



## **PUBLIC MEETING**

### **Minutes**

**Thursday, August 23, 2018 at 1:00 PM  
Auditorium, 40 College Street, 2<sup>nd</sup> Floor  
Toronto, Ontario**

[www.tpsb.ca](http://www.tpsb.ca)

---

The following *draft* Minutes of the meeting of the Toronto Police Services Board that was held on August 23, 2018 are subject to adoption at its next regularly scheduled meeting.

#### Attendance:

The following members were present:

Mr. Andrew Pringle, Chair  
Mr. Jim Hart, Councillor & Vice-Chair  
Ms. Uppala Chandrasekera, Member  
Mr. Ken Jeffers, Member  
Ms. Frances Nunziata, Councillor & Member  
Mr. John Tory, Mayor & Member

The following were also present:

Chief of Police Mark Saunders, Toronto Police Service  
Mr. Ryan Teschner, Executive Director, Toronto Police Services Board  
Ms. Karlene Bennett, Board Administrator, Toronto Police Services Board  
Ms. Jane Burton, Solicitor, City of Toronto - Legal Services Division

#### Declarations:

Declarations of Interest under the [Municipal Conflict of Interest Act](#) - None

P155. Indigenous Land Acknowledgement

Ms. Frances Sanderson provided comments about the significance of the Acknowledgement and also conducted a smudging ceremony. Chair Pringle read the following statement:

We acknowledge the land we are meeting on is the traditional territory of many nations including the Mississaugas of the Credit, the Anishnabeg, the Chippewa, the Haudenosaunee and the Wendat peoples and is now home to many diverse First Nations, Inuit and Métis peoples. We also acknowledge that Toronto is covered by Treaty 13 with the Mississaugas of the Credit.

Previous Minutes:

P156. The Board approved the minutes of the previous meeting held on July 19, 2018.

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

---

**This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on August 23, 2018**

P157. [Independent Civilian Review into Missing Persons Investigations – Review’s Terms of Reference](#)

The Board was in receipt of correspondence dated August 8, 2018 from Justice Gloria Epstein, with respect to this matter.

Deputations: Derek Moran  
Brenda Ross  
Brian De Matos  
[Written submission provided by Joe Clark\\*](#)

**Justice Gloria Epstein and Counsel Mark Sandler were introduced to the public. Justice Epstein commented on the reasons for the Review and provided the Board with an overview of the amendments she is suggesting for the Terms of Reference. Justice Epstein said that in her opinion, “the work of the Review is of critical importance to our diverse communities within Toronto and specifically to how missing persons investigations are done, and should be done, particularly as affecting marginalized or vulnerable communities.” She also said that she**

could make no stronger statement of her commitment to the Review “than indicating that she chose to retire from the Court of Appeal to enable her to devote her time and energy to this critical work.” Justice Epstein thanked Ms. Breese Davies and the Working Group for their hard work and dedication to this process.

The Board received the deputations, written submission and the presentation.

The Board approved the foregoing report.

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

\*Written submission provided, copy attached to this minute.

---

**This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on August 23, 2018**

P158. [Anti-Racism Advisory Panel – Membership Recommendations of the Interim Steering Committee](#)

The Board was in receipt of a report dated August 10, 2018 from Anti-Racism Advisory Panel, with regard to this matter.

Recommendation(s)

It is recommended that the Board approve the selection of the individuals listed in this report as the members to comprise the Anti-Racism Advisory Panel (ARAP).

Deputation: Miguel Avila - Velarde

**Ms. Notisha Massaquoi, Interim Steering Committee Anti-Racism Advisory Panel provided the Board with an update regarding the work of the Steering Committee and provided a synopsis of the process used to select members of the Advisory Panel.**

**The Board thanked Ms. Massaquoi for her work on the Steering Committee and said that it looks forward to continue working with her.**

**The Board received the deputation and approved the foregoing report.**

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

---

**This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on August 23, 2018**

P159. [F.O.C.U.S. Toronto Situation Tables, Q1 2018 Statistical Report](#)

The Board was in receipt of a report dated June 21, 2018 from Mark Saunders, Chief, with regard to this matter.

Recommendation(s):

It is recommended that the Toronto Police Services Board (Board) receive the foregoing report for information.

Deputations: Danielle Pacey  
Carlyn Bezic

**Inspector David Rydzik and Sergeant Brian Smith delivered a presentation to the Board.**

**The Board received the deputations, the presentation and the foregoing report.**

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

---

**This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on August 23, 2018**

P160. [The DMZ Partnership](#)

The Board was in receipt of a report dated July 21, 2018 from Mark Saunders, Chief, with regard to this matter.

Recommendation(s)

It is recommended that the Board receive the following report and accompanying presentation.

**Mr. Ian Williams and Mr. Abdullah Snobar, Executive Director, Ryerson DMZ, provided the Board with a presentation regarding this initiative. Mr. Williams also introduced the top two teams that participated in the Hackathon Challenge. Team CivitasTech (comprised of Akash Shetty, Jane Illarionova, and Kevin Dryden) and Team Nova (comprised of Alexander Wu, Nafe McNafee, Andrei Muresanu and Agosh Saini). The two teams also delivered presentations to the Board regarding their respective projects.**

**Mr. Williams said that this is part of the larger innovation work that is being done with the Service. Mr. Williams offered to come back at a future date to demonstrate how the work being done aligns with key components of the modernization plan. In response to a question from the Board, Mr. Williams also advised that there are opportunities for the TPS to partner with and promote innovative work being done by start-up companies.**

**Chief Saunders said that there are opportunities for expansion, growth and leveraging technology. He said that we need to continue to move forward with these opportunities.**

**The Board received the presentations and received the foregoing report.**

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

---

**This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on August 23, 2018**

P161. [Cannabis Update](#)

Chief Saunders provided the Board with an update on the occupational implications of cannabis legalization and ongoing efforts by the Service to prepare for the enforcement issues associated with cannabis legalization.

Recommendation(s):

It is recommended that the Board receive the update.

Deputation: Kris Langenfeld

**Chief Saunders said that there are a lot of unknowns with respect to the legalization of cannabis. He said that the provincial government will have responsibility for distribution of cannabis and that the Ontario Chiefs of Police (OACP) multi-agency working group has engaged in discussions regarding this issue. The Chief said that he is looking forward to opportunities for funding from the provincial and federal governments to assist with enforcement and potentially other initiatives. He said that although he is working with OACP some issue will be Toronto centric. For example, roadway safety and tourism are critical factors that will create additional pressures on resources in Toronto. The Chief said that he would like to work with the Board to implement a plan which would include appropriate messaging about police resources and response. The Chief said that he is also considering the impacts of legalization with respect to members that may use cannabis. He is working with the OACP and is examining policies in**

other jurisdictions with respect to possibly developing an approach for the Service that will address the occupational implications.

In response to a question from the Board regarding additional resources to close down illegal dispensaries after the legalization of cannabis, the Chief said that the TPS have the power to and does close down illegal dispensaries currently. He said the he believes there will be federal funding that is specific to this issue.

The Board received the deputation and received Chief Saunders' update. The Board approved the following Motions:

1. **THAT the Board direct the Chief to provide the Board with a report concerning the occupational health and fitness for duty implications for the Service associated with the legalization of cannabis; and**
2. **THAT the timing of the Chief's report take into consideration that the legalization date for cannabis set by the federal government is October 17, 2018**

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

---

**This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on August 23, 2018**

P162. [Request for a Review of a Complaint Investigation Pertaining to a Policy of the Toronto Police Service – Professional Standards Case Number PRS-068636](#)

The Board was in receipt of a report dated June 13, 2018 from Mark Saunders, Chief, with regard to this matter.

Recommendation(s):

It is recommended that:

1. The Toronto Police Services Board (Board) determine whether to concur with the decision that no further action was required with respect to the complaint; and
2. The complainant, the Independent Police Review Director and I be advised in writing of the disposition of the complaint, with reasons.

**The Board approved the foregoing report and approved the following Motions:**

1. **THAT the Board concur with the decision of the Chief and the actions taken by the Chief in response to the complaint; and**

**2. THAT the complainant, the Independent Police Review Director and the Chief be advised in writing of the disposition of the complaint, with reasons.**

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

---

**This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on August 23, 2018**

P163. [Board Policies – Accommodation and Conduct of Service Members: Amendments to Policy](#)

The Board was in receipt of a report dated August 8, 2018 from Andy Pringle, Chair, with regard to this matter.

Recommendation(s):

It is recommended that the Board approve the amendments to two Board Policies titled "Accommodation" and "Conduct of Service Members," as outlined in this report to reflect the provisions of the Ontario *Human Rights Code*.

Deputation: Miguel Avila - Velarde

**The Board received the deputation and approved the foregoing report.**

Moved by: F. Nunziata  
Seconded by: K. Jeffers

---

**This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on August 23, 2018**

P164. [Special Constables Appointments and Re Appointments: University of Toronto – August 2018](#)

The Board was in receipt of a report dated July 25, 2018 from Mark Saunders, Chief, with regard to this matter.

Recommendation(s):

It is recommended that the Board approve the appointment 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.

**The Board approved the foregoing report.**

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

---

**This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on August 23, 2018**

P165. [New Job Descriptions in Business Partnership – Human Resources Business Partner and Human Resources Advisor](#)

The Board was in receipt of a report dated June 29, 2018 from Mark Saunders, Chief of Police, with regard to this matter.

Recommendation(s):

It is recommended that the Toronto Police Services Board (Board) approve the attached new civilian job descriptions and classifications for the positions within Business Partnership. The positions include a Human Resources (H.R.) Business Partner (Z28029) and a H.R. Advisor (Z24010).

**The Board approved the foregoing report.**

Moved by: J. Hart  
Seconded by: J. Tory

---

**This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on August 23, 2018**

P166. [New Job Description – Senior Talent Management Consultant, People Strategy & Performance](#)

The Board was in receipt of a report dated June 29, 2018 from Mark Saunders, Chief of Police, with regard to this matter.

Recommendation(s)

It is recommended that the Board:

It is recommended that the Toronto Police Services Board (Board) approve the attached new civilian job description and classification for the position of Senior Talent Management Consultant, People Strategy & Performance (Z26021).

**The Board approved the foregoing report.**

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

---

**This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on August 23, 2018**

P167. [Award for the Supply and Delivery of Parking Tickets](#)

The Board was in receipt of a report dated July 27, 2018 from Mark Saunders, Chief of Police, with regard to this matter.

Recommendation(s):

It is recommended that:

1. The supply and delivery of electronic ticket paper rolls to Canada Ticket Inc. for a one year period commencing September 1, 2018 to August 31, 2019, with the option to extend for an additional two one-year terms at the discretion of the Chief of Police; and
2. The supply and delivery of manual parking ticket books to Data Communications Management Corp. for a one-year period commencing September 1, 2018 to August 31, 2019, with the option to extend for an additional two one-year terms at the discretion of the Chief of Police.

Deputation: Kris Langenfeld

**The Board received the deputation and approved the foregoing report.**

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

---

**This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on August 23, 2018**

P168. [Extension for Vendor of Record Contract - D&R Electronics Mobile Workstation Mounting Hardware](#)

The Board was in receipt of a report dated August 1, 2018 from Mark Saunders, Chief of Police, with regard to this matter.

Recommendation(s):

It is recommended that:

1. The Board approve the continued use of D&R Electronics for an additional period of one year commencing February 1, 2019 to January 31, 2020, for the supply and delivery of mobile workstation and other equipment mounting hardware; and
2. The Board authorize the Chair to execute all required agreements and related documents on behalf of the Board, subject to approval by the City Solicitor as to form.

**The Board received the deputation and approved the foregoing report.**

Moved by: J. Hart  
Seconded by: K. Jeffers

---

**This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on August 23, 2018**

P169. [2019 Patrol Vehicle Purchases](#)

The Board was in receipt of a report dated August 2, 2018 from Mark Saunders, Chief of Police, with regard to this matter.

Recommendation(s):

It is recommended that the Toronto Police Services Board (Board) approve a contract award to Yonge-Steeles Ford for the purchase of 2019 Ford Police Interceptor Utility Patrol vehicles.

**The Board approved the foregoing report.**

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

---

**This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on August 23, 2018**

P170. [Composition of Working Group - Independent External Review with respect to Toronto Police Service Missing Person Investigations – Legal Costs](#)

The Board was in receipt of a report dated August 8, 2018 from Andy Pringle, Chair, with regard to this matter.

Recommendation(s):

It is recommended that the Board approve the final invoice for services rendered by Breese Davies, dated August 1, 2018 in the amount of \$32,476.70, and that the difference between the approved \$25,000 plus tax and the final invoice be drawn from the Board's 2018 operating budget.

**The Board approved the foregoing report.**

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

---

**This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on August 23, 2018**

P171. [City of Toronto Council – Composition of Working Group – Independent External Review with Respect to Toronto Police Service Missing Person Investigations](#)

The Board was in receipt of a report dated August 8, 2018 from Andy Pringle, Chair, with regard to this matter.

Recommendation(s):

It is recommended that the Board receive this report for information

**The Board received the foregoing report.**

Moved by: J. Hart  
Seconded by: J. Tory

---

**This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on August 23, 2018**

P172. [2018 Operating Budget Variance for the Toronto Police Service, Period Ending June 30, 2018](#)

The Board was in receipt of a report dated August 1, 2018 from Mark Saunders, Chief of Police, with regard to this matter.

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.

**The Board approved the foregoing report.**

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

---

**This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on August 23, 2018**

P173. [Operating Budget Variance Report for the Toronto Police Service Parking Enforcement Unit, Period Ending June 30, 2018](#)

The Board was in receipt of a report dated August 1, 2018 from Mark Saunders, Chief of Police, with regard to this matter.

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.

**The Board approved the foregoing report.**

Moved by: J. Hart  
Seconded by: K. Jeffers

---

**This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on August 23, 2018**

P174. [2018 Capital Budget Variance Report for the Toronto Police Service, Period Ending June 30, 2018](#)

The Board was in receipt of a report dated August 1, 2018 from Mark Saunders, Chief of Police, with regard to this matter.

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.

Deputations: Derek Moran  
Kris Langenfeld

**The Board received the deputations and approved the foregoing report.**

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

---

**This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on August 23, 2018**

P175. [Operating Budget Variance Report for the Toronto Police Services Board, Period Ending June 30, 2018](#)

The Board was in receipt of a report dated August 9, 2018 from Andy Pringle, Chair, with regard to this matter.

Recommendation(s):

It is recommended that:

1. The 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.

**The Board approved the foregoing report.**

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

---

**This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on August 23, 2018**

P176. [City of Toronto Council Decision – Mitigation Strategies to Address Projected Year-End Unfavourable Variances](#)

The Board was in receipt of a report dated August 8, 2018 from Andy Pringle, Chair, with regard to this matter.

Recommendation(s):

It is recommended that:

1. The Chief implement mitigation strategies, effective immediately, in conjunction with the Chief Financial Officer; and
2. These strategies be communicated to the Board as part of the Service's 3Q variance report.

**The Board approved the foregoing report.**

Moved by: J. Tory  
Seconded by: J. Hart

---

**This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on August 23, 2018**

P177. [City of Toronto Council Decision - Operating Variance Report for the Year Ended December 31, 2017 \(Collision Reporting Centre\)](#)

The Board was in receipt of a report dated August 8, 2018 from Andy Pringle, Chair, with regard to this matter.

Recommendation(s):

It is recommended that the Board forward this report to the Chief of Police for information and any necessary follow-up.

**The Board approved the foregoing report.**

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

---

**This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on August 23, 2018**

P178. [City of Toronto Council – Closing the Service Gap in the Downtown East Revitalization Area](#)

The Board was in receipt of a report dated August 8, 2018 from Andy Pringle, Chair, with regard to this matter.

Recommendation(s):

It is recommended that the Board forward this report to the Chief of Police for consideration.

**The Board approved the foregoing report.**

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

---

**This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on August 23, 2018**

P179. [Quarterly Report: Occupational Health & Safety Update for April 1, 2018 to June 30, 2018](#)

The Board was in receipt of a report dated July 16, 2018 from Mark Saunders, Chief of Police, with regard to this matter.

Recommendation(s):

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

**The Board received the foregoing report.**

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

---

**This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on August 23, 2018**

P180. [The Way Forward \(T.W.F.\) Second Quarterly Update for 2018](#)

The Board was in receipt of a report dated July 25, 2018 from Mark Saunders, Chief of Police, with regard to this matter.

Recommendation(s):

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

Deputation: Kris Langenfeld

**The Board received the deputation and received the foregoing report.**

Moved by: J. Hart  
Seconded by: K. Jeffers

---

**This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on August 23, 2018**

P181. [Semi-annual Report: Toronto Police Services Board Special Fund Unaudited Statement: January to June 2018](#)

The Board was in receipt of a report dated July 24, 2018 from Andy Pringle, Chair, with regard to this matter.

Recommendation(s):

It is recommended that the Board receive the report on the Toronto Police Services Board's Special Fund un-audited statement for information.

**The Board received the foregoing report.**

Moved by: J. Tory  
Seconded by: K. Jeffers

---

**This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on August 23, 2018**

P182. [2017 Annual Report: Toronto Transit Commission – Special Constables](#)

The Board was in receipt of a report dated May 18, 2018 from Mark Saunders, Chief of Police, with regard to this matter.

Recommendation(s):

It is recommended that the Board receive this report.

Deputation: Derek Moran

**The Board received the deputation and received the foregoing report.**

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

---

**This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on August 23, 2018**

P183. [Annual Report - Police Towing Contract - January 2017 to December 2017](#)

The Board was in receipt of a report dated July 10, 2018 from Mark Saunders, Chief of Police, with regard to this matter.

Recommendation(s):

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

**The Board received the foregoing report.**

Moved by: K. Jeffers  
Seconded by: F. Nunziata

---

**This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on August 23, 2018**

P184. Confidential

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

The following members attended the confidential meeting:

Mr. Andrew Pringle, Chair  
Mr. Jim Hart, Councillor & Vice-Chair  
Ms. Uppala Chandrasekera, Member  
Mr. Ken Jeffers, Member  
Ms. Frances Nunziata, Councillor & Member  
Mr. John Tory, Mayor & Member

---

Next Regular Meeting

Date: Friday, September 28, 2018

Time: 1:00 PM

Minutes Approved by:

\_\_\_\_\_  
Andy Pringle  
Chair

---

**Members of the Toronto Police Services Board**

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

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

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

Ms. Frances Sanderson provided comments about the significance of the Acknowledgement and also conducted a smudging ceremony. Chair Pringle read the following statement:

We acknowledge the land we are meeting on is the traditional territory of many nations including the Mississaugas of the Credit, the Anishnabeg, the Chippewa, the Haudenosaunee and the Wendat peoples and is now home to many diverse First Nations, Inuit and Métis peoples. We also acknowledge that Toronto is covered by Treaty 13 with the Mississaugas of the Credit.

August 8, 2018

Mr. Andy Pringle  
Chair,  
Toronto Police Services Board  
40 College Street  
Toronto, ON M5G 2J6

Dear Chair:

I am honoured to have been selected by the Board to serve as the Independent Reviewer for the Independent Civilian Review into Missing Persons Investigations (the “Review”). I am well aware that the work of the Review is of critical importance to our diverse communities, and specifically, to how missing person investigations are done and are to be done, especially as affecting marginalized or vulnerable communities.

I intend to adopt a broad consultative process. I am confident that my quarter century as a judge will assist me in ensuring that all relevant voices not only are heard, but also are satisfied they have been heard.

I will be assisted throughout the Review by my counsel, Mark Sandler, who has served as a commission counsel or review counsel for a number of inquiries and reviews. We, in turn, will draw upon the advice and expertise of others, including an Advisor and an Advisory Group.

To enable me to do this important work, I have advised the Chief Justice that I will be retiring from the Court of Appeal on September 1, 2018. Although my own involvement will not formally commence until then, steps have been taken to ensure that Mr. Sandler and I, together with the rest of the team, “hit the ground running” on September 1, 2018.

On June 21, 2018, the Board approved, as a draft, the Terms of Reference proposed by the Working Group and Ms. Davies, its facilitator. Upon being retained, I was asked to review the Terms of Reference and report back to the Board on any proposed changes to the draft as may be necessary. I have done that. Through Mr. Sandler, I have also sought input from stakeholders, most particularly the Working Group, on any proposed changes.

I enclose what I propose as the final Terms of Reference for the Review. I have provided you with both a clean copy as well as a version that tracks the changes made to the original draft. I am pleased to advise you that the Working Group and Ms. Davies contributed to and approve the final Terms of Reference. I wish to take this opportunity to thank the Working Group and Ms. Davies for their dedication and hard work in crafting the process for an independent review and in drafting Terms of Reference that I have largely adopted.

My counsel and I will be attending the Board's August 23, 2018 meeting, but I wanted to provide you with an overview of the relatively modest changes I propose to the draft Terms of Reference.

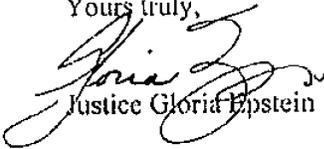
These proposed changes were designed to do the following:

- Substituting, in some instances, language that more closely parallels existing legislation and adding a reference to the Board's by-law making powers since consideration of relevant by-laws is reflected elsewhere in the Terms of Reference as part of my mandate;
- Ensuring that I have the necessary independence and discretion to do my work, while capturing the intent and objectives of the Working Group. This sometimes meant substituting discretionary, rather than mandatory language. It also meant the inclusion of specific language reinforcing my independence in the substantive work of the Review;
- Ensuring that the very detailed description of the subject matter of the Review, and potential recommendations I might make, remain connected to missing person investigations. Otherwise, the scope of the Review would not be sufficiently defined so as to promote a timely and focused report. I am confident that my recommendations will have significance beyond the conduct of missing person investigations, but nonetheless, it is crucial that the prime focus of the Review be preserved;
- Reinforcing the desirability that I hear the widest range of views from stakeholders, including but not limited to the members of the anticipated Advisory Group;
- Extending the completion date to April 2020 to reflect the breadth of the Review's mandate, even as modified, as well as the fact that I will not be formally commencing my work until September 2018.

Finally, I have proposed that the Board need not approve individual rates for those working on the Review, given the existence of an overall budgeted amount. That being said, we expect to be submitting monthly invoices for work done on the Review. My Review counsel will be billing at rates significantly lower than his conventional rates in private practice. We will also be working out of his firm's offices, which will substantially reduce expenses otherwise associated with a review or inquiry. Simply put, my counsel and I recognize that the expenditure of public monies also comes with a high degree of fiscal responsibility.

**I conclude by thanking the Board in advance for its consideration in this matter and look forward to reporting to the Board at an appropriate time or times.**

Yours truly,

  
Justice Gloria Epstein

**cc Mayor John Tory  
cc Breese Davies**

1 Toronto Police Services Board

2  
3 Terms of Reference for the Independent Civilian Review into  
4 Missing Person Investigations  
5

6 WHEREAS the Toronto Police Services Board (“the Board”) is responsible, pursuant  
7 to subsection 31(1) of the *Police Services Act*, R.S.O. 1990, c. P.15 (“the Act”), for the  
8 provision of adequate and effective police services in the City of Toronto;  
9

10 AND WHEREAS the Board must, pursuant to subsection 31(1) of the Act, generally  
11 determine after consultation with the Chief of the Toronto Police Service (“the  
12 Chief”) objectives and priorities with respect to police services for the City of  
13 Toronto, establish policies for the management of the Toronto Police Service (“the  
14 Service”) and direct the Chief and monitor his performance;  
15

16 AND WHEREAS the Board may, pursuant to subsection 31(6) of the Act, by by-law,  
17 make rules for the effective management of the Toronto Police Service;  
18

19 AND WHEREAS the Board may express its opinion or make recommendations to the  
20 Chief of Police on any aspect of policing in the municipality, while not directing the  
21 Chief of Police with respect to specific, operational matters or with respect to the  
22 day-to-day operation of the Toronto Police Service;  
23

24 AND WHEREAS the Report of the Independent Civilian Review Into Matters Relating  
25 to the G20 Summit provides relevant guidance on interpreting the statutory  
26 mandate of the Board;  
27

28 AND WHEREAS a number of people, and in particular members of the LGBTQ2S+  
29 communities in the City of Toronto, have gone or been reported missing and have  
30 later been identified as victims of serious violence;  
31

32 AND WHEREAS Project Houston, the Toronto Police Service’s 18-month  
33 investigation into the disappearance of three missing men who have now been  
34 identified as victims of serious violence, was closed in April 2014 having found no  
35 evidence of criminal conduct;  
36

37 AND WHEREAS members and groups within the LGBTQ2S+ communities in the City  
38 of Toronto have expressed concern over the manner in which the Toronto Police  
39 Services handle and have handled missing person investigations, including concerns  
40 that the handling of missing person investigations in the City of Toronto may have  
41 been tainted by implicit or explicit, specific and systemic bias;  
42

43 AND WHEREAS there are intersections of minorities within the LGBTQ2S+  
44 communities, including South Asian, Middle Eastern, 2-spirited, other racialized  
45 individuals, as well as those who are either homeless or work in the sex trade that

1 are particularly vulnerable and require an improved approach to policing  
2 relationships;

3  
4 AND WHEREAS the Board recognizes the need to repair its relationship with the  
5 LGBTQ2S+ communities in the City of Toronto and to foster ongoing positive  
6 relations with members and organizations within those communities;

7  
8 AND WHEREAS the Board created a Working Group consisting of one Board  
9 member and three external members to advise the Board on the structural and  
10 process options for an independent external review or reviews;

11  
12 AND WHEREAS the Working Group has recommended that the Board commission  
13 an independent review of Board policies as well as Service procedures and practices  
14 in relation to missing person investigations, particularly those involving individuals  
15 from the LGBTQ2S+, immigrant, Indigenous, South Asian, Middle Eastern, Black,  
16 homeless and marginalized communities more generally;

17  
18 AND WHEREAS the Board believes it would be beneficial and of assistance to the  
19 Board in carrying out its responsibilities pursuant to subsection 31(1) and  
20 subsection 31(6) of the Act to conduct a Review of the adequacy of the Board's  
21 policies, as well as the Service's procedures and practices related to missing person  
22 investigations, including a systemic evaluation of the manner in which the Service  
23 conducts such investigations and a review of certain specific missing person  
24 investigations identified in paragraph 2 below;

25  
26 AND WHEREAS the Board believes that it is important that the terms of reference of  
27 such a Review must be designed, among other things, to ensure that the Reviewer is  
28 truly independent;

29  
30 THEREFORE the Board is appointing a Reviewer to conduct an Independent Review  
31 into Board policies as well as Service procedures and practices in relation to missing  
32 person investigations, particularly those involving individuals from communities  
33 described above;

34  
35 AND to conduct the Review, the Reviewer will be provided with such resources as  
36 are required, and be authorized by the Board to engage lawyers, experts, advisors,  
37 researchers and other staff as the Reviewer deems appropriate, at reasonable  
38 remuneration, as approved by the Board;

39  
40 AND the Chief will cooperate fully with the Reviewer in conducting the Review and  
41 will instruct members employed by the Service to cooperate fully with the Reviewer  
42 conducting the Review as deemed necessary;

43  
44 AND the Chair and members of the Board will cooperate fully with the Reviewer in  
45 conducting the Review and will instruct all members employed by the Board to  
46 cooperate fully with the Reviewer in conducting the Review;

1  
2 AND the Reviewer may request any person, organization, the Chief, members of the  
3 Board, and any member employed by the Board or the Service to provide relevant  
4 information or records for the Review where the Reviewer believes that person or  
5 organization has such information or record in his, her, their, its possession, custody  
6 or control;

7  
8 AND the Reviewer may hold such meetings, interviews and consultations, and may  
9 make such procedural decisions with respect thereto, as the Reviewer deems  
10 advisable in her discretion in the course of the Review;

11  
12 AND the Reviewer, prior to commencing and throughout the Review, will consult  
13 with the Ministry of the Attorney General for Ontario, specifically Andrew Locke,  
14 Regional Director of Toronto Region or his designate (hereinafter "MAG"), and  
15 others in the Reviewer's discretion in relation to any ongoing criminal proceedings  
16 in order to ensure that no criminal proceedings are prejudiced by this Review;

17  
18 AND the Reviewer will consult with members, groups and organizations within the  
19 LGBTQ2S+ community, including those who have filed missing person reports in the  
20 past, and will engage an advisor to assist with the design and implementation of the  
21 community consultations;

22  
23 AND the Reviewer will ensure that adequate accommodations and supports are  
24 available to maximize community participation in the consultation process,  
25 including receiving submissions from various stakeholders, community groups and  
26 organizations;

27  
28 AND the Reviewer will establish an advisory group representing affected  
29 communities, such as the LGBTQ2S+ communities, the South Asian and Middle  
30 Eastern communities, the sex trade and the homeless communities in the City of  
31 Toronto, to ensure the community perspective is adequately considered prior to  
32 commencing and throughout the Review; advisory groups representing other  
33 stakeholders may be created formally or informally in the discretion of the  
34 Reviewer;

35  
36 AND the Reviewer will establish and maintain a website and may use other  
37 technology to promote accessibility and transparency to the public;

38  
39 AND the Reviewer will provide updates to the public, through the website or other  
40 means, on the status of the review, the contents of which cannot prejudice any  
41 ongoing criminal investigation or criminal proceedings,

42  
43 AND the Reviewer will conduct the Review without prejudicing any ongoing  
44 criminal investigation or criminal proceedings, including but not limited to the  
45 criminal prosecutions of Bruce McArthur and Kalen Schlatter, and will make a  
46 report to the Board without expressing any conclusion or making any

1 recommendation regarding the civil or criminal responsibility of any person or  
2 organization;

3  
4 AND in particular to ensure that any ongoing criminal proceedings involving Bruce  
5 McArthur are not prejudiced, when examining Project Houston and the missing  
6 person investigation of any alleged victim of Bruce McArthur, the Reviewer will not  
7 examine any facts after September 1, 2017 relating to the ongoing proceedings  
8 when it was determined that Bruce McArthur was a suspect, nor will the Reviewer  
9 examine any of the police contact with or consideration of Bruce McArthur,  
10 including as a person of interest, whether before or after September 1, 2017, nor  
11 will the Reviewer examine how the police determined the identity of any specific  
12 suspects;

13  
14 AND the Reviewer may produce an interim report at the Reviewer's discretion and  
15 will produce a final report containing the Reviewer's findings, conclusions and  
16 recommendations and deliver it to the Chair and members of the Board for  
17 distribution to the public at or before the Board meeting in April 2020;

18  
19 AND the report will be prepared in a form appropriate for release to the public,  
20 pursuant to the Municipal Freedom of Information and Protection of Privacy Act;

21  
22 AND these Terms of Reference should be interpreted in a manner consistent with  
23 the jurisdiction of the Board to ensure a broad and comprehensive Review;

24  
25 AND in the event that the Reviewer is unable to carry out any individual term of  
26 these Terms of Reference, the remainder of the Terms of Reference will continue to  
27 operate, it being the intention of the Board that the provisions of these Terms of  
28 Reference operate independently;

29  
30 AND the subject matter of the Review will be:

- 31  
32 1. A review of Board by-laws, policies and practices, as well as *The Way*  
33 *Forward* and any related reports that may have been considered by the  
34 Board, dealing with or relevant to missing person investigations and  
35 community relations to determine whether they are adequate to ensure  
36 effective, efficient and bias-free responses to missing person reports.  
37  
38 2. Without prejudicing any ongoing police investigation or criminal  
39 prosecution, a review of Service procedures, practices, protocols, and  
40 actions in relation to missing person investigations, including but not  
41 limited to a review of Project Houston and the missing person  
42 investigations of Skandaraj Navaratnam, Abdulbasir Faizi, Majeed Kayhan,  
43 Salim Esen, Soroush Mahmoudi, Andrew Kinsman, Alloura Wells and Tess  
44 Richey, with a specific focus on  
45

- 1 a. When a missing person event or report becomes a missing person  
2 investigation;  
3
- 4 b. Whether adequate resources are dedicated at the Divisional and/or  
5 Service level to missing person investigations at inception and  
6 throughout the course of the investigation;  
7
- 8 c. Whether culturally competent expertise is available to or relied upon  
9 by the Service for missing person investigations, including but not  
10 limited to expertise around gender identity, gender expression, race,  
11 ethnic origin and intersectionality;  
12
- 13 d. Whether the policies and practices adequately protect against implicit  
14 or explicit bias or discrimination (at the individual and systemic level)  
15 against members of the LGBTQ2S+ and other marginalized groups;  
16
- 17 e. Whether the Service is conducting missing person investigations in a  
18 unbiased, non-discriminatory manner, including consideration of the  
19 exercise of discretion by members of the Service in relation to  
20 decisions to record a person missing, or launch, resource and/or  
21 terminate missing person investigations and the experience of those  
22 who file missing persons reports with the Service;  
23
- 24 f. Whether there is adequate information sharing within the Service and  
25 between police services to ensure that similarities and links between  
26 missing person investigations can be identified quickly and  
27 effectively;  
28
- 29 g. Whether the Service has procedures, practices or protocols that limit  
30 who will be considered and/or investigated as a missing person and  
31 whether those policies are discriminatory or biased in their effect or  
32 application;  
33
- 34 h. Whether the Service has procedures, practices or protocols and  
35 whether members of the public believe the Service has procedures,  
36 practices or protocols that intentionally or unintentionally discourage  
37 marginalized people, including but not limited to those without legal  
38 status in Canada or who are homeless, from being reported missing –  
39 including, without prejudicing any ongoing criminal investigation or  
40 criminal prosecution, an examination of what prevented Dean  
41 Lisowick and Kirushna Kumar Kanagaratnam from being reported  
42 missing;  
43
- 44 i. How and when the Service decides to advise or caution the public, or  
45 specific communities, about public safety concerns that arise from  
46 missing person investigations, including but not limited to

- 1 information about suspected links or connections between missing  
2 person cases;  
3
- 4 j. How public messaging around missing person investigations is  
5 developed and whether cultural competence expertise is available or  
6 relied on by the Service in drafting public communications;  
7
- 8 k. How information about missing person investigations and policies  
9 surrounding missing person investigations are communicated  
10 internally within the Services and whether those methods of  
11 communication are effective; and  
12
- 13 l. Whether effective policies, procedures, and practices are in place to  
14 ensure adequate investigative consideration of serial killers,  
15 especially based on missing person reports where there is no overt  
16 evidence of foul play.  
17
- 18 3. A review of Service procedures, practices and protocols for developing and  
19 maintaining relationships with individuals and organizations within the  
20 LGBTQ2S+ communities, especially as they impact on the effectiveness and  
21 adequacy of missing persons investigations, including but not limited to:  
22
- 23 a. The roles, responsibilities and efficacy of the LGBTQ Liaison Officer;  
24
- 25 b. The roles, responsibilities and efficacy of relevant Board and Service  
26 Advisory Committees or Working Groups in terms of maintaining and  
27 promoting communication between the Service and the LGBTQ2S+  
28 communities;  
29
- 30 c. The scope and efficacy of consultations and communications with  
31 members and organizations within the LGBTQ2S+ communities about  
32 missing person investigations;  
33
- 34 d. The extent to which the Service engages or consults with individuals  
35 and groups that reflect the diversity within the LGBTQ2S+  
36 communities;  
37
- 38 e. The extent to which the police call upon organizations within the  
39 LGBTQ2S+ (or other relevant communities) to assist with missing  
40 person investigations at any stage;  
41
- 42 f. The extent to which individuals and organizations within the  
43 LGBTQ2s+ communities are advised of public safety concerns arising  
44 from missing person reports and investigations, including but not  
45 limited to information about possible links between cases;  
46

- 1 g. The views and perceptions of members of the LGBTQ2S+ and  
 2 | marginalized communities more generally about the manner and  
 3 substance of public communications by the Service about missing  
 4 person investigations;  
 5
- 6 h. The experience of members of the LGBTQ2S+ and marginalized  
 7 | communities more generally reporting concerns to the police,  
 8 including but not limited to the experience of individuals with non-  
 9 heteronormative sexual expressions (such as those who participate in  
 10 public cruising or BDSM), and whether there are actual or perceived  
 11 barriers in relation to their willingness or ability to share information  
 12 with the police; and  
 13
- 14 | i. The accessibility, transparency and effectiveness of any complaint  
 15 process for identifying concerns on the part community members or  
 16 | groups about missing person investigations.  
 17
- 18 4. A review of current training of Service members in relation to missing  
 19 person investigations, bias-free policing and community liaison to  
 20 determine whether it adequately addresses  
 21
- 22 a. Cultural competence to respond to missing person reports within the  
 23 LGBTQ2S+ communities;  
 24
- 25 b. Intersectionality and its impact on marginalization; and  
 26
- 27 c. Protecting against biased assumptions being made about individuals  
 28 reported missing based on their race, sexual orientation, immigration  
 29 status etc.  
 30
- 31 5. A review of the efficacy of current training in relation to missing person  
 32 investigations in ensuring that concepts taught are being operationalized by  
 33 | the Service.  
 34
- 35 | 6. In the Reviewer's discretion, a review of formal and informal complaints  
 36 | made to the Service, the Board or the OIPRD related to missing person  
 37 investigations.  
 38
- 39 | 6. Consideration of prior reports dealing with missing person investigations in  
 40 Canada, relations between the LGBTQ2S+ community and the police, and the duty  
 41 on the police to notify the public of potential safety threats (including but not  
 42 limited to *Out of the Closet: Study of Relations Between the Homosexual Community*  
 43 *and the Police*, 1981, *Bernardo Investigation Review*, 1996, *The Review of the*  
 44 *Investigation of Sexual Assaults – A Decade Later*, 2010 and the Report of the *Missing*  
 45 *Women Commission of Inquiry* in British Columbia in 2012) to determine if past

1 recommendations have been implemented and/or effective and if not, why past  
2 recommendations have not been implemented by the Board and/or the Service.

3  
4 7. Consideration, in the Reviewer's discretion, of best practices in other jurisdictions  
5 in relation to missing person investigations, bias-free policing and maintaining  
6 positive working relationships with marginalized communities.

7  
8 AND the Reviewer will make recommendations as the Reviewer deems fit for the  
9 mandate of the review and terms of reference, including but not limited to  
10 recommendations on:

- 11  
12 | 1. Board policies and Service procedures and practices relating to receiving and  
13 recording missing person reports, and conducting effective, efficient and  
14 bias-free missing person investigations;  
15
- 16 | 2. Board policies and Service procedures and practices related to the collection  
17 of data about the effectiveness of missing person investigations, including the  
18 satisfaction of those who filed or attempted to file missing person reports;  
19
- 20 | 3. Board policies and Service procedures and practices to ensure adequate  
21 training of Service members in relation to missing person investigations and  
22 bias-free policing;  
23
- 24 | 4. Board policies and Service procedures and practices to ensure that officers  
25 conducting or supervising missing persons investigations are qualified and  
26 well situated to ensure effective, efficient and bias-free investigations;  
27
- 28 | ~~3.5.~~ Board policies and Service procedures and practices that will ensure  
29 appropriate accountability, including remedial and/or disciplinary measures,  
30 if members of the Service engage in biased or discriminatory conduct when  
31 receiving or investigating missing person reports;  
32
- 33 | ~~4.6.~~ Board policies and Service procedures to create a framework for  
34 ensuring participation of members and organizations within the LGBTQ2S+  
35 communities in the process of monitoring and implementing any  
36 recommendations adopted by the Board and Service; and  
37
- 38 | ~~5.7.~~ A framework for measuring, monitoring and publicly reporting on  
39 whether the recommendations of the Reviewer have been implemented by  
40 the Board or Service and if not, why not, as well as the effectiveness of any  
41 recommendations that are implemented by the Board or Service, including  
42 giving consideration to a model for independent oversight of compliance and  
43 continuing community consultation;  
44

45 AND the Reviewer will propose a timeline for the implementation of each  
46 recommendation.



## Toronto Police Services Board Report

---

August 10, 2018

To: Chair and Members  
Toronto Police Services Board

From: Ms. Notisha Massaquoi and Board Member Uppala Chandrasekera  
Interim Steering Committee  
Anti-Racism Advisory Panel

**Subject: Anti-Racism Advisory Panel – Membership  
Recommendations of the Interim Steering Committee**

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

It is recommended that the Board approve the selection of the individuals listed in this report as the members to comprise the Anti-Racism Advisory Panel (ARAP).

### **Financial Implications:**

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

### **Background / Purpose:**

The Board, at its meeting of December 14, 2017, considered a report from Chair Pringle with respect to the “Implementation of Recommendations Arising from the Inquest into the Death of Andrew Loku.” (P261/17 refers). As this report notes, three of the recommendations made by the jury in this inquest were directed to the Board, including recommendation #17 which states as follows:

17. Establish a new committee to consider possible or identified disparities in services and outcomes for racialized persons and consider interventions to address any such disparities. The committee should include representatives of the Toronto Police Service, subject matter experts and members of racialized communities, including the Black community. The committee should consider the intersectionality of mental health and race both in terms of member composition and issues to be addressed.

At that time, the Board approved a number of motions, including the following:

- 2a. THAT the Board approve the establishment of an interim Steering Committee consisting of one nominee of the Board, Ms. Notisha Massaquoi, and one nominee put forward by the Andrew Loku coalition, to recommend to the Board the composition of the Committee noted in 2A, its terms of reference, governance matters including financial resources and any other matters relevant to the mandate of the committee. The report would be expected for consideration at the February 2018 Board meeting.

### **Discussion:**

The Interim Steering Committee was composed of Ms. Notisha Massaquoi, Ms. Uppala Chandrasekera as the Board nominee, and Ms. Aseefa Sarang as the nominee put forward by the Andrew Loku Coalition. At its Board meeting of April 18, 2018, the Board approved a document pertaining to the Anti-Racism Advisory Panel's establishment in each of the following areas (Min. No. P62/18 refers):

- Mandate
- Terms of Reference
- Membership and Structure
- Selection of Members
- Accessibility and Location
- Frequency of Meetings
- Expenses
- Timelines
- Continuity
- Reporting/Communications

As noted in this document, ARAP will be composed of the following members:

- One (1) member of the Toronto Police Services Board, to be selected by the Board
- Four (4) members of the Toronto Police Service, to be determined by the Chief of Police, and including one at the rank of Deputy Chief
- Six (6) members from the community, with an emphasis on individuals with lived experience, including at least one representative from the Andrew Loku Coalition
- Two (2) subject-matter experts in the areas of anti-Black racism, anti-racism, mental health and addictions

It was also noted that the Board will select two Co-Chairs of ARAP, one of whom will be the selected Board member, and one of whom will be one of the selected

community members.

A call for applications was released on April 25, 2018 and again on May 4, 2018. We also encouraged members of the community to share the call for applications broadly.

Individuals wishing to apply for membership on ARAP were required to provide a resume/expression of interest and to complete an application form, comprised of a series of questions about the applicant's experience and background, including the level and nature of expertise the applicant has, the applicant's background and the community with which the applicant is associated. An emphasis was placed on applicants with a background in anti-racism, anti-Black racism, mental health and addictions, as well as those who have familiarity with the issues raised at the inquest into the death of Andrew Loku.

We received a total of 24 submissions. Ms. Massaquoi, Ms. Chandrasekera, Ms. Sarang and Ms. Sandy Murray (Senior Advisor in the Board office) reviewed the submissions in early June, and those applicants who were chosen to proceed through the process were asked to attend an interview. Ms. Massaquoi, Ms. Chandrasekera and Ms. Murray conducted the interviews, as Ms. Sarang had stepped down from the Interim Steering Committee on June 19.

We were pleased with the calibre of the candidates who applied and the breadth of their knowledge, expertise and experience, and, in particular, as it relates to anti-racism, anti-Black racism, and mental health and addictions, including direct lived experience.

We also corresponded with Chief Mark Saunders who named several Toronto Police Service representatives to serve on ARAP.

Lastly, in order to ensure ongoing liaison and dialogue with the members of the Andrew Loku Coalition as well as members of the Board's Mental Health Sub-Committee, we are inviting Ms. Jennifer Chambers and Mr. Steve Lurie to participate on ARAP. Mr. Andy Pringle, Chair of the Toronto Police Services Board, and Co-Chair of the Board's Mental Health Sub-Committee is also invited to serve as a member of ARAP.

We are recommending that the following individuals be named as the members of ARAP:

- Ms. Notisha Massaquoi (ARAP Co-Chair)
- Ms. Uppala Chandrasekera (ARAP Co-Chair)
- Insp. Chris Boddy
- Ms. Jennifer Chambers
- S/Sgt. Stacy Clarke
- Ms. Larissa Crawford
- Ms. Shalini Konanur
- Mr. Andrew Lee

- Mr. Steve Lurie
- Deputy Chief Barbara McLean
- Dr. Akwasi Owusu-Bempah
- Mr. Andy Pringle
- Ms. Latisha Reddick
- P.C. Monica Rutledge
- Supt. Reuben Stroble
- Mr. Moussa Tahlil
- Detective Sergeant Aly Virji
- Dr. Charmaine Williams
- Deputy Chief Peter Yuen

A brief biography of each proposed ARAP member is included at Appendix A.

It is anticipated that the first meeting of ARAP will be held in September/October 2018. It is anticipated that ARAP will conclude its work by December 31, 2019.

We look forward to beginning this important initiative and will update the Board as its work progresses.

**Conclusion:**

Therefore, it is recommended that the Board approve the selection of the individuals listed in this report as the members to comprise the Anti-Racism Advisory Panel (ARAP).

Respectfully submitted,



Notisha Massaquoi



Uppala Chandrasekera

Att.

## **Appendix A: Recommended Slate of Candidates for the Toronto Police Services Board's Anti-Racism Advisory Panel (ARAP)**

### **Ms. Notisha Massaquoi (ARAP Co-Chair)**

Notisha Massaquoi is currently the Executive Director of Women's Health in Women's Hands Community Health Centre – the only Community Health Centre in Canada, which specifically provides primary healthcare for racialized women. Her academic research and publications have focused on the impact of systemic racism on the health and wellbeing of Black women in Canada. She is also a lecturer at the Ryerson Faculty of Social Work.

### **Ms. Uppala Chandrasekera (ARAP Co-Chair)**

Uppala Chandrasekera is the Director of Public Policy at the Canadian Mental Health Association Ontario. She has been a member of the Toronto Police Services Board since September 2017 and has participated on the Board's Mental Health Sub-Committee since its inception. Through her research, published writings and work in the community, she examines the impact of the lived experience of discrimination and racism on the health, mental health and wellbeing of marginalized populations.

### **Inspector Chris Boddy**

Inspector Chris Boddy has 27 years of service and is currently the Unit Commander of 11 Division. Since 2009, he has been assigned to the Mental Health file for the Service and serves as an advisor on the Board's Mental Health Sub-Committee. He assists in overseeing the Mobile Crisis Intervention Team (MCIT) program and responds to recommendations made by jury inquests and in reports such as the Honourable Frank Iacobucci's "Police Encounters with People in Crisis."

### **Ms. Jennifer Chambers**

Jennifer Chambers is the Executive Director of the Empowerment Council, an organization that serves as a voice for clients/survivors and ex-clients of mental health and addiction services, primarily of the Centre for Addiction and Mental Health. The Empowerment Council had standing at the Andrew Loku Inquest and generated many of the resulting recommendations. She is the Co-Chair of the Toronto Police Services Board's Mental Health Sub-Committee.

### **Staff Sergeant Stacy Clarke**

Staff Sergeant Stacy Clarke has 20 years of service and currently leads the Learning Development and Standards Section at the Toronto Police College. She spent six years as the Black Community's liaison officer and acted as co-chair of the Black Community Police Consultative Committee (BCPCC). She was also instrumental in the work of the Police and Community Engagement Review (PACER) and as PACER co-chair, worked to implement 31 community-building recommendations. She has been tasked with leading the Service's training as it relates to anti-Black racism, Indigenous communities, intersectionality and cultural competence.

### **Ms. Larissa Crawford**

Larissa Crawford is an Indigenous Policy Advisor for the Ontario Ministry of Energy, Northern Development, and Mines and Associate Anti-Racism Trainer with St. Stephen's Community House. She is deeply rooted in her mixed Métis and Jamaican ancestry which is the foundation for her work as a youth activist, community volunteer, international public speaker, and mother.

### **Ms. Shalini Konanur**

Shalini Konanur is the Executive Director of the South Asian Legal Clinic of Ontario, a not-for-profit organization that provides direct legal services to low-income South Asian populations across Ontario. The Clinic's mandate includes extensive advocacy on human rights issues at the domestic and international level, and is a leading voice on the issues that impact on South Asians in Canada, including systemic racism, Islamophobia, gender-based violence, issues with precarious immigration, and lack of access to mental health and addictions services.

### **Mr. Andrew Lee**

Andrew Lee is a graduate of the Bachelor of Science in Kinesiology program at McMaster University where he was actively involved in campus mental health initiatives, and is entering the Queen's University School of Medicine in September 2018. As an Asian-Canadian who has experience living in Toronto Community Housing, he gained a unique perspective on how communities are policed and how individuals are neglected and offered a poor quality of life because of their past and their identity.

### **Mr. Steve Lurie**

Steve Lurie is the Executive Director of Canadian Mental Health Association (CMHA) Toronto Branch, a nation-wide charitable organization that promotes the mental health

of all and supports the resilience and recovery of people experiencing a mental illness. CMHA Toronto Branch had standing at the Andrew Loku Inquest and informed the resulting recommendations. He is the Vice Chair of the Toronto Police Services Board's Mental Health Sub-Committee.

### **Deputy Chief Barbara McLean**

Deputy Chief Barbara McLean has 29 years of service and is the Deputy Chief in charge of the Human Resources Command, which includes Corporate Risk Management, People and Culture and Legal Services. Diversity/Inclusion, as well as the Service psychologists and the Wellness area also fall under her Command. From 2016-2017, Deputy McLean participated as a senior member of the Transformational Task Force, tasked with creating a road map to modernize the Toronto Police Service.

### **Dr. Akwasi Owusu-Bempah**

Akwasi Owusu-Bempah is an Assistant Professor in the Department of Sociology at the University of Toronto. As an academic expert in the area of police-race relations, he has advised the Service's Recruiting Coalition and the Black Community Consultative Committee. His research is focused on Black males' perceptions and experience with police in Toronto.

### **Mr. Andy Pringle**

Andy Pringle has been the Chair of the Toronto Police Services Board since August 2015, and a Board member since 2011. He is also the Co-Chair of the Board's Mental Health Sub-Committee. He is currently the Chair of RPIA, an alternative asset manager focused on fixed income.

### **Ms. Latisha Reddick**

Latisha Reddick recently graduated from Osgoode Hall Law School at York University and is currently articling at a full service international firm in Toronto. She also serves on the Board of Directors at the Native Canadian Centre of Toronto. As a self-identified Black and Indigenous woman, she works with equity-seeking communities on grass-roots initiatives, particularly Black liberation and Indigenous rights' movements. She is the founder of Sisters of the Soil, a community-based program that seeks opportunities to build solidarity initiatives between women of colour and Indigenous women.

### **Police Constable Monica Rutledge**

Police Constable Monica Rutledge has 17 years of service with the Toronto Police Service and currently leads the Aboriginal Peacekeeping Unit. An Ojibwa, she has volunteered with Anishnawbe Health Toronto, and has worked in a variety of areas in the Service, including 53 Division Primary Response Unit and the Aboriginal Peacekeeping Unit, focused on maintaining and strengthening a trusting and positive relationship with the Aboriginal community.

### **Superintendent Reuben Stroble**

Superintendent Reuben Stroble has over 30 years of service and is currently the Superintendent of 54/55 Division. He is the Co-Chair of the Chief's Consultative Committee for the Black Community, and a past Chair and committee member for the Gatehouse, a community non-profit organization that provides support to victims of sexual abuse and mental health.

### **Mr. Moussa Tahlil**

Moussa Tahlil is Owner and Operator of Nice Guys Groundscare, a landscaping and snow removal business in the Toronto area. Nice Guys provides pro-bono services to local non-profit organizations in addition to mentorship opportunities for at-risk youth from the community focusing on skills development and work experience. He brings a unique perspective as a young man of Somali origin who grew up in the Dixon buildings and often faced the barriers of systemic racism.

### **Detective Sergeant Aly Virji**

Detective Sergeant Aly Virji has 15 years of service and is currently working in the Service's Audit & Quality Assurance Unit. He has been instrumental in designing and delivering presentations and training related to anti-bias, fair and impartial policing, and has showcased this work nationally and internationally. He also facilitates training for police officers and crisis workers assigned to Windsor Police Services' Community Outreach and Support Team (COAST) on the topic of mental health in the workplace. D/S Virji represents the TPS on the Ontario Association of Chiefs of Police's Equity, Diversity & Inclusion Committee.

### **Dr. Charmaine Williams**

Charmaine Williams is Acting Vice Dean of Students for the School of Graduate Studies, an Associate Professor in Social Work, and the Factor-Inwentash Chair in Health and Mental Health at the University of Toronto. Her research bridges practice

and access and equity issues that affect various populations including racial minority women, LGBTQ individuals in local and international context, and individuals and families affected by serious and persistent mental illnesses.

**Deputy Chief Peter Yuen**

Deputy Chief Peter Yuen has 31 years of service and is the Deputy Chief in charge of the Communities and Neighbourhoods Command. He sits on the Mobile Crisis Intervention Team Executive Committee and is a member of the Board's Mental Health Sub-Committee.



## Toronto Police Services Board Report

---

June 21, 2018

To: Chair and Members  
Toronto Police Services Board

From: Mark Saunders  
Chief of Police

**Subject: F.O.C.U.S. Toronto Situation Tables, Q1 2018 Statistical Report**

### **Recommendation:**

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

### **Financial Implications:**

There are no financial implications.

### **Background/Purpose:**

Furthering Our Communities Uniting Services (FOCUS) is an innovative Community Safety and well-being initiative led by the City of Toronto, United Way of Greater Toronto and the Toronto Police Service that aims to reduce crime, victimization and improve community resiliency and well-being.

The model brings together the most appropriate community agencies at a weekly situation table model to provide a targeted, wrap around approach to the most vulnerable individuals, families and places that are experiencing heightened levels of risk in a specific geographic location.

FOCUS Toronto Situation Tables:

1. FOCUS Rexdale - 23 Division
2. FOCUS North Scarborough - 42 Division
3. FOCUS Downtown East - 51 Division
4. FOCUS Downtown West - 14 Division

Within the TPS, this initiative is lead by the Community Partnerships and Engagement Unit in conjunction with the four divisions.

**Conclusion:**

A presentation of the First Quarter FOCUS Statistics will be delivered to the Board by the Community Partnerships and Engagement Unit. The First Quarter FOCUS Statistical presentation accompanies this report.

Deputy Chief Peter Yuen, Communities & Neighbourhoods Command, will be in attendance to respond to any questions the Board may have.

Respectfully submitted,

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

**FOCUS  
TORONTO**



**TORONTO**

# **F.O.C.U.S. Toronto**

## **Furthering Our Communities Uniting Services**

**Toronto Police Service  
Community Partnerships and  
Engagement Unit**

# FOCUS Toronto

*Agencies meet weekly to provide risk driven, targeted wrap around supports to those in need (Acutely Elevated Risk).*



## Prevention & Intervention Process

*A Situation is brought to the table by a FOCUS Agency*



**INTERVENTION TEAM  
HUDDLES  
(to plan intervention)**



**WRAP AROUND SUPPORTS  
OFFERED**



## FOCUS Participation: Agencies Sitting at FOCUS **Downtown East**

- City of Toronto - Specialized Program for Interdivisional Enhanced Responsiveness to Vulnerability
- City of Toronto - Community Crisis Response Program
- City of Toronto - Youth Violence Prevention
- Toronto Police - Community Partnerships and Engagement Unit
- Big Brothers Big Sisters of Toronto
- Canadian Training Institute
- Central Neighbourhood House
- Centre for Addiction and Mental Health (CAMH)
- Children's Aid Society of Toronto
- Catholic Children's Aid Society - Toronto
- City of Toronto - Streets to Home
- City of Toronto - Toronto Employment and Social Services
- Concurrent Disorders Support Services
- Cota
- Covenant House
- CRC 40 Oaks
- Crisis Outreach Service for Seniors
- Dixon Hall Neighbourhood Services
- Eva's
- Fred Victor – Mental Health and Justice
- Fred Victor – Service Resolution Justice Coordinator
- Fred Victor - St. Jamestown Outreach Program
- Gerstein Crisis Centre
- Health Access St James Town / Sherbourne Health
- Local Health Integration Network - Central Toronto
- Margaret's Housing Community Supports
- Ministry of Child and Youth Services - Youth Justice Services
- Native Men's Residence
- Ontario Disability Support Program - Ministry of Community and Social Services - Toronto
- Peacebuilders
- Probation and Parole - Adult - Toronto - MCSCS - Riverdale
- Probation and Parole - Adult - Toronto - MCSCS - Yonge
- Probation and Parole - Adult - Toronto - MCSCS - Danforth
- Progress Place
- Regent Park Community Health Centre / Pathways
- Salvation Army
- Sound Times
- Springboard - Toronto
- The Yonge St. Mission
- Toronto Bail Program
- Toronto Catholic District School Board
- Toronto Community Housing- Community Safety Unit
- Toronto Community Housing- Resident Access and Support
- Toronto District School Board
- Toronto Kiwanis Boys & Girls Clubs
- Surrey Place Centre - Toronto Network of Specialized Care
- Toronto Police Service - 51 Division
- Toronto Transit Commission - Transit Enforcement Unit
- The 519
- St. Michael's Hospital – MCIT
- United Way Toronto & York Region
- Victim Services of Toronto

# Agencies Sitting at FOCUS **Downtown West**

- City of Toronto - Youth Violence Prevention
- Community Partnerships and Engagement Unit
- Catholic Children's Aid Society - Toronto
- Centre for Addiction and Mental Health
- Children's Aid Society of Toronto
- City of Toronto - Specialized Program for Interdivisional Enhanced Responsiveness to Vulnerability
- City of Toronto - Community Crisis Response Program
- City of Toronto - Streets to Homes
- City of Toronto - Toronto Employment and Social Services
- Cota
- Eva's
- Fred Victor – Service Resolution Justice Coordinator
- Gerstein Crisis Centre
- John Howard Society of Toronto
- Ministry of Children and Youth Services - Youth Justice Services
- Native Men's Residence
- Ontario Disability Support Program - MCSCS
- Opportunity for Advancement
- Parkdale Community Health Centre
- Parkdale Community Information Centre
- Parkdale Intercultural Association
- Probation and Parole - Adult - Toronto - MCSCS - Parkdale
- Queen West Community Health Centre
- Reconnect Community Health Services
- Scadding Court Community Centre
- Springboard - Toronto
- St. Felix Centre
- St. Stephens
- Toronto Catholic District School Board
- Home and Community Care - Central - Toronto
- Toronto Community Housing Corporation - Resident Access and Support
- Toronto Community Housing Corporation - Community Safety Unit
- Toronto District School Board
- Toronto Kiwanis Boys & Girls Clubs
- Toronto Network of Specialized Care - Surrey Place
- Toronto Paramedic Services
- Toronto Police Service - 14 Division
- Toronto Transit Commission - Transit Enforcement Unit
- West Neighbourhood House
- United Way Greater Toronto
- Victim Services of Toronto

# Agencies Sitting at FOCUS **Rexdale**

- City of Toronto - Community Crisis Response Program
- City of Toronto - Specialized Program for Interdivisional Enhanced Responsiveness to Vulnerability
- City of Toronto - Youth Violence Prevention
- Community Partnerships and Engagement Unit
- Albion Neighbourhood Services
- Big Brothers Big Sisters of Toronto
- Canadian Mental Health Association Peel - Rexdale
- Canadian Training Institute
- Catholic Children's Aid Society - Toronto
- Children's Aid Society of Toronto
- City of Toronto - Streets to Homes
- City of Toronto - Toronto Employment and Social Services
- Delta Family Resource Centre
- Elspeth Heyworth Centre for Women
- Humber College
- Local Health Integration Network - Central West
- Midaynta Community Services
- Ontario Disability Support Program - MCSCS
- Probation and Parole - Adult - Toronto - Ministry of Community Safety and Correctional Service
- Punjabi Community Health Centre
- Ministry of Child and Youth Services - Youth Justice Services
- Reconnect Community Health Services
- Rexdale Community Health Centre
- Rexdale Community Legal Clinic
- Rexdale Women's Centre
- Springboard - Toronto
- Surrey Place Centre - Toronto Network of Specialized Care
- Toronto Bail Program
- Toronto Catholic District School Board
- Toronto Community Housing Corporation - Community Safety Unit
- Toronto Community Housing Corporation - Resident Access and Support
- Toronto District School Board
- Toronto Paramedics Services
- Toronto Police Service - 23 Division
- Yorktown Family Service
- Youth Without Shelter
- United Way Greater Toronto
- Victim Services of Toronto

# Agencies Sitting at FOCUS North Scarborough

- City of Toronto - Community Crisis Response Program
- City of Toronto - Youth Violence Prevention
- Community Partnerships and Engagement Unit
- Agincourt Community Services Association
- Canadian Training Institution
- Catholic Children's Aid Society - Toronto
- Children's Aid Society of Toronto
- City of Toronto - Streets to Homes
- City of Toronto - Toronto Employment and Social Services
- City of Toronto - Specialized Program for Interdivisional Enhanced Responsiveness to Vulnerability
- East Metro Youth Services
- Eva's
- Fred Victor - Community Support Services East
- Local Health Integration Network - Central East
- Ministry of Children and Youth Services - Youth Justice Services
- Ontario Disability Support Program - Ministry of Community and Social Services - Toronto
- Scarborough Centre for Healthy Communities
- Springboard - Toronto
- The Scarborough Hospital - Crisis Team
- The Scarborough Hospital- SACC - DV
- Toronto Bail Program
- Taibu Community Health Centre
- Toronto Catholic District School Board
- Toronto District School Board
- Toronto Community Housing Corporation - Resident Access and Support
- Toronto Community Housing Corporation - Community Safety Unit
- Surrey Place Centre - Toronto Network of Specialized Care
- Toronto Paramedic Services
- Toronto Police Service - 42 Division
- Toronto Transit Commission - Transit Enforcement Unit
- Transcare Community Services
- United Way Greater Toronto
- Victim Services of Toronto



2017

**FOCUS TORONTO**

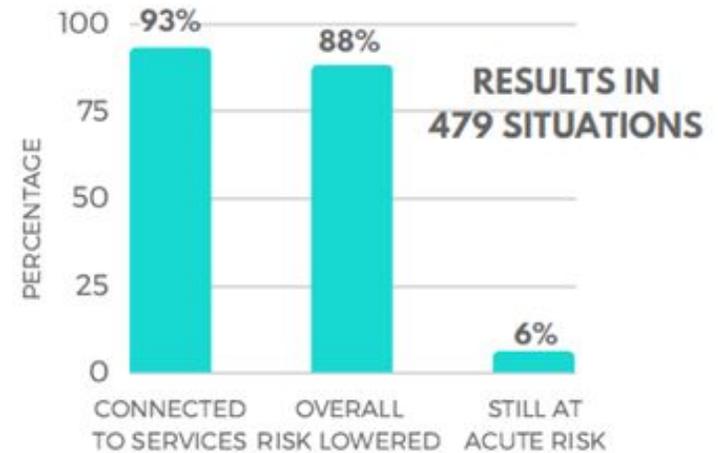
**STATISTICS**

# FOCUS TORONTO 2017

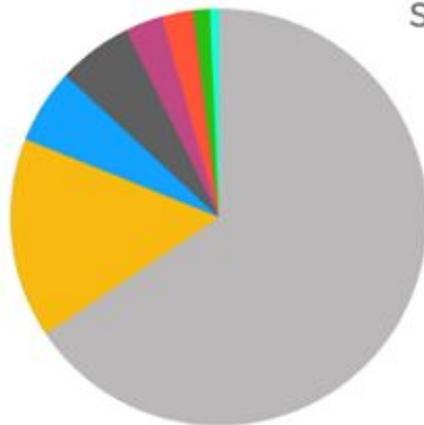


The total number of situations across all 4 tables from January 1 to December 31, 2017 is 479.

- FOCUS NS: 108
- FOCUS DE: 179
- FOCUS REX: 107
- FOCUS DW: 85

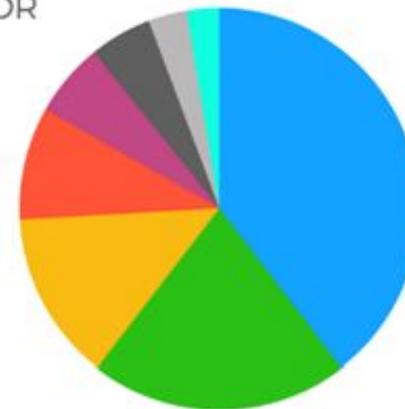


ORIGINATING SECTOR



- Police: 66% to 3%
- Justice: 6% to 5%
- Housing: 15% to 14%
- City of Toronto: 3% to 6%
- Health: 1% to 21%
- Education: 1% to 3%

RESPONDING SECTOR



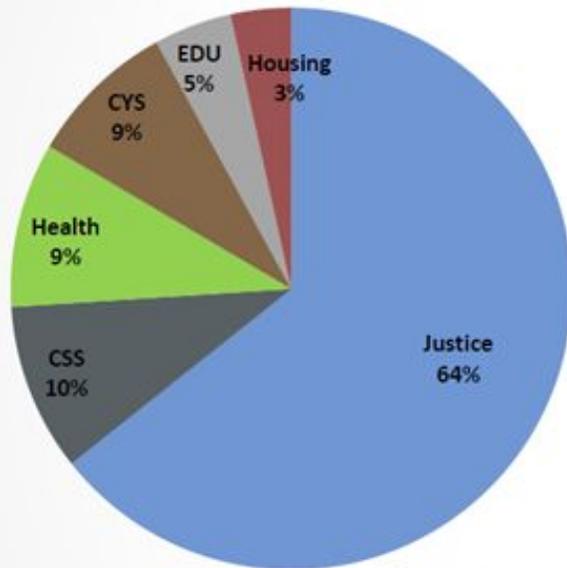
- Community and Social Services: 6% to 39%
- Children and Youth Services: 2% to 9%

VS.

# Province-Wide

## 2017 Situation Tables Risk Tracking Database (RTD)

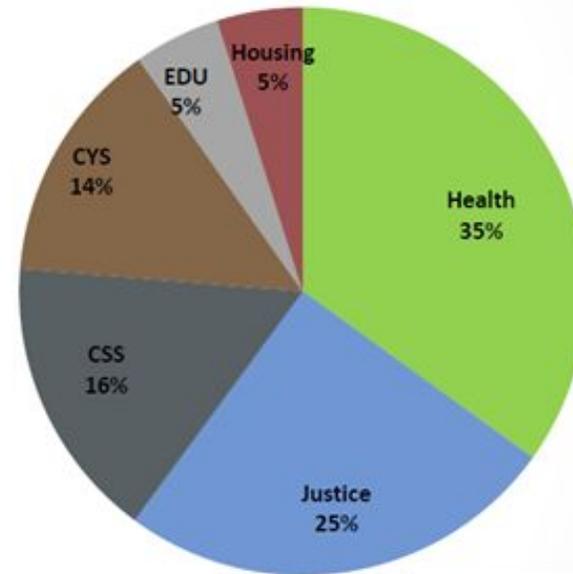
Originating Sector



Total Discussions = 2043

1. Justice – 64%
2. Community and Social Services (CSS) – 10%
3. Health – 9%
4. Child and Youth Services (CYS) – 9%
5. Education (EDU) – 5%
6. Housing – 3%

Lead Sector



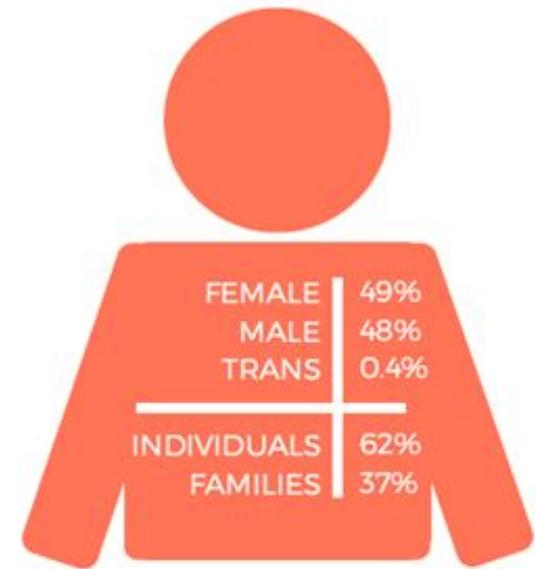
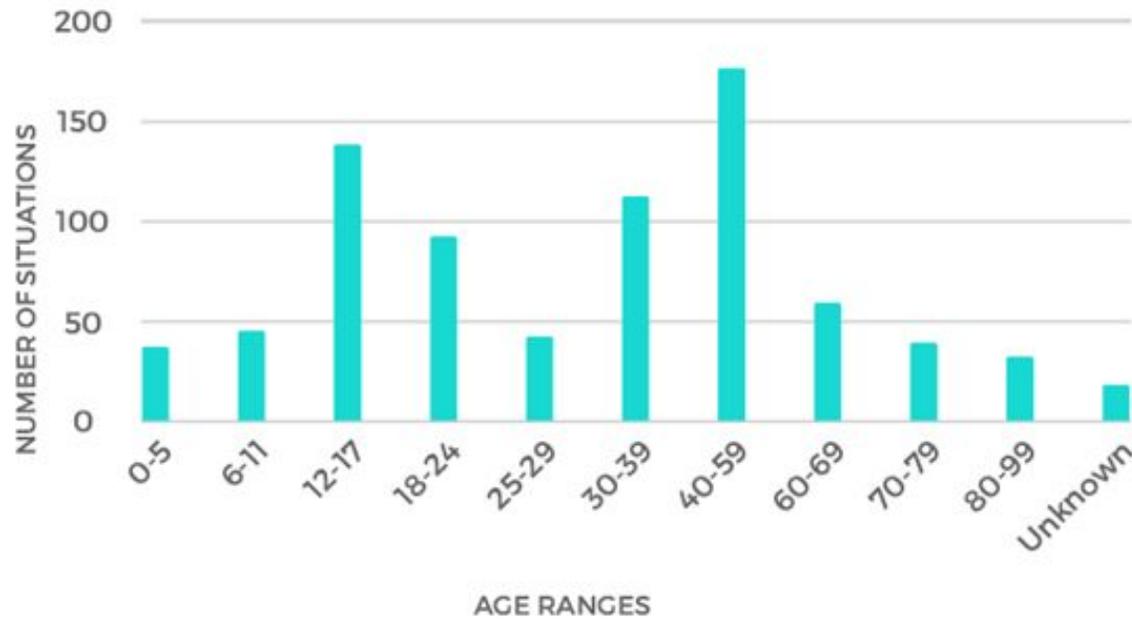
Total Discussions = 1825

1. Health – 35%
2. Justice – 25%
3. Community and Social Services (CSS) – 16%
4. Child and Youth Services (CYS) – 14%
5. Education (EDU) – 10%
6. Housing – 5%



# WHO WE ARE SERVING

FOCUS TORONTO 2017



## TOP 25 RISK FACTORS

1. Mental Health - diagnosed
2. Antisocial/Negative Behaviour - person exhibiting antisocial/negative behaviour
3. Mental Health - suspected
4. Housing - person doesn't have access to appropriate housing
5. Basic Needs - person unable to meet own basic needs
6. Drugs - drug abuse by person
7. Criminal Involvement - assault
8. Mental Health - not following prescribed treatment
9. Suicide - person current suicide risk
10. Threat to Public Health and Safety - person's behaviour
11. Physical Health - general health issue
12. Crime Victimization - assault
13. Antisocial/Negative Behaviour - antisocial/negative behaviour within the home
14. Physical Violence - person perpetrator of physical violence
15. Poverty - person living in less than adequate financial situation
16. Alcohol - alcohol abuse by person
17. Negative Peers - person associating with negative peers
18. Parenting - parent-child conflict
19. Suicide - person previous suicide risk
20. Criminal Involvement - other
21. Drugs - drug use by person
22. Self-Harm - person has engaged in self-harm
23. Crime Victimization - sexual assault
24. Mental Health - grief
25. Emotional Violence - emotional violence in the home

# Top 25 Risk Factors Province-Wide

## 2017 Situation Tables Risk Tracking Database (RTD)

1	<b>Mental Health - diagnosed mental health problem</b>
2	Mental Health - suspected mental health problem
3	Antisocial/Negative Behaviour - person exhibiting antisocial/negative behaviour
4	Drugs - drug abuse by person
5	Housing - person doesn't have access to appropriate housing
6	Negative Peers - person associating with negative peers
7	Alcohol - alcohol abuse by person
8	Basic Needs - person unable to meet own basic needs
9	Physical Violence - person perpetrator of physical violence
10	Threat to Public Health and Safety - person's behaviour is a threat to public health and safety
11	Parenting - parent-child conflict
12	Poverty - person living in less than adequate financial situation
13	Criminal Involvement - assault
14	Suicide - person current suicide risk
15	Physical Health - general health issue
16	Self-Harm - person has engaged in self-harm
17	Criminal Involvement - other
18	Emotional Violence - person perpetrator of emotional violence
19	Suicide - person previous suicide risk
20	Unemployment - person chronically unemployed
21	Drugs - drug use by person
22	Crime Victimization - assault
23	Mental Health - not following prescribed treatment
24	Physical Violence - person victim of physical violence
25	Emotional Violence - person victim of emotional violence



The background of the slide features a large, faint watermark of the University of Toronto seal. The seal is circular and contains the text 'UNIVERSITY OF TORONTO' around the perimeter. In the center, there is a crest with a book and a quill pen. The watermark is semi-transparent and serves as a background for the text.

**Q1 & Q2 - 2018**

**FOCUS TORONTO**

**STATISTICS**

# TOTAL # OF Q1/Q2 SITUATIONS

2017

Situation Table	Total # of Q1/Q2 Situations
FOCUS DE	85
FOCUS DW	55
FOCUS NS	50
FOCUS REX	51

241

2018

Situation Table	Total # of Q1/Q2 Situations
FOCUS DE	138
FOCUS DW	55
FOCUS NS	77
FOCUS REX	96

366

\*\*\* Overall, from Jan 1 to June 30 2018 FOCUS Toronto has dealt with 366 situations of AER. An increase of 125 situations from 2017. \*\*\*\*



# FOCUS TORONTO Q1/Q2 - 2018 (TORONTO POLICE ANALYSIS)

## ❖ FOCUS DE

- Toronto Police (D51) analysis:
  - Originated 63% of the situations
  - Have led 7% of the interventions
  - Have assisted with 24% of the interventions

## ❖ FOCUS NS

- Toronto Police (D42) analysis:
  - Originated 45% of the cases
  - Have led 1.29 % of the interventions
  - Have assisted with 16.8% of the interventions

## ❖ FOCUS DW

- Toronto Police (D14) analysis:
  - Originated 63% of the cases
  - Have led 36% of the interventions
  - Have assisted with 18% of the interventions

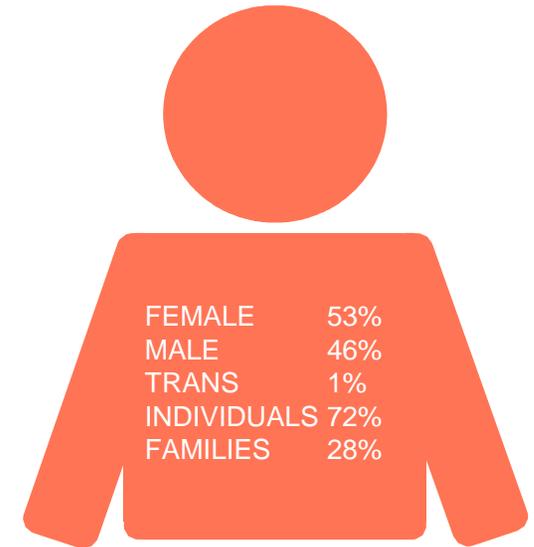
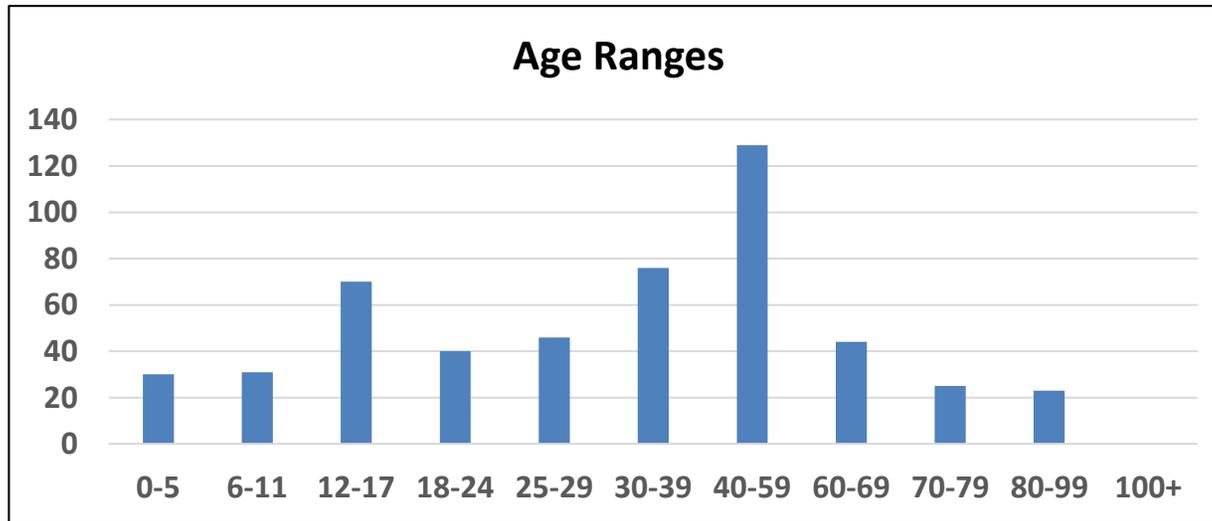
## ❖ FOCUS REX

- Toronto Police (D23) analysis:
  - Originated 45% of the cases
  - Have led 1% of the interventions
  - Have assisted with 22.9% of the interventions

- TPS originated **55%** of the FOCUS situations.
- TPS led in **9%** of the FOCUS interventions.

Meaning: Other local expertise that could respond in ways outside of the mandate of the Toronto Police.





### TOP 20 RISK FACTORS

1. Housing - person doesn't have access to appropriate housing
2. Mental Health - diagnosed mental health problem
3. Basic Needs - person unable to meet own basic needs
4. Mental Health - suspected mental health problem
5. Antisocial/Negative Behaviour - person exhibiting antisocial/negative behaviour
6. Poverty - person living in less than adequate financial situation
7. Threat to Public Health and Safety - person's behaviour is a threat to public health and safety
8. Alcohol - alcohol abuse by person
9. Criminal Involvement - assault
10. Suicide - person current suicide risk
11. Antisocial/Negative Behaviour - antisocial/negative behaviour within the home
12. Crime Victimization - assault
13. Physical Health - general health issue
14. Criminal Involvement - other
15. Criminal Involvement - theft
16. Mental Health - not following prescribed treatment
17. Drugs - drug use by person
18. Cognitive Functioning - Diagnosed Cognitive Impairment/Limitation
19. Cognitive Functioning - Suspected Cognitive Impairment/Limitation
20. Mental Health - grief

## TOP 5 ORIGINATING

<b>Toronto Police</b>
<b>Toronto Community Housing</b>
<b>Children's Aid Society of Toronto</b>
<b>Ontario Disability Support Program</b>
<b>Probation and Parole</b>

## TOP 5 LEAD

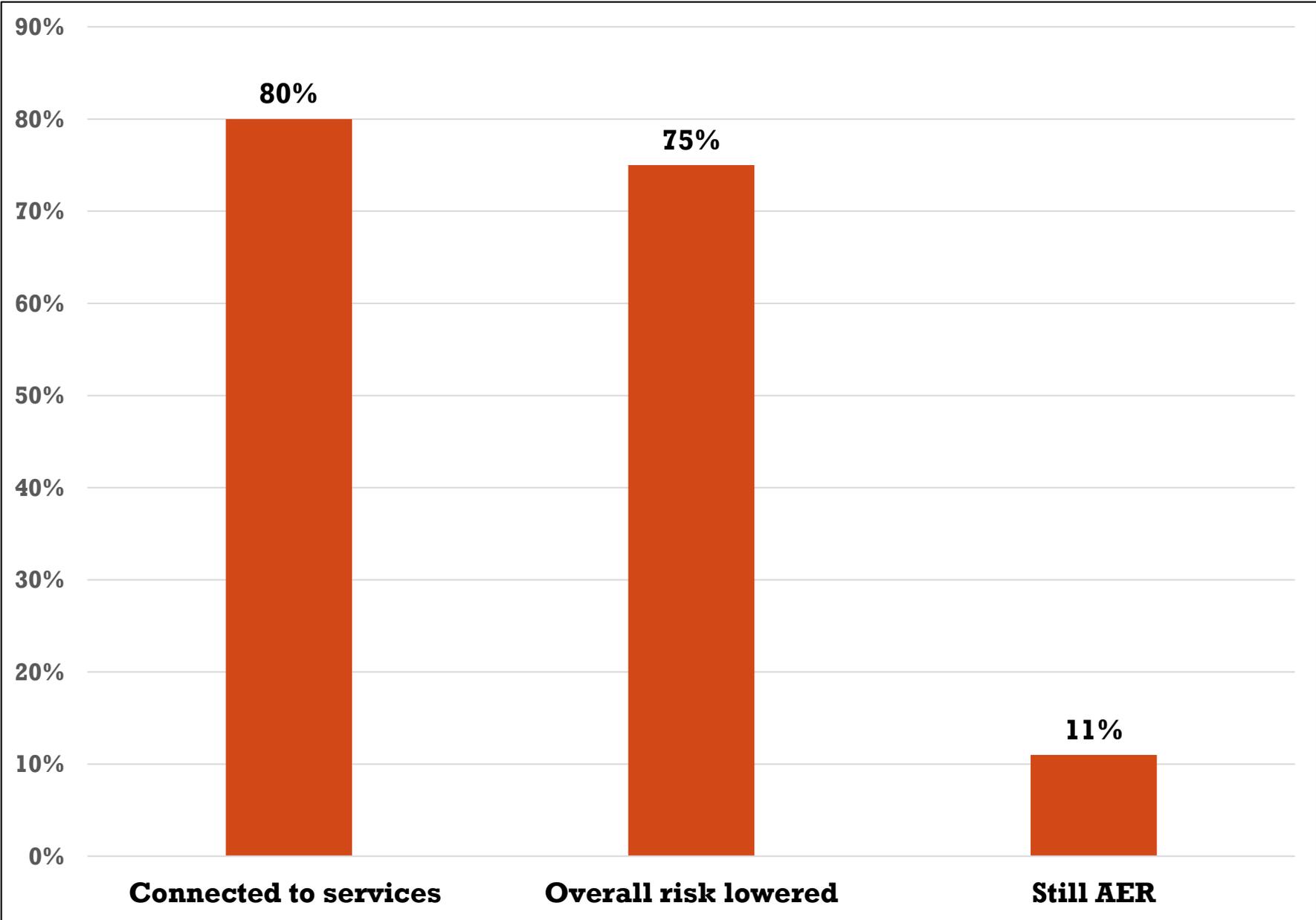
<b>Toronto Police</b>
<b>Toronto Community Housing</b>
<b>Reconnect Community Health Services</b>
<b>Canadian Mental Health Association Peel</b>
<b>Crisis Outreach Service for Seniors</b>

## TOP 5 ASSISTING

<b>Ontario Disability Support Program</b>
<b>Toronto Police</b>
<b>Centre for Addiction and Mental Health (CAMH)</b>
<b>Toronto Community Housing</b>
<b>Sound Times</b>



# RESULTS IN THE 366 SITUATIONS



# FOCUS TORONTO



# TORONTO

Toronto Police Service  
Community Partnerships & Engagement Unit (CPEU)

CPEU - FOCUS Team  
Sgt. Brian Smith 6723  
PC Jesse Riley  
PC Jaime Shepherd

F.O.C.U.S. Situation Tables Coordinator  
FOCUS Co-Chair  
FOCUS Co-Chair





## Toronto Police Services Board Report

---

July 16, 2018

To: Chair and Members  
Toronto Police Services Board

From: Mark Saunders  
Chief of Police

**Subject: The DMZ Partnership**

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

It is recommended that the Board receive the following report and accompanying presentation.

### **Financial Implications:**

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

### **Background / Purpose:**

The DMZ is a world-leading tech incubator / accelerator that help high-potential entrepreneurs grow, and scale their start-ups to world-class businesses.

In December 2017, Toronto Police Service (Service) partnered with the DMZ to engage with local tech accelerators and spur innovation within the Service. This initiative has been undertaken in response to recommendations from the Transformational Task Force (T.T.F.); develop a policing model that is innovative, sustainable and affordable, while placing communities at its core, be intelligence-led, and optimizes the use of resources and technology while embracing partnerships as a means of enhancing capability and capacity.

The Service has engaged directly within the DMZ incubator since the fall of 2017 and Service members have been provided with mentorship from experienced entrepreneurs, been exposed to innovative design thinking approaches, and an overall agile approach to innovation.

Going forward, we expect a continued and evolving partnership with the DMZ providing the Service and partners with opportunities for leading smart cities and innovation

initiatives.

## **Discussion:**

Together with the Service, the City of Toronto, Equitech and the DMZ hosted an intensive three-day hackathon challenging developers, designers, and innovators to build a mobile friendly application to empower the community and address safety issues.

The teams were challenged to use ground-breaking technologies and enhance real-time data and information sharing about public safety and disorder activities occurring in their neighbourhoods.

Teams participating in the Hackathon were evaluated based on the following criteria:

Impact, Feasibility, and Proof of Concept.

Two winning teams were selected; the first place team was awarded \$10,000 and the runner-up team was awarded with a lunch date with mentors from the DMZ and the Service.

Both teams have begun work within Ryerson University's creativity zone, the DMZ Sandbox. From ideation to creation, the DMZ Sandbox helps emerging entrepreneurs refine their business idea and develop the skills necessary to build a strong foundation needed to build a leading and competitive Canadian tech business.

The winning team, 51.5 Jumpstreet, and the runner-up team, Team Nova, will attend the board meeting to present their solutions and proof of concept to the Board.

## **Conclusion:**

Deputy Chief Shawna Coxon, Priority Response Command, and Ian Williams, Manager, Business Intelligence & Analytics 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

IW: sc

Filename: DMZ Project.docx

**Chief Saunders said that there are a lot of unknowns with respect to the legalization of cannabis. He said that the provincial government will have responsibility for distribution of cannabis and that the Ontario Chiefs of Police (OACP) multi-agency working group has engaged in discussions regarding this issue. The Chief said that he is looking forward to opportunities for funding from the provincial and federal governments to assist with enforcement and potentially other initiatives. He said that although he is working with OACP some issue will be Toronto centric. For example, roadway safety and tourism are critical factors that will create additional pressures on resources in Toronto. The Chief said that he would like to work with the Board to implement a plan which would include appropriate messaging about police resources and response. The Chief said that he is also considering the impacts of legalization with respect to members that may use cannabis. He is working with the OACP and is examining policies in other jurisdictions with respect to possibly developing an approach for the Service that will address the occupational implications.**

**In response to a question from the Board regarding additional resources to close down illegal dispensaries after the legalization of cannabis, the Chief said that the TPS have the power to and does close down illegal dispensaries currently. He said the he believes there will be federal funding that is specific to this issue.**

**The Board received the deputation and received Chief Saunders' update. The Board approved the following Motions:**

- 1. THAT the Board direct the Chief to provide the Board with a report concerning the occupational health and fitness for duty implications for the Service associated with the legalization of cannabis; and**
- 2. THAT the timing of the Chief's report take into consideration that the legalization date for cannabis set by the federal government is October 17, 2018**



## Toronto Police Services Board Report

---

June 13, 2018

To: Chair and Members  
Toronto Police Services Board

From: Mark Saunders  
Chief of Police

**Subject: Request for a Review of a Service Complaint Investigation  
– Professional Standards Case Number PRS-068636**

### **Recommendations:**

It is recommended that:

- (1) the Toronto Police Services Board (Board) determine whether to concur with the decision that no further action was required with respect to the complaint; and
- (2) the complainant, the Independent Police Review Director and I be advised in writing of the disposition of the complaint, with reasons.

### **Financial Implications:**

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

### **Background / Purpose:**

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

### **Legislative Requirements:**

Section 63 of the *Police Services Act* (P.S.A.) directs the Chief of Police to review every complaint about the policies of or services provided by a municipal police force that is referred to him or her by the Independent Police Review Director.

The Chief of Police shall, within 60 days of the referral of the complaint to him or her, notify the complainant in writing of his or her disposition of the complaint, with reasons,

and of the complainant's right to request that the Board review the complaint if the complainant is not satisfied with the disposition.

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

### **Board Review:**

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

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

### **Complaint:**

On August 17, 2016, the Office of the Independent Police Review Director (O.I.P.R.D.) received a complaint from the complainant where he reported that the T.P.S. failed to conduct a thorough investigation regarding an assault on his sister. The complainant further reported that officers used excessive force upon him during that incident.

This was investigated by the T.P.S. and concluded as unsubstantiated on January 25, 2017.

The complainant requested that the O.I.P.R.D. review that investigation. The O.I.P.R.D. concurred with the findings but identified a service issue. On December 21, 2017, the O.I.P.R.D. directed the T.P.S. to investigate why it took officers three weeks to speak to the complainant's mother about the assault as it was the mother who called the T.P.S. when the assault occurred.

This portion of the complaint was classified as a service complaint and assigned back to the T.P.S. for investigation.

That investigation was concluded on February 28, 2018, with action taken regarding the officers not speaking with the complainant's mother.

The complainant has requested the Board review that investigation.

## **The Chief's Decision:**

In his complaint, the complainant states that at approximately 09:45pm on August 14, 2016, he received a call from his sister who informed him that a group of females had forced their way into her apartment and had assaulted her. The victim's mother was home at the time this occurred and contacted police.

The complainant attended the apartment and was informed that this was the second encounter that his sister had had that evening. She had a confrontation with one of the group earlier in the evening and that female then returned to the apartment with a group of friends and assaulted her. This group of girls then left the suite and attended the building lobby.

The complainant and his sister attended the building lobby where they encountered the attending police officers who were investigating this group of girls.

The complaint investigator spoke with the involved officers and all reported that they were investigating a group of females in the lobby when the complainant and his sister arrived. The officers received allegations of criminal conduct by both sides. The group of girls didn't provide any additional details and the victim left the lobby with her brother.

That ended the officer's response to this call. The officers did not attend the apartment where the assault occurred and did not speak the victim's mother.

The complaint investigator and the training supervisor at 23 Division have spoken to all frontline members about the requirement to speak to all involved parties at a call for service and to ensure that an occurrence report is submitted, if appropriate. The matter was also discussed at a management meeting so that all supervisors are aware and can monitor their members.

The incidents of August 14, 2016, were further investigated when the complainant's initial complaint was received at 23 Division. That investigation resulted in a criminal charge of Assault against one of the females who attended the apartment and assaulted the complainant's sister.

The investigation also resulted in a charge of Assault against the complainant's sister for what had occurred earlier in the evening which prompted the group to attend the apartment later in the evening. Both cases have been resolved by way of a Peace Bond.

This complaint was concluded with the disposition that action was taken.

In this case I am satisfied with the investigator's findings and the review by Professional Standards.

**Conclusion:**

The portion of the complaint assigned to the T.P.S. for investigation was classified by the O.I.P.R.D. as a complaint about the service provided by the T.P.S.

Pursuant to the notice provided; the complainant requested that the Board review my decision. It is the Board's responsibility to review this investigation to determine if they are satisfied that my decision to take no further action was reasonable.

In reviewing a policy or service complaint, subsection 63(7) of the P.S.A. directs that a Board that is composed of more than three members may appoint a committee of not fewer than three members of the Board, two of whom constitute a quorum for the purpose of this subsection, to review a complaint and to make recommendations to the Board after the review and the Board shall consider the recommendations and shall take any action, or no action, in response to the complaint as the Board considers appropriate.

Subsection 63(8) of the P.S.A. directs that in conducting a review under this section, the Board or the committee of the Board may hold a public meeting respecting the complaint.

To assist the Board in reviewing this matter, Board members will receive confidential information in a separate report.

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

Respectfully submitted,

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

MS:mr



## Toronto Police Services Board Report

---

August 8, 2018

To: Chair and Members  
Toronto Police Services Board

From: Andy Pringle  
Chair

**Subject: Board Policies – Accommodation and Conduct of Service  
Members: Amendments To Policy**

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

It is recommended that the Board approve the amendments to two Board Policies titled "Accommodation" and "Conduct of Service Members," as outlined in this report to reflect the provisions of the Ontario *Human Rights Code*.

### **Financial Implications:**

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

### **Background / Purpose:**

On June 15, 2012, the Government of Ontario enacted an amendment to the *Human Rights Code*, to add "gender identity" and "gender expression" as prohibited grounds of discrimination. While these grounds were arguably protected by the *Code* previously under the ground of "sex" or "sexual orientation," the government included explicit language about "gender identity" and "gender expression."

The amendments recommended in this report will result in updating two Board policies to reflect the current language and state of law in Ontario as reflected in the *Human Rights Code*.

**Discussion:**

Consistent with the *Human Rights Code*, the current Board "Human Rights" policy includes the grounds of "gender identity" and "gender expression" as stand-alone prohibited grounds of discrimination.

The current Board "Accommodation" policy, on the other hand, does not include "gender expression" and "gender identity" as stand-alone prohibited grounds of discrimination. It does, however, state that the protection against "sex" discrimination includes protection against "gender identity" discrimination.

The Board "Conduct of Service Members" Policy neither includes "gender identity" or "gender expression" as stand-alone prohibited grounds of discrimination nor mentions these grounds.

Accepting the recommendation to amend the Board "Accommodation" policy and its "Conduct of Service Members" policy in this report will result in "gender identity" and "gender expression" being listed as stand-alone prohibited grounds of discrimination in these Board policies.

Separate from these grounds, the Board "Conduct of Service Members" policy can be further amended to update its language. It now includes "handicap" as a protected ground of discrimination. The term "handicap" was originally used in the *Human Rights Code*, but was long ago replaced by the term, "disability." Accordingly, accepting the recommendation to amend the "Conduct of Service Members" policy will result in replacing the term "handicap" with the term "disability" in the "Conduct of Service Members" policy.

Please find, attached as Appendix A and B of this report, the current versions of the Board "Accommodation" policy and its "Conduct of Service Members" policy with the proposed amendments underlined.

**Conclusion:**

It is recommended that the Board approve the amendments to two Board Policies titled "Accommodation" and "Conduct of Service Members," as outlined in this report, to reflect the provisions of the Ontario *Human Rights Code* and to make the policy language consistent with the *Code*.

Respectfully submitted,

Andy Pringle  
Chair

## Appendix A



## TORONTO POLICE SERVICES BOARD

### ACCOMMODATION

<b>DATE APPROVED</b>	March 25, 2010 <b>(in principle)</b>	Minute No: P95/10
<b>DATE(S) AMENDED</b>	June 15, 2012	Minute No: P141/12
<b>REPORTING REQUIREMENT</b>	Annual	
<b>LEGISLATION</b>	<i>Police Services Act</i> , R.S.O. 1990, c.P.15, as amended, ss. 31(1)(c), 47. <i>Human Rights Code</i> , R.S.O. 1990, c. H.19.  <i>General</i> , O. Reg. 123/98, Part V. (amended to O. Reg. 43/03)	
<b>DERIVATION</b>		

The Toronto Police Services Board is committed to the principle that every person has a right to receive police services without discrimination or harassment, as provided by law, including the Ontario *Human Rights Code* (the *Code*).

Further, the Toronto Police Services Board is committed to the principle that all members of the Toronto Police Service (the Service) have a right to work in an environment without discrimination or harassment, as provided by law, including the *Code*.

The *Code* provides that every person has a right to equal treatment without discrimination or harassment on the basis of the following grounds, known as the “prohibited grounds”:

- Race
- Ancestry
- Place of Origin
- Colour
- Ethnic Origin
- Citizenship
- Creed (religion)
- Sex (including pregnancy, breastfeeding)
- Sexual Orientation
- Gender identity
- Gender expression
- Age
- Record of offences
- Marital status
- Family status
- Disability

The right to equal treatment in services and employment, without discrimination or harassment on the basis of *Code*-protected grounds, includes the right to “reasonable accommodation” or “accommodation short of undue hardship,” as defined by the *Code*.

The right to accommodation short of undue hardship arises when it is shown that policies, procedures, or practices discriminate, directly or indirectly, contrary to the *Code*.

Accommodation with dignity is part of the broader principle that society and its institutions should be structured and designed for inclusiveness. The *Code* requires that policies, rules, procedures and practices be designed inclusively to allow for maximal participation and inclusion of *Code* protected groups in employment and services, up to the point of undue hardship.

Adverse impact discrimination may arise where requirements, qualifications, policies, procedures or practices that are neutral on their face (i.e. they apply to everyone equally and single out no one on the basis of a protected ground), nonetheless have a discriminatory impact on the complainant and his or her *Code*-protected group, of which the individual affected is a member, except where.

- (a) the requirement, qualification or factor is reasonable and *bona fide* in the circumstances; i.e. where it is demonstrated that the needs of the group of which the person is a member cannot be accommodated without undue hardship on the person responsible for accommodating those needs, considering the cost, outside sources of funding, if any, and health and safety requirements, if any.

Where adversely impacting requirements, qualifications, policies, procedures or practices are demonstrated to be reasonable or *bona fide* in the circumstances, and, therefore, cannot be more inclusively designed, then exceptions and/or modifications to these standards or rules must be made, up to the point of undue hardship, in order to accommodate the needs of adversely impacted groups protected by the *Code*.

In employment, the *Code* recognizes that the right to equal treatment without discrimination is not infringed if the person is incapable, even with accommodation, of performing the essential duties of the job. Therefore, before it is determined that the person cannot perform the essential duties of the job, the *Code* requires that all reasonable efforts be made to provide accommodation, short of undue hardship, to assist the person in performing the essential duties of the job.

It is the policy of the Toronto Police Services Board that:

1. The Chief of Police will develop procedures to deal with requests for accommodation from members of the public and from members of the Service. These procedures will ensure that a process exists to receive, examine, explore and respond to requests and that accommodation

is provided in accordance with the principles of dignity and inclusion and will be tailored to the individual who is seeking the accommodation.

- There is both a procedural and substantive component to the duty to accommodate. This means that when faced with a request for an accommodation, there is an obligation to at least consider the request and explore options for accommodation. Failing to do so can result in a finding of discrimination, even if providing the actual or substantive accommodation would have constituted an undue hardship. The Courts have, however, noted that rights claimants have the onus to first establish a *prima facie* claim of discrimination before this procedural duty of the accommodation provider to explore the situation and possible options takes effect.
2. The Chief of Police will ensure that accommodation is provided to the point of undue hardship.
  3. The Chief of Police will ensure that, as far as possible, Service procedures and practices do not have a direct or indirect discriminatory effect on members of groups protected by the *Code*.
  4. The Chief of Police will ensure that appropriate Service members are trained on accommodation principles so that they are able to respond appropriately to requests for accommodation.
  5. The Chief of Police will report to the Board annually on accommodation requests and measures taken to deal with such requests, including the development of accommodation plans.

## Appendix B



## TORONTO POLICE SERVICES BOARD

### CONDUCT OF SERVICE MEMBERS

<b>DATE APPROVED</b>	March 22, 2007	Minute No: P105/07
<b>DATE(S) AMENDED</b>	November 15, 2010	Minute No: P292/10
<b>DATE REVIEWED</b>	November 15, 2010	Minute No: P292/10
<b>REPORTING REQUIREMENT</b>		
<b>LEGISLATION</b>	<i>Police Services Act</i> , R.S.O. 1990, c.P.15, as amended, s. 31(1)(c). <i>Human Rights Code</i> , R.S.O. 1990, <u>c.H.19</u> .	
<b>DERIVATION</b>	Rule 4.2.0 – Conduct	

It is the policy of the Toronto Police Services Board that:

1. The Chief of Police will establish procedures to ensure the professional conduct of Service members at all times and, further, to ensure that members will not discriminate, or attempt to persuade others to discriminate, against any person because of race, ancestry place of origin, colour, ethnic origin, citizenship, creed (religion), sex, sexual orientation, gender identity, gender expression, age, record of offences, marital status, family status, and disability or receipt of public assistance; I suggest order in the Code be followed so that the grounds are grouped logistically see cover email
2. The Chief of Police will establish procedures to ensure that members will not act in a disorderly manner or in any manner likely to bring discredit on the reputation of the Toronto Police Service; and
3. The Chief of Police will ensure there is a process in place to discipline members who violate the foregoing procedures and ensure that these discipline procedures are consistently and appropriately applied to all Service members.



## Toronto Police Services Board Report

---

July 25, 2018

To: Chair and Members  
Toronto Police Services Board

From: Mark Saunders  
Chief of Police

**Subject: Special Constable Appointments and Re Appointments – August 2018 University of Toronto**

### **Recommendation:**

It is recommended that the Board approve the appointment 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 St. George Campus	Jillian Maureen SROMEK (Re Appointment)
University of Toronto St. George Campus	Nathan DUKE (NEW Appointment)
University of Toronto St. George Campus	Luke ENGINEER (NEW Appointment)
University of Toronto St. George Campus	Dylan MOUNTENAY (NEW Appointment)
University of Toronto St. George Campus	Mina SALEH (NEW Appointment)
University of Toronto St. George Campus	Kaitlynn SANGER (NEW Appointment)
University of Toronto St. George Campus	Emma ZAMMIT (NEW Appointment)
University of Toronto St. George Campus	Jagmeet DHINSA (NEW Appointment)
University of Toronto St. George Campus	Brian FLANDERS (NEW Appointment)
University of Toronto St. George Campus	Ahmad JAWANDO (NEW Appointment)
University of Toronto St. George Campus	Vasile TUGUI (NEW 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 T.C.H.C. has advised the Service that the above individuals satisfy 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

<b>Agency</b>	<b>Approved Strength</b>	<b>Current Complement</b>
University of Toronto, St. George Campus	50	36
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

BoardReportUofTAugust2018.docx



## Toronto Police Services Board Report

---

June 29, 2018

To: Chair and Members  
Toronto Police Services Board

From: Mark Saunders  
Chief of Police

**Subject: New Job Descriptions in Business Partnership – Human Resources Business Partner and Human Resources Advisor**

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

It is recommended that the Toronto Police Services Board (Board) approve the attached new civilian job descriptions and classifications for the positions within Business Partnership. The positions include a Human Resources (H.R.) Business Partner (Z28029) and a H.R. Advisor (Z24010).

### **Financial Implications:**

The H.R. Business Partner has been determined to be a Class Z28 (35 hour) position with an annual salary of \$115,728 - \$133,972, effective January 1, 2018. The H.R. Advisor has been determined to be a Class Z24 (35 hour) position with an annual salary of \$85,251 - \$98,687, effective January 1, 2018.

At its meeting on October 26, 2017, the Board approved the modernization plan for Human Resources in support of *The Way Forward* implementation (Min. No. P228/17 refers). As part of that approval, the Board approved the investments required to fill vacant and new positions in three phases, with each phase using the annual operating budget. The H.R. Business Partner and H.R. Advisor positions were identified as a priority for hiring in phase one of the modernization plan, and the funding for these positions is included in the Toronto Police Service's (Service) approved 2018 operating budget.

### **Background / Purpose:**

Job descriptions for the new H.R. Business Partner (Z28029) and H.R. Advisor (Z24010) positions have been recommended. As these are new positions, Board approval is required.

*The Way Forward* action plan included 32 recommendations to modernize the Service. Recommendation #30 spoke directly to enhancing the capacity of the H.R. function, while modernizing and improving the organizational culture of the Service:

*“We are recommending a comprehensive people management and H.R. 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; and*
- H.R. policies, processes, analytics and tools that will enable modernization of service-delivery and deployment changes.”*

In support of this recommendation, and to achieve the level of strategic H.R. support required for Service modernization, the external consultant engaged by the Service recommended a move to an H.R. Business Partner model.

## **Discussion:**

The Business Partnership unit will consist of H.R. Business Partners and H.R. Advisors, who will be embedded in the units and divisions that they serve, working closely with the management group and senior leaders. With deep capabilities in strategic decision support, talent management, organizational design and change management, these roles will provide expertise and guidance to leaders to help them make informed business decisions, and resolve complex people and organizational issues. They will draw upon other units within People & Culture to bring the right mix of services to the unit/division they support.

Reporting to the Manager, Business Partnership, the H.R. Business Partner will have responsibility for leading and directing a team of H.R. Advisors.

The introduction of the H.R. Business Partner and H.R. Advisor roles will enable the following outcomes:

- Better alignment of H.R. programs and services with business needs
- Provision of strategic support to business leaders
- Leveraging workforce data and insight to strengthen strategic decisions
- Building people management capability

As the Service continues with its transformative journey, demand and appetite exists for a more strategic partnership with H.R. focused solutions, and H.R. Business Partnership is viewed as a critical enabler of this transformation and culture shift.

The new job descriptions for the H.R. Business Partner and H.R. Advisor are attached (see Appendix A and B). The positions have been evaluated using the Service’s job

evaluation plan and have been placed within the Civilian Senior Officer salary scales. The H.R. Business Partner has been determined to be a Class Z28 (35 hour) position with a current salary range of \$115,728 - \$133,972 per annum, effective January 1, 2018. The H.R. Advisor has been determined to be a Class Z24 (35 hour) position with a current salary range of \$85,251 - \$98,687 per annum, effective January 1, 2018.

**Conclusion:**

It is therefore recommended that the Board approve the job descriptions and classifications for the positions of H.R. Business Partner (Z28029) and H.R. Advisor (Z24010). Subject to Board approval, these positions will be staffed in accordance with the established procedure.

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

Respectfully submitted,

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

MS/SS

Att.

Filename: Board Report – New Job Descriptions – Business Partner and Advisor.doc

## Appendix A

	<b>TORONTO POLICE SERVICE</b>  <b>JOB DESCRIPTION</b>	<b>Date Approved:</b>  <b>Board Minute No.:</b>  <b>Total Points: 818</b>  <b>Pay Class: Z28</b>
---	---	--

<b>JOB TITLE:</b>	Human Resources Business Partner	<b>JOB NO.:</b>	Z28029
<b>BRANCH:</b>	Human Resources Command – People & Culture	<b>SUPERSEDES:</b>	New
<b>UNIT:</b>	Business Partnership	<b>HOURS OF WORK:</b>	35 <b>SHIFTS:</b> 1
<b>SECTION:</b>		<b>NO. OF INCUMBENTS IN THIS JOB:</b>	Multiple
<b>REPORTS TO:</b>	Manager, Business Partnership	<b>DATE PREPARED:</b>	2018.06.29

### SUMMARY OF FUNCTION:

The HR Business Partner delivers HR expertise and guidance to people leaders in an assigned client group, focusing on the strategic people challenges impacting the unit and/or team. As an integral member of the management team, they will drive the achievement of business objectives through a people perspective, serving as an advocate, catalyst and champion of HR strategy, talent programs, organizational values, culture and overall HR service delivery.

As a trusted advisor to leadership, the Business Partner enables true partnership between the business and HR, by translating HR insight and metrics into business impact and understanding business needs to shape HR initiatives.

### DIRECTION EXERCISED:

The Business Partner supervises HR Advisors, ensuring delivery of high quality, professional HR expertise, services and programs.

### MACHINES AND EQUIPMENT USED:

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

### DUTIES AND RESPONSIBILITIES:

1. Drives adoption of the HR service delivery model within the business.
2. Maintains expert knowledge of the business unit or department being supported; defines effective, progressive people strategies to support business objectives.
3. Identifies improvement opportunities through sourcing, tracking and understanding of key HR metrics; shapes and drives projects to address any gaps or risk.
4. Scans and understands the divisional environment, and needs, sharing insights back into the People & Culture pillar.
5. Works collaboratively with the Manager, Business Partnership to continuously improve HR service delivery, by generating insights on improvement opportunities and sharing internal and external leading practices with the rest of the Business Partnership team.
6. Directs the activities of the HR Advisors, providing direction and mentorship to team members, in support of employee development and performance management. Provides day-to-day leadership and guidance to team members, including the operational planning/scheduling of work, and resolution of escalated issues.
7. Provides ongoing coaching and advice to leadership and HR Advisors to deliver seamless, high quality HR services that holistically incorporates solutions from all units within the People & Culture pillar.

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



**TORONTO POLICE SERVICE**  
**JOB DESCRIPTION**

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

<b>JOB TITLE:</b>	Human Resources Business Partner	<b>JOB NO.:</b>	Z28029
<b>BRANCH:</b>	Human Resources Command – People & Culture	<b>SUPERSEDES:</b>	New
<b>UNIT:</b>	Business Partnership	<b>HOURS OF WORK:</b>	35 <b>SHIFTS:</b> 1
<b>SECTION:</b>		<b>NO. OF INCUMBENTS IN THIS JOB:</b>	Multiple
<b>REPORTS TO:</b>	Manager, Business Partnership	<b>DATE PREPARED:</b>	2018.06.29

**DUTIES AND RESPONSIBILITIES:** (cont'd)

8. In partnership with People & Culture team members, facilitates the provision of cross-functional specialized services, handling highly sensitive and confidential employment situations including but not limited to: complex medical accommodations, disciplinary and performance redeployment, grievances, and human rights complaints.
9. In collaboration with other Business Partners, oversee weekly staff planning for assigned client group.
10. Serves as a strategic partner within the Command Pillar Leadership teams to develop and support strategic priorities outlined by the Service and People & Culture.
11. Partners with units within the People & Culture pillar to identify and implement HR solutions that meet the distinctive challenges and needs of the group.
12. Uses workforce data to formulate people insights, workforce plans and recommendations that support information-driven and impactful leadership decisions.
13. Develops business unit specific people plans in alignment with overall business unit direction and goals.
14. Provides workforce related advice, strategies, and programs related to:
  - a. Workforce planning;
  - b. Talent acquisition strategy and planning;
  - c. Leadership development;
  - d. Employee development and training;
  - e. Performance management and compensation reviews;
  - f. Career and succession planning;
  - g. Workforce analytics and organizational performance.
15. Effectively manages HR compliance and governance within respective Command or Pillar.
16. Participates, and represents People & Culture, in strategic business plan development and on-going business meetings/decisions to translate business needs into people imperatives.
17. Performs other related duties as required.

.../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

	<b>TORONTO POLICE SERVICE</b>  <b>JOB DESCRIPTION</b>	<b>Date Approved:</b> <b>Board Minute No.:</b> <b>Total Points: 522</b> <b>Pay Class: Z24</b>
---	---	--

<b>JOB TITLE:</b>	Human Resources Advisor	<b>JOB NO.:</b>	Z24010
<b>BRANCH:</b>	Human Resources Command – People & Culture	<b>SUPERSEDES:</b>	New
<b>UNIT:</b>	Business Partnership	<b>HOURS OF WORK:</b>	35 <b>SHIFTS:</b> 1
<b>SECTION:</b>		<b>NO. OF INCUMBENTS IN THIS JOB:</b>	Multiple
<b>REPORTS TO:</b>	Human Resources Business Partner	<b>DATE PREPARED:</b>	2018.06.29

### SUMMARY OF FUNCTION:

The HR Advisor serves as a trusted advisor to front line managers and leaders, providing proactive HR guidance, direction and support in the areas of talent management, employee engagement, organizational effectiveness, change management and workforce planning. The HR Advisor is responsible for supporting the Business Partners and assigned client group operations to effectively execute HR services within the unit level People strategy.

### DIRECTION EXERCISED:

Working under broad direction from a Business Partner, the HR Advisor is responsible for the successful delivery of HR strategy, initiatives and programs to the assigned business unit.

### MACHINES AND EQUIPMENT USED:

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

### DUTIES AND RESPONSIBILITIES:

1. Works closely with Business Partners to provide managers/leaders with HR expertise and guidance in the areas of workforce planning, talent acquisition, leadership development, performance management, career development and workforce analytics.
2. Collaborates with other units within People & Culture to deploy services that are required to be executed at a local level, (e.g., local development and training; performance management).
3. Consults with Business Partners for support, approval and sign off on all complex challenges/opportunities.
4. Coaches and counsels front line leaders on a wide variety of HR services, including; interpretation and application of collective agreements, programs, policies, processes and statutory laws.
5. Handles highly sensitive and confidential employment situations including but not limited to; medical accommodations, disciplinary and performance, grievances and human rights complaints.
6. Partners with, and bring in resources from other units within People & Culture to implement HR solutions that meet the distinctive challenges and needs of the Service.
7. Provides input to Business Partners and other units within People & Culture into the design and execution of talent management initiatives for the business unit, including professional development and performance management.

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: 522**  
**Pay Class: Z24**

<b>JOB TITLE:</b>	Human Resources Advisor	<b>JOB NO.:</b>	Z24010
<b>BRANCH:</b>	Human Resources Command – People & Culture	<b>SUPERSEDES:</b>	New
<b>UNIT:</b>	Business Partnership	<b>HOURS OF WORK:</b>	35 <b>SHIFTS:</b> 1
<b>SECTION:</b>		<b>NO. OF INCUMBENTS IN THIS JOB:</b>	Multiple
<b>REPORTS TO:</b>	Human Resources Business Partner	<b>DATE PREPARED:</b>	2018.06.29

**DUTIES AND RESPONSIBILITIES:** (cont'd)

8. Supports the Business Partner in the delivery of all HR services within the area of responsibility ensuring high levels of quality, efficiency and service.
9. Contributes to People & Culture projects, initiatives and processes that drive the HR agenda and support the business' goals and objectives.
10. Supports the development of talent and staff planning with leaders to create and sustain a diverse talent pipeline that anticipates future business unit needs.
11. Facilitates local HR communications and reporting.
12. Provides support for escalated employee enquiries.
13. Performs other related duties as required.

...2

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



## Toronto Police Services Board Report

---

June 29, 2018

To: Chair and Members  
Toronto Police Services Board

From: Mark Saunders  
Chief of Police

**Subject: New Job Description – Senior Talent Management Consultant, People Strategy & Performance**

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

It is recommended that the Toronto Police Services Board (Board) approve the attached new civilian job description and classification for the position of Senior Talent Management Consultant, People Strategy & Performance (Z26021).

### **Financial Implications:**

The Senior Talent Management Consultant position is classified as a Z26 within the Civilian Senior Officer salary scales, with an annual salary of \$100,123 - \$115,909, effective January 1, 2018.

At its meeting on October 26, 2017, the Board approved the modernization plan for Human Resources (H.R.) in support of *The Way Forward* implementation (Min. No. P228/17 refers). As part of that approval, the Board approved the investments required to fill vacant and new positions in three phases, with each phase using the annual operating budget. The Senior Talent Management Consultant position is being rolled out in phase one and funding for this new position is included in the Service's approved 2018 operating budget.

### **Background / Purpose:**

A job description for the new Senior Talent Management Consultant, People Strategy & Performance (Z26021) position has been recommended. As this is a new position, Board approval is required.

*The Way Forward* action plan included 32 recommendations to modernize the Service. Recommendation #30, spoke directly to modernizing and improving the organizational culture of the Service. Specifically, it identified:

- *H.R. policies, processes, analytics and tools that will enable modernization of service-delivery and deployment changes.”*

To effectively enable the development and deployment of these programs, policies and tools, critical positions are required in People & Culture. Among the positions that were identified as critical to developing modernized H.R. programs, policies and processes was the Senior Talent Management Consultant in the People Strategy & Performance unit.

The purpose of this report is to obtain the Board’s approval for the new job description and to advise the Board of the impacts, as well as the benefits, that will result from this new position.

### **Discussion:**

As part of the modernization plan for H.R. that was presented to the Board in October 2017, a series of Talent Management programs were identified, including:

- Revamping the performance management model
- Succession development planning
- 360 degree feedback for leaders
- Revamping the uniform promotional process
- Mentorship
- Recognition program

These programs will provide the Service with stronger performance management and leadership practices by creating a best in class performance management framework, ensuring leaders are equipped with the skills and knowledge to cultivate a high-performing environment, empowering employee development and implementing tools to obtain better insights into our workforce. While some of these programs have already been initiated through consulting support, in order for them to be effectively implemented, internal resources are required.

The Senior Talent Management Consultant will report to the People Strategy & Performance Manager, and will oversee a number of direct reports, including the Performance Management Consultant, Professional Development Coordinator, and Program Developer, to ensure the development and delivery of performance and talent management within the Service.

The new job description for the Senior Talent Management Consultant, People Strategy & Performance is attached (see Appendix A). The position has been evaluated using the Service’s job evaluation plan and has been determined to be a Z26 (35 hour) position within the Civilian Senior Officer salary scales. The current salary range for this position is \$100,123 - \$115,909, per annum, effective January 1, 2018.

**Conclusion:**

It is therefore recommended that the Board approve the job description and classification for the position of Senior Talent Management Consultant, People Strategy & Performance (Z26021). Subject to Board approval, this position will be staffed in accordance with the established procedure.

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

Respectfully submitted,

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

MS/GP

Att.

Filename: Board Report – New Job Description – Sr Talent Mgmt Consultant.doc

## Appendix A

	<b>TORONTO POLICE SERVICE</b>  <b>JOB DESCRIPTION</b>	<b>Date Approved:</b> <b>Board Minute No.:</b> <b>Total Points: 720</b> <b>Pay Class: Z26</b>
---	---	--

<b>JOB TITLE:</b>	Senior Talent Management Consultant	<b>JOB NO.:</b>	Z26021
<b>BRANCH:</b>	Human Resources Command – People & Culture	<b>SUPERSEDES:</b>	New
<b>UNIT:</b>	People Strategy & Performance	<b>HOURS OF WORK:</b>	35 <b>SHIFTS:</b> 1
<b>SECTION:</b>		<b>NO. OF INCUMBENTS IN THIS JOB:</b>	1
<b>REPORTS TO:</b>	Manager, People Strategy & Performance	<b>DATE PREPARED:</b>	2018.05.22

### SUMMARY OF FUNCTION:

The Senior Talent Management Consultant oversees the design and development of an industry leading performance and talent management framework. They are responsible for overseeing initiatives and project work related to the talent planning cycle including: succession planning, leadership development, performance management, promotions and high potential identification. This role is also the custodian of the organizations core values and competencies – they are responsible to ensure that the values and competencies are embedded throughout the employment lifecycle. This role supervises a number of other roles, including the Performance Management Consultant, Professional Development Coordinator, Program Developer, and Program Advisor.

### DIRECTION EXERCISED:

The Senior Talent Management Consultant reports to the Manager, People Strategy & Performance, and oversees a number of direct reports, including the Performance Management Consultant, Professional Development Coordinator, Program Developer, and Program Advisor and joins forces with Business Partners/Advisors to ensure collaboration/integration of performance and talent management within the Service.

### MACHINES AND EQUIPMENT USED:

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

### DUTIES AND RESPONSIBILITIES:

1. Considers the alignment of performance metrics to different group roles (i.e., uniform vs. civilian), tailoring performance management, talent management and promotional criteria as necessary to suit these employee populations.
2. Understands key trends and industry standards in talent and performance management and build a professional network of fellow experts.
3. Oversees the continuous improvement and adoption of the core values and competency frameworks across the organization to support performance management, and leadership development.
4. Develops links between recognition and performance management to ensure consistency and alignment.
5. Works collaboratively with Business Partners to promote a culture of ongoing feedback, manages the enlivening of performance management outside of the annual review cycle, promotes a culture excellence by ensuring employees are equipped to determine what “good” looks like as they link individual goals and behaviours to organizational objectives, competencies and values.
6. Directs the development and/or updating of policies, procedures, and processes related to talent and performance management.

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: 720**  
**Pay Class: Z26**

<b>JOB TITLE:</b> Senior Talent Management Consultant	<b>JOB NO.:</b> Z26021
<b>BRANCH:</b> Human Resources Command – People & Culture	<b>SUPERSEDES:</b> New
<b>UNIT:</b> People Strategy & Performance	<b>HOURS OF WORK:</b> 35 <b>SHIFTS:</b> 1
<b>SECTION:</b>	<b>NO. OF INCUMBENTS IN THIS JOB:</b> 1
<b>REPORTS TO:</b> Manager, People Strategy & Performance	<b>DATE PREPARED:</b> 2018.05.22

**DUTIES AND RESPONSIBILITIES:** (cont'd)

7. Oversees the end-to-end performance management, talent and succession, including the required toolkits and approaches to drive organizational business objectives.
8. Develops processes, procedures and reporting relating to underperformance, considering key legal and Association implications of this activity (e.g., soft skills pertaining to coaching and performance discussions).
9. Contributes to the planning and establishment of leader and people development priorities.
10. Manages the development and delivery of organization-wide succession planning strategies and initiatives, including supporting process, criteria, requirements, guidelines, and other tools.
11. Owns the promotional strategy and overall process and collaborates with Talent Acquisition to ensure its successful delivery.
12. Directs the activities of the team and provides direction and mentorship to team members as appropriate, in support of employee development and performance management. Provides day-to-day leadership and guidance to team members, including the operational planning/scheduling of work, and resolution of escalated issues.
13. Partners with Business Partners to lead Command level calibration activities (e.g., performance management / talent review etc.) and supports local calibration efforts as required.
14. Works with Business Partners in identifying succession gaps across the organization.
15. Works with Business Partners and their clients in the development of succession plans and identifying top talent and actions for development and retention.
16. Performs other related duties as required.

...2

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



## Toronto Police Services Board Report

---

July 27, 2018

To: Chair and Members  
Toronto Police Services Board

From: Mark Saunders  
Chief of Police

**Subject: Award for the Supply and Delivery of Parking Tickets**

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

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

1. the supply and delivery of electronic ticket paper rolls to Canada Ticket Inc. for a one year period commencing September 1, 2018 to August 31, 2019, with the option to extend for an additional two one-year terms at the discretion of the Chief of Police; and
2. the supply and delivery of manual parking ticket books to Data Communications Management Corp. for a one-year period commencing September 1, 2018 to August 31, 2019, with the option to extend for an additional two one-year terms at the discretion of the Chief of Police.

### **Financial Implications:**

The approximate total value of the award to Canada Ticket Inc. is \$940,928 (inclusive of taxes), over the term of the contract, including the optional years.

The approximate total value of the award to Data Communications Management Corp. is \$240,300 (inclusive of taxes), over the term of the contract, including the optional years.

The required funds for these tickets are provided for in the Parking Enforcement Unit's (P.E.U.) 2018 operating budget, and will be included in future P.E.U. operating budgets for this purpose.

### **Background / Purpose:**

The purpose of this report is to establish vendors for the provision of electronic ticket paper rolls and manual parking ticket books. The current contracts for the supply and delivery of electronic paper ticket rolls and manual parking ticket books expired on July 17, 2018. This report provides information on the results of the Request for Quotation (R.F.Q.) process conducted in order to select a vendor for these items.

## **Discussion:**

The Toronto Police Service (Service) requires qualified vendors for the supply and delivery of both electronic ticket paper rolls and manual parking ticket books.

### *Procurement Process:*

On April 27<sup>th</sup>, 2018, Purchasing Services issued R.F.Q #1262899-18 for the supply and delivery of electronic ticket paper rolls and manual parking ticket books. The Service advertised the R.F.Q. to interested vendors using MERX, an electronic tendering service.

The R.F.Q. was divided into two parts. Vendors were permitted to bid on one or both parts of the R.F.Q. Part A listed the requirements for the supply and delivery of electronic ticket paper rolls (approximately 54,000 per year), for use with the electronic parking ticket system. Part B listed the requirements for the supply and delivery of manual parking ticket books, in an amount of approximately 500,000 tickets per year.

Twelve vendors downloaded the R.F.Q. document from MERX. The R.F.Q. closed on June 4, 2018, and the Service received three compliant bids. The respondents were:

#### Part A: Electronic Ticket Paper Rolls

- Canada Ticket Inc.
- Northern Speciality Supplies Inc.

#### Part B: Manual Parking Ticket Books

- Data Communications Management Corp.

The submissions were reviewed against the detailed specifications outlined in the R.F.Q. document, and the lowest bidders meeting the specifications were selected.

## **Conclusion:**

Based on the evaluation, Canada Ticket Inc. is recommended as the successful vendor for the electronic ticket paper rolls, as it had the lowest bid meeting all specifications.

Data Communications Management Corp. is recommended as the successful vendor for manual parking ticket books, as it met all specifications and was the sole compliant respondent.

The term for both contracts is for an initial one year period, with the option to extend for two additional one-year periods, based on the Service's satisfaction with the respective vendor's performance.

Mr. Tony Veneziano, Chief Administrative Officer and Deputy Chief Peter Yuen, Communities and Neighbourhoods 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



## Toronto Police Services Board Report

---

August 1, 2018

To: Chair and Members  
Toronto Police Services Board

From: Mark Saunders  
Chief of Police

**Subject: Extension for Vendor of Record Contract - D&R Electronics  
Mobile Workstation Mounting Hardware**

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

It is recommended that:

- (1) the Board approve the continued use of D&R Electronics for an additional period of one year commencing February 1, 2019 to January 31, 2020, for the supply and delivery of mobile workstation and other equipment mounting hardware.
- (2) the Board authorize the Chair to execute all required agreements and related documents on behalf of the Board, subject to approval by the City Solicitor as to form.

### **Financial Implications:**

The Toronto Police Service (Service) annually replaces approximately 90 front line scout vehicles outfitted with mobile workstation (M.W.S.), In Car Camera (I.C.C.), Automatic Vehicle Location (A.V.L.) and Radio systems. The number of mounting hardware is dependent on the number of vehicles being replaced during each year and varies from year to year.

All costs for annual vehicle lifecycle replacement, including all mounting hardware are funded from the Service's Vehicle and Equipment Reserve, as provided for in the Service's 2018-2027 Capital Program (Min. No. P277/17 refers).

## **Background / Purpose:**

As the M.W.S. lifecycle planned for implementation in 2020 has been impacted by the Connected Officer initiative, the existing mobile workstations currently in use in the vehicles need to be installed into the new front line vehicles until the impact on the current program is known. Until then, every new front line vehicle will have to be outfitted with the equipment mounting hardware for the M.W.S., A.V.L., I.C.C. and radio devices.

At its meeting on March 17, 2016 (Min No. P53/16 refers), the Board approved D&R Electronics as the single source vendor of record for the supply and delivery of mobile workstation mounting hardware and power supply systems for the period commencing March 1, 2016, and ending January 31, 2019.

The purpose of this report is to request approval to extend the current contract with D&R Electronics, in order to ensure business continuity with respect to the necessary mounting hardware required for the installation of current M.W.S., I.C.C., A.V.L. and radio systems in Service vehicles as they are turned over.

## **Discussion:**

The equipment mounting hardware used in Service vehicles were custom manufactured by D&R Electronics to meet the Service's ergonomic and air bag safety requirements in the Ford vehicles.

Funding for M.W.S. lifecycle replacement has been included within the Service's 2018-2027 capital budget requests and the replacement was planned to commence in 2018. However, based on the outcome of the Connected Officer initiative and other associated changes, it is anticipated that the next generation of mobile computer equipment might be significantly different than the current configuration. At that time, new mounting system requirements will be known and acquired through an appropriate procurement process. Until such time, the continued use of the mounting hardware will be required for the installation of the current equipment into the new vehicles. The MWS device replacement is not anticipated to commence until the end of 2019.

## **Conclusion:**

Effective and reliable M.W.S., I.C.C., A.V.L. and radio systems are critical to meet public and officer safety as well as operational and accountability objectives of the Service. It also ensures the investment in this technology is maintained and kept in a state of good repair.

D&R Electronics is the current single source manufacturer for the proprietary mounting hardware. It is therefore recommended that D&R Electronics be continued as the approved vendor of record for the supply and delivery of equipment mounting hardware required for the current M.W.S., I.C.C., A.V.L., and mobile radio systems until a new MWS device solution is determined.

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: Extension of VOR D and R Electronics MWS Mounting Hardware and Supply Systems.docx



## Toronto Police Services Board Report

---

August 2, 2018

To: Chair and Members  
Toronto Police Services Board

From: Mark Saunders  
Chief of Police

**Subject: 2019 Patrol Vehicle Purchases**

### **Recommendation:**

It is recommended that the Toronto Police Services Board (Board) approve a contract award to Yonge-Steeles Ford for the purchase of 2019 Ford Police Interceptor Utility Patrol vehicles.

### **Financial Implications:**

The Toronto Police Service's (Service) approved 2018-2027 capital program (Min. No. P227/17 refers) includes \$5.6 million (M) of funding in 2019 for the lifecycle replacement of vehicles from the Service's vehicle and equipment reserve (Reserve). The current program includes costs based on the current Taurus vehicle used. The purchase of Ford Police Interceptor Utility Patrol vehicles from Yonge-Steeles Ford, in 2019, will result in an incremental impact of \$672,000 to the capital program. These requirements will be built into the 2019-2028 capital program submission. In addition, there is an operating impact of \$135,000, which represents the increase in vehicle upfitting costs for the Ford Police Interceptor Patrol vehicles over the original Taurus vehicles that were previously purchased. This amount will be built into the Service's 2019 operating budget request. Future impacts to the capital and operating budgets beyond 2019 are not yet known as the Service continues to look at other vehicle options as they become available in 2020 and onward.

### **Background / Purpose:**

The manufacturer of our front-line vehicles, Ford, has advised that the vehicle currently being used by the Service, the Police Interceptor Ford Taurus All Wheel Drive (A.W.D.) (with V6 304HP) will have a limited build for 2019. After that, these vehicles will no longer be available, leaving the only viable options of the Ford Police Interceptor Utility or Dodge Charger Enforcer for selection.

In making its final determination of new vehicles for 2019 the Service considered several other vehicle options which included the 6 cylinder Ford Explorer all-wheel drive (Explorer AWD V6 304HP), the 6 cylinder rear-wheel drive Dodge Charger (Charger RWD V6 292HP) and the 8 cylinder all-wheel drive Dodge Charger (Charger AWD V8 370HP).

The vehicles were compared on a number of factors, including officer assessment of vehicle ergonomics, additional fit-up requirements for mandatory equipment, fuel Environmental Protection Agency (E.P.A.) ratings for city driving, and cost.

The Ford Police Interceptor Utility Patrol Vehicle (Explorer AWD V6 304 HP) ranked best on 6 out of 12 factors considered (i.e., head room, shoulder room, hip room, passenger compartment volume, trunk/cargo space, telecommunications fitting costs) and it ranked second on fuel E.P.A. rating for city driving, and Fleet upfitting costs. It ranked third on base vehicle cost and fuel E.P.A. for highway driving.

Also taken into account in making the final determination were key operational factors:

- The Explorer is an all-wheel drive vehicle versus the 6 cylinder Charger which is a rear-wheel drive – this provides officers with better and safer vehicle performance and avoids mass purchase of snow tires and installation and storage of the tires, which would result in significant additional costs;
- The Explorer is a 6 cylinder vehicle versus the 8 cylinder Charger, which allows the Service to continue compliance with the Green Fleet Plan; and
- The Explorer has better overall ergonomics and interior space which is important given the size of some of our officers and the amount of equipment in the cabin.

The decision was made to purchase Ford Police Interceptor Utility Patrol (Explorer AWD V6 304HP) vehicles as replacements during 2019. The Service will continue looking at other vehicle options that come on the market for 2020 and onward, taking into account the cost and other factors, including next generation mobile work stations, in-car camera systems and transition to the Connected Officer program.

In the past, as per Financial By-Law 147 (By-Law), the Service reported annually on all purchases exceeding \$500,000 which were made utilizing agreements created by members of the Police Cooperative Purchasing Group (P.C.P.G.), the City of Toronto or Ontario Shared Services.

Recently, Purchasing Services, in conjunction with the City Solicitor, have reviewed the By-Law, with the objective of updating and revising it, as necessary, for Board consideration and approval. In conducting this review, it was determined that the current By-Law does require Board approval each time the Service piggybacks onto an existing agreement with an anticipated overall value exceeding \$500,000.

Accordingly, the purpose of this report is to obtain Board approval for a contract award for the purchase of 2019 Ford Police Interceptor Utility Patrol vehicles.

**Discussion:**

The P.C.P.G. is a group comprised of representatives from various police services in Ontario. The Service is one of the founding agencies and a long-standing member of this collective purchasing group. On an annual basis, Canadian representatives of automotive manufacturers provide set pricing for members of the P.C.P.G. This pricing includes concessions not available from individual automotive dealers and is based on bulk vehicle purchases among members.

The Service is requesting that it use the P.C.P.G. based pricing for its marked and unmarked vehicles. Based on current pricing, it is anticipated that vehicles to be purchased from Yonge-Steeles Ford will total approximately \$2.8M.

All vehicle purchases are life-cycle replacements based on the current approved replacement policy.

Ford Motor Company has advised that the cut off for ordering 2019 Ford Police Interceptor Utility Patrol vehicles is September 29, 2018.

**Conclusion:**

It is recommended that the Board approve a contract award to Yonge-Steeles Ford for the purchase of 2019 Ford Police Interceptor Utility Patrol vehicles, at an estimated cost of \$2.8M.

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

Respectfully submitted,

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

cn/  
2019 Vehicle Purchases



## Toronto Police Services Board Report

---

August 8, 2018

To: Chair and Members  
Toronto Police Services Board

From: Andy Pringle  
Chair

**Subject: Composition of Working Group - Independent External Review with respect to Toronto Police Service Missing Person Investigations – Legal Costs**

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

It is recommended that the Board approve the final invoice for services rendered by Breese Davies, dated August 1, 2018 in the amount of \$32,476.70, and that the difference between the approved \$25,000 plus tax and the final invoice be drawn from the Board's 2018 operating budget.

### **Financial Implications:**

The Board, at its meeting on April 18, 2018, approved the funding in an amount not expected to exceed \$25,000 plus tax to retain a facilitator at a rate of \$375 per hour. The Working Group submitted a draft set of Terms of Reference to the Board at its meeting of June 21, 2018.

The final account submitted by Ms. Davies is \$32,476.70, which slightly exceeds the originally budgeted amount. The Board's 2018 operating budget can absorb this additional amount, with the original budgeted amount of \$25,000 plus tax to be paid by the City of Toronto.

### **Background / Purpose:**

At its meeting on April 18, 2018, the Board approved the following motions:

1. The Toronto Police Services Board appoint the following as members of the Working Group – one member of the Board, one individual from the indigenous community and two individuals from the LGTBQ community - to provide the

necessary legal and community perspectives in their role as working group members:

Ken Jeffers, Board Member, Toronto Police Services Board  
Shakir Rahim, Board Member, Alliance for South Asian AIDS Prevention  
Sara Mainville, Partner, Olthuis Kleer Townshend LLP  
Monica Forrester, Engagement Coordinator, Maggie's Toronto Sex Workers' Action Project

2. The Working Group ensure that its report reflects the input of the broader community, including organizations that work with sex workers, harm reduction and homeless populations, and groups representing Indigenous people and LGBTQ communities;

3. On a sole-source basis, the Board retain Ms. Breese Davies, Breese Davies Law, to facilitate the working group as set out in this report; and,

4. The Board forward this report to the City of Toronto City Manager for information and to the City's Budget Committee with a request that it provide funding in an amount not to exceed \$25,000 plus tax for Ms Davies' retainer and to advise Budget Committee that it is anticipated that following its June 21, 2018 meeting the Board will forward a further recommendation seeking City funding for an Independent External Review.

### **Discussion:**

I have attached a copy of the final invoice dated August 1, 2018 from Breese Davies in the amount of \$32,476.70. A detailed statement is included on the in-camera agenda for information.

### **Conclusion:**

It is recommended that the Board approve the final invoice for services rendered by Breese Davies, dated August 1, 2018 in the amount of \$32,476.70, and that the difference between the approved \$25,000 plus tax and the final invoice be drawn from the Board's 2018 operating budget.

Respectfully submitted,

Andy Pringle  
Chair

DATE RECEIVED

AUG 2 2018

TORONTO POLICE SERVICE BOARD



Toronto Police Service Board  
40 College Street  
Toronto, ON  
M5G 2J3 Canada

August 1, 2018

**Attention:** Ryan Teschner, Executive Director

File #: 18-2093  
Inv #: 827

**RE:** Working Group on the Structure and Process for an Independent External Review of Toronto Police Service Missing Person Investigations

DATE	DESCRIPTION	HOURS	AMOUNT	LAWYER
Aug-01-18	For services rendered from April 20, 2018 to August 1, 2018 with regards to facilitating Working Group meetings and drafting Terms of Reference;		487.50	BD
	Totals	76.38	\$28,642.50	
	Total GST/HST on Fees		3,723.53	

**DISBURSEMENTS**

May-01-18	Staples*		55.30	
Jun-11-18	Photocopies - 98 pages		9.80	
Jun-18-18	Photocopies - 10 pages		1.00	
Jun-20-18	Photocopies - 29 pages		2.90	
Jun-21-18	Parking*		24.00	
	Photocopies - 35 pages		3.50	
Jul-23-18	Bell Conferencing re: conference call on June 20, 2018		10.56	
	Totals		\$107.06	
	Total GST/HST on Disbursements		3.61	

**Total Fee & Disbursements**

**\$32,476.70**

**Balance Now Due**

**\$32,476.70**

TAX ID Number 826812323RT0001  
Total GST/HST \$3,727.14

**THIS IS OUR ACCOUNT HEREIN:**

A handwritten signature in black ink that reads 'Breese Davies'.

**Breese Davies**

Simcoe Chambers  
116 Simcoe St., Suite 100  
Toronto, ON M5H 4E2

bdavies@bdlaw.ca  
Tel: 416.649.5061  
Fax: 416.352.7733  
www.bdlaw.ca



## Toronto Police Services Board Report

---

August 8, 2018

To: Members  
Toronto Police Services Board

From: Andy Pringle  
Chair

**Subject: City of Toronto Council – Composition of Working Group – Independent External Review with Respect to Toronto Police Service Missing Person Investigations**

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

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

### **Financial Implications:**

At its meeting held on June 26, 27, 28 and 29, 2018, City Council approved funding in an amount not to exceed \$25,000.00 plus tax for Ms. Breese Davies retainer.

### **Background/Purpose:**

The report detailing the City's consideration of this item is available at this link:  
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.EX35.38>

### **Discussion:**

At its meeting held on June 26, 27, 28 and 29, 2018, City Council adopted the following:

1. City Council approve funding in an amount not to exceed \$25,000 plus tax for Ms. Breese Davies' retainer.
2. City Council increase the Approved 2018 Police Services Board Operating Budget by \$0.025 million on a one-time basis, funded from the Tax Rate Stabilization Reserve (XQ0703), from \$2.809 million gross to \$2.834 million gross, to support the Working Group appointed by the Toronto Police Services Board to provide legal and community perspectives for the Independent External Review with respect to Police Service Missing Persons Investigations.

**Conclusion:**

I, therefore, recommend that the Board receive this report for information.

Respectfully submitted,

Andy Pringle  
Chair



## Toronto Police Services Board Report

---

August 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 June 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.

### **Background / Purpose:**

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

### **Discussion:**

As at June 30, 2018, a \$1.6M unfavourable variance is anticipated. This is a \$2.2M improvement compared to the March 31, 2018 variance report (Min. No. P98/18 refers) that was \$3.8M unfavourable. This change is primarily due to more favourable variances in revenue, salaries and benefits categories, which are partially offset by a more unfavourable premium pay variance.

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

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

<b>Category</b>	<b>2018 Budget (\$Ms)</b>	<b>Actual to Jun 30/18 (\$Ms)</b>	<b>Projected Year-End Actual (\$Ms)</b>	<b>Fav / (Unfav) (\$Ms)</b>
Salaries	\$751.0	\$354.9	\$744.6	\$6.4
Premium Pay	\$44.0	\$24.8	\$55.1	(\$11.1)
Benefits	\$208.0	\$104.8	\$206.0	\$2.0
Materials and Equipment	\$26.3	\$19.9	\$27.4	(\$1.1)
Services	\$79.0	\$38.1	\$79.3	(\$0.3)
Contributions to / (Draws from) Reserves	\$23.9	\$0.0	\$23.9	\$0.0
Revenue	(\$135.9)	(\$45.6)	(\$138.4)	\$2.5
<b>Total Net</b>	<b>\$996.3</b>	<b>\$496.9</b>	<b>\$997.9</b>	<b>(\$1.6)</b>

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 significant amounts of in year grant funding and the revenue and expense budgets are adjusted when the receipt of funds is confirmed.

**Salaries:**

A favourable variance of \$6.4M is projected in the salaries category.

<b>Expenditure Category</b>	<b>2018 Budget (\$Ms)</b>	<b>Actual to Jun 30/18 (\$Ms)</b>	<b>Projected Year-End Actual (\$Ms)</b>	<b>Fav / (Unfav) (\$Ms)</b>
Uniform Salaries	\$565.5	\$270.0	\$558.20	\$7.3
<i>100 higher than budgeted separations 2018</i>				\$6.5
<i>2017 higher than budgeted separations carry over</i>				\$2.2
<i>Increased 2018 hiring of 140 (60 to 200)</i>				(\$1.5)
<i>Other</i>				\$0.1
Civilian Salaries	\$185.5	\$84.9	\$186.40	(\$0.9)
<i>Communications Operators (up to 60)</i>				(\$1.6)
<i>Special Constables (up to 40)</i>				(\$0.7)
<i>Court Officers (up to 52)</i>				(\$1.7)

<b>Expenditure Category</b>	<b>2018 Budget (\$Ms)</b>	<b>Actual to Jun 30/18 (\$Ms)</b>	<b>Projected Year-End Actual (\$Ms)</b>	<b>Fav / (Unfav) (\$Ms)</b>
<i>Higher than budgeted Separations</i>				\$1.2
<i>Lower than budgeted Hires</i>				\$1.9
<b>Total Salaries</b>	<b>\$751.0</b>	<b>\$354.9</b>	<b>\$744.6</b>	<b>\$6.4</b>

*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 260 separations for the year, compared to the 160 included in the 2018 budget and the 232 estimate used in the first quarter variance report. This results in a projected favourable variance of \$6.5M. Approximately 20% of separations are for members who resigned to join other police services – this rate has been consistent over the last few years. As there are multiple factors that impact separations, actual separations are monitored monthly and the impact of separations will continue to be reported on in future variance reports. 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 200 uniform hires during 2018, which will result in \$1.5M of increased salary costs. In addition, the Service is also hiring experienced officers from other police services to help deal with the higher than projected separations.

*Civilians* - The 2018 approved budget assumed that there would be 90 civilian separations during 2018. However, as civilian separations have been occurring at a rate greater than planned (projected at 115 versus budget of 90); salary savings due to the higher separations are projected to be \$1.2M. In addition, the Service budget includes funding to replace the excess civilian separations that occurred during 2017 and funding to hire staff as a result of the transformation of the People and Culture pillar. 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 \$1.9M.

The 2018 approved budget included funding for 30 strategic hires.

In addition to these approved strategic hires, to date in 2018, the Board has approved the following in response to critical operational requirements and The Way Forward report:

- an increase of 50 positions to the Communication Operator establishment, as well as the hiring of additional operators so that this critical unit can achieve required response standards;

- 40 new Special Constable positions to do certain work currently done by uniform officers, allowing uniform officers to focus on their core policing duties; and
- the resumption of the hiring of Court Officers (up to 52).

None of these initiatives was included in the 2018-operating budget, as full details were not known at the time the budget was developed and approved, and in order to achieve a 0% increase in 2018.

The cost of these aforementioned initiatives is \$4.0M in 2018, with an annualized impact of \$13.5M in 2019.

*Premium Pay:*

An unfavourable variance of \$11.1M is projected in the premium pay category.

<b>Expenditure Category</b>	<b>2018 Budget (\$Ms)</b>	<b>Actual to Jun 30/18 (\$Ms)</b>	<b>Projected Year-End Actual (\$Ms)</b>	<b>Fav / (Unfav) (\$Ms)</b>
Uniform	\$39.0	\$21.9	\$48.7	(\$9.7)
Civilian	\$5.0	\$2.9	\$6.4	(\$1.4)
<b>Total Premium Pay</b>	<b>\$44.0</b>	<b>\$24.8</b>	<b>\$55.1</b>	<b>(\$11.1)</b>

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 \$9.7M cost pressure in uniform premium pay. A portion of this pressure (\$1.5M) is offset by increased recoveries from the City for attendance at Provincial Offences Act courts, as seen below. The remaining pressure is mainly a result of the reduced staffing levels and recent high profile/extraordinary cases and events. This projection excludes the funds required for increased overtime required for Safe Summer/Gun Violence Reduction Plan, which is expected to be funded from outside the Service budget. The Service will endeavour to reduce its premium pay spending to come closer to budget. However, it is difficult to achieve given that premium pay is subject to the exigencies of policing and the aforementioned pressures as well as continued police presence required at special 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 callbacks 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 \$1.4M.

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

*Benefits:*

A favourable variance of \$2.0M is projected in this category.

<b>Expenditure Category</b>	<b>2018 Budget (\$Ms)</b>	<b>Actual to Jun 30/18 (\$Ms)</b>	<b>Projected Year-End Actual (\$Ms)</b>	<b>Fav / (Unfav) (\$Ms)</b>
Medical / Dental	\$45.3	\$14.7	\$44.3	\$1.0
O.M.E.R.S. / C.P.P. / E.I. / E.H.T.	\$128.2	\$71.9	\$126.6	\$1.6
Sick Pay Gratuity /C.S.B./L.T.D.	\$18.5	\$11.1	\$18.5	\$0.0
Other (e.g., W.S.I.B., life insurance)	\$16.0	\$7.1	\$16.6	(\$0.6)
<b>Total Benefits</b>	<b>\$208.0</b>	<b>\$104.8</b>	<b>\$206.0</b>	<b>\$2.0</b>

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 dental expenditures are favourable and the Service is now reflecting a \$1.0M favourable variance. No variance is projected at this time for medical costs as claims vary significantly throughout the year and the budget impact of changes to O.H.I.P. coverage for Ontarians under the age of 25 is still being assessed. 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.

*Materials and Equipment:*

An unfavourable variance of \$1.1M is projected in this category.

<b>Expenditure Category</b>	<b>2018 Budget (\$Ms)</b>	<b>Actual to Jun 30/18 (\$Ms)</b>	<b>Projected Year-End Actual (\$Ms)</b>	<b>Fav / (Unfav) (\$Ms)</b>
Vehicles (gas, parts)	\$11.1	\$9.1	\$11.1	\$0.0
Uniforms	\$3.5	\$3.5	\$4.2	(\$0.7)
Other Materials	\$4.5	\$2.9	\$4.5	\$0.0
Other Equipment	\$7.2	\$4.4	\$7.6	(\$0.4)
<b>Total Materials &amp; Equipment</b>	<b>\$26.3</b>	<b>\$19.9</b>	<b>\$27.4</b>	<b>(\$1.1)</b>

*Approx. \$5.5M is attributed to grant-funded expenditures (revenue budget has been increased by same amount)*

Service consumption for gasoline has been lower than estimated, but gas prices have been greater than budgeted and any savings from lower consumption could be more than offset by an increase in price. The unfavourable variance in uniforms is a result of the increased hiring described above. The unfavourable variance in other equipment is a result of several small budget pressures, for example new equipment for bicycles.

**Services:**

An unfavourable variance of \$0.3M is projected in this category.

<b>Expenditure Category</b>	<b>2018 Budget (\$Ms)</b>	<b>Actual to Jun 30/18 (\$Ms)</b>	<b>Projected Year-End Actual (\$Ms)</b>	<b>Fav / (Unfav) (\$Ms)</b>
Legal Indemnification	\$2.4	\$0.5	\$2.4	\$0.0
Uniform Cleaning Contract	\$1.1	\$1.1	\$1.1	\$0.0
Courses / Conferences	\$3.0	\$1.1	\$3.0	\$0.0
Clothing Reimbursement	\$1.5	\$0.0	\$1.5	\$0.0
Computer / Systems Maintenance	\$18.4	\$17.0	\$18.4	\$0.0
Phones / cell phones / 911	\$4.6	\$1.8	\$4.6	\$0.0
Caretaking / maintenance utilities	\$20.0	\$3.4	\$20.0	\$0.0
Other Services	\$28.0	\$13.2	\$28.3	(\$0.3)
<b>Total Services</b>	<b>\$79.0</b>	<b>\$38.1</b>	<b>\$79.3</b>	<b>(\$0.3)</b>

*Approx. \$12.5M is attributed to grant-funded expenditures (revenue budget has been increased by same amount)*

Unfavourable variance in Other Services is due mainly to additional costs associated with increased hiring.

**Contributions to / (Draws from) Reserves:**

A net zero variance is projected in this category.

<b>Reserves Category</b>	<b>2018 Budget (\$Ms)</b>	<b>Actual to Jun 30/18 (\$Ms)</b>	<b>Projected Year-End Actual (\$Ms)</b>	<b>Fav / (Unfav) (\$Ms)</b>
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
<b>Contribution to Reserves</b>	<b>\$47.6</b>	<b>\$0.0</b>	<b>\$47.6</b>	<b>\$0.0</b>
<b>Draws from Reserves:</b>				
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

<b>Reserves Category</b>	<b>2018 Budget (\$Ms)</b>	<b>Actual to Jun 30/18 (\$Ms)</b>	<b>Projected Year-End Actual (\$Ms)</b>	<b>Fav / (Unfav) (\$Ms)</b>
<b>Draws from Reserves</b>	<b>(\$23.7)</b>	<b>\$0.0</b>	<b>(\$23.7)</b>	<b>\$0.0</b>
<b>Contributions to / (Draws from) Reserves</b>	<b>\$23.9</b>	<b>\$0.0</b>	<b>\$23.9</b>	<b>\$0.0</b>

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.

As part of the year-end variance report, the Board approved a request to the City's Chief Financial Officer for contributions to the Service's reserves from the City's overall 2017 year-end operating surplus (Min. No. P73/18 refers). The following reflects the requested amounts and the amounts subsequently approved by Council at its June meeting:

<b>Reserve</b>	<b>Request (\$Ms)</b>	<b>Council Approved (\$Ms)</b>
Modernization	\$3.5	\$2.0
Vehicle and Equipment	\$3.0	\$3.0
Legal	\$1.0	\$0.0
Healthcare Spending	\$0.5	\$0.0
<b>Total</b>	<b>\$8.0</b>	<b>\$5.0</b>

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.

*Revenue:*

A favourable variance of \$2.5M is projected in this category.

<b>Revenue Category</b>	<b>2018 Budget (\$Ms)</b>	<b>Actual to Jun 30/18 (\$Ms)</b>	<b>Projected Year-End Actual (\$Ms)</b>	<b>Fav / (Unfav) (\$Ms)</b>
Recoveries from City	(\$17.5)	(\$3.7)	(\$19.0)	\$1.5
Other Government grants	(\$61.3)	(\$18.3)	(\$61.3)	\$0.0
Fees (e.g., paid duty, alarms, and reference checks.)	(\$12.4)	(\$6.0)	(\$13.3)	\$0.9
Secondments	(\$2.4)	(\$0.9)	(\$2.8)	\$0.4

<b>Revenue Category</b>	<b>2018 Budget (\$Ms)</b>	<b>Actual to Jun 30/18 (\$Ms)</b>	<b>Projected Year-End Actual (\$Ms)</b>	<b>Fav / (Unfav) (\$Ms)</b>
Other Revenues (e.g., prisoner return)	(\$10.0)	(\$5.6)	(\$9.7)	(\$0.3)
Paid Duty - Officer Portion	(\$24.7)	(\$11.1)	(\$24.7)	\$0.0
Miscellaneous Revenue	(\$7.6)	\$0.0	(\$7.6)	\$0.0
<b>Total Revenues</b>	<b>(\$135.9)</b>	<b>(\$45.6)</b>	<b>(\$138.4)</b>	<b>\$2.5</b>

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 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. No variance is projected for this category at this time.

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 secondments to assist the Province and R.C.M.P. being greater than budgeted.

Year to date recoveries for the paid duty administrative fee and reference checks are greater than expected. As a result, the Service is now projecting a favourable variance to year-end for these revenues.

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.

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 assumed \$7.6M of provincial funding that could be applied against existing expenditures. This amount was budgeted as miscellaneous revenue. The miscellaneous revenue budget will be achieved with revenue from the P.E.M. grant.

*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 significant impacts to front-line demands for service, administration and support, training and equipment. As requested, cost estimates have been provided to the City for discussions with the Province. The estimated costs are very preliminary, 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 June 30, 2018, the Service is projecting an unfavourable variance of \$1.6M.

Expenditures and revenues will continue to be closely reviewed and monitored throughout the year, 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\_201805\_operating\_variance\_bm201808.docx



## Toronto Police Services Board Report

---

August 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 June 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 June 30, 2018.

### **Discussion:**

As at June 30, 2018, a \$2.5M favourable year-end variance is projected. This is \$0.4M more favourable compared to the variance report for the period ending March 31, 2018, where the variance was reported at \$2.1M (Min. No. P99/18 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 Jun 30/18 (\$Ms)	Projected Year-End Actual (\$Ms)	Fav/(Unfav) (\$Ms)
Salaries	\$30.8	\$13.2	\$28.4	\$2.4
Premium Pay	\$2.6	\$1.2	\$2.9	(\$0.3)
Benefits	\$7.4	\$2.5	\$7.2	\$0.2
<b>Total Salaries &amp; Benefits</b>	<b>\$40.8</b>	<b>\$16.9</b>	<b>\$38.5</b>	<b>\$2.3</b>
Materials & Equipment	\$1.4	\$0.4	\$1.4	\$0.0
Equipment	\$0.0	\$0.0	\$0.0	\$0.0
Services	\$6.0	\$1.3	\$6.0	\$0.0
Revenue (e.g. TTC, towing recoveries)	(\$1.5)	(\$0.4)	(\$1.7)	\$0.2
<b>Total Non-Salary</b>	<b>\$5.9</b>	<b>\$1.3</b>	<b>\$5.7</b>	<b>\$0.2</b>
<b>Total Net</b>	<b>\$46.7</b>	<b>\$18.2</b>	<b>\$44.2</b>	<b>\$2.5</b>

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 projection of \$2.3M is projected in salaries and benefits. The P.E.U. generally schedules one recruit class per year and hires the appropriate number of officers to ensure that, on average, it is at its full complement of officers during the year. The size of the recruit class is based on projected separations for the year. Attrition has been higher than originally anticipated, resulting in an increase to the favourable salary projection.

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 \$0.3M is projected in premium pay at this time. This variance is due to recoverable activities, resulting in a favourable revenue variance, as discussed below.

*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. However, the T.T.C. and Rogers Centre recoveries have a net zero impact, as they are a direct reimbursement of billed premium pay expenditures.

**Conclusion:**

As at June 30, 2018, the P.E.U. operating budget is projected to be \$2.5M 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\_201806\_operating\_variance\_bm201808.doc



## Toronto Police Services Board Report

---

August 1, 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 June 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, 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 2018 capital program results:

Category	2018 Net (M's)	2018 Gross (M's)
2018 approved program excluding carry forward	\$20.9	\$44.1
2017 carry forwards	\$12.7	\$32.1
<b>Total 2018 available funding</b>	<b>\$33.6</b>	<b>\$76.2</b>
2018 projection as of June 30, 2018	\$32.5	\$67.3
<b>Variance to available funding</b>	<b>\$1.1</b>	<b>\$8.9M</b>
Carry forward to 2019	\$1.1	\$8.9
Spending rate	97%	88%

As at June 30 2018, the Service is projecting total gross expenditures of \$67.3M compared to \$76.2M in available funding (a spending rate of 88%). The projected under-expenditure of \$8.9M will be carried forward to 2019.

## Background / Purpose:

The purpose of this report is to provide the Board with the status of the Service's capital projects as at June 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 have been 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.

The subsequent section summarizes key 2018–2027 capital project updates. Summary information includes status updates at the time this report was written.

The impact 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	500.0	5,703.0	5,703.0	39,873.0	451.1	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 (current 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 City Council (Council) approved the recommended site on January 24, 2018 and January 31, 2018, respectively.

Council 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 and commissioned an external consultant for the master planning exercise that is expected to be complete by the first quarter of 2019.

From the available funding of \$6.2M, it is projected that \$500,000 will be utilized for architectural consulting services and a master planning exercise, and the rest will be carried forward to 2019.

*Future Planned Activities:*

The Service will be engaging an architectural firm to finalize the building program and design of the building, and will integrate the identified consultant into the planning process. Representatives from the Service’s Facilities Management unit will continue to attend stakeholder meetings to provide input and to ensure that the Service’s program requirements are incorporated into the overall plan.

The status of project will remain Red until project timelines are determined following the completion and results of the master planning exercise.

**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	650.0	0.0	0.0	650.0	0.9	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 video storage is also increasing.

The Service currently stores its archival records and files at City Archives; however, the City is also experiencing space pressures within its storage facility. Assuming a ten percent growth annually, storage requirements within five years would be substantial. Therefore, using an existing Service facility for the archiving of records is a prudent solution, particularly if the City were to limit space or expand on a cost recovery basis.

*Work to Date:*

RediRack Montreal was awarded the design, supply, and installation of racking for the archiving project and is awaiting fabrication of the racking from the manufacturer.

*Future Planned Activities:*

Racking installation is expected to commence by the third quarter of 2018, with an anticipated completion in the fourth quarter of 2018.

**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	395.0	0.0	0.0	38,928.0	45.6	On Time	Green

*Project Description:*

The planned construction of a new two story building on the existing 41 Division site will provide the Service with a 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.

*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 fourth quarter of 2018.

### 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	200.0	0.0	0.0	11,940.0	0.0	On Time	Green

#### Project Description:

The T.T.F. *Action Plan: The Way Forward report* outlines a phased realignment of divisional boundaries and facilities, including the consolidation of the existing 17 Divisions into ten Districts, providing enhanced flexibility to move officers to where they are most needed.

Part of the phased redesign of the Service’s divisional structure includes the amalgamation of 32 and 33 Divisions into a District Headquarters facility. The existing 32 Division will be designated as the District Headquarters and will be renovated to support the neighbourhood policing focus of both 32 and 33 Divisions, and will more closely meet the needs of the Service for a suitable police facility in the Central North District.

The renovation of 32 Division will address a number of the *Accessibility for Ontarians with Disabilities Act (A.O.D.A)* issues, including the installation of an elevator, universal washroom, increased circulation spaces, door widening and door operators, while improving overall building functionality. The interior redesign of 32 Division will optimize the use of available space, while improving the overall efficiency of the building and the movement of both personnel and persons in custody. It will also include the consolidation of Criminal Investigations Bureau (C.I.B.) that includes full prisoner management that cannot be accommodated with the current cell capacity.

A feasibility parking study is currently underway to determine the parking needs for both personal and Service vehicles and identify the requirements, including the potential installation of a parking structure. The feasibility parking study is expected to be completed by third quarter of 2018. Once the renovations are completed at the 32 District facility, the facility will be capable of accommodating staff from both 32 and 33 divisions, at which time the 33 Division building can be re-purposed to meet other Service needs or returned to the City.

The Board will be kept apprised of the results and any additional cost, through the variance reporting process.

#### Work to Date:

The Service’s Purchasing Services unit issued a Request for Quotation (R.F.Q.) to the current vendors of record to secure an interior design consultant for 32 Division. The six interior design firms on the pre-qualified vendors list submitted a bid. A review and evaluation of all bid submissions was completed and the contract has awarded to Kasian Architecture Ontario Incorporated in April 2018.

*Future Planned Activities:*

The project team will work with the successful vendor to identify building program requirements and to develop the schematic interior design for the new 32 District Headquarters. The consultants started their site investigation, information gathering, and District Headquarters programming requirements in the second quarter of 2018, and anticipate that the schematic design will be complete in the third quarter of 2018.

The consultants will also conduct a feasibility study of 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. It is anticipated that project will be completed in 2021. The Board will be kept apprised of the status of this project through the capital variance reporting process.

**Peer-to-Peer Site (Disaster Recovery Site)**

Project Name	Carry Forward from 2017	2018 Cash Flow			YE Variance		Carry Forward to 2019	Total Project Cost		Status	Overall Project Health
		Budget	Available to Spend	Year End Projection	(Over)/ Under	Budget		Life to Date			
Peer to Peer Site	3,427.4	10,359.0	13,786.4	13,586.4	200.0	200.0	19,924.3	8,656.5	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, exterior masonry, structural steel, underground services, and interior underground electrical work are complete. The pouring of the concrete floor slab has commenced in June and various other interior work as well as interior underground mechanical work are in progress.

*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.

From the available funding of \$13.8M in 2018, \$200K will be carried forward to 2019.

## ***Transforming Corporate Support***

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	2,609.0	200.0	200.0	8,742.5	4,066.1	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. It will also provide the Service with the tools to execute several of the modernization initiatives recommended by the T.T.F., as well as other continuous improvement and service enhancements.

### ***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:*** Streamlining and modernization of critical biweekly payroll processes, consolidation of administrative pay groups, updates to benefit carrier interfaces, integration of 6000+ retirees benefit information into the H.R.M.S. from Excel, and the generation of automated employee performance review notices.
- ***Talent Management Tools:*** Enhancement of Member and Manager H.R.M.S. self-services. Since its launch in 2017, over 20,000 on-line training registrations for internal Toronto Police College/Service courses that otherwise would have been administered centrally and/or processed manually. A new on-line H.R.M.S. dashboard was developed to deliver key analytics in support of workforce planning as well as front-line management and deployment decisions.
- Redesign of the core foundational system that is critical to supporting workforce analytics and reporting is near-complete; and
- H.R.M.S. data mart is under development. Sample reports have been developed and demonstrated with a positive support.

In addition to project activities, there are a number of unplanned activities that the project team is required to undertake to support other Service modernization activities. Examples include: making updates to Time Reporting Management System (T.R.M.S.) to accommodate the 7&7 pilot shift schedule for 54/55 Division, updating H.R.M.S to accommodate C.I.B. consolidation and the new Service organizational design.

*Future Planned Activities:*

A full centralization of Service-wide job data entry will take place by the end of the third quarter of 2018.

The balance of 2018 will be heavily focused on the planning and design of Phase III: the Time and Labour implementation project, involving the replacement of the Service’s T.R.M.S., and moving from current two systems to one “cradle to grave” system.

The status of this project remains Yellow due to some delays and resource constraints which have had no direct impact on budget at this point but continue to impact planned timelines.

As Phase II initiatives wrap-up and the project planning phase begins for the Phase III, more precise budget requirements and implications for 2019 onwards will be defined.

From the available funding of \$2.8M in 2018, \$200K will be carried forward to 2019.

**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	4,855.0	300.0	300.0	10,216.0	6,065.8	On Time	Yellow

*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. After a challenging project start, a change request was signed on January 31, 2018 to reflect updated scope items including the number of data models and data sources involved and new delivery dates.

The team is working with I.B.M. towards the design, development and testing of the deliverables. User Acceptance Testing is about to start for the Computer Aided Dispatch (C.A.D.) work stream. The Service received Micro Design documents for three data sources: Enterprise Case and Occurrence Processing System (e.C.O.P.S.), Criminal Information Processing System (C.I.P.S.), and Versadex. Design for the three data sources has started.

The project’s health from a scope perspective is Green; however, the timeline of the project is in Yellow because some deliverables from I.B.M. are behind schedule. The Service is working with I.B.M. on mitigation strategies to bring the project back on track.

*Future Planned Activities:*

The Service will be reviewing the I.B.M. deliverables for C.A.D. and will also be working with I.B.M. on the design/build of other data sources. 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.

From the available funding of \$5.1M in 2018, \$300K will be carried forward to 2019.

**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	4,685.0	0.0	0.0	39,440.7	15,492.9	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.

Although the lifecycle for these radios is ideally seven years, the Service has extended the replacement lifecycle to ten years, in order to reduce capital costs. Although the extension of this lifecycle is to ten years, which has resulted in some incremental operating (repair and maintenance) costs, there is still an overall cost benefit to the Service.

*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 initial purchase of radios was completed in December 2017 and those radios are currently being deployed.

*Future Planned Activities:*

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.

An additional order of radios will be issued later in 2018, in accordance with the radio replacement lifecycle.

**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	1,717.3	0.0	0.0	24,200.0	2,150.0	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 will have new mobile devices, which 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 is estimated to cost \$2.6M, included a proof of concept (P.O.C.) and the acquisition of 700 devices. Funding 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. The 2017-2026 gross and net capital program was adjusted with no impact on debt funding to account for this cost.

**Future Planned Activities:**

The total capital project cost is estimated at \$11.1M, excluding lifecycle and operating impacts. At this point, there is no funding identified within the 2018-2027 capital program. 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 \$11.1M capital cost. For the Connected Officer program to be effective, efficiencies within business processes that affect members that serve the public need to be established. Through the establishment of a sustainability plan, the Service will have a roadmap for maintaining and supporting its modernization effort beyond the scope of the *Way Forward* plan.

Activities in 2018 include continuing to deploy the acquired devices and further evolving and maturing the mobile officer model and its associated processes and applications.

This is an important modernization initiative, and the Service is reviewing how it can be accommodated in the 2019-2028 capital program request, so that a full and sustained rollout to officers can be achieved.

### **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	437.4	50.0	50.0	500.0	23.3	Delayed	Yellow

#### **Project Description:**

This project involved 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, a pilot project was conducted to test, evaluate and report on equipping front-line officers with B.W.C.s.

#### **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 were strongly supported by the community as well as our officers. However, the costs to implement and operate a B.W.C. program were significant. The estimated cost of operating the system, using on premise storage (as cloud technology was not available in Canada at that time), would vary depending on the number of officers that will be deployed with the cameras. If the Service were to equip all front-line uniform officers, the cost at that time was estimated at approximately \$85M over ten years (Min. No. P228/16 refers).

Cloud technology is now available in Canada and as a result, the cost of this project should be significantly lower. As this is a large and complex procurement, it is important that a well-crafted procurement strategy is in place that ensures the Service’s and the Board’s interests are protected, both short and long-term. The first step in the procurement strategy is the issuance of a Request for Information (R.F.I.), which was released on June 06, 2018, and has since closed.

#### **Future Activities:**

The project team will be reviewing and compiling the information received from the R.F.I. and will engage with interested vendors for clarifications. Based on the result of R.F.I, a Request for Pre-Qualification (R.F.P.Q.) and finally a non-binding Request for Proposal (R.F.P.) will be issued. These procurement processes are expected to take the balance of 2018 and 2019 to complete. A fairness commissioner has been engaged to provide advice and guidance on the process, and ensure it is fair and open.

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, including consideration of cloud storage as part of a potential solution.

The Board will be kept apprised of this project through the capital variance report process.

**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	2,124.4	4,400.0	6,524.4	6,124.4	400.0	400.0	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:

- renovation to Emergency Management, Public Order and the Public Safety Response Team areas;
- renovations to various locations for the realignment of Facilities;
- relocation of barn swallows at the Marine unit;
- lighting retrofit initiative; and
- millwork/kitchenette replacement at various locations.

*Future Planned Activities:*

Funding allocated to S.O.G.R. priority projects and programs identified in 2017 and continuing into the current year must be balanced with 2018 priority and competing projects. It is anticipated that funding constraints will arise as amalgamation recommendations from the *Way Forward* report are implemented which requires S.O.G.R. funding.

From the available funding of \$6.5M in 2018, \$400K will be carried forward to 2019.

**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	607.1	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 of Toronto, 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 at its August 2017 meeting (Min. No. P189/17refers).

This new system is being implemented as an enhancement to the planned handheld lifecycle replacement project.

**Future Planned Activities:**

The target implementation date is estimated for the third quarter of 2018.

**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	7,429.6	0.0	0.0	On-going	On-going	On-going	Green
IT- Related Replacements	4,373.5	12,569.0	16,942.5	16,877.0	65.5	65.5	On-going	On-going	On-going	Green
Other Equipment	4,999.0	2,362.0	7,361.0	5,419.5	1,941.6	1,941.6	On-going	On-going	On-going	Green
<b>Total Lifecycle Projects</b>	<b>10,673.1</b>	<b>21,060.0</b>	<b>31,733.1</b>	<b>29,726.0</b>	<b>2,007.1</b>	<b>2,007.1</b>				

*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 requires the Service to explore other vehicles for its front-line fleet. The cost of the replacement vehicle could put further pressure on this Reserve.

*Work to Date:*

The projected under-expenditure for 2018 is \$2M, all of which will be carried forward to 2019 as these funds are still required to complete lifecycle projects.

Significant variances are:

- \$1M – Electronic Surveillance - Plans are dependent on our partner agencies. Discussions are underway.
- \$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.
- \$0.4M – Locker Replacement – There is currently no V..O.R. for lockers.

*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 June 30, 2018, on a gross level, \$8.9M will be carried forward to 2019 (a spending rate of 88%).

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\_Q2\_capital\_variance.docx

**2018-2027 Capital Program Request (\$000s) - Council Approved Feb. 12, 2018**

Attachment A

Project Name	Plan to end of 2017	2018	2019	2020	2021	2022	Total 2018-2022 Request	2023	2024	2025	2026	2027	Total 2023-2027 Forecast	Total 2018-2027 Program	Total Project Cost
<b>Projects In Progress</b>															
Slate-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
<b>Total, Projects In Progress</b>	<b>47,755</b>	<b>22,688</b>	<b>31,264</b>	<b>22,104</b>	<b>9,999</b>	<b>8,944</b>	<b>94,999</b>	<b>4,442</b>	<b>5,426</b>	<b>4,626</b>	<b>4,400</b>	<b>18,541</b>	<b>37,435</b>	<b>132,434</b>	<b>180,189</b>
<b>Upcoming Projects</b>															
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
<b>Total, Upcoming Capital Projects:</b>	<b>0</b>	<b>395</b>	<b>12,614</b>	<b>23,662</b>	<b>21,061</b>	<b>17,028</b>	<b>74,760</b>	<b>16,240</b>	<b>10,617</b>	<b>12,459</b>	<b>12,906</b>	<b>0</b>	<b>52,222</b>	<b>126,982</b>	<b>126,982</b>
<b>Total Gross Debt Funded Capital Projects:</b>	<b>47,755</b>	<b>23,083</b>	<b>43,878</b>	<b>45,766</b>	<b>31,060</b>	<b>25,972</b>	<b>169,759</b>	<b>20,682</b>	<b>16,043</b>	<b>17,085</b>	<b>17,306</b>	<b>18,541</b>	<b>89,657</b>	<b>259,416</b>	<b>307,171</b>
<b>Other than debt expenditure (Draw from Reserve) for Life Cycle Replacement</b>															
<b>Total Reserve Projects:</b>	<b>233,529</b>	<b>21,060</b>	<b>31,508</b>	<b>27,387</b>	<b>20,106</b>	<b>26,425</b>	<b>126,486</b>	<b>24,656</b>	<b>38,133</b>	<b>25,397</b>	<b>23,097</b>	<b>26,098</b>	<b>137,381</b>	<b>263,867</b>	<b>497,395</b>
<b>Total Gross Projects</b>	<b>281,284</b>	<b>44,143</b>	<b>75,386</b>	<b>73,153</b>	<b>51,166</b>	<b>52,397</b>	<b>296,245</b>	<b>45,338</b>	<b>54,176</b>	<b>42,482</b>	<b>40,403</b>	<b>44,639</b>	<b>227,038</b>	<b>523,283</b>	<b>804,566</b>
<b>Funding Sources:</b>															
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)
<b>Total Funding Sources:</b>	<b>(524,010)</b>	<b>(23,194)</b>	<b>(35,249)</b>	<b>(40,028)</b>	<b>(22,426)</b>	<b>(31,629)</b>	<b>(152,526)</b>	<b>(35,198)</b>	<b>(39,947)</b>	<b>(25,975)</b>	<b>(23,097)</b>	<b>(26,098)</b>	<b>(150,315)</b>	<b>(302,840)</b>	<b>(564,845)</b>
<b>Total Net Debt-Funding Request:</b>	<b>(485,453)</b>	<b>20,949</b>	<b>40,137</b>	<b>33,125</b>	<b>28,740</b>	<b>20,768</b>	<b>143,719</b>	<b>10,140</b>	<b>14,229</b>	<b>16,507</b>	<b>17,306</b>	<b>18,541</b>	<b>76,723</b>	<b>220,443</b>	<b>239,720</b>
<b>5-year Average:</b>							<b>28,744</b>							<b>15,345</b>	<b>22,044</b>
<b>City Target:</b>		<b>20,949</b>	<b>40,137</b>	<b>33,125</b>	<b>28,740</b>	<b>20,768</b>	<b>143,719</b>	<b>13,314</b>	<b>19,492</b>	<b>13,560</b>	<b>16,658</b>	<b>13,700</b>	<b>76,724</b>	<b>220,443</b>	
<b>City Target - 5-year Average:</b>							<b>28,744</b>							<b>15,345</b>	<b>22,044</b>
<b>Variance to Target:</b>		<b>(0)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(0)</b>	<b>3,174</b>	<b>5,263</b>	<b>(2,947)</b>	<b>(648)</b>	<b>(4,841)</b>	<b>1</b>	<b>0</b>	
<b>Cumulative Variance to Target</b>			<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>		<b>3,173</b>	<b>8,436</b>	<b>5,489</b>	<b>4,841</b>	<b>0</b>			
<b>Variance to Target - 5-year Average:</b>							<b>(0)</b>							<b>0</b>	<b>0</b>

\* 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 June, 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	Comments
		Budget	Available to Spend	Year End Projection				Budget	Life to Date		
<b>Debt - Funded Projects</b>											
<i>Facility Projects:</i>											
54/55 Divisions Amalgamation	6,203.0	0.0	6,203.0	500.0	5,703.0	0.0	5,703.0	39,873.0	451.1	Red	Subsequent to Council approving the Site for the amalgamated 54 and 55 Divisions, Council directed staff to convene an interdivisional working group to undertake a Master Plan for the Site. Construction cannot be started until the Master Plan is completed. 2018 expenditures include hiring a consultant and secure an Architect who can participate in the Master Planning Exercise. Life to Date spending relates to Enironics Analytics (E.A.)
TPS Archiving	0.0	650.0	650.0	650.0	0.0	0.0	0.0	650.0	0.9	Green	Vendor of Record secured. Relocation of storage boxes and memo books from City Archives to Property Unit to be completed in 2018.
41 Division	0.0	395.0	395.0	395.0	0.0	0.0	0.0	38,928.0	45.6	Green	A feasibility study was completed outlining options for a phased demolition and construction of the new building.
32/33 Division	0.0	200.0	200.0	200.0	0.0	0.0	0.0	11,940.0	0.0	Green	Interior design consultant was hired in April 2018 and schematic designs are being developed.
<i>Information Technology Projects:</i>											
Peer to Peer Site	3,427.4	10,359.0	13,786.4	13,586.4	200.0	0.0	200.0	19,924.3	8,656.5	Green	Tendering process for major construction trades has concluded and construction is underway. The construction is expected to be substantially complete in the 4th quarter of 2018 with equipment fit up and occupancy in the 2nd quarter of 2019.
Transforming Corporate Support	1,509.0	1,300.0	2,809.0	2,609.0	200.0	0.0	200.0	8,742.5	4,066.1	Yellow	Phase I concluded - H.R.M.S. was completely upgraded ; a four-year blueprint for future technology enhancements was approved for Phase II. Phase II- In 2018 and beyond, resources will continue to focus on the redesign of the core foundational system and heavy focus on the planning phase of Phase III: the Time and Labour implementation project which involves replacing the Service's Time Reporting Management System (T.R.M.S.) with new H.R.M.S. functionality. Delay was due to resource constraints which will continue to impact planned timelines
Enterprise Business Intelligence	4,061.0	1,094.0	5,155.0	4,855.0	300.0	0.0	300.0	10,216.0	6,065.8	Yellow	Some deliverables from I.B.M. are behind the schedule. The Service is working with I.B.M to mitigate strategies to bring the project back on track
Radio Replacement	0.0	4,685.0	4,685.0	4,685.0	0.0	0.0	0.0	39,440.7	15,492.9	Green	The Board approved the contract award to Motorola Inc. at its October 26, 2017 meeting. The initial purchase of radios was completed in December 2017 and the radios are currently being deployed. An additional order of radios will be executed later in 2018.
Connected Officer	1,717.3	0.0	1,717.3	1,717.3	0.0	0.0	0.0	24,200.0	2,150.0	Green	Proof of Concept and the acquisition of 700 devices was completed by March 31, 2018 from P.E.M. grant funding.
Body Worn Camera - Initial Phase	487.4	0.0	487.4	437.4	50.0	0.0	50.0	500.0	23.3	Yellow	Complete scope of this project is being reviewed. Acquiring the external expertise required to effectively oversee, manage and analyse the B.W.C. non-binding R.F.P. process is in progress.
<i>Replacements/ Maintenance/ Equipment Projects:</i>											
State-of-Good-Repair	2,124.4	4,400.0	6,524.4	6,124.4	400.0	0.0	400.0	on-going	on-going	Green	Some of the projects within S.O.G.R. are on hold until decisions from transformational task force around facility realignment is made
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	C.E.W.'s were purchased from the Policing Effectiveness and Modernization grant.
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	607.1	Green	Phase II includes implementation of new system to accommodate A.P.S. requirements for photo evidence. Vendor has moved ahead with customizations, Toronto Parking Authority mobile payment check development is in progress. The target implementation date is 2nd quarter of 2018.
<b>Total Debt - Funded Projects</b>	<b>21,378</b>	<b>23,083</b>	<b>44,461</b>	<b>37,608</b>	<b>6,853</b>	<b>0</b>	<b>6,853</b>	<b>196,464</b>	<b>37,559</b>		
<b>Lifecycle Projects (Vehicle &amp; Equipment Reserve)</b>											
Vehicle Replacement	1,300.6	6,129.0	7,429.6	7,429.6	0.0	0.0	0.0	On-going	On-going		
IT- Related Replacements	4,373.5	12,569.0	16,942.5	16,877.0	65.5	0.0	65.5	On-going	On-going		
Other Equipment	4,999.0	2,362.0	7,361.0	5,419.5	1,941.6	0.0	1,941.6	On-going	On-going		
<b>Total Lifecycle Projects</b>	<b>10,673.1</b>	<b>21,060.0</b>	<b>31,733.1</b>	<b>29,726.0</b>	<b>2,007.1</b>	<b>0.0</b>	<b>2,007.1</b>				
<b>Total Gross Expenditures</b>	<b>32,051.0</b>	<b>44,143.0</b>	<b>76,194.0</b>	<b>67,333.9</b>	<b>8,860.1</b>	<b>0.0</b>	<b>8,860.1</b>				
<b>Less other-than-debt Funding</b>											
Funding from Developmental Charges	(7,000.0)	(2,134.0)	(9,134.0)	(3,431.0)	(5,703.0)	0.0	(5,703.0)				
Funding from PEM Grant - Connected Officer	(1,717.3)	0.0	(1,717.3)	(1,717.3)	0.0	0.0	0.0				
Vehicle & Equipment Reserve	(10,673.1)	(21,060.0)	(31,733.1)	(29,726.0)	(2,007.1)	0.0	(2,007.1)				
<b>Total Other-than-debt Funding</b>	<b>(19,390.5)</b>	<b>(23,194.0)</b>	<b>(42,584.5)</b>	<b>(34,874.3)</b>	<b>(7,710.1)</b>	<b>0.0</b>	<b>(7,710.1)</b>				
<b>Total Net Expenditures</b>	<b>12,660.6</b>	<b>20,949.0</b>	<b>33,609.6</b>	<b>32,459.6</b>	<b>1,150.0</b>	<b>0.0</b>	<b>1,150.0</b>				



## Toronto Police Services Board Report

---

August 9, 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 June 30, 2018**

### **Recommendations:**

It is recommended that:

1. the 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.

<b>Expenditure Category</b>	<b>2018 Budget (\$000s)</b>	<b>Actual to Jun 30/18 (\$000s)</b>	<b>Projected Year-End Actual (\$000s)</b>	<b>Fav/(Unfav) (\$000s)</b>
Salaries & Benefits	\$1,037.2	\$460.5	\$1,037.2	\$0.0
Non-Salary Expenditures	\$1,271.9	\$408.9	\$1,271.9	\$0.0
Total	\$2,309.1	\$869.4	\$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 June 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 Toronto Police Services 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.

**Conclusion:**

As at June 30, 2018, a zero variance is projected.

Respectfully submitted,

Andy Pringle  
Chair



## Toronto Police Services Board Report

---

August 8, 2018

To: Members  
Toronto Police Services Board

From: Andy Pringle  
Chair

**Subject: City of Toronto Council Decision – Mitigation Strategies to Address Projected Year-End Unfavourable Variances**

**Recommendation(s):**

It is recommended that:

1. the Chief implement mitigation strategies, effective immediately, in conjunction with the Chief Financial Officer;
2. these strategies be communicated to the Board as part of the Service's 3Q variance report

**Financial Implications:**

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

**Background/Purpose:**

At its meeting on June 26, 27, 28 and 29, 2018, City Council adopted a report from the Executive Committee regarding the operating budget variance for the three month period ending March 31, 2018. The report included a recommendation that City Council direct all City Programs and Agencies to continue to identify and undertake mitigation strategies to address projected year-end unfavourable variances, in conjunction with the Chief Financial Officer.

Council's decision and the complete report are available at this link:  
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.EX35.33>

**Discussion:**

Council adopted a report that included a recommendation that it direct all City Programs and Agencies to continue to identify and undertake mitigation strategies to address projected year-end unfavourable variances.

**Conclusion:**

It is, therefore, recommended that:

1. the Chief implement mitigation strategies, effective immediately, in conjunction with the Chief Financial Officer;
2. these strategies be communicated to the Board as part of the Service's 3Q variance report

Respectfully submitted,

Andy Pringle  
Chair

x:city\_of\_toronto\_council\_operatingvariance



## Toronto Police Services Board Report

---

August 8, 2018

To: Chair and Members  
Toronto Police Services Board

From: Andy Pringle  
Chair

**Subject: City of Toronto Council Decision - Operating Variance Report for the Year Ended December 31, 2017 (Collision Reporting Centre)**

### **Recommendations:**

It is recommended that the Board forward this report to the Chief of Police for information and any necessary follow-up.

### **Financial Implications:**

Toronto City Council, at its June 26, 27, 28 and 29, 2018 meeting, approved an increase to Police Services Budget for an amount to be determined in the 2019 budget process, for the funding of collision reporting centre at a central police location for reporting cycling collisions, such funds to come from the Capital Financing Reserve.

### **Background / Purpose:**

At its meeting held on June 26, 27, 28 and 29, 2018, City Council considered a report from Executive Committee.

The minutes detailing the City's consideration of this motion are available at this link:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.EX35.26>

### **Discussion:**

In considering this item, Council adopted, amongst others, the following recommendation:

8. City Council increase the Police Services Budget to fund a collision reporting centre at a central police location for reporting cycling collisions, through the 2019 Budget Process, such funds to come from the Capital Financing Reserve.

**Conclusion:**

It is 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

---

August 8, 2018

To: Members  
Toronto Police Services Board

From: Andy Pringle  
Chair

**Subject: City of Toronto Council – Closing the Service Gap in the Downtown East Revitalization Area**

### **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 with regard to the recommendation contained within this report.

### **Background/Purpose:**

The report detailing the City's consideration of this item is available at this link:  
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.CD29.5>

### **Discussion:**

City Council, at its meeting on June 26, 27, 28 and 29, 2018, adopted an Enhanced 12-month Action Plan.

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

**City Council request the Fire Chief and General Manager, Toronto Fire Services, the Chief, Toronto Paramedic Services, and the Toronto Police Services Board to review the current level of service presence at Yonge-Dundas Square and to consider a more proactive strategy to enhance safety and reduce incidences of violence including gun in the Downtown East area.**

**Conclusion:**

I recommend that the Board forward this report to the Chief of Police for consideration.

Respectfully submitted,

Andy Pringle  
Chair



## Toronto Police Services Board Report

---

July 16, 2018

To: Chair and Members  
Toronto Police Services Board

From: Mark Saunders  
Chief of Police

**Subject: Quarterly Report: Occupational Health & Safety Update for April 1, 2018 to June 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 second quarter of 2018.

### **Discussion:**

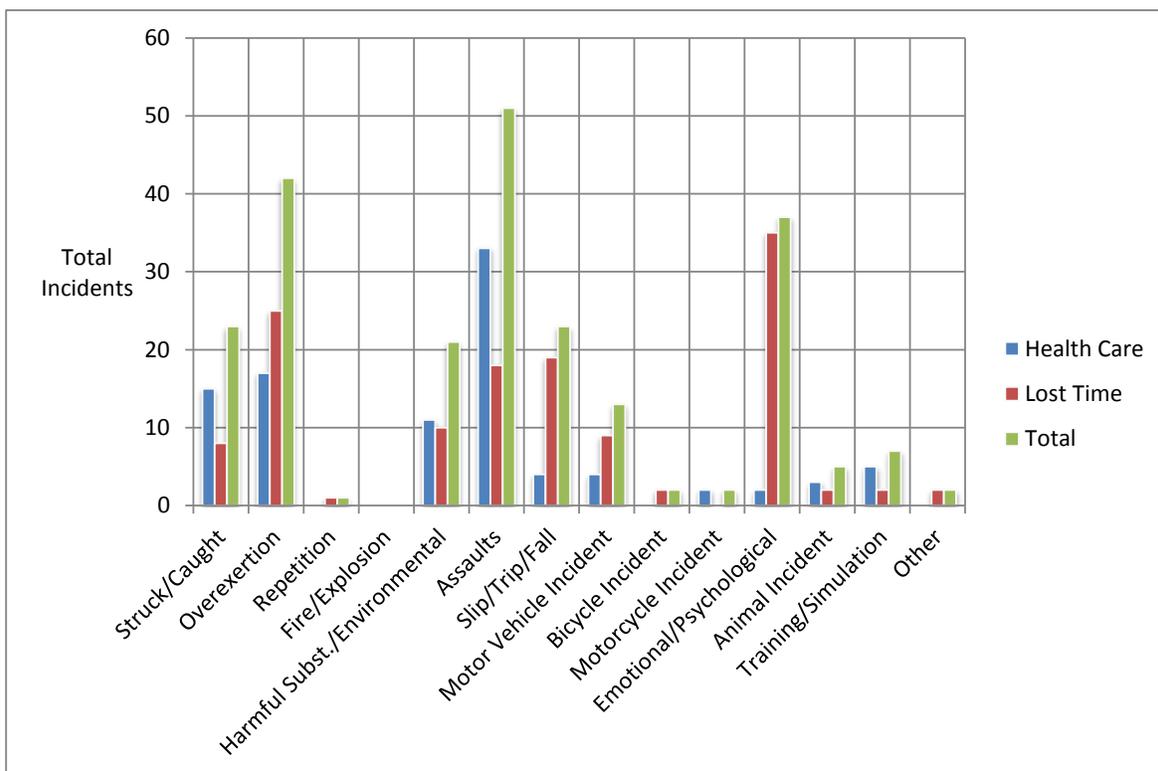
#### **Second Quarter Accident and Injury Statistics**

From April 1, 2018 to June 30, 2018, there were 229 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, 50 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 second quarter of 2018.

*Injured on Duty Reports  
April to June 2018*



<b>Incident Type</b>	<b>Health Care</b>	<b>Lost Time</b>	<b>Q2-2018</b>	<b>Q2-2017</b>
Struck/Caught	15	8	23	22
Overexertion	17	25	42	24
Repetition	0	1	1	1
Fire/Explosion	0	0	0	2
Harmful Substances /Environmental	11	10	21	17
Assaults	33	18	51	65
Slip/Trip/Fall	4	19	23	18
Motor Vehicle Incident	4	9	13	9
Bicycle Incident	0	2	2	4
Motorcycle Incident	2	0	2	5
Emotional/Psychological	2	35	37	9
Animal Incident	3	2	5	3
Training/Simulation	5	2	7	16
Other	0	2	2	3
<b>Totals</b>	<b>96</b>	<b>133</b>	<b>229</b>	<b>198</b>

The top five incident categories are:

1. Assaults: 51 reported incidents
2. Overexertion: 42 reported incidents
3. Emotional/Psychological: 37 reported incidents
4. Slip/Trip/Fall: 23 reported incidents
5. Struck/Caught: 23 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.

An increase was noted in the “Overexertion” category. A review of the incidents revealed that a number of incidents occurred as a result of suspects resisting arrest and/or a foot pursuit. A significant portion of training received by police officers is designed to mitigate the risk of these types of injuries.

The data also shows an increase in the number of approved claims in the “Emotional/Psychological” category. This increase may be attributed in part to the passing of new legislation, Bill 163, *Supporting Ontario’s First Responders Act (Posttraumatic Stress Disorder)*, 2016, which came into force on April 5, 2016. The legislation creates a presumption that posttraumatic stress disorder (P.T.S.D.) diagnosed in first responders is work-related.

## **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 second quarter of 2018, there were two critical injury incidents 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  
April to June 2018*

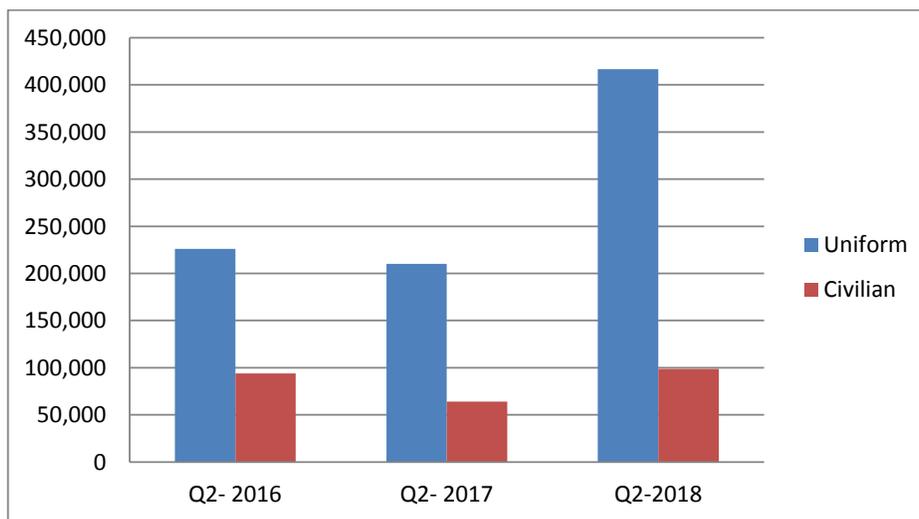
<b>Reported Exposures</b>	<b>April</b>	<b>May`</b>	<b>June</b>	<b>Q2 - 2018</b>	<b>Q2 - 2017</b>
Bodily Fluids, Misc.	17	15	14	46	51
Hepatitis A, B, & C	0	0	1	1	0
HIV	2	1	2	5	4
Influenza	0	0	0	0	0
Measles, Mumps, Rubella	0	0	0	0	0
Meningitis	0	1	0	1	2
Staphylococcus Aureus	1	2	1	4	5
Tuberculosis	2	0	2	4	4
Varicella (Chickenpox)	0	0	0	0	0
Bed Bugs	8	9	7	24	28
Other, Miscellaneous	1	2	5	8	9
<b>Total</b>	<b>31</b>	<b>30</b>	<b>32</b>	<b>93</b>	<b>103</b>

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 second quarter of 2018, there were a total of 93 reported incidents involving exposures or possible exposures. This represents a decrease of 10% when compared to the second quarter of 2017, in which a total of 103 incidents were reported.

**Injury and Accident Costs**

As a Schedule 2 employer, the Service paid \$98,833 in W.S.I.B. costs for civilian members and \$416,469 in W.S.I.B. costs for uniform members for the second quarter of 2018.



	<b>Q2 - 2016</b>	<b>Q2 - 2017</b>	<b>Q2 - 2018</b>
Uniform	\$ 226,169	\$ 210,253	\$ 416,469
Civilian	\$ 94,035	\$ 64,166	\$ 98,833

The increase in overall costs over the past second 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 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 second quarter of 2018 is summarized in the following chart.

*Member Disabilities: Non-Occupational  
April to June 2018*

<b>Disability Category</b>	<b>End of Q2 - 2018</b>	<b>End of Q2 - 2017</b>
Short Term	89	73
Long Term - LTD	4	4
Long Term - CSLB	79	71
<b>Total Disability</b>	<b>172</b>	<b>148</b>

### **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 second quarter of 2018, there were five 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*.

In addition, there were three complaints from 2017 and six complaints from the first quarter of 2018 which were recently re-categorized by Professional Standards as incidents which were being investigated as potentially meeting the criteria of workplace harassment. These incidents were initially miscategorised in the system and as such were not reported previously. In an effort to ensure transparency, the incidents are

being reported on this Board Report. Professional Standards is currently reviewing their internal processes to ensure that any categorization issues are corrected.

### **Other Occupational Health and Safety Matters**

Currently, the Service has 397 certified Joint Health & Safety Committee members, comprised of 277 worker representatives and 120 management representatives. For administrative purposes, uniform management representatives consist of members holding the rank of Staff/Detective Sergeant and above.

### **Conclusion:**

This report provides an update to the Board on matters relating to occupational health and safety issues for the second quarter of 2018.

The next quarterly report for the period of July 1, 2018 to September 30, 2018 will be submitted to the Board for its meeting in November 2018.

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:RD:cp

Board Report – Public – OHS update – Q2 – July to September 2018



## Toronto Police Services Board Report

---

July 25, 2018

To: Chair and Members  
Toronto Police Services Board

From: Mark Saunders  
Chief of Police

**Subject: The Way Forward (T.W.F.) Second 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:*

The T.T.F. identified total estimated savings of \$100 Million (M) over three years.

To date, the Service is estimating the realization of approximately \$88M in operating savings and cost avoidance by the end of 2018. It should be noted that these savings are the result of action taken on T.T.F. recommendations as well as action 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 (e.g., alternative funding/bridging strategies). The hiring moratorium represents approximately \$58M of these savings; \$5.0M in 2016, an estimated \$28.3M in 2017 and an anticipated \$24.5M savings in 2018.

The remaining savings of approximately \$30M are a result of other management actions to reduce costs (e.g. reductions in the number of vehicles and other equipment, reductions to contracted services and computer maintenance, reduced caretaking services levels), alternative funding/bridging strategies (e.g. funding from capital and reserves) and other unspecified budget reductions that have been supplemented through provincial modernization grant funding.

The total estimated savings to date, particularly those budgeted for 2018, will be monitored and adjusted up or down, as more definitive information becomes available.

*Cost Estimates:*

The Service continues to develop detailed plans for each of the recommendations, including financial impacts. Once these financial impacts are determined, the information will be reported to the Board. In the meantime, the below information focuses on the costs incurred to-date.

The implementation of the various T.T.F. recommendations is a large and complex endeavour which will require a significant amount of work and time. Members from across the Service have been redeployed to the T.T.F. team to assist in the implementation of the T.T.F. recommendations. The Service is tracking the value of these resources as part of its overall project management framework.

In addition to internal budgeted resources, external resources have been engaged to support project management, strategic communications and procurement. Total costs incurred from 2016 to June 30, 2018 were \$2.6M. Funds were expended from the modernization reserve through our operating budget (\$1.6M), the capital budget (\$0.5M), and the Board's special fund (\$0.5M).

\$7.3M for software, equipment and specialized services for various initiatives 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). There are a number of T.T.F. initiatives that are dependent on 2018-2019 P.E.M. funding. While the Service has submitted an application for the 2018-2019 grant, we have not yet received the agreement back from the Ministry. Further delays in receiving the contract may put the delivery of some projects at risk.

*Key Actions Required:*

Investments will now have to be made, and the necessary funding provided, in order to continue to achieve the modernization objectives of The Way Forward report. The funding for these investments will be reflected in the Service's 2019 operating and capital budget requests. However, it must be noted that due to significant civilian vacancies in Human Resources (H.R.), Information Technology Services (I.T.S.) and other areas across the Service, the ability of Service staff to deliver day to day services, and at the same time implement T.T.F. and other Service initiatives, is not sustainable and is causing issues in both daily and project work. These vacancies, combined with the larger and complex workload resulting from the modernization, have put significant stress on remaining staff, and put the delivery of the key services and the success of modernization projects at risk. Therefore, the filling of key position vacancies is paramount to the success of modernization and business continuity.

## **Background / Purpose:**

As requested by the Board, the purpose of this quarterly report is to provide stakeholders with status updates on the implementation of the recommendations to June 30, 2018. This includes details regarding achievements and progress, as well as risks or issues that require mitigation or further escalation.

## **Discussion:**

This is the second quarterly update for 2018. As in previous updates, we continue to make progress and focus on implementing the recommendations as outlined in The Way Forward report. The Strategy Management Unit (S.T.M.) has continued to engage the leadership of the Service to drive the modernization efforts and their strategic vision through all levels of the organization. As this is a complex undertaking, S.T.M. continues to evolve to meet project management demands and blend operational requirements and modernization outcomes.

The following focuses on developments over the second quarter of 2018:

### *New Policing Model*

The Service and the City have established a unified approach to manage calls received by 911 and 311 in an effort to clearly identify calls that require the response of the Service, and those that require a City Service response. As of May 14<sup>th</sup>, 2018, the Service began applying a process that empowers our Communications Operators to continue to refer non-policing calls that may more appropriately require a City response to 311.

On June 11, 2018, 54 and 55 Divisions amalgamated all operations. This amalgamation included the introduction of a new shift schedule for Primary Response Officers; a percentage of officers now work a 7on/7off schedule which complements the deployment of officers working the traditional compressed work week schedule. To date, the response from officers and the management team has been positive. S.T.M. continues to work with the Toronto Police Association (T.P.A.) to determine potential new shift schedules which will best meet the demand for service as well as officer preference. All members of the Service have been surveyed with regard to the latter, and a third party expert (Strategic Direction) has been contracted by the T.P.A. to analyse and propose new shift schedules for the Service. The Service and the T.P.A. continue to work collaboratively and look for opportunities to pilot new schedules throughout the Service.

A comprehensive Service-wide plan to operationalize the new boundaries continues to be built in collaboration with all internal business units. Methodical planning is crucial to the successful implementation of the new boundaries which includes the formation of numerous working groups and detailed work breakdown structures for each affected unit. Stakeholder engagement continues to ensure all members are aware of the new

direction from Command (District Policing Model) and to set clear expectations that this is a multi-year initiative. This is being done via webinars and face to face meetings with Members throughout the Service.

An Executive Steering Committee for the District Policing Model has been established and has identified the majority of working group Members. This committee will help strengthen alignment across the organization and assist with the identification of Unit requirements and work needed to achieve the District Policing Model and the new boundaries. It will also provide oversight to the project to ensure key objectives and outcomes are successfully achieved.

Amalgamation of the 32/33 and 11/22 Criminal Investigative Bureaus (C.I.B.) have been completed with staffing requirements determined and work space and equipment needs addressed.

The development of Service policy and training standards for the Vulnerable Persons Registry (V.P.R.) is continuing. The Service has obtained legal opinions within the organization as well as a favourable position from the Privacy Commission.

Internal and external focus groups and workshops have been held for the Enhanced Neighbourhood Officer Program. Working groups and an advisory committee have been created to assist with the implementation of this initiative. In the next 90 days we will be seeking approval by Command to pilot this project in the Fall of 2018. A staff member from the City's Community Safety and Well-Being Unit has been assigned to assist the Service with this initiative. Additional milestones and significant achievements are:

- Crime prevention materials have been finalized which range from various forms of print medium to short video vignettes.
- S.T.M. and the Community Partnerships and Engagement Unit (C.P.E.U.) continue to engage internal stakeholder groups to solidify the program vision and desired outcomes. Community consultations have been conducted with residents in 11, 22, 41 and 42 Divisions.

### *Partnerships and Service Reallocation*

#### Lifeguard Program

The transfer of the Lifeguard Program to the City is complete. A Service Level Agreement has been drafted and will remain a document that can be enhanced as the program transfer evolves. The Service continues to maintain related equipment and supplies on a cost recovery basis, for the remainder of the 2018 season.

#### Crossing Guard Program

The City has awarded a contract for the 2018/2019 season with regard to the backfilling of Crossing Guards. The Service continues to work collaboratively as the City develops a Request for Proposal (R.F.P.) to secure a vendor for City-wide Crossing Guard services for the September 2019 school year.

### Alternative Service Delivery

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 received and is in the process of reviewing the final report. Communications have been sent to all Members of Court Services and Parking Enforcement explaining the delays, as well as anticipated time lines.

The E.Y. report will be presented to the Board once the Service's review has been completed, which is expected to occur in the August/September timeframe.

### Technological Improvements

Feedback from members in 51 Division around the Connected Officer initiative has been positive. However, officers have expressed frustration with the various technical issues that need to be resolved. On-site training is ongoing at the Division to continue to support Members, and business process development with Communication Services is underway. The Connected Officer team continues to work diligently on this project and is managing numerous competing priorities. Plans have been made to compliment the Enhanced Neighbourhood Officer Program as described above by ensuring that identified officers in a pilot project are connected.

Various Business Intelligence initiatives are underway including:

- Pushpin upgrade – data modelling and design have been finalized
- TPS hosted a hackathon with Ryerson DMZ to explore new ways of using the public safety data portal and other data sources to design an online community complaint process.
- Situational awareness project requirement gathering and proof of concept deployment completed.

I.T.S. has benchmarked, organized, and conducted a capacity/demand assessment which is on target for August 2018. Any funding requirements to come out of the assessment will be incorporated into the Service's 2019 operating budget request.

### *Culture Change, Human Resources*

The Organizational Culture Assessment (O.C.A.) final report has been received and shared with the members of the People and Culture team. The team has been assigned as project lead, and will communicate the results and develop an implementation plan which includes:

1. Building Awareness
2. Prioritization and Vision
3. Implementation

People Plan achievements include:

- Professional Development Program strategy commenced with the Toronto Police College;
- Performance management program launched for Senior Officers with direct reports – 76% of Senior Officers have set performance goals thus far;
- Mentorship and 360 degree feedback has been launched, with a successful pilot for front line sworn female officers concluding in March; there were approximately 40 mentors and 39 mentees of which 40 participated in a 360 degree evaluation on TPS competencies. A second pilot is being scheduled for Q4 of 2018 with a focus on civilian front line supervisors.

Recruitment of the Human Resources (H.R.) leadership team continues. An H.R. Business Partnerships Manager has been hired and has commenced the implementation of that mandate. The interviews for managerial roles in Wellness and Talent Acquisition have been completed and the successful candidates are expected to commence work in July 2018. Recruitment for the Manager of Diversity & Inclusion is in progress.

#### *Accountability and Engagement*

A webinar was created and disseminated to all Members outlining the new District boundaries and the implementation approach to operationalize them.

Internal focus groups and community consultations have taken place with regard to the Enhanced Neighbourhood Officer Program. The information gathered through these sessions has provided valuable insight for the development and implementation of the pilot project.

#### Next Steps

Next steps include:

- The approval for the implementation plan for the Neighbourhood Officer Program;
- The continued development of the detailed implementation plan for executing the new boundaries;

- The development of expansion and sustainability plans for the Connected Officer Initiative, once technical issues are addressed;
- Leadership and Command workshops on the O.C.A. and a subsequent stakeholder engagement plan;
- Continued collaboration with the T.P.A. and Board regarding alternate shift schedules;
- Continued engagement with Service Membership and the public; and
- Collaboration with the Service's Finance and Business Management to further quantify anticipated costs (as it may represent additional 2018 – 2020 budget pressures) and 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, the resolution of key issues around sustainable staffing and funding will be a priority as the project moves forward.

Respectfully submitted,

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

## Recommendation # 1 : Connected Officer

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 application functionality not being fully deployed. Budget offtrack as a funding source has not been identified to continue deployment. Project Scope is off track due to additional infrastructure required. Stakeholder impact is at risk due to reduced functionality of applications and delayed implementation dates. Project staffing is off track due competing priorities.

### Progress in Last 90 Days

- Efforts continuing to resolve technical challenges.
- Sustainability planning initiated to assist in future strategy of Connected Officer.

### Progress in Next 90 Days

- Planning training and engagement activities for deployment to 55 Division scheduled for Fall 2018.
- Coordination with Neighbourhood Officer program to support enhanced pilot scheduled for Fall of 2018.
- Acquire external resources for business process improvement project to support mobility.
- Acquire external resources to assist in the creation of a sustainability plan for the Connected Officer Program.

### 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 'Big Data'

Toronto Police Service support the new service delivery model with a strengthened capacity to collect, measure, and evaluate data from a wide range of internal and external sources, including an improved 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

- D51 camera locations included in the camera locator app. Discussions and requirement gathering for Service-wide Camera, Night listings and Trespass Letters app.
- Initial draft design of the Geocoding service completed. Development underway.
- Conducted Mobile App demo by IBM for BIAU and ITS,
- Completed: Initial review by TPS/QA for draft IBM Release 1 – CAD deliverables for eBI data warehouse; High Risk records discussions for multiple data repositories and approach finalized for production.
- Pushpin Upgrade - Data modeling and design finalized.
- Information Management Working Group (IMWG) established for Service wide data governance.

### Progress in Next 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.
- ESRI PORTAL 10.6 production environment upgraded.
- Situational Awareness applications developed.
- User acceptance testing for IBM data repositories deliverables. Development for data repositories extract transform and load coding.
- Terms of reference document for IMWG.

### Beyond 90 Days

- eBI data warehouse project completed.
- Identity Insight inclusion of vehicle and business entities.
- Global Search proof of concept use case testing commencing.
- Pushpin Upgrade - search module testing commencing.
- Situational Awareness applications testing commencing.

## Recommendation # 4 : Risk Assessment for Priority Response

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

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 is marked as AT RISK because this concept has not been considered during the divisional amalgamation.

### Progress in Last 90 Days

- TPS and the City have established a unified approach to manage calls received by 911 and 311 in an effort to clearly identify those calls that require the response of TPS, and those that require a City service response, and those that are more appropriately referred to another organization.
- As of May 14, 2018, the TPS began applying a focused process to this practice that will empower TPS Communications Operators to continue to refer non-policing calls that may more appropriately require a City response to 311.

### Progress in Next 90 Days

- TPS and the City are working to develop a joint public awareness campaign on the correct number to call for emergencies and City services.
- The Priority Response Model will be considered in the context of the District Model.

### Beyond 90 Days

- Implement a pilot version of the Priority Response model in at least one division or district.
- Monitor the outcome of the pilot.

## Recommendation # 5 : Alternate Reporting and Follow-up for Non-emergencies

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

<b>Project Lead(s)</b>	SGT P. Jones   PC K. Bassett   CIV M. Everest	<b>Command Sponsors</b>	D/C P. Yuen   D/C S. Coxon
------------------------	---	-------------------------	----------------------------

<b>PROJECT HEALTH</b>										 On Track  At Risk  Off Track	<b>Anticipated end date:</b> 2019
TIMELINES		BUDGET		PROJECT SCOPE		STAKE HOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS	
Last Period	Current Period										
											Timelines are marked as AT RISK because 52 CISU is still outstanding. It has also not been determined whether CISUs will be considered permanent sub-units. Clarification is required regarding the use of CopLogic.

### Progress in Last 90 Days

<ul style="list-style-type: none"> <li>-Launch of Agreed 311 Response Model 2018.05.18</li> <li>-Launch of D14 CISU 2018.03.10</li> <li>-CISU Coordinator's Meeting 2018.03.02</li> <li>-Met with internal stakeholders, identified issues and developed potential solutions</li> <li>-Worked with ITS, BCM to confirm which potential solutions are viable</li> <li>-Commenced Information Security PIA process</li> <li>- Various proactive media interviews to discuss knowing the right number to call</li> </ul>	<ul style="list-style-type: none"> <li>-Work Order was issued on 2018.05.30, Intergraph commenced CopLogic upgrade</li> <li>-Met with PRIME members and identified issues related to intake of online reports</li> <li>-Email to all divisions for feedback regarding repetitive issues with online reports</li> <li>-Performed statistical analysis from 2012 forward re PRIME staffing and call volume</li> <li>-Obtained a position from the Privacy Commissioner of Ontario for VPR</li> <li>-Obtained a legal position from TPS Legal Services for VPR</li> <li>-Completed a draft version of Service Policy for VPR</li> </ul>
---	--

### Progress in Next 90 Days

<ul style="list-style-type: none"> <li>-Ongoing monitoring and statistical analysis</li> <li>-Bi-monthly working group and steering committee meetings.</li> <li>-Authorization for CISU's as Established Sub-Units</li> <li>-Development of CISU Dashboard Tool</li> <li>-Obtain clarification regarding CopLogic component of process.</li> <li>-Testing version of Online Parking is projected to be ready by 2018.07.16</li> <li>-Limited launch of Online Parking to small group of property owners (July/August)</li> </ul>	<ul style="list-style-type: none"> <li>-Complete a written proposal regarding improved processes for the intake and review</li> <li>-Complete Privacy Impact Assessment for VPR(Information Security)</li> <li>-Finalize Service Policy for VPR</li> <li>-Develop training materials for VPR</li> <li>-Completon of training and awareness strategy for VPR</li> </ul>
---	--

### Beyond 90 Days

<ul style="list-style-type: none"> <li>-Marketing and awareness campaign</li> <li>-Launch of D52 CISU</li> <li>-Declaration of CISUs as permanent sub units</li> <li>-Full Launch of Online Parking</li> <li>-Request approval for implementation of new online report review process.</li> <li>-Full launch of VPR</li> </ul>
--

## Recommendation # 7 : More Efficient Scheduling

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	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
◆	●	●	●	◆	●	◆	●	●	●	The TPS and the TPA have 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 TPS and the TPA developed a 7 days on 7 days off 11 hour shift schedule for Members of the newly merged 54/55 Division (now just referred to as D55).
- Members were asked if they would like to pilot this new shift schedule. Approximately 30% of the existing front line Primary Response Officers were selected to participate in this pilot.
- On June 11, 2018, the pilot commenced. The 30% who volunteered are now working day and afternoon shifts in a frontline primary response surge capacity to support existing front line duties. The response from the officers in D55 has been extremely positive.
- The TPS and the TPA met to discuss further shift patterns and selected 41 Division as a potential site to pilot another shift.

### Progress in Next 90 Days

- The TPA has conducted a shift schedule survey with uniform and civilian Members across the service. The data from these surveys as well as call for service data will be analyzed and the TPS and the TPA will continue to work collaboratively to find other suitable shift schedules for other divisions in the City.
- A process to ease the transition from the CWW to new shift patterns will be developed with the assistance of other internal TPS units.

### Beyond 90 Days

- The TPS and TPA 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.

## Recommendation # 8 : More Effective Deployment in Vehicles

Using risk and demand analysis, we believe there may be an opportunity to identify situations where unaccompanied officers or response alternatives are more appropriate and will allow for more effective deployment while continuing to ensure officer safety. Changes within the 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	
										The Progression of this recommendation is dependent on discussions taking place between the TPA and the TPSB. A more effective deployment of officers will be dependent on the success of the other TTF recommendations. Until these other recommendations are put into place, this recommendation should be placed on hold.

### 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 in order 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.

## Recommendation #9 : A Risk-based Response to Special Events

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)

S/SGT J. Darbyshire

Command Sponsors

D/C J. Ramer

### PROJECT HEALTH



On Track



At Risk



Off Track

Anticipated end date: 2018

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	
										An appropriate staffing model is required to fully assess risks to the City's special events. Requests for resources have been made. At present, full adoption of the risk-based approach remains critically dependent on changes to Provincial statutes and legislation.

### Progress in Last 90 Days

- There has been no progress on this recommendation in the last 90 days.
- Work on this recommendation was suspended pending injection of suitable resources.
- The matter had been escalated to the Deputy Chief in an effort to find a long term solution.

### Progress in Next 90 Days

- Currently under review by Special Events to determine how to move forward given its current staffing environment.

### Beyond 90 Days

- Work on this recommendation is suspended [ending the review by Special Events].

## Recommendation # 12 : Alternate Delivery of the Lifeguard Program

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 commencing in May the City Parks, Forestry and Recreation staff report that operations are going well. The TPS and the City work together to address any issues that arise

### Progress in Last 90 Days

- Service level agreement has been drafted and will remain a document that can be enhanced as the program transfer is underway.
- Presentation from the City outlining accomplishments and outstanding tasks.
- Worked with the City and TPS subject matter experts to complete any remaining tasks.
- TPS maintained equipment and supplies for the opening of the 2018 season.
- Expenses and hours spend on the lifeguard program by TPS staff tracked for cost recovery.

### Progress in Next 90 Days

- TPS will work with the City to inventory supplies and to conduct post-season work on equipment.
- Expenses and hours spent on supporting the lifeguard program will be tracked for cost recovery.

### 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

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 project manager assigned by City of Toronto Transportation Services has prepared a project Charter and plan that was approved by the steering committee for the project. This plan improved timelines and clearly outlined the project scope. The TPS continues to support the transfer of the program, being managed by the City

### Progress in Last 90 Days

- Communication sent to all school crossing guards, impacted members, Unit Commanders, Councillors and school boards on the anticipated changes for the 2018/2019 school year.
- RFQ issued by the City and contract award underway for backfill services for the 2018/2019 season.
- RFP for the overall transfer of the program in 2019 being drafted.
- Portal for sharing of information and backfill request created by the City.

### Progress in Next 90 Days

- City to award a contract for backfill services for 2018/2019 school year.
- RFP to be released by the City for city-wide school crossing guard services for 2019/2020 school year and beyond.
- Training and support for School Crossing Guard coordinators on how to make backfill requests to be provided.
- TPS to assist on the drafting of the RFP by the City.

### Beyond 90 Days

- City to release RFP and 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 Enforcement to Improve Public Safety

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

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 TSV liaison and STM 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 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

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)

S/SGT J. Darbyshire

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	
										Changes to section 134 of the Highway Traffic Act and a variety of associated Ontario Regulations are required, which effect time lines. At present, on-duty officers continue to be required to support commercial paid duty requirements.

### Progress in Last 90 Days

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

### Progress in Next 90 Days

- Currently under review to determine how to move forward given current staffing environment.

### Beyond 90 Days

- Work on this recommendation is suspended pending review.

## Recommendation # 16 : City-wide Divisional Boundary and Facility Realignment

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 140 neighbourhoods, and coordinate better with the planning of other City and provincial services.

Project Lead(s)

Consultant L. Muller

CO S. Cairns

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)

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, Budget, Scope AT RISK until project is more defined. Stakeholders AT RISK but trending upwards. Substantial increase in engagement. Project Staffing AT RISK. Resource shortages are being addressed. Further consolidations of other units on hold while sorting out radio band and facility complexities.

### Progress in Last 90 Days

- Scoping of the new District Model in progress.
- Criminal Investigations Bureau Consolidations complete for 32D/33D and 11D/22D.
- Full amalgamation of other 54D/55D (now known as 55 Division) units completed within the existing boundaries of 54D and 55D.
- Currently piloting 7&7 and Compressed Work Week shift schedule for the Community Response Unit in 55 Division with the aim of improving resource availability.
- Project Governance: Established an Executive Steering Committee for the District Policing Model, draft terms of reference, and identified majority of working group members for the project.
- AVLS: on hold until project requirements are developed.

### Progress in Next 90 Days

- Complete draft requirements and current state analysis.
- Address resourcing issues on project team.
- Project governance: develop work stream terms of reference, project team launch.
- Develop template and sample documentation for future consolidations based on the 54D/55D amalgamation and lessons learned.
- Initiate external engagement on the new District Boundaries and the approach to its implementation.
- Identification of high-level capital requirements for the implementation of the District Model program.

### Beyond 90 Days

- Continuation of work around the planning phase for the new district model.
- Development of final requirements and design for implementation.
- Update project documentation with budget and scope.

## Recommendation #17 : More Accessible and Transparent Information and Services

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

- Published 2014-2017 MCI data on Public Safety Data Portal
- Hackathon - TPS hosted (DMZ Ryerson) event and invited community to explore new ways of using the Public Safety Data Portal and other data sources to design an online community complaint process
- Continuing to work with City of Toronto for traffic related data
- Continuing partnerships for ongoing updates

### Progress in Next 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
- Presentation of a community complaint process to the Toronto Police Services Board by the successful Hackathon team

### Beyond 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
- Continued development of the community complaints process

## 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

### Progress in Next 90 Days

### Beyond 90 Days

## Recommendation # 19 : Assessing Information Technology Requirements

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	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	

### Progress in Last 90 Days

- Benchmark, Organization, Capacity/Demand Assessment - on target for August 2018
- Start up of Benchmark Study segment of project, Setting schedule with target dates, Scheduling workshops
- Benchmark Study data gathering continues, Capacity / Demand Assessment work started
- Benchmark Study data validation started and progressing, Capacity / Demand Assessment work continues, Organization assessment portion started
- Submit 2019 Operating Budget request for funding for IT Strategy initiatives

### Progress in Next 90 Days

- Complete Benchmark Study work, receive, review, finalize report
- Complete Capacity & Demand assessment work
- Complete Organization Assessment work
- Receive, review, and finalized reports
- Develop road map of recommendations
- Schedule presentation/briefing sessions of findings and recommendations

### Beyond 90 Days

- Complete IT Investment Prioritization initiative started in March
- Start initiative to develop and implement Supply / Demand Remediation Plan (outcome of Benchmark, Organization, Capacity/Demand Assessment )

## Recommendation # 20 : Alternate or Shared Delivery of Court Services

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	
										Ernst & Young required additional time to complete work on the final report of the cost benefit analysis. A date for the report to be presented to the Board has not yet been determined

### Progress in Last 90 Days

- Fact checking exercise on the draft Ernst & Young report was conducted by Subject matter experts.
- Additional data and feedback for the cost benefit analysis was provided to the City.
- Communications were sent to members of Court Services on the delays and new anticipated time lines.

### Progress in Next 90 Days

- Cost benefit analysis to be presented to the Board.
- Communications to members timed appropriately with the release of the report.
- Next steps to be determine based on the reports findings.

### Beyond 90 Days

- Further action on this recommendation to be determined based on the findings of the cost benefit analysis

## Recommendation # 21 : Alternate or Shared Delivery of Parking Enforcement

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	
										Ernst & Young required additional time to complete work on the final report of the cost benefit analysis. A date for the report to be presented to the Board has not yet been determined

### Progress in Last 90 Days

- Fact checking exercise on the draft Ernst & Young report was conducted by subject matter experts.
- Additional data and feedback for the cost benefit analysis was provided to the City.
- Communications were sent to members of Parking Enforcement on the delays and new anticipated time lines.

### Progress in Next 90 Days

- Cost benefit analysis to be presented to the Board.
- Communications to members timed appropriately with the release of the report.
- Next steps to be determine based on the report findings.

### Beyond 90 Days

- Further action on this recommendation to be determined based on the findings of the cost benefit analysis

## Recommendation # 23 : Investment in 9-1-1

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.

<b>Project Lead(s)</b>	SGT P. Jones	PC K. Bassett	CIV M. Everest	<b>Command Sponsors</b>	D/C S. Coxon	CAO T. Veneziano
------------------------	--------------	---------------	----------------	-------------------------	--------------	------------------

<b>PROJECT HEALTH</b>										 On Track  At Risk  Off Track	<b>Anticipated end date:</b> 2019+ (multiple phases)
TIMELINES		BUDGET		PROJECT SCOPE		STAKE HOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS	
Last Period	Current Period										
											Timelines were upgraded to 'On Track' due to update to scope. Project staffing was also upgraded to 'On Track' due to update to scope.

### Progress in Last 90 Days

- In an April 30th 2018 email, Deputy Coxon advised that the implementation of technology/process will be handled by Telecom, Strategy Management is to focus on cost recovery
- Bell Canada will be taking the lead on development of next generation 9-1-1 technology.

### Progress in Next 90 Days

- The team will continue to work with City partners to determine next steps.

### Beyond 90 Days

- Until the telecommunications industry has provided their framework for NG 9-1-1 technology it will not be possible to gauge the scope and cost of implementing TPS NG 9-1-1 solutions
- 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 and Human Resource Strategy

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 D/C S. Coxon

### 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

- April 30th OCA Final Report shared with People Strategy and Culture Team
- May 29th People Strategy and Culture assigned to lead the Culture Project, including the communication of the results and execution of the implementation plan
- High level Project Plan develop that includes 3 Phases: Phase 1 - Building Awareness, Phase 2 - Prioritization and Vision, Phase 3 - Implementation
- Change Request for PEM grant submitted to the Ministry of Community Safety and Corrections Services
- Work with Procurement to secure vendors for next phases of project

### Progress in Next 90 Days

- Secure vendors for next phases of Culture Project
- Plan, Develop and Deliver Command and Executive Level workshop on the OCA results and next steps July 23rd, 2018
- Prepare Report for PSB on the Organizational Culture Assessment results and next steps for September PSB meeting
- Develop communications strategy for the sharing of the OCA results internally and externally

### Beyond 90 Days

- Plan, Develop and Deliver focus groups and engagement sessions for the prioritization and vision phase of the project
- Report and Present at the September PSB meeting
- Communicate and share the OCA results internally and externally
- Develop Implementation Plan of Culture Change Programs for 2019 and beyond

## Recommendation # 25 : Public Engagement Strategy

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

- Developed Engagement Strategies that introduced the District Model of Policing; specifically the district boundaries to public stakeholders
- Developed Engagement Strategies that introduced the Neighbourhood Officer Program to public stakeholders
- Continued with media releases and journalist interaction revolving around modernization.
- Command attended and conducted various town halls and community meetings building the public's awareness of the implementation of district policing
- Social Media activity echoing modernization updates and achievements.

### Progress in Next 90 Days

- Collaborating with the various working groups of the Neighbourhood Officer program to develop communications strategies regarding the NO pilot program starting in October.
- Command to continue various public engagements to keep stakeholders up to date on modernization updates, with a focus on the district policing model

### Beyond 90 Days

- Continue engaging the public using multiple communications tools to keep them advised of modernization efforts.

## Recommendation # 26 : Service Engagement Strategy

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 District Model of Policing to our members; specifically the district boundaries.
- Developed various presentations for steering committees, advisory groups and working groups that expand on the implementation and project management approach to the district boundaries
- Command face to face engagements attending divisional parades
- Started 'Parade Note' program to help build member awareness about modernization

### Progress in Next 90 Days

- Continue engagement with all members and external stakeholders regarding updates on modernization initiatives - with focus on the enhanced Neighbourhood Officer Program which will begin its pilot in October & the continued amalgamation of divisions

### 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

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 TPA is ongoing

### Progress in Next 90 Days

- Engagement with the TPA is ongoing

### Beyond 90 Days

- Engagement with the TPA is ongoing

## Recommendation # 30 : People Management Strategy

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 from the prior quarter to recognize that while PEM 2 has now been approved, Addressing any resulting gaps is now in progress. Project staffing remains yellow from the last quarter due to the need for a permanent Manager of Talent Acquisition to develop/finalize the strategies for Talent Acquisition and Service Deployment.

### Progress in Last 90 Days

- The Promotional Process Initiative was launched and RFP submitted.
- Core Values displays and reference cards in development for Service wide distribution.
- The Professional Development Program commenced development strategy with TPC.
- The P&C Communications Strategy developed.
- PEM Grant application for 2018 to 2019 decisions received.
- The Organizational Restructuring initiative saw the completion of the recruitment of the HR leadership team. Informal notification meetings near completion for all members of the P&C pillar.
- Recognition program launched.
- Performance Management goals set at the leadership level.
- The Service Delivery Transformation implementation kick off completed.
- The People Dashboard requirements gathering completed.
- Talent Acquisition, Service Deployment, & Wellness Initiatives on hold.

### Progress in Next 90 Days

- The Competency Framework incorporated into paper-based performance reviews.
- The Mentorship civilian pilot to be launched in September.
- P&C Restructuring recruitment of Talent Acquisition and Wellness Mngrs on-boarding.
- Wellness and Talent Acquisition Strategy development.
- 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.
- Performance Management mid year reviews.
- Transition to phase 2 of the development of Uniform Job Descriptions.
- P&C Dashboard project charter, aligned to Data Mart, completed.
- Budget planning for programs that did not receive PEM 2 funding.

### Beyond 90 Days

- Training, communication, integration and ongoing monitoring of the Competency Framework , Core Values.
- Development of the calibration process for Performance Management; probation plan for uniform recruits.
- 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 on-boarding 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

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	
										Budget pending approval

### Progress in Last 90 Days

- Humber Neighbourhood Policing Research Report released in April 2018. Held Neighbourhood Officers Symposium which included TPS Neighbourhood Officers and TSP members
- Created 5 Working Groups and an Advisory Committee to assist with the next phase of implementation
- Conducted Community Consultations with residents in Divisions 41, 42, 11, 22 (June 12, 14, 19, 20, 25, 26)
- Surveyed and held focus groups with current Neighbourhood Officers
- Held engagement meeting with S/Sergeants and Sergeants in 11, 22, 41 and 42 Divisions
- A staff member from the City's Community Safety and Well-being Unit has been assigned to work on the development of the Neighbourhood Officer Program

### Progress in Next 90 Days

- Seek Command approval for Pilot to proceed
- Prepare for Pilot - training, staffing, resources which includes equipments, informational assets, communications internal and external
- City of Toronto will prepare a Partner Asset list for each pilot neighborhood

### Beyond 90 Days

- Start Neighbourhood Pilot



## Toronto Police Services Board Report

---

July 24, 2018

To: Members  
Toronto Police Services Board

From: Andrew Pringle  
Chair

**Subject: Semi-annual Report: Toronto Police Services Board  
Special Fund Unaudited Statement: January to June 2018**

### **Recommendation:**

It is recommended that the Board receive the report on the Toronto Police Services Board's Special Fund un-audited statement for information.

### **Financial Implications:**

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

### **Background / Purpose:**

As required by the Toronto Police Services Board (T.P.S.B.) Special Fund policy (Board Minute #P152/17) expenditures for the Special Fund shall be reported to the Board on a semi-annual basis. This report is provided in accordance with such directive. The T.P.S.B. remains committed to promoting transparency and accountability in the area of finance.

### **Discussion:**

Enclosed is the un-audited statement of receipts and disbursements with respect to the Toronto Police Services Board's Special Fund for the period January 01 to June 30, 2018.

As at June 30, 2018, the balance in the Special Fund was \$701,231. During the first half of the year, the Special Fund recorded receipts of \$188,070 and disbursements of \$288,054. There has been a net decrease of \$99,984 against the December 31, 2017 fund balance of \$801,215.

Auction proceeds have been estimated for the months of April, May, and June 2018 as the actual deposits have not yet been made.

For the first half of 2018, the Board approved and disbursed the following sponsorships:

<b>Sponsorship</b>	<b>Total Amount</b>
Community Consultative Groups	\$30,000
Victim Services Toronto	\$25,000
Toronto Region Board of Trade	\$15,000
Toronto Caribbean Carnival	\$10,000
United Way	\$10,000
Community Police Consultative Conference	\$9,000
Toronto Police Service Cricket Club	\$9,000
Black Youth Leadership Conference	\$9,000
Black History Month	\$7,000
National Aboriginal Day	\$6,500
Asian Heritage Month	\$6,000
International Francophone Day	\$6,000
Youth in Policing Initiative (Y.I.P.I.)	\$6,000
Day of Pink	\$5,000
Ontario Special Olympics	\$5,000
Pride Reception	\$4,500
Auxiliary Appreciation Event	\$4,000
Lesbian, Gay, Bisexual, Transgender, Queer, and 2-Spirit (L.G.B.T.Q.2S.) Youth Justice Bursary	\$3,000
Volunteer Appreciation Event	\$3,000
Ontario Association of Police Services Board	\$2,000
National Victims of Crime Week	\$1,000

The following unused funds were returned:

<b>Unused Funds</b>	<b>Total Amount</b>
Black History Month	\$835
Auxiliary Appreciation Event	\$614
Day of Pink	\$528

In addition, the Board approved and disbursed the following:

<b>Disbursed Funds</b>	<b>Total Amount</b>
Organizational Change Management Consultant	\$67,915
Recognition of Service Members	\$16,149
Canadian Association of Police Governance	\$10,000
Toronto Police Amateur Athletic Association	\$5,200
Toronto Police Service Board (T.P.S.B.) and Toronto Police Association (T.P.A.) Retirement Dinner	\$5,098
Ontario Association of Police Services Board	\$5,000
Recognition of Community Members	\$2,477

<b>Disbursed Funds</b>	<b>Total Amount</b>
Event Tickets	\$1,497
Donations/Flowers in Memoriam	\$663
Recognition of Board Members	\$33

**Conclusion:**

As required by Toronto Police Services Board Special Fund policy, it is recommended that the Board receive the attached report.

Respectfully submitted,

Andy Pringle  
Chair

File Name: AODA – 1st half of 2018 SPF Board Letter

# Appendix A

## The Toronto Police Services Board Special Fund 2018 First Half Year Result with Initial Projections

Particulars	Initial Projection 2018	January 01 to June 30, 2018	July 01 to December 31, 2018	January 01 to December 31, 2018	January 01 to December 31, 2017	Comments Relating to Current Reporting Period
<b>Balance Forward</b>	801,215	801,215		801,215	1,090,661	
<b>Revenue</b>						
Proceeds From Auctions	130,000	82,639		82,639	292,129	
Less Overhead Cost	(62,846)	(40,224)		(40,224)	(141,225)	
Unclaimed Money	230,901	142,467		142,467	230,901	
Less Return of Unclaimed Money	(11,786)	(2,075)		(2,075)	(11,786)	
Interest	5,727	3,953		3,953	5,727	Interest income is based on the average monthly bank balance.
Less Bank Service Charges	(1,548)	(319)		(319)	(1,548)	
Others	325	1,629		1,629	325	Beer store refunds & return of previous year's unused funds
<b>Total Revenue</b>	290,773	188,070		188,070	374,522	
<b>Balance Forward Before Expenses</b>	1,091,988	989,285	-	989,285	1,465,183	
<b>Disbursements</b>						
<b>Police Community Sponsorships - Toronto Police Service</b>						
Community Partnerships and Engagement Unit Events	114,500	104,000		104,000	99,000	
Community Consultative Groups	30,000	30,000		30,000	30,000	
Occupational Health and Safety Awareness Day	2,000	-		-	2,000	
The Community Police Academy	-	-		-	8,000	
<b>Police Community Sponsorships - Community</b>						
Victim Services Program	25,000	25,000		25,000	25,000	
Toronto Region Board of Trade	15,000	15,000		15,000	15,000	
Ontario Association of Police Services Board	-	2,000		2,000	-	Contribution to O.A.P.S.B.'s legal review of Bill 175, The Safer Ontario Act
The Gatehouse	-	-		-	55,000	
Toronto Beyond the Blue	-	-		-	30,000	
Association of Black Law Enforcers	-	-		-	5,000	
Black Business and Professional Association	-	-		-	1,750	
<b>Funds Returned on Sponsorships</b>						
Asian Heritage	-	-		-	(38)	
Auxiliary Appreciation Event	-	(614)		(614)	(2,368)	
Black History Month	-	(835)		(835)	(1,754)	
Community Consultative Groups	-	-		-	(8,497)	
Day of Pink	-	(528)		(528)	(419)	
Francophone	-	-		-	(1,105)	
National Aboriginal Month	-	-		-	(625)	
National Victims	-	-		-	(346)	
Toronto Caribbean Carnival	-	-		-	(804)	
United Way	-	-		-	(7,128)	
Volunteer Appreciation Night	-	-		-	(325)	
<b>Toronto Police Amateur Athletic Association (T.P.A.A.A.) Assistance</b>	40,000	5,200		5,200	28,400	
<b>Recognition of Service Members</b>						
Awards	118,000	9,912		9,912	63,404	
Catering	22,000	6,238		6,238	17,452	
Return of Unused Funding	-	-		-	(1,703)	
<b>Recognition of Community Members</b>						
Awards	5,000	1,400		1,400	10,645	
Catering	4,000	1,076		1,076	854	
<b>Recognition of Board Members</b>						
Awards	1,000	33		33	61	
Catering	1,000	-		-	-	

**The Toronto Police Services Board Special Fund  
2018 First Half Year Result with Initial Projections**

Particulars	Initial Projection 2018	January 01 to June 30, 2018	July 01 to December 31, 2018	January 01 to December 31, 2018	January 01 to December 31, 2017	Comments Relating to Current Reporting Period
<b>Conferences</b>						
Pearls in Policing Conference	-	-		-	109,129	
Ontario Association of Police Services Board (O.A.P.S.B.)	5,000	5,000		5,000	5,000	
Canadian Association of Police Governance	10,000	10,000		10,000	10,000	
<b>Donations/Flowers in Memoriam</b>						
Toronto Police Service Board (T.P.S.B.) and Toronto Police Association (T.P.A.) Retirement Dinner	800	663		663	995	
Event Tickets	10,500	5,098		5,098	9,005	
Internal Control Review Fee	6,000	1,497		1,497	1,789	
	6,000	-		-	4,823	
<b>Other Expenses</b>						
Organizational Change Management Consultant	80,000	67,915		67,915	58,775	Randstad Technologies
Review of Conducted Energy Weapon	80,000	-		-	-	
Community Survey to Assess the Impact of Rule Changes under Regulation 58/16	-	-		-	98,000	
<b>Total Disbursements</b>	575,800	288,054		288,054	663,968	
<b>Special Fund Balance</b>	516,188	701,231	-	701,231	801,215	



## Toronto Police Services Board Report

---

May 18, 2018

To: Chair and Members  
Toronto Police Services Board

From: Mark Saunders  
Chief of Police

**Subject: 2017 ANNUAL REPORT: TORONTO TRANSIT COMMISSION  
– SPECIAL CONSTABLES**

### **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:**

Section 8.9 of the agreement between the Toronto Police Services Board and Toronto Transit Commission (TTC) regarding special constables states that:

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

**Discussion:**

As directed by the Board, appended to this report is the 2017 Annual Report from the TTC regarding special constables. The report is consistent with the reporting guidelines established by the Board.

**Conclusion:**

The Toronto Police Service has established a strong working relationship with the Toronto Transit Commission. The mandate of the TTC Transit Enforcement Unit is to protect the integrity of the transit system, perform security functions with respect to TTC properties and assets and to ensure that the transit system remains a safe and reliable form of transportation.

Deputy Chief James Ramer, Specialized Operations 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: TTC Annual Report 2017- Board Report.doc

Attachment: TTC Annual Report 2017.doc



**Toronto Transit Commission**  
1900 Yonge Street, Toronto, ON M4S 1Z2  
416-393-4000

July 12, 2018

Chair Andrew Pringle  
Toronto Police Services Board  
40 College Street  
Toronto, Ontario  
M5G 2J3

Dear Chair Pringle:

At its meeting on Tuesday, July 10, 2018 the TTC Board considered the attached report entitled "2017 TTC Transit Enforcement Annual Report to the TTC and Toronto Police Services Board".

The TTC Board adopted the recommendations in the staff report, as follows:

It is recommended that the TTC Board:

1. Receive the attached report for the TPS Board in accordance with Section 8.9 of the Special Constable Agreement between the TPS Board and TTC.
2. Forward the attached report to the TPS Board in accordance with Section 8.9 of the Special Constable Agreement between the TPS Board and TTC.

The foregoing is submitted for your information.

Sincerely,

Kevin Lee  
Head of Commission Services

1-11  
Attachment

---

Josh Colle, Chair  
Alan Heisey, Q.C., Vice-Chair  
Richard J. Leary, Chief Executive Officer (Acting)  
Rick Byers, Commissioner

John Campbell, Commissioner  
Vincent Crisanti, Commissioner  
Glenn De Baeremaeker, Commissioner  
Joanne De Laurentiis, Commissioner

Mary Fragedakis, Commissioner  
Ron Lalonde, Commissioner  
Joe Mihevc, Commissioner  
Denzil Minnan-Wong, Commissioner



**For Action**

## **2017 TTC Transit Enforcement Annual Reports to the TTC and Toronto Police Services Board**

**Date:** July 10, 2018  
**To:** TTC Board  
**From:** Chief Executive Officer

### **Summary**

---

The attached report to the TTC Board includes information related to Transit Enforcement Department activities outside the scope of the Special Constable agreement, such as transit fare inspection activities and highlights of the reporting year.

This report is responsive to the Ombudsman Toronto Recommendation that the Transit Enforcement Department should issue, on an annual basis, a public report documenting Transit Enforcement Officer (Special Constable) and Transit Fare Inspector use of force activities.

Section 8.9 of the Special Constable Agreement between the Toronto Police Services Board (TPS Board) and the TTC requires TTC to provide to the TPS Board an annual report with statistical data including information regarding enforcement activities, training, use of force activities, supervision, complaints, and other issues of concern to the parties and such further categories of information as may be requested by the TPS Board or the Chief of Police, from time to time.

The attached report to the TPS Board was prepared in accordance with instructions outlined in the Special Constable agreement and is consistent with the standardized format as directed by the TPS Board.

It is anticipated this report will be on the July meeting agenda of the TPS Board, subject to the TTC Board receiving this report at its meeting of July 10, 2018.

This report is responsive to the TPS Board's requirements and also includes highlights of the reporting year

### **Recommendations**

---

It is recommended that the TTC Board;

1. Receive the attached report for the TPS Board in accordance with Section 8.9 of the Special Constable Agreement between the TPS Board and TTC;

2. Forward the attached report to the TPS Board in accordance with Section 8.9 of the Special Constable Agreement between the TPS Board and TTC.

## **Financial Summary**

---

This report has no financial impact beyond what has been approved in the current year's budget. The Chief Financial Officer has reviewed this report and agrees with the financial impact information.

## **Equity/Accessibility Matters**

---

As Transit Enforcement Officers and Transit Fare Inspectors have significant public contact and perform both enforcement and customer service functions, equity becomes an important factor in their role. Challenges serving customers in a diverse population and living with mental illness will arise. The importance of having the skills necessary to ensure all customers are treated equally and with dignity and respect, is crucial.

All new front line members of the Transit Enforcement Department participate in a mandatory five-day mental health awareness training program. This training program covers such topics as Understanding Mental Illness, Psychological First Aid, Crisis Intervention and De-Escalation, Self-Care: Maintaining Health and Well-Being and includes an interactive panel discussion with community members living with mental illness. Members also participate in Instructor led training delivered by the Alzheimer's Society of Toronto and the City of Toronto Streets to Homes program. Transit Enforcement Officers and Transit Fare Inspectors participate in holistic simulation based training as part of the curriculum.

All front line members of the Transit Enforcement Department also participate in mandatory e-learning diversity and inclusion training as facilitated by the Ontario Police Video Training Alliance and TTC's Instructor led or e-learning diversity and inclusion and human rights training. In addition to the aforementioned diversity and inclusion training, all new Transit Enforcement Officer Recruits also participate in an extra one-day, interactive, Instructor-led diversity course. In 2018 an additional half day of training is to be facilitated by members of the Toronto Police Service LGBTQ2S Liaison Office of the Divisional Policing Support Unit.

In late 2017, the Head-Transit Enforcement created the Community Engagement Program (CEP) as a pilot initiative. Project R.E.A.C.H. (Return Everyone's Attention to Community Help) focuses on assisting customers living with mental illness by engaging other community stakeholders to share resources and form sustainable solutions to issues of mutual concern such as panhandling and homelessness. To date, the CEP has created a partnership with the following city agencies: Streets to Homes, Gerstein Crisis Centre, Mental Health Commission of Canada, and the Toronto Police Mobile Crisis Intervention Team.

## **Decision History**

---

In July of 1987, at the request of the TTC and with the approval of then Solicitor General Kenneth A. Keyes, members responsible for safety and security on the transit system were appointed as Provincial Offences Officers for the purposes of enforcing provisions of TTC Bylaw #1 and the Trespass to Property Act. These officers provided a visible presence, responded to calls for service, and carried out activities to preserve the peace, protect the safety of TTC customers and employees and protect TTC assets.

In June of 1997, at the request of the TTC and with the approval of the then Provincial Solicitor General Rob Runciman, the TPS Board designated certain employees of the TTC responsible for providing safety and security services to the transit system, as Special Constables. These Transit Special Constables were conferred with limited law enforcement powers and authorities in accordance with Section 53 of the Police Services Act. This designation was governed by a contractual agreement between the TPS Board and TTC. These enhanced authorities were designed to increase the level of effectiveness and efficiency in delivering security and limited law enforcement services in cases where it was neither possible nor practical for a police officer to respond in a timely manner.

Since that time, TTC and the Toronto Police Service have partnered to deliver policing and security services to the TTC's employees and patrons.

In May of 2014, a new Special Constable Agreement was executed between TTC and the TPS Board.

An overview of the Transit Enforcement Unit was provided to the Board in January of 2015 including an update on fare inspection activities.

### **November 2015:**

- Thirty-five Transit Fare Inspectors deployed in a customer friendly uniform with no batons or handcuffs conducting customer education.
- Fifteen Transit Fare Inspectors deployed to all streetcar lines conducting active fare inspections with batons and handcuffs in original grey uniform.

Progress made on the TTC fare inspection model since the Board's direction is the result of a collaborative effort on the part of various stakeholders. An implementation update for each aspect of the transition is listed below:

- Modified Uniform - approved and implemented – September 2015
- Mental Health Training - approved and implemented – September 2015
- Third Party Oversight – TTC Unit Complaints Coordinator and City Ombudsman
- TFI Pilot Project – approved and implemented – September 2015

## **January 2016:**

- 50 Fare Inspectors conducting proof of payment inspections on all lines;
- Statistical analysis based on Pilot Project recommendations with accurate accounts of statistics gathered based on Pilot Project group versus original deployment.

Transit Fare Inspectors have been gradually introduced to the system as recruitment efforts were progressively carried out as follows:

- 07 – Fare Inspectors July/ 2014
- 11 – Fare Inspectors Sept/ 2014
- 35 – Fare Inspectors May/ 2015
- 22 – Fare Inspectors Oct/ 2016
- 69 – Total Fare Inspectors as of December 31, 2017 (authorized strength)

## **Issue Background**

---

The TTC has established a Transit Enforcement Department in order to protect the integrity of the transit system, perform security functions with respect to TTC properties and assets and to ensure that the transit system remains a safe and reliable form of transportation.

Transit Enforcement Officers carry out the duties of a sworn Special Constable/Peace Officer, agent/occupier of the TTC, in accordance with the Criminal Code of Canada, the TTC's Special Constable Agreement with the Toronto Police Services Board and the rules and regulations governing their special constable appointment, TTC and departmental policies and standards of the department's Code of Conduct.

Transit Enforcement Officers are also designated as Provincial Offences Officers for the purpose of enforcement of TTC Bylaw #1-a bylaw regulating the use of the Toronto Transit Commission, and specified provincial statutes including the Trespass to Property Act, and Liquor License Act. Transit Enforcement Officers have also been conferred with limited Police Officer designation for specified sections of the Trespass to Property Act, Liquor License Act and Mental Health Act.

Transit Fare Inspectors are designated as Provincial Offences Officers for the purpose of enforcement of TTC Bylaw #1 and the Trespass to Property Act. Transit Fare Inspectors are accountable for providing exceptional customer service while focusing on education, fare policy compliance and enforcement on Proof of Payment streetcar routes and interchange stations.

Protective Services Guards are licensed by the Ministry of Community Safety and Correctional Services and provide access control and operational support to key TTC properties and stakeholders.

## Comments

---

Transit Enforcement Officers and Transit Fare Inspectors work in close partnership with Toronto Police to provide a high level of visibility, enhanced safety and security for the TTC's employees and customers, and protection of TTC assets.

Transit Enforcement Officers and Transit Fare Inspectors are provided with a very high level of training to perform their respective duties efficiently and safely with minimal disruption to transit operations.

Transit Enforcement Officers and Transit Fare Inspectors continue to exercise their respective powers and authorities in a responsible manner to ensure the safe, orderly and efficient movement of our customers across the transit system.

Six core values have been established, as follows, which form the basis of the TTC Enforcement Department's Code of Conduct:

- A. Leadership – A Transit Enforcement Member shall lead through a positive attitude to motivate, inspire and influence others towards a common goal;
- B. Professionalism – A Transit Enforcement Member shall be professional by demonstrating fairness and respect toward all members of the community;
- C. Integrity – A Transit Enforcement Member shall at all times be honourable, trustworthy and strive to do what is right;
- D. Teamwork – A Transit Enforcement Member shall work together within their department, with the TTC, with TTC employees and with members of various communities to achieve departmental goals;
- E. Accountability – A Transit Enforcement Member shall accept responsibility for his or her actions and be accountable for those actions within the TTC and the communities he or she serves; and
- F. Reliability – A Transit Enforcement Member shall be conscientious, responsible and dependable in his or her dealings with other TTC employees and the communities he or she serves.

The Transit Enforcement Department is committed to working in partnership with TTC employees and the community, to support the TTC's vision of a transit system that makes Toronto proud. The Transit Enforcement Department is responsible for protecting the integrity of the transit system and performing law enforcement and

security functions with respect to TTC properties and assets in order to ensure that they are protected and the transit system remains a safe and reliable form of transportation.

### **Contact**

---

Thomas Farrell, Head - Transit Enforcement (Acting)  
416-393-3060  
thomas.farrell@ttc.ca

### **Signature**

---

Richard J. Leary  
Chief Executive Officer (Acting)

### **Attachments**

---

Transit Enforcement 2017 Annual Report to TTC  
TTC Transit Enforcement 2017 Annual Report to the Toronto Police Services Board



# TORONTO TRANSIT COMMISSION TRANSIT ENFORCEMENT DEPARTMENT



## 2017 ANNUAL REPORT

## **INDEX**

Executive Summary	2
Organization Chart	2
Patrol Division	3
Crime and Bylaw Statistics	4
Patrol Division Projects and Initiatives	5
Use of Force	6
Patrol Division Injury Reporting	7
Transit Fare Inspection	8
Fare Inspection Statistics	9
Fare Inspection Use of Force	10
Fare Inspection Projects and Initiatives	11
System Security	12
System Security Projects and Initiatives	12
Emergency Planning	14
Training and Administration Unit Overview	15
Training	15
Community Engagement Unit	18
Court Services	19
Statistical Analysis	20
Training and Administration Injury Reporting	21
Highlights of the Reporting Year	21
Conclusion	26
Contact Information	26

## EXECUTIVE SUMMARY

### **2017 TRANSIT ENFORCEMENT DEPARTMENT ANNUAL REPORT Toronto Transit Commission**

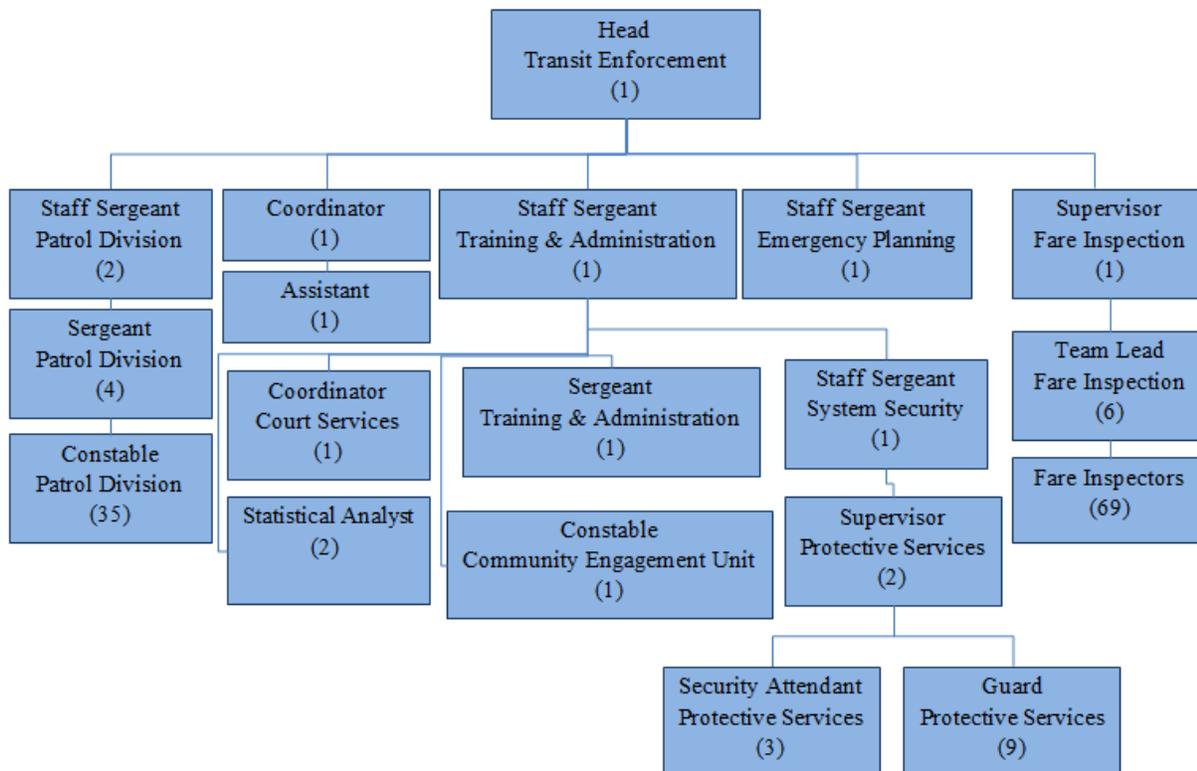
---

The Transit Enforcement Department focuses their activities on the TTC's corporate interests and business needs including: customer service, fare enforcement, law enforcement, asset protection and addressing customer and employee safety and security needs.

The 2017 Transit Enforcement Department Annual Report provides the Toronto Transit Commission Board (TTC Board) with information on each of its component sections, which include: the Patrol Unit, the Fare Inspection Unit, System Security, Emergency Planning, and Training and Administration. The report concludes with some highlights of the reporting year.

## ORGANIZATIONAL CHART

General supervision of members of the Transit Enforcement Department is under the authority of the Head-Transit Enforcement. The Head has delegated this authority through the organizational chart below. This organizational chart reflects the actual workforce appointed as of December 31, 2017.



## **PATROL DIVISION**

Transit Enforcement Officers are appointed as Special Constables and exercise the powers and authorities granted by the Toronto Police Services Board (TPS Board) in a responsible, efficient manner to ensure they provide a duty of care and maintain community expectations of safety and security on the transit system. Transit Enforcement Officers provide a consistent standard of service accountable to both the TTC and the TPS Board.

The activities of Transit Enforcement Officers remain consistent with the Ministry of Community Safety and Correctional Services guidelines and enable the TTC to more effectively serve the interests of the organization, and also the public interest in preservation of order, protecting property, and providing limited law enforcement. The Staff Sergeants – Patrol Division direct the activities of the section.

### **CALLS FOR SERVICE**

Transit Enforcement Officers received 15,919 calls for service in 2017, a 17.7% increase over 2016. The 13 subway stations which comprise the downtown “U” accounted for 30% of all calls received, with the highest number originating from Bloor-Yonge Station.

<b>Mode</b>	<b>Calls Received</b>	<b>% of Total</b>
Scarborough R/T	204	1.28
Subway	13,420	84.3
Surface	2,295	14.42
<b>Total</b>	<b>15,919</b>	

### **RECORDS OF ARREST/ APPREHENSIONS**

Transit Enforcement Officers submitted 204 records of arrest for Criminal Code offences in 2017, a 15% increase over 2016. They also made 109 apprehensions under the Mental Health Act, representing a 73% increase over 2016.

<b>Authority</b>	<b>Total Arrested/ Charged/ Apprehended</b>	<b>Released on POT/ Form 9/ Summons</b>	<b>Unconditional Release</b>	<b>Transported to Mental Health Facility</b>	<b>Turned over to TPS Custody</b>
Criminal Code	204	47	21		136
Mental Health Act	109			106	3
Liquor License Act	52	8	7		37
Trespass To Property Act	28	23	1		4
Provincial Offences Act- Sec. 75	5				5
Controlled Drugs and Substances Act	3		1		2

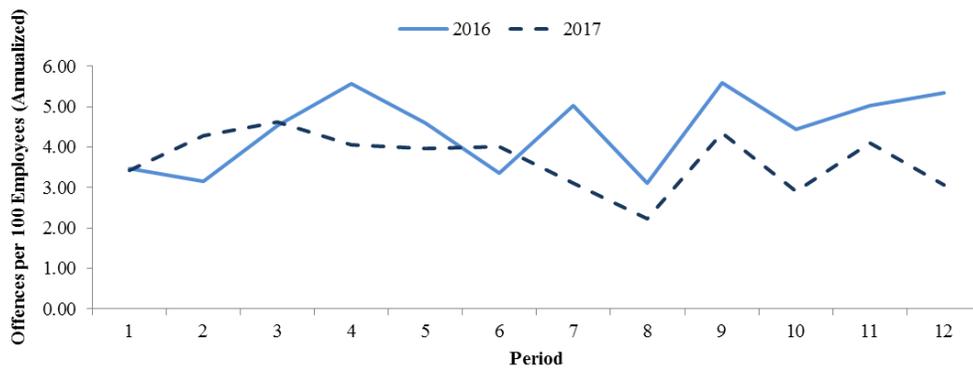
## CRIME STATISTICS

### Crimes against Staff

Year over year decreases in crimes against employees have been observed in the last 6 consecutive periods. The moving annual rate of offences against staff for 2017 was 3.68, which was 17% lower than the corresponding moving annual rate of 4.43 for 2016.

Transit Enforcement Officers have continued their data driven deployment model along surface routes to support operating personnel and have held multiple safety talks in all divisions as part of the B.U.S.S.T.O.P. initiative, detailed later in this report.

### Offences per 100 Employees (Annualized)



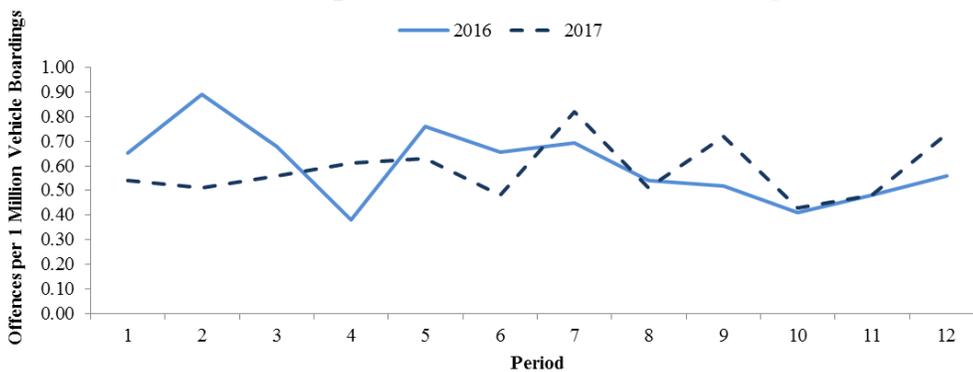
### Crimes against Customers

The moving annual rate of offences against customers for 2017 was 0.585 offences per 1 million vehicle boardings, which was 2.5% lower than the corresponding moving annual rate of 0.60 in 2016.

The SafeTTC app (detailed later in this report) was launched in September of 2017 with the goal of enabling customers to more easily report crimes and harassment on the system, and reports made via the app have led to multiple arrests.

Transit Enforcement Officers have continued to provide a proactive presence in stations during peak ridership periods, and to address specific concerns.

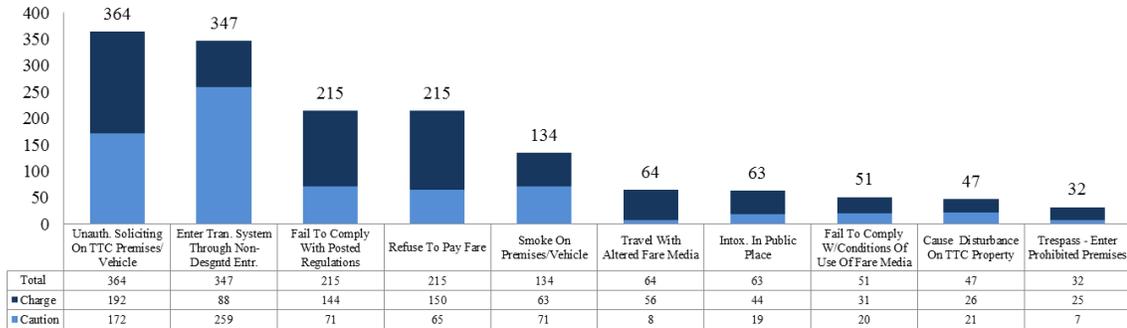
### Offences per 1 Million Vehicle Boardings



## BYLAW STATISTICS

Transit Enforcement Officers assigned to the Patrol Unit wrote 1,017 Provincial Offences tickets and 811 cautions in 2017, an overall 51% increase from the previous year. The most frequently cited offences were ‘Entering the Transit System through Non-Designated Entrance’ (364) and ‘Unauthorized Soliciting on TTC Premises or Vehicle’ (347).

**Top Ten Charges and Cautions Issued by the Patrol Division**  
2017



## PROJECTS AND INITIATIVES

### B.U.S. S.T.O.P (Bringing Uniform Support to Surface Operating Personnel)

Following a pilot project in December of 2016, Transit Enforcement Officers began the second phase of the B.U.S. S.T.O.P. Initiative in February 2017. Officers are assigned to provide support to operators and customers alike on assigned routes. Routes are updated every four weeks, based on current crime trends and reported fare evasion. This project ran through the remainder of the year and saw officers boarding 1,488 buses on routes across the city. Officers also held 51 Safety Talks for Operating personnel over the course of the year, to discuss safety concerns and de-escalation techniques.

### Proof Of Payment Support For Transit Fare Inspectors

Aimed at providing additional support to Fare Inspection teams, and reducing the overall Fare Evasion Rate, when resources permit, Transit Enforcement Officers are deployed in plain clothes, and assigned to Fare Inspection teams for the duration of their shift. Transit Enforcement Officers are instructed to observe and report unless the proof of payment inspection resulted in an escalation requiring intervention. In 2017, Transit Enforcement Officers boarded 816 streetcars with Fare Inspection teams and were involved in 110 incidents requiring their intervention or assistance.

## Back to School

At the beginning of each school year, Transit Enforcement Officers engage with school leadership to discuss TTC expectations for student behaviour and to seek support for the delivery of the message to their student bodies. Transit Enforcement Officers provided support to Bus Transportation and Stations staff at designated areas of concern from 3pm to 7pm, during the back to school period. Extra resources were dedicated to assist school-aged youths with proper procedures and educate them with regard to behavioural expectations while riding the TTC, as required.

## USE OF FORCE REPORTING

Transit Enforcement Officers are bound by Ontario Regulation 926/90 which compels Police Officers to submit a Use of Force Report (UFR Form 1) to the Chief of Police when a Police Officer who, when in the performance of their duties, uses force on another person that results in an injury requiring medical attention or uses a weapon on another person.

However, in an effort to improve transparency in use of force reporting by all members of the Transit Enforcement Department, the Head-Transit Enforcement has ordered that a Use of Force Report must be submitted in all cases where a member uses force beyond compliant physical control and handcuffing.

In 2017 there were 9 incidents reported to the Chief of Police as per the Police Services Act. Six of these incidents resulted in empty hand techniques being utilized to arrest non-compliant suspects. One of these incidents resulted in a baton being drawn to deflect a possible blow from a subject carrying a metal pipe. No contact was made. There were two incidents where officers deployed OC foam. On both occasions, officers were attempting to arrest assaultive suspects.

The following chart further summarizes the category of offence involved in each type of force application:

### As per Police Services Act:

Highest Level of Force Used	Number of Incidents	Use of Force Reports Submitted	Criminal Code	Provincial Offence (LLA, MHA,TPA)
Impact Weapon Soft	1	2*	1	0
OC Foam	2	2	1	1
Empty Hand Techniques	6	9*	3	3
<b>Total</b>	<b>9</b>	<b>13</b>	<b>5</b>	<b>4</b>

\* Multiple Use of Force reports submitted, one per individual officer attending the same incident

There were 117 incidents in 2017 in which internal Use of Force reports were submitted as per departmental policy. In three of these incidents, batons or OC Foam were presented but not used during interactions with assaultive subjects.

**As per Transit Enforcement Department Policy:**

Highest Level of Force Used	Number of Incidents	Use of Force Reports Submitted	Criminal Code	Provincial Offence (LLA, MHA, TPA) or Other
Physical Control-Soft	93	180*	47	60
Physical Control-Hard	21	26*	13	9
Baton or OC Foam Presented- Not Used	3	5*	2	1
<b>Total</b>	<b>117</b>	<b>211</b>	<b>62</b>	<b>70</b>

\* Multiple Use of Force reports submitted, one per individual officer attending the same incident

**INJURY REPORTING**

**Suspects**

A total of 21 Injury Reports were submitted by Transit Enforcement Officers on behalf of the accused in 2017, ten fewer reports than the 31 submitted in 2016.

**Prior to Arrest:**

10 of these 21 injury reports were submitted in relation to pre-existing conditions or injuries presented by the accused prior to the arrest such as visible cuts and abrasions, soreness, intoxication and sprains. 3 of these 10 incidents resulted in the accused being transported to hospital for treatment of minor cuts and abrasions. 7 incidents required no medical aid, or medical aid was refused by the accused.

**During Arrest:**

8 of these reports were submitted in relation to minor injuries sustained during the course of an arrest. 1 of these 8 incidents resulted in the accused being treated at scene by Toronto EMS after OC spray was deployed during the course of the arrest. 1 of these 8 incidents resulted in the accused being transported to hospital for treatment of a minor facial cut. The remaining 6 incidents required no medical aid, or medical aid was refused by the accused.

**After Arrest:**

3 of these reports were submitted in relation to medical conditions which presented following an arrest. All incidents resulted in the accused being transported to hospital for treatment of the following: a seizure suffered by the accused during transport (1), withdrawal symptoms (1) and administration of insulin (1).

## **INJURY REPORTING (CONT.)**

### **Transit Enforcement Officers**

A total of 59 Occupational Injury Reports were submitted by Transit Enforcement Officers in 2017. 55 of these reports were precautionary and reflected minor cuts, scrapes, bumps and bruises sustained by officers during the course of their duties, most often during an arrest, or for possible exposure to bodily fluids or contaminants. One of these reports was also precautionary after a Transit Enforcement Officer experienced an acute emotional event after being threatened. Another of these reports was also precautionary after a Transit Enforcement Officer experienced symptoms from a pre-existing condition.

The remaining 4 injury reports resulted in lost time injuries. Two lost time injuries were sustained by officers outside of contact with another person or vehicle, during the course of their duties. One was an ankle injury, sustained while descending a station stairwell and the other was a pulled muscle, aggravated while assisting a customer who had fallen to track level. The third injury was broken skin and swelling, which occurred during the course of an arrest when the officer was bitten by the subject of arrest. The final injury was an acute emotional event, experienced when the officer had to seek refuge while responding to a call at track level.

## **FARE INSPECTION**

The Fare Inspection section was created in August 2014, with the goal of providing exceptional customer service while focusing on education, fare policy compliance, and enforcement on Proof of Payment transit routes and at interchange stations. The Supervisor- Fare Inspection directs the activities of the section.

### **ROLES AND RESPONSIBILITIES**

**Team Leads** hold Special Constable Status and are responsible for day-to-day supervision and coordination of Fare Inspection activity, as well as a variety of other administrative and operational activities that pertain to the function and responsibility of the Fare Inspection section.

**Transit Fare Inspectors (TFIs)** hold the status of Provincial Offences Officers for the purpose of issuing Provincial Offence Tickets and summonses under TTC Bylaw #1 and the Trespass to Property Act. In the event of a Criminal Code violation, their primary duty is to observe and report. They maintain citizen's powers of arrest pursuant to the Criminal Code of Canada.

## INSPECTION AND BYLAW STATISTICS

When the section was first formed, it was staffed by 17 inspectors, covering three streetcar lines. As of December 31, 2017, the section has grown to 69 Inspectors, covering all streetcar lines across the city.



At the time of the program’s inception, TFIs measured an evasion rate of approximately 4%. As of 2017, that rate had dropped to 1.8%.

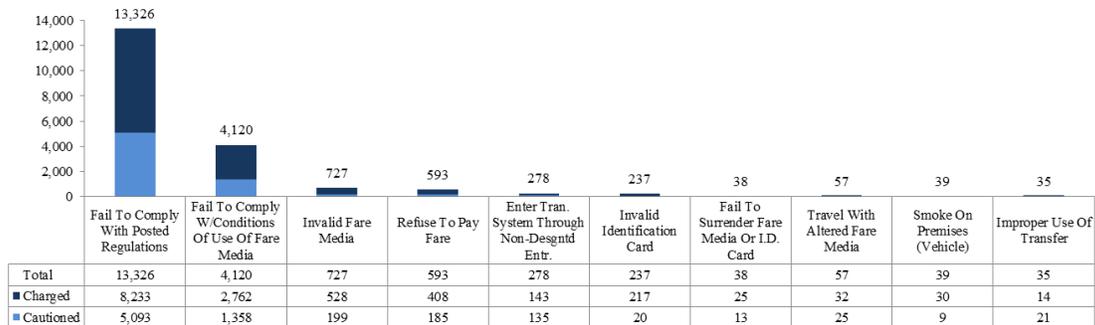
With increased staffing in the years since the program began, in 2017 the target rate of inspection (4-5% streetcar ridership) was achieved. TFIs performed 3.68 million inspections in 2017 alone. The number of inspections performed dipped slightly near the end of the year, due to a number of vacancies. A new recruit class began training in December and was deployed as of January 2018.

	Inspections	Evasion Rate	Est. Inspection Rate
2015	937,943	2.5%	1.7%
2016	2,272,037	3.1%	2.5%
2017	3,676,610	1.8%	4.3%

Fare Inspectors and Team Leads wrote over 19,000 Provincial Offences Tickets and Cautions in 2017. The most frequently cited offences were 'Failure to Comply with Posted Regulations' (13,326) and 'Failure to Comply with Conditions of Use of Fare Media (4,120). These offences most often pertain to not providing proof of payment when required to do so, and misuse of discounted passes or tickets, respectively.

### Top Ten Charges and Cautions Issued by Fare Inspectors and Team Leads

2017



### USE OF FORCE REPORTING

In an effort to improve transparency in use of force reporting by all members of the Transit Enforcement Department, the Head-Transit Enforcement has ordered that a Use of Force Report be submitted in all cases where a Fare Inspector uses force beyond compliant physical control.

Transit Fare Inspectors submitted 19 Use of Force reports in 2017, in relation to 13 incidents. In six instances, the Fare Inspector was assisting a Special Constable during the course of an arrest. In three instances, Fare Inspectors held an assaultive subject until the arrival of Transit Enforcement Officers or Toronto Police Officers. In two instances, the Fare Inspector employed physical control to establish a reactionary gap or prevent a possible assault. In one incident, a Fare Inspector intervened in an assault in progress, and in the final incident, a Loss Prevention Officer requested the assistance of a Fare Inspector in order to maintain control of a subject.

Highest Level of Force Used	Number of Incidents	Use of Force Reports Submitted	Criminal Code	Provincial Offence (LLA, MHA, TPA) or Other
Physical Control-Soft	12	18*	10	2
Physical Control-Hard	1	1	1	0
<b>Total</b>	<b>13</b>	<b>19</b>	<b>11</b>	<b>2</b>

\* Multiple Use of Force reports submitted, one per individual officer attending the same incident

## **PROJECTS AND INITIATIVES**

### **Proof Of Payment Support For Transit Fare Inspectors**

As detailed earlier in this report, Proof Of Payment Support For Transit Fare Inspectors is aimed at reducing the overall Fare Evasion Rate and providing additional support for the Fare Inspection teams. When resources permit, Transit Enforcement Officers are partnered with Fare Inspection teams for the duration of their shifts. Transit Enforcement Officers are instructed to observe and report unless the proof of payment inspection resulted in an escalation requiring intervention. Fare Inspectors issued 320 Provincial Offences tickets and 79 written warnings in 2017 over the course of the project.

### **PRESTO Audit Initiative**

Beginning in March 2017, Fare Inspectors have been tasked with auditing PRESTO device functionality during the course of their regular duties. Fare Inspectors perform test taps on PRESTO devices on buses, in stations and on both legacy and low-floor streetcars. The results of these tests are distributed to TTC stakeholders on a daily basis. In 2017, Fare Inspectors made 100,059 taps, and identified 2,004 faulty devices, resulting in an “Unsuccessful Tap” rate of 2%.

### **Fare Line Support**

In the final quarter of 2017, Fare Inspectors began assisting the Stations Department by maintaining a visible presence at the entrances to the ‘Fare Paid’ areas of the station during the installation of PRESTO fare gates or where there is an opportunity for fare evasion. Fare Inspectors serve as a highly visible deterrent to fare evasion and are able to provide additional customer service and direction. Fare Inspectors have identified a number of fraudulent Metropasses during the course of these duties and taken the appropriate enforcement action.

## **FARE INSPECTION INJURY REPORTING**

A total of 22 Occupational Injury Reports were submitted by Transit Fare Inspectors in 2017 resulting in 1 lost time injury. 20 of these reports were precautionary and reflected minor cuts, scrapes, bumps and bruises sustained by inspectors during the course of their duties. One of these reports was also precautionary after a Fare Inspector experienced an acute emotional event after being threatened by an aggressive passenger.

The lost time injury was sustained when a Fare Inspector was attempting a citizen’s arrest of an assaultive subject. The Fare Inspector sustained lower body bruising and scrapes during the course of the arrest.

## **SYSTEM SECURITY**

System Security is responsible for advancing the TTC's security program, thereby ensuring security risks and losses are adequately controlled. The Staff Sergeant-System Security directs the activities of the section. Areas of responsibility include:

- Industrial security
- Facility security inspections
- Threat and Vulnerability Assessments
- Access Control/ Department Wide Key Program
- Protective services management and operations
- Contract Security management and operations
- Parking Control and Enforcement

## **ROLES AND RESPONSIBILITIES**

**Sergeants** are responsible for supervising and coordinating the work of the Protective Security Guards and Security Attendants. They are certified as Municipal Law Enforcement Officers and carry out a variety of administrative and operational duties that pertain to the function and responsibility of the Protective Services Team

**Protective Security Guards** are responsible for security protection and integrity of the Patten Building facility and its assets, as well as other TTC properties. A team of 9 Protective Security Guards (PSGs) work at Patten Building, which is staffed around the clock, seven days a week. They also maintain remote electronic surveillance and access control over four properties. They conduct mobile security patrol duties, ensuring adequate functioning of physical security protection of all TTC properties. Additionally, they perform cash/revenue collection escort services in conjunction with armored vehicle personnel

**Security Attendants** provide access control to vehicles and visitors entering the Hillcrest and Greenwood facilities. One Security Attendant acts as a 'Roamer', assisting with a variety of security initiatives across the commission.

**Knights on Guard** are the 3<sup>rd</sup> party security provider for the TTC. Guards provide security at multiple Commission properties, covering office locations and gatehouses, as well as conducting mobile patrols.

## **PROJECTS AND INITIATIVES**

### **Industrial Security Steering Committee**

The Industrial Security Steering Committee meets bi-monthly with key internal TTC stakeholders to discuss security specific projects, as well as offer support and guidance for those projects. Departments represented are: Transit Enforcement Department – System Security and Planning, Communications, Engineering, Video Services, Fire Safety, Engineering Construction & Expansion, Wayfinding and Materials & Procurement.

## **Medeco XT:**

System Security has been collaborating with the Stations Transformation Team and Revenue Security Equipment Maintenance to plan the roll out and execution of this new project. Medeco XT is a new electronic locking system that will replace the current Medeco Hard Key system. This project was spearheaded under the Station Transformation Initiative, when the need to provide better access controls was identified.

The transition to the Medeco XT system will provide the following:

### Accountability

- Audit information is recorded in both the keys and locks showing a date/time stamp of every authorized entry and failed attempt
- Audit keys can be used by Security to obtain information from a specific door lock when required for serious investigations
- Data can be used to confirm employee possession of keys , eliminating the need for an annual key audit

### Security

- Access to certain areas/specific doors can be changed to suit operational needs
- Keys can be programmed with an expiration point to completely disable the key if lost or stolen
- A hierarchy of groups can be created to control access

### Better Access Control

- Keys can be electronically programmed to open specific cylinders
- Programming can include a designated schedule, permitting access to certain locks by groups of employees only during specific time periods

### Efficiency

- Keys can electronically be re-assigned or issued to new employees, reducing turnaround time
- New door lock access can be added to groups of employees quickly, without the need to add new keys or change existing locks
- Less cylinder/lock changes and reduced administrative burden will reduce labour costs
- New doors can be added without the need for conduits and wiring

### Current Status/Next Steps:

- Pilot project is underway at College Station
- 8,000 keys have been ordered and 2,000 have been received to date

## **SYSTEM SECURITY INJURY REPORTING**

One Occupational Injury Report was submitted from a member of the System Security section in 2017, resulting in one lost time injury. A Protective Services Guard suffered strain to the lower back as a result of a low speed motor vehicle collision.

## **EMERGENCY PLANNING**

The Transit Enforcement Department's Emergency Planning and Intelligence Officer is responsible for the coordination and review of the Departmental Security Escalation Plan, and assisting other TTC departments in creating and reviewing their department's Escalation Plan for consistency. The Emergency Planning and Intelligence Officer liaises with the Fire Safety and Emergency Planning Department and internal and external safety partners to continually review and improve their safety and emergency plans, including the Corporate Security Escalation Plan.

Throughout the year, the Emergency Planning and Intelligence Officer participates in the planning and execution of operational plans as it relates to safety and security on the transit system through consultation with the City of Toronto, Toronto Emergency Services, and the Toronto Emergency Operations Centre. These events included:

- Invictus Games
- North American Indigenous Games
- Canada 150 Celebrations
- T.O. with Love
- Pride 2017
- Nuit Blanche
- Caribbean Festival
- Santa Claus Parade
- New Year's Eve

Recently, due to tragic events across the world, the City of Toronto has had to re-visit public safety in relation to vehicle ramming mitigation strategies. The Emergency Planning and Intelligence Officer worked closely with the Toronto Police Emergency Management Unit to assist with these strategies.

In 2017, the TTC held various emergency planning exercises, including discussion-based exercises, table-top exercises, and two of the largest full-scale exercises TTC has conducted to date. These events were held in advance of the opening of the Toronto York Subway Extension. The Emergency Planning and Intelligence Officer was a key stakeholder on the planning team and held several positions in the exercise including the Controller/Evaluator for Transit Enforcement Department policies and procedures, and as the Security Lead responsible for coordinating the security plan around the exercise to protect participants and critical infrastructure.

Throughout these various tasks and events, the Emergency Planning and Intelligence Officer continually monitored, analyzed and reported intelligence information to our Federal, Provincial and Municipal safety partners, while reviewing intelligence information received that was applicable to the events being held and the day-to-day operations of the TTC.

## **TRAINING AND ADMINISTRATION**

The Staff Sergeant-Training and Administration directs the activities of the section.  
Section activities include:

- Managing and coordinating the training needs of the Transit Enforcement Department and Police and Department of National Defense personnel
- Conducting classroom and practical instruction, as well as presentations to a multitude of groups, including: Transit Enforcement Officers, Transit Fare Inspectors, Protective Services Guards, Security Attendants, other TTC employees, and Police and Department of National Defense personnel
- Managing the development and maintenance of critical and highly confidential Transit Enforcement Department information and records management programs
- Assessing, developing, coordinating, updating departmental standards which include policies, procedures, and routine orders
- Managing the recruitment and selection process for the department
- Planning, coordinating, and conducting special projects and research on a variety of subjects on behalf of the Head - Transit Enforcement.
- Court Services Administration and Property/Evidence Management
- Bylaw and Criminal Offence data input and statistical analysis

### **TRAINING**

All TTC Special Constable training is reviewed and approved by the Toronto Police Service on an annual basis. This training is delivered to Ontario police standards, primarily in an instructor led lecture format complimented by practical skills training and dynamic simulations in the actual work environment in areas pertaining to use of force, prisoner booking, courtroom procedures and evidence handling.

The Special Constable Recruit training program is 45 training days for a total of 360 hours and includes mandatory TTC training outside the requirements of the Special Constable Agreement such as subway rulebook training, defensive driving and suicide intervention awareness. The academic and practical skills training program is followed by a comprehensive Field Training Program of up to six months.

The Special Constable annual recertification training program is 3 days for a total of 24 hours and includes mandatory defensive tactics and use of force training. The training is developed

and delivered with a view to de-escalation and includes a legislative update and holistic, reality based simulations in the actual transit environment.

The Transit Fare Inspector training program consists of 25 training days, for a total of 200 hours, and includes topics specific to their core duties and responsibilities, namely Fare Inspections, customer service, de-escalation, tactical communications and related enforcement. This includes mandatory TTC training as prescribed by the Training Department such as Standard First Aid, Subway Rulebook Training, Defensive Driving and Suicide Intervention Awareness. Transit Fare Inspectors are trained with a view to non- physical intervention; however are provided with practical skills training, focusing on escape, evasion and de-escalation techniques, as well as the skills needed to assist Transit Enforcement Officers during an arrest, if required. Transit Fare Inspectors are trained in areas of statute law and related procedures to take an investigation (if necessary) to a point that a TTC Special Constable or Police Officer can take over the investigation to its completion.

**Mandatory Training (Transit Enforcement Officers Only)**

Course / Topic	Delivered By	Duration	Number trained
Special Constable Recruit Training	TTC/The Control Institute	45 days	0
Annual Use of Force and Legislative Update Block Training	The Control Institute	3 days	51
Standard First Aid	Red Cross	2 days	6
HTA Traffic Direction Training	Control Institute	1 day	33

**Additional In-Service Training (Department Wide)**

*\* denotes Supervisory/Management level training only*

Course / Topic	Delivered By	Duration	Number trained
New Transit Fare Inspectors	Control Institute/TTC	25 days	14-TFI
Subway Rulebook Recertification	Toronto Transit Commission	1 day	41 – TEO 66 – TFI 11 - PSG
Subway Rulebook Initial	Toronto Transit Commission	2 days	11 – TFI 1 - PSG
*TTC Management Essentials	Toronto Transit Commission	11 days	3-TFI
*Leadership Fundamentals	Toronto Transit Commission	12 days	2-TEO 1-TFI

Emerging Leaders Part 1 of 3 HRDEL1	Toronto Transit Commission	1 day	1-TEO 2-TFI 2-PSG 1-Admin
Emerging Leaders Part 2 of 3 HRDEL2	Toronto Transit Commission	1 day	1-TEO 2-TFI 2-PSG 1-Admin
Emerging Leaders Part 3 of 3 HRDEL3	Toronto Transit Commission	1 day	1-TEO 1-TFI 1-PSG 1-Admin
* Fitness for Duty E-Learning	Toronto Transit Commission	1 hour	5 – TEO 3 – TFI 2 - PSG
Biohazard E-Learning	Toronto Transit Commission	1 hour	45 – TEO 71 – TEO 13 – PSG 4 - Admin
*Random Drug and Alcohol Testing E-Learning	Toronto Transit Commission	1 hour	12 – TEO 7 – TFI 4 – PSG 1 - Admin
WHMIS 2015 E-Learning	Toronto Transit Commission	1 hour	43 – TEO 68 – TFI 13 – PSG 6 – Admin
TPS Bylaw E-Learning	Toronto Transit Commission	1 hour	43 – TEO 59 – TFI 11 – PSG 6-Admin
Security Awareness E-Learning	Toronto Transit Commission	1 hour	33 – TEO 51 – TFI 7 – PSG 6 - Admin
*SH&E Incident Reporting E-Learning	Toronto Transit Commission	1 hour	5 – TEO 2- TFI 2- PSG
Presto - HPOS	Presto – Metrolinx	1 day	33 – TEO 3 - TFI
Peer Support	Toronto Transit Commission	2 days	8 – TEO 6 - TFI
Transit Fare Inspector – Bi Annual Refresher	Control Institute/ Toronto Transit Commission	2 days	29 - TFI
IMS 200	Toronto Police College	2 days	8 – TEO 5 – TFI 3 - PSG
IMS 300	Toronto Police College	4 days	2 – TEO 2 - TFI

MLEO	Toronto Parking Authority	1 day	19 – TEO 7 – TFI 3 - PSG
Explosive Familiarization Seminar	Toronto Police Service	2 days	2 - TEO
*Supervisor in Service Course	Toronto Police College	8 days	1 – TEO 1 - TFI
Exercise Program: An Introduction	Emergency Management Ontario	1 day	1 - TEO
EM200 – Basic Emergency Management	Toronto Police College	2 days	1 - TEO
LRA/DRA Training	OPP	3 hours	2-TEO 1-TFI

#### Training Delivered to outside agencies and other TTC Departments

Course / Topic	Delivered To	Duration	Number trained
Police Response To A TTC Emergency	Toronto Police College – Provincial Stats Course	1hr/5 classes	50
Transit Safety - Security Awareness	TTC New Route Supervisors	1 day/3 classes	60
Departmental Update	TTC Route Supervisor PD Day	1hr/3 classes	150
Transit Safety - Security Awareness	New Customer Service Ambassadors	4hrs/7 classes	82
Transit Safety - Security Awareness	End Terminal Cleaners	4 classes	50
Transit Safety - Security Awareness	Streetcar Supervisors	1hr	25

#### COMMUNITY ENGAGEMENT PROGRAM

In late 2017, the Head-Transit Enforcement dedicated one Transit Enforcement Officer to the Community Engagement Program (CEP) as a pilot initiative. The following is a list of projects currently assigned to the Community Outreach Officer:

##### Project R.E.A.C.H. (Return Everyone’s Attention to Community Help)

Project R.E.A.C.H. is a 3 phase project, designed to address the needs of the community, with a focus on patrons living with mental illness, by engaging other community stakeholders to share resources and form sustainable solutions to issues of mutual concern. To date, the CEP has created a partnership with the following agencies: Streets to homes, Gerstein Crisis Centre, Mental Health Commission of Canada, and Toronto Police MCIT.

## **Community College Career Growth Booth**

In a proactive effort to attract a diverse workforce, the Community Outreach Officer has attended several universities, colleges and community events to meet with students and interested members of the public to engage with them about careers with the Transit Enforcement Department and the Special Constable and Transit Fare Inspector recruitment processes.

## **Connecting with the Community**

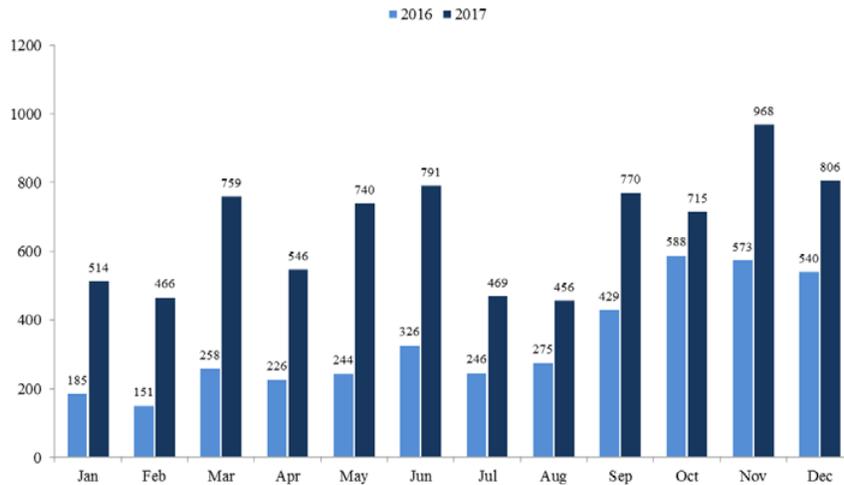
The Community Outreach Officer, in conjunction with the Patrol Unit, has addressed multiple customer concerns in relation to various subway stations and surface routes. The Community Outreach Officer has attended secondary schools, and worked in cooperation with Principals and Vice Principals to discuss problem persons and behavioural expectations for students riding the TTC. The Community Outreach Officer is also currently working with the Downtown Yonge Business Improvement Association and Councillor Kristin Wong-Tam to address safety concerns in the area around College and Dundas Stations including Joseph Sheard Park where the TTC has a substation property. The Community Outreach Officer will also be attending various Toronto Police and Community Police Liaison committees, to connect and share ideas with other communities that may be experiencing the same issues. The CEP will collaborate with City of Toronto Public Health and Children Services on a study regarding the Child Experience of Transit in Toronto. Additionally, in conjunction with York Region Transit, York Region Police, and the City of Vaughan, the CEP will create a networking plan to respond to ongoing or emerging concerns along the new Toronto-York Spadina Subway Extension.

## **COURT SERVICES**

Court Services oversees the property seized by Transit Enforcement Officers and Fare Inspectors during the course of their duties that may be required for court purposes. In 2017, the Transit Enforcement Department processed 3,148 pieces of property into their property vault, an increase of 13% as compared to 2016 (2,785), and 490% as compared to 2015 (533). All property and evidence seized from persons that is not turned over to the Toronto Police Service is stored, preserved and disposed of in a manner consistent with Toronto Police Service standards and procedures for the storage and disposition of property.

Court Services also oversees the filing of Provincial Offence Notices with the courts. In 2017, over 13,000 Provincial Offence Notices were filed with the City of Toronto Courts. TTC Court Services received 8,580 Early Resolution and Court Notices, a 78% increase as compared to the number received in 2016. 249 Early Resolution tiers and 197 Trial tiers were scheduled to accommodate the 8,000 Provincial Offence Act matters that went before the courts in 2017. Consequently, Transit Enforcement Officers and Fare Inspectors spent a combined total of over 1,235 hours in court, attending both Provincial Offence Act and Criminal matters.

### Transit Enforcement Monthly Caseload



Court Services also performs a variety of audits for quality assurance and data reliability.

### STATISTICAL ANALYSIS

The Transit Enforcement Department's Statistical Analysts oversee the data entry process, ensuring that Criminal and Bylaw Offence data is inputted in a timely matter, and that it meets departmental standards for consistency and accuracy. The Statistical Analysts are also responsible for submitting various reports on a monthly, quarterly and yearly basis for both internal and external stakeholders, as well as responding to ad-hoc requests for departmental statistics, creating Officer Awareness bulletins, identifying and reporting on emerging crime trends, liaising with Toronto Police analysts and creating briefing packages for the purposes of directed patrols.

### RECORDS MANAGEMENT

Training and Administration has continued work towards the implementation of the department's new NICHE Records Management System. The NICHE Records management system is a modern law enforcement records database, used by many major policing agencies, including the Ontario Provincial Police. The TTC was notified late in November 2016 that their application into the cooperative was approved by the Ontario Police Technology Information Cooperative (OPTIC) Board. Transit Fare Inspectors and designated Administrative staff will be completing an Enhanced Reliability Security Clearance check in early 2018 in order to access the system. Transit Enforcement Officers are exempt from this process due to the extensive background checks undergone in the appointment process. Training for high level users is scheduled to begin in the first quarter of 2018.

## **TRAINING AND ADMINISTRATION INJURY REPORTING**

One Occupational Injury Reports was submitted from a member of the Training and Administration section in 2017. A member of staff aggravated a pre-existing condition during the course of their duties. No time was lost as a result of this injury.

## **HIGHLIGHTS OF THE REPORTING YEAR**

### **Highway Traffic Act**

Planned or unplanned subway service disruptions have the potential to create severe traffic and transit gridlock as the TTC has to resort to shuttle buses to replace the affected portion of the subway. Customers resort to driving their automobiles and other modes of transportation and often, overcrowding conditions create a serious public safety risk. It is in the best interests of the TTC and the City to respond to and mitigate transit disruptions as quickly and efficiently as possible. There has never been a greater need for safe and efficient transit service in the City of Toronto. In support of Mayor Tory's priority to relieve traffic and transit gridlock, our challenge is to keep Toronto moving as we transform public transit and modernize the TTC.

Toronto Police Service is in support of the development and implementation of an initiative, reviewable after one year, involving:

- Direction of traffic by a police officer, section 134. (1)
- Removal of vehicle, debris blocking traffic, section 134.1 (1)(2)(3)(4)
- Provincial Offences Officer under Part II of the Provincial Offences Act R.S.O.

As of December 31, 2017 Transit Enforcement Officers have received traffic direction training and work on the implementation of the proposed additional authorities is ongoing.

### **SafeTTC**

The SafeTTC app was launched on September 6<sup>th</sup>, 2017 with the goal of enabling customers to quickly and discreetly report harassment, safety concerns or suspicious activity. The home screen offers the user the choice of submitting a report directly to Transit Control or calling 9-1-1 if emergency assistance is required. A dedicated Special Constable is assigned to Transit Control for the duration of their shift and may respond to the user and/or direct resources, as appropriate. The ability of a Special Constable to communicate directly with a complainant or victim may mitigate some of the burden on Patrol Units, by potentially reducing the number of calls for service. Approximately 850 reports were filed from the time of launch to December 31<sup>st</sup>, 2017. In that same period, three arrests were made in conjunction with information received via the app.

## Toronto-York Spadina Subway Extension

On December 17th 2017, the TTC opened the Toronto-York Spadina Subway Extension to the public, extending its operations outside of the boundaries of the City of Toronto for the first time in its history. Transit Enforcement Officers were on hand for all opening events and provided special attention to the area throughout the month of December. Discussions have been ongoing to extend Special Constable Status to Transit Enforcement Officers operating in York Region. Officers retain their Provincial Offences Officer Status for the purpose of enforcing TTC Bylaw #1 and the Trespass to Property Act.

The following summarizes other noteworthy highlights of the reporting year by quarter:

### Quarter 1:

- In response to concerns raised by Stations staff, officers responded to multiple service requests to assist other TTC personnel with fare evasion, belligerent patrons, problem youths, speeding, panhandling, robberies, and illegal entry issues;
- Transit Enforcement Officers were on scene to assist with crowd management and customer service following a bomb threat on March 6<sup>th</sup> to a synagogue near Spadina station;
- Transit Enforcement Officers assisted with customer service and crowd control for the Winter Classic Hockey game on January 1st and attended TPS-MLSE planning meetings in anticipation of the spring playoff season;
- Special Constable Moskowitz delivered a recruitment information session to Police Foundations students at Durham College;



### Quarter 2:

- Transit Enforcement Officers were featured on the 8th episode of the CBC program “Keeping Canada Safe”, which aired on April 6th, 2017;
- Members of Transit Enforcement participated in a Theft from Auto media event on April 7th at Sherway Gardens, in partnership with TPS 22 Division. They also distributed vehicle signs at Kipling Station commuter lots for the “Lock it or Lose it” campaign;
- On April 30th, Special Constables Bingham and Chojecki received Community Member Awards from Toronto Police Services for their assistance in the apprehension of a male with a firearm at Wilson



Subway Station in January 2017;

- Staff Sergeants Lariviere and Farrell attended the St. John Ambulance Awards ceremony to acknowledge Life Saving Awards presented to Sergeant Hylton-Ehlers and Special Constable McFarlane;
- Transit Enforcement members were invited to participate in the ‘Cops for Cancer’ head shaving fundraiser on April 22nd at Yorkdale Mall and raised \$760,000 for the cause ;
- Fare Inspectors educated passengers on the St Clair line with regards to the end of the 2-hour transfer policy;
- Transit Enforcement Officers represented the department in the Service Relief Line announcement on June 2nd and the APTA Transit System of the Year announcement on June 26th;
- Fare Inspector Prentice was presented with an SDP/eDEV award;
- Members of Transit Enforcement attended the Birchmount Safety Day on June 28<sup>th</sup>;
- In response to recent terrorist actions abroad, security was heightened for many large-scale public events and Transit Enforcement Staff Sergeants attended a Provincial Anti-Terrorist Meeting along with other provincial law enforcement partners;



### Quarter 3:

- Transit Enforcement Officers assisted with customer service, and conducted high visibility patrols and safety details on or around major transit routes for multiple summer events, including: Canada Day, the 31 Billionth Rider event, Toronto Open Doors, the VELD music festival, the Caribbean Carnival, Taste of the Kingsway , the Ukraine Festival, the CNE , the Invictus Games, Nuit Blanche, and the Freedom Underground Train Ride & Emancipation Day Celebration;
- Fare Inspector Fraser was featured in the Employee Profile section of 24 Hours- Toronto on September 6<sup>th</sup>;



- Transit Enforcement Officers were proud to represent the department at the Peace Officer Memorial in Ottawa on September 24<sup>th</sup>;
- Transit Enforcement was in attendance at Centennial College for Community Day on September 26th. They spoke with students about various topics such as: transit safety, the SafeTTC app, counterfeit fare media, and Proof of Payment (POP), as well as Transit Enforcement's role in keeping the TTC safe. Numerous students inquired about the recruitment process to become a Transit Enforcement Officer or Fare Inspector. Many students also downloaded the SafeTTC app to their phones;
- Departmental members including Staff Sergeants, Sergeants, Officers and Civilian staff attended the graduation ceremonies for the two most recent classes of Transit Enforcement Officers on July 26th at the Toronto Police College;
- Other special details were conducted at Eglinton, Wellesley and College stations to address fare evasion and other order maintenance issues;



Police Officer Memorial-  
Ottawa



Centennial College  
Community Day



2017 Graduating Class

#### Quarter 4:

- On October 1<sup>st</sup>, members of Transit Enforcement participated in the 2017 CIBC Run for the Cure. The run was great success, with \$1,688 being raised in support of breast cancer research. Transit Enforcement Officers also participated in the annual Breast Cancer Awareness pink epaulette program;
- Department members helped kick off the Royal Canadian Legion's Annual Poppy Campaign on October 27<sup>th</sup> at North York Centre, alongside veterans and students from Davisville Public School. Funds raised from the campaign go to support veterans and their families across the country;
- Transit Enforcement Department members were on hand at Kipling Station on October 31<sup>st</sup>, for the announcement by the Minister of Transportation that the station will be re-developed into a transit hub connecting three regional transit services;



Annual Poppy  
Campaign

- The annual Halloween detail (Project Ghostbusters) added two teams for proactive patrols;
- Officers partnered with the Toronto Police Traffic Services Unit for a Pedestrian Safety Initiative at Union Station;
- Special Constable Minter proudly represented the TTC for Remembrance Day celebrations;
- Transit Enforcement Officers once again participated in the annual Movember campaign to raise awareness of men's health issues. This year, the Transit Enforcement team raised an amazing \$2,489 for the cause;
- Members from each platoon were selected for a new Peer Support program, wherein which like-minded individuals with similar experiences will encourage and support one other, in order to continue healing;
- Transit Enforcement Officers were detailed to two routes, in conjunction with Toronto Police, to address specific concerns. They also conducted special attention patrols to address safety and security concerns around Lansdowne Station, and issues affecting TTC workers near Islington Station. They also participated in a Speed Parking Blitz on November 14th and a high visibility auto detail on November 12th;
- Fare Inspectors participated in a 'Flash Mob' at Yonge-Dundas Square to show their support for Progress Place;
- In partnership with the Toronto Police Service, Transit Enforcement Officers provided high visibility crowd control support for many large scale events in the city including: the TFC Playoff game, the Santa Claus parade, the CFL Finals, and the Cavalcade of Lights;
- Fare Inspection Team Lead Giguere was amongst those Recognized by the CEO and his executive team for outstanding leadership and commitment;



Pedestrian Safety



Remembrance Day



Movember winner S/Cst. Chojacki



Progress Place Flash Mob

- 11 new Fare Inspectors completed their in-class training and will be deployed in January 2018;
- Transit Enforcement Officers were assigned to monitor the trains proceeding north of Sheppard West prior to the opening of the Toronto-York Spadina Subway Extension. As part of TTC emergency preparedness, Department members also participated in two emergency exercises at the new stations;
- As part of the New Year's Eve Emergency Operations Plan, a senior member staffed the TTC desk at the Toronto Police Major Incident Command Centre (MICC). This member acted as the TTC liaison from Transit Enforcement to the MICC in order to have direct links to other policing agencies and first responders ensuring a coordinated response to order maintenance issues or emergencies affecting TTC service;



2017 TFI Graduating Class



Toronto-York Spadina Subway Extension

## **CONCLUSION**

The Transit Enforcement Department is responsible for protecting the integrity of the transit system and performing law enforcement and security functions with respect to TTC properties and assets in order to ensure that they are protected and the transit system remains a safe and reliable form of transportation. The Transit Enforcement Department is committed to working in partnership with the Toronto Police Service, TTC employees and the community to support the TTC's vision of a transit system that makes Toronto proud.

## **CONTACT INFORMATION**

Michael Killingsworth  
 Head-Transit Enforcement  
 Phone: 416-393-7836  
 Email: [Michael.Killingsworth@ttc.ca](mailto:Michael.Killingsworth@ttc.ca)

Toronto Transit Commission

# TRANSIT ENFORCEMENT DEPARTMENT

2017 Annual Report to the Toronto Police Services Board



1900 YONGE ST, 6<sup>TH</sup> FLOOR  
TORONTO, ONTARIO  
M4S 1Z2

---

## **INDEX**

Executive Summary	2
Background	3
Supervision	4
Organization Chart	4
Appointments	4
Departures	4
Training	5
Mandatory Training	7
Additional Training	7
Equipment	8
Reporting And Statistics	9
Property	12
Public Complaints	12
Use of Force Reporting	13
Injury Reporting	14
Governance	15
Highlights of the Reporting Year	16
Conclusion	23
Contact Information	23

## **EXECUTIVE SUMMARY**

### **2017 TRANSIT ENFORCEMENT SPECIAL CONSTABLE ANNUAL REPORT Toronto Transit Commission**

---

The Toronto Transit Commission (TTC) is working closely with the Toronto Police Service to maintain a meaningful and mutually beneficial relationship.

Transit Enforcement Officers focused much of their activities on the TTC's corporate interests and business needs including: customer service, fare enforcement, law enforcement, asset protection and addressing customer and employee safety and security needs.

Transit Enforcement Officers exercise the powers and authorities granted by the Toronto Police Services Board (TPS Board) in a responsible, efficient manner to ensure they provide a duty of care and maintain community expectations of safety and security on the transit system. Transit Enforcement Officers provide a consistent standard of service accountable to both the TTC and the TPS Board.

The activities of Transit Enforcement Officers remain consistent with the Ministry of Community Safety and Correctional Services guidelines and enable the TTC to more effectively serve the special interests of the organization, and also the public interest in preservation of order, protecting property, and providing limited law enforcement.

Transit Enforcement Officers responded to 15,919 calls for service in 2017. 84.3% (13,420) of these calls for service were subway related. 14.42% (2,295) of these calls for service were surface related (bus and streetcar). 1.28% (204) of these calls for service were Scarborough Rapid Transit system related.

The 2017 TTC Transit Enforcement Department Annual Report provides the Toronto Transit Commission Board (TTC Board) and the TPS Board with information on the TTC's Special Constable Program and more specifically: the structure of the department, effective supervision, current staffing, ongoing training, uniform standards and distinction, the use of the authorities granted by the TPS Board, governance, occurrence reporting as well as a summary of public complaints. The report concludes with some highlights of the reporting year.

## **BACKGROUND**

The TTC is a local passenger transportation commission operating within the Greater Toronto Area. The TTC is a branch of the City of Toronto and operates a transit system pursuant to the provisions of the City of Toronto Act, 2006, S.O. 2006, c. 11, Schedule A, as amended (the "COTA").

The TTC has authority to enact bylaws regulating the use of its transit system and has enacted Bylaw No. 1 – a bylaw regulating the use of the Toronto Transit Commission local passenger transportation system.

The TTC has established a Transit Enforcement Department in order to protect the integrity of the transit system, perform law enforcement and security functions with respect to TTC properties and assets and to ensure that the transit system remains a safe and reliable form of transportation.

Final 2017 ridership numbers were not available at the time of this report; however, in 2016 the TTC set an all-time record of 538.1 million rides, surpassing its previous all-time total of 537.6 million set in 2015.

In July of 1987, at the request of the TTC and with the approval of the then Solicitor General, members responsible for safety and security on the transit system were appointed as Provincial Offences Officers for the purposes of enforcing provisions of TTC Bylaw #1 and the Trespass to Property Act. These officers provided a visible presence, response to calls for service, and carried out activities to preserve the peace, protect the safety of TTC customers and employees and protect TTC assets.

The TPS Board is responsible for the provision of adequate and effective police services in the City of Toronto pursuant to the provisions of Part III of the Police Services Act, R.S.O. 1990 Chap. P-15, (the "PSA").

In June of 1997, at the request of the TTC and with the approval of the then Solicitor General, the TPS Board designated certain employees of the TTC responsible for providing safety and security services to the transit system, as special constables. These special constables were conferred with limited law enforcement powers and authorities in accordance with Section 53 of the Police Services Act. This designation was governed by a contractual agreement between the TPS Board and the TTC. These enhanced authorities were designed to increase the level of effectiveness and efficiency in delivering security and limited law enforcement services in cases where it was neither possible nor practical for a police officer to respond in a timely manner.

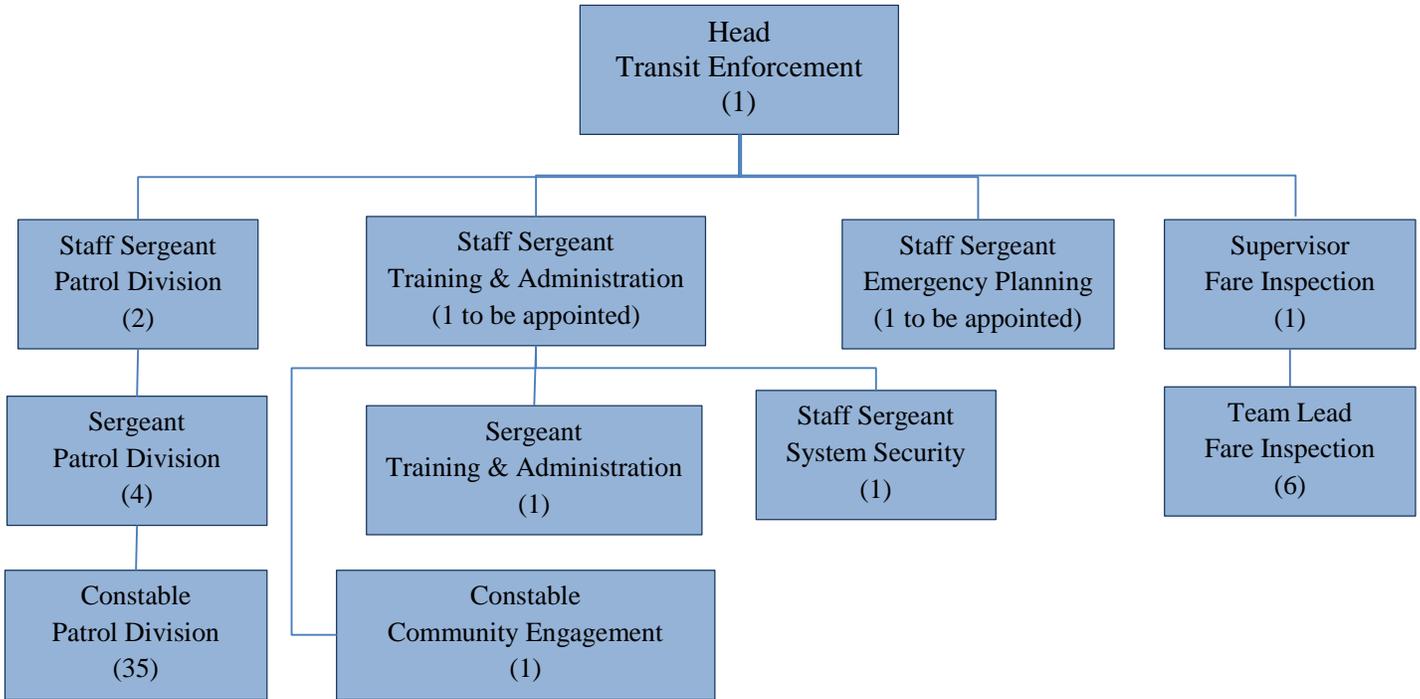
Since that time the TTC and the Toronto Police Service have relied on a partnership to deliver policing and security services to the TTC's employees and patrons.

On May 15, 2014, a new Special Constable Agreement was executed between the TTC and the TPS Board to designate the newly rebranded Transit Enforcement Officers as Special Constables restoring limited powers and authorities under selected federal and provincial statutes.

## **SUPERVISION**

General supervision of members of the Transit Enforcement Department is under the authority of the Head-Transit Enforcement who holds the rank of Chief Special Constable. The Chief Special Constable has delegated this authority through the organizational chart below. This organizational

chart reflects the actual workforce appointed or to be appointed as Special Constables as of December 31, 2017.



## **APPOINTMENTS**

The following chart represents Special Constable appointments for the reporting year and reflects the actual strength at December 31, 2017. At the time of this report, there were 12 applications under consideration for approval by the Board in 2018.

Total Applications	New Appointments	Total Special Constables (as at December 31 <sup>st</sup> , 2017)
0	17	52

## **DEPARTURES**

Number of Terminations	Number of Suspensions	Number of Resignations	Number of Retirements
2	2	1	1

## **TRAINING**

All TTC Special Constable training is reviewed and approved by the Toronto Police Service on an annual basis.

Pursuant to the Special Constable Agreement between the TTC and the Toronto Police Services Board, the Transit Enforcement Department has an obligation to train Special Constables in the following areas:

- Arrest Authorities
- Arrest/Search Incident to Arrest
- Canadian Police Information Centre (CPIC) Use
- Case Preparation Provincial Offences
- Communicable Diseases
- Community Mobilization/Community Policing
- Controlled Drugs and Substances Act
- Crime Scene Management
- Criminal Offences
- Diversity Awareness and Human Rights Issues
- Emotionally Disturbed Persons/Mental Health Act
- Ethics and Professionalism in Policing
- Field Interviewing/Taking Statements
- First Aid/CPR
- Introduction to Law
- Liquor License Act
- Memorandum Books/Note-Taking
- Occurrence/Report Writing/Field Information Report
- Provincial Offences Act
- Search and Seizure Authorities
- Sex Offences
- TTC Transit Enforcement Officer Status – Roles & Responsibilities
- Testimony/Criminal/Provincial Justice System/Rules of Evidence
- Trespass to Property Act
- Use of Force Legislation and Reporting
- Vehicle Operations
- Young Persons and the Law

This training is delivered to Ontario police standards primarily in an instructor led, lecture format complimented by practical skills training and dynamic simulations in the actual work environment in areas pertaining to use of force, prisoner booking, courtroom procedures and evidence handling.

The Special Constable recruit training program is 45 training days for a total of 360 hours and includes mandatory TTC training outside the requirements of the Special Constable Agreement

such as subway rulebook training, defensive driving and suicide intervention awareness. The academic and practical skills training program is followed by a comprehensive Field Training Program of up to six months.

The Special Constable annual recertification training program is 3 days for a total of 24 hours and includes mandatory defensive tactics and use of force training. The training is developed and delivered with a view to de-escalation and includes a legislative update and holistic, reality based simulations in the actual transit environment.

Transit Enforcement Officers are trained and authorized to take an investigation to its completion. This could include arrest, apprehension (in the case of the Mental Health Act), release, transport to a police division, or unconditional release within the parameters of the Special Constable Agreement.

As Transit Enforcement Officers have significant public contact and perform both enforcement and customer service functions, equity becomes an important factor in their roles. Challenges serving customers in a diverse population and living with mental illness will arise. The importance of having the skills necessary to ensure all customers are treated equally and with dignity and respect, is crucial.

All new front line members of the Transit Enforcement Department participate in a mandatory five-day mental health awareness training program. This training program covers such topics as Understanding Mental Illness, Psychological First Aid, Crisis Intervention and De-Escalation, Self-Care: Maintaining Health and Well-Being and includes an interactive panel discussion with community members living with a mental illness. Members also participate in instructor led training delivered by the Alzheimer’s Society of Toronto and the City of Toronto Streets to Homes program. Transit Enforcement Officers participate in holistic simulation based training as part of the curriculum.

All front line members of the Transit Enforcement Department also participate in mandatory e-learning diversity and inclusion training as facilitated by the Ontario Police Video Training Alliance and TTC’s instructor-led or e-learning diversity and inclusion and human rights training. In addition to the aforementioned diversity and inclusion training, all new Transit Enforcement Officer Recruits also participate in an extra one-day, interactive, instructor-led diversity course. In 2018, an additional half day of training is to be facilitated by members of the Toronto Police LGBTQ2S Liaison Office of the Divisional Policing Support Unit.

As training programs evolve, should equity issues be identified, they will be resolved using a collaborative approach with appropriate stakeholders consulted, best practices identified, and policy and procedural changes made as required.

**Mandatory Training**

Course / Topic	Delivered By	Duration	Number trained
Special Constable Recruit Training	TTC/The Control Institute	45 days	0

Annual Use of Force and Legislative Update Block Training	The Control Institute	3 days	51
Standard First Aid	Red Cross	2 days	6
HTA Traffic Direction Training	Control Institute	1 day	33

### Additional In-Service Training

(\*Supervisory/Management level training only)

Course / Topic	Delivered By	Duration	Number trained
Subway Rulebook Re-certification	Toronto Transit Commission	1 day	41
*Leadership Fundamentals	Toronto Transit Commission	12 days	2
Emerging Leaders	Toronto Transit Commission	1 day	1
* Fitness for Duty E-Learning	Toronto Transit Commission	1 hour	5
Biohazard E-Learning	Toronto Transit Commission	1 hour	45
*Random Drug and Alcohol Testing E-Learning	Toronto Transit Commission	1 hour	12
WHMIS 2015 E-Learning	Toronto Transit Commission	1 hour	43
TPS Bylaw E-Learning	Toronto Transit Commission	1 hour	43
Security Awareness E-Learning	Toronto Transit Commission	1 hour	33
*SH&E Incident Reporting E-Learning	Toronto Transit Commission	1 hour	5
Presto - HPOS	Presto – Metrolinx	1 day	33
Peer Support	Toronto Transit Commission	2 days	8
IMS 200	Toronto Police College	2 days	8
IMS 300	Toronto Police College	4 days	2
MLEO	Toronto Parking Authority	1 day	19
Explosive Familiarization Seminar	Toronto Police Service	2 days	2
*Supervisor in Service Course	Toronto Police College	8 days	1

Exercise Program: An Introduction	Emergency Management Ontario	1 day	1
EM200 – Basic Emergency Management	Toronto Police College	2 days	1
LRA/DRA Training	OPP	3 hours	2

## **EQUIPMENT**

Pursuant to the Agreement with the Board, Transit Enforcement Officers are issued with the following equipment:

- Uniform
- One wallet badge, appropriate wallet and agency identification card
- Soft body armour with appropriate carriers
- One set of standard handcuffs with appropriate carrying case
- One container of oleoresin capsicum foam with appropriate carrying case
- One expandable baton with appropriate carrying case
- One approved memo book
- One flashlight with appropriate carrying case
- One Provincial Offences Notice book and appropriate hard cover
- One TTC Transit Enforcement Department Policies, Procedures and Rules Manual

## **REPORTING AND STATISTICS**

### **CALLS FOR SERVICE**

Special Constables received 15,919 calls for service in 2017, a 17.7% increase over 2016.

<b>Mode</b>	<b>Number</b>	<b>% of Total</b>
Scarborough R/T	204	1.28
Subway	13,420	84.3
Surface	2,295	14.42

<b>Total</b>	<b>15,919</b>	
--------------	---------------	--

**CRIME AND ORDER MANAGEMENT - ARREST/APPREHENSION TOTALS**

Special Constables submitted 204 records of arrest for Criminal Code offences in 2017, a 15% increase over 2016. They also made 109 apprehensions under the Mental Health Act, representing a 73% increase over 2016.

<b>Authority</b>	<b>Total Arrested/ Charged/ Apprehended</b>	<b>Released on POT/ Form 9/ Summons</b>	<b>Unconditional Release</b>	<b>Transported to Mental Health Facility</b>	<b>Turned over to TPS Custody</b>
Criminal Code	204	47	21		136
Mental Health Act	109			106	3
Liquor License Act	52	8	7		37
Trespass To Property Act	28	23	1		4
Provincial Offences Act- Sec. 75	5				5
CDSA	3		1		2

**REPORTING**

<b>General Occurrence Reports and Records of Arrest</b>	<b>No.</b>
Abandoning Child C.C. 218	2
Aggravated Assault C.C. 268	1
Arson: Damage to Property C.C. 434	1
Assault C.C. 265 (1)(b)	1
Assault C.C. 266	441
Assault Bodily Harm C.C. 267	18
Assault With Intent To Resist Arrest C.C. 270(1)(b)	1
Assault Peace Officer C.C. 270(1)(a)	15
Attempted Fraud C.C. 380	1
Bench Warrant C.C. 597 (2)	8
Carry Concealed Weapon C.C. 90(1)	1
Cause A Disturbance 175(1)	8
Common Nuisance C.C. 180 (1)	1
Consensual Fight	1
Criminal Harassment C.C. 264	5
Fail To Appear 145(2)(b)	2
Fail To Comply Probation P.O.A. SEC. 75	5
Fail to Comply Probation C.C. 733.1	15
Fail to Comply Recog. C.C. 145(3)	9
False Message C.C. 372 (1)	1
Fraud C.C. 380(1)	104
Fraud Transportation 393(3)	10

Indecent Acts C.C. 173(1)	19
L.L.A. 31(2) Having liquor in open container	3
L.L.A. 31(4) Intoxicated in a Public Place	49
Mental Health Act. Section 17	109
Mischief C.C. 430 (1)	121
Mischief Endangering Life C.C. 430 (2)	1
Mischief Not Exceeding \$5,000 C.C. 430 (4)	133
Mischief Over \$5,000 C.C. 430 (3)	2
Mischief to Property C.C. 430 (4)	1
Obstruct Peace Officer C.C.129(a)	1
Possession of a Weapon for a Dangerous Purpose C.C. 88	13
Possession of Cocaine C.D.S.A. 4(1)	1
Possession of Coin-Operated Device Breaking Instrument C.C. 352	12
Possession of Marihuana Under 30 Grams C.D.S. 4(1)	1
Possession of Methamphetamine C.D.S.A. 4(1)	1
Possession of Prohibited Weapon C.C. 91(2)	1
Possession of Property Obtained By Crime C.C. 354 (1)	1
Robbery C.C. 344 (b)	15
Sexual Assault C.C.271	14
Suicide Attempt	1
Surety Warrant C.C 766 (2)	1
Suspicious Incident/Person	52
T.P.A. Fail To Leave When Directed	17
T.P.A. Engage in Prohibited Activity on Premises	7
T.P.A. Enter Premises When Entry Prohibited	4
T.T.C. # 1-2.2(b) Travel with Altered Fare Media	82
T.T.C. # 1-2.3(a) Invalid Fare Media	2
T.T.C. # 1-2.3(b) Fail to Comply with Conditions of Use of Fare Media	1
T.T.C. # 1-3.13(a) Fail to Comply with Posted Sign	4
T.T.C. # 1-3.14 Interfere with a Proper Authority	1
T.T.C. # 1-3.16(b) Unauthorized Sale (Attempt to Sell, Solicit) on TTC Property	26
T.T.C. # 1-3.19(b) Lying Down on TTC Property	1
T.T.C. # 1-3.25 Cause A Disturbance on TTC Property	5
T.T.C. # 1-3.25(a) Urinating on TTC Property	2
T.T.C. # 1-3.25(c) Behave in Indecent (Offensive) Manner on TTC Property	2
T.T.C. # 1-3.25(f) Interfere with Ordinary Enjoyment of Transit System	1
T.T.C. # 1-3.3 Enter Transit System through Non-designated Entrance	1
T.T.C. # 1-3.4 Unauthorized Crossing or Entering Upon Subway Tracks	7
T.T.C. # 1-3.5 Project Body beyond Platform Edge or Platform Safety Markings	2
T.T.C. #1-3.29 Unauthorized Use of Transit System Equipment	1
Theft Over \$5000.00 C.C. 334(a)	1
Theft Under \$5000.00 C.C. 334(b)	89
Theft Under \$5000.00 C.C. 334(b) (Attempt)	3
Uttering Counterfeit Money C.C. 452(a)	1
Uttering Forged Document C.C. 368(1)	19

Uttering Threats C.C. 264.1 (1)	180
Voyeurism C.C. 162 (1)(a)	2

<b>Other TTC Internal Incident Reports (Transit Enforcement and other TTC Divisional Supervisory Reports)</b>	<b>No.</b>
Armed Robbery	2
Assault CBH or w/ Weapon	27
Assault to Resist Arrest	1
Attempted Fraud	4
Attempted Robbery	7
Attempted Theft	5
Bomb Threat	6
Break and Enter	3
Carry Concealed Weapon	2
Cause Disturbance	67
Common Assault	182
Counterfeit Currency	1
Criminal Harassment	3
Discharge Firearm	1
Failure to Comply	6
Fraud	635
Fraud Transportation	1
Indecent Exposure	12
Mental Health Act	47
Mischief	141
Possession of Offensive Weapon	14
Public Mischief	1
Robbery	32
Sexual Assault	94
Theft	43
Theft of Bicycle	2
Uttering Threats	45
Voyeurism	2

## **PROPERTY**

The Transit Enforcement Department is responsible for keeping all evidence and property seized in connection with their duties except in the following circumstances:

- Where Toronto Police request the evidence be turned over to them
- Where an accused is held in Toronto Police custody
- All drugs seized/found
- All firearms seized/found

All property and evidence seized from persons that is not turned over to the Toronto Police Service is stored, preserved and disposed of in a manner consistent with Toronto Police Service standards and procedures for the storage and disposition of property.

In 2017, the Transit Enforcement Department processed 3,148 pieces of property into their property vault. This total includes property seized by Transit Fare Inspectors.

## **PUBLIC COMPLAINTS**

Pursuant to the agreement between the TPS Board the TTC, the Transit Enforcement Department maintains a comprehensive public complaints policy. Public complaints relating to the conduct of Transit Enforcement Officers may be filed in the following manner: at a Toronto Police Service Division, to the TTC directly, in person at 1900 Yonge Street, Toronto, by telephone at 416-393-3111, by email or fax, by mail, by completing a general TTC complaint form, or on the TTC website at [www.ttc.ca](http://www.ttc.ca).

All public complaints relating to conduct of Transit Enforcement Officers are forwarded to the Toronto Police Service's Professional Standards Unit for assessment. The Toronto Police Service classifies each complaint as either serious (e.g. criminal allegation) or less serious (e.g. minor breach of discipline).

Serious public complaints are investigated by the Toronto Police Service. Less serious public complaints are investigated by the TTC's Unit Complaints Coordinator. Assigned to the TTC People Group, the TTC Unit Complaints Coordinator is trained by the Toronto Police Service.

Adjudication and appropriate penalties are the responsibility of the Head-Transit Enforcement (Chief Special Constable). Complainants are advised of the findings of all investigations and are advised of the right to request a review of the adjudication by the City of Toronto Ombudsman's office. All investigations are conducted in accordance with TTC Transit Enforcement Department policy and procedures.

The investigation findings categories are:

**Unsubstantiated:** No evidence exists to support the allegation. Evidence exists, and if believed would not constitute misconduct. The identification of the officer involved cannot be established.

**Substantiated:** Complaint found to be supported by statements or evidence.

**Informal Resolution:** Mediation and successful conclusion of a less serious complaint.

**Pending:** Investigation not yet completed.

There were 10 Code of Conduct complaints received by the Complaints Coordinator in 2017, one of which was withdrawn. Of the remaining nine, two were investigated by TPS and seven were investigated internally. Of the ten allegations within those nine investigated complaints, eight were found to be unsubstantiated.

Total Number of Complaints	Investigated by TTC	Investigated by Toronto Police	Informal Resolution	Withdrawn
10	7	2	0	1

Code of Conduct Violation Investigation	Criminal Investigation
10	0

Unsubstantiated	Substantiated	Complaints Closed	Complaints Outstanding
8	2	10	0

## **USE OF FORCE REPORTING**

In 2017 there were 9 incidents where use of force options beyond physical control and compliant handcuffing was reported by Transit Enforcement Officers.

Six of these incidents resulted in empty hand techniques being utilized to arrest non-compliant suspects. One of these incidents resulted in a baton being drawn to deflect a possible blow from a subject carrying a metal pipe. No contact was made. There were two incidents where officers deployed OC foam. On both occasions, officers were attempting to arrest assaultive suspects.

The following chart further summarizes the category of offence involved in each type of force application:

Highest Level of Force Used	Number of Incidents	Use of Force Reports Submitted	Criminal Code	Provincial Offence (LLA, MHA, TPA)
Impact Weapon Soft	1	2*	1	0
OC Foam	2	2	1	1
Empty Hand Techniques	6	9*	3	3
<b>Total</b>	<b>9</b>	<b>13</b>	<b>5</b>	<b>4</b>

\* Multiple Use of Force reports submitted, one per individual officer attending the same incident

## **INJURY REPORTING**

### **Suspects**

A total of 21 Injury Reports were submitted by Transit Enforcement Officers on behalf of the accused in 2017, ten fewer reports than the 31 submitted in 2016.

**Prior to Arrest:**

10 of these 21 reports were submitted in relation to pre-existing conditions or injuries presented by the accused prior to the arrest such as visible cuts and abrasions, soreness, intoxication and sprains. 3 of these 10 incidents resulted in the accused being transported to hospital for treatment of minor cuts and abrasions. 7 incidents required no medical aid, or medical aid was refused by the accused.

**During Arrest:**

8 of these reports were submitted in relation to minor injuries sustained during the course of an arrest. 1 of these 8 incidents resulted in the accused being treated at scene by Toronto EMS after OC spray was deployed during the course of the arrest. 1 of these 8 incidents resulted in the accused being transported to hospital for treatment of a minor facial cut. The remaining 6 incidents required no medical aid, or medical aid was refused by the accused.

**After Arrest:**

3 of these reports were submitted in relation to medical conditions which presented following an arrest. All incidents resulted in the accused being transported to hospital for treatment of the following: a seizure suffered by the accused during transport (1), withdrawal symptoms (1) and administration of insulin (1).

**Transit Enforcement Officers**

A total of 59 Occupational Injury Reports were submitted by Transit Enforcement Officers in 2017. 55 of these reports were precautionary and reflected minor cuts, scrapes, bumps and bruises sustained by officers during the course of their duties, most often during an arrest, or possible exposure to bodily fluids or contaminants. One of these reports was also precautionary after a Transit Enforcement Officer experienced an acute emotional event after being threatened. Another of these reports was also precautionary after a Transit Enforcement Officer experienced symptoms from a pre-existing condition.

The remaining 4 injury reports resulted in lost time injuries. Two lost time injuries were sustained by officers outside of contact with another person or vehicle, during the course of their duties. One was an ankle injury, sustained while descending a station stairwell and the other was a pulled muscle, aggravated while assisting a customer who had fallen to track level. The third injury was broken skin and swelling, which occurred during the course of an arrest when the officer was bitten by the subject of arrest. The final injury was an acute emotional event, experienced when the officer had to seek refuge while responding to a call at track level.

**GOVERNANCE**

The business of the Transit Enforcement Department is governed by the TTC's agreement with the TPS Board in areas of appointment, identification, equipment, training, powers, and responsibilities.

Pursuant to Article 6 of the Agreement entitled, "Accountability and Risk Management", the TTC is accountable to the Board for all actions taken in relation to the exercise of the powers and authorities granted by the Agreement to Transit Enforcement Officers who have been appointed as Special Constables.

Transit Enforcement Officers must comply with all Toronto Police Service policies and procedures applicable to the duties and responsibilities of Special Constables including any directives or policies of the Board.

In addition, pursuant to the agreement with the Board, the Transit Enforcement Department has established a complaint investigation procedure for the intake and investigation of complaints concerning the conduct of a Transit Enforcement Officer.

The TTC must ensure compliance by Transit Enforcement Officers with the applicable sections of the Police Services Act (PSA) relating to the appointment of any TTC employee as a Special Constable, the applicable regulations thereunder, all internal policies and procedures of the TTC, and all Service policies, standards, and procedures applicable to the duties, powers, and responsibilities of Transit Enforcement Officers as provided to the TTC in accordance with the Special Constable Agreement.

A Transit Enforcement Officer must comply with the applicable sections of the PSA relating to his or her appointment as a special constable, the applicable regulations thereunder, all internal policies and procedures of the TTC, and all Service policies, standards, and procedures applicable to the duties, powers, and responsibilities of Transit Enforcement Officers as provided to the TTC in accordance with the Special Constable Agreement, including any directives or policies of the Board for any Special Constable appointed by the Board.

At all times during the term of the agreement, the TTC must maintain adequate and effective supervision of any employee who has been appointed as a Special Constable by the Board pursuant to the Agreement.

The TTC shall, at a minimum, establish and maintain:

- (a) written policies and procedures with respect to the duties, powers and responsibilities of Transit Enforcement Officers;
- (b) a Code of Conduct for Transit Enforcement Officers, as described in the Agreement;
- (c) a written procedure for supervising and evaluating Transit Enforcement Officers' powers and;
- (d) a written disciplinary process regarding all matters relating to any allegation of improper exercise of any power or duty of a Transit Enforcement Officer as granted pursuant to the Agreement.

The TTC and Transit Enforcement Officers must cooperate with the Toronto Police Service in any matter where a Transit Enforcement Officer has been involved in an investigation.

The Transit Enforcement Department maintains written policies, procedures and rules with respect to the duties, authorities and responsibilities of all members. TTC Enforcement Unit members are expected to comply with the departmental Code of Ethics and Core Values. In addition, a TTC Corporate Discipline Policy is in place to manage the conduct of all Enforcement Officers.

## **HIGHLIGHTS OF THE REPORTING YEAR**

The TTC is working closely with the Toronto Police Service to maintain a meaningful and mutually beneficial relationship.

In 2017, Transit Enforcement Officers focused much of their activities on employee and community engagement and the TTC's corporate interests and business needs including: customer service, fare enforcement, law enforcement, asset protection and addressing customer and employee safety and security needs.

The role of the Transit Enforcement Officer is clear and includes response to TTC emergencies, security related incidents and disruptions to transit service. The transit system is a very specialized environment with unique needs and circumstances that are not found in other agencies that employ special constables.

The goal with any modern rapid transit system is to provide effective and efficient transit services to the public. The focus for the Transit Enforcement Officer is community oriented by providing customer awareness and assistance to transit riders using the system, enhancing public awareness of crime prevention strategies and providing a security and law enforcement related function in matters of public safety, public interest and when the corporate business needs of the TTC require such action.

Transit Enforcement Officers exercise the powers and authorities granted by the Board in a responsible, efficient manner to ensure they provide a duty of care and maintain community expectations of safety and security on the transit system. Transit Enforcement Officers provide a consistent standard of service accountable to both the TTC and the Toronto Police Services Board.

The TTC has the third largest ridership in North America, after Mexico City and New York City. In 2016, the TTC set an all-time record of 538.1 million rides, surpassing its previous all-time total of 537.6 million set in 2015. TTC ridership has increased each year for the last 13 years and in July 2017, the TTC welcomed its 31 billionth rider.

### **Highway Traffic Act:**

Planned or unplanned subway service disruptions have the potential to create severe traffic and transit gridlock as the TTC relies on shuttle buses to replace the affected portion of the subway. Customers resort to driving their automobiles and other modes of transportation and often, overcrowding conditions can pose a serious public safety risk. It is in the best interests of the TTC and the City to respond to and mitigate transit disruptions as quickly and efficiently as possible. There has never been a greater need for safe and efficient transit service in the City of Toronto. In support of Mayor Tory's priority to relieve traffic and transit gridlock, our challenge is to keep Toronto moving as we transform public transit and modernize the TTC.

On December 10, 2015, a position paper outlining a business case for additional powers and authorities pursuant to the Highway Traffic Act and Part II of the Provincial Offences Act was submitted by the Transit Enforcement Department to the Toronto Police Service-Special Constable Liaison office for consideration.

On April 26, 2016, the TTC Transit Enforcement Department received a response from the Toronto Police Service in support of the development and implementation of an initiative, reviewable after one year, involving:

- *Direction of traffic by a police officer, section 134. (1)*
- *Removal of vehicle, debris blocking traffic, section 134.1 (1)(2)(3)(4)*
- *Provincial Offences Officer under Part II of the Provincial Offences Act R.S.O.*

In support of Toronto Police operations, these additional authorities will allow Transit Enforcement Officers to deal effectively and efficiently with any issue that arises as a result of their duties, and respond to TTC Emergencies with the objective of minimizing service disruptions which could potentially result in significant public safety issues, and transit and traffic gridlock.

As of December 31, 2017 Transit Enforcement Officers have received traffic direction training and work on the implementation of the proposed additional authorities is ongoing.

### **Community Outreach Officer:**

In the fourth quarter of 2017, the Head-Transit Enforcement created the Community Engagement Program as a pilot initiative. One Transit Enforcement Officer has been dedicated to the program. This position reports to the Staff Sergeant – Training and Administration, who is responsible for community outreach and public awareness.

The Community Outreach Program officer has been assigned a number of projects, with the goal of developing partnerships with various community groups, City Councilors, schools and other stakeholders to address issues of mutual concern, the needs of patrons living with mental illness, and exploring long term solutions for ‘problem patrons’. The Community Outreach Program officer will also be working with the TTC’s partners in Vaughn, namely, the York Regional Police, York Regional Transit and the City of York, to address any emerging concerns in the new York region stations.

### **SafeTTC:**

The SafeTTC app was launched on September 6<sup>th</sup>, 2017 with the goal of enabling customers to quickly and discreetly report harassment, safety concerns or suspicious activity. The home screen offers the user the choice of submitting a report directly to Transit Control or calling 9-1-1 if emergency assistance is required. A dedicated Special Constable is assigned to Transit Control for the duration of their shift and may respond directly to the user and/or request resources, as appropriate. The ability of a Special Constable to communicate directly with a complainant or victim may mitigate some of the workload on Patrol Units, by potentially reducing the number of calls for service. Approximately 850 reports were filed from the time of launch to December 31<sup>st</sup>, 2017. In that same 4 month period, three arrests were made in conjunction with information received via the app.

### **Toronto-York Spadina Subway Extension:**

On December 17, 2017, the TTC opened the Toronto-York Spadina Subway Extension to the public, extending its operations outside of the boundaries of the City of Toronto for the first time in its history. Transit Enforcement Officers were on hand for all opening events and provided special attention to the extension throughout the month of December. Discussions have been ongoing to extend Special Constable Status to Transit Enforcement Officers operating in York Region. Officers retain their Provincial Offences Officer Status for the purpose of enforcing TTC Bylaw #1 and the Trespass to Property Act.

The following summarizes other noteworthy highlights of the reporting year by quarter:

### Quarter 1:

- Following a pilot project in December of 2016, Transit Enforcement Officers began the second phase of the B.U.S. S.T.O.P. Initiative (Bringing Uniform Support to Surface Operating Personnel). Officers are assigned to provide support to operators and customers alike on assigned routes. Routes are updated every four weeks, based on current crime trends and reported fare evasion. This project ran through the remainder of the year and saw officers boarding 1,488 buses across the city. Officers also held 51 Safety Talks for operators over the course of the year;
- Transit Enforcement Officers partnered with Transit Fare Inspectors to provide additional plain clothes support in addressing fare evasion on the streetcar system. Officers boarded 816 streetcars over the course of the project;
- In response to concerns raised by Stations staff, officers responded to multiple service requests to assist other TTC personnel with fare evasion, belligerent patrons, problem youths, speeding, panhandling, robberies, and illegal entry issues;
- Transit Enforcement Officers were on scene to assist with crowd management and customer service following a bomb threat on March 6<sup>th</sup> to a synagogue near Spadina station;
- Transit Enforcement Officers assisted with customer service and crowd control for the Winter Classic Hockey game on January 1st and attended TPS-MLSE planning meetings in anticipation of the spring playoff season;
- Special Constable Moskowitz delivered a recruitment information session targeted to attract a diverse workforce to Police Foundations students at Durham College;



### Quarter 2:

- Transit Enforcement Officers were featured on the 8th episode of the CBC program “Keeping Canada Safe”, which aired on April 6th, 2017;
- Department Members participated in a Theft from Auto media event on April 7th at Sherway Gardens, in partnership with TPS 22 Division. They also distributed vehicle signs at Kipling Station commuter lots for the “Lock it or Lose it” campaign;
- On April 30th, Special Constables Bingham and Chojecki received Community Member Awards from Toronto Police Services for their assistance in the apprehension of a male with a firearm at Wilson Subway Station in January 2017;
- Staff Sergeants Lariviere and Farrell attended the St. John Ambulance Awards ceremony to acknowledge Life Saving Awards presented to Sergeant Hylton-Ehlers and Special Constable McFarlane;
- Transit Enforcement Department members were invited to participate in the ‘Cops for Cancer’ head shaving fundraiser on April 22nd at Yorkdale Mall and raised \$760,000 for the cause
- Transit Enforcement Officers represented the department in the Service Relief Line announcement on June 2nd and the APTA Transit System of the Year announcement on June 26th;
- Members of the Transit Enforcement Department attended the Birchmount Safety Day on June 28<sup>th</sup>;
- Transit Enforcement Officers continued to address staff and customer concerns, assist with weekend closures, and ride designated routes as part of the B.U.S.S.T.O.P. Initiative
- In response to recent terrorist actions abroad, security was heightened for many large-scale public events and Transit Enforcement Staff Sergeants attended a Provincial Anti-Terrorist Meeting along with other provincial law enforcement partners;



St John's Ambulance Awards



Birchmount Safety Day



Police Officer Memorial-

### Quarter 3:

- Transit Enforcement Officers assisted with customer service, and conducted high visibility patrols and safety details on or around major transit routes for multiple summer events, including: Canada Day, the 31 Billionth Rider event, Toronto Open Doors, the VELD music festival, the Caribbean Carnival, Taste of the Kingsway , the Ukraine Festival, the CNE , the Invictus Games, Nuit Blanche, and the Freedom Underground Train Ride & Emancipation Day Celebration;

- Transit Enforcement Officers were proud to represent the department at the Peace Officer Memorial in Ottawa on September 24<sup>th</sup>;
- Transit Enforcement was in attendance at Centennial College for Community Day on September 26th. They spoke with students about various topics such as: transit safety, the SafeTTC app, counterfeit fare media, and Proof of Payment (POP), as well as Transit Enforcement's role in keeping the TTC safe. Numerous students inquired about the recruitment process to become a Transit Enforcement Officer or Fare Inspector. Many students also downloaded the SafeTTC app to their phones;



- Departmental members including Staff Sergeants, Sergeants, Officers and Civilian staff attended the graduation ceremonies for the two most recent classes of Transit Enforcement Officers on July 26th at the Toronto Police College;
- In September, extra resources were added for Back-to - School details to support Stations and Transportation staff and to educate school-aged youths with regards to proper procedures and behaviour for riding the TTC;
- Other special details were conducted at Eglinton, Wellesley and College stations to address fare evasion and other order maintenance issues;



#### Quarter 4:

- On October 1<sup>st</sup>, members of Transit Enforcement participated in the 2017 CIBC Run for the Cure. The run was great success, with \$1,688 being raised in support of breast cancer research. Transit Enforcement Officers also participated in the annual Breast Cancer Awareness pink epaulette program;
- Department members helped kick off the Royal Canadian Legion's Annual Poppy Campaign on October 27<sup>th</sup> at North York Centre, alongside veterans and students from Davisville Public School. Funds raised from the campaign go to support veterans and their families across the country;
- Transit Enforcement Department members were on hand at Kipling Station on October 31<sup>st</sup>, for the announcement by the Minister of Transportation, Steven Del Duca, that the station will be re-developed into a transit hub connecting three regional transit services;



- The annual Halloween detail (Project Ghostbusters) added two teams for proactive patrols;
- Officers partnered with the Toronto Police Traffic Services Unit for a Pedestrian Safety Initiative at Union Station;
- Special Constable Minter proudly represented the TTC for Remembrance Day celebrations;



- Transit Enforcement Officers once again participated in the annual 'Movember' campaign to raise awareness of men's health issues. This year, the Transit Enforcement team raised an amazing \$2,489 for the cause;

- Members from each platoon were selected for a new Peer Support program, wherein which like-minded individuals with similar experiences will encourage and support each other, in order to continue healing;



- Transit Enforcement Officers were detailed to two routes, in conjunction with Toronto Police, to address specific concerns. They also conducted special attention patrols to address safety and security concerns around Lansdowne Station, and issues affecting TTC workers near Islington Station. They also participated in a Speed Parking Blitz on November 14th and a high visibility auto detail on November 12th;

- In partnership with the Toronto Police Service, Transit Enforcement Officers provided high visibility crowd control support for many large scale events in the city including: the TFC Playoff game, the Santa Claus parade, the CFL Finals, and the Cavalcade of Lights;



- Transit Enforcement Officers were assigned to monitor the trains proceeding north of Sheppard West prior to the opening of the Toronto-York Spadina Subway Extension. As part of TTC emergency preparedness, Department members also participated in two emergency exercises at the new stations;

- As part of the New Year's Eve Emergency Operations Plan, a senior member staffed the TTC desk at the Toronto Police Major Incident Command Centre (MICC). This member acted as the TTC liaison from Transit Enforcement to the MICC in order to have direct links to other policing agencies and first



responders ensuring a coordinated response to order maintenance issues or emergencies affecting TTC service;

## **CONCLUSION**

The Transit Enforcement Department is responsible for protecting the integrity of the transit system and performing law enforcement and security functions with respect to TTC properties and assets in order to ensure that they are protected and the transit system remains a safe and reliable form of transportation. The Transit Enforcement Department is committed to working in partnership with the Toronto Police Service, TTC employees and the community to support the TTC's vision of a transit system that makes Toronto proud.

## **CONTACT INFORMATION**

Michael Killingsworth  
Head-Transit Enforcement  
Phone: 416-393-7836  
Email: [Michael.Killingsworth@ttc.ca](mailto:Michael.Killingsworth@ttc.ca)



# Toronto Police Services Board Report

---

July 10, 2018

To: Chair and Members  
Toronto Police Services Board

From: Mark Saunders  
Chief of Police

**Subject: ANNUAL REPORT - POLICE TOWING CONTRACT -  
JANUARY 2017 TO DECEMBER 2017**

## **Recommendation(s):**

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

## **Financial Implications:**

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

## **Background / Purpose:**

At its meeting of February 16, 2012, the Board received the foregoing and approved the following Motion (Min. No. P46/12 refers);

“THAT the following reports, which are currently submitted by the Chief on a semi-annual basis, be submitted annually in the future:

- Towing – compliance with terms of the contracts”

In accordance with the direction provided by the Board, the following report is being submitted.

## **Discussion:**

The Toronto Police Service (Service) requires prompt and efficient towing and pound services on a 24-hour a day, 7-days a week basis. The need for this service arises from police contact with vehicles such as those recovered after being stolen, impounded for bylaw infractions or impounded following the arrest of the driver. At the same time, the Service also has an obligation to ensure that the towing and pound services provided to

the public through the police are fair, equitable and adhere to the terms and conditions of the contract between the Service and the contract towing agencies.

In an effort to ensure compliance, all contract towing service providers are subject to inspections undertaken by Traffic Services personnel where a random selection of invoices are reviewed to ensure conformity with the billing requirements of the contract. Every receipt in this statistically relevant sampling is checked for In/Out time stamps and the accurate calculation of tow fees and storage costs. Any irregularities are noted; the receipts are photocopied and filed at Traffic Services. The Management at each contract tow service provider is counselled regarding contract requirements and arrangements are made for immediate customer reimbursement, if applicable.

Further, all contract towing service providers are subject to semi-annual inspections of their equipment, licences and pound facilities. Any shortcomings are noted and arrangements are made with Management to remedy the situation and comply with the conditions and requirements of the contract.

The video system recordings used for security of the pound are also sampled by examining recordings for three random dates in the preceding ninety days to ensure compliance with the contract. No deficiencies with respect to video recordings were noted during this current audit.

Invoice compliance audits for this report represent the period of January 1, 2017 ending December 31, 2017. Receipts used for the audits were drawn from the following dates:

- 1) February 5 to February 12, 2017
- 2) June 12 to June 18, 2017
- 3) November 13 to November 19, 2017

The results are as follows:

### **District 1**

#### **JP Towing Service & Storage Limited**

The invoice audits of JP Towing, District 1, were conducted on May 29, 2017, and March 8, 2018:

<b>Audit Results</b>	
Total number of receipts inspected	301
Number of receipts contract compliant	301
Number of receipts contract overcharged	0

Comments:

- All inspected equipment, facilities and licences were found to be in compliance.

- There were no unresolved letters of complaint or compliment during the inspection periods.
- There were a total of 14,278 street tows with police presence in District 1 for the year.

**District 2**

**1105729 Ontario Limited – o/a Classic Towing (Effective June 1, 2016)**

The invoice audits of Classic Towing, District 2, were conducted on June 2, 2017, and March 9, 2018:

<b>Audit Results</b>	
Total number of receipts inspected	22
Number of receipts contract compliant	21
Number of receipts contract overcharged	1

Comments:

- Credits were issued for all overcharges
- All inspected equipment, facilities and licences were found to be in compliance.
- There were no unresolved letters of complaint or compliment during the inspection periods.
- There were a total of 1,994 street tows with police presence in District 2 for the year.

**District 3**

**1512081 Ontario Limited - o/a Abrams Towing Service Limited**

The invoice audits of Abrams Towing, District 3, were conducted on June 1, 2017, and March 7, 2018:

<b>Audit Results</b>	
Total number of receipts inspected	111
Number of receipts contract compliant	111
Number of receipts contract overcharged	0

Comments:

- All inspected equipment, facilities and licences were found to be in compliance.
- There were no unresolved letters of complaint or compliment during the inspection periods.
- There were a total of 4,350 street tows with police presence in District 3 for the year.

## **District 4**

### **Williams Towing Service Limited**

The invoice audits of Williams Towing, District 4, were conducted on May 31, 2017, and March 6, 2018:

<b>Audit Results</b>	
Total number of receipts inspected	211
Number of receipts contract compliant	210
Number of receipts contract overcharged	1

Comments:

- Credits were issued for all overcharges
- All inspected equipment, facilities and licences were found to be in compliance.
- There were no unresolved letters of complaint or compliment during the inspection periods.
- There were a total of 3,031 street tows with police presence in District 4 for the year.

## **District 5**

### **“A” Towing Service Limited**

The invoice audits of “A” Towing Service Limited, District 5, were conducted on May 30, 2017 and March 5, 2018:

<b>Audit Results</b>	
Total number of receipts inspected	450
Number of receipts contract compliant	450
Number of receipts contract overcharged	0

Comments:

- All inspected equipment, facilities and licences were found to be in compliance.
- There were no unresolved letters of complaint or compliment during the inspection periods.
- There were a total of 16,428 street tows with police presence in District 5 for the year end.

### **Conclusion:**

The pound audit process revealed a compliance rate of 99.817% based on the samples examined. All matters have been resolved to the satisfaction of the Service.

Deputy Chief Peter Yuen, Communities and Neighbourhoods Command, will be in attendance to answer any questions the Board may have concerning this report.

Respectfully submitted,

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

MS/cc

Filename: 2017 Annual Report on Towing.

**Toronto Police Services Board  
August 23, 2018**

---

**\*\* Speakers' List \*\***

**Opening of the Meeting**

1. Call to Order

- Indigenous Land Acknowledgement

*Ms. Frances Sanderson will provide comments about the significance of the Acknowledgement, and also conduct a smudging ceremony.*

2. Board statement concerning the Danforth shooting.

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

4. Confirmation of the Minutes from the meeting held on July 19, 2018

**Presentations, Deputations & Written Submissions:**

Presentation(s)

5. **Independent Civilian Review into Missing Persons Investigations – Review's Terms of Reference**

*The Honourable Gloria J. Epstein will deliver a presentation with respect to this report.*

Deputations Derek Moran  
Brenda Ross

Written Submission provide by Joe Clark.

6. **Anti-Racism Advisory Panel – Membership Recommendations of the Interim Steering Committee**

*Ms. Notisha Massaquoi, Interim Steering Committee Anti-Racism Advisory Panel will deliver a presentation with respect to this report*

Deputations Miguel Avila – Velarde  
Ruben Charles

7. **F.O.C.U.S. Toronto Situation Tables, Q1 2018 Statistical Report**

*Inspector David Rydzik and Sergeant Brian Smith will deliver a presentation with respect to this report.*

Deputations Danielle Pacey  
Carlyn Bezic  
Ruben Charles

8. **The DMZ Partnership**

*Deputy Chief Shawna Coxon will deliver a presentation with respect to this report.*

9. **Cannabis Update**

*Chief Saunders will provide the Board with an update on the occupational implications of cannabis legalization and ongoing efforts by the Service to prepare for the enforcement issues associated with cannabis legalization.*

Deputation Kris Langenfeld

11. **Board Policies – Accommodation and Conduct of Service Members: Amendments to Policy**

Deputation Miguel Avila – Velarde

15. **Award for the Supply and Delivery of Parking Tickets**

Deputation Kris Langenfeld

21. **2018 Capital Budget Variance Report for the Toronto Police Service, Period Ending June 30, 2018**

Deputations Derek Moran  
Kris Langenfeld

27. **The Way Forward (T.W.F.) Second Quarterly Update for 2018**

Deputation Kris Langenfeld

29. **2017 Annual Report: Toronto Transit Commission – Special Constables**

Deputation Derek Moran

\*Written submission also provided; copy attached.

## Deficiencies in terms of reference for Independent Civilian Review into Missing-Person[s] Investigations

Location of this deputation

The permanent location of this deputation is at [joeclark.org/missingpersons](http://joeclark.org/missingpersons).

These “draft” terms of reference need to be substantively changed

1. If these terms of reference are really “draft,” you have to be willing to change them – even significantly, and even if it involves admitting its creators were wrong or were themselves biased.
2. The working group will investigate alleged bias inside Toronto police, but has not elucidated the biases of its members, with one exception: A leading civilian member works for an organization that made multiple claims of police racism, but that somehow isn’t accepted as a form of bias. (In fact, it’s viewed as a fast-track qualification to get yourself *onto* this working group.)
3. The terms of reference are strewn with academic buzzwords like “implicit bias,” “racializ[ation],” and “intersectionality,” all of them undefined and in any event unprovable.
4. The terms of reference make no reference to the effects of Second or Third World Cultures and Islam, either regarding persons who go missing or the way Toronto Police deal with such cultures and that religion.

This “independent” working group has a preordained outcome

It will determine that Toronto police are too White and male (that phrase will be rendered as “white and male”). This “independent” working group will inevitably find that cops’ endemic implicit and explicit biases led them to ignore, discount, or just deny intersectionality, hence further leading to treating missing persons ever worse and worse according to how progressively non-White and/or non-male they were.

This isn’t an independent inquiry but a far-left or progressive inquiry

The terms of the inquiry, unless altered, irreversibly bias the working group toward far-left or progressive buzzwords and concepts. What you’ve got here is an academic-leftist working group, not an “independent” one.

This group could be considered independent if and only if its terms of reference did not presuppose concepts like intersectionality and implicit bias and did not otherwise place a proverbial thumb on the scale.

ASAAP has no business arrogating first-among-equals status

The Alliance for South Asian AIDS Prevention seems to have been granted first-

among-equals status by mau-mauing the Toronto Police Service for months on end. Few of the missing persons were “South Asian” and *none of them had AIDS*. ASAAP has no business being on this panel at all.

Say the cops are racist enough times and you’ll get rewarded with a seat at the table  
Possibly even the driver’s seat.

ASAAP will tell anyone who will listen that it believes Toronto police deigned to wake up and investigate multiple missing-person cases only after a White man went missing.

1. ASAAP’s “[community bulletin](#)”: “We strongly emphasize that racism and homophobia are systemic issues that affect every part of our society. A different standard of justice for racialized and LGBTQ+ people is the reality in our city and province [sic].”
2. ASAAP executive director Haran Vijayanathan has spent months thumbing through his thesaurus to find new ways to tell credulous media outlets that Toronto police are racist.

1. [Vice](#):

“Why did a white man have to go missing for anything to happen with the other men?” he said. “We suspect homophobia and racism to have played a role in the investigation.”

2. [Toronto Observer](#):

“We clearly think there is racism, homophobia and classism that played a part in how this investigation was conducted,” Vijayanathan said. “We are not going to step back on this.”

ASAAP will never stop calling cops racist. (Take them at their word.)

3. [Toronto.com](#):

Vijayanathan said he told Toronto police “there was racism and homophobia at play” in the way they responded to reports Kanagaratnam and Navaratnam were missing[.]

4. [The Current](#):

Well, I mean, coming from a community perspective and just watching how things are done with systemic racism and homophobia and classism that its still present within the way systems are operated in this country, it becomes a challenge.... We don’t pay attention to racialized people. We don’t pay attention to folks who are poor, who are marginalized, and who are homeless....

But when a [W]hite person goes missing, then the entire world is paying attention, which is tragic in a way, right?

5. *The National*, 2018.01.29:

I think racism has something to do with it. Homophobia has something to do with it. Classism has something to do with it. So when you look at all of those issues, they all play a part in terms of how people are viewed as credible sources of information within society and who is not and who is worth investigating and who is not.

And five days earlier on the same show: “It had to take a white man to go missing before we paid attention to everything else. So that’s when race came into it. And it felt like the police took it seriously then.”

6. *W5*, 2018.02.17:

There was a lot of people saying “You know what, police aren’t paying attention because these are brown men and Muslim men and Tamil men,” who, again, the whole racism comes into, and the prejudices come in, so those are the kinds of things that you’re hearing. Lives have been lost in violent and targeted ways...

Because when a [W]hite person goes missing and the community gets involved, and there’s a real pushback, right, and there’s community organizing. It was through Andrew’s missing that we were able to re-draw and re-energize the community about the other men missing. But it didn’t have to get there. It shouldn’t have gotten there.

Shorter ASAAP: “Cops are so racist they don’t prioritize brown people. We demand that police remedy their racism by prioritizing brown people.”

The terms of reference imply that most victims were “South Asian”

The terms of reference fail to cite the true nationalities, races, and ethnic origins of the named victims.

- Only two were “South Asian” (Sri Lankan or Ceylonese).
- Afghans and Turks are not “South Asian”; two victims were Afghan.
- Turkey and Afghanistan are not in “the Middle East.”

The real ethnic, national, and racial origins of the named victims are these:

**Afghan**

Abdulbasir Faizi

Majeed Kayhan

**Iranian**

Soroush Mahmudi (additionally Shia Muslim)

**Sri Lankan or Ceylonese**

Kirushna Kumar Kanagaratnam  
Skandaraj Navaratnam

**Turkish**

Selim Esen

**White**

Andrew Kinsman  
Dean Lisowick  
Tess Richey  
Alloura Wells (with a [“black Nova Scotian grandmother”](#))

The terms of reference *get none of this right*.

- ASAAP – the “South Asian” group that barged to the front of the line – should in particular be aware that *two* victims were Sri Lankan or Ceylonese (“South Asian” is not precise enough there), while *every* other victim was White, Turkish, Persian, or Afghan; those latter three designations could be classified as Aryan, in the 19th– and 20th–century Sanskrit sense, or Caucasian.
- Alloura Wells, a mixed–race person, was three–quarters White.
- The victims were of *multiple nationalities and ethnicities* that cannot be swapped out and cannot be analogized, euphemized, approximated as or subsumed under any tidy category, including White, South Asian, Caucasian, minority, or majority.

Death is the ultimate leveller of “diversity.” Reclassifying the dead to make it seem like the Toronto police mistreated minorities or “brown” persons puts the cart before the horse. It presupposes the outcome of this ostensibly independent inquiry.

“LGBTQ2S+” community groups want police *eliminated*

An actual [Facebook posting](#) from oft–quoted “community” activist group Queers Crash the Beat:

At this year’s Pride in Toronto, Queers Crash the Beat gathered all the sequins, pink lamé, blue pleather, and *peau de soie* we could get our hands on to raise an idea: IMAGINE A FUTURE WITHOUT POLICE[.]

The same group’s [“Statement on McArthur arrest and police investigations”](#):

Police don’t care about queer lives, about trans lives, about Black and brown lives.... We

believe there is real bias in policing, and that Bruce McArthur, a serial killer of brown gay men, benefited from those biases as a white man. His brown victims suffered the indignity — even after death — of being disposable bodies, not worth saving while alive, and not worth finding when they disappeared.

It is only by an accident of fate that there has been any closure at all into the disappearances of many of these long-missing gay brown men.... We are steadfast in the belief that [police] mishandled these older cases, failing even to preserve or review the computer of one of the long-missing, due to their racist biases and lack of understanding of queer communities. Instead, the police insinuated that the missing brown gay men were to blame for their own disappearances, as they were “leading double lives.”

How dare they.

It goes on from there. (Note the statement’s repeated misracializing of victims as “brown,” and the absence of a capital letter on that word.)

Based on a lifetime’s experience, the working group will encounter only two reactions from “LGBT+” and “racialized” groups:

1. The police force needs to be shut down altogether.
2. The police force is riven with transphobia, racism, and homophobia because straight white males run the place and that’s how those guys always are.
  - As such, nothing but a stem-to-stern upset of the entire police force, including replacing white staff with queer and trans\* people of colour, will suffice.
  - Those replacement staff *must* be vetted and preapproved by police critics (and, comparable to ASAAP’s usurping a place on this working group, must be *drawn from* the coterie of police critics).
  - Direct, objective qualifications will be deemed colonialist and/or artifacts of “white supremacy.”

The organizations this working group sets out to canvass will never be satisfied with anything less than complete upheaval of the police force – better yet, its outright elimination. It would be wrong to close off avenues of discussion with such groups, but it would be just as wrong to assume anything novel or constructive will come from such discussions.

We know what these groups are going to say even before they say it. In fact, this independent inquiry’s terms of reference sound like they already *were* written by ultra-leftist, anti-cop “community” groups.

If the working group somehow happens to find a unicorn in a meadow, namely a pro-police “LGBT+” or “racialized” community group, that group will be denounced as transphobic, racist, and homophobic by the other groups – as collaborationists, essentially.

Those pro-police individuals and groups will be relentlessly harassed, insulted, and doxxed online; activists will try to get them fired from their jobs, will attempt to permanently tar their reputations, and, given activists’ proven inability to differentiate opponents from “Nazis,” will advocate and possibly carry out physical violence. (I have to say *physical* violence here because anti-cop

“LGBTQ+” groups are so delusional they consider words violence even in the context of actual suspected murders.)

The investigation *must* consult White groups

This working group cannot live up to the term “independent” unless and until it consults with White community groups. After all, most named victims *were* in some guise White or Caucasian, and the good names of the White deceased have been run through the mud by non-White activists for months.

If anyone, at any stage of this process, somehow believes it is racist to render the racial classification White with an initial capital, *that* person is the racist. He or she is hopelessly biased and should be discounted absolutely. Based on evidence, such a person would likely be nominated to serve *on* this working group, and probably does already.

“Implicit bias” doesn’t mean what you think it does, and in any event you can’t test for it

The Implicit Association Test is the genesis of the phrase “implicit bias.” I’d be happy to provide citations proving that the Implicit Association Test does not locate or prove implicit bias, but those citations would go unread. Anyone who believes in “implicit bias” does not believe in evidence and will not read published studies. (Too much risk of being proven wrong.)

“Implicit bias” is a progressive buzzword whose crucial flaw is its unfalsifiability. When accused of implicit bias, you the victim cannot prove you don’t have it *because by definition it’s implicit*. (You’re so biased you don’t even know it!)

In the context of interrogating cops about their racism, transphobia, and classism, here’s how the conversation will go.

INDEPENDENT WORKING GROUP: Detective, we believe implicit bias was a factor in your handling of this case.

WHITE MALE DETECTIVE: I don’t know what that means.

— It means bias you aren’t aware of.

— If I’m not aware of it, that’s the same as not having it. You can’t prove I did whatever it is you’re accusing me of.

— But you can’t prove you didn’t.

— Put that in your report and I’ll sue the pants off you. This conversation is over.

An accusation of implicit bias becomes a scarlet letter that can never be removed from one’s person. It’s a meaningless accusation that is nonetheless extremely effective at soothing “progressive” prejudices – and at assassinating the characters of those accused.

“Implicit bias” has no place in a legitimate inquiry and must be struck from the terms of reference.

“Intersectionality,” like implicit bias, is nothing more than a pet theory that pits subminorities against each other

“Intersectionality” is another unfalsifiable progressive buzzword. To the extent it makes any sense, intersectionality holds that the more minority groups to which one belongs, the greater the burdens, including discrimination and – apparently – not getting investigated by the cops if one gets murdered.

If intersectionality is real, then a cop investigating the death of a White person would stop cold once he realizes “she” was a transgender.

Everyone belongs to more than one identifiable group. Some persons are members of multiple minorities. “Intersectionality” means nothing, except for its utility, like implicit bias, as a club wielded by leftists and progressives. The Toronto Police Service, and the proposed working group, do not take orders from adherents of intersectionality theory, who in any event are not standard-bearers of ethics and morality.

“Intersectionality” has no place in a legitimate inquiry and must be struck from the terms of reference.

The roles of culture and religion are elephants in the room that must be addressed

The effect of Second and Third World cultures, and of Islam and possibly other religions, on the conduct of persons who go missing must be addressed, as must the ways in which Toronto Police do and do not address such cultures and religions.

The draft contains further biased or loaded terms

- There is no such thing as a “racialized” person. Everybody has a race or a colour, but, even if you believe in God, nobody, not even God, came down and “racialized” you. “Racialized” *does not* mean non-White and it also does not refer to non-White people who, those people say, are treated as non-White.
- To speak of “marginalized” groups presupposes that someone (an oppressor, obviously) is marginalizing them. Canada is a constitutional democracy and precisely *nobody* and *no group* renders individuals to any “margin.”

These words, being biased, must be removed from the draft.

The biases of Working Group members, and the Reviewer, must be disclosed

The Working Group ostensibly is constituted to investigate bias inside Toronto police. To do that, its own house must be in order, and all its own biases declared.

Working Group members must answer these questions:

- Are all human lives equal, or are some more equal than others?
- Is it a greater or lesser tragedy or crime when a non-White person, or a

transgendered person, is murdered?

- Are or are not White police riven by implicit or any other kind of bias against non-Whites and/or transgendered persons?
- If a non-White or transgendered person accuses Whites and/or males of biases, should that person be automatically believed or not? (Should *accusers* be automatically believed or not?)
- Are we or are we not living under conditions of white supremacy? (Right here in Toronto, Ontario, Canada?)
- Is it or is it not OK to be White?
- If you are a White person, do you or do you not feel guilt about that?
- If a non-White person calls you racist, does that person have the unfettered right to do so, and is that person presumptively correct (or not)?
- If you are a non-White person, do you have the unfettered right to call White people racist, or do you not?
- Is it or is it not your duty to carry out Indigenous reconciliation? Are you or are you not located on traditional Indigenous land? Are you or are you not a settler or colonizer?
- Yes or no: Are some people better than other people?
- Yes or no: Are some cultures better than other cultures? If yes, what cultures is Canada's better than?

Posted: 2018.08.21