarded to I.B.M. and the project was formally started in December 2016.

The team has been working very closely with I.B.M. towards the design, development and testing of the deliverables. However, the project has experienced delays due to the negotiation of critical project change requests with the vendor related to scope items,

such as the data models to be delivered, reports development and number of data sources. In October 2018, I.B.M. communicated that it cannot complete all of the in-scope E.B.I. project deliverables in 2018. Issues and mitigation options are being reviewed and evaluated by the Command/Project Sponsors at this point. Regular weekly meetings are being held with I.B.M. on mitigation strategies to bring this project back on track.

Service staff are working with the City Finance team on an in-year adjustment of \$780K for transfer of funds from this project to Radio Replacement project that has capacity for spending in 2018. In 2019, those funds will be returned to E.B.I project.

The project's health is Red as key deliverables from I.B.M. are behind schedule.

From the available funding of \$5.1M in 2018, \$1.1M will be carried forward to 2019. It is also anticipated that \$780K will be transferred to another project in 2018 to avoid it being lost as a result of the City's one-year carry forward rule.

Future Planned Activities:

The Service will continue to work with I.B.M. on the deliverables, the design/build of other data sources and reports. The Board will continue to be kept apprised of the status of this project through the variance reporting process and required revisions will be made to the projected expenditure and timing of the project.

Radio Replacement Project

Project Name	Carry Forward from 2017	2018 Cash Flow			YE Variance (Over)/ Under	Carry Forward to 2019	Total Project Cost		Status	Overall Project Health
		Budget	Available to Spend	Year End Projection			Budget	Life to Date		
Radio Replacement	0.0	4,685.0	4,685.0	4,654.6	30.4	30.4	39,440.7	16,107.7	On Time	Green

Project Description:

This project is for the replacement and acquisition of mobile and portable radios. Currently, the Service's Telecommunications Services unit (T.S.U.) maintains approximately 5,000 mobile/portable radio units.

Work to date:

Following a competitive procurement process, the Board approved the contract award to Motorola Inc. at its October 26, 2017 meeting (Min. No. P232/17 refers). The planned radio acquisitions for 2018 are complete and are currently being deployed.

Due to some delays with E.B.I project, Service staff are working with the City Finance team on an in-year adjustment of \$780K for transfer of funds from E.B.I. to Radio Replacement project that has capacity for spending in 2018. In 2019, those funds will be returned to E.B.I project.

From the available funding of \$4.6M in 2018, \$30.4K will be carried forward to 2019.

Future Planned Activities:

The planned deployment of replacement radios is being revised to support the District Boundaries realignment project. A radio study is planned for 2019 to consider advancing the deployment of radios in order to leverage newer technology that can better support communication requirements of the district model and avoid substantial costs to change the radio infrastructure needed to realize the district boundaries goals.

The number of radios required within the Service will be adjusted, as necessary, during the term of the project in response to changing operational requirements, the decline in uniform members and the impact of T.T.F. related initiatives, as appropriate.

Connected/Mobile Officer Initial Phase

Project Name	Carry Forward from 2017	2018 Cash Flow			YE Variance (Over)/ Under	Carry Forward to 2019	Total Project Cost		Status	Overall Project Health
		Budget	Available to Spend	Year End Projection			Budget	Life to Date		
Connected Officer	1,717.3	0.0	1,717.3	1,265.7	451.6	0.0	24,200.0	2,180.8	On Time	Green

Project Description:

The *Way Forward* report recommended that the Service make investments to enable officers to work with smart devices. This includes a full application suite and e-notebook, as well as updating existing applications to a mobile environment which allows officers to be connected at all times to the most current operational information.

As we move forward and modernize, the Service will be strategically placing officers throughout neighbourhoods to serve the growing demands of the city. The mobile technology will allow us to move beyond the facility footprint of past models. Technologically connected officers can access the information they require from anywhere. With functions that will ultimately allow officers to file reports, make calls, correspond via email, and access databases, there will be a reduced reliance on the use of workstations at police stations and in vehicles, and increased time spent in communities.

Work to date:

The initial phase of the project included a proof of concept (P.O.C.) and the acquisition of 700 devices in 2018. Funding of \$2.6M for this phase was provided by a grant from the Ministry of Community Safety and Correctional Service's Police Effectiveness and Modernization (P.E.M.) grant for the period of April 01, 2017 to March 31, 2018. The 2017-2026 gross and net capital program was adjusted with no impact on debt funding to account for this cost.

Activities in 2018 include continuing to deploy the acquired devices and further evolving and maturing the mobile officer model and its associated technological infrastructure, processes and applications.

Future Planned Activities:

It should be noted that \$0.5M was assigned from 2018/2019 P.E.M. II for Process Improvement and Sustainability Plan for Connected Officer which is not included in the total capital cost. However, at this point the Service does not have a confirmation for the P.E.M. grant. Should this funding become available or alternate source identified, establishing a sustainability plan allows the Service to develop a roadmap for maintaining and supporting this program in an efficient way.

Body Worn Cameras (B.W.C.) Initial Phase

Project Name	Carry Forward from 2017	2018 Cash Flow			YE Variance (Over)/ Under	Carry Forward to 2019	Total Project Cost		Status	Overall Project Health
		Budget	Available to Spend	Year End Projection			Budget	Life to Date		
Body Worn Camera - Initial Phase	487.4	0.0	487.4	407.4	80.0	0.0	500.0	23.3	Delayed	Yellow

Project Description:

This project involves exploring the benefits, challenges, and issues surrounding the use of body worn cameras, in keeping with Service’s commitment to maintain public trust and provide professional and unbiased policing.

Work to Date:

In February 2015, the Service started a 12-month pilot project that was conducted between February 2015 and March 2016, to explore the benefits, challenges, and issues surrounding the use of body worn cameras. A report and presentation was received at the Board’s September 2016 meeting, concluding that B.W.C.s was strongly supported by the community as well as our officers. However, at that time, the cost to implement and operate a B.W.C. program was significant and estimated to be \$85M over ten years (Min. No. P228/16 refers).

Technology such as cloud has emerged to provide other potentially more cost effective body worn camera solutions, that the Service has started exploring. As this is a large and complex solution to procure, it is important that a well-crafted procurement and legal strategy is in place that ensures the Service’s and the Board’s interests are protected, both short and long-term. A fairness commissioner has been engaged to provide advice and guidance on the process, and ensure it is fair and open.

A Request for Information (R.F.I.) was released on June 6, 2018, and has since closed, with vendor presentation completed at the end of September 2018. The project team has been reviewing and compiling the information received from the vendors through the R.F.I. process.

From the available funding of \$487K in 2018, it is estimated that \$80K will not be utilized and therefore has to be returned to the City under the City’s one-year carry forward rule. A request for funding to continue with the Body Worn project will be made through the 2019 budget process.

Future Activities:

Subsequent to R.F.I. presentations, user requirements workshops will commence and detailed documentation will be created. Based on the result of the R.F.I. and approved user requirements, a non-binding Request for Proposal (R.F.P.) will be issued in 2019.

In parallel, the project team will be engaging with the necessary stakeholders such as City Legal and internal and external partners.

Implementing a B.W.C. program within the Service will involve significant one-time (capital) and on-going (camera and infrastructure replacement, transcription image storage management, including retrieval, administration, etc.) operating costs. The Service is therefore moving forward very carefully with a potential body worn camera solution, and has not yet included the full cost into the Service's capital program until the solution and costs are better understood.

State of Good Repair (S.O.G.R.)

Project Name	Carry Forward from 2017	2018 Cash Flow			YE Variance (Over)/ Under	Carry Forward to 2019	Total Project Cost		Status	Overall Project Health
		Budget	Available to Spend	Year End Projection			Budget	Life to Date		
State-of-Good-Repair	2,127.4	4,400.0	6,527.4	5,227.4	1,300.0	1,300.0	on-going	on-going	On Time	Green

Project Description:

S.O.G.R. funding is utilized to maintain the safety, condition and customer requirements of existing buildings as well as technology upgrade. The Service has developed a work-plan to use these funds to optimize service delivery and enhance efficiencies for both buildings and technology improvements.

Work to date:

Some of the major 2018 projects that are in progress include:

- interior renovations to accommodate Emergency Management, Public Order and the Public Safety Response Team;
- renovations and relocations to support the facilities realignment plan;
- relocation of barn swallows at the Marine unit;
- relocation of Video Services to the Property and Evidence Management unit;
- relocation of the Child and Youth Advocacy Centre;
- lighting retrofit initiative – replacing headquarters with L.E.D. lighting costed \$288K and is expected to generate approximately \$0.3M savings annually for the Service; and
- security audit of Toronto Police Service facilities.

From the available funding of \$5.2M in 2018, \$1.3M will be carried forward to 2019.

Future Planned Activities:

The Service continues to work on S.O.G.R. priority projects and programs.

Parking Handheld – Administrative Penalty System (A.P.S) Project (\$5.5M total project cost = \$2.5M from Debt + \$2.97M Lifecycle replacement from Reserve)

Project Name	Carry Forward from 2017	2018 Cash Flow			YE Variance (Over)/ Under	Carry Forward to 2019	Total Project Cost		Status	Overall Project Health
		Budget	Available to Spend	Year End Projection			Budget	Life to Date		
Parking Handheld A.P.S.	1,848.4	0.0	1,848.4	1,848.4	0.0	0.0	2,050.0	1,364.8	On Time	Green

Project Description:

Based on Council’s decision at its July 2016 meeting, the City changed the governance and administrative requirements to establish an A.P.S. for parking violations (i.e. parking tickets) which will include an Administrative Penalty Tribunal. This change was effective August 28, 2017.

By implementing an administrative penalty system for parking by-law violations, the City, as well as the Province of Ontario, will ensure that parking bylaw matters are resolved through a streamlined process administered by the City without the requirement of utilizing a court process under the *Provincial Offences Act*.

Work to Date:

Phase I of this project, completed in 2017, included changing the existing system, tag design and business processes to accommodate A.P.S. requirements. The R.F.P. process completed in 2017 for phase II includes the implementation of the new system to accommodate A.P.S. requirements that includes photo evidence.

The Board approved the award of the contract for the new system at its August 2017 meeting (Min. No. P189/17 refers).

This new system implementation is an enhancement to the planned handheld lifecycle replacement project. System soft launch started in August 2018 was successful and will include some minor modifications.

Although full launch of the system experienced four weeks delay as the City identified the need for Tag image in mid-September, the Service successfully launched the Electronic Parking System (E.P.S.) on October 24, 2018. As planned, six Parking Enforcement Officers (P.E.O.s) started to use the new handhelds in the field. Additional P.E.O.s will be trained on the new handhelds over the next several weeks. This project has required an immense amount of teamwork and coordination with various departments within the Service and the City. The project team continues to work towards system success, integrity and a seamless operation of the entire system. Further, the project team is continuing to work on and deliver the post-launch committed deliverables.

The available funding of \$1.8M will be utilized.

Future Planned Activities:

The project is expected to be signed off in the first quarter of 2019. In accordance with the Service’s project management framework, a project close out report will be prepared in 2019.

Vehicle and Equipment Lifecycle Replacements

Project Name	Carry Forward from	2017 Cash Flow			YE Variance (Over)/ Under	Carry Forward to 2018	Total Project Cost		Status	Overall Project
		Budget	Available to	Year End			Budget	Life to Date		
Vehicle Replacement	1,300.6	6,129.0	7,429.6	7,153.3	276.3	276.3	On-going	On-going	On-going	Green
IT- Related Replacements	4,373.5	12,569.0	16,942.5	15,985.9	956.7	868.4	On-going	On-going	On-going	Green
Other Equipment	4,999.0	2,362.0	7,361.0	3,758.8	3,602.2	3,521.5	On-going	On-going	On-going	Green
Total Lifecycle Projects	10,673.1	21,060.0	31,733.1	26,898.0	4,835.2	4,666.2				

Project Description:

Projects listed in this category are funded from the Vehicle and Equipment Reserve (Reserve), which is in turn funded through annual contributions from the Service and Parking Enforcement operating budgets. The Reserve has no impact on the capital program and at this time, does not require debt funding. Items funded through this reserve include the regular replacement of vehicles and information technology equipment, based on the deemed lifecycle for the various vehicles and equipment.

It is important to note that as the Service modernizes, new systems that have been implemented over the years (e.g. In-Car Camera program, data and analytics initiatives) and increasing storage requirements (e.g. to accommodate video), have put significant pressure on this Reserve, as the amount of equipment with maintenance and replacement requirements continues to increase year over year.

In addition, the discontinuation of production of the Ford Taurus patrol vehicle and the move to a sport utility vehicle has added further pressure on this Reserve.

Work to Date:

The projected under-expenditure for 2018 is \$4.8M, \$4.7M of which will be carried forward to 2019 as these funds are still required to complete lifecycle projects.

Significant variances are:

- \$1.5M – Furniture Lifecycle Replacement – The new vendor of record for furniture supply and installation was secured in the first quarter of 2018. However, there were some delays in establishing furniture standards that would be suitable for application Service-wide.

- \$0.7M – Electronic Surveillance - Plans are dependent on our partner agencies. Discussions are underway.
- \$0.7M – Workstation, Laptop, Printer Lifecycle – Windows 10 project continues into 2019.
- \$0.5M – Livescan Machines - Delayed lifecycle purchase of livescan machines as they must be R.C.M.P. compliant and compatible with our new Automated Fingerprint Identification System which will be purchased in 2019.

Future Planned Activities:

Various lifecycle projects such as vehicles, workstations, furniture and locker, mobile workstation replacement projects will continue their regular lifecycle in 2019 and beyond. While the Service has taken steps to create efficiencies, the amount of equipment that must be replaced continues to increase. Consequently, even with increased planned contributions, current planned spending would leave the Vehicle and Equipment Reserve in an overdrawn position in 2019. The Service will continue to review all projects' planned expenditures to address the future pressures, including additional contributions that may be required.

Conclusion:

As at September 30, 2018, on a gross level, \$15.3M will be carried forward to 2019 (a spending rate of 80%).

Projects will continue to be monitored on an ongoing basis and the Board will be kept apprised of any major issues as projects progress.

Mr. Tony Veneziano, Chief Administrative Officer, will be in attendance to answer any questions the Board may have regarding this report.

Respectfully submitted,

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

: mg

Filename: 2018_Q3_capital_variance.docx

2018-2027 Capital Program Request (\$000s) - Council Approved Feb. 12, 2018

Attachment A

Project Name	Plan	2018	2019	2020	2021	2022	Total	2023	2024	2025	2026	2027	Total	Total	Total
	to end of 2017						2018-2022 Request						2023-2027 Forecast	2018-2027 Program	Project Cost
Projects In Progress															
State-of-Good-Repair - Police		4,400	4,400	4,530	3,925	4,400	21,655	4,400	4,400	4,400	4,400	4,400	22,000	43,655	43,655
Transforming Corporate Support	4,435	1,300	1,700	1,000			4,000			0	0	0	0	4,000	8,435
Peer to Peer Site (Disaster Recovery Site)	8,665	7,759	3,500	0	0	0	11,259	0	0	0	0	0	0	11,259	19,924
54/55 Amalgamation	7,448	2,800	18,000	11,625			32,425							32,425	39,873
Conducted Energy Weapon (CEW)	750	0	0	0	0	0	0	0	0	0	0	0	0	0	750
Body Worn Camera - Initial phase	500	0	0	0	0	0	0	0	0	0	0	0	0	0	500
Parking Handheld Administrative Penalty System (A.P.S.)	2,550	0	0	0	0	0	0	0	0	0	0	0	0	0	2,550
Enterprise Business Intelligence	9,216	1,000	0	0	0	0	1,000	0	0	0	0	0	0	1,000	10,216
TPS Archiving	50	650	0	0	0	0	650	0	0	0	0	0	0	650	700
Radio Replacement	14,141	4,779	3,664	4,949	6,074	4,544	24,010	42	1,026	226	0	14,141	15,435	39,445	53,586
Total, Projects In Progress	47,755	22,688	31,264	22,104	9,999	8,944	94,999	4,442	5,426	4,626	4,400	18,541	37,435	132,434	180,189
Upcoming Projects															
41 Division		395	9,561	16,622	9,850	2,500	38,928							38,928	38,928
Automated Fingerprint Identification System (A.F.I.S.) Replacement	0	0	3,053	0	0	0	3,053	0	0	0	0	0	0	3,053	3,053
Facility Realignment	0	0	0	7,000	11,211	14,528	32,739	15,240	10,617	12,459	12,906	0	51,222	83,961	83,961
Property & Evidence Warehouse Racking	0	0	0	40	0	0	40	1,000	0	0	0	0	1,000	1,040	1,040
Total, Upcoming Capital Projects:	0	395	12,614	23,662	21,061	17,028	74,760	16,240	10,617	12,459	12,906	0	52,222	126,982	126,982
Total Gross Debt Funded Capital Projects:	47,755	23,083	43,878	45,766	31,060	25,972	169,759	20,682	16,043	17,085	17,306	18,541	89,657	259,416	307,171
Other than debt expenditure (Draw from Reserve) for Life Cycle Replacement															
Total Reserve Projects:	233,529	21,060	31,508	27,387	20,106	26,425	126,486	24,656	38,133	25,397	23,097	26,098	137,381	263,867	497,395
Total Gross Projects	281,284	44,143	75,386	73,153	51,166	52,397	296,245	45,338	54,176	42,482	40,403	44,639	227,038	523,283	804,566
Funding Sources:															
Vehicle and Equipment Reserve	(233,529)	(21,060)	(31,508)	(27,387)	(20,106)	(26,425)	(126,486)	(24,656)	(38,133)	(25,397)	(23,097)	(26,098)	(137,381)	(263,867)	(497,396)
Funding from Development Charges	(28,476)	(2,134)	(3,741)	(12,641)	(2,320)	(5,204)	(26,040)	(10,542)	(1,814)	(578)	0	0	(12,934)	(38,974)	(67,450)
Total Funding Sources:	(524,010)	(23,194)	(35,249)	(40,028)	(22,426)	(31,629)	(152,526)	(35,198)	(39,947)	(25,975)	(23,097)	(26,098)	(150,315)	(302,841)	(564,845)
Total Net Debt-Funding Request:	(485,453)	20,949	40,137	33,125	28,740	20,768	143,719	10,140	14,229	16,507	17,306	18,541	76,723	220,443	239,720
5-year Average:							28,744						15,345	22,044	
City Target:		20,949	40,137	33,125	28,740	20,768	143,719	13,314	19,492	13,560	16,658	13,700	76,724	220,443	
City Target - 5-year Average:							28,744						15,345	22,044	
Variance to Target:		(0)	0	0	0	0	(0)	3,174	5,263	(2,947)	(648)	(4,841)	1	0	
Cumulative Variance to Target			(0)	(0)	(0)	(0)		3,173	8,436	5,489	4,841	0			
Variance to Target - 5-year Average:							(0)						0	0	

* These projects have returned funding to the City due to one year carry forward rule. These amounts are not reflected in the total project cost.

Attachment B

2018 Capital Budget Variance Report as at September 30, 2018 (\$000s)

Project Name	Carry Forward from 2017	2018 Cash Flow			YE Variance (Over)/ Under	Lost Funding	Carry Forward to 2019	Total Project Cost		Overall Project Health
		Budget	Available to Spend	Year End Projection				Budget	Life to Date	
Debt - Funded Projects										
<i>Facility Projects:</i>										
54/55 Divisions Amalgamation	6,203.0	0.0	6,203.0	250.0	5,953.0	0.0	5,953.0	39,873.0	610.9	Red
TPS Archiving	0.0	650.0	650.0	400.0	250.0	0.0	250.0	650.0	237.2	Green
41 Division	0.0	395.0	395.0	225.0	170.0	0.0	170.0	38,928.0	124.7	Green
32/33 Division	0.0	200.0	200.0	100.0	100.0	0.0	100.0	11,940.0	18.3	Yellow
<i>Information Technology Projects:</i>										
Peer to Peer Site	3,424.4	10,359.0	13,783.4	13,000.0	783.4	0.0	783.4	19,924.3	13,242.0	Green
Transforming Corporate Support	1,509.0	1,300.0	2,809.0	1,778.5	1,030.5	0.0	1,030.5	8,742.5	4,451.9	Yellow
Enterprise Business Intelligence	4,061.0	1,094.0	5,155.0	4,061.0	1,094.0	0.0	1,094.0	10,216.0	6,884.5	Red
Radio Replacement	0.0	4,685.0	4,685.0	4,654.6	30.4	0.0	30.4	39,440.7	16,107.7	Green
Connected Officer	1,717.3	0.0	1,717.3	1,265.7	451.6	451.6	0.0	24,200.0	2,180.8	Green
Body Worn Camera - Initial Phase	487.4	0.0	487.4	407.4	80.0	80.0	0.0	500.0	23.3	Yellow
<i>Replacements/ Maintenance/ Equipment Projects:</i>										
State-of-Good-Repair	2,127.4	4,400.0	6,527.4	5,227.4	1,300.0	0.0	1,300.0	on-going	on-going	Green
Conducted Energy Weapon (C.E.W.)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	Green
Parking Handheld A.P.S.	1,848.4	0.0	1,848.4	1,848.4	0.0	0.0	0.0	2,050.0	1,364.8	Green
Total Debt - Funded Projects	21,378	23,083	44,461	33,218	11,243	532	10,711	196,464	45,246	
Lifecycle Projects (Vehicle & Equipment Reserve)										
Vehicle Replacement	1,300.6	6,129.0	7,429.6	7,153.3	276.3	0.0	276.3	On-going	On-going	
IT- Related Replacements	4,373.5	12,569.0	16,942.5	15,985.9	956.7	88.2	868.4	On-going	On-going	
Other Equipment	4,999.0	2,362.0	7,361.0	3,758.8	3,602.2	80.7	3,521.5	On-going	On-going	
Total Lifecycle Projects	10,673.1	21,060.0	31,733.1	26,898.0	4,835.2	168.9	4,666.2			
Total Gross Expenditures	32,051.0	44,143.0	76,194.0	60,115.9	16,078.1	700.6	15,377.6			
Less other-than-debt Funding										
Funding from Developmental Charges	(7,000.0)	(2,134.0)	(9,134.0)	(3,181.0)	(5,953.0)	0.0	(5,953.0)			
Funding from PEM Grant - Connected Officer	(1,717.3)	0.0	(1,717.3)	(1,265.7)	(451.6)	-451.6	0.0			
Vehicle & Equipment Reserve	(10,673.1)	(21,060.0)	(31,733.1)	(26,898.0)	(4,835.2)	(168.9)	(4,666.2)			
Total Other-than-debt Funding	(19,390.5)	(23,194.0)	(42,584.5)	(31,344.7)	(11,239.8)	(620.6)	(10,619.2)			
Total Net Expenditures	12,660.6	20,949.0	33,609.6	28,771.2	4,838.3	80.0	4,758.3			



Toronto Police Services Board Report

November 1, 2018

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Operating Budget Variance Report for the Toronto Police Service Parking Enforcement Unit, Period Ending September 30, 2018

Recommendation:

It is recommended that the Toronto Police Services Board (Board) forward a copy of this report to the City of Toronto's (City) Chief Financial Officer for information and inclusion in the overall variance report to the City's Budget Committee.

Financial Implications:

At its October 26, 2017 meeting, the Board approved the Parking Enforcement Unit's (P.E.U.) 2018 operating budget at a net amount of \$46.7 Million (M) (Min. No. P227/17 refers), a zero percent increase over the 2017 operating budget. Subsequently, Toronto City Council, at its February 12, 2018 meeting, approved the P.E.U.'s 2018 operating budget at the same amount.

Background / Purpose:

The Toronto Police Service (Service) P.E.U. operating budget is not part of the Service operating budget. While the P.E.U. is managed by the Service, the P.E.U.'s budget is maintained separately in the City's non-program budgets. In addition, revenues from the collection of parking tags issued accrue to the City, not the Service.

The purpose of this report is to provide information on the P.E.U.'s 2018 projected year-end variance as at September 30, 2018.

Discussion:

As at September 30, 2018, a \$2.8M favourable year-end variance is projected. This is \$0.3M more favourable compared to the variance report for the period ending June 30, 2018, where the variance was reported at \$2.5M (Min. No. P173/18 refers).

The following chart summarizes the variance by category of expenditure, followed by information on the variance for both salary and non-salary related expenses.

Category	2018 Budget (\$Ms)	Actual to Sep 30/18 (\$Ms)	Projected Year-End Actual (\$Ms)	Fav/(Unfav) (\$Ms)
Salaries	\$30.8	\$20.5	\$28.2	\$2.6
Premium Pay	\$2.6	\$1.9	\$2.8	(\$0.2)
Benefits	\$7.4	\$3.6	\$7.2	\$0.2
Total Salaries & Benefits	\$40.8	\$26.0	\$38.2	\$2.6
Materials & Equipment	\$1.4	\$0.7	\$1.4	\$0.0
Equipment	\$0.0	\$0.0	\$0.0	\$0.0
Services	\$6.0	\$1.9	\$6.0	\$0.0
Revenue (e.g. TTC, towing recoveries)	(\$1.5)	(\$0.5)	(\$1.7)	\$0.2
Total Non-Salary	\$5.9	\$2.1	\$5.7	\$0.2
Total Net	\$46.7	\$28.1	\$43.9	\$2.8

It is important to note that expenditures do not all follow a linear pattern and therefore year-to-date expenditures cannot be simply extrapolated to year-end. Rather, the projection of expenditures to year-end is done through an analysis of all accounts, taking into consideration factors such as expenditures to date, future commitments expected and spending patterns.

Salaries & Benefits (including Premium Pay):

A favourable variance of \$2.6M is projected in salaries and benefits due to higher than anticipated attrition.

Similar to the Service, the P.E.U. was under a hiring moratorium. The P.E.U. has recently received approval to resume hiring this fall. However, the delay in hiring has resulted in the projected salary savings. The favourable variance in benefits is also a result of reduced staffing levels.

Nearly all premium pay at the P.E.U. is related to enforcement activities, attendance at court and the backfilling of members attending court. With respect to enforcement activities, premium pay is utilized to staff special events or directed enforcement activities. The opportunity to redeploy on-duty staff for special events is minimal, as this will result in decreased enforcement in the areas from which they are being deployed. Directed enforcement activities are instituted to address specific problems. All premium pay expenditures are approved by supervisory staff and carefully controlled. An unfavourable variance of \$0.2M is projected in premium pay at this time. This variance

is somewhat offset by recoveries from outside entities for parking related services these parties have requested.

Non-salary Expenditures:

No variance is anticipated in the non-salary accounts at this time.

Revenue:

Revenues include towing recoveries, contribution from reserves and recoveries from the Toronto Transit Commission (T.T.C.) and the Rogers Centre. The recoveries from the T.T.C. are for premium pay expenditures that are incurred to enforce parking by-laws on T.T.C. right of ways, which are necessitated by the continuing weekend subway closures for signal replacements maintenance. The recoveries from the Rogers Centre are for premium pay expenditures to conduct extra parking enforcement duties during Blue Jays games. A favourable variance of \$0.2M is projected for these recoveries. It should be noted that while there is a Memorandum of Understanding (M.O.U.) with the T.T.C., an M.O.U. is not yet in place with the Rogers Centre so there is some risk to collectability of recoveries that is not currently reflected in the variance. The T.T.C. and Rogers Centre recoveries have a net zero impact, as they are a direct reimbursement of billed premium pay expenditures. The Service is working to get an M.O.U. with the Rogers Centre in place as expeditiously as possible.

Parking Pilot

P.E.U. currently operates out of two locations, 330 Progress Avenue and 970 Lawrence Ave West. Because these are suburban locations, P.E.U. experiences a significant amount of travel time deploying staff downtown. A pilot project was created to utilize the current resources within the Parking Enforcement Unit to create a central unit located within the downtown core (located at 9 Hanna Avenue, Traffic Services). The new unit, Parking Enforcement Central (P.K.C.), will allow officers to be closer to the areas where they are needed to address the majority of parking concerns, reduce travel time to deployment locations and increase available enforcement time. As a result, this will create a reduction in traffic congestion within the city of Toronto.

P.K.C.'s primary mandate will focus on clearing the rush hour routes within 14 Division, 51 Division and 52 Division, 7 days a week with an emphasis on high-volume enforcement. P.K.C. will be comprised of a total of two teams, each consisting of one Patrol Supervisor and ten Parking Enforcement Officers. There will be one Shift Supervisor allocated to oversee the Unit.

The P.K.C. pilot project began September 24, 2018 and will continue for approximately six months, ending April 21, 2019, at which point the success of this initiative will be determined and a report prepared for the Chief and Command, with recommendations.

Conclusion:

As at September 30, 2018, the P.E.U. operating budget is projected to be \$2.8M under spent at year-end.

Mr. Tony Veneziano, Chief Administrative Officer, will be in attendance to answer any questions the Board may have regarding this report.

Respectfully submitted,

Mark Saunders, O.O.M.

Chief of Police

AC

Filename: parking_201809_operating_variance_bm201811.doc



Toronto Police Services Board Report

October 31, 2018

To: Chair and Members
Toronto Police Services Board

From: Andy Pringle
Chair

Subject: Operating Budget Variance Report for the Toronto Police Services Board, Period Ending September 30, 2018

Recommendations:

It is recommended that:

1. the Toronto Police Services Board (Board) receive this report; and
2. the Board forward a copy of this report to the City of Toronto's (City) Chief Financial Officer for information and for inclusion in the variance reporting to the City's Budget Committee.

Financial Implications:

At this time, the Board is anticipating a zero variance on its 2018-operating budget.

Background / Purpose:

The Board, at its October 26, 2017 meeting, approved the Toronto Police Services Board's 2018 operating budget at a net amount of \$2,309,100 (Min. No. P227/17 refers), a zero increase over the 2017 operating budget. Subsequently, Toronto City Council, at its February 12, 2018 meeting, approved the Board's 2018 operating budget at the same amount.

The purpose of this report is to provide information on the Board's 2018 projected year-end variance.

Discussion:

The following chart summarizes the variance by category of expenditure.

Expenditure Category	2018 Budget (\$000s)	Actual to Sep 30/18 (\$000s)	Projected Year-End Actual (\$000s)	Fav/(Unfav) (\$000s)
Salaries & Benefits	\$1,037.2	\$724.7	\$1,037.2	\$0.0
Non-Salary Expenditures	\$1,271.9	\$673.8	\$1,271.9	\$0.0
Total	\$2,309.1	\$1,398.5	\$2,309.1	\$0.0

It is important to note that expenditures do not all follow a linear pattern and therefore year-to-date expenditures cannot be simply extrapolated to year-end. Rather, the projection of expenditures to year-end is done through an analysis of all accounts, taking into consideration factors such as expenditures to date, future commitments expected and spending patterns.

As at September 30, 2018, a zero variance is anticipated. Details are discussed below.

Salaries & Benefits

Year-to-date expenditures are consistent with the budget and therefore no year-end variance is projected at this time.

Non-salary Budget

The majority of the costs in this category are for arbitrations/grievances and City charge backs for legal services.

The Board cannot predict or control the number of grievances filed or referred to arbitration as filings are at the discretion of bargaining units. In order to deal with this uncertainty, the 2018 budget includes a \$529,000 contribution to a Reserve for costs of independent legal advice. Fluctuations in legal spending will be dealt with by increasing or decreasing the budgeted reserve contribution in future years' operating budgets so that the Board has funds available in the Reserve for these variable expenditures.

Missing Persons Investigations Review

The Board, at its June 21, 2018 meeting, approved the Missing Persons Investigation Review Working Group – Review's Terms of Reference and Budget Report (Min. No. P112/18 refers). The Board approved terms of reference for an independent review of the policies, practices and actions of the Board and the Toronto Police Service in relation to missing person reports and investigations. The Board also approved a request to the City of Toronto's Executive Committee to allocate and transfer to the Board funding for the review in an amount not to exceed \$3.0M and that such funds be made available to the Board beginning in 2018 and until the conclusion of the Review.

Subsequently, Toronto City Council, at its July 23, 2018 meeting, approved up to \$3.0M for the Missing Persons Investigations Review, including an increase to the 2018 operating budget of the Board by \$0.6M on a onetime basis from funded from the Tax Rate Stabilization Reserve for the 2018 costs, and that the Board consult further with the Chief Financial Officer concerning future budget provisions for the balance of the review in 2019 and 2020 as part of the annual budget process. The Board will only draw on the reserve to the extent needed to fund the expenditure associated with the review.

The \$0.6M is in addition to the \$25,000 requested by the Board at its April meeting (Min. No. P66/18 refers) and subsequently approved by Toronto City Council at its June 26, 2018 meeting, required to facilitate the working group towards an independent review with respect to Toronto Police Service missing person investigations.

Conclusion:

As at September 30, 2018, a zero variance is projected.

Respectfully submitted,

Andy Pringle
Chair



Toronto Police Services Board Report

October 15, 2018

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Quarterly Report: Occupational Health & Safety Update for July 1, 2018 to September 30, 2018

Recommendation(s):

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

Financial Implications:

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

Background / Purpose:

At its meeting on January 24, 2005, the Board received an update on occupational health and safety matters relating to the Toronto Police Service (Service) (Min. No. C9/05 refers). Following consideration of the report, the Board requested the Chief of Police to provide quarterly confidential updates on matters relating to occupational health and safety. The Board, at its meeting on August 21, 2008, further requested public quarterly reports for occupational health and safety matters (Min. No. C224/08 refers).

The purpose of this report is to update the Board on matters relating to occupational health and safety issues for the third quarter of 2018.

Discussion:

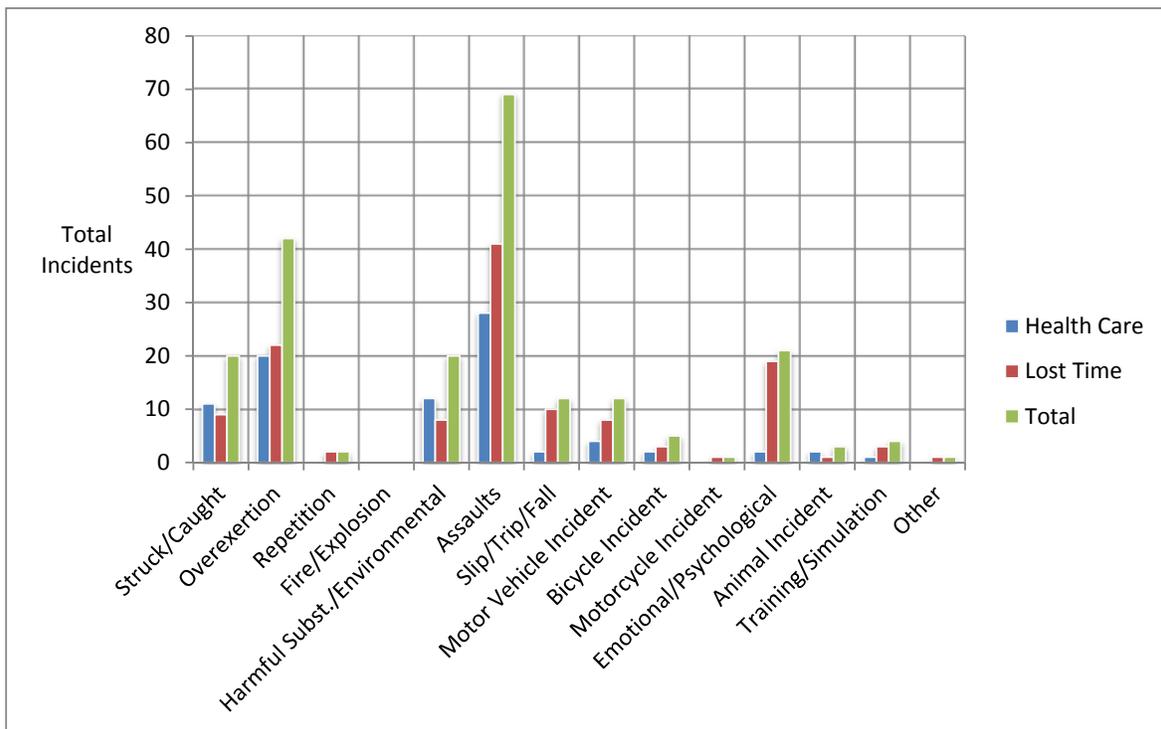
Third Quarter Accident and Injury Statistics

From July 1, 2018 to September 30, 2018, there were 212 reported workplace accidents/incidents involving Service members, resulting in lost time from work and/or health care which was provided by a medical professional. These incidents were

reported as claims to the Workplace Safety and Insurance Board (W.S.I.B.). During this same period, 29 recurrences of previously approved W.S.I.B. claims were reported. Recurrences can include, but are not limited to: ongoing treatment, re-injury, and medical follow-ups, ranging from specialist appointments to surgery.

Injured on Duty reports are classified according to the incident type. The following graph and chart summarize the Injured on Duty reports received by the Wellness Unit during the third quarter of 2018.

*Injured on Duty Reports
July to September 2018*



Incident Type	Health Care	Lost Time	Q3-2018	Q3-2017
Struck/Caught	11	9	20	33
Overexertion	20	22	42	25
Repetition	0	2	2	0
Fire/Explosion	0	0	0	0
Harmful Substances /Environmental	12	8	20	15
Assaults	28	41	69	65
Slip/Trip/Fall	2	10	12	20
Motor Vehicle Incident	4	8	12	10
Bicycle Incident	2	3	5	3

Incident Type	Health Care	Lost Time	Q3-2018	Q3-2017
Motorcycle Incident	0	1	1	0
Emotional/Psychological	2	19	21	18
Animal Incident	2	1	3	2
Training/Simulation	1	3	4	7
Other	0	1	1	2
Totals	84	128	212	200

The top five incident categories are:

1. Assaults: 69 reported incidents
2. Overexertion: 42 reported incidents
3. Emotional/Psychological: 21 reported incidents
4. Slip/Trip/Fall: 20 reported incidents
5. Harmful Substances/Environmental: 20 reported incidents

The highest category of incidents during this reporting period is the “Assaults” category. Assaults by arrested parties, suspects, or members of the public typically form one of the largest categories of Injured on Duty reports due to the nature of police work. A significant portion of training received by police officers is designed to mitigate the risk of these types of injuries.

Critical Injuries

Under Ontario’s occupational health and safety regulatory framework, employers have the duty to report all critical injuries and fatalities which occur in the workplace to the Ministry of Labour (M.O.L.), pursuant to *Section 51* of the *Occupational Health and Safety Act* and *Ontario Regulation 834*.

A critical injury is defined as an injury of a serious nature that:

- (a) places life in jeopardy,
- (b) produces unconsciousness,
- (c) results in substantial loss of blood,
- (d) involves the fracture of a leg or arm but not a finger or toe,
- (e) involves the amputation of a leg, arm, hand or foot but not a finger or toe,
- (f) consists of burns to a major portion of the body, or
- (g) causes the loss of sight in an eye.

In the third quarter of 2018, there was one new critical injury incident reported to the M.O.L. For each critical injury incident, an investigation is conducted by the Service independent of the M.O.L. investigation, involving both the injured member’s local Joint Health and Safety Committee and the Service’s Wellness Unit. In each case, root causes are sought and recommendations are made, where applicable, to reduce the risk of similar incidents in the future.

Communicable Diseases

As part of the Communicable Disease Exposure Surveillance Program, members of the Wellness Unit reviewed reported exposures during the months indicated in the table below. The majority of these exposures did not result in claim submissions to the W.S.I.B. However, there is an obligation to ensure that a communication is dispatched to members of the Service from a qualified designated officer from the Medical Advisory Services team.

In the event that a member requires information or support regarding a communicable disease exposure, they will be contacted by a medical professional from Medical Advisory Services in order to discuss potential risk, consider treatment options as required, and to ensure that the member is supported properly with respect to stress and psychological well-being. The following chart summarizes member exposures to communicable diseases, as well as other potential exposure types including blood and bodily fluids.

Member Exposure to Communicable Diseases July to September 2018

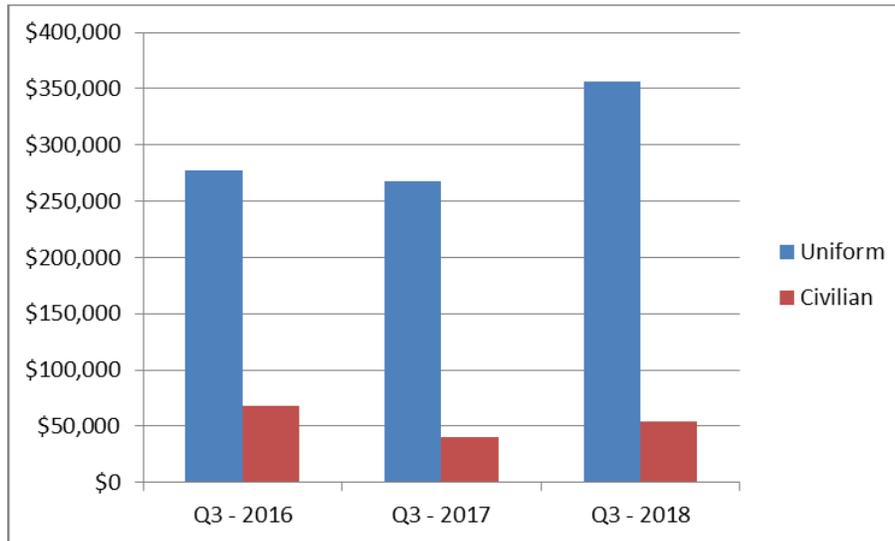
Reported Exposures	July	August	September	Q3 - 2018	Q3 - 2017
Bodily Fluids, Misc.	24	15	25	64	63
Hepatitis A, B, & C	1	2	2	5	4
HIV	2	1	3	6	8
Influenza	0	0	0	0	0
Measles, Mumps, Rubella	0	0	0	0	0
Meningitis	4	0	1	5	6
Staphylococcus Aureus	3	4	2	9	11
Tuberculosis	0	3	2	5	6
Varicella (Chickenpox)	0	0	0	0	0
Bed Bugs	12	6	5	23	21
Other, Miscellaneous	7	7	8	22	23
Total	53	38	48	139	142

Examples of the types of exposures which fall into the category “Other, Miscellaneous” can include, but are not limited to: ringworm, scabies, lice, pertussis, diphtheria, etc.

For the third quarter of 2018, there were a total of 139 reported incidents involving exposures or possible exposures. This represents a decrease of 2% when compared to the third quarter of 2017, in which a total of 142 incidents were reported

Injury and Accident Costs

As a Schedule 2 employer, the Service paid \$54,127 in W.S.I.B. costs for civilian members and \$355,918 in W.S.I.B. costs for uniform members for the third quarter of 2018.



	Q3 - 2016	Q3 - 2017	Q3 - 2018
Uniform	\$ 276,886	\$ 267,264	\$ 355,918
Civilian	\$ 68,465	\$ 40,225	\$ 54,127

The increase in overall costs over the past two third quarter periods has been attributed in part to the passing into law of the *Supporting Ontario's First Responders Act* in April 2016, which created the presumption of work-relatedness when first responders are diagnosed with Post Traumatic Stress Disorder (P.T.S.D.).

Medical Advisory Services

The disability statistics provided below summarize all non-occupational cases. By definition, "short-term" refers to members who are off work for greater than fourteen days, but less than six months. "Long-term" refers to members who have been off work for six months or greater.

Disability distribution of Service members as of the end of the third quarter of 2018 is summarized in the following chart.

*Member Disabilities: Non-Occupational
July to September 2018*

Disability Category	End of Q3 – 2018	End of Q3 – 2017
Short Term	82	56
Long Term – LTD	4	4
Long Term – CSLB	74	73
Total Disability	160	133

Workplace Violence and Harassment Statistics

Bill 168, the *Occupational Health and Safety Amendment Act (Violence and Harassment in the Workplace) 2009*, came into force on June 15, 2010. As a result of this amendment, the *Occupational Health and Safety Act* now includes definitions of workplace violence and workplace harassment, and Part III.0.1 describes employer obligations with respect to violence and harassment in the workplace.

In the third quarter of 2018, there were four documented complaints which were categorized by Professional Standards as having the potential to meet the criteria of workplace harassment as defined in the *Occupational Health and Safety Act*.

Conclusion:

This report provides an update to the Board on matters relating to occupational health and safety issues for the third quarter of 2018.

The next quarterly report for the period of October 1, 2018 to December 31, 2018 will be submitted to the Board for its meeting in February 2019.

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

Respectfully submitted,

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

MS:IN:cp

Board Report – Public – OHS update – Q3 – July to September 2018



Toronto Police Services Board Report

October 29, 2018

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Semi-Annual Report: Publication of Expenses – January to June 2018

Recommendation:

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

Financial Implications:

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

Background / Purpose:

The Board, at its meeting on February 16, 2012, passed a motion requiring that the expenses of Board Members, the Chief, the Deputy Chiefs and Chief Administrative Officer (C.A.O.), excluded members at the level of X40 and above and Toronto Police Service (Service) members at the level of Staff Superintendent and Director, be reported to the Board on a semi-annual basis. The expenses to be published are in three areas:

- business travel;
- conferences and training; and
- hospitality and protocol (Min. No. P18/12 refers).

The purpose of this report is to advise the Board of the expenses incurred by Board and Service members during the period January 1, 2018 to June 30, 2018.

Discussion:

Attached to this report as Appendix A are the expenses, for the first half of 2018, for the applicable Service and Board members. The attachment shows the total for each member as well as a breakdown based on the three categories of expenses. The publication of this information will be available on the Board's and Service's internet sites.

The expenses of 27 members are included in this report, in alphabetical order, and total \$83,177.

Conclusion:

This report contains details for the three categories of expenses incurred by Board and Service members, for the period January 1, 2018 to June 30, 2018.

Mr. Tony Veneziano, Chief Administrative Officer, will be in attendance to answer any questions the Board may have regarding this report.

Respectfully submitted,

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

L.R.

Expenses First Half 2018.doc

Appendix A

Toronto Police Service and Toronto Police Services Board
Expense Publication Summary
Period: January 1 to June 30, 2018

<u>Member</u>	<u>Expenses Reported</u>
Bergen, Francis	\$0.00
Campbell, Donald	\$0.00
Campbell, Joanne	\$804.39
Carroll, Shelley	\$0.00
Carter, Randolph	\$69.35
Chandrasekera, Uppala	\$0.00
Coxon, Shawna	\$5,254.23
Demkiw, Myron	\$6,212.92
Di Tommaso, Mario	\$5,015.34
Dhaliwal, Svina	\$518.11
Farahbakhsh (May), Jeanette	\$15,162.65
Giannotta, Celestino	\$3,014.35
Hart, Jim	\$0.00
Jeffers, Ken	\$0.00
Kijewski, Kristine	\$0.00
Lee, Chin	\$0.00
McLean, Barbara	\$21,933.84
Moliner, Marie	\$0.00
Nunziata, Frances	\$0.00
Pringle, Andrew	\$0.00
Pugash, Mark	\$0.00
Ramer, James	\$10,389.42
Saunders, Mark	\$10,348.38
Tory, John	\$0.00
Veneziano, Tony	\$3,094.51
Yeandle, Kimberly	\$0.00
Yuen, Peter	\$1,359.49
Total Expenditures Reported	<u>\$83,176.97</u>



**Toronto Police Service
Senior Staff Expenses
For the period of January 1 to June 30, 2018**

Unit: Toronto Police Services Board
Member: Campbell, Joanne
Job Title/Rank: Executive Director

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No business travel expenses for this period.	\$0.00
		\$0.00

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
May 23 - 26	Ontario Association of Police Services Board (O.A.P.S.B.) 2018 Spring Conference and Annual General Meeting in Blue Mountain, Ontario	\$804.39
		\$804.39

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No hospitality and protocol expenses for this period.	\$0.00
		\$0.00

Member Total	\$804.39
---------------------	-----------------



**Toronto Police Service
Senior Staff Expenses
For the period of January 1 to June 30, 2018**

Unit: Corporate Risk Management
Member: Carter, Randolph
Job Title/Rank: Staff Superintendent

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No business travel expenses for this period.	\$0.00
		\$0.00

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
June 20	The Institute of Internal Auditors (I.I.A.) Enterprise Risk Management Seminar in Toronto, Ontario	\$69.35
		\$69.35

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No hospitality and protocol expenses for this period.	\$0.00
		\$0.00

Member Total	\$69.35
---------------------	----------------



**Toronto Police Service
Senior Staff Expenses
For the period of January 1 to June 30, 2018**

Unit: Priority Response Command
Member: Coxon, Shawna
Job Title/Rank: Deputy Chief of Police

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
January 26	Canadian Association of Chiefs of Police (C.A.C.P.) 10th National Criminal Justice Symposium, Presenter, in Montreal, Quebec	\$394.32
May 16	Transformational Task Force Meeting in Toronto, Ontario	\$2.70
		\$397.02

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
February 4 - 8	Body Worn Camera Conference in San Diego, California	\$3,694.12
May 30	Change Leadership Conference in Toronto, Ontario	\$403.99
June 27	Unlocking the Cyber-Security Job Market Workshop in Toronto, Ontario	\$9.01
		\$4,107.12

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
March 4	54th Annual Toronto Police Service (T.P.S.) Communion Breakfast in Toronto, Ontario	\$6.76
May 3	T.P.S. Command Meeting in Toronto, Ontario	\$479.08
May 4	20th Annual Ontario Women in Law Enforcement (O.W.L.E.) Awards Banquet in Mississauga, Ontario	\$67.54
May 9	Toronto Crime Stoppers Chief of Police Dinner in Toronto, Ontario	\$10.81
May 10	South Asian Annual Gala in Toronto, Ontario	\$55.00
May 15	51st Annual Police Officer of the Year Awards in Toronto, Ontario	\$96.67
May 24	Egale Gala in Toronto, Ontario	\$27.02
June 3	Autism Speaks Event in Toronto, Ontario	\$7.21
		\$750.09

Member Total	\$5,254.23
---------------------	-------------------



**Toronto Police Service
Senior Staff Expenses
For the period of January 1 to June 30, 2018**

Unit: Detective Operations
Member: Demkiw, Myron
Job Title/Rank: Staff Superintendent

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
January 11	Canadian Association of Chiefs of Police (C.A.C.P.) Committee Video Conference Call in Toronto, Ontario	\$13.51
January 15 - 16	C.A.C.P. Committee Meeting in Ottawa, Ontario	\$269.05
January 30 - February 1	Meeting with New York City Police Department (N.Y.P.D.) in New York City, New York	\$1,411.16
February 26 - 28	C.A.C.P. Canadian Integrated Response to Organized Crime (C.I.R.O.C.) Meeting in Ottawa, Ontario	\$814.76
March 6 - 7	Summit on Gun and Gang Violence in Ottawa, Ontario	\$1,054.32
March 12 - 13	Ontario Provincial Police (O.P.P.) and Greater Toronto Area (G.T.A.) Briefing in Orillia, Ontario	\$216.79
May 1 - 4	Law Amendments Committee Meeting in Regina, Saskatchewan	\$488.09
April 17	City Hall Meeting in Toronto, Ontario	\$10.80
		\$4,278.48

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
January 25 - 27	C.A.C.P. 10th National Criminal Justice Symposium in Montreal, Quebec	\$1,784.44
		\$1,784.44

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
March 20	House of Commons Standing Committee on Justice and Human Rights Meeting in Toronto, Ontario	\$50.00
June 27	Guardians Beyond the Call Award Ceremony in Vaughan, Ontario	\$100.00
		\$150.00

Member Total	\$6,212.92
---------------------	-------------------



**Toronto Police Service
Senior Staff Expenses
For the period of January 1 to June 30, 2018**

Unit: West Field Command
Member: Di Tommaso, Mario
Job Title/Rank: Staff Superintendent

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
January 12	Toronto District School Board (T.D.S.B.) Meeting in Toronto, Ontario	\$9.01
January 16	Night Ambassador Meeting in Toronto, Ontario	\$10.81
January 28 - 30	Meeting with New York City Police Department (N.Y.P.D.) in New York City, New York	\$1,006.00
April 11	Toronto Police Service (T.P.S.) West Field Command Meeting in Toronto, Ontario	\$17.56
May 1	Canadian Association of Chiefs of Police (C.A.C.P.) Crime Prevention, Community Safety and Well Being Committee Meeting in Toronto, Ontario	\$14.40
June 7	City Hall Meeting in Toronto, Ontario	\$10.81
June 13 - 14	Italian National Day, Ambassadors Residence in Ottawa, Ontario	\$345.19
		\$1,413.78

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
March 21	Municipal Issues in the Legalization of Cannabis Conference in Toronto, Ontario	\$1,131.07
May 15 - 16	Ontario Association of Chiefs of Police (O.A.C.P.) Forum Discussion Around the Opioid Challenge in Toronto, Ontario	\$216.12
May 20 - 22	Evidence-Based Policing Conference in Philadelphia, Pennsylvania	\$1,808.29
		\$3,155.48

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
February 7	Embedded Crown Project Meeting in Toronto, Ontario	\$32.62
March 30	Good Friday Community Event in Toronto, Ontario	\$270.16
April 17	Meeting with N.Y.P.D. in Toronto, Ontario	\$33.11
May 15	51st Annual Police Officer of the Year Awards in Toronto, Ontario	\$110.19
		\$446.08

Member Total	\$5,015.34
---------------------	-------------------



**Toronto Police Service
Senior Staff Expenses
For the period of January 1 to June 30, 2018**

Unit: Finance & Business Management
Member: Dhaliwal, Svina
Job Title/Rank: Director

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
January 12	Budget Committee Meeting in Toronto, Ontario	\$8.88
April 6	Financial Accounting System Transformation (F.A.S.T.) Steering Committee Meeting in Toronto, Ontario	\$10.81
April 30	City Hall Meeting in Toronto, Ontario	\$18.01
May 16	Ernst & Young (E.Y.) Meeting in Toronto, Ontario	\$13.51
		\$51.21

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
January 26	Chartered Professional Accountants (C.P.A.) 2018 Public Sector Conference in Toronto, Ontario	\$457.90
		\$457.90

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
May 15	51st Annual Police Officer of the Year Awards in Toronto, Ontario	\$9.01
		\$9.01

Member Total	\$518.11
---------------------	-----------------



Toronto Police Service
Senior Staff Expenses
For the period of January 1 to June 30, 2018

Unit: People & Culture
Member: Farahbakhsh (May), Jeanette
Job Title/Rank: Director

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
March 1	Collective Bargaining Meeting in Toronto, Ontario	\$10.82
April 30 - May 3	Canadian Association of Chiefs of Police (C.A.C.P.) Human Resource and Learning Committee Meeting in Ottawa, Ontario	\$1,122.18
May 10	Ontario Association of Chiefs of Police (O.A.C.P.) Human Resources Committee Meeting in Oakville, Ontario	\$38.09
		\$1,171.09

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
January 22 - 26	Rotman's Strategic Human Resource Management Program in Toronto, Ontario	\$13,737.60
		\$13,737.60

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
February 4	Annual Chaplain's Dinner in Toronto, Ontario	\$6.09
May 4	20th Annual Ontario Women in Law Enforcement (O.W.L.E.) Awards Banquet in Mississauga, Ontario	\$104.91
May 9	22nd Annual Toronto Crime Stoppers Chief of Police Dinner in Toronto Ontario	\$6.48
May 11	Chief's Senior Officer Meeting in Toronto, Ontario	\$14.59
May 15	51st Annual Police Officer of the Year Awards in Toronto, Ontario	\$105.68
June 12	School Crossing Guard Awards in Toronto, Ontario	\$5.40
June 15	Retirement Function for member of City in Toronto, Ontario	\$10.81
		\$253.96

Member Total	\$15,162.65
---------------------	--------------------



Toronto Police Service
Senior Staff Expenses
For the period of January 1 to June 30, 2018

Unit: Information Technology Services
Member: Giannotta, Celestino
Job Title/Rank: Director

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No business travel expenses for this period.	\$0.00
		\$0.00

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
February 25- March 2	The Canadian Association of Chiefs of Police (C.A.C.P.) Information, Communication & Technology (I.C.T.) Committee Workshop and Quarterly Meeting in Vancouver, British Columbia	\$2,828.13
		\$2,828.13

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
April 17 - 18	Royal Canadian Mounted Police (R.C.M.P.) Connected Officer Program Workshop in Toronto, Ontario	\$186.22
		\$186.22

Member Total	\$3,014.35
---------------------	-------------------



**Toronto Police Service
Senior Staff Expenses
For the period of January 1 to June 30, 2018**

Unit: Human Resources Command
Member: McLean, Barbara
Job Title/Rank: Deputy Chief of Police

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
April 25 - 27	National Joint Council (N.J.C.) Semi Annual Meeting in Ottawa, Ontario	\$68.18
June 26 - 27	Meyers Norris Penny (M.N.P.) Panel Presentation in Calgary, Alberta	\$511.58
		\$579.76

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
January 22 - 26	Rotman's Strategic Human Resource Management Program in Toronto, Ontario	\$13,737.60
May 29 - June 1	Major City Chiefs Joint Meeting in Nashville, Tennessee	\$5,040.30
June 10 - 13	Ontario Association of Chiefs of Police (O.A.C.P.) Conference in Huntsville, Ontario	\$2,018.09
		\$20,795.99

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
January 31	Retirement Function for Toronto Police Service (T.P.S.) uniform member in Toronto, Ontario	\$20.00
February 27	Retirement Function for T.P.S. uniform member in Toronto, Ontario	\$40.00
March 11	Jamaican Canadian Association (J.C.A.) International Women's Day in Toronto, Ontario	\$40.00
April 5	Retirement Function for T.P.S. uniform member in Toronto, Ontario	\$10.81
May 9	22nd Annual Toronto Crime Stoppers Chief of Police Dinner in Toronto, Ontario	\$10.81
May 15	51st Annual Police Officer of the Year Awards in Toronto, Ontario	\$105.68
June 16	Chief's Ceremonial Unit Annual Dinner in Toronto, Ontario	\$100.00
June 19	Chief's Summer Safety Meeting in Toronto, Ontario	\$230.79
		\$558.09

Member Total	\$21,933.84
---------------------	--------------------



**Toronto Police Service
Senior Staff Expenses
For the period of January 1 to June 30, 2018**

Unit: Specialized Operations Command
Member: Ramer, James
Job Title/Rank: Deputy Chief of Police

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
January 10	Canadian Association of Chiefs of Police (C.A.C.P.) Meeting in Toronto, Ontario	\$22.51
January 30 - February 5	Meeting with New York City Police Department (N.Y.P.D.) in New York City, New York	\$1,444.79
February 16	Developing Canadian Partnerships for Countering Violent Extremism (C.V.E.) Meeting in Toronto, Ontario	\$10.81
March 6 - 7	Summit on Gun & Gang Violence in Ottawa, Ontario	\$986.48
March 12 - 13	Ontario Provincial Police (O.P.P.) and Greater Toronto Area (G.T.A.) Briefing in Orillia, Ontario	\$242.58
May 27 - 30	Change of Command Ceremony in Ottawa, Ontario Association of Chiefs of Police (O.A.C.P.), C.A.C.P. and Canadian Integrated Response to Organized Crime (C.I.R.O.C.) Meetings in Dartmouth, Nova Scotia	\$1,512.97
		\$4,220.14

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
March 19	O.A.C.P. Human Trafficking Conference in Toronto, Ontario	\$37.81
March 20 - 23	Public Safety Canada (P.S.C.) Building Connections: Preventing Violent Extremism in Canada Conference in Montreal, Quebec	\$1,395.23
April 3	Royal Canadian Military Institute (R.C.M.I.) Hostage Situations Management Seminar in Toronto, Ontario	\$37.71
April 16	Training and Education Case Study Presentation in Toronto, Ontario	\$672.99
April 23 - 27	Leadership in Counter Terrorism (L.in.C.T.) Conference in New York City, New York	\$3,382.50
		\$5,526.24



**Toronto Police Service
Senior Staff Expenses
For the period of January 1 to June 30, 2018**

Unit: Specialized Operations Command
Member: Ramer, James
Job Title/Rank: Deputy Chief of Police

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
April 9	Specialized Operations Command Meeting in Toronto, Ontario	\$62.39
May 4	20th Annual Ontario Women in Law Enforcement (O.W.L.E.) Awards Banquet in Mississauga, Ontario	\$76.54
May 9	Officer of the Year Ceremony in Toronto, Ontario	\$10.81
May 15	51st Annual Police Officer of the Year Awards in Toronto, Ontario	\$193.34
June 16	Chief's Ceremonial Unit Annual Dinner in Toronto, Ontario	\$100.00
June 25 - 28	C.V.E. Workshop in Toronto, Ontario	\$109.90
June 27	Guardians Beyond The Call Award Ceremony in Vaughan, Ontario	\$90.06
		\$643.04
Member Total		\$10,389.42



**Toronto Police Service
Senior Staff Expenses
For the period of January 1 to June 30, 2018**

Unit: Chief's Office
Member: Saunders, Mark
Job Title/Rank: Chief of Police

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
January 23 - 27	Major Cities Chiefs Association (M.C.C.A.) Winter Meeting and Police Executive Research Forum (P.E.R.F.) Conference in Long Beach, California	\$2,247.87
February 12 - 14	Ontario Association of Chief of Police (O.A.C.P.) Board of Directors Meeting in London, Ontario (Accommodations paid by O.A.C.P.)	\$202.61
March 6 - 8	Gift of Hope Organ and Tissue Donor Network Summit in Chicago, Illinois (Accommodations paid by Plan International Gift of Hope)	\$360.52
April 9 - 11	O.A.C.P. Board of Directors Meeting in Waterloo, Ontario (Accommodations paid by O.A.C.P.)	\$202.61
May 29 - June 1	M.C.C.A. National Executive Institute Associates (N.E.I.A.) and P.E.R.F. Joint Meeting in Nashville, Tennessee (Registration Reimbursed by M.C.C.A.)	\$3,656.08
June 11 - 14	Commissariat Général des Expositions et Salons du GICAT (C.O.G.E.S.) Eurosatory Defence and Security Fair in Paris, France (Accommodations paid by C.O.G.E.S.)	\$3,097.49
		\$9,767.18

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
April 23 - 27	Leadership in Counter Terrorism (L.in.C.T.) Conference in New York City, New York (Accommodations paid by New York City Police Department)	\$482.95
		\$482.95



**Toronto Police Service
Senior Staff Expenses
For the period of January 1 to June 30, 2018**

Unit: Chief's Office
Member: Saunders, Mark
Job Title/Rank: Chief of Police

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
January 2	Ontario Court of Appeal Lunch Meeting in Toronto, Ontario	\$54.00
February 9	Meeting with member of Homicide Squad in Toronto, Ontario	\$44.25
		\$98.25
Member Total		\$10,348.38



**Toronto Police Service
Senior Staff Expenses
For the period of January 1 to June 30, 2018**

Unit: Corporate Support Command
Member: Veneziano, Tony
Job Title/Rank: Chief Administrative Officer

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No business travel expenses for this period.	\$0.00
		\$0.00

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
May 20 - 23	Law Enforcement Information Managers (L.E.I.M.) Technology Conference - International Association of Chiefs of Police (I.A.C.P.) in Providence, Rhode Island	\$2,881.62
		\$2,881.62

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
February 21	Victim Services Chief's Gala Reception in Toronto, Ontario	\$7.22
May 15	51st Annual Police Officer of the Year Awards, in Toronto, Ontario	\$105.67
June 27	Guardians Beyond The Call Award Ceremony in Vaughan, Ontario	\$100.00
		\$212.89

Member Total	\$3,094.51
---------------------	-------------------



**Toronto Police Service
Senior Staff Expenses
For the period of January 1 to June 30, 2018**

Unit: Communities & Neighborhoods Command
Member: Yuen, Peter
Job Title/Rank: Deputy Chief of Police

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
January 30- February 1	Meeting with New York City Police Department (N.Y.P.D.) in New York City, New York	\$1,073.85
		\$1,073.85

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No conferences and training expenses for this period.	\$0.00
		\$0.00

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
March 27	Community Police Liaison Committee Lunch Meeting in Toronto, Ontario	\$170.96
May 15	51st Annual Police Officer of the Year Awards in Toronto, Ontario	\$114.68
		\$285.64

Member Total	\$1,359.49
---------------------	-------------------



Toronto Police Services Board Report

September 5, 2018

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: City Council Recommendation re: Toronto Seniors Strategy 2.0

Recommendation(s):

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

Financial Implications:

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

Background / Purpose:

On May 22nd, 2018, Toronto City Council unanimously passed the Toronto Seniors Strategy 2.0, which articulates 27 high-impact recommendations to improve the health, wellness and quality of life of seniors in our city (City Council Min. No. EX31.2 refers).

At its July 19th, 2018 Public Meeting, the Board was in receipt of a report dated July 4th, 2018, from Andy Pringle, Chair, related to the above.

It was subsequently recommended that the Board forward said report to the Chief of Police, to consider creating a seniors inclusive training curriculum aimed at increasing officer awareness around ageing related issues, and increasing officer capacity to connect seniors to appropriate resources (Min. No. P149/2018 refers).

Additionally, it was requested that the Chief of Police report to the Board with respect to the extent that these matters are already addressed in the Toronto Police Service's (the Service) existing programs and strategies, partnerships and training. To this final point, please see the below discussion regarding recent and ongoing initiatives.

Discussion:

Action taken by the Service in response to recommendations made in Toronto's Seniors Strategy 1.0 included the formation of a Seniors Community Chief's Consultative Committee (C.C.C.C.). This collection of experts and key stakeholders in the Seniors Advocacy Community met for the first time in November of 2016, and quickly identified increasing officer awareness and education in relation to Seniors Issues as its top priority. The committee's work through its first 18 months has focused on that goal, and includes the following initiatives:

- A 'Financial Exploitation of the Elderly' Symposium - Oct 19, 2017
 - Attended by more than 60 Service officers, this one day session was an in-depth exploration into financial abuse of older adults.
 - Designed to better equip attendees with the skills required to recognize, respond to and investigate scenarios of financial elder abuse.
 - An extremely in depth case study was included of a Service Investigation into Power of Attorney Abuse, wherein the now deceased victim's son (also the brother of the convicted offender) spoke to officers about his experience, as did the officer in charge of this same case. A third guest speaker, a Crown Attorney from Toronto with considerable experience prosecuting cases related to elder abuse, spoke about special considerations from a case preparation (for court) perspective.

- An 'Elder Abuse Training Video'; filming/editing began in June 2018 and is ongoing
 - This video will be viewed service wide by front line officers on designated 'training days' (i.e. will be seen by thousands of Service personnel)
 - The video includes a scenario wherein Service officers respond to an elder abuse related call for service. Via the scenario, officers will learn of special considerations while investigating calls for service involving vulnerable seniors, indicators of various types of elder abuse and relevant legislation/application of the criminal code.
 - Throughout the scenario, segments of interviews with experts in the field will be played. They will provide insight from a variety of perspectives, including legal, medical, advocacy and social work.
 - This video will also illuminate some of the more established and practical community services for referral where police intervention may not be the best course of action.

- An 'Elder Abuse and Neglect Guide for Police Officers'; completed

- 3500 booklets have been published, and will be distributed in conjunction with the aforementioned video's completion.
- An in depth (27 page) booklet wherein all forms of elder abuse are detailed, including common scenarios, common characteristics of offenders, red flags and indicators of abuse, investigative tools and techniques relevant to elder abuse, under-utilized legislation and examples of where it might be applied etc.
- The booklet also details special considerations when dealing with victims of elder abuse.
- Finally, the booklet provides contact information for and detailed explanations of some of the more relevant community services available in Toronto for referral.

Unrelated to the work involving the Seniors C.C.C.C., a 5 day (40 hour) 'Elder Abuse Investigators Course runs three times annually at Toronto Police College. The course content is very in depth, and the course has gained attention province wide. Officers from many Services in Ontario regularly attend.

Speakers at the course cover the entire spectrum of stakeholders in the Seniors community, including:

- Police Officers (including case studies)
- Lawyers (including specialists in elder law, residential care homes law, estate litigation, crown prosecutors)
- Doctors (geriatric psychiatry)
- The Coroner's office
- Social Workers
- The Office of the Public Guardian and Trustee
- The Ministry of Government and Consumer Affairs
- The College of Trades
- Representatives from the L.G.B.T.Q.2S.I community
- Seniors Advocates

The course content also includes information about various community services appropriate for referral. Many of whom attend as guest speakers.

Due to the requisite time commitment made by attendees, the volume of officers reached via this training is lower than some other aforementioned formats – generally 15-20 officers per session (i.e. a maximum of 60 officers per year).

Conclusion:

The above paragraphs detail some of the efforts currently being made by the Service to increase officer awareness around ageing related issues, and to increase officer capacity to connect seniors and those in their support network to appropriate community services. The recommendation arising from the Toronto Senior Strategy, to 'create a seniors inclusive training curriculum' aimed at achieving the same, was arrived at collaboratively after much input from both the Service's Vulnerable Persons Coordinator and the Strategy's Accountability Table. The vision of this 'curriculum' is in no way meant to replace, or compete with any existing programs, but is instead meant to be complimentary to what is already in place.

Compliance with said recommendation simply means that the Service will commit to continuing to deliver educational sessions/materials to its officers in a variety of formats to increase our collective knowledge base in this area. The language of the recommendation is intentionally non-committal as we are unaware, at this stage, as to what resources might be made available to us. For example, the Seniors C.C.C.C. (on which the City of Toronto is represented) plans on applying for a grant in 2019 to help fund the development of a symposium on age friendly policing. Should we receive this funding, the content of the symposium would be aimed at achieving the same two goals.

Deputy Chief Peter Yuen, Communities and Neighbourhoods 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



Toronto Police Services Board Report

October 22, 2018

To: Members Toronto Police Services Board

From: Andy Pringle
Chair

Subject: City of Toronto Council – Options to Address Single-Use Items, Misleading Advertising and Textile Waste in the City of Toronto

Recommendation(s):

It is recommended that the Board forward this report to the Chief of Police for information and any necessary follow-up.

Financial Implications:

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

Background/Purpose:

At its meeting held on July 23, 24, 25, 26, 27 and 30, 2018, City Council adopted a report from the Public Works and Infrastructure Committee regarding the reduction of single-use takeaway packaging. This report included a recommendation that City Council direct all City Programs and Agencies to reduce single-use takeaway packaging or products as a means of exemplifying the City's commitment and leadership in reducing such packaging and products.

The minutes detailing the City's consideration of this item are available at this link:
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.PW31.10>

Discussion:

Council adopted a report that included a recommendation that it direct all City Divisions, Agencies and Corporations to reduce single-use takeaway packaging or products as a means of exemplifying the City's commitment and leadership in reducing such packaging and products.

Conclusion:

It is, therefore, recommended that the Board forward this report to the Chief of Police for information and any necessary follow-up.

Respectfully submitted,

Andy Pringle
Chair



Toronto Police Services Board Report

October 22, 2018

To: Members Toronto Police Services Board

From: Andy Pringle
Chair

Subject: City of Toronto Council – Improvement Needed in the City’s Wireless Telecommunication Contracts

Recommendation(s):

It is recommended that the Board forward this report to the Chief of Police for consideration.

Financial Implications:

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

Background/Purpose:

At its meeting held on July 23, 24, 25, 26, 27 and 30, 2018, City Council adopted a report from the Audit Committee regarding improvements needed in managing the City’s wireless telecommunication contracts. In doing so, the City agreed to forward copies of the following Auditor General’s reports to the Chief Executive Officers of City Agencies and Corporations for information and necessary action:

- a. “Toronto Transit Commission: Managing Telecommunication Contracts and Payments”; and
- b. “Improvements Needed in Managing City’s Wireless Telecommunication Contracts”

This report also included a recommendation that City Council direct the Chief Executive Officer of all City Programs and Agencies to consider and implement the recommendations relevant to their operations included in the foregoing reports.

The minutes detailing the City's consideration of this item are available at this link:
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.AU13.17>

Conclusion:

It is, therefore, recommended that the Board forward this report to the Chief of Police for consideration.

Respectfully submitted,

Andy Pringle
Chair



Toronto Police Services Board Report

June 25, 2018

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Chief's Administrative Investigation into the Custody Injury to Mr. Hussein Clayton

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 November 29, 2016, at approximately 1404 hours, officers were in the area of Dundas Street East and George Street in relation to ongoing complaints of street level drug dealing activity. The officers observed three males who appeared to be engaged in a drug transaction.

The officers approached the three males with the intention of placing them under arrest for trafficking narcotics. Two of the males were taken into custody without incident, however, the third male, later identified as Mr. Hussein Clayton, fled on foot and he was pursued by an officer.

Mr. Clayton ran southbound on George Street followed by the officer. The officer had called for assistance and another officer responded to the area. The responding officer arrived on George Street and dismounted from his bicycle as Mr. Clayton ran towards him. This officer observed that Mr. Clayton was running directly towards him and had an unknown object in his hand. This unknown object was later determined to be a large wrist watch. The officer directed Mr. Clayton to stop running. Mr. Clayton disregarded the officer’s direction and continued to run directly toward him. The officer became concerned for his safety along with the public in the area. The officer drew his issued Conducted Energy Weapon (C.E.W.) and discharged it at Mr. Clayton. The C.E.W. probes connected with Mr. Clayton and caused him to immediately fall face forward to the ground. The C.E.W. deployment was effective. The original pursuing officer approached Mr. Clayton and attempted to handcuff him. Mr. Clayton became assaultive and resisted arrest by kicking at the officer and refusing to provide his hands for cuffing. The officer delivered approximately two to three closed handed strikes to Mr. Clayton’s head as a technique to distract him. The officer holstered his C.E.W. and assisted the other officer in handcuffing Mr. Clayton. Mr. Clayton was subsequently transported to 51 Division for arrest processing and further investigation.

Upon being paraded at 51 Division, Mr. Clayton did not complain of any injury nor was there an injury visible. As part of the booking process a Level 3 search was authorized. During the Level 3 search, it was observed that Mr. Clayton had what appeared to be an unknown object in his anus which he refused to remove voluntarily. The officers

believed that this unknown object was a quantity of drugs. During the Level 3 search, Mr. Clayton once again became combative and a second struggle took place in the search room. Mr. Clayton was taken to the ground at which time, he became compliant. Mr. Clayton was subsequently taken to St. Michael's Hospital for the sole purpose of having the unknown object removed from his body cavity. Upon arrival at the hospital, the attending physician observed that Mr. Clayton had swelling to his right facial area and ordered further medical examination including a Computed Tomography (C.T.) scan. The physician diagnosed Mr. Clayton with a fracture to his right orbital bone. The injury required surgery. The physician advised Mr. Clayton of the required surgery and offered to remove the object from his body cavity; however, Mr. Clayton refused any medical intervention or treatment. Mr. Clayton denied concealing any object in his anus. Mr. Clayton was released from hospital and returned to 51 Division to await his court appearance. No object had been recovered from Mr. Clayton.

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

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

In a letter to the T.P.S. dated January 23, 2018, 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. published a media release on January 31, 2018. The media release is available at: https://www.siu.on.ca/en/news_template.php?nrid=3578

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 use of force and the injury sustained 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 01-02 (Search of Persons)
- Procedure 01-03 (Persons in Custody)
- Procedure 03-06 (Guarding Persons in Custody)
- Procedure 04-21 (Gathering/Preserving Evidence)
- 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 15-09 (Conducted Energy Weapon)
- 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 applied use of force 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

MS:da

Filename:siuclaytonpublic.docx



Toronto Police Services Board Report

June 14, 2018

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Chief's Administrative Investigation into the Alleged Sexual Assault of Sexual Assault Complainant 2018-J

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 July 9, 2017, at 0129 hours, officers were on bicycle patrol in the area of King Street West and Peter Street. The officers were flagged down by a citizen who informed them of a person who had passed out in an alcove. The officers attended King Street West near Peter Street locating the alcove where the person, later identified as the sexual assault complainant (2018-J), was lying down. 2018-J’s condition appeared to be that they had passed out and were lying on their left side. The officers immediately requested Toronto Paramedic Services (Paramedics), who were patrolling by bicycle in the area, to attend the alcove to render medical care to 2018-J. One of the officers attempted to assess the person’s condition and wake them by shaking her shoulder. While the officer attempted to wake 2018-J, their cellular phone began to ring. The officer answered 2018-J’s cellular phone and spoke with a female, later identified as a friend of 2018-J. Constable Girgis directed the friend to the location of the alcove. 2018-J had woken and told the officers that they wanted to sleep there. The officer’s assessment of 2018-J’s condition was that they were intoxicated and did not appear to be in any distress. When 2018-J’s friend arrived at the alcove, they took control of 2018-J and declined any further medical assistance. The officers cleared from the area and carried on with their regular duties.

At 0152 hours, the T.P.S. received a call from 2018-J alleging that they had been sexually assaulted by two police officers who were riding bicycles. A Sergeant along with another officer, attended this radio call and located 2018-J who was accompanied by a friend.

2018-J told the Sergeant that two officers claimed they were intoxicated and one of the officers had sexually assaulted them. 2018-J reported that the officers then left. Paramedics attended the scene and transported 2018-J to St. Joseph’s Health Centre for medical attention.

The S.I.U. notified the T.P.S. and invoked its mandate.

The S.I.U. has not published any media releases regarding this investigation.

The S.I.U. designated one officer as the subject officer; four officers were designated as witness officers.

In a letter to the T.P.S. dated May 18, 2018, Director Tony Loparco of the S.I.U. advised that the investigation was completed and no further action was contemplated.

Summary of the Toronto Police Service's Investigation:

Sex Crimes Unit (S.C.U.) conducted an investigation pursuant to Ontario Regulation 267/10, Section 11.

S.C.U. examined the sexual assault in relation to the applicable legislation, service provided, procedures, and the conduct of the involved officers.

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

- Procedure 04-21 (Gathering/Preserving Evidence)
- Procedure 05-05 (Sexual Assault)
- Procedure 10-06 (Medical Emergencies)
- Procedure 13-16 (Special Investigations Unit)
- Procedure 13-17 (Notes and Reports)
- Procedure 15-17 (In-Car Camera System)

The S.C.U. 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 14.2 (Use of Force Qualifications)

The S.C.U. investigation determined that the T.P.S.'s policies and procedures associated with the alleged sexual assault 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

MS/da

Filename: siusexualassault2018-Jpublic.docx



Toronto Police Services Board Report

June 15, 2018

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Chief's Administrative Investigation into the Alleged Sexual Assault of Sexual Assault Complainant 2018-K

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 August 15, 2017, at 0052 hours, officers received a radio call to attend 1765 Weston Road, apartment 2301, to check for 2018-K who was wanted for an outstanding warrant in the first instance for assault and fail to comply with probation. The officers located 2018-K within apartment 2301 and placed him under arrest based on the outstanding warrant. The officers transported 2018-K to 22 Division where the warrant was held.

2018-K was paraded before the Officer-in-Charge of 22 Division. The Acting Staff Sergeant directed that a level 3 search be conducted on 2018-K. The officers conducted the level 3 search within the CIB interview room as the booking hall at 22 Division did not have a dedicated room for searches in the booking hall. At the conclusion of the search, 2018-K was charged accordingly and held in custody pending a show cause hearing.

At approximately 0330 hours, 2018-K spoke with duty counsel. 2018-K told duty counsel that he had been sexually assaulted by the officers that had performed the level 3 search. Duty counsel informed the Acting Staff Sergeant of the allegation of sexual assault. The Acting Staff Sergeant then spoke with 2018-K who in turn brought forward the allegation that he had been sexually assaulted and assaulted by the officers during the level 3 search. 2018-K also complained that he had pain to his ribs, jaw, and nose as a result of the alleged assault.

2018-K was transported to St. Joseph’s Health Centre for medical examination. 2018-K received medical attention in regard to his ribs, jaw and nose; however, he did not make a medical complaint of sexual assault to the medical staff. 2018-K was released from hospital with no identified injuries.

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

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

In a letter to the Service dated June 5, 2018, Director of the S.I.U. Mr. Tony Loparco advised that the investigation was completed, the file has been closed and no further action is contemplated.

The S.I.U. Director's report of investigation has not been made public.

The S.I.U. has not published any media releases regarding this investigation.

Summary of the Toronto Police Service's Investigation:

Sex Crimes Unit (S.C.U.) conducted an investigation pursuant to Ontario Regulation 267/10, Section 11.

S.C.U. examined the use of force in relation to the applicable legislation, service provided, procedures, and the conduct of the involved officers.

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

- Procedure 01-01 (Arrest)
- Procedure 01-02 (Search of Persons)
- Procedure 01-03 (Persons in Custody)
- Procedure 02-01 (Arrest Warrants)
- Procedure 03-06 (Guarding Persons in Hospital)
- Procedure 04-21 (Gathering/Preserving Evidence)
- Procedure 05-05 (Sexual Assault)
- 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 S.C.U. 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 14.2 (Use of Force Qualifications)

The S.C.U. investigation determined that the T.P.S.'s policies and procedures associated with the in 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

MS/da

Filename:siusexualassault2018-Kpublic.docx



Toronto Police Services Board Report

June 15, 2018

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Chief's Administrative Investigation into the Custody Injury to Ms. Jennifer Roncetti

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 April 2, 2017, at 1548 hours, a female later identified as Ms. Jennifer Roncetti, entered the Liquor Control Board of Ontario (L.C.B.O.) store located at 222 Front Street East. Ms. Roncetti concealed four bottles of alcohol into her cart. Ms. Roncetti left the store making no attempts to pay for the bottles which she had concealed inside her cart. Employees from the L.C.B.O. contacted the Toronto Police Service to report the theft and provided a description of Ms. Roncetti.

Several officers responded to the scene. One of the officers attended the L.C.B.O. and advised the other responding officers that Ms. Roncetti had left the store. Additional officers arrived in the area and saw Ms. Roncetti walking on Berkeley Street. The officers believed that her description matched that provided in the radio call. They approached her and told her she was under arrest for theft under \$5000.00. Ms. Roncetti ran from the officers. An officer chased after Ms. Roncetti on foot. As the officer caught up to Ms. Roncetti, he reached out and grasped her clothing which caused her to lose her balance. Ms. Roncetti fell which caused the officer to lose his balance. Both the officer and Ms. Roncetti fell. Ms. Roncetti struck a tree and the officer struck a light standard next to the tree.

The officers transported Ms. Roncetti to St. Michael’s Hospital after she complained of a sore shoulder. Ms. Roncetti was treated and diagnosed with a fractured left clavicle. The injured officer was treated at hospital for a mild concussion and minor cuts to his facial area and knee.

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

The SIU designated one officer as a subject officer; five other officers were designated as witness officers.

In a letter to the Service dated February 28, 2018, Director of the S.I.U. Mr. Tony Loparco advised that the investigation was completed, the file has been closed and no further action is contemplated.

The S.I.U. published a media release on March 6, 2018. The media release is available at: https://www.siu.on.ca/en/news_results.php.

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 use of force 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 01-02 (Search of Persons)
- Procedure 01-03 (Persons in Custody)
- Procedure 03-05 (Guarding Persons in Hospital)
- 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 14.2 (Use of Force Qualifications)

The P.S.S. investigation determined that the T.P.S.'s policies and procedures associated with the in 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

MS/da

Filename:siuroncettipublic.docx



Toronto Police Services Board Report

June 27, 2018

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Chief's Administrative Investigation into the Custody Injury to Ms. Maria Rots

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 November 25, 2016, at approximately 1534 hours, security officers at Metro Hall located at 214 Wellington Street West contacted the Toronto Police Service (T.P.S.) concerning an unwanted guest in the offices of Toronto Employment and Social Services. A female was refusing to leave the premise and causing a commotion. A second call to 9-1-1 was received from the female, later identified as Ms. Maria Rots, who stated that there was a life and death situation about to occur if police did not respond. Officers responded to the call.

An officer arrived at Metro Hall and was met by security officers who provided information that Ms. Rots had left the building. The security officers pointed out Ms. Rots as she walked away. The officer provided this information to another officer who was in the area.

The officers located Ms. Rots inside a restaurant on John St. Ms. Rots had just emerged from a restroom when the officers approached her. The officers intended to investigate her call to 9-1-1, regarding her statement of a life and death situation about to occur. Ms. Rots immediately became verbally aggressive with the officers. After a short conversation with Ms. Rots, the officers determined that grounds existed to apprehend Ms. Rots under the *Mental Health Act (M.H.A.)*. Ms. Rots was apprehended and dropped her body weight causing her to fall to the floor of the restaurant. Ms. Rots refused to stand up or cooperate with the officers. The officers eventually handcuffed Ms. Rots and escorted her from the restaurant to a waiting police car out front.

Ms. Rots was placed into the rear of the police vehicle and transported to the Centre for Addiction and Mental Health (C.A.M.H.) to be assessed. Ms. Rots was held for an Application by Physician for Psychiatric Assessment (Form 1).

Upon her release from C.A.M.H., Ms. Rots attended Kingston General Hospital (K.G.H.) where she was examined by a physician and diagnosed with a fractured to her right elbow. It is unknown why Ms. Rots attended K.G.H., however it appears that she may have ties to the Kingston area community. The T.P.S. was unaware of any injury to Ms. Rots.

On February 28, 2017, Ms. Rots self-reported her injury to the S.I.U. who 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 April 24, 2018, Director Tony Loparco of the S.I.U. advised that the investigation had been completed, the file has been closed and no further action is contemplated.

The S.I.U. published a media release on April 27, 2018. The media release is available at: https://www.siu.on.ca/en/news_template.php?nrid=3862.

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 use of force 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 03-06 (Guarding Persons in Hospital)
- Procedure 06-04 (Emotionally Disturbed Persons)
- Procedure 13-16 (Special Investigations Unit)
- Procedure 13-17 (Notes and Reports)
- Procedure 15-01 (Use of Force)
- 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 in 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

MS/da

Filename:siurotspublic.docx



Toronto Police Services Board Report

July 1, 2018

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Chief's Administrative Investigation into the Custody Injury to Mr. Phellephe St. Patrick Gayle

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 April 28, 2017, at approximately 1856 hours, Toronto Police Service (T.P.S.) received a call to 1276 Bloor Street West, concerning an assault and a threatening. T.P.S. officers responded to the call.

The officers arrived on scene and the caller reported that while seated inside his vehicle which was parked at this location, a male, later identified as Mr. Phellephe St. Patrick Gayle, had approached and spit in his face before threatening to have his head cut off.

The officers attended 1270 Bloor St West where they located Mr. Gayle. The officers advised him that he was under arrest for assault and threatening death. Mr. Gayle refused to be handcuffed and became actively resistant with officers. The officers struggle to gain control of Mr. Gayle as he continued to resist the officers attempt to handcuff him. The officers took Mr. Gayle to the ground. Mr. Gayle continued to struggle with the officers. One of the officers deployed their oleoresin capsicum spray on Mr. Gayle. This was effective in assisting the officers to gain control of Mr. Gayle. Two additional officers arrived on scene to assist. Mr. Gayle was handcuffed.

Paramedics attended the scene as requested by the officers and provided medical care to Mr. Gayle through de-contamination of the oleoresin capsicum spray. Mr. Gayle was transported to Toronto Western Hospital where he received a computerized tomography scan. Doctor Josephson cleared him medically with soft tissue injury to the head.

Mr. Gayle attended his own physician, Doctor Toledano several days later and was diagnosed as having potentially suffered a mild concussion and psychological distress.

On May 18, 2017, Mr. Gayle reported his interactions and injuries directly to the S.I.U. who invoked its mandate.

The SIU designated two officers as subject officers; two other officers were designated as witness officers.

In a letter to the Service dated April 26, 2018, 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. published a media release on May 2, 2018. The media release is available at: https://www.siu.on.ca/en/news_template.php?nrid=3872.

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 use of force 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 01-02 (Search of Persons)
- Procedure 01-03 (Persons in Custody)
- Procedure 03-06 (Guarding Persons in Hospital)
- 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 in 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

MS/da

Filename:siugaylepublic.docx



Toronto Police Services Board Report

July 5, 2018

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Chief's Administrative Investigation into the Custody Injury to Mr. Alberto Suman-Ossa

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 March 30, 2017, at approximately 1149 hours, members of the Toronto Drug Squad (T.D.S.) executed several *Controlled Drug and Substances Act (C.D.S.A.)* search warrants in the Toronto area. One of the search warrants was issued for an address in the Lawrence Avenue West area.

One of the persons found in that location was arrested for Possession of Cocaine for the Purposes of Trafficking. This person was later identified as Mr. Alberto Suman-Ossa. He was arrested without incident along with three other individuals at the location. They were all transported to 32 Division for further investigation and processing on several criminal charges.

Mr. Suman-Ossa was paraded before the Officer-in-Charge of the station and was held for a Show Cause hearing, and placed into one of the secured interview rooms.

During the course of Mr. Suman-Ossa’s time in the interview room, he became angry and started to kick the door and pound on the walls. One of the Detectives asked the prisoner to calm down. This did nothing to stop the behavior and the yelling, screaming, kicking and pounding became more intense. The Detective decided that Mr. Suman-Ossa should be removed from the room and taken to the cells.

The Detective tried to open the door but it was being held closed by Mr. Suman-Ossa. Three other officers joined the Detective as they prepared to enter the room and remove Mr. Suman-Ossa. After several commands to move away from the door, Mr. Suman-Ossa complied and two officers entered the room with the intention of handcuffing Mr. Suman-Ossa and taking him to the cells.

Mr. Suman-Ossa backed up into the corner of the room, took up a fighting stance and brought his fists to the ready position. As one of the officers moved closer, Mr. Suman-Ossa lunged forward and head butted the officer. The other three officers rushed into the room and subdued and handcuffed Mr. Suman-Ossa after an intense struggle. He was taken to the cells by other officers and lodged there until transport for the courts could be arranged.

On March 31, 2017, after midnight, the Officer-in-Charge of 32 Division was advised by the booking officer that Mr. Suman-Ossa was complaining of pain in his shoulder and right leg. He was subsequently transported to North York General Hospital where he was examined and diagnosed with a fractured nasal bone.

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

The S.I.U. designated one Detective, and three officers, as subject officers; nine other officers were designated as witness officers.

In a letter to the T.P.S. dated March 20, 2018, Director Tony Loparco of the S.I.U. advised that the investigation was completed and no further action was contemplated.

The S.I.U. published a media release on March 23, 2018. The media release is available at: https://www.siu.on.ca/en/news_template.php?nrld=3779.

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 use of force 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 01-02 (Search of Persons)
- Procedure 01-03 (Persons in Custody)
- Procedure 02-18 (Executing a Search Warrant)
- Procedure 05-30 (Major Drug Investigations)
- 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

MS/ao

Filename:siusuman-ossapublic.docx



Toronto Police Services Board Report

July 5, 2018

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Chief's Administrative Investigation into the Custody Injury to Mr. Francisco Vasquea Chacon

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 July 7, 2016, at approximately 2241 hours, uniformed officers of 22 Division responded to a call at 362 The East Mall for an emotionally disturbed person. The complainant had called the T.P.S. Communications Services (Communications) indicating that his partner, later identified as Mr. Francisco Vasquez-Chacon, who had been drinking, was now threatening to commit suicide by jumping in front of a vehicle.

While driving to the call, the officers received information that Mr. Vasquez-Chacon was the subject of an officer safety bulletin. The information indicated that the last time he had been apprehended by the police under the *Mental Health Act (M.H.A.)*, he had indicated that he wanted to be shot by the police and that he would do something in the future to make it happen.

As the officers neared the address, they saw a male fitting the description of Mr. Vasquez-Chacon walking northbound on The East Mall on the east sidewalk. The officers stopped their vehicle and upon exiting, called out to Mr. Vasquez-Chacon to stop. Mr. Vasquez-Chacon refused to acknowledge the officers and increased his pace as he walked away. One officer caught up to Mr. Vasquez-Chacon and reached out to grab him in an attempt to stop him. Mr. Vasquez-Chacon spun around and aggressively broke free of the officer’s grip. He then lunged toward the officer in an assaultive manner with his fists clenched. The officer, using both hands, pushed Mr. Vasquez-Chacon away in an effort to create time and distance before attempting to apprehend him. As Mr. Vasquez-Chacon was pushed backwards, the officer also placed his leg behind Mr. Vasquez-Chacon and he lost his balance and fell to the ground. In doing so, he placed his left arm out to the side and landed heavily on his arm.

Once Mr. Vasquez-Chacon had been apprehended by the officers and placed in handcuffs, he began to complain of severe pain in his left lower arm. Toronto Paramedic Services attended the scene of the arrest and transported Mr. Vasquez-Chacon to the William Osler Health System–Etobicoke General Hospital where he was diagnosed and treated for a fractured ulna and radius in his left arm. Mr. Vasquez-Chacon was also admitted to the hospital for assessment under the *M.H.A.*

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

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

The S.I.U. did not issue any media release with respect to this event.

In a letter to the T.P.S. dated December 22, 2017, Director Tony Loparco of the S.I.U. advised that the investigation was completed and no further action was contemplated.

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 use of force 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 01-02 (Search of Persons)
- Procedure 01-03 (Persons in Custody)
- Procedure 06-04 (Emotionally Disturbed Persons)
- 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 applied use of force 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

MS/ao

Filename:siuvasquez-chaconpublic.docx



Toronto Police Services Board Report

July 16, 2018

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Chief's Administrative Investigation into the Custody Injury to J.W.

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 April 23, 2017, at 0042 hours, Toronto Police Service (T.P.S.) Communications Services (Communications) began receiving 9-1-1 hang up calls from a cellular telephone. Communications obtained subscriber information for the caller, who was able to be identified. The caller’s resided in the city of Toronto. This address was known to Communications as there had been numerous calls to 9-1-1 several weeks prior by a person who referred to themselves as a doctor.

At 0058 hours, officers of 32 Division Primary Response Unit (P.R.U.) were dispatched to the subscriber’s address to check on the caller’s wellbeing. The officers were unsuccessful in their attempt to have the caller present themselves at the door.

A Sergeant assigned additional officers to attend the caller’s residence with him to assist the officers already on scene. The Sergeant recognized that one of the additional officers had training and experience with Mental Health Crisis Intervention. This officer had previously apprehended the caller under the *Mental Health Act (M.H.A.)*.

The officers continued to be unsuccessful in their efforts to have the caller present themselves at the door. The building superintendent was summoned to assist, however he was unable to access the apartment. Being very concerned about the caller’s wellbeing, the Sergeant requested Toronto Fire Services (T.F.S.) to breach the door.

T.F.S. breached the apartment door and officers entered the apartment. A search of the apartment revealed that the caller was contained inside the bathroom. The Sergeant noted that the person inside the bathroom was attempting to keep the door closed. The Sergeant forced the door open using his body weight. The caller lunged at the Sergeant while armed with a large knife. The Sergeant immediately transitioned to a less lethal use of force option. The Sergeant discharged his Conducted Energy Weapon (C.E.W.); one of the probes did not connect and the deployment was ineffective. The officers pulled and held the bathroom door closed containing the person in crisis inside for both their safety and the caller’s.

The Sergeant made several demands for the person in crisis to drop the knife and slide the knife under the door. The person in crisis refused and yelled that they were going to kill them. The Sergeant requested the assistance of the Emergency Task Force (E.T.F.). A Sergeant along with Team 4 of the E.T.F. responded and assumed operational control. An officer of the E.T.F. was a trained negotiator and commenced negotiations with the person in crisis which were audio recorded.

The person in crisis continued to call 9-1-1 throughout this event, but would not speak to the call taker. The person in crisis could be heard yelling at the officers in the background. The E.T.F. officers created an opening in the door for tactical reasons; the person in crisis covered it with a towel. When the officers removed the towel, the person in crisis thrust the knife through the opening attempting to injure the officers.

The E.T.F. officers deployed their C.E.W.'s on three separate occasions throughout the standoff with the person in crisis. Although the C.E.W. probes did contact the person in crisis, they did not prove effective. The E.T.F. officers then deployed an incapacitating gas through the opening in the door. The person in crisis had been running water and used a towel over their face in an attempt to defeat the gas. The person in crisis lay on the bathroom floor using the bottom of the door to breathe fresh air. The gas also proved ineffective with incapacitating the person in crisis. As the person in crisis lay on the bathroom floor, the E.T.F. officers improvised by using a broom to attempt to knock the knife out of the person in crisis' hand. The person in crisis immediately slashed the broom with the knife.

The person in crisis was still armed with the knife and the E.T.F. officers once again deployed a C.E.W. which was ineffective. The person in crisis got into the bathtub submersing themselves in the water. The officers observed the person in crisis using a container to pour water over their head. The person in crisis refused to relinquish the knife and exit the bathroom.

The E.T.F. negotiator had continued attempts at negotiation and communicated with the person in crisis throughout this entire incident which had occurred for nearly 2 hours with no progress.

The E.T.F. officers made entry into the bathroom while the person in crisis continued to lie in the bathtub of water. The E.T.F. officers utilized a C.E.W. and a shield to cover the person in crisis who was still in possession of the knife. As the E.T.F. officers restrained the person in crisis, they realized that the bathtub had been filled with very hot water. The officers immediately extracted the person in crisis from the tub and initiated emergency medical care.

Tactical Paramedics who were already on scene, conducted an emergency run to Sunnybrook Health Sciences Centre. The person in crisis was initially diagnosed with second degree burns to 73 percent of their body. The person in crisis diagnosis was updated to second and third degree burns to 65 percent of their body and was listed in critical condition. The person in crisis survived their injuries.

The person in crisis had been armed with an 8 inch kitchen style knife throughout the duration of this incident. A search of the bathroom revealed a second 8 inch knife in the waste basket.

The E.T.F. audio recorded their entire interaction with the person in crisis. All E.T.F. officers receive training in crisis intervention and training from Dr. Peter Collins, a Forensic Psychiatrist, who is contracted to the T.P.S. to consult on Mental Health/Crisis Resolution incidents.

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

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

The S.I.U. published a media release on April 23, 2017. The media release is available at: https://www.siu.on.ca/en/news_template.php?nrid=3019

In a letter to the T.P.S. dated May 14, 2018, 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. published a media release on May 18, 2018. The media release is available at https://www.siu.on.ca/en/news_template.php?nrid=3920

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 use of force 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 03-06 (Guarding Persons in Hospital)
- Procedure 06-04 (Emotionally Disturbed Persons)
- 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 15-09 (Conducted Energy Weapon)

- 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

MS/da

Filename:siujwpublic.docx



Toronto Police Services Board Report

July 16, 2018

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Chief's Administrative Investigation into the Alleged Sexual Assault of Sexual Assault Complainant 2018-M

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 Thursday, September 21, 2017, Sexual Assault Complainant 2018-M (2018-M) attended T.P.S. Headquarters, located at 40 College Street, in order to attend a meeting of the Board.

2018-M was observed by building security entering T.P.S. Headquarters, and proceeded to the secured area without being searched.

As 2018-M attempted to access the secure area by the elevators they were stopped by officers working building security.

Officers attempted to explain to 2018-M that a search was required to be completed by each person at the front doors, in order to be permitted access to the building.

2018-M was asked a number of times to wait for a T.P.S. supervisor on the public side of the secure area. 2018-M refused to leave the secure area as requested.

A Uniform Senior Officer attended and directed 2018-M to leave the secure area.

As a result of 2018-M’s refusals, the subject officer took them by the arm and attempted to escort them out of the secure area. 2018-M resisted and grabbed the ledge of the duty desk counter. The subject officer requested assistance and attempted to break their grip of the ledge, while placing them in a headlock, in order to facilitate them being escorted off the property.

As this occurred, 2018-M released their grip and dropped to the ground, while the subject officer was still holding their arm and head in a headlock. As 2018-M dropped this caused the subject officer to fall and land on top of them.

The subject officer got up and off 2018-M, who remained on the floor for a period.

2018-M then subsequently agreed to comply with the building security and was permitted to attend the Board meeting.

On Friday, September 22, 2017, a tweet was posted on 2018-M's twitter account. The substance of the tweet included a sexual assault allegation against the subject officer. 2018-M alleged that the subject officer had sexually assaulted them during their interaction on Thursday, September 21, 2018.

Members of the T.P.S. observed the tweet and the allegation of the sexual assault.

The Chief's S.I.U. Liaison was subsequently notified.

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

The S.I.U. designated one officer, as a subject officer; five other officers and three Special Constables were designated as witness officers. Five civilian members were identified as witnesses and compelled to co-operate with the S.I.U. investigation.

In a letter to the T.P.S. dated Tuesday, April 17, 2018, 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 does not publish a public report of the S.I.U. investigation in cases of alleged sexual assault.

The S.I.U. did not issue any news releases in relation to this investigation.

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 sexual assault 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 04-21 (Gathering/Preserving Evidence)
- Procedure 05-05 (Sexual Assault)
- Procedure 13-16 (Special Investigations Unit)
- Procedure 13-17 (Notes and Reports)
- Procedure 15-01 (Use of Force)
- Procedure 15-02 (Injury/Illness Reporting)

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)
- *Trespass to Property Act* 2(1)(b) and 9(1) (Trespass an Offence and Arrest without Warrant on Premises)

The P.S.S. investigation determined that the T.P.S.'s policies and procedures associated with the alleged sexual assault 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

MS:sp

Filename: siusexualassault2018-Mpublic.docx



Toronto Police Services Board Report

July 19, 2018

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

**Subject: Chief's Administrative Investigation into the Custody
Death of Mr. Jenym Middleton**

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 July 27, 2016, at approximately 0519 hours, the T.P.S. Communications Services (Communications) received a 9-1-1 call from a female at 55 Howard Park Avenue stating that a car had pulled up to her and her boyfriend and they had both been shot. The telephone line was then hung up and Communications operators could not re-establish a connection.

Uniform officers of 11 Division responded to the call as did Toronto Fire Services (T.F.S.) and Toronto Paramedic Services (Paramedics). T.F.S. and Paramedics arrived at the scene first and were confronted with a female complainant limping towards them with a bleeding wound to her thigh. In company with her was a male, later identified as Mr. Jenym Middleton, who was bleeding from a wound in his torso area.

The first officers to arrive on the scene arrived after T.F.S. and Paramedics. The officers observed the female complainant with a rag tied to her wounded thigh approaching them and stating; *“He’s crazy, he shot himself.”* The officers then heard a single gunshot and upon looking in the direction of the sound, saw Mr. Middleton wobble on his feet and then fall to the ground.

Other officers attended and they approached Mr. Middleton who was lying approximately 3 to 4 metres away. The officers commenced first aid and notified the nearby Paramedics. The officers observed a gunshot wound to Mr. Middleton’s head and a small, Cobra Model FS32, silver colored semi-automatic pistol near his body.

Paramedics took over medical treatment of Mr. Middleton and he was rushed to St. Michael’s Hospital where he was pronounced dead by medical staff. The cause of death was the single gunshot wound to the head. The torso wound, while the result of a gunshot, was considered superficial.

Officers secured the firearm and the scene. A uniform supervisor arrived at the scene afterwards to ensure compliance with the various T.P.S. procedures. Paramedics also attended to the female complainant’s wound which was diagnosed as a non-life threatening bullet wound to her left thigh. She has since recovered from this injury.

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

The S.I.U. published a media release on July 24, 2016. The media release is available at: https://www.siu.on.ca/en/news_template.php?nrid=2699.

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

In a letter to the T.P.S. dated February 6, 2018, Director Tony Loparco of the S.I.U. advised that the investigation was completed and no further action was contemplated.

The S.I.U. published a media release on February 12, 2018. The media release is available at: https://www.siu.on.ca/en/news_template.php?nrid=362.

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 use of force 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 04-21 (Gathering/Preserving Evidence)
- Procedure 05-21 (Firearms)
- Procedure 10-06 (Medical Emergencies)
- Procedure 13-16 (Special Investigations Unit)
- Procedure 13-17 (Notes and Reports)
- 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 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

MS/ao

Filename:siumiddleton-public.docx



Toronto Police Services Board Report

July 23, 2018

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Chief's Administrative investigation into the Alleged Sexual Assault of Sexual Assault Complainant 2018-D

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 June 5, 2015, at about 2300 hours, several uniform members of 51 Division were working a Toronto Anti-Violence Intervention Strategy (T.A.V.I.S.) callback assignment in 51 Division. They were on general patrol in the area of 275 Bleeker Street.

The officers observed a group of young persons sitting outside of the address and one of these young persons, later identified as Sexual Assault Complainant 2018-D (2018-D) was investigated and placed under arrest for several criminal charges.

As 2018-D was being placed under arrest and handcuffs being applied, a struggle ensued and force was used to control 2018-D and continue the arrest. 2018-D was transported to 51 Division where they were investigated, processed and charged with several offences.

2018-D was held in custody due to their level of intoxication. On June 6, 2015, at 1000 hours, 2018-D was released from custody and driven home and released to their mother.

On June 17, 2015, counsel for 2018-D, Mr. Selwyn Pieters, sent an e-mail to the Toronto Police Service (T.P.S.) advising; *“that he had been contacted by a young [REDACTED] because [REDACTED] hand was fractured due to an officer stepping on [REDACTED] handcuffed arms in respect of an incident at 275 Bleeker Street.”*

An investigation was commenced by the T.P.S. but neither the family nor counsel for 2018-D would provide any medical evidence in respect of the injuries that were alleged to have been suffered other than by verbal reporting.

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

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

In a letter to the T.P.S. dated January 28, 2016, Director Tony Loparco of the S.I.U. advised the investigation was completed and no further action was contemplated.

Director Loparco stated in part;

“That is, while the subject officer used force during the arrest, and the evidence indicates [REDACTED] wrist injury was sustained around the time of the arrest and [REDACTED] subsequent detention in TPS custody, I am satisfied, on the following facts, that there are no reasonable grounds upon which to proceed with criminal charges in this case.”

On February 12, 2016, Mr. William Curtis, the Executive Officer at the S.I.U. notified the T.P.S. that they were invoking its mandate into an allegation of sexual assault.

Mr. Curtis advised that upon learning the outcome of the S.I.U.’s investigation into the custody injury to Youth 2016-A, Mr. Pieters stated that the S.I.U. had failed to address the alleged sexual assault upon the young person during the search at 51 Division after the arrest.

The S.I.U. created a new file to address these allegations.

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

While the new investigation was proceeding, a Section 11 Investigation and report under Ontario Regulation 267/10 and a report to the Board was completed. The original matter was reported to the Board on July 21, 2016, (Minute C143 refers), Chief’s Administrative Investigation: Injuries to Youth 2016-A.

In a letter to the T.P.S. dated June 30, 2017, Director Tony Loparco of the S.I.U. advised that the investigation was completed and no further action was contemplated.

The Director of the S.I.U. did not publish any media releases in this investigation

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 applied use of force 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 01-01 (Arrest)
- Procedure 01-02 (Search of Persons)
- Procedure 01-03 (Persons in Custody)
- Procedure 05-05 (Sexual Assault)
- 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)
- 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 applied use of force 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

MS:ao

Filename: siusexualassault2018-Dpublic.docx



Toronto Police Services Board Report

July 31, 2018

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Chief's Administrative Investigation into the Custody Injury to Mr. Tristan Lall

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 April 28, 2017, members of the T.P.S. Organized Crime Enforcement Unit (O.C.E.) were involved in an ongoing project and received information concerning a male person who was believed to be armed with a firearm and trafficking narcotics. This person was identified as Mr. Tristan Lall. The O.C.E. officers prepared several *Criminal Code* and *Controlled Drugs and Substances Act* warrants for addresses associated to Mr. Lall. Officers of O.C.E. were working in a plainclothes capacity, and responsible for locating Mr. Lall.

The team located Mr. Lall in his vehicle, in the area of 1076 Cedar Street, in the City of Oshawa. The O.C.E. officers followed Mr. Lall to the area of Olive Avenue and Wilson Road South, Oshawa. Mr. Lall pulled into a driveway on Olive Avenue and stopped his vehicle. An unknown male person entered the front passenger seat.

Mr. Lall and Mr. Leitch were stationary in the vehicle when a decision was made to effect the arrest of Mr. Lall and Mr. Leitch.

The first officer to approach Mr. Lall’s vehicle, went to the driver’s side door where Mr. Lall was seated. The officer opened the door identifying themselves as a police officer and placed Mr. Lall under arrest. Mr. Lall began to reverse his vehicle causing the officer to become lodged between the door and the vehicle. The officer was forced to hold onto the door to prevent them from getting pulled beneath the vehicle and was dragged several feet before Mr. Lall’s vehicle collided with another officer’s unmarked police vehicle that had pulled in behind him to block his escape. The impact caused the unmarked police vehicle to be moved sideways. Other members from O.C.E. converged on the vehicle to block it in and assist with the arrest. Another officer, who was wearing a ballistic vest with the word “Police” emblazoned across their chest, ran to the driver’s side and assisted the first officer with the arrest. Mr. Lall resisted being removed from the vehicle and the two officers used clear communication to have Mr. Lall comply. Mr. Lall continued to resist and the first officer struck him in the head area as a distraction technique. Mr. Lall was eventually pulled from the vehicle and brought down to the ground. Mr. Lall had refused to bring his right hand out from underneath his body. The

officers struggled to pull it out. Eventually, the officers were able to remove his arm and handcuff Mr. Lall.

During the arrest, Mr. Lall suffered injuries to the right side of his face. Mr. Lall was asked on several occasions while at the scene if he wanted medical attention to which he refused.

Mr. Lall was transported to 31 Division, booked before the Officer-in-Charge and subsequently transported to Humber River Regional Hospital Wilson site for medical assessment. A physician diagnosed Mr. Lall with four fractures to his face.

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

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

In a letter to the T.P.S. dated May 18, 2018, 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. published a media release on May 23, 2018. The media release is available at: https://www.siu.on.ca/en/news_template.php?nrid=3933

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 use of force 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 02-18 (Executing a Search Warrant)
- Procedure 03-06 (Guarding Persons in Hospital)
- 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

MS/da

Filename:siulallpublic.docx



Toronto Police Services Board Report

August 14, 2018

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Chief's Administrative Investigation into the Custody Injury to Mr. Eddo Simonetti

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 July 16, 2017, the Toronto Drug Squad (T.D.S.) had been conducting an ongoing investigation concerning the trafficking of illicit drugs. An officer of T.D.S. was acting in an undercover capacity, when the officer engaged Mr. Eddo Simonetti in a drug related conversation in which Mr. Simonetti agreed to sell the undercover officer a quantity of cocaine.

Arrangements were made between Mr. Simonetti and the undercover officer, to meet in a parking lot, located at 157 Beatrice Street, Toronto. The undercover officer arrived at this location and awaited the arrival of Mr. Simonetti. Other officers of T.D.S., who were working in a plainclothes capacity, also attended this location to assist the undercover officer. Mr. Simonetti arrived, a short time later, on a bicycle. Mr. Simonetti sold the undercover officer a quantity of crack cocaine.

Once the transaction was completed, three of the assisting officers, went to arrest Mr. Simonetti for Trafficking in a Schedule I Substance, contrary to the *Controlled Drugs and Substances Act (C.D.S.A.)*.

The assisting officer opened the passenger door of a vehicle where Mr. Simonetti was seated, identified themselves as a police officer and advised him that he was under arrest. Mr. Simonetti began to kick this officer from a seated position striking the officer in the torso. A struggle ensued at the passenger door and the officer managed to grab Mr. Simonetti’s legs. This officer pulled Mr. Simonetti from the vehicle and onto the ground. Mr. Simonetti struck his face on the vehicle as he was pulled from the vehicle. Another officer assisted the officer struggling with Mr. Simonetti. Mr. Simonetti continued to resist the officers by kicking and flailing. One of the officers punched Mr. Simonetti approximately 3 times in the head to subdue him. Mr. Simonetti was handcuffed by the officers. Mr. Simonetti sustained an abrasion to his right cheek and was bleeding from his nose.

Due to the apparent minor nature of the injuries, medical attention was not sought, nor did Mr. Simonetti request medical attention. Mr. Simonetti was transported to 14 Division and held there pending a show cause hearing.

On July 17, 2017, Mr. Simonetti was transported to court at Old City Hall, 60 Queen Street West, Toronto, for a bail hearing, where he was remanded into custody. Prior to being transported to the detention centre, Mr. Simonetti complained of soreness to his nose and as a result, was transported to Mount Sinai Hospital by Paramedics. Mr. Simonetti was examined and diagnosed with a broken left frontal bone.

On July 18, 2017, Mr. Simonetti remained in hospital pending surgery required to repair the fracture to his nose. Mr. Simonetti was guarded by officers from the T.P.S.

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

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

In a letter to the T.P.S. dated June 14, 2018, 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. published a media release on June 19, 2018. The media release is available at: https://www.siu.on.ca/en/news_template.php?nrid=4000

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 use of force 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 03-06 (Guarding Persons in Hospital)
- 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

MS/da

Filename: siusimonettipublic.docx



Toronto Police Services Board Report

September 24, 2018

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Chief's Administrative Investigation: Custody Injury of Mr. Mojtaba Shabani

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 Wednesday, April 12, 2017, T.P.S. Communications Services (Communications) received a 9-1-1 call to an apartment building in the area of Yonge Street and Maitland Street for an unknown trouble. Officers of 51 Division Primary Response Unit (P.R.U.), attended the address. Upon arrival, officers received information from the building superintendent that a noise dispute had occurred between two residents who live in separate apartments in the building. Officers received additional information that one occupant, later identified as Mr. Mojtaba Shabani, had assaulted the other resident.

The officers attended Mr. Shabani’s apartment to investigate. Mr. Shabani answered the door and stepped out into the hallway. Officers attempted to engage Mr. Shabani in a conversation to ascertain what had transpired earlier in the evening.

Mr. Shabani was extremely uncooperative and would not provide any information; he became increasingly angry and agitated. The officers attempted to de-escalate the interaction with Mr. Shabani. Without provocation, Mr. Shabani suddenly pushed and struck Constable A in the chest. Both officers attempted to take physical control of Mr. Shabani for the purpose of placing him under arrest; Mr. Shabani continued to fight the officers. During the altercation, Constable A was punched in the face by Mr. Shabani. As the struggle continued Constable B called for additional officers over the radio. Prior to additional officers arriving on scene, the officers were able to gain control of Mr. Shabani and place him in handcuffs.

Mr. Shabani was transported to 51 Division, paraded before the officer-in-charge and lodged in a cell. While in the cell, Mr. Shabani complained of soreness to his jaw and trouble breathing. Toronto Paramedic Services (Paramedics) was notified and attended 51 Division.

Mr. Shabani was transported by Paramedics to St. Michael’s Hospital for medical examination. Mr. Shabani was diagnosed with a fractured left orbital bone and a fractured left zygomatic bone.

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

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

In a letter to the T.P.S. dated March 8, 2018, 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 link to the S.I.U. Director's public Report of Investigation is below.

<https://www.ontario.ca/page/siu-directors-report-case-17-tci-075>

On Wednesday, March 21, 2018, 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=3769

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 circumstances surrounding the 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 01-01 (Arrest)
- Procedure 01-02 (Search of Persons)
- 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)
- 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 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

MS:sp

Filename: siushabanipublic.docx



Toronto Police Services Board Report

September 24, 2018

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Chief's Administrative Investigation: Custody Injury of Mr. Sergey Osipenko

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 Wednesday, April 12, 2017, officers of 32 Division Primary Response Unit attended the residential address in the area of St. Clair Avenue West and Avenue Road, regarding a 9-1-1 call for a domestic assault.

Upon arrival, officers commenced an investigation into an allegation of domestic assault. During their investigation, officers received information, from the complainant, that a male, later identified as Mr. Sergey Osipenko, had assaulted a female. Officers learned that Mr. Osipenko was intoxicated and sleeping in a bedroom.

The responding officers located Mr. Osipenko in a bedroom asleep. Officers awoke Mr. Osipenko for the purpose of placing him under arrest for assault. The officers were able to get him to his feet and made observations that he was still intoxicated. As the officers attempted to place him in handcuffs, Mr. Osipenko pulled his arm away which in turn, due to his level of intoxication, caused him to lose his balance and fall face first onto the floor.

Officers helped Mr. Osipenko off the floor and placed him in a seated position on the bed. At this time it was observed that Mr. Osipenko had injured the bridge of his nose, and was bleeding from the injury.

Toronto Paramedic Services were notified and transported Mr. Osipenko to North York General Hospital for assessment. Mr. Osipenko was diagnosed with a fractured nasal bone.

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 February 12, 2018, 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 link to the S.I.U. Director's public Report of Investigation is below.

<https://www.ontario.ca/page/siu-directors-report-case-17-tci-077>

On Wednesday, February 21, 2018, 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=3662

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 01-01 (Arrest)
- Procedure 01-02 (Search of Persons)
- Procedure 01-03 (Persons in Custody)
- Procedure 05-05 (Domestic Violence)
- Procedure 13-16 (Special Investigations Unit)
- Procedure 13-17 (Notes and Reports)
- Procedure 15-01 (Use of Force)
- Procedure 15-17 (In-Car Camera System)

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

- *Police Services Act* Section 113 (Special Investigations)
- 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 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

MS:sp

Filename: siuosipenkpublic.docx