



The Police and Community Engagement Review Report

The PACER Report

The PACER Team 

PACER Vision:

World Leader in Bias-Free Policing leader in
to will be
one of the safest urban centres in the world.

PACER Mission:

Continual Improvement into Poliev
in-person

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PACER Vision: The Toronto Police Service will be a world leader in bias-free police service delivery and Toronto will be one of the safest urban centres in the world.

PACER Mission: To review and continually improve all Toronto Police Service procedures and practices relating to in-person interactions between police officers and members of the community.



Legal Opinions

Internal/External
Crown/Defence/Privacy/Civil

Review of Statutes

Federal
Provincial
Municipal

Review of Case Law

Investigative Detention
Charter Issues

Community

Individuals & Organizations
Leaders & Advocates
Focus Groups & Broad Sector

Police Agencies

Overseas
American
Canadian

Internal

Diagonal cross-section of Service

All Concluded:

When properly conducted, Community Engagement is *legal, lawful* and *required* of police officers

Overview



Community
Consultation

Service
Governance

Public
Accountability

Corporate
Communications

Information
Management

Human
Resources

Performance
Management

Intelligence Led
Policing

Operational
Improvements


Professional
Standards

Project
Management

31 Recommendations

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Community Consultation 

- That the Service create a standing community advisory committee to work continuously with the Service, in order to assess and address the issue of racial profiling, and through this partnership assist the Service in the delivery of bias-free police services.
- That the Service conduct community surveys to proactively evaluate and address issues relating to public trust, police legitimacy, customer service, racial profiling and bias in police services.

Community Advisory Committee

Community Surveys

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(4) That the Service create a standing community advisory committee to work continuously with the Service, in order to assess and address the issue of racial profiling, and through this partnership assist the Service in the delivery of bias-free police services.

(5) That the Service conduct community surveys to proactively evaluate and address issues relating to public trust, police legitimacy, customer service, racial profiling and bias in police services.

Service Governance

Physical Card Replaced by Use of Memobook

Procedural Revisions – Community Safety Note

New Core Value to Reflect Bias-Free Policing

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(3) That the Service discontinue use of the physical hard copy card (currently the Community Inquiry Report or TPS 306 Form) and, as a replacement, direct Officers to enter the information captured during such community engagements directly into their memobook for subsequent input into the electronic application.

(2) That Procedure 04-14 be revised to reflect new terminology concerning Community Safety Notes (CSN) and that the Procedure be rewritten to include and define: the operational purpose of ensuring public safety, a legal and human rights framework, information management and retention requirements, new quality control processes and introduces heightened supervision standards.

(1) That the Service create a new Core Value articulating the Service’s explicit, continued commitment to delivering bias-free police services, and that a new values statement reflecting the new Core Value is embedded in all related Service Governance.

Public Accountability




Modify Receipt to a Redesigned Business Card Format

That the Community Inquiry Report Receipt (Form 307) be redesigned to a Service business card format which will be offered to any community member who is the subject of a Community Safety Note submission.

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Corporate Communications 


- That the Service create and implement a corporate communications strategy to continuously educate, inform and engage the community with respect to the implementation of the PACER Report recommendations, Service public safety and public trust programs, the Ontario Human Rights Code and the Canadian Charter of Rights and Freedoms civil liberties and responsibilities.

Multi-Faceted Public Education Campaign

The communication strategy will involve direct community input into the design and delivery of the medium, embracing multiple languages and will be delivered across a full spectrum of avenues, including but not limited to, mainstream, ethnic and social media, Community Police Liaison Committees meetings, focus groups and virtual town halls.

Public Reporting on Community Safety Notes

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(27) That the Service create and implement a corporate communications strategy to continuously educate, inform and engage the community with respect to the implementation of the PACER Report recommendations, Service public safety and public trust programs, the Ontario Human Rights Code and the Canadian Charter of Right and Freedoms civil liberties and responsibilities.

The communication strategy will involve direct community input into the design and delivery of the medium, embracing multiple languages and will be delivered across a full spectrum of avenues, including but not limited to, mainstream, ethnic and social media, Community Police Liaison Committees meetings, focus groups and virtual town halls.

(28) That the Service design, implement and prepare a public report of Community Safety Note related procedures and practices including the use of demographic and race-based data.

Information Management




Seven Year Retention

- That the Service retain all Community Safety Note submissions for a maximum of seven years while continuing to explore industry best practices for information management, retention, privacy and access.

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Human Resources 

TPS Hiring Process to Include Enhanced Screening for Bias

Supervisory Evaluation of CSN for TPS Hiring Screening

Probationary Constables' CRU Assignment Doubled (35 → 70 days)

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(13) That the Service's recruiting and hiring process is strengthened to include an evaluation of all potential candidates for evidence of discriminatory and/or racist behaviour, including an examination of related social media content.

(14) That the Service continue to review the weight given to Community Safety Notes (CSN) in the recruitment and hiring process and ensure a supervisor is responsible for content validation and evaluation of any CSN submissions considered in the process, including making every reasonable effort to ensure the original submitting Officer clarifies the context in which the CSN was submitted.

(15) That all Probationary Constables (including the May 2013 constable graduation class) successfully complete a minimum of two Compressed Work Week Cycles, within their probationary period, assigned to the divisional Community Response Unit.

Human Resources

That the Service continue to ensure all uniform Officers and investigators receive training that includes, but is not limited to:

- Canadian Charter of Rights and Freedoms;
- Ontario Human Rights Code;
- articulable cause, reasonable suspicion & investigative detention;
- police note-taking, case disclosure and court testimony;
- customer service;
- tactical communication, strategic disengagement & conflict de-escalation, mediation and resolution; and
- prevention of discrimination, racism and Black racism.

This training should incorporate role-play and scenario-based training in relation to the Community Safety Note Procedure 04-14. All training will involve community participation in training design, delivery and evaluation.

Enhanced Training in Collaboration with Community Partners

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(12) That the Service continue to ensure all uniform Officers and investigators receive training that includes, but is not limited to:

- Canadian Charter of Rights and Freedoms;
- Ontario Human Rights Code;
- articulable cause, reasonable suspicion & investigative detention;
- police note-taking, case disclosure and court testimony;
- customer service;
- tactical communication, strategic disengagement & conflict de-escalation, mediation and resolution; and
- prevention of discrimination, racism and Black racism.

This training should incorporate role-play and scenario-based training in relation to the Community Safety Note Procedure 04-14. All training will involve community participation in training design, delivery and evaluation.

Human Resources 

Intercultural Development Program

- That a specific and individualized program is designed

Individualized Program to Improve Bias-Free Service Delivery

Intercultural Development Assessment for TPS Applicants (Hiring & Promotion)

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(16) That the Service develop and implement an intercultural development program.

(17) That a specific and individualized program is designed for Officers requiring improvement in the areas of valuing diversity or bias-free service delivery, which would include participation in the intercultural development program.

(18) That the Service mandate an intercultural development assessment of all persons making application for employment with, or for promotion within, the Service.

Performance Management 


Officers Evaluated on Quality of Community Engagements Community Safety
evaluated

engagements and the intelligence quality of any CSN submissions.

- That the Service create and implement an informal

Informal Recognition Program Officer
competence,
customer service, intelligence led policing and bias-free
service delivery.

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(19) That Officers continue to conduct Community Safety Note (CSN) related activities and will be evaluated primarily on the professional quality of such engagements and the intelligence quality of any CSN submissions.

(20) That the Service create and implement an informal recognition program that fosters high quality Officer performance in the areas of intercultural competence, customer service, intelligence led policing and bias-free service delivery.

Intelligence Led Policing



Increase Officer Awareness of Intelligence Gathering & Dissemination

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(26) That the Service review and evaluate the current capacity of intelligence led policing practices and adopt appropriate means by which to increase Officer awareness, training and competency, with respect to all existing intelligence gathering and dissemination methods.

Operational Improvements

- Officer Prerequisites for Assignment to Divisional Policing Support Unit**
- DPSU Deployments Coordinated with Divisions**
- Restructuring of DPSU Command**
- Comprehensive Review of DPSU by Divisional Policing Command**

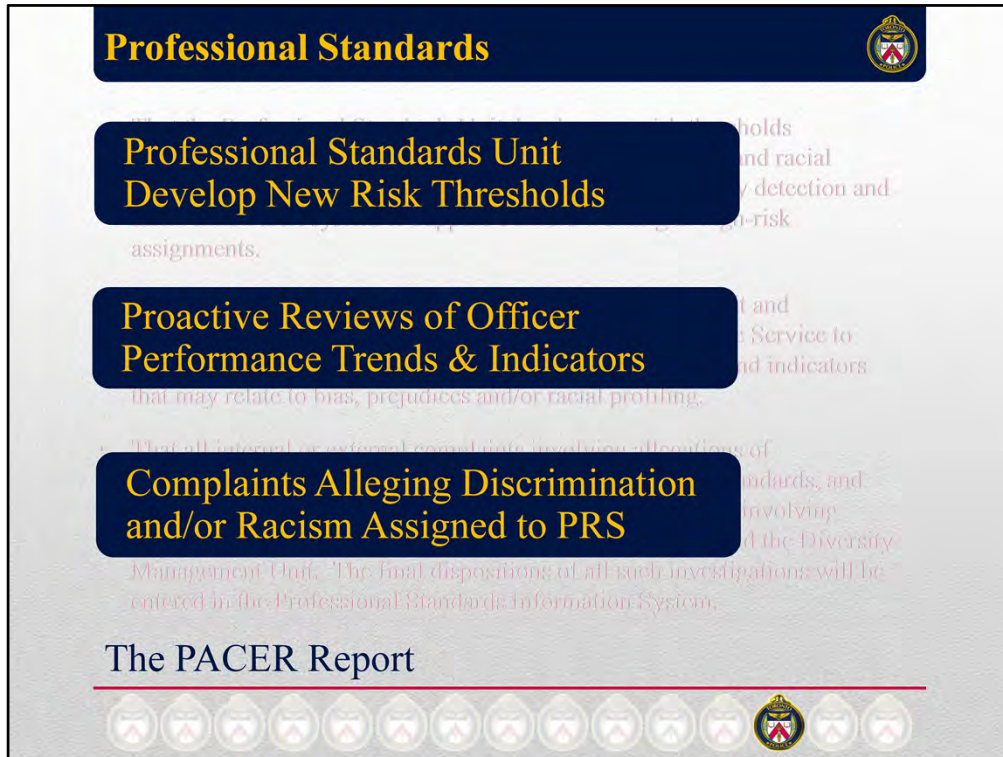
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(24) That all officers assigned to Divisional Policing Support Units must have successfully completed the staff development program at a Divisional Policing Command division prior to an assignment with the Unit.

(22) That the Divisional Policing Support Unit (DPSU) ensure all DPSU deployments are done in collaboration with the Divisional Crime Management Team, aligned to the Division’s crime management processes, priorities and projects, providing professional, high quality, bias-free service delivery to all members of the community.

(25) That the Unit Commander assigned to Divisional Policing Support Unit hold the rank of Superintendent, supported by an Inspector as the second-in-command.

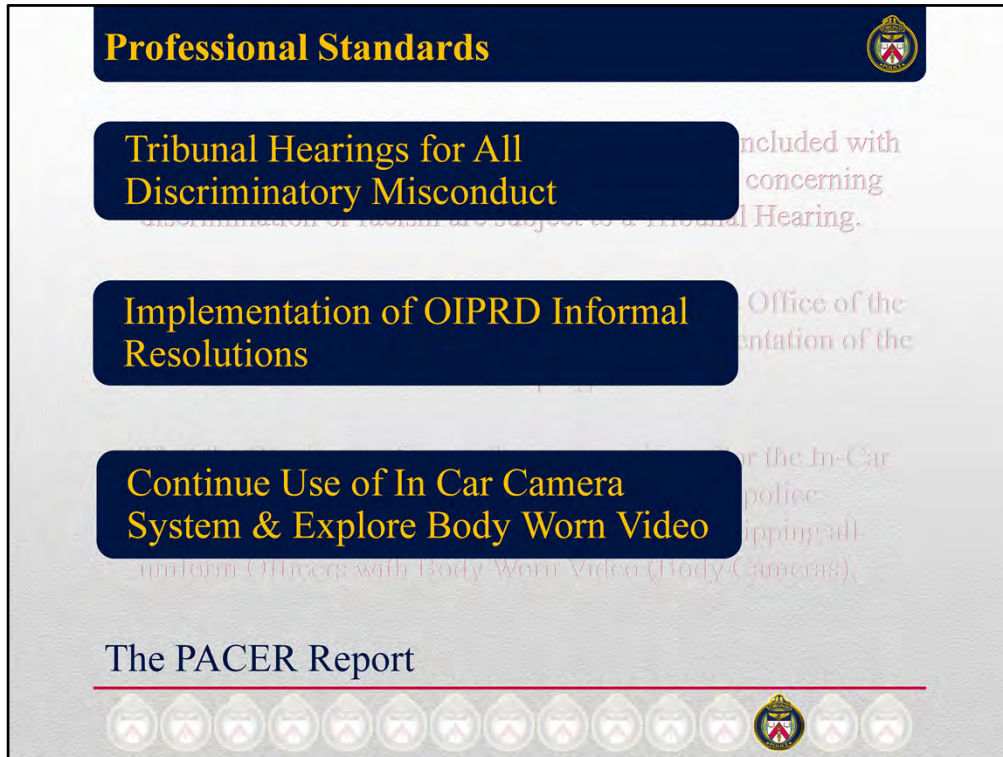
(23) That Divisional Policing Command (DPC) conduct a comprehensive review to assess the Divisional Policing Support Unit’s recruitment, selection, training, supervision, deployment and performance management systems to more effectively align with DPC priorities.



(6) That the Professional Standards Unit develop new risk thresholds specifically designed and implemented with respect to bias and racial profiling and create a new dimension with respect to an early detection and intervention alert system to support Officers working in high-risk assignments.

(7) That the Service design and conduct reviews at both the Unit and Professional Standards Unit level, examining all ranks of the Service to proactively assess and address Officer performance trends and indicators that may relate to bias, prejudices and/or racial profiling.


(8) That all internal or external complaints involving allegations of discrimination and/or racism are assigned to Professional Standards, and that the investigation will assume a case conference process involving Labour Relations, Legal Services, Toronto Police College and the Diversity Management Unit. The final dispositions of all such investigations will be entered in the Professional Standards Information System.



(9) That all Professional Standards investigations concluded with a final disposition indicating Officer misconduct concerning discrimination or racism are subject to a Tribunal Hearing.


(10) That the Service continue to collaborate with the Office of the Independent Police Review Director for implementation of the OIPRD “Informal Resolutions” program.

(11) That the Service continue to leverage and monitor the In-Car Camera System currently installed in all marked police vehicles, as well as explore the possibility of equipping all uniform Officers with Body Worn Video (Body Cameras).


Project Management 

- That the Service enter into a partnership with an external person or organization for the purpose of conducting an evaluation of the implementation phase of the PACER Report recommendations, encompassing January 1st, 2014 to December 31st, 2016.

External Evaluation of Implementations

External Compliance Audit of Procedure 04-14 

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(30) That the Service enter into a partnership with an external person or organization for the purpose of conducting an evaluation of the implementation phase of the PACER Report recommendations, encompassing January 1st, 2014 to December 31st, 2016.

(31) That the Service invite the City of Toronto Auditor General to conduct an external compliance audit of Procedure 04-14.