

Missing and Missed Implementation Plan

Overview

Recommendation 147(a) requires that “implementation team should complete its implementation plan and post it on the Toronto Police Service’s website or some other suitable venue. The plan should specify goals, timelines, and measurable outcomes”.

Recommendation 146(a) requires that “...this team should be responsible for developing an implementation plan, to be modified as circumstances warrant, and for monitoring and reporting on progress in implementation.”

The following is the first iteration of the Missing and Missed Implementation Plan.

Legend			
CPEU	Community Partnerships and Engagement Unit	OMCM	Ontario Major Case Management
CWNA	Church Wellesley Neighbourhood Association	RMS	Records Management System
EIHR	Equity, Inclusion & Human Rights	Sol Gen	Ministry of the Solicitor General
FOCUS	Furthering Our Communities by Uniting Services	TPA	Toronto Police Association
IG	Inspector General	TPS	Toronto Police Service
ISN	Internal Support Network	TPSB	Toronto Police Services Board
MCM	Major Case Management	VDX	Versadex (records management system)
MPU	Missing Persons Unit	ViCLAS	Violent Crime Linkage Analysis System
NCO	Neighbourhood Community Officers	VST	Victim Services Toronto
OCCO	Office of Chief Coroner of Ontario	OMCM	Ontario Major Case Management
OHRC	Ontario Human Rights Commission		

Rec #	Cat	Recommendation	Goals / Deliverables	Outcomes	Target Due Date
1	Full	<p>The Toronto Police Services Board and any future Chief of Police should publicly commit to the robust oversight by the Board recommended in the Independent Civilian Review into Matters Relating to the G20 Summit, conducted by the Hon. John W. Morden (June 2012), as explained and amplified in this Report.</p>	<ul style="list-style-type: none"> ● TPS Board and current/any future Chief of Police publicly commit to three elements of consultation protocol proposed by Hon. John W. Morden: <ul style="list-style-type: none"> - exchange of information - identifying critical points - collaboration on defining an operation but not its execution ● Statement of Intent created that explains the robust oversight by the Board; more so than having it implemented ● All future Chiefs publicly commit to robust oversight by the Board ● Statement of Intent is made publicly accessible 	<ul style="list-style-type: none"> ● Increased transparency between the Toronto Police Service and the Toronto police Service Board ● Increased transparency between TPS and the public ● Increased accountability by Toronto Police Service 	March 2023
2	Full	<p>The Toronto Police Service Board should adopt a policy clearly defining the types of information that the Chief of Police should share with the Board, including what constitutes a "critical point." The policy should specify when and how those types of information should be shared. This policy should be prepared by the Board in consultation with the Toronto Police Service, and as originally recommended in the Independent Civilian Review into Matters Relating to the G20 Summit.</p>	<ul style="list-style-type: none"> ● The creation of a policy by the Board, in consultation with the Service that clearly defines the type of information that should be shared with the Board by the Chief ● The Policy should clearly define what constitutes a "Critical Point" ● Policy regularly reviewed (at defined intervals and as needed) to ensure it meets the needs of the board. 	<ul style="list-style-type: none"> ● Increased transparency between the Toronto Police Service and the Toronto police Service Board ● Clear and concise governance on what is defined as a Critical Point so it can be applied uniformly in the future 	April 2022
3	Full	<p>The Policy Outlined in Recommendation 2 should identify criteria that must be applied in determining when a "critical point" has been reached. At a minimum, such criteria should include:</p> <p>(a) a policing operation, event or organizationally significant issue requiring command level approval (i.e., by the Chief of Police or Deputy Chief of Police) or Command-level advance planning,</p> <p>(b) operations that may have a material impact on the Toronto Police Service's relationship with, and servicing of, marginalized and vulnerable communities, including those communities in which significant numbers of community members mistrust the police. These include racialized, Indigenous, LGBTQ2S+, homeless or underhoused, and others identified in this Report, as well as the intersection of these communities. Included here are operational decisions</p>	<ul style="list-style-type: none"> ● Approve a policy on what constitutes a Critical Point and ensure subsection a-f are included in that criteria ● The wording in the policy shall be agreed upon by the Board and the Service and ensure that the spirit and essence of the wording in Justice Epstein's recommendation #3 is met 	<ul style="list-style-type: none"> ● Clear and concise governance on what is defined as a Critical Point so it can be applied uniformly in the future ● Better/improved collaboration between the Board and TPS 	April 2022

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		<p>that may have a material impact on future relationships with these communities;</p> <p>(c) operations that may impact, in a material way, on the Service's reputation or its effectiveness;</p> <p>(d) operational matters, even ones involving an individual case, if they raise questions of public policy;</p> <p>(e) internal audits or analogous documents that identify systemic issues within the Service; and</p> <p>(f) complaints against individual officers and the Service and findings about discrimination by other tribunals that raise systemic issues.</p> <p>A concrete example of an operational matter that raised questions of public policy and had a significant impact on the Service's reputation and relationship with the LGBTQ2S+ communities was Project Marie, the undercover operation in Marie Curtis Park in 2016 referred to in Chapters 3 and 14.</p>			
4	Full	<p>The Toronto Police Service Board's "critical point" policy should also consider the non-exhaustive list Judge Sidney Linden set out in the 2007 Ipperwash Report of operational decisions that might require policy intervention by government. According to this list, an operational decision is one that may require some kind of policy intervention if it:</p> <ul style="list-style-type: none"> - requires unexpected financial or other resources; - could affect third parties or issues not directly involved in the situation/issues; - is necessary to vindicate or balance legal/democratic principles or rights with policing priorities and practices; - raises interjurisdictional issues; - could set a precedent for similar operational situations in the future; - requires intervention of higher levels of authority to resolve the operational issue; and, - must be made in a police or operational vacuum, where operational decision-makers do not have existing policies or protocols to guide them. 	<ul style="list-style-type: none"> • Approve a Policy on what constitutes a Critical Point and therefore, requires information-sharing and consultation with Board • Ensure that the policy takes into consideration the list set out in the 2007 Ipperwash Report • The Board should carefully review this report and the list of operational decisions that might require policy intervention by government • The Board should consider all potential instances of operational decisions that may require policy intervention by government 	<ul style="list-style-type: none"> • Clear and concise governance on what is defined as a Critical Point so it can be applied uniformly in the future 	April 2022

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5	Full	The Toronto Chief of Police should establish corresponding procedures to the policies outlined in Recommendations 2 and 3 for sharing information within the Toronto Police Services Board.	<ul style="list-style-type: none"> ● The Chief of Police to create/update procedures that will operationalize the requirements outlined in new Board policy created as a result of recommendations 2 and 3. ● Procedures should identify roles and responsibilities of all staff who are in receipt of information and the procedure for sharing to ensure that there is a flow of information to the Chief to share with the Board 	<ul style="list-style-type: none"> ● Enhanced communication between the Service and the TPSB ● Improved relationships and partnerships between the Service, community members and community organizations ● Enhanced community trust ● Improved investigative response for missing persons and other investigations undertaken by the Service * Established corresponding procedures as outlined in recommendations 2 and 3 	June 2023
6	Full	The Toronto Police Services Board should ensure that initial and ongoing training and education of its current and future members should include mandatory continual education not only on the role of the Board but on how it can be effective in its governance and oversight role. Emphasis should be on topics such as the sharing of information (including "critical points"), constructive dialogue with the Chief of Police, systemic issues to be explored, and the scope of and limitations to "directions" to the Chief of Police.	<ul style="list-style-type: none"> ● Training for current and future Board members on their respective roles for effective governance and oversight. ● Review current and developing Board Training requirements for Toronto Police Service Board members ● Ensure that all training (initial and continuous) includes the following topics: <ul style="list-style-type: none"> - information sharing; including critical points - constructive dialogue with Chief - current systemic issues faced by TPS - scope and limitations to "directions" to Chief ● Amend/update any current initial or continuous training to ensure the above-noted topics are included ● Review training on a periodic basis to include new information i.e. updated systemic issues to ensure the training remains relevant to Board members ● Determine the duration and frequency of continuous development training if not already established ● If already established, review the duration and frequency to determine if it meets the needs of the Board ● Provide training to the current Board with the updated topics (if necessary) to ensure all current Board members have the same information, then continuous/initial training ● Training for Board members on their respective roles for effective governance and oversight. ● Updated onboarding document ● Measurement: tracking of training 	<ul style="list-style-type: none"> ● Consistent and effective training and education for Board members ● Board Members report feeling confident about their understanding of the Board's role and responsibilities ● Board Members are able to identify critical points and request the information they require about them 	December 2022

Rec #	Cat	Recommendation	Goals / Deliverables	Outcomes	Target Due Date
7	Full	<p>The Toronto Police Services Board and the Toronto Police Service should ensure that initial and continual training and education of current and future Chiefs of Police, Deputy Chiefs, and Senior Officers should include what information should be provided to the Chief of Police and Deputy Chiefs to enable them to fulfill their responsibilities, including sharing information on "critical points," with the Board.</p>	<ul style="list-style-type: none"> ● Create the initial and ongoing training for the Chief, Deputy Chiefs and Senior Officers on Information Sharing on Critical Points to the TPSB ● This training should flow from the procedures created as a result of the Board Policy re: information sharing and defining critical points ● Amend/update any existing training on information sharing on "Critical Points" ● Identify provisions, curriculum and tracking of training completion, based on new procedure ● Determine the duration and frequency of continuous development training if not already established 	<ul style="list-style-type: none"> ● Consistent and effective information sharing between TPS and the Board 	December 2022
8	Full	<p>The Toronto Chief of Police should establish procedures specifying what types of projects or operations have to be approved by Senior Command (see Recommendation 3(a)).</p>	<ul style="list-style-type: none"> ● The Chief of Police to establish procedure(s) specifying what types of projects or operations shall require approval by senior command (outlined in recommendation 3a) ● In creating the procedures, consider a review of "critical points" as a measure of what may require approval to assist in information sharing to the Chief and to the Board ● Amend, as necessary, any procedures already in place addressing projects that require approval by Senior Command 	<ul style="list-style-type: none"> ● Awareness and accountability by Senior Command for operations defined in "Critical Point" TPSB Policy ● Enhanced communication between the Service and the TPSB ● Enhanced community trust ● Improved reputation and effectiveness of the Service with community members and organizations 	November 2023
9	Full	<p>As explained in Chapter 3, a regulation permitting a Chief of Police to decline to provide information in accordance with a direction from a Police Services Board is unnecessary, given the statutory prohibitions that already exist against inappropriate intervention by a Board. The Toronto Police Services Board should urge the Ministry of the Solicitor General not to create such a regulation in the circumstances. If such a regulation is created, the scope for denying a Board information about operations should be restricted, as it is, for example, in Victoria, Australia, to information whose disclosure would prejudice an investigation or prosecution or endanger the life or safety of a person.</p>	<ul style="list-style-type: none"> ● Submit request to Solicitor General to consider a variety of issues identified in the report and offer to meet with the Ministry to discuss the matter ● The Board should request that if the Ministry enacts this regulation that the scope for denying the Board information be clearly defined in the regulation ● The regulation should clearly indicate that information should only be withheld from the Board if sharing of the information would: <ul style="list-style-type: none"> - prejudice an investigation or prosecution - endanger the life or safety of a person 	<ul style="list-style-type: none"> ● Response from Solicitor General, indicating action steps articulated as related to each of the items. 	March 2022

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10	Full	The Toronto Police Services Board should be allocated sufficient funding to ensure it can perform its extensive governance and oversight responsibilities under the Police Services Act and the new Community Safety and Policing Act, 2019.	<ul style="list-style-type: none"> • Allocate sufficient funding to ensure extensive governance and oversight responsibilities defined in the Police Services Act and Community Safety and Policing Act (CSPA) 2019, are performed. • Review the oversight responsibilities in each Act • Identify what oversight is already being conducted and identify any new requirements • Identify the resources required to ensure that all oversight responsibilities are met • Regular review of governance and oversight responsibilities to ensure that compliance is met, and if not, explore alternative solutions. 	<ul style="list-style-type: none"> • Increased public trust in TPS • Increase in the number of Board Office staff • Higher professionalization of Board staff • Increase in number of analyses provided to the Board through its staff (Board reports, briefing notes) • Improved transparency of the Board through its website 	December 2023
11	Full	The Toronto Police Services Board should re-examine all its existing policies, as they pertain to the matters addressed in this Report, and ensure that they provide meaningful policy direction to the Chief of Police and the Toronto Police Service, consistent with the recommendations made in this Report.	<ul style="list-style-type: none"> • The Board shall undertake a review of all existing policies and ensure that they provide meaningful policy direction to the Chief and TPS. • Ensure policies are consistent with the recommendations in the Independent Civilian Review into Missing Persons Investigations. • Review any shortcomings, gaps or recommended changes with the Board and determine what, if any changes will be made to the policy. Share the findings with the Chief • Create draft policy amendments and seek approval from the Board • Once policy changes are finalized, provide updated policy to the Chief 	<ul style="list-style-type: none"> • Increased public trust in TPS 	December 2022
12	Full	The Toronto Police Service should commit itself, through concrete measurable outcomes, to complying with existing provincial adequacy standards respecting major case management and the use of PowerCase, the mandated case management software, for its intended purpose. Senior Command must support and drive this commitment.	<ul style="list-style-type: none"> • Statement of intent to comply with provincial adequacy standards • Service wide compliance with MCM standards and use of PowerCase • Develop information sharing process • Conduct regular audits to ensure TPS adheres to provincial standards 	<ul style="list-style-type: none"> • Accountability and tracking of information related to missing persons • Service wide approach to investigating major cases using PowerCase • Service wide complying with MCM standards 	December 2022

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13	Full	To promote compliance with existing provincial adequacy standards and establish best practices respecting major case management and the use of PowerCase, the Toronto Police Service should: See sub-recommendations 13.1 to 13.9 below	<ul style="list-style-type: none"> See sub-recommendation 	<ul style="list-style-type: none"> See sub-recommendation 	December 2022
13.1	Sub	- ensure that those who work on major cases and their supervisors are properly trained on major case management and on the use of PowerCase;	<ul style="list-style-type: none"> Creating training positions dedicated to conduct MCM and PowerCase training Increased availability of MCM/PowerCase training Availability of update training Training reviewed on an as-needed/ongoing basis to ensure it reflects the current procedural requirements 	<ul style="list-style-type: none"> All members in investigating capacity are trained in MCM and PowerCase Consistent training service wide 	
13.2	Sub	- ensure that such training addresses the deficits in knowledge this Report identifies, including existing misconceptions about what PowerCase can and cannot do. Training is inadequate if it merely provides officers with what they must do to comply with adequacy standards. The training should also explain how PowerCase can meaningfully advance investigations;	<ul style="list-style-type: none"> Review contents of PowerCase and MCM training as it currently stands Enhance TPS version of curriculum to ensure training explains how PowerCase can meaningfully advance investigations Also, see Recommendation 13.1 	<ul style="list-style-type: none"> All members in investigating capacity are trained in MCM and PowerCaseService wide complying with MCM standards 	
13.3	Sub	- ensure that those who work on major cases receive periodic refresher training on major case management and the use of PowerCase. Refresher training is of particular importance as PowerCase continues to be upgraded;	<ul style="list-style-type: none"> Review current training records for members who are trained in Major Case Management and PowerCase Identify members who were trained before major changes to the Major Case Management Manual or who were trained, but have not been involved in a major case Set up refresher training schedule 	<ul style="list-style-type: none"> Service-wide MCM compliance 	
13.4	Sub	- ensure, to the extent possible, that officers trained in major case management have at least some opportunity to develop their skills through involvement in major cases so that their training is not forgotten through not being used;	<ul style="list-style-type: none"> Ongoing training/support provided by MCM office to investigative units Creation of officer indexer positions assigned to investigative units and divisions Provide the opportunity to work on a major case as a developmental opportunity for identified officers 	<ul style="list-style-type: none"> Provide the opportunity to work on a major case as a developmental opportunity for identified officers 	
13.5	Sub	- establish best practices in its procedures that support the appropriate use of major case management and the use of PowerCase;	<ul style="list-style-type: none"> Updated procedures Include relevant best practices into the redevelopment of procedures related to major case management and PowerCase 	<ul style="list-style-type: none"> Service wide MCM/PowerCase compliance Officers use PowerCase to the greatest extent of the software's capabilities Better outcomes when linkin major cases 	

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13.6	Sub	- improve existing tracking mechanisms to enable the Service's Major Case Management Unit to ensure investigations are appropriately categorized as major cases;	<ul style="list-style-type: none"> • Service wide categorization standards to ensure major cases are identified correctly • Ensure that tombstone information for cases that meet this criteria is entered into PowerCase as soon as possible • Conduct regular reviews of Missing Persons cases to ensure that all cases that meet the criteria for major cases have the required information entered into PowerCase 	<ul style="list-style-type: none"> • Proper identification and categorization of all major cases 	
13.7	Sub	- work with the Ministry of the Solicitor General to ensure there is a match between the number of cases annually reported as open major threshold cases and the number of open cases utilizing PowerCase;	<ul style="list-style-type: none"> • Service wide MCM compliance utilizing PowerCase. Service wide categorization standards to ensure major cases are identified correctly 	<ul style="list-style-type: none"> • Proper and timely identification and categorization of all major cases 	
13.8	Sub	- ensure that, on a regular basis until compliance is the norm, the Service's Audit and Quality Assurance Unit evaluates the extent to which the Service has become compliant with provincial adequacy standards. This means, among other things, that the Unit's evaluation should extend beyond the scope of its earlier, important work; and,	<ul style="list-style-type: none"> • Evaluation of Service's compliance with provincial adequacy standards 	<ul style="list-style-type: none"> • Service wide compliance with MCM standards 	
13.9	Sub	- ensure that the Audit and Quality Assurance Unit's reports on compliance be provided to the Toronto Police Services Board.	<ul style="list-style-type: none"> • Submitted Compliance report 	<ul style="list-style-type: none"> • improved transparency with the Toronto Police Services Board 	
14	Full	The Toronto Police Service and the Toronto Police Services Board should work in partnership with the Ministry of the Solicitor General and the Office of the Inspector General of Policing (once Part VII of the Community Safety and Policing Act, 2019, is proclaimed) to support periodic independent monitoring of the Service's compliance with the provincial adequacy standards respecting major case management and the use of PowerCase.	<ul style="list-style-type: none"> • Amended existing procedures • Request for independent monitoring on compliance with provincial adequacy standards • Improve Current Practices/ensure transparency 	<ul style="list-style-type: none"> • Compliance with MCM standards. • Communication between TPS, the Board and Ministry in support of periodic independent monitoring of provincial adequacy standards 	December 2022
15	Full	The Toronto Police Service, in consultation with the Ministry of the Solicitor General, the Major Case Management Unit, and PowerCase's designer, Xanalys, should enhance the effective and cost-efficient use of PowerCase in a variety of ways, including: See sub-recommendations 15a to 15e below.	<ul style="list-style-type: none"> • See sub-recommendation 	<ul style="list-style-type: none"> • See sub-recommendation 	March 2025

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15a	Sub	<p>The Toronto Police Service, in consultation with the Ministry of the Solicitor General, the Major Case Management Unit, and PowerCase's designer, Xanalis, should enhance the effective and cost-efficient use of PowerCase in a variety of ways, including:</p> <p>(a) addressing the inefficiencies, associated with the number of steps and the resources engaged, in transferring data from Versadex to a P Drive to PowerCase. The solution might involve discontinuation of the P Drive or mechanisms for greater automatized transmittal of information from one system to another.</p>	<ul style="list-style-type: none"> IT solution that is acceptable and meet requirements of being more efficient Effective and cost-efficient use of PowerCase Identify inefficiencies (as noted in the Report) associated with the number of data entry steps Review processes of other large police services to determine best practices related to data entry 	<ul style="list-style-type: none"> Effective and cost-efficient use of PowerCase More efficient use of human and financial resources when uploading information into PowerCase 	March 2025
15b	Sub	<p>(b) embedding PowerCase indexers into investigations to ensure they can categorize incoming information meaningfully and to reduce information silos. This change may also mean that a PowerCase indexer should be assigned to each Homicide Unit team (along with a file coordinator) and/or that a PowerCase indexer be assigned to each division, depending on need and available resources. Major case management is hampered by the absence of a full-time file coordinator within each division,</p>	<ul style="list-style-type: none"> Created new indexer positions and officer indexer positions Indexers available to assist divisional investigators 	<ul style="list-style-type: none"> Overall increase in efficiency in major case management that may lead to higher number of cases resolved Compliance with MCM standards 	December 2022
15c	Sub	<p>(c) ensuring information is uploaded into PowerCase in a timely way to enable its use as a case management and analytic tool,</p>	<ul style="list-style-type: none"> Procedures for data entry (in line with the policy) should identify a required timeframe for data entry after new information is received Define "Timely" expectation Develop a process for uploading information into PowerCase Procedure to set expectations for updated PowerCase 	<ul style="list-style-type: none"> Compliance with MCM standards Information required by those involved in major case management have access to the most up-to-date information available on a particular case 	December 2022
15d	Sub	<p>(d) introducing enhancements to PowerCase to address the concerns expressed by users and summarized in this Report, to the extent to which those concerns reflect existing shortcomings, rather than misconceptions, of PowerCase,</p>	<ul style="list-style-type: none"> PowerCase enhancements implemented Addressed concerns expressed by users Identify concerns summarized in the report Review concerns and identify which are actual shortcomings and which are misconceptions 	<ul style="list-style-type: none"> Compliance with MCM requirements Shortcomings will be addressed where possible to create a more user-friendly application 	March 2025
15e	Sub	<p>(e) moving toward making PowerCase entirely web-based, enabling it to be accessed from any computer, and</p>	<ul style="list-style-type: none"> Consult with Xanalis the feasibility and cost associated with making PowerCase a web-based application 	<ul style="list-style-type: none"> Increased accessibility to PowerCase Increased use of PowerCase 	March 2025

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15f	Sub	(f) specifically addressing how information not easily uploaded into PowerCase should be dealt with to maximize its effectiveness.	<ul style="list-style-type: none"> Develop a streamlined process for uploading information into PowerCase Liaise with other police partners to identify best practices for managing information not easily uploaded into PowerCase 	<ul style="list-style-type: none"> Compliance with MCM requirements Greater efficiency in investigative work by reducing multiple systems for record and case management 	December 2022
16	Full	The Toronto Police Service, in consultation with its own Missing Persons Unit, should also work with PowerCase's developer to automate predetermined action lists for particular types of investigations, including missing person and unidentified remains investigations.	<ul style="list-style-type: none"> Automation of pre-determined action lists 	<ul style="list-style-type: none"> Compliance with MCM requirements Increased consistency of case management for certain types of investigations Increased accountability by requiring officers to address each item 	March 2025
17	Full	The Toronto Police Service's Chief Information Officer is currently reviewing the "interoperability of systems" and the software being used by the Service. Through expert assistance and having regard to the issues identified in this Report, this review should consider whether data must be loaded onto three separate systems (Versadex, a P Drive and PowerCase) in major cases and, in any event, whether data can be uploaded in ways that reduce the time expended in this uploading. The review should also consider whether some of the current functions can be performed automatically.	<ul style="list-style-type: none"> Integrated systems (P Drive, Versadex, PowerCase) A review documenting whether data required to be in the P Drive, Versadex, and PowerCase, can be uploaded or automated in ways that reduce the time expended 	<ul style="list-style-type: none"> Effective and efficient use of PowerCase. Develop information sharing process 	March 2025
18	Full	The Toronto Police Services Board and the Toronto Police Service should request that the Ministry of the Solicitor General consider the issues identified during this Review in clarifying components of the Ontario Major Case Management Manual and Ontario Regulation 354/04.	<ul style="list-style-type: none"> Submitted request to SOLGEN to consider issues identified in the report 	<ul style="list-style-type: none"> Improved MCM process 	March 2022
19	Full	<p>More specifically, the Ontario Major Case Management Manual should be revised:</p> <ul style="list-style-type: none"> - to elaborate on the definition of "linked cases," in the light of the issues identified during this Review and reinforce how the definition impacts the requirement to notify the Serial Predator Criminal Investigations Coordinator of cases; and, - to specify where emails extracted from devices during an investigation should be filed. <p>Consideration should also be given to adding a forensic computer examiner, IT expert, and/or analyst to the functions and responsibilities defined in the manual.</p>	<ul style="list-style-type: none"> Revised OMCM Manual. Improved MCM definitions and functions 	<ul style="list-style-type: none"> Revised OMCM Manual. Improved MCM definitions and functions Clearer definition of linked cases may increase the number of situations in which the Serial Predator Criminal Investigations Coordinator is notified 	March 2022

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20	Full	The Toronto Police Services Board and the Toronto Police Service should request that the Ministry of the Solicitor General revisit the need for province-wide compatible records management systems.	<ul style="list-style-type: none"> Request to SOLGEN for province-wide compatible records management system 	<ul style="list-style-type: none"> Province-wide records management system 	March 2022
21	Full	The Toronto Police Service should ensure, through its procedures, that information collected during a major case is available on its records management system to other officers. This availability is subject to categories of information (such as that pertaining to confidential informants) that must or should be restricted.	<ul style="list-style-type: none"> Procedure clarifying what information should be uploaded to VDX (or RMS) and when; Procedure to clarify what information should be restricted or flagged in RMS Review relevant procedures to ensure that the requirement to document information on the records management system is included 	<ul style="list-style-type: none"> All relevant information that may be shared is accessible to other officers on a need-to-know basis Contribute to the prevention and early apprehension of serial offenders 	December 2022
22	Full	The Toronto Police Service should commit itself, through concrete measurable outcomes, to comply with existing provincial adequacy standards respecting ViCLAS submissions.	<ul style="list-style-type: none"> Monitor ViCLAS compliance Direction to AQ&A to perform ongoing ViCLAS compliance audits 	<ul style="list-style-type: none"> Service-wide ViCLAS compliance Contribute to the prevention and early apprehension of serial offenders 	September 2022
23	Full	The Toronto Police Service should ensure that its Audit and Quality Assurance Unit evaluates, on a regular basis until compliance is the norm, the extent to which the Service has become compliant with provincial adequacy standards respecting ViCLAS submissions.	<ul style="list-style-type: none"> Define initial evaluation interval Submitted initial report and schedule of reporting 	<ul style="list-style-type: none"> Increased rate of compliance with ViCLAS submission standards Contribute to the prevention and early apprehension of serial offenders 	October 2023
24	Full	The Toronto Police Service should ensure that its Audit and Quality Assurance Unit's reports on ViCLAS compliance are provided to the Toronto Police Services Board.	<ul style="list-style-type: none"> ViCLAS compliance audit report provided to TPSB Most recent reports should be available to the Board upon request Quality Assurance Unit should be provided with a reasonable timeframe to compile and prepare documents for the Board 	<ul style="list-style-type: none"> Service-wide ViCLAS compliance Quality Assurance Reports are regularly shared with the Board 	October 2023
25	Full	The Toronto Police Service and the Toronto Police Services Board should work in partnership with the Ministry of the Solicitor General and the Office of the Inspector General of Policing (once Part VII of the Community Safety and Policing Act, 2019, is proclaimed) to support independent monitoring of the Service's compliance with the provincial adequacy standards respecting ViCLAS submissions.	<ul style="list-style-type: none"> Amended existing procedures. Request for independent monitoring on compliance with provincial adequacy standards TPS, Board and Ministry should appoint an independent person/organization to periodically monitor compliance with ViCLAS submission standards Independent monitoring should be in effect until compliance results meet a standard that is acceptable to the Ministry, Board and TPS 	<ul style="list-style-type: none"> Office of the Inspector General confirms the Service's compliance with adequacy standards Increased accountability by the Chief to the Board and the Service to the Ministry Increased accountability to the community as a whole 	December 2022

Rec #	Cat	Recommendation	Goals / Deliverables	Outcomes	Target Due Date
26	Full	The Toronto Police Service must commit, through concrete measurable outcomes, to complying with provincial adequacy standards respecting notification of the Serial Predator Criminal Investigations Coordinator and to participating in multi-jurisdictional joint investigations in appropriate cases.	<ul style="list-style-type: none"> ● Routine order to comply with adequacy standards and participation in joint investigations (See routine order 2021.08.12-0788) Audit of compliance ● Enhance Police Accountability. Increase communication between TPS coordinator and outside jurisdiction coordinators. Increased training for coordinator. Analytical support 	<ul style="list-style-type: none"> ● Service-wide compliance with provincial adequacy standards ● Improved information sharing ● Contribute to the prevention and early apprehension of serial predators ● Contribute to the prevention and early resolution of other multi-jurisdictional cases 	December 2022
27	Full	The Toronto Police Service should amend its existing procedures and/or issue a Routine Order to clarify those circumstances in which the Serial Predator Criminal Investigations Coordinator must be notified. Such procedures and/or the Routine Order should identify the misconceptions around notifications revealed during this Review. Officers must acquire a robust understanding of why the Serial Predator Criminal Investigations Coordinator is to be notified, when the criteria have been met, and the Service's commitment to multijurisdictional joint investigations in appropriate cases.	<ul style="list-style-type: none"> ● Amended existing procedures ● Issued Routine Order to clarify those circumstances in which the serial predator criminal investigations coordinator must be notified ● Review existing procedures to determine specifically what clarification is required respecting the notification of the Serial Predator Criminal Investigations Coordinator ● Liaise with the Serial Predator Criminal Investigations Coordinator to develop appropriate wording for the procedures and/or Routine Order to ensure that officers have a solid understanding of the requirement, what happens when the notification is made and any misconceptions around the notifications ● Include in a Routine Order, the Service's commitment to multi-jurisdictional joint investigations and benefits of partnerships with other police services 	<ul style="list-style-type: none"> ● Consistent practice of Notifying Serial Predator Criminal Investigations Coordinator ● Consistent and clear understanding of why and under what circumstances, the Serial Predator Criminal Investigations Coordinator must be notified ● Increase compliance with provincial adequacy standards 	December 2022
28	Full	The Toronto Police Service should ensure that its Audit and Quality Assurance Unit evaluates, on a regular basis until compliance is the norm, the extent to which the Service is compliant with provincial adequacy standards respecting notifications to the Serial Predator Criminal Investigations Coordinator.	<ul style="list-style-type: none"> ● Defined evaluation interval for audits. ● Submitted initial report, including the schedule of reporting 	<ul style="list-style-type: none"> ● Increased compliance with notifications to Serial Predator Criminal Investigations Coordinator in accordance with adequacy standards ● Contribute to the prevention and early apprehension of serial offenders. 	September 2022
29	Full	The Toronto Police Service should ensure that its Audit and Quality Assurance Unit's reports on compliance respecting notification to the Serial Predator Criminal Investigations Coordinator are provided to the Toronto Police Services Board.	<ul style="list-style-type: none"> ● Submitted compliance report ● Enhance Police Accountability 	<ul style="list-style-type: none"> ● City-wide notification compliance ● Quality Assurance Reports are regularly shared with the Board 	December 2022

Rec #	Cat	Recommendation	Goals / Deliverables	Outcomes	Target Due Date
30	Full	The Toronto Police Services Board and the Toronto Police Service should work in partnership with the Ministry of the Solicitor General and the Office of the Inspector General of Policing (once Part VII of the Community Safety and Policing Act, 2019, is proclaimed) to support independent monitoring of the Service's compliance with the provincial adequacy standards respecting notification to the Serial Predator Criminal Investigations Coordinator.	<ul style="list-style-type: none"> ● Request for independent monitoring on compliance with provincial adequacy standards ● TPS, Board and Ministry should appoint an independent person/organization to periodically monitor compliance with provincial standards respecting notifications to the Serial Predator Criminal Investigations Unit 	<ul style="list-style-type: none"> ● Service-wide compliance with provincial adequacy standards ● Communication between TPS, the Board and Ministry in support of periodic independent monitoring of provincial adequacy standards 	December 2022
31	Full	The Toronto Police Service should utilize the Serial Predator Criminal Investigations Coordinator in training and educating officers on major case management and the role he or she performs.	<ul style="list-style-type: none"> ● Conduct environmental scan of MCM training material in relation to content related to the Serial Predator criminal investigations coordinator ● Form working group to ID opportunities where content can be created / revised for existing training related to MCM ● Implemented training ● Improved MCM training 	<ul style="list-style-type: none"> ● Creating relationships between the Coordinator and the Service will lead to increased use of the Coordinator as a resource ● Service-wide compliance 	December 2022
32	Full	<p>The Toronto Police Services Board should prepare and adopt a new strategic plan for the provision of policing that addresses missing person and unidentified remains investigations. That strategic plan should be consistent with this Report's findings and recommendations and should meet the following objectives:</p> <p>(a) recognize the heightened priority that needs to be given to missing person cases and the cultural change associated with this heightened priority;</p> <p>(b) recognize that many missing person cases raise social issues rather than law enforcement issues or a combination of the two;</p> <p>(c) ensure that all missing person cases are triaged, based on risk assessments, to determine the appropriate response to a person's disappearance, including whether that response should involve a combination of the police and other agencies and/or a multidisciplinary response, such as a referral to a FOCUS table;</p> <p>(d) ensure that all missing person and unidentified remains investigations are conducted in a manner that is non-discriminatory;</p>	<ul style="list-style-type: none"> ● Consult with the Toronto Police Services Board on how to create and implement a strategic plan that ensures there is a direct connection to organizations that work with marginalized and vulnerable communities 	<ul style="list-style-type: none"> ● Increased public trust in the Service ● Improved clearance rate for Missing Persons cases ● Increase in Missing Persons reported to the Service 	December 2022

Rec #	Cat	Recommendation	Goals / Deliverables	Outcomes	Target Due Date
		<p>(e) recognize groups and individuals who have been overpoliced and underprotected and ensure that such recognition is reflected in the Service's missing person, unidentified remains, and associated practices and procedures, in ways to eliminate disadvantage and adverse differential treatment;</p> <p>(f) ensure that the police work in true partnerships with diverse communities in implementing changes to existing practices and procedures and in drawing on those partnerships in specific missing person and unidentified remains investigations;</p> <p>(g) promote the use of civilian Service members, rather than sworn officers, for suitable responsibilities, including as missing person coordinators and missing person support workers;</p> <p>(h) promote the use of civilian Service members and greater use of special constables for some basic tasks associated with missing person and unidentified remains investigations;</p> <p>(i) collaborate with appropriate social service, public health, and community agencies and not-for-profit organizations to promote a range of prevention and intervention strategies to reduce the likelihood that individuals, particularly those who repeatedly disappear, will choose to go missing or to ensure they are safe, even when missing;</p> <p>(j) ensure that members of the public have clear, easily accessible information about how to report a person missing and that they are never prevented from doing so for any reason, including the jurisdiction where they seek to file a report or the time that has passed since the person went missing;</p> <p>(k) ensure that barriers to reporting persons missing or to providing information about missing persons or unidentified remains are eliminated or reduced in a variety of ways, including ensuring that there are clear procedures that reduce fear of law enforcement action against missing persons or those who report or provide information about missing persons or unidentified remains;</p> <p>(l) ensure, as part of a victim-centred approach to missing person cases, that those directly affected by a person's disappearance are informed of the ongoing missing person investigation, allowed, where appropriate, to contribute to</p>			

Rec #	Cat	Recommendation	Goals / Deliverables	Outcomes	Target Due Date
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		<p>such investigations, and are provided with appropriate support, based on need;</p> <p>(m) ensure that missing person occurrences are addressed in a timely way;</p> <p>(n) ensure that risk assessments are made by those with specialized training and education, such as missing person coordinators, and that risk assessments are based on evidence-based criteria, accurate to the extent possible in individual cases, updated regularly, and that they are used in deciding how each missing person investigation is conducted;</p> <p>(o) ensure that risk assessments address the types of risk involved and the suggested response to a person's disappearance, including whether that response should involve the police, social service / public health / or community agencies, and/or a multidisciplinary response;</p> <p>(p) ensure that risk assessments take into consideration the appropriate factors, including the elevated risks that are often associated with marginalized and vulnerable or disadvantaged community members, and avoid irrelevant considerations and stereotypical assumptions and misconceptions;</p> <p>(q) ensure that missing person cases are treated presumptively as high risk unless and until a risk assessment or available information reasonably supports a different approach;</p> <p>(r) recognize and respect the privacy and liberty interests of those who freely and voluntarily choose to disappear; and,</p> <p>(s) ensure that missing person cases that raise concerns about foul play, including but not limited to potential serial killings, are both recognized as such and promptly and thoroughly investigated, regardless of the personal identifiers and circumstances of the missing persons.</p> <p>In my recommendations on implementation, I explain how proposed changes should take place through a process that involves community partnership.</p>			
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Rec #	Cat	Recommendation	Goals / Deliverables	Outcomes	Target Due Date
33	Full	Missing person investigations deserve heightened priority, consistent with this Report's findings and the priority given to these cases in a number of comparable jurisdictions.	<ul style="list-style-type: none"> Assemble project team to develop missing person response model Integrate new risk assessment tool and search protocols into a coordinated response for missing person and unidentified remains cases To include best practices related to major case management and the Ontario Incident Management System. Present model and procedural and training changes to MMIT Conduct regular analysis of missing persons and publish stats publicly Although stat should be anonymized, they should include demographics such as gender, race, ethnicity, identified vulnerable groups, categories of missing people, response times, outcomes, harm, etc. A public report to be put out annually 	<ul style="list-style-type: none"> Missing person investigations are given the heightened priority by ensuring sufficient resources, staffing and oversight 	December 2022
34	Full	The Toronto Police Service and the Toronto Police Services Board should ensure that the change in culture respecting the heightened priority of missing person investigations – as well as the reasons for this priority – is widely communicated within the Service. The change of culture should make the safety and well-being of missing persons a greater priority while recognizing the important role of social service, public health, and community agencies in these cases. The creation of a Missing Persons Unit represents only one step in recognizing a new priority for these cases, especially when the current unit is inadequately resourced.	<ul style="list-style-type: none"> Continued training for the Missing Persons Unit - particularly in relation to 2SLGBTQ+ communities; A clear communications strategy when issuing Missing Persons Reports - shared directly with community organizations Culture change within TPS around heightened priority of missing person investigations Internal communications by way of e-update, routine order and procedure updates to facilitate a Service-wide culture change 	<ul style="list-style-type: none"> Service-wide culture change Enhanced education on missing persons investigations and the effects on marginalized and vulnerable communities 	September 2022
35	Full	The Toronto Police Service and the Toronto Police Services Board should adopt the mid-term model for missing person investigations outlined in this Report. The model preserves a centralized Missing Persons Unit, but with significant enhancements. It is predicated on early and ongoing risk assessment and triaging which recognizes that some of these cases are best addressed by social service, public health, and community agencies; other cases through a multidisciplinary approach; and the balance of cases primarily through police-led criminal investigations.	<ul style="list-style-type: none"> Work in partnership with community agencies to best understand how the organization may be able to support a missing persons investigation - but not own the investigation in its entirety Improve current practices to include a multi-disciplinary approach to missing person investigations 	<ul style="list-style-type: none"> Improved practices Partnerships with community agencies Enhanced Missing Persons Unit 	December 2022

Rec #	Cat	Recommendation	Goals / Deliverables	Outcomes	Target Due Date
36	Full	The Toronto Police Services Board and the Toronto Police Service should work with the City of Toronto, provincial and federal governments, and social service, public health, and community agencies and not-for-profit organizations to build capacity for non policing agencies and organizations to assume responsibilities consistent with the proposed mid-term and long-term models.	<ul style="list-style-type: none"> Secure funding for not-for-profit organizations that will partner with the Service in order to support marginalized and vulnerable communities Regular meetings to discuss challenges/opportunities/successes and gain a deeper understanding of how agencies can support the Toronto Police Service 	<ul style="list-style-type: none"> Funding for community agencies Heightened awareness of programs and organizations that are available 	December 2022
37	Full	The Missing Persons Unit should include a permanent analyst position as well as a permanent administrator position.	<ul style="list-style-type: none"> Add permanent Analyst position Add permanent Administrator position 	<ul style="list-style-type: none"> Adequate staffing for Missing Person investigations 	February 2022
38	Full	The Missing Persons Unit, each of Toronto's four quadrants, and, based on analysis and research, some if not all divisions should have a Missing Person Coordinator. Unless the missing person investigation workload in a particular division or quadrant is limited, the Coordinators should work exclusively on missing person and unidentified remains investigations.	<ul style="list-style-type: none"> Ensure Missing Person coordinators are assigned to Missing Persons Unit, at least each of Toronto's four quadrants, and identified divisions (recommend to consult TPA and have either officer or civilian, but not a mix for coordinator) Ensure all Divisional Missing Person Coordinators are following the standards of practice established by the MPU to ensure a consistent response to Missing Person investigations across the service 	<ul style="list-style-type: none"> Adequate staffing for Missing Person investigations 	November 2021
39	Full	Missing Person Coordinators should: <ul style="list-style-type: none"> - receive specialized training and education in missing person investigations; - include civilian employees; - perform risk assessments when individuals first go missing and regularly thereafter; - triage missing person cases for a policing vs a non-policing or multidisciplinary response; - meet regularly to ensure consistency in approach to risk assessments and triaging; - participate monthly in strategic meetings with social service, public health, and community agencies and not-for-profit organizations to discuss trends, patterns, and themes around the missing and to identify what can be done differently or proactively; 	<ul style="list-style-type: none"> Create job description for Missing Persons Coordinator Missing Person Coordinators can attend tables such as: FOCUS and CWNA Safety meetings to be connected to community agencies that are working directly on-the-ground 	<ul style="list-style-type: none"> Improved oversight of Missing Person cases Adequate staffing for Missing Person investigations Enhanced collaboration with outside agencies and members of the community 	March 2022

Rec #	Cat	Recommendation	Goals / Deliverables	Outcomes	Target Due Date
		<ul style="list-style-type: none"> - provide expertise to divisional officers conducting missing person investigations, including familiarizing them with existing community resources to assist investigations; - monitor case continuity and ensure that an assigned investigator is on duty for each active divisional missing person investigation; - liaise, as needed, with the Office of the Chief Coroner / Ontario Forensic Pathology Service on issues relating to bodily remains; - liaise, as needed, with independent researchers conducting much needed research into missing persons, including testing and refinement of risk assessment instruments; and, - assist the unit's support worker, as needed, in ongoing communication with those directly affected by someone having gone missing and in developing a communication plan with them. 			
40	Full	<p>The Toronto Police Service should double the complement of sworn officers assigned to the Missing Persons Unit to eight investigators. The Service should also consider adding a Detective Sergeant to the unit, as was originally the case. This additional complement of officers will lead to several needed results. First, it will enable the unit to oversee investigations done at the division level while conducting its own complex investigations, with divisional support if required, where specialized skills are critical. Second, it will enable the unit's members to participate in, and lead, training and education on missing person and unidentified remains investigations. Third, it will enable the unit to oversee Missing Person reports from inception, rather than limiting the ability of its members, owing to its restricted resources, to monitor the response to such reports within the first eight days of an individual's disappearance.</p>	<ul style="list-style-type: none"> • Increase staff complement to 8 investigators and a Detective Sergeant 	<ul style="list-style-type: none"> • Improved Clearance/Solved/Located Rates of Missing People and unidentified remains cases • Allows MPU to oversee Missing person cases from inception while conducting complex investigations • Allows MPU to be a resource for the TPC in relevant training through increased staffing 	February 2022

Rec #	Cat	Recommendation	Goals / Deliverables	Outcomes	Target Due Date
41	Full	<p>The Toronto Police Service should create within the Missing Persons Unit the position(s) of missing person support worker(s). These workers are civilians, such as social workers who preferably have experience, education, and training in victim support and cultural sensitivity (also referred to in this Report as social context education). The support workers are to be dedicated exclusively to providing support for those directly affected by the disappearance of individuals, whether family members, reporting individuals, other loved ones, or close friends.</p>	<ul style="list-style-type: none"> • Create civilian positions within the Missing Persons Unit dedicated exclusively to providing support to those affected by a person being missing • Hire qualified candidate(s) with a combination of lived/educational/professional experience • Ensure the interview panel consists of at least 1 community member • Ensure that support provided is representative and reflective of the missing individual - e.g. diverse pool of support workers, where possible 	<ul style="list-style-type: none"> • Better support to and communication with those directly affected by disappearances of individuals, whether family members, reporting individuals, other loved ones, or close friends • Increased trust and satisfaction with police investigations 	September 2022
42	Full	<p>The Toronto Police Service should also make greater use of civilians (apart from missing person coordinators and missing person support workers) and special constables to perform certain necessary basic work that does not require the skills of sworn officers and/or builds on the skills of the civilians and special constables. Examples of such basic work might include obtaining relevant videotapes, canvassing hospitals and shelters, securing items for DNA analysis, and examining open source social media sites.</p>	<ul style="list-style-type: none"> • Report on how civilian members are utilized in the service • Assessment of tasks being done; which are currently being done by civilians, and additional tasks that could be completed by civilians (describe current state and desired future state) • Standardized processes and implemented changes 	<ul style="list-style-type: none"> • Increased use of civilians in missing person investigations • Mitigated strain on investigators involved in missing person occurrences 	December 2022
43	Full	<p>The Toronto Police Service should amend its Missing Persons procedures and practices, in consultation with its own and external Victim Services agencies and relevant not-for-profit missing persons organizations, to ensure that the following points are implemented:</p> <p>(a) Information about an ongoing investigation is regularly provided to those directly affected by the disappearances of missing persons.</p> <p>(b) The Service does not erect unnecessary barriers to providing such information based on an overly broad interpretation of what must be withheld to preserve the integrity of an investigation.</p> <p>(c) Absent exceptional circumstances, a communication plan is created for every missing person investigation, in consultation with those directly affected, that includes:</p> <p>(i) the name and contact information of the liaison person assigned to assist those directly affected, whether a missing person coordinator or a missing person support worker;</p>	<ul style="list-style-type: none"> • Procedures updated • Victim Services agencies and relevant not-for-profit missing persons organizations consulted to determine best way to facilitate lines of communication between those affected by the disappearance of missing persons and investigating officers • Embed Victims Services team within Homicide and MPU to promote information sharing and open lines of communication • Case conferencing to promote information sharing cross investigations that could possibly be related • Practices amended • Determine information to be included in guide to Missing Persons and unidentified remains investigations for those directly affected and public 	<ul style="list-style-type: none"> • Improved relationships between the Service and the community • Structured supports for those affected by missing person occurrences • Enhanced education for members of the Service 	December 2022

Rec #	Cat	Recommendation	Goals / Deliverables	Outcomes	Target Due Date
		<p>(ii) the names and contact information of persons designated to be updated on the progress of the investigation;</p> <p>(iii) the frequency and type of information to be provided to the persons designated in the communication plan (e.g., the affected persons' wishes and schedule for contact, updates on the progress of the investigation, significant developments in the investigation);</p> <p>(iv) the type of information that is to be provided to the liaison person by the persons designated in the communication plan; and,</p> <p>(v) the means by which information is to be provided.</p> <p>(d) Generally, the directly affected persons are advised of details pertaining to the investigation that will be released to the media; they are given an opportunity to review and consent to any information or photos released to the media, unless these steps would jeopardize the investigation.</p> <p>(e) Those interviewing directly affected persons use, where appropriate, a trauma-informed approach, and are mindful of the ways in which the disappearance of a loved one may affect them. Interviewers should also be non-judgmental in their responses to a Missing Person Report and avoid appearing to blame the reporting individual for any delay in reporting.</p> <p>(f) The Service's members have a clear understanding, based on human rights principles, of who represents a missing person's families, loved ones, or those directly affected and how they should communicate with them. This understanding means, among other things, that:</p> <p>(i) the individuals who are to communicate with directly affected individuals are competent to ascertain those with whom they should be communicating;</p> <p>(ii) they do so in a sensitive and appropriate way;</p> <p>(iii) they are respectful of sexual orientation, gender identity and expression, and other relevant identifiers of the missing person and those directly affected; and,</p> <p>(iv) communication takes place, whenever possible, in the language of choice of those directly affected.</p>			

Rec #	Cat	Recommendation	Goals / Deliverables	Outcomes	Target Due Date
		<p>(g) Service members provide emotional or logistical support, as may be needed, to those directly affected or facilitate their access to other resources. Such support might include:</p> <p>(i) contacting those directly affected on the anniversary of someone's disappearance and/or on other special dates, such as the missing person's birthday; such support, recommended in the National Centre of Missing Persons and Unidentified Remains Best Practices Guide, does a great deal to reassure those directly affected that the police have not forgotten about their loved ones; and,</p> <p>(ii) working in partnership with social service, public health, victim-service, and community agencies and non-profit organizations, including relevant charities, to facilitate access to needed resources.</p>			
44	Full	The Toronto Police Service should develop, in partnership with diverse communities, a guide to missing person and unidentified remains investigations for those directly affected as well as the public at large.	<ul style="list-style-type: none"> ● Consultation with community agencies in the creation of this guide ● Develop a guide to missing person and unidentified remains investigations 	<ul style="list-style-type: none"> ● Transparency resulting in increased public trust and awareness of police practice ● Structured and useful information for the public 	May 2022
45	Full	The Toronto Police Service should comply with the provincial adequacy standards respecting the assignment of a victim liaison officer to major cases, including missing person cases. The Service's procedures should be amended and/or a Routine Order issued to reinforce this requirement. In the context of missing person or bodily remains investigations, the victim liaison officer will generally be the missing person support worker or a missing person coordinator.	<ul style="list-style-type: none"> ● Assign a victim liaison officer to major cases, including missing person cases ● Amend procedures and issue routine order to reinforce requirement ● Number of liaison officers assigned 	<ul style="list-style-type: none"> ● Enhanced relationships with those impacted by missing person investigations ● Improved supports for those affected by missing person investigations 	December 2022
46	Full	The Toronto Police Service's Missing Persons Procedure should be amended to include the following requirement. In every missing person or unidentified remains case, the lead investigator or, in major cases, the major case manager should ensure that any support that has been or is being provided on an ongoing basis to those directly affected by an individual's disappearance is documented.	<ul style="list-style-type: none"> ● Updated Procedure 	<ul style="list-style-type: none"> ● Improved practices and public trust 	December 2022

Rec #	Cat	Recommendation	Goals / Deliverables	Outcomes	Target Due Date
47	Full	<p>The Toronto Police Service and the Toronto Police Services Board should support, in partnership with the federal, provincial, and municipal governments, incentives for not-for-profit organizations, such as charities, to assist missing persons and those directly affected by their disappearances. These incentives should include start-up or shared funding for promising initiatives that might enable a not-for-profit organization to perform functions similar to those carried out by the Missing People charity in the United Kingdom. Ideally, such an organization in Ontario could perform the following roles in substitution for, or in partnership with, the Service and other agencies:</p> <ul style="list-style-type: none"> - providing 24-hour confidential support to those who have gone missing (that is, whose locations are not known but who wish to have someone to contact); - providing support to those at risk of going missing; - providing support to directly affected loved ones of those who have gone missing or are at risk of going missing; - providing information to directly affected loved ones about missing person investigations; - without violating confidentiality assurances, providing information to directly affected loved ones that a missing person is alive or safe; - serving as a liaison between affected loved ones and the police, if needed; - coordinating a network of people, businesses, community organizations, and media to contribute to the search for missing persons; - providing support for those who have returned, including reconnection assistance and referrals to social agencies or FOCUS or situation tables; - acting as a conduit to the police for those individuals who wish to assist anonymously in investigations; - publicizing specific missing person cases; - assisting in the training and education of those who conduct missing person investigations or who work with returning missing persons and their affected loved ones; 	<ul style="list-style-type: none"> • Secure funding • Identify groups/organizations and establish basic frameworks and needs assessment • Identify process to assist with (suspected) non-criminal Missing Persons investigations • Identify process for said organizations in working with police • Work in consultation with community organizations to best understand the capacity or the organization to undertake the work • TPS and the TPSB to advocate for and support, incentives for not-for-profit organizations, such as charities, to assist missing persons and those directly affected by their disappearances • These incentives should include start-up or shared funding for promising initiatives that might enable a not-for-profit organization to perform functions similar to those such as Victim Services Toronto that is embedded within Toronto Police (but are not VST) 	<ul style="list-style-type: none"> • Increased trust between TPS and the various communities • Increased involvement of not for profit organizations in assisting with Missing Person investigations 	January 2022

Rec #	Cat	Recommendation	Goals / Deliverables	Outcomes	Target Due Date
		<ul style="list-style-type: none"> - championing the cause of missing persons, including serving as an advocate for needed changes in the law, procedures, or practices; - promoting community strategies to ensure that marginalized and vulnerable individuals who go missing are noticed; and, - sponsoring or conducting research into issues surrounding those who go missing. 			
48	Full	<p>The Toronto Police Service, in partnership with academic institutions and its own analysts, should continually work on developing the most sophisticated risk assessment tools. This work must include evaluating and testing the existing risk assessment tools with measurable outcomes, to ensure they are evidence based.</p>	<ul style="list-style-type: none"> ● Continually develop, evaluate, and test evidence based risk assessment tools ● Develop academic partnerships and ongoing training opportunities ● Assess current state for missing person risk assessments ● Audit current best practices within TPS ● Identify international best practices based on evidence-based measures ● Identify academic subject matter experts ● Review academic literature on missing persons, especially those that include systematically disadvantaged and marginalized groups. ● Partner with experts with evidence-based methodologies ● Identify types of risk that correspond with different missing person categories 	<ul style="list-style-type: none"> ● Improved practices through identifying subject matter experts and evidence based technologies ● Improved clearance rate for Missing Persons cases ● Increase in Missing Persons reported to the Service 	December 2022

Rec #	Cat	Recommendation	Goals / Deliverables	Outcomes	Target Due Date
49	Full	Risk assessments should be done by those with specialized training and education in missing person investigations and risk assessment. Such experts should include, at a minimum, the members of the Missing Persons Unit and missing person coordinators, whether civilians or sworn officers.	<ul style="list-style-type: none"> Develop experts in risk assessments and improve the clearance/solved/located rate Identify the processes and training required to do so 	<ul style="list-style-type: none"> Improved practices and public trust New developments inclusive of intersectional marginalization and consideration of the missing person category 	December 2022
50	Full	The Toronto Police Service should build capacity to have risk assessments performed in missing person cases 24/7 so they can be done as soon as practicable and promptly reviewed. It should also ensure that risk assessments are regularly re-evaluated as new information comes forward.	<ul style="list-style-type: none"> Risk assessment model with improved clearance/solved/located rate 	<ul style="list-style-type: none"> New risk assessment model, PILOT, updated procedures Update and amend procedures to include a risk assessment tool Routine order issued 	December 2022
51	Full	The Toronto Police Service should ensure that the officials who conduct risk assessments meet regularly with each other and with non-policing agency partners (see Recommendation 52) to collaborate on current cases and to promote consistent approaches to assessments and quality control.	<ul style="list-style-type: none"> Use analytics to identify who is best suited to perform risk assessments, and ensure those identified liaise regularly with each other as well as with external agencies to promote transparency and consistent approaches to assessments and quality control 	<ul style="list-style-type: none"> Implemented training for the risk assessment tool along with training on issues of marginalization and why it is built into the tool Overall improved risk assessment practices 	December 2022
52	Full	The Toronto Police Service should develop, in partnership with social service, public health, and community agencies, a risk assessment-based triage protocol that enables appropriate cases to be diverted to non-policing agencies or addressed through a multidisciplinary approach, including referral to FOCUS tables.	<ul style="list-style-type: none"> A developed risk assessment tool that includes a triage-protocol which enables community agencies to provide support for missing person investigations 	<ul style="list-style-type: none"> Improved relationships with the community as well as a number of cases successfully resolved using a multidisciplinary approach 	December 2022
53	Full	The Toronto Police Services Board and the Toronto Police Service should work with the City of Toronto, provincial and federal governments, and public health, social service, and community agencies to build capacity for non-policing agencies to share or assume responsibilities for missing person cases in ways consistent with the proposed mid-term and long-term models outlined in this Report.	<ul style="list-style-type: none"> Work in partnership with non-policing agencies to create a built-in capacity to share responsibility and offer support for missing person investigations 	<ul style="list-style-type: none"> Improved partnerships with community agencies Multidisciplinary support throughout missing person investigations 	December 2022

Rec #	Cat	Recommendation	Goals / Deliverables	Outcomes	Target Due Date
54	Full	<p>Risk assessments should identify and document:</p> <p>(a) the types of risks, if any, associated with a person's reported disappearance;</p> <p>(b) existing factors that elevate or diminish these risks, while recognizing that a single factor that elevates risk may determine the level of response to a person's disappearance;</p> <p>(c) the recommended investigative or other response to a person's reported disappearance;</p> <p>(d) whether, and to what extent, the disappearance should be addressed by the police, social service, public health, or community agencies or through a multidisciplinary response, including but not limited to referral to a FOCUS table.</p>	<ul style="list-style-type: none"> improved risk assessment addressing items from R54 (a) to (d) 	<ul style="list-style-type: none"> Improved process for determining risk on a case by case basis 	December 2022
55	Full	<p>In amending the current Risk Assessment forms, the Toronto Police Service should continue to design them to be user-friendly, so as to enable types of risk and risk factors to be identified, with the ability to supplement them as needed.</p>	<ul style="list-style-type: none"> Make risk assessment forms user-friendly, improved best practices and community engagement 	<ul style="list-style-type: none"> Improved community relations Improved process 	December 2022
56	Full	<p>The Toronto Police Services Board and the Toronto Police Service, with their agency partners and the City of Toronto, should consider whether to create a dedicated missing person FOCUS table or dedicated FOCUS tables or to build added capacity more generally for FOCUS tables to enable them to play a more active role in missing person-related situations. If such a dedicated missing person FOCUS table or dedicated FOCUS tables are created, the Service and its partners should develop different, but analogous criteria for intervention in missing person-related situations, based in part on the issues identified during this Review.</p>	<ul style="list-style-type: none"> Explore through consultations with community partners the feasibility and acceptance of a FOCUS table dedicated to missing persons 	<ul style="list-style-type: none"> Improved training and resources for FOCUS tables 	December 2023

Rec #	Cat	Recommendation	Goals / Deliverables	Outcomes	Target Due Date
57	Full	<p>The Toronto Police Services Board's policies and the Toronto Police Service's Missing Persons Procedure and related Risk Assessment forms should be re-evaluated and upgraded in the light of the systemic issues identified by and the lessons learned through this Report. Explicit reference to the issues and lessons should be incorporated into these documents and/or into training and education. The list includes the following issues and lessons.</p> <p>See sub-recommendations 57.1 (for policies) and 57.2 (for procedures) below.</p>	<ul style="list-style-type: none"> • ***This is the summary recommendation for all policies and procedures and related risk assessment form updates. (MAIN PROJECT) 	<ul style="list-style-type: none"> • ***This is the summary recommendation for all policies and procedures and related risk assessment form updates (MAIN PROJECT) 	December 2022
57.1	Sub	<p>The Toronto Police Services Board's policies and the Toronto Police Service's Missing Persons Procedure and related Risk Assessment forms should be re-evaluated and upgraded in the light of the systemic issues identified by and the lessons learned through this Report. Explicit reference to the issues and lessons should be incorporated into these documents and/or into training and education. The list includes the following issues and lessons.</p> <p>(a) In accordance with the National Centre of Missing Persons and Unidentified Remains Best Practices Guide, the need to treat missing person cases as presumptively high risk, unless and until a risk assessment or available information reasonably supports an alternative approach.</p> <p>(b) In accordance with Recommendation 61, the need to incorporate a clear definition of the "strong possibility of foul play," together with specific direction to address continuing misconceptions about when the strong possibility of foul play exists.</p> <p>(c) The need to provide direction, including lists on potential "red flags" of foul play or exposure to serious bodily harm, informed by the deficiencies identified in this Report.</p> <p>(d) In accordance with Recommendations 61-62, the need to provide further direction as to when missing person cases should be treated as major cases, whether or not mandated by provincial adequacy standards.</p> <p>(e) The need to provide clear direction and lists on the types of risks to be considered, apart from foul play, again informed by the deficiencies identified in this Report.</p>	<ul style="list-style-type: none"> • An updated and revised policy ensuring the items listed in this report are addressed in the associated procedure Rec. 57 items (a) to (p) 	<ul style="list-style-type: none"> • Improved relationships • Improved processes 	September 2022

Rec #	Cat	Recommendation	Goals / Deliverables	Outcomes	Target Due Date
		<p>(f) The need for risk assessments to be informed by the disproportionate number of marginalized and vulnerable people who go missing; by how those people are also disproportionately the victims of violence and criminal exploitation; and how, as a result, their marginalization and vulnerabilities may, and often do, elevate the risks associated with their disappearances; merely directing officers to determine whether missing persons are members of certain communities, without more information, is inadequate.</p> <p>(g) The need to ensure that the fears and concerns of those who report someone missing or are directly affected by their disappearances are taken seriously, given their familiarity with the missing persons, and that their fears and concerns are not responded to in a dismissive or insensitive way.</p> <p>(h) The need to ensure that the affected communities' concerns – for example, about community safety and perceived patterns of disappearances or the possibility of a serial killer – are taken seriously and inform any investigative response.</p> <p>(i) On a related point, the need specifically to consider patterns of disappearances, where potentially correlated, as part of a risk assessment, rather than focusing exclusively on a single disappearance.</p> <p>(j) The need to avoid a mind-set that unreasonably discounts the possibility of foul play or serious bodily harm.</p> <p>(k) Similarly, the need to ensure that risk assessments are not based on institutional or systemic reluctance to elevate the risk assessment because of extraneous concerns about resource implications.</p> <p>(l) As partially reflected in the Service's current Missing Persons Procedure, the need to ensure that risk assessments are not based on or influenced by stereotypical assumptions or misconceptions about missing persons with certain personal identifiers, such as sexual orientation, gender identity, and gender expression, or missing persons who have certain perceived or actual lifestyles. In this regard, examples of such stereotypical assumptions or misconceptions should be informed by this Report.</p> <p>(m) The need to ensure that risk assessors are provided direction or guidance not only on the questions to be asked but also on how the answers bear on risk.</p>			

Rec #	Cat	Recommendation	Goals / Deliverables	Outcomes	Target Due Date
		<p>(n) Though not currently articulated in the Service's Missing Persons Procedure, the need to ensure that the contents of Missing Person questionnaires are used in making risk assessments.</p> <p>(o) The need to ensure that risk assessors are provided examples of scenarios that elevate or reduce risk.</p> <p>(p) The need to ensure that clear direction is provided as to the need constantly to re-evaluate risk as an investigation progresses. When and if a lead investigator or major case manager is assigned, this ongoing re-evaluation should take place collaboratively with these officers.</p>			

Rec #	Cat	Recommendation	Goals / Deliverables	Outcomes	Target Due Date
57.2	Sub	<p>The Toronto Police Services Board's policies and the Toronto Police Service's Missing Persons Procedure and related Risk Assessment forms should be re-evaluated and upgraded in the light of the systemic issues identified by and the lessons learned through this Report. Explicit reference to the issues and lessons should be incorporated into these documents and/or into training and education. The list includes the following issues and lessons.</p> <p>(a) In accordance with the National Centre of Missing Persons and Unidentified Remains Best Practices Guide, the need to treat missing person cases as presumptively high risk, unless and until a risk assessment or available information reasonably supports an alternative approach.</p> <p>(b) In accordance with Recommendation 61, the need to incorporate a clear definition of the "strong possibility of foul play," together with specific direction to address continuing misconceptions about when the strong possibility of foul play exists.</p> <p>(c) The need to provide direction, including lists on potential "red flags" of foul play or exposure to serious bodily harm, informed by the deficiencies identified in this Report.</p> <p>(d) In accordance with Recommendations 61-62, the need to provide further direction as to when missing person cases should be treated as major cases, whether or not mandated by provincial adequacy standards.</p> <p>(e) The need to provide clear direction and lists on the types of risks to be considered, apart from foul play, again informed by the deficiencies identified in this Report.</p> <p>(f) The need for risk assessments to be informed by the disproportionate number of marginalized and vulnerable people who go missing; by how those people are also disproportionately the victims of violence and criminal exploitation; and how, as a result, their marginalization and vulnerabilities may, and often do, elevate the risks associated with their disappearances; merely directing officers to determine whether missing persons are members of certain communities, without more information, is inadequate.</p> <p>(g) The need to ensure that the fears and concerns of those who report someone missing or are directly affected by their disappearances are taken seriously, given their familiarity with</p>	<ul style="list-style-type: none"> • An updated and revised procedure and risk assessment ensuring the items listed in this report are addressed in the associated risk assessment (Rec 57(a) to (p)) 	<ul style="list-style-type: none"> • Improved relationships • Improved processes 	December 2022

Rec #	Cat	Recommendation	Goals / Deliverables	Outcomes	Target Due Date
		<p>the missing persons, and that their fears and concerns are not responded to in a dismissive or insensitive way.</p> <p>(h) The need to ensure that the affected communities' concerns – for example, about community safety and perceived patterns of disappearances or the possibility of a serial killer – are taken seriously and inform any investigative response.</p> <p>(i) On a related point, the need specifically to consider patterns of disappearances, where potentially correlated, as part of a risk assessment, rather than focusing exclusively on a single disappearance.</p> <p>(j) The need to avoid a mind-set that unreasonably discounts the possibility of foul play or serious bodily harm.</p> <p>(k) Similarly, the need to ensure that risk assessments are not based on institutional or systemic reluctance to elevate the risk assessment because of extraneous concerns about resource implications.</p> <p>(l) As partially reflected in the Service's current Missing Persons Procedure, the need to ensure that risk assessments are not based on or influenced by stereotypical assumptions or misconceptions about missing persons with certain personal identifiers, such as sexual orientation, gender identity, and gender expression, or missing persons who have certain perceived or actual lifestyles. In this regard, examples of such stereotypical assumptions or misconceptions should be informed by this Report.</p> <p>(m) The need to ensure that risk assessors are provided direction or guidance not only on the questions to be asked but also on how the answers bear on risk.</p> <p>(n) Though not currently articulated in the Service's Missing Persons Procedure, the need to ensure that the contents of Missing Person questionnaires are used in making risk assessments.</p> <p>(o) The need to ensure that risk assessors are provided examples of scenarios that elevate or reduce risk.</p> <p>(p) The need to ensure that clear direction is provided as to the need constantly to re-evaluate risk as an investigation progresses. When and if a lead investigator or major case manager is assigned, this ongoing re-evaluation should take place collaboratively with these officers.</p>			

Rec #	Cat	Recommendation	Goals / Deliverables	Outcomes	Target Due Date
58	Full	The Toronto Police Service should amend its Missing Persons Procedure to abolish the bifurcated approach to the time within which a supervisor must review an initial risk assessment (described in the commentary that precedes this recommendation) that currently exists.	<ul style="list-style-type: none"> Updated missing person procedure that ensures missing persons receive heightened priority and eliminates the current bifurcated approach to investigations 	<ul style="list-style-type: none"> Risk assessments reviewed by supervisor in a timely manner 	December 2022
59	Full	In the light of the concerns and deficiencies identified in this Report, the Toronto Police Service should re-evaluate the usefulness of the levels of search currently set out in its Missing Persons Procedure. The investigative response to a particular disappearance should be based on the circumstances of the disappearance that exist or as they evolve. The search response to a missing person should be closely correlated both to the risk assessment process and to the criteria set out in the Ontario Major Case Management Manual – or any additional criteria identified by the Service for determining when a missing person occurrence constitutes or should be treated as a major case.	<ul style="list-style-type: none"> Re-evaluate the levels of search currently set out in missing persons procedure Develop a search response that correlates with the risk assessment and the criteria set out in the Major Case Manual 	<ul style="list-style-type: none"> Investigative templates and checklists that are closely correlated with the risk assessment tool to ensure comprehensive and coordinated approaches to searches during missing person investigations 	December 2022
60	Full	The Toronto Police Services Board and the Toronto Police Service (the Service) should support continuing research on risk assessment, including the creation of predictive models, based in part on disaggregated data collected by the Service and on analytical work.	<ul style="list-style-type: none"> Regular board reporting on research conducted on risk assessment to create models based on data and analytics 	<ul style="list-style-type: none"> Risk assessment model Partnerships with academic research groups 	December 2022

Rec #	Cat	Recommendation	Goals / Deliverables	Outcomes	Target Due Date
61	Full	<p>The Toronto Police Service should ensure, through a combination of amended procedures, Routine Orders, and training and education, that its officers understand when a missing person occurrence must be designated as a major case. The amended procedures should:</p> <p>(a) dispel misconceptions around the meaning and interpretation of a "major" missing person case and "the strong possibility of foul play";</p> <p>(b) further draw on and acknowledge the issues identified during the Review and the lessons to be learned as a result;</p> <p>(c) specifically indicate that "strong possibility of foul play" does not require definitive proof of foul play or even the probability of foul play; in missing person cases, the "strong possibility of foul play" will be based, almost invariably, on circumstantial information, such as "red flags" that elevate concerns about the missing person as a victim;</p> <p>(d) specifically indicate that the "strong possibility of foul play" includes the strong possibility of being victimized by crime involving a missing person's death, abduction, or serious bodily harm; and</p> <p>(e) specifically indicate that any uncertainty about whether "a strong possibility of foul play" exists should be resolved in favour of its existence.</p>	<ul style="list-style-type: none"> • Training and procedures will reflect the items in R 61 (a) through (e) • Updated procedure regarding when missing persons investigation should be designated as a major case • Clearly define "strong possibility of foul play" • Update relevant training and education materials that will reflect the items in R61 (a) and (e) 	<ul style="list-style-type: none"> • improved business process • improved public trust 	December 2022
62	Full	<p>The Toronto Police Service should amend its procedures to permit or require lead investigators and their supervisors to treat missing person occurrences as the functional equivalent of or analogous to major cases when:</p> <p>(a) foul play cannot reasonably be excluded; or,</p> <p>(b) the missing person's life or safety may be at serious risk for reasons unrelated to the strong possibility of foul play.</p>	<ul style="list-style-type: none"> • Update missing persons procedure to permit investigators/supervisors to classify missing persons occurrences in some circumstances as major cases 	<ul style="list-style-type: none"> • Improved process for missing person investigations • improved public trust 	December 2022

Rec #	Cat	Recommendation	Goals / Deliverables	Outcomes	Target Due Date
63	Full	<p>The Toronto Police Service should outline in its procedures the operational implications of the designation of a missing person occurrence as a major case or as analogous to a major case, most particularly when the designation is based on the strong possibility of foul play or analogous concerns. Such procedures should specifically address the following issues:</p> <p>(a) who decides whether the case involves a strong possibility of foul play or analogous concern;</p> <p>(b) how that decision is to be documented;</p> <p>(c) how the decision is to be effectively and regularly monitored and updated when appropriate;</p> <p>(d) how the review of the decision is to be documented;</p> <p>(e) when a missing person occurrence involves a strong possibility of foul play or analogous concerns, how the decision will be made whether the investigation is led by the Homicide Unit, the Missing Persons Unit, or the relevant division's Criminal Investigations Bureau, with or without investigative support from other units; and,</p> <p>(f) regardless of which unit leads these cases, how the decision will be made as to whether a command triad will be set up or whether major case management will be employed without the assignment of three separate officers.</p>	<ul style="list-style-type: none"> • Develop a tiered decision making tree for case designation of foul-play • MPU to decide which unit shall lead the investigation • Updated procedure 	<ul style="list-style-type: none"> • Improve missing person investigations • Improve community relations 	December 2022
64	Full	<p>The Toronto Police Service should recognize that divisional criminal investigations units may be ill equipped or resourced to conduct complex, lengthy missing person investigations. In some instances, giving such investigations to the criminal investigations bureaus sets them up for failure. These investigations should often be done or led by the Missing Persons Unit itself, unless the occurrences meet the criteria for referral to the Homicide Unit for investigation. The Missing Persons Unit can lead the investigations, with work delegated to the divisional criminal investigations bureau officers as needed.</p>	<ul style="list-style-type: none"> • Missing persons investigations that are supported by the MPU on an as needed basis • Implement missing person coordinators to be a liaison between divisional investigators and MPU and ensure case conferencing on a regular basis to ensure 	<ul style="list-style-type: none"> • Consistency in the way missing person investigations are conducted • Training and education specific to missing persons for divisional officers across the Service • Clear determination on when the MPU will take over a missing person investigation 	December 2022

Rec #	Cat	Recommendation	Goals / Deliverables	Outcomes	Target Due Date
65	Full	<p>The Toronto Police Service's procedure that defines which division or service investigates a missing person case is outdated and, in partnership with the Ministry of the Solicitor General, should be revisited. Among other things, revised procedures should be informed by the following considerations:</p> <p>(a) Where the police reasonably believe that the focus of the investigation will largely, although perhaps not exclusively, be within the jurisdiction where the person was last seen, if known, and the investigation is not to be conducted by the Missing Persons Unit, it should generally be conducted by the division where the person was last seen. This approach is subject to a determination by the Missing Persons Unit that the particular circumstances warrant a different approach.</p> <p>(b) In the above circumstances, where the missing person resides in the jurisdiction of another police service, the relevant police services should liaise with each other to determine jointly the most appropriate service to lead the investigation. That determination should be documented and should be made based on where the investigation would most effectively be conducted, rather than on extraneous considerations.</p> <p>(c) Where more than one division or service must perform the actual investigative work, efforts should be made to avoid duplication and other inefficiencies. There should be clear lines of reporting and coordination, and, in cases involving more than one police service, the province should create a process for facilitating these investigations, even if they do not meet the criteria for multi-jurisdictional joint investigation.</p>	<ul style="list-style-type: none"> Updated procedures, notifications and reports all documented as per TPS including outside departments input identified 	<ul style="list-style-type: none"> Improved community trust and enhanced partnerships Improved missing persons investigations 	December 2022
66	Full	<p>The Toronto Police Services Board and the Toronto Police Service should urge the Ministry of the Solicitor General to adopt province-wide guidelines on jurisdiction to be exercised in missing person and unidentified remains investigations. Consideration should be given to the National Centre of Missing Persons and Unidentified Remains Best Practices Guide respecting jurisdiction; the guide treats the place a missing person is last seen, if known, as the lead criterion for assuming jurisdiction.</p>	<ul style="list-style-type: none"> Request to Solicitor General to adopt province-wide guidelines on jurisdiction related to missing person and unidentified remains and improve Best Practices Send a follow up correspondence to thank the Solicitor General and/or request clarification on when a response can be expected 	<ul style="list-style-type: none"> Uniform province-wide guidelines on jurisdiction in missing person and unidentified remains investigations. 	March 2022

Rec #	Cat	Recommendation	Goals / Deliverables	Outcomes	Target Due Date
67	Full	<p>The Toronto Police Service should amend its Missing Persons Procedure to ensure that it complies with its Criminal Investigation Management Plan respecting the assignment of specialist investigators in missing person investigations. The Service may consider and incorporate within its Missing Persons Procedure and its Criminal Investigation Management Plan whether there are categories of such investigations, particularly those of less complexity, that need not be assigned to a specialist investigator if overseen by the Missing Persons Unit. The Criminal Investigation Management Plan should also incorporate a process for supporting a multi-jurisdictional investigation that is not a major case.</p>	<ul style="list-style-type: none"> Updated procedures, updated criminal investigations management plan and process for incorporating multi-jurisdictional investigation that is not a major case 	<ul style="list-style-type: none"> Improved missing person investigations, including multi-jurisdictional investigations 	December 2022
68	Full	<p>The Toronto Police Service should create a process, reflected in its procedures and its Criminal Investigations Management Plan, for a decision to be made, where appropriate, to merge investigations otherwise being conducted in multiple divisions and to avoid unnecessary duplication of investigative work. Where the decision is made to maintain separate investigations, the lead investigators should coordinate their efforts to ensure that they are not duplicating investigative steps.</p>	<ul style="list-style-type: none"> Tracked investigations in different divisions, process developed of case conferencing, case linkage in PowerCase as a way of sharing information and ensuring no duplication. Investigators should have analysts have access to necessary information in the P drive 	<ul style="list-style-type: none"> More efficient investigative processes Improved communication throughout division Reduction / Removal of silos 	December 2022
69	Full	<p>The Toronto Police Service should amend its Missing Persons Procedure to ensure full continuity in missing person investigations when lead investigators go off-shift. Such continuity means:</p> <p>(a) investigations should continue even in the absence of the lead investigator</p> <p>(b) an officer assumes carriage of the investigation in the lead investigator's absence; and,</p> <p>(c) changes in the identity of the lead investigator are documented in the investigative file and made known to those closely associated with the missing person's disappearance.</p>	<ul style="list-style-type: none"> Ensure case continuity and that cases do not go unassigned. Update missing person procedures to include a definition of continuity and how the change of lead investigator is documented in the file and communicated. Ensure these changes are communicated to the family / friends if absence meets a defined period of time; and should not be required if the lead investigator goes off shift 	<ul style="list-style-type: none"> Increased accountability to those closely associated with the missing person's disappearance through the utilization of missing persons coordinators and continuity in case management 	December 2022

Rec #	Cat	Recommendation	Goals / Deliverables	Outcomes	Target Due Date
70	Full	<p>The Toronto Police Service should amend its Missing Persons Procedure to ensure full continuity in missing person investigations when lead investigators are reassigned or retire. Such continuity means:</p> <p>(a) the investigation should be reassigned promptly;</p> <p>(b) the reassignment should be documented in the investigative file and made known to those closely associated with the missing person's disappearance; and,</p> <p>(c) when feasible, the former lead investigator should take steps to familiarize the new lead investigator with the investigation and document the fact that this step has been taken.</p>	<ul style="list-style-type: none"> Ensure case continuity and that cases do not go unassigned. Update missing person procedures to include a definition of continuity and how the change of lead investigator is documented in the file and communicated. Ensure these changes are communicated to the family / friends if absence meets a defined period of time; and should not be required if the lead investigator goes off shift 	<ul style="list-style-type: none"> Improved missing person investigations through seamless transition of lead investigator role 	December 2022
71	Full	<p>The Missing Persons Unit or, on adoption of the mid-term model proposed in this Report, missing person coordinators should assume responsibility for continuity and consistency of file management. Missing person coordinators should have lines of reporting within their division or quadrant as well as to the head of the Missing Persons Unit.</p>	<ul style="list-style-type: none"> Missing Persons coordinators to ensure systems of continuity and consistency exist and that re-assignments are documented in PowerCase through a formalized process 	<ul style="list-style-type: none"> Increased accountability of the TPS with a systemized case turn over 	December 2022
72	Full	<p>The Toronto Police Service should amend its applicable procedures, in accordance with the recommendation contained in the 2019 Inspection Report of the Ministry of the Solicitor General, to require:</p> <p>(a) the officers assuming the responsibilities of the command triad in major cases to be clearly identified; and,</p> <p>(b) the assigned officers in missing person and unidentified remains investigations, or the officers who assume the responsibilities of the assigned officers in their absence, to be easily accessible to the public, most particularly those closely associated with the missing persons or, potentially, to the unidentified remains.</p>	<ul style="list-style-type: none"> Designate a liaison (who has access to MPU) that would be available to family members, updated procedures 	<ul style="list-style-type: none"> Continuity of service, outside agencies will be briefed. Missing person investigations leading to an increase in transparency between TPS and the community 	December 2022

Rec #	Cat	Recommendation	Goals / Deliverables	Outcomes	Target Due Date
73	Full	<p>The assignment of investigators or interviewers to a missing person investigation should be informed by their individual skills and competencies. In making such assignments, supervisors should be mindful of, and informed by, the dynamics in individual cases. These dynamics may include:</p> <p>(a) the nature of the investigation; and,</p> <p>(b) the personal identifiers relevant to the missing person, those who report that person missing, or those being interviewed</p>	<ul style="list-style-type: none"> Assignment of investigators should be reflective of their skill sets depending on the investigation, and the personal identifiers relevant to the missing person 	<ul style="list-style-type: none"> Enhanced investigative processes 	December 2022
74	Full	<p>The Toronto Police Service should strengthen its existing Missing Persons Procedure to ensure that the investigators make themselves aware of existing community resources that can advance their missing person investigations and fully use those resources as needed</p> <p>The Service should work proactively with community groups and leaders to establish processes for community partnership and engagement in missing person investigations</p>	<ul style="list-style-type: none"> Updated missing person procedure (also consider what community organizations are doing in relation to missing person investigations). Ensure that this information is widely available to all agencies 	<ul style="list-style-type: none"> Increased number of community organizations partnering with Toronto Police Service 	December 2022

Rec #	Cat	Recommendation	Goals / Deliverables	Outcomes	Target Due Date
75	Full	<p>The Toronto Police Services Board and the Toronto Police Service should develop, in partnership with community groups and leaders, an information-sharing strategy that institutionalized ongoing communication with community leaders and groups and with the public at large about the Service's missing person investigations. The information-sharing strategy should draw upon the systemic issues this Review identifies and the related lessons learned. In particular, the strategy should promote:</p> <p>(a) Promote information sharing</p> <p>(b) community partnership in how and what information is shared, including use of community resources for messaging;</p> <p>(c) a process for decision making around public warnings that includes, to the extent possible, confidential input from community leaders or groups;</p> <p>(d) police participation in community meetings, and town halls, both to inform communities about existing missing person processes and about specific investigations of concern to those communities, and to address potential barriers to information - sharing;</p> <p>(e) ongoing feedback from communities about the Service's successes or failures in its communication strategy and, more generally, in its ongoing relationships with diverse communities;</p> <p>(f) consideration of the impact on marginalized and vulnerable or disadvantaged communities in failing to communicate information;</p> <p>(g) the development of a user-friendly missing person and unidentified remains webpage (see Recommendation 79)</p> <p>(h) the development of a coherent and comprehensive approach to the use of posters and both, social and traditional media to share information;</p> <p>(i) recognition that not every community member has equal access to the internet or electronic communication, as well as the need to address linguistic barriers, and to accommodate those with disabilities;</p> <p>(j) the creation of missing person awareness days (see Recommendation 87)</p>	<ul style="list-style-type: none"> ● Information-sharing strategy to lead discussion with community leaders ● Increased communication and updates between TPS members and the those affected by missing person investigations ● Clearly defined expectations between community agencies and TPS as to how support will be given; strong relationship building between Corporate Communications and community agencies - so that feedback, etc can be given as to how information is shared with the greater public 	<ul style="list-style-type: none"> ● Stronger relationships between the community and the Service ● Public is well informed with information regarding missing persons (ex. how to report, what the role of police is during investigations. available resources and supports for families, friends and missing people once they have returned) 	December 2022

Rec #	Cat	Recommendation	Goals / Deliverables	Outcomes	Target Due Date
76	Full	See sub-recommendations 76.1 and 76.2 below	<ul style="list-style-type: none"> See sub-recommendations below 	<ul style="list-style-type: none"> See sub-recommendations below 	December 2022
76.1	Sub	The Toronto Police Service should <u>incorporate the information-sharing strategy into the missing person strategic plan</u> described in Recommendation 32 and in the Toronto Police Service's Missing Persons Procedure.	<ul style="list-style-type: none"> Strategic plan that includes updated practices and procedures made available to community agencies 	<ul style="list-style-type: none"> Stronger relationships with community agencies and public trust due to transparency being achieved 	December 2022
76.2	Sub	The Toronto Police Service <u>should incorporate the information-sharing strategy into the missing person strategic plan</u> described in Recommendation 32 and <u>in the Toronto Police Service's Missing Persons Procedure</u> .	<ul style="list-style-type: none"> Strategic plan that includes updated practices and procedures made available to community agencies (delete) Suggested deliverables: Update Missing Persons procedure to incorporate the information-sharing strategy TPS to operationalize Information sharing strategy 	<ul style="list-style-type: none"> Stronger relationships with community agencies and public trust due to transparency being achieved 	December 2022
77	Full	The Toronto Police Service should amend its procedures relating to both missing person and unidentified remains investigations to ensure that, where appropriate, timely media releases are issued in relation to such investigations.	<ul style="list-style-type: none"> Update / amend procedure to ensure timely media releases are issued in relation to Missing Persons and Unidentified Remains Ensure appropriate and inclusive language is used in media releases. 	<ul style="list-style-type: none"> Increased public awareness of missing person cases Increased number of tips from the community in relation to missing person cases. Increased public confidence in how TPS manages missing persons/unidentified human remains cases 	March 2022
78	Full	Where the state of unidentified remains prevents the release of a photograph or where efforts will be made to reconstruct the facial features of the deceased, a media release should nonetheless be issued, in the absence of exceptional circumstances. The media release should provide information about the location where the remains were found, when they were found, and potential identifiers such as articles of clothing that were found.	<ul style="list-style-type: none"> Propose an agreement to OCCO to update procedures to include the permission to issue media releases regarding unidentified human remains 	<ul style="list-style-type: none"> Increased public awareness 	March 2022

Rec #	Cat	Recommendation	Goals / Deliverables	Outcomes	Target Due Date
79	Full	<p>(a) The Toronto Police Service should improve the webpage relating to missing persons in ways that might include:</p> <ul style="list-style-type: none"> ● providing cell phone access to a workable version of the Missing Person Questionnaire, ● creating a more “assistive” questionnaire with “explanation” and “help” icons for every question, ● introducing measures to overcome linguistic barriers, ● through the GPS, directing members of the public to the division closest to them, ● introducing an explanatory video with multilingual captioning to outline the missing person reporting process and the work of the unit, ● using more sensitive language, in keeping with the anticipated state of emotional distress of a member of the public accessing the webpage, ● offering an overview as to what a missing person investigation typically entails, ● incorporating a “Frequently Asked Questions” section, ● offering additional practical tools to empower individuals to participate in missing person investigations, such as an “auto create missing person poster” link, ● alerting members of the public to the Service’s diverse membership and allow reportees to request that an officer from a given community (Indigenous, LGBTQ2S+, female-identifying, etc.) respond to the Missing Person Report, ● featuring profiles of historical or ongoing missing person cases, when feasible, with the consent of the family, ● allowing those within affected communities to subscribe for regular search updates through text or email, ● providing better guidance as to which ones to contact in which situations, and ● providing accessibility capabilities for the visually and hearing impaired. <p>(b) The Toronto Police Service should evaluate or ensure that an evaluation is done of the extent to which the online Missing Person Questionnaire is being used by members of the public, how helpful it is to investigators, and whether members of the public find it accessible and user-friendly.</p>	<ul style="list-style-type: none"> ● Consultation with community agencies in relation to updates on webpages on the published website ● An enhanced webpage that addresses the requirements set out in the report through community consultation ● Implemented evaluation process to assess the usage of the Missing Person Questionnaire by the public and its value to investigators ● Ongoing assessment of the users’ experience 	<ul style="list-style-type: none"> ● Improved processes ● Building public trust 	December 2022

Rec #	Cat	Recommendation	Goals / Deliverables	Outcomes	Target Due Date
80	Full	The Toronto Police Service should study the feasibility of a dedicated call-in number for missing person information, which should ultimately be staffed by civilians with specialized training and education.	<ul style="list-style-type: none"> ● Feasibility study of a dedicated phone-in number for Missing Persons information 	<ul style="list-style-type: none"> ● Easier access for members of the community to contact and provide information to TPS re missing persons ● Increase in number of tips in relation to missing person cases 	May 2022
81	Full	The Toronto Police Service should re-evaluate its existing decision-making processes for issuing public safety warnings. At a minimum, in relation to major case investigations, the major case manager should make the ultimate decision, in consultation with the Service's Corporate Communications, as to whether a public safety warning is required. These types of decisions should be made, whenever possible, in partnership or in consultation with community leaders.	<ul style="list-style-type: none"> ● Amend procedures to include updated decision making process for making public warnings, with recommendations ● Amend procedures to ensure that where possible, there is consultation with any relevant agencies (or community leaders) that may be directly linked to the public safety warning, and in turn provide support for the affected communities 	<ul style="list-style-type: none"> ● Increased trust between the community and TPS ● Increased transparency between the public and TPS 	March 2022
82	Full	The Toronto Police Service should take steps to introduce a new and complementary approach to cases involving youth who go missing from group homes, shelters, and other youth-related institutions. This approach should be designed to proactively reduce the number of young people who leave their care homes or institutions; ensure that issues explaining their departure are addressed by social service, public health, or community agencies; implement measures to ensure that such young people are safe when away from their care homes and institutions; and appropriately triage cases involving young people who leave care homes or institutions. Such an approach may involve, as it does in Saskatoon, reporting to the police that a young person is missing from care without immediately activating a missing person investigation.	<ul style="list-style-type: none"> ● Develop a complementary approach through liaising with community organizations ● Pilot new concept throughout TPS 	<ul style="list-style-type: none"> ● A proactive approach to missing youth that involves stakeholders and social agencies working in partnership with the Toronto Police Service 	December 2022

Rec #	Cat	Recommendation	Goals / Deliverables	Outcomes	Target Due Date
83	Full	<p>(a) The Toronto Police Service should fully use its liaison officers and its neighbourhood community officers to advance missing person and unidentified remains investigations.</p> <p>(b) The Toronto Police Service should revise its Missing Persons Procedure, as well as relevant job descriptions, to explicitly recognize that its liaison and neighbourhood community officers may:</p> <ul style="list-style-type: none"> - facilitate information being made available, particularly from marginalized and vulnerable community members otherwise reluctant to come forward; - create a safe and welcoming environment for those who want to report a person missing and for potential witnesses who want to come forward; - dispel existing mistrust and provide needed assurances; - familiarize investigators with the significance of information they are being provided; - correct stereotypical assumptions or preconceptions that can infect investigations; - access street-level community members, otherwise inaccessible to investigators, who may be well situated to assist an investigation; - address concerns about the potential misuse of information provided to police, including privacy issues around sexual orientation, gender expression, or identity; and, - ensure that appropriate language is employed in media releases and by investigators in their interactions with community members. 	<ul style="list-style-type: none"> • Continue to strengthen relations between liaison officers and community organizations 	<ul style="list-style-type: none"> • Enhanced utilization of liaison officers and NCOs to advance Missing Persons investigations and unidentified remains investigations 	December 2022

Rec #	Cat	Recommendation	Goals / Deliverables	Outcomes	Target Due Date
84	Full	<p>The Toronto Police Service should modify its Missing Persons Procedure to require, in the absence of exceptional circumstances, that a “return” interview be sought with a person who chose to go missing. The return interview should address whether there are underlying issues, particularly those unrelated to law enforcement, that explain why the person decided to go missing, and how to avoid the person repeatedly going missing, thereby reducing the number and costs of future missing person cases. To the extent possible, these return interviews should be conducted by non-policing agencies or civilian missing person support workers. Uniformed sworn officers should be involved as little as possible. In some instances, return interviews should result in referrals to multidisciplinary FOCUS tables to address underlying social issues that explain the person’s disappearance. The Service and the agencies involved in such interviews should create a template of questions to assist the process.</p>	<ul style="list-style-type: none"> ● Establish a return interview by a specialist civilian / agency ● Updated procedure 	<ul style="list-style-type: none"> ● Consistent approach to return interviews with missing persons cases ● Improved Practices and relationship building with outside agencies 	December 2022
85	Full	<p>The Toronto Police Service, in partnership with community organizations, should also support a service modelled on the United Kingdom’s TextSafe program.</p>	<ul style="list-style-type: none"> ● Develop a complementary approach to cases involving youth ● Develop and support a partnership with community organizations modelled on the United Kingdom’s TextSafe Program 	<ul style="list-style-type: none"> ● Developed mid-term model ● Improved procedures adopting the spirit of the UK’s TextSafe program 	December 2022
86	Full	<p>The Toronto Police Service should support the creation of a diverse survivor working group, consisting of those who have previously gone missing or their loved ones. Such a working group can assist in building community awareness about missing persons and how to respond when a person goes missing.</p>	<ul style="list-style-type: none"> ● Develop a draft Terms of Reference and structure for the makeup of the Survivor Working Group ● Identify and select members of the Survivor Working Group ● Ensure that working groups are paid honorariums for their time - if there is interest in creating such working groups from individuals that are involved in missing persons cases 	<ul style="list-style-type: none"> ● Improved community awareness about active missing person investigations and how to respond when a person goes missing ● Increased transparency between TPS and the community ● Increased trust between TPS and the community 	October 2022

Rec #	Cat	Recommendation	Goals / Deliverables	Outcomes	Target Due Date
87	Full	<p>At regular intervals, the Toronto Police Service should conduct a Missing Person Awareness Day in which Service members explain to the community the approach taken to missing person cases, provide information on how to report missing persons, what websites to access for information about missing persons or missing person investigations, including who to contact with questions about how missing person investigations have been conducted or how to provide relevant information. In this regard, the Toronto Police Service should consider the Ontario Provincial Police's model, with necessary modifications.</p>	<ul style="list-style-type: none"> ● Create Framework for Missing Person Awareness day ● Pilot to confirm effectiveness ● Pre-determine schedule and frequency 	<ul style="list-style-type: none"> ● Increased public awareness on Missing Person and Unidentified remains investigations ● Enhanced community awareness on how to access information about missing persons or missing person investigations and report a missing person 	December 2022
88	Full	<p>The Toronto Police Service should address the systemic issues associated with how it collects electronic evidence, including the content of devices and internet and social media use. In particular, the Service should amend (or improve) its existing internet procedure and practices to promote:</p> <p>(a) clarity on what electronic searches should be done by investigators and what electronic searches should be done through the Technological Crime Unit and/or the Cyber Crime Unit;</p> <p>(b) timely access to technological support when it is needed for major investigations; and,</p> <p>(c) clarity on when and how needed information should be obtained through Mutual Legal Assistance Treaties, production orders under the Missing Persons Act, 2018, the Criminal Code, or other means.</p>	<ul style="list-style-type: none"> ● Update existing procedures and practices for the collection of electronic evidence including the content of devices and internet searches: <ul style="list-style-type: none"> - Assess current state for missing person search process - Audit current best practices within TPS (ex. what is the evidence base for 300m search?) - Identify international best practices for searching based on evidence-based measures - Identify academic subject matter experts - Partner with experts with evidence-based methodologies - Assess any vulnerability to cyber attacks on any electronic devices/applications utilized and use current best practices in cyber security - Develop electronic mobile tools to assist and enhance search protocols - Research and develop electronic search methods to better coordinate searches - Evaluate all electronic tools on a regular basis for information around data collection and privacy where an external platform is used 	<ul style="list-style-type: none"> ● Improved processes 	March 2023
89	Full	<p>The Toronto Police Services Board and the Toronto Police Service should urge the provincial and federal governments to address and streamline the Mutual Legal Assistance Treaty process for collecting electronic information. The criteria for obtaining such information should remain the same, but the bureaucracy associated with this process needs to be streamlined.</p>	<ul style="list-style-type: none"> ● Request Provincial and Federal governments to streamline the Mutual Legal Assistance Treaty process for collecting electronic information 	<ul style="list-style-type: none"> ● Simplified method in obtaining information under the Mutual Legal Assistance Treaty process. ● Reduced time required to obtain electronic information ● Decreased delays in missing person investigations 	December 2021

Rec #	Cat	Recommendation	Goals / Deliverables	Outcomes	Target Due Date
90	Full	The Toronto Police Service should ensure that civilian analysts are fully integrated into major investigations to which they are assigned. They should not be treated as secondary participants but ideally have full access to the information available to the assigned investigators.	<ul style="list-style-type: none"> • Full Inclusion of Analyst role in major investigations 	<ul style="list-style-type: none"> • Enhanced analytics through the course of major investigations • Increased communication between investigators and civilian analysts 	May 2022
91	Full	The Toronto Police Service should amend its procedures, including the Missing Persons Procedure, and disseminate a Routine Order to address the systemic issue represented by the Service's failure to respond to the attempts of another police service to interest the Service in a potentially connected investigation. More specifically, the procedures should require: - that a Toronto police officer, advised of a potential connection between a case in Toronto and another jurisdiction, document the information provided and ensure that it is followed up on, and that the follow-up is documented in the relevant investigative file.	<ul style="list-style-type: none"> • Update procedure(s) • Publish Routine Order 	<ul style="list-style-type: none"> • Enhanced communication between the Service and External Law Enforcement Partners and Jurisdictions • Improved investigative response for all Missing Person cases • Improved reputation and effectiveness of the Service with community members and organizations • Enhanced community trust and support of the work done by the Service 	August 2022
92	Full	The Toronto Police Services Board and the Service should request that the Ministry of the Solicitor General draw the issue of lack of communication between services to all Ontario police services and identify a contact person (or position) at the Ministry in the event that any officer or service is concerned about the failure to respond appropriately to such information being communicated.	<ul style="list-style-type: none"> • Letter to Solicitor General with request to identify a contact person / position at the Ministry in the event that any officer or service is concerned about response (accountability mechanism) 	<ul style="list-style-type: none"> • Improved communication between services in Ontario resulting in improved investigative processes 	March 2022
93	Full	The Toronto Police Service should create templates or checklists for missing person investigations to reflect the deficiencies identified by and lessons learned during this Review. The checklists should be fully accessible on the officers' mobile workstations and upgraded as needed.	<ul style="list-style-type: none"> • Create investigative checklists that are available on mobile workstations and address deficiencies identified in the review • Defined roles regarding who completes templates and checklists 	<ul style="list-style-type: none"> • More collaborative, consistent and coordinated approach to missing person investigations 	December 2022
94	Full	The Toronto Police Services Board and the Toronto Police Service should recommend to the Ministry of the Solicitor General that a missing person checklist form part of provincial adequacy standards.	<ul style="list-style-type: none"> • Request to Solicitor General to include Missing Person checklist as part of provincial adequacy standards 	<ul style="list-style-type: none"> • Consistency among police services across the province using a Missing Persons Checklist 	March 2022

Rec #	Cat	Recommendation	Goals / Deliverables	Outcomes	Target Due Date
95	Full	The Toronto Police Service should amend its Missing Person Procedure to provide that (i) DNA evidence should be collected as soon as practicable. Absent exceptional circumstances, DNA evidence should be collected within 48 hours; and (ii) the Dental Chart form should be completed as soon as practicable in all instances, and in any event, within 30 days if the missing person is not located.	<ul style="list-style-type: none"> ● Include collection of DNA in missing person checklists and templates 	<ul style="list-style-type: none"> ● Improved missing person investigations 	December 2022
96	Full	The Toronto Police Service should amend its Missing Person Procedure to address, in a more helpful and thorough fashion, the need to interview key witnesses pertaining to the report of a missing person and the subsequent investigation.	<ul style="list-style-type: none"> ● Enhance procedure by clearly identifying what criteria is used to determine key witnesses and ensuring that there is community agency support when necessary to ensure the process is trauma informed 	<ul style="list-style-type: none"> ● Increase in relevant information during missing person investigations due to interviewing key witnesses ● Increased supports for key witnesses due to community agency involvement 	December 2022
97	Full	<p>The Toronto Police Service should amend its Missing Person Procedure to:</p> <p>(a) explicitly address which officers, in addition to the “first police officer” or the responding officer, are responsible for conducting the appropriate 300 metre search and to ensure that a supervisor approve the nature and location of any such search (although not necessarily before it has been conducted). The supervisor should ensure that any decision not to conduct such a search is documented, together with the reason no search was conducted;</p> <p>(b) explicitly identify the potential role of trained search managers to either coordinate searches or to provide advice on searches, regardless of the level or type of search being conducted; and</p> <p>(c) strengthen the current language pertaining to support for missing persons and coordination with volunteers and community agencies, consistent with the recommendations in this Report.</p>	<ul style="list-style-type: none"> ● Amend and update missing person procedures to explicitly identify and define roles within investigations and ensure all search efforts are documented 	<ul style="list-style-type: none"> ● More involvement of trained search managers in missing person investigations ● Comprehensive and coordinated ground searches 	December 2022

Rec #	Cat	Recommendation	Goals / Deliverables	Outcomes	Target Due Date
98	Full	<p>The Toronto Police Service should ensure that all physical searches for missing persons, or canvassing for witnesses or relevant evidence, be conducted in a comprehensive and coordinated way that includes:</p> <p>(a) detailed search or canvassing plans;</p> <p>(b) systematic reporting to a search manager or lead investigator;</p> <p>(c) use of appropriate technology, such as GPS, Global Search, or social media;</p> <p>(d) use of grid searches, mapping tools, or other techniques to ensure completeness;</p> <p>(e) support, when appropriate, of outside agencies; and</p> <p>(f) coordination with civilian activities and organizations.</p> <p>This approach should be reinforced through training, education, and Routine Orders. In this regard, the Service might consider the United Kingdom's search and canvass team model, a model that the Vancouver police have adopted.</p>	<ul style="list-style-type: none"> • Updated procedure • Routine order • Training and education (see training related recommendations) 	<ul style="list-style-type: none"> • Coordinated and comprehensive searches for missing people using the latest technology and mapping tools 	December 2022
99	Full	<p>The Toronto Police Service should ensure that video footage is sought and viewed in missing person investigations in a timely, comprehensive, and coordinated way. This obligation should be reinforced through a Routine Order, training, and education.</p>	<ul style="list-style-type: none"> • Enhance current Missing Persons Investigations practices by: providing sufficient personnel to view/document/report all activity viewed on footage, • include reporting updates of Missing Persons as a part of Unit Commanders Morning Meetings, ensure all divisions have adequate equipment to view video footage, ensure that footage received in a manner that is incompatible with divisional equipment is transported to the appropriate digital services for transferring to usable format and that such transferring is given priority. • Ensure video footage is reviewed in a timely coordinated way 	<ul style="list-style-type: none"> • Improved investigative practices all available video footage collected and viewed in a timely manner 	December 2022
100	Full	<p>The use of a grid search or mapping tool, such as that used by members of the Emergency Management and Public Order Unit and other officers, more recently, represents a best practice to be employed for conducting a comprehensive, coordinated search for video footage.</p>	<ul style="list-style-type: none"> • Updated search practices including the use of the most current technologies and most promising practices in order to conduct comprehensive and coordinated searches 	<ul style="list-style-type: none"> • Coordinated, comprehensive searches • Video evidence found in a timely manner 	December 2022

Rec #	Cat	Recommendation	Goals / Deliverables	Outcomes	Target Due Date
101	Full	On a priority basis, the Toronto Police Services Board and the Toronto Police Service should address, with the provincial and municipal governments, inefficiencies in obtaining information from hospitals, correction facilities, and other institutions about whether a missing person is located in those facilities. The current practice of calling hospital to hospital or jail to jail or analogous institutions is very costly. It involves an unnecessary expenditure of substantial human resources and results in investigative delay.	<ul style="list-style-type: none"> Address inefficiencies from obtaining information from institutions whether missing persons are located in those facilities (hospitals etc.) 	<ul style="list-style-type: none"> Quicker intake of information to advance Missing Persons investigations Improved relationships between TPS and hospitals, correction facilities, and other institutions Reduction in costs and increased efficiency Enhanced collaboration between TPS/TPSB and external institutional partners 	December 2021
102	Full	The Toronto Police Service should develop additional social media or other effective tools, such as cross-platform mechanisms or apps that effectively reach hospitals – as well as others who have regular contact with those who come into contact with a vast number of people, such as those involved in transportation services, and similar services, locations, or agencies, through which the police can place notifications about missing persons.	<ul style="list-style-type: none"> Develop effective social media and other tools to place missing person's notifications. Create media relations roles/responsibilities within the divisions/units Create clear policies/procedures about what/how/when info is relayed 	<ul style="list-style-type: none"> Improved relations, trust, and transparency between TPS and our communities Enhanced media relations 	September 2022
103	Full	The Toronto Police Service should evaluate the continuing use of officer memobooks, having regard to the issues identified during this Review.	<ul style="list-style-type: none"> Generate a review on current memo book practices as well as the feasibility of implementing electronic memo book and casebook notes 	<ul style="list-style-type: none"> Increased efficiency and effectiveness in how investigations are documented 	June 2022
104	Full	The Toronto Police Service should reinforce, through its procedures and Routine Orders, that all memobooks are Service property and must be retained as its property. All memobooks relating to specific investigations must be preserved in the investigative files pertaining to those investigations.	<ul style="list-style-type: none"> Issue a reminder Routine Order and possible update to procedure 13-17 to clarify chain-of-command re: defining responsibility for ensuring memo book retention practices are enforced 	<ul style="list-style-type: none"> Increased compliance with procedure Enhanced retention and preservation of memo books 	June 2022
105	Full	<p>The Toronto Police Service should develop, in partnership with the Office of the Chief Coroner / Ontario Forensic Pathology Service, protocols on addressing unidentified bodily remains. These protocols should provide, among other things, that:</p> <p>(a) the Office of the Chief Coroner / Ontario Forensic Pathology Service should designate a person or team with sole responsibility for informing the police about unidentified bodily remains at the morgue;</p> <p>(b) the direct contact information for that person or team should be provided to the Missing Persons Unit and other appropriate units or officers;</p>	<ul style="list-style-type: none"> Develop protocols for a designated liaison between the Office of the Chief Coroner / Ontario Forensic Pathology Service and Missing Persons Unit Create a method (ex. contact sheet) for documenting /retaining interactions between Office of the Office of the Chief Coroner / Ontario Forensic Pathology Service, Police and next of kin Incorporate Missing Persons Unit as the liaison in relation to Unidentified Remains Update relevant procedures 	<ul style="list-style-type: none"> Improved partnership / communication between TPS and the Office of the Chief Coroner / Ontario Forensic Pathology Service Reduce the amount of time to receive notifications from the Office of the Chief Coroner / Ontario Forensic Pathology Service 	June 2022

Rec #	Cat	Recommendation	Goals / Deliverables	Outcomes	Target Due Date
		<p>(c) any information exchanged between that designated person or persons and the police should be memorialized in writing by both parties;</p> <p>(d) civilians who make inquiries about people who have gone missing are dealt with in a consistent and helpful way. Civilians should be clearly advised as to the specific person or unit to contact with such inquiries and the relevant contact information;</p> <p>(e) the Office of the Chief Coroner / Ontario Forensic Pathology Service should ensure that prompt notification is provided to the Service, including the Missing Persons Unit, regarding the bodies that have arrived at the morgue that day, detailing their approximate age, sex, and distinguishing features; and,</p> <p>(f) the Missing Persons Unit should continue to be the liaison in relation to unidentified remains investigations (other than homicide cases) with the Office of the Chief Coroner / Ontario Forensic Pathology Service and with the provincial Missing Persons and Unidentified Remains.</p>			
106	Full	The Toronto Police Service, in consultation with the RCMP and the OPP, should request that one of its analysts be seconded to the provincial Missing Persons and Unidentified Remains to assist in ensuring that missing person cases in Toronto are appropriately overseen.	<ul style="list-style-type: none"> Establish a ongoing/permanent secondment arrangement for an analyst to the OPP "Missing persons and unidentified bodies" unit 	<ul style="list-style-type: none"> Enhanced communication between the RCMP, OPP, and TPS 	September 2022
107	Full	Through a Routine Order and other effective methods, the Toronto Police Service should reinforce with all relevant officers, the circumstances under which the Homicide Unit should be advised of a death or the discovery of bodily remains.	<ul style="list-style-type: none"> Reminder Routine Order from Homicide Unit. Include circumstances for Homicide Unit notification in Missing Persons and Unidentified Remains training and any other relevant training 	<ul style="list-style-type: none"> Improved missing person and found human remains investigations 	June 2022
108	Full	The Toronto Police Service should amend its procedure on preliminary homicide investigations to clarify when unidentified remains investigations meet the criteria for a threshold major case.	<ul style="list-style-type: none"> Revise procedure on Preliminary Homicide Investigations (Procedure 05-01) 	<ul style="list-style-type: none"> Improved missing person and unidentified remains investigations 	March 2022

Rec #	Cat	Recommendation	Goals / Deliverables	Outcomes	Target Due Date
109	Full	The Toronto Police Service should commit itself to the professional use of multi-disciplinary case reviews or case conferences, as contemplated by the Major Case Management Manual, to evaluate investigations objectively and thoroughly. In some circumstances, as is the case in the United Kingdom, serious issues in the conduct of an investigation should lead to an independent review accompanied by a public report. This recommendation calls upon the Service to be far more introspective about its own failings and to correct them.	<ul style="list-style-type: none"> • Updated governance to ensure multi-disciplinary case reviews or case conferences for current and recently concluded cases • Enhance the role of the Missing Persons Unit to include regular community inclusion through the development of community panels, regular updates through easily-accessed channels such as community group newsletters • Commit to the use of multi-disciplinary case reviews or case conferences 	<ul style="list-style-type: none"> • Improved quality of major case investigations through professional case management • Improved community relationships 	October 2022
110	Full	The Toronto Police Service should evaluate whether existing supervision and oversight of major investigations should be re-examined. This evaluation involves a more fundamental and introspective questioning of the lines of supervision within the Service and whether they are serving its needs.	<ul style="list-style-type: none"> • Reviewed process of report approvals • Review and recommendations on investigative spans of control to ensure effective supervision and oversight • Review current chain-of-command reporting; Enhance sharing of information internally; Develop clear lines of communication with external organizations as required • Commit to the use of multi-disciplinary case reviews or case conferences 	<ul style="list-style-type: none"> • Enhanced sharing of information internally; • Improved lines of communication with external organizations 	October 2022
111	Full	The Toronto Police Services Board and the Toronto Police Service should re-evaluate, in partnership with the City of Toronto, what protections currently exist for those with precarious legal status who wish to report people missing or provide information about them; whether the Service has misinterpreted its existing enforcement obligations, particularly under immigration legislation; and whether its current procedures and practices are consistent with the city's sanctuary city policy and related directions. This re-evaluation, supported by an independent legal opinion, should lead to enhanced, well-communicated protections that will assist in reducing barriers to reporting or information-sharing with the police.	<ul style="list-style-type: none"> • Review internal policy at TPS regarding reporting and status • Re-evaluate with independent legal counsel whether current protections and practices are consistent with the City Sanctuary Policy • Ensure corporate communications is provided with updated information in relation to protections that will assist in reducing barriers to reporting or information-sharing with the police, in order for them to effectively draft external communications 	<ul style="list-style-type: none"> • Enhanced, well-communicated protections that will assist in reducing barriers to reporting or information-sharing with the police • Enhanced awareness of the Service's protections that will assist in reducing barriers to reporting or information-sharing with the police 	September 2022

Rec #	Cat	Recommendation	Goals / Deliverables	Outcomes	Target Due Date
112	Full	The Toronto Police Service should consider incorporating into its Missing Persons Procedure, a third-party or “distance” reporting system (where trusted community leaders, organizations, or agencies are designated to transmit, anonymously if necessary, missing person reports or information to the police).	<ul style="list-style-type: none"> • Determine the most efficient and effective way to incorporate the possibility of a 3rd party or distance reporting system • Amend Missing Person procedure to include 3rd party or distance reporting system • Educate the public on the various ways they can report a person as missing • Facilitate reporting with minimal personal information from the reportee • Assess how community agencies are able to support a third party reporting system where possible/appropriate 	<ul style="list-style-type: none"> • Third Party Reporting integration with TPS, and enhanced relationship with our communities 	December 2022
113	Full	The Toronto Police Service and the Toronto Police Services Board should consider whether they wish to acknowledge the deficiencies identified in this Report, together with the adverse impact they have had on those communities and individuals directly affected. Such an acknowledgement should be made only if heartfelt, if it is accompanied by a detailed action plan for change that is subject to independent monitoring, and if the content of the acknowledgement and the action plan is developed in partnership with communities. Any such acknowledgement should form part of a comprehensive reevaluation by the Service and the Board of the urgent need to improve relationships with Toronto’s diverse communities, including those who suffer intersecting and overlapping grounds of systemic discrimination and disadvantage.	<ul style="list-style-type: none"> • TPSB and TPS to acknowledge the deficiencies identified in this report when the action plan is shared • MMIT to create a detailed action plan for change that is subject to independent monitoring 	<ul style="list-style-type: none"> • Increased transparency between TPS and the community 	June 2022
114	Full	The Toronto Police Service should consider whether to acknowledge the problems associated with Chief Saunders’s statements on December 8, 2017, and later to the Globe and Mail and how they contributed to the elevated mistrust that followed the McArthur-related investigations.	<ul style="list-style-type: none"> • Generate policy/procedures for senior command re: providing updates beyond/outside their direct scope of understanding; provide ongoing training for senior command re: responsibilities/scope of knowledge 	<ul style="list-style-type: none"> • Enhanced relationships between TPS and our communities • Enhanced TPS accountability 	June 2022
115	Full	The Toronto Police Services Board and the Toronto Police Service should reflect, in their recruitment policies, the following standards: (a) recruits must have a minimum of 30 credits of post-secondary education (or such higher minimum as the Board and Service might determine); (b) post-secondary education need not include policing-related courses, but may well include courses that promote communication, problem solving, and relationship-building skills and cultural understanding and humility; and,	<ul style="list-style-type: none"> • Review current recruitment practices and procedures • Change the requirements to include a minimum of 30 credits of post secondary education • Create metrics to ensure hiring practices continue to reflect the diverse communities we serve, including new strategies to attract and retain members of Indigenous communities • Create external focus groups to determine any potential barriers that currently exist in our hiring practices 	<ul style="list-style-type: none"> • Improved recruitment practices that result in more diversity in Service Members hired 	September 2021

Rec #	Cat	Recommendation	Goals / Deliverables	Outcomes	Target Due Date
		(c) diversity and equity in hiring continue to be supported.	<ul style="list-style-type: none"> • Generate diversity/equity rubric to increase diversity in hiring / retention • Enhance training, education, and professional development for recruiters to ensure broad understanding of diversity, equity, and inclusion 		
116	Full	The Toronto Police Services Board and the Toronto Police Service (the Service) should commit the Service to becoming a recognized national, if not global, leader in police training, education, and professional development both for recruits and the Service's sworn officers and for its civilian employees, with particular emphasis on those who perform functions relevant to this Review's mandate, such as community engagement, equity, inclusion, and human rights.	<ul style="list-style-type: none"> • Statement of Intent • Secured funding • Create and maintain an up to date database of best practices from around the world 	<ul style="list-style-type: none"> • Recognition as a leader in policing training through awards, academic research, information requests from other police services globally 	December 2022
117	Full	<p>The systemic issues identified by and lessons learned during this Review should inform the content of the training and education of the Toronto Police Service on the following topics:</p> <p>(a) risk assessment in missing person cases;</p> <p>(b) the use of technology to advance investigations and the importance of such use;</p> <p>(c) the use of existing internal resources and community partnerships to advance investigations involving diverse marginalized and vulnerable communities;</p> <p>(d) communication strategies to ensure that investigations are, to the fullest extent possible, transparent;</p> <p>(e) interviewing techniques and appropriate preparation for interviews, including the nature and scope of work-ups for interviewees;</p> <p>(f) trauma-informed interview techniques for those emotionally traumatized by a disappearance or the discovery of a deceased person;</p> <p>(g) how and when to effectively access relevant electronic information, the internet, and social media personally, through</p>	<ul style="list-style-type: none"> • Review of TPS course material to ensure alignment with findings of the Missing and Missed Report • Update course curriculum and/or new course development to address any identified gaps for each of the topics identified 	<ul style="list-style-type: none"> • Enhanced training courses designed in collaboration with subject matter experts • Better educated/informed officers • Enhanced quality of missing person and Unidentified Remains investigations • Enhanced community trust 	January 2023

Rec #	Cat	Recommendation	Goals / Deliverables	Outcomes	Target Due Date
		<p>the assistance of the Technological Crime Unit or the Cyber Crime Unit, or through legal process;</p> <p>(h) how and when to utilize the Missing Persons Act, 2018;</p> <p>(i) how to determine whether a case meets the criteria for a major case, whether threshold or non threshold, and what the designation as a major case means;</p> <p>(j) major case management, and the use of PowerCase;</p> <p>(k) when the Homicide Unit should be advised that bodies or unidentified remains have been found;</p> <p>(l) when the Homicide Unit should be consulted or engaged in relation to a missing person investigation;</p> <p>(m) tunnel vision;</p> <p>(n) what is and is not available to officers on the Service's records management systems;</p> <p>(o) the uses that can and cannot be made of underlying conduct relating to a record suspension (previously known as a pardon) for investigative purposes;</p> <p>(p) the role of the Emergency Management and Public Order search managers and unit members insofar as they relate to urban canvassing and searching, and how they can be called upon to assist in missing person investigations; and</p> <p>(q) the criteria that define when missing person investigations become major cases subject to major case management, as well as how to interpret those criteria.</p>			
118	Full	<p>The Toronto Police Service should develop specialized training and education on missing persons and unidentified remains investigations. Such specialized training and education should:</p> <p>(a) be made available, at a minimum, to those who become members of the Missing Persons Unit, including the analyst and missing person support workers, all missing person coordinators, those who are expected to serve as lead investigators in missing person or unidentified remains investigations of any complexity, and supervisors expected to review risk assessments in missing person cases. The Service is best situated to decide how such training and education should be integrated into either the existing or any new training and education regime.</p>	<ul style="list-style-type: none"> • Develop content for specialized training curriculum and education on Missing Persons and Unidentified Remains Investigations • On-line training for best practices in missing persons and unidentified remains investigations 	<ul style="list-style-type: none"> • Updated course content that reflects new business processes for missing person and unidentified remains investigations • Better educated/informed officers • Enhanced quality of missing person and Unidentified Remains investigations • Enhanced community trust 	January 2023

Rec #	Cat	Recommendation	Goals / Deliverables	Outcomes	Target Due Date
		<p>(b) be informed, in part, by the systemic issues identified during this Review and the lessons learned as a result, as well as the objectives of the strategic plan outlined in Recommendation 32. Examples of the content of such training and education would include:</p> <ul style="list-style-type: none"> - how to respond to, and take seriously, the concerns expressed by community members or those directly affected when someone has gone missing. It undermines confidence in the police for officers to minimize or dismiss, whether or not well-intentioned, the concerns expressed about a missing person; - the heightened risks that are associated with marginalized and vulnerable groups and how that should inform an investigation; - the availability of internal and community resources to assist in overcoming barriers to obtaining relevant information from marginalized and vulnerable community members in a safe environment, and “red flags” associated with possible foul play or factors that elevate risk of serious bodily harm or victimization. 			
119	Full	<p>Although it is not expected that every officer will receive the specialized, more intense, training and education set out in Recommendation 117, it is important that all officers have a basic understanding of the new model for missing person investigations the Toronto Police Service adopts and how unidentified remains investigations should be conducted.</p>	<ul style="list-style-type: none"> ● Communication to members (in person or online) detailing basics of: ● new model for missing person investigations; and ● how to conduct unidentified remains investigations ● Mandatory training for all officers to ensure a basic understanding of the new model for missing person and unidentified remains investigations ● Track and audit training completion 	<ul style="list-style-type: none"> ● Updated course content that reflects new business processes for missing person and unidentified remains investigations ● Increased general awareness of all Service members of these new processes ● Better educated/informed officers ● Enhanced quality of missing person and Unidentified Remains investigations ● Enhanced community trust 	January 2023
120	Full	See sub-bullets 120a and 120b below	<ul style="list-style-type: none"> ● See sub-recommendation 	<ul style="list-style-type: none"> ● See sub-recommendation 	June 2022

Rec #	Cat	Recommendation	Goals / Deliverables	Outcomes	Target Due Date
120a	Sub	The Toronto Police Service should place much greater emphasis on continuing education for its members that addresses reasoning and problem-solving skills, empathy and understanding, and cultural humility.	<ul style="list-style-type: none"> • Launch of suite of mandatory Equity, Inclusion and Human Rights eLearning modules • Evaluation of promotion must include problem solving and community policing • Communities letters complimenting officer for their soft skills should be counted in evaluation • Mandatory continuing education training courses for all members, updated every two years following scaffold approach, will act as a refresher for newly-developed Fair, Unbiased and Compassionate Service Delivery 	<ul style="list-style-type: none"> • Officers equipped with problem solving skills, enhanced empathy, understanding and cultural humility • Enhanced community trust 	June 2022
120b	Sub	<p>The Toronto Police Service should partner with those who work with marginalized and vulnerable communities and community members to design and provide mandatory social context education that can, where possible, be integrated into all forms of training and education. Social context education would include:</p> <ul style="list-style-type: none"> - the history of the Service's relationship with the LGBTQ2S+ communities, and marginalized and vulnerable communities generally, and how that history should inform policing; - the diversity of Toronto's communities, including its most marginalized and vulnerable members and the concept of intersectionality and its importance to policing; and, - where possible, experiential, interactive and place-based learning: this learning could include land-based learning about Indigenous people and placements with community agencies that work with marginalized and vulnerable groups. 	<ul style="list-style-type: none"> • Engage Community Advisory Panel for Training (CAPFT) to help inform curriculum development for the 2022 In Service Training Program (ISTP) and TPC's new Fair, Unbiased and Compassionate Service Delivery courses • Review provincial curriculum to ensure mandatory courses on community relationships and history of policing is taught from a decolonized lens • Develop a curriculum that exposes officers to community experiences through storytelling (i.e. guest speakers with lived experiences) • Ensure there is funding for appropriate training to improve working relationships with 2SLGBTQ+ communities on gender identity, gender expression, unconscious bias training; and continued acknowledgement and ownership of TPS mistakes 	<ul style="list-style-type: none"> • Communities feel more heard and understood • Improved relationships with marginalized and vulnerable communities • Better educated/informed and empathetic officer 	June 2022
121	Full	The Toronto Police Service should place much greater emphasis on evaluating the effectiveness of training and education through measurable outcomes. This emphasis might be reflected, for example, in auditing the extent to which officers have incorporated their training and education on discrimination-free policing into their interactions with community members.	<ul style="list-style-type: none"> • Procurement/Request for Services to engage vendor to develop process • Implement process to evaluate transfer of learning • Process with measurable outcomes to accurately identify, analyze and report on transfer of learning across all 4 levels of the Kirkpatrick Model (widely recognized framework/evaluation standard) 	<ul style="list-style-type: none"> • Discrimination free policing • Improved policing and interaction with community members • Better educated/informed and empathetic officer 	September 2022
122	Full	See sub-recommendations 122.1 and 122.2 below	<ul style="list-style-type: none"> • See sub-recommendation 	<ul style="list-style-type: none"> • See sub-recommendation 	January 2022

Rec #	Cat	Recommendation	Goals / Deliverables	Outcomes	Target Due Date
122.1	Sub	The Toronto Police Services Board and the Toronto Police Service should, to a significant degree, through policy and procedures, link promotions to demonstrable competency in developing and sustaining community relationships, particularly with marginalized and vulnerable communities. The evaluation of such competencies can be based on prior activities, community support, and/or responses to case scenarios that raise issues around engagement with such communities.	<ul style="list-style-type: none"> ● Update Policies to link promotions to demonstrable competency in developing and sustaining community relationships ● Review policies annually 	<ul style="list-style-type: none"> ● Senior officers will have a demonstrated ability to develop and sustain community relationships, particularly with marginalized and vulnerable communities ● Increase in public confidence with TPS ● Increased positive relationships and partnerships between TPS and community 	December 2021
122.2	Sub	The Toronto Police Services Board and the Toronto Police Service should, to a significant degree, through policy and procedures, link promotions to demonstrable competency in developing and sustaining community relationships, particularly with marginalized and vulnerable communities. The evaluation of such competencies can be based on prior activities, community support, and/or responses to case scenarios that raise issues around engagement with such communities.	<ul style="list-style-type: none"> ● Update promotional process and procedures ● Incorporate new process into the promotion criteria ● TPS to include "developing and sustaining community relationships" as a core competency in promotional processes ● Application process and interview questions should include how the candidate met this competency and this should be verified by references 	<ul style="list-style-type: none"> ● Senior officers will have a demonstrated ability to develop and sustain community relationships, particularly with marginalized and vulnerable communities ● Increase in public confidence with TPS ● Increased positive relationships and partnerships between TPS and community 	January 2022
123	Full	The Toronto Police Services Board and the Toronto Police Service should support the creation of a regional centre for policing excellence, housed within an academic institution. The centre would, through research and ongoing evaluation, promote excellence in policing through developing best practices on policing, including training, education, and professional development; itself provide some leadership training and education for senior officers and board members; offer "training the trainers" or "educating the educators" programming; create an environment for policing to be regarded as a profession; and, based on the research produced, recommend evidence-based statutory or regulatory changes. Ideally, the Centre would also be established in partnership with other regional police services and police services boards, the Ministry of the Solicitor General and the Office of the Inspector General of Policing, and community, private sector, and not-for-profit stakeholders.	<ul style="list-style-type: none"> ● TPSB and the TPS provide continual support for the creation of a regional centre for policing excellence ● Invitation to Inspector General of Policing and Solicitor General to discuss a model of the regional centre for policing excellence housed within an academic institution. ● Convene conference with potential partners to discuss a model of the Centre for Policing Excellence ● Sign MOU for collaboration with partners to establish the centre of excellence, including data sharing agreement ● Explore funding and partnership opportunities with the City, province, Universities, and the private sector 	<ul style="list-style-type: none"> ● Improved training, education and professional development that is research and evidence based ● Improved, evidence-based procedures 	December 2023

Rec #	Cat	Recommendation	Goals / Deliverables	Outcomes	Target Due Date
124	Full	The Toronto Police Service should publicize, at a minimum on its website, the mandatory and optional programming provided to its employees. Community members are often uninformed about the programming that is currently offered. Such transparency is also consistent with the treatment of policing as a profession.	<ul style="list-style-type: none"> Publish infographic outlining mandatory and optional programming for TPS employees on TPS Internet site 	<ul style="list-style-type: none"> Increased community awareness of programming available to members across all units Increased public confidence 	April 2022
125	Full	The Toronto Police Services Board and the Toronto Police Service should proactively explore additional partnerships with academic institutions to promote independent research on policing and on the systemic issues and research-deficits identified in this Report.	<ul style="list-style-type: none"> Explore additional partnerships with academic institutions 	<ul style="list-style-type: none"> Enhanced understanding of the systemic issues and research deficits identified in this report Partnerships formed with academic institutions Increase in number of academic studies using data provided by TPS Improved evidence-based policy recommendations available to the Board 	December 2022
126	Full	The Toronto Police Service should consider introducing recently developed psychological testing in hiring and recruiting, in order to assist in eliminating applicants who have discriminatory views and attitudes.	<ul style="list-style-type: none"> Review/improve existing psychological testing in hiring and recruiting and compare with psychological assessment tools developed by Multi-Health Systems Inc. to ensure congruence 	<ul style="list-style-type: none"> Enhanced capacity to ensure successful applicants do not have discriminatory views 	January 2022
127	Full	<p>The Toronto Police Services Board and the Toronto Police Service should ensure that the Service develops a robust equity plan as soon as practicable. Whether included in the Service's equity plan or in an "equity framework" that guides the Service's internal operations and external relations, or both, such documents should, among other things:</p> <p>(a) facilitate the use of an "inclusion lens" whenever the Service creates or amends procedures and practices;</p> <p>(b) develop a tool for decision-making that considers the impact of procedures and practices on marginalized and vulnerable communities and on Toronto's diverse communities more generally;</p> <p>(c) create a mechanism to ensure that the Equity, Inclusion and Human Rights Unit and the Community, Partnership and Engagement Unit play important roles in evaluating the Service's procedures and practices, insofar as they impact marginalized and vulnerable communities, and diverse communities generally;</p> <p>(d) develop equity-based management strategies to embed equity, inclusion, and human rights throughout the organization, so that Senior Command and supervisors are</p>	<ul style="list-style-type: none"> Create a robust equity plan or equity framework that has been informed by the community to guide the Service's internal operations and external relations 	<ul style="list-style-type: none"> Invested leaders who are held accountable for embodying inclusive and courageous leadership; Equity and inclusion is placed at the heart of how we recruit, promote, and retain our members to reflect the uniqueness of our growing city; Our members are empowered with skill sets and fair opportunities to grow and use inclusive and equitable practices in their roles and responsibilities; Structures – budgeting and procurement, data systems, policies, and practices – are built and changed, to reduce and eliminate systemic barriers and enable unbiased and fair treatment for our members and our communities Meaningful relationships are forged with diverse communities and community organizations serving these communities to earn their trust and confidence in our Service and empower their voices in how we police Equity and inclusion is placed at the heart of how we deliver our services and deploy our resources Strong relationships with stakeholders are developed and sustained in the public sector to collectively tackle 	June 2022

Rec #	Cat	Recommendation	Goals / Deliverables	Outcomes	Target Due Date
		<p>responsible and held accountable for ensuring that equitable and inclusive practices are ingrained in their work and in the work of those they supervise. The Equity, Inclusion and Human Rights Unit should play a key role in developing, implementing, and evaluating equity-based management strategies, in consultation with a variety of stakeholders within and outside the Service, such as the Service's Internal Support Networks; and,</p> <p>(e) explicitly recognize the important connection between equity within the Service and equity in the Service's interactions with the diverse communities it serves.</p>		disparities, systemic barriers and systemic racism and transform the system	
128	Full	<p>The Toronto Police Services Board and the Toronto Police Service should consider whether the critical goal of advancing equity would be enhanced by merging or placing the Service's two units devoted to equity, under the same chain of command. These units are the Equity, Inclusion and Human Rights Unit and the Community Partnership and Engagement Unit.</p>	<ul style="list-style-type: none"> ● Feasibility study to determine whether CPEU and EIHR should be repositioned under the same Command and/or merged 	<ul style="list-style-type: none"> ● Enhanced perceptions of fair and equitable delivery of police services to our communities ● Enhanced perceptions of fair and equitable procedures and practices including but not limited to, harassment and discrimination within the service 	June 2022
129	Full	<p>To complement recommendation 127, the Toronto Police Service should develop additional mechanisms to measure how community members, particularly members of marginalized and vulnerable communities feel about their interactions with the Service. Such mechanisms might include equity audits of divisions or specialty units, through surveys, focus groups, and analytics, to determine how many people interacted with the Toronto police, how those people self identify, and whether they felt they were treated in a respectful fashion. The audits should be designed to enable community members to provide their perspectives in a safe and confidential environment. Respondents should feel able to include suggestions for change and what worked well or poorly in their interactions with police.</p>	<ul style="list-style-type: none"> ● Review and document current mechanisms in place that measure how community members feel about police interactions ● Develop additional mechanisms to measure public experience and perception of the Service 	<ul style="list-style-type: none"> ● Increased satisfaction by members of the public who have had interactions with the police, that they were treated fairly and with respect ● Increased overall public perception that the police treat everyone fairly and with respect ● Increased feedback from members of the public ● Increased public perception that communities and police work together to address issues of concern 	June 2022
130	Full	<p>The Toronto Police Services Board and the Toronto Police Service should ensure that the Service's Equity, Inclusion and Human Rights Unit is adequately resourced to facilitate implementation of the recommendations respecting bias and discrimination contained in this Report and to build competencies within the unit to engage with LGBTQ2S+, trans, racialized, and Indigenous communities.</p>	<ul style="list-style-type: none"> ● Conduct a gap analysis to determine resource needs ● Adequately staffed EIHR unit to facilitate the implementation of identified recommendations in this report 	<ul style="list-style-type: none"> ● Better engagement with LGBTQ2S+, trans, racialized, and Indigenous communities ● Recommendations respecting bias and discrimination contained in this Report, are implemented 	June 2022

Rec #	Cat	Recommendation	Goals / Deliverables	Outcomes	Target Due Date
131	Full	<p>The Toronto Police Services Board and the Toronto Police Service should ensure that the Service's Wellness Unit is adequately resourced to build competencies within the unit to provide culturally specific wellness resources and support to diverse members of the Service.</p>	<ul style="list-style-type: none"> • Conduct a gap analysis to determine resource needs • Adequately staffed Wellness unit to build competencies within the unit to provide support to diverse members of the service 	<ul style="list-style-type: none"> • Diverse members of the Service are supported through culturally specific resources 	June 2022
132	Full	<p>The Toronto Police Services Board and the Toronto Police Service should take steps, through a strategic plan or strategy, to address issues around transparency and accountability in how conduct by the Service's members is addressed that raise concerns about discrimination, including harassment, and differential treatment based on human-rights personal identifiers. This recommendation applies regardless of whether the conduct raises concerns about discrimination against the Service's members or against members of the public. Such steps should include, at a minimum:</p> <p>(a) timely and transparent identification by the Service of complaints that raise concerns about discrimination, whether overt or intentional or systemic;</p> <p>(b) timely and transparent identification by the Service of findings by courts or tribunals that raise concerns about discrimination;</p> <p>(c) the creation or amendment of policies and procedures to provide for a consistent, comprehensive and transparent strategy for dealing with these cases;</p> <p>(d) involvement of the Equity, Human Rights and Inclusion Unit in developing and implementing such a strategy, advising the Professional Standards Unit, and monitoring compliance with relevant policies and procedures;</p> <p>(e) consideration of the enhanced role that marginalized and vulnerable communities that are the subject of discrimination can play in the investigative, resolution, and disciplinary processes, including feedback on resolution and community victim statements to be filed with the discipline tribunal, consistent with existing legislation and procedural and substantive fairness to those accused of misconduct; and,</p> <p>(f) regular reporting to the Board on implementation of the strategic plan or strategy, consistent with the role of the Board as described in Recommendations 1-4.</p>	<ul style="list-style-type: none"> • Outline steps through a strategic plan or strategy to address issues around accountability and transparency in how conduct by the Service's members is addressed 	<ul style="list-style-type: none"> • Greater transparency and accountability for alleged conduct, policies, or services that relate to harassment and discrimination • Implementation of a client-centred, trauma-informed approach to investigations, resolutions and disciplinary processes 	September 2022

Rec #	Cat	Recommendation	Goals / Deliverables	Outcomes	Target Due Date
133	Full	See the sub-recommendations 133a and 133b below	<ul style="list-style-type: none"> See sub-recommendation 	<ul style="list-style-type: none"> See sub-recommendation 	June 2022
133a	Sub	a) The Toronto Police Services Board and the Toronto Police Service should ensure that Service related disciplinary decisions (in addition to those appealed to the Ontario Civilian Police Commission) are easily accessible to and searchable by the public and/or indexed for the public's use. Lack of transparency in decision making contributes to mistrust, particularly on the part of marginalized and vulnerable communities. It also undermines accountability of the Toronto Police Service for how discipline is being addressed.	<ul style="list-style-type: none"> Service-related disciplinary decisions easily accessible to and searchable by the public and/or indexed for public use 	<ul style="list-style-type: none"> Enhanced transparency/accountability for police misconduct 	June 2022
133b	Sub	b) The Toronto Police Services Board and the Toronto Police Service should also urge the minister of community safety and correctional services to make regulations, pursuant to s. 148(2) of the Community Safety and Policing Act, 2019, as yet unproclaimed, to ensure that all the decisions from adjudication hearings under the Act are published on the Internet and moreover, easily searchable.	<ul style="list-style-type: none"> Request to Minister of Community safety and correctional services re decisions from adjudication hearings to be published on the Internet 	<ul style="list-style-type: none"> Enhanced transparency/accountability for police misconduct 	December 2021
134	Full	The Toronto Police Services Board and the Toronto Police Service should facilitate, preferably together with the Ministry of the Solicitor General and the Office of the Inspector General of Policing, the publication of the ability of any person to make complaints under s.107 of the Community Safety and Policing Act, 2019.	<ul style="list-style-type: none"> Publication of the ability of any person making complaints, under s107 of the Community Safety and Policing Act, 2019, to TPS and TPSB websites 	<ul style="list-style-type: none"> Increased accountability of police officers Increased transparency between TPS and the community A more easily accessible complaints process for members of our communities Improved public knowledge of ability to make complaints A reduction in percentage of unjustified complaints 	September 2022
135	Full	<p>In the light of the issues this Report identifies, the Toronto Police Services Board and the Toronto Police Service should re-evaluate and rationalize, in partnership with the diverse communities they serve, the ways in which community consultation takes place, especially in relation to marginalized and vulnerable communities. In particular, they should take into consideration these points:</p> <p>(a) The need to ensure that the intersecting requirements of Toronto's marginalized and vulnerable communities are fully addressed in the consultative process and that intersectionality should figure centrally in how the consultative process takes place. These goals might be accomplished through a process modelled on Seattle's Community Police</p>	<ul style="list-style-type: none"> Evaluate how community consultation currently takes place In partnership with marginalized and vulnerable communities, create a systematic approach to community consultations with a focus on intersectionality and transparency and other issues 	<ul style="list-style-type: none"> Improved community relations 	July 2022

Rec #	Cat	Recommendation	Goals / Deliverables	Outcomes	Target Due Date
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		<p>Commission; a process whereby existing committees regularly interact and share information on common issues; and/or a process that ensures that intersectionality forms part of the selection criteria for each committee. The process might also involve greater inclusiveness to ensure that marginalized and vulnerable groups, such as the homeless and sex workers, are heard.</p> <p>(b) The need to avoid unnecessarily duplicative consultations that result in consultation fatigue, unwise use of limited human and financial resources, and diluted or unclear messaging from communities.</p> <p>(c) The need to ensure that the Board is able to provide appropriate civilian oversight of the Service, in part through reducing or eliminating the divide between community consultations with the Board and the Service. The Board must always be aware of “critical points” that may affect its policies and the Service’s reputation.</p> <p>(d) The need to rationalize how communities that are spread throughout the city and those that are located in particular geographic sectors are consulted in relation to both city-wide and local divisional issues, while avoiding unnecessarily duplicative consultations.</p> <p>(e) The need to ensure that the consultative processes of the Service and the Board complement the development of the city’s community safety and well-being plan and related consultations.</p> <p>(f) The need to build community confidence in the consultative process through measures such as:</p> <p>(i) transparency in how committee members are selected – for example, through an advertised search;</p> <p>(ii) outreach to those not regarded as “pro-police”;</p> <p>(iii) facilitating participation by those most marginalized and vulnerable through the provision of remuneration and/or accommodation;</p> <p>(iv) holding meetings in community spaces;</p> <p>(v) holding meetings, in some instances, in public;</p> <p>(vi) the ability and independence of committees to report publicly and to offer recommendations or commentary; and,</p>			
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Rec #	Cat	Recommendation	Goals / Deliverables	Outcomes	Target Due Date
		<p>(vii) the ability of senior officers to participate in community consultative committees as members or invitees, but not as co-chairs.</p> <p>(g) The need to promote an effective consultation process through measures, in addition to those set out above, such as</p> <p>(i) fixed, renewable terms for committee members;</p> <p>(ii) appropriate administrative and research support;</p> <p>(iii) regular setting of goals, with measurable outcomes;</p> <p>(iv) a credible evaluation process; and,</p> <p>(v) a web and social media presence.</p> <p>The Board and the Service might also consider, in this regard, features of the model for community policing committees proposed by the Commission on Systemic Racism in the Justice System.</p>			
136	Full	<p>The Toronto Police Services Board and the Toronto Police Service should develop a strategy specifically directed to communicating effectively with the public, particularly diverse communities, about what they are doing. This strategy should include the following:</p> <p>(a) The initiatives the Board and the Service are making to build relationships, and independent evaluations of these initiatives should be well publicized in a variety of ways.</p> <p>(b) Greater use should be made of town halls, which the Board has recently organized effectively, as well as interactive small-group discussions in community spaces.</p> <p>(c) The Service's website should be completely redesigned (over and above the missing person webpage) to be truly user-friendly, having the users' needs foremost in mind, and to overcome barriers such as language and accessibility.</p> <p>(d) Full-time and part-time liaison officers should have a greater social media presence.</p>	<ul style="list-style-type: none"> ● Evaluate the current strategies TPS has in place when commuting with communities ● Initiate a collection of input from relevant community organizations on the strategy TPS should engage in ● In partnership with the community, TPS should develop the strategy that will ensure they effectively communicate with diverse communities ● Publish the strategy (internally) with what/how bullets 	<ul style="list-style-type: none"> ● Enhanced communication of TPS and TPB with the community to build better relationships, greater use of townhalls and a revamped and redesigned enhanced website ● Liaison officers should have greater social media presence 	December 2022

Rec #	Cat	Recommendation	Goals / Deliverables	Outcomes	Target Due Date
137	Full	<p>The Toronto Police Services Board and the Toronto Police Service should support and significantly enhance the liaison officer program in the following ways:</p> <p>(a) increasing the number of liaison positions consistent with the full range of responsibilities this Report proposes and the critical importance of building relationships with Toronto's marginalized and vulnerable communities;</p> <p>(b) using a combination of sworn officers and civilian members of the Service to fill additional liaison positions;</p> <p>(c) as elaborated on in Recommendation 139, including a cadre of part-time liaison positions at the divisional level within a strategy to embed relationship building into all aspects of policing in Toronto;</p> <p>(d) providing enhanced training, education, and professional development for full-time and part time liaison officers and civilian members of the Service, to ensure that they can address issues of intersectionality through familiarity with a range of intersecting, marginalized and vulnerable communities;</p> <p>(e) developing additional strategies to enable liaison officers and civilian members of the Service to potentially serve multiple marginalized and vulnerable communities, including team approaches to intersecting communities;</p> <p>(f) regularly reallocating liaison resources to address evidence based needs – for example, assigning several liaison officers and/or civilian members of the Service to address the needs of a particular community or communities otherwise underserved by the program, such as the homeless or the underhoused;</p> <p>(g) expanding the Aboriginal Peacekeeping Unit and/or the current complement of a single liaison officer dedicated to the Indigenous communities. The current complement is inconsistent with existing Board policy and the priorities identified in the Community Safety and Policing Act, 2019 (SO2019, c 1, Schedule 1, not yet proclaimed);</p> <p>(h) providing analytic support for the liaison program to enable it to allocate resources appropriately;</p> <p>(i) explicitly recognizing in the mandate and job descriptions relating to the liaison program, the responsibilities articulated</p>	<ul style="list-style-type: none"> ● Enhanced liaison officer positions ● Expanded positions ● Enhanced education, and professional development for liaison officers 	<ul style="list-style-type: none"> ● Create more support between TPS and the public that will support and enhance the liaison officer program 	June 2023

Rec #	Cat	Recommendation	Goals / Deliverables	Outcomes	Target Due Date
		<p>in this Report over and above the current duties of liaison officers,</p> <p>including;</p> <p>(i) the responsibilities set out in Recommendation 56;</p> <p>(ii) participation in equity-related issues within the Service, such as responding to internal discrimination or harassment that may affect the Service's ability to build better relationships;</p> <p>(iii) assisting, where appropriate, in remedial or restorative measures associated with informal discipline;</p> <p>(iv) assisting in designing and participating in the training and education of Service members and part-time liaison officers or civilian liaison members of the Service relating to the lived experiences of intersecting marginalized and vulnerable communities; and,</p> <p>(v) in partnership with communities, assisting the Service in designing and offering training, education, and professional development relating to marginalized and vulnerable communities; in building relationships with such communities; and in identifying for investigators resources inside and outside the Service to advance investigations relating to these communities; this training, education, and professional development, some of which the current liaison officers are involved in, would also be provided to part-time liaison officers and civilian liaison officers.</p>			
138	Full	<p>The Toronto Police Service should create part-time liaison positions in each division composed of officers and/or civilian members of the Service who receive special training and education in relation to their duties. Their responsibilities should be similar to those of full-time liaison members of the Service, with appropriate modifications to reflect their part-time status. They should also work with full-time liaison officers or civilian members of the Service on issues that arise at the divisional level.</p>	<ul style="list-style-type: none"> • Determine the definition of "part time" while ensuring that there are no gaps in service • Creation of part-time liaison positions in each division composed of officers and civilians with special training and education in relation to their duties 	<ul style="list-style-type: none"> • Improved community relationships? 	June 2023

Rec #	Cat	Recommendation	Goals / Deliverables	Outcomes	Target Due Date
139	Full	The Toronto Police Service should enable liaison officers, civilian liaison members, and neighbourhood community officers to spend modest amounts to promote relationship building with marginalized and vulnerable communities. The Service should reimburse expenses that have been approved.	<ul style="list-style-type: none"> Develop a framework to measure effectiveness of relationship-building that is based on police needs, the other being based on community needs of police. This should be done in consultation with organizations that are connected to the community directly Update procedure 18-18 	<ul style="list-style-type: none"> Community building through community units (I.e. NCO) and the public to further develop relationships with marginalized and vulnerable communities 	May 2022
140	Full	The Toronto Police Service should arrange for an independent evaluation of the liaison program within a reasonable time frame after modifications of the program have been introduced. The independent evaluation should assist the program in identifying underserved marginalized and vulnerable communities and reallocate resources, commensurately. Such an evaluation should be made public.	<ul style="list-style-type: none"> Create an independent evaluation of the liaison program based on needs of the individual communities Internal/External publication of the evaluation Ensure any recommendations stemming from the evaluation are implemented/addressed 	<ul style="list-style-type: none"> Enhanced supports created in underserved and marginalized communities 	October 2023
141	Full	The Toronto Police Services Board and the Toronto Police Service should continue to support and expand the Neighbourhood Community Officer Program as an effective means of promoting community safety while also building relationships with marginalized and vulnerable communities.	<ul style="list-style-type: none"> Create/Report on the current effective projects and initiatives done by NCOs Determine any gaps in the current NCO Program and create a plan on the approach to expand the NCO program 	<ul style="list-style-type: none"> Enhance community safety by identifying current gaps in meaningful TPS programs 	April 2022
142	Full	The LGBTQ2S+ and other internal support networks should be recognized as important assets in community engagement and in the Service itself. Network members, either individually or collectively, should participate in community outreach and other activities that serve their communities. Allowing the support networks to play an external role may help inform the public, the Toronto Police Services Board, and the Toronto Police Service of the problems confronted by minority groups within the Service and also advise them of reforms these officers propose based on their lived experiences. This approach will also contribute to a positive change in culture within the Service and signal greater support for the Service's own vulnerable members.	<ul style="list-style-type: none"> Strengthen the relationship between ISNs and TPS by updating the current mandate for ISNs and prioritizing community outreach Promote the effectiveness of ISNs service-wide through an internal communication strategy 	<ul style="list-style-type: none"> Create a more meaningful relationship with the service and the public by removing the barrier between ISNs and community groups 	August 2022

Rec #	Cat	Recommendation	Goals / Deliverables	Outcomes	Target Due Date
143	Full	<p>The Toronto Police Services Board and the Toronto Police Service, in consultation with Toronto's Indigenous communities and agencies providing services to them, should develop a formal response to the call to action from the National Inquiry into Missing and Murdered Indigenous Women and Girls.</p>	<ul style="list-style-type: none"> ● Develop a formal response to the call to action from the National Inquiry into Missing and Murdered Indigenous Women and Girls, in consultation with Toronto's Indigenous communities and agencies ● Ensure there is an ongoing dialogue between the TPSB, TPS, and identified Indigenous communities ● Develop a current list of formal and informal contacts within the Toronto Indigenous communities that is regularly maintained 	<ul style="list-style-type: none"> ● The formal response should address the following calls to action: <ul style="list-style-type: none"> - the community sees all these things being the outcomes of all the recommendations - Service acknowledges that the historical and current relationship between Indigenous women, girls, and 2SLGBTQQIA people and the justice system has been largely defined by colonialism, racism, bias, discrimination, and fundamental cultural and societal differences; - Service builds respectful working relationships with Indigenous Peoples; - Service includes representation of Indigenous women, girls, and 2SLGBTQQIA people, in all ranks; - Service builds capacity and resources to serve and protect Indigenous women, girls, and 2SLGBTQQIA people and establishes specialized Indigenous policing units within; - Service establishes a standard of protocols for policies and practices that ensures that all cases of missing and murdered Indigenous women, girls, and 2SLGBTQQIA people are thoroughly investigated; - Service establishes an independent, special investigation unit for the investigation of incidents of failures to investigate, police misconduct, and all forms of discriminatory practices and mistreatment of Indigenous peoples; - Service partners with front-line organizations that work in service delivery, safety, and harm reduction for Indigenous women, girls, and 2SLGBTQQIA people; - Service establishes and engages with a civilian Indigenous advisory committee; - Service is involved in an established national taskforce comprised of an independent, highly qualified, and specialized team of investigators, to review and, if required, to reinvestigate each case of all unresolved files of missing and murdered Indigenous women, girls, and 2SLGBTQQIA people from across Canada; 	July 2022

Rec #	Cat	Recommendation	Goals / Deliverables	Outcomes	Target Due Date
				<ul style="list-style-type: none"> - Service voluntarily produces all unresolved cases of missing or murdered Indigenous women, girls, and 2SLGBTQQIA people to the national task force; - Service develops and implements guidelines for the policing of the sex industry in consultation with women engaged in the sex industry, and creates a specific complaints mechanism about police for those in the sex industry 	
144	Full	<p>The Toronto Police Services Board and the Toronto Police Service, in order to improve relationships with marginalized and vulnerable communities and the groups that represent them, should recognize that such groups have expert knowledge, networks, and skills that the Board and the Service cannot replicate easily or cost effectively. They should consider partnerships with community agencies that can help fund promising community safety initiatives such as the Bear Clan and SAFE. They should also encourage research into the effectiveness of such community programs, with attention to having clearly articulated goals, gathering baseline statistics, and measuring the success of these programs in both quantitative and qualitative terms, as well as to identifying any improvements that can be made in them.</p>	<ul style="list-style-type: none"> • Collaborate with researchers and the community to gather data on the effectiveness of community safety programs and identify any gaps present • Report on any partnership possibilities for community safety initiatives • Communicate any recommendations internally/externally 	<ul style="list-style-type: none"> • Improve relationships with marginalized and vulnerable communities by utilizing the public's knowledge and networks to create effective community safety initiatives 	December 2022

Rec #	Cat	Recommendation	Goals / Deliverables	Outcomes	Target Due Date
145	Full	<p>(a) The Toronto Police Service should consider partnering with the LGBTQ2S+ communities to establish a committee to assess, on an annual basis, whether members of the Service have earned their way back into the Pride parade. Among other things, the assessment should be based on the extent to which the Service has implemented this Report's recommendations. Depending on the assessment, the Service may have to defer discussions on whether and under what conditions its members might be welcome to march in the parade or, based on demonstrable outcomes in establishing a positive relationship with the LGBTQ2S+ communities, engage in such discussions.</p> <p>(b) The committee could include leaders in the LGBTQ2S+ communities and current and past members of the Service who are also members of the LGBTQ2S+ communities.</p>	<ul style="list-style-type: none"> • A joint evaluation with the LGBTQ2S+ communities on the feasibility of establishing a committee and the criteria that will be used to reassess if/when Service Members can re-join Pride Parade and under which conditions • Service wide communication outlining the significance of earning back trust and the significance of being patient 	<ul style="list-style-type: none"> • Inclusion of police in the Pride Parade as a marker of success 	June 2022
146	Full	<p>(a) On or before June 30, 2021, an implementation team comprised of a diverse team of community representatives and Service members should be assembled. This team should be responsible for developing an implementation plan, to be modified as circumstances warrant, and for monitoring and reporting on progress in implementation.</p> <p>(b) The implementation team should be co-led by a community representative and a past or present member of the Service's senior command.</p> <p>(c) The implementation team's community members should be representative of the diversity of Toronto's communities, with appropriate attention given to the LGBTQ2S+ and marginalized and vulnerable communities addressed in this Report.</p> <p>(d) The implementation team may create subgroups with subject matter expertise and/or relevant lived experiences, although the team should always remain mindful of the significance of intersectionality in defining expertise and relevant lived experiences.</p> <p>(e) The community members should ideally include some individuals who have already acquired knowledge of the issues this Report identifies, either as members of the advisory group that recommended this Review and drafted its Terms of Reference or as members of the Review's Community Advisory Group.</p>	<ul style="list-style-type: none"> • Established implementation team 	<ul style="list-style-type: none"> • Improved missing persons processes • Improved community relationships • Build capacity in agencies and organizations 	July 2021

Rec #	Cat	Recommendation	Goals / Deliverables	Outcomes	Target Due Date
		<p>(f) The policing members should ideally include members of the Service's Missing Persons Unit Procedures Working Group.</p> <p>(g) Community members should be remunerated for their participation as members of the implementation team.</p>			
147	Full	See sub-recommendations 147a and 147b below	<ul style="list-style-type: none"> See sub-recommendations 	<ul style="list-style-type: none"> See sub-recommendations 	March 2022
147a	Sub	On or before September 30, 2021, the implementation team should complete its implementation plan and post it on the Toronto Police Service's website or some other suitable venue. The plan should specify goals, timelines, and measurable outcomes.	<ul style="list-style-type: none"> Implementation plan posted on the TPS website 	<ul style="list-style-type: none"> Improved community relationships (Increase in public trust) 	December 2021
147b	Sub	The implementation team should issue progress reports at least once a quarter that should be posted on the Toronto Police Service's website or some other suitable venue. The first progress report should be issued no later than December 31, 2021. The team might also consider the use of an online tracking tool for implementation, as has been used by the City of Toronto.	<ul style="list-style-type: none"> Quarterly reports Online tracking tool (every 2 weeks) 	<ul style="list-style-type: none"> Improved community relationships (Increase in public trust) 	March 2022

Rec #	Cat	Recommendation	Goals / Deliverables	Outcomes	Target Due Date
148	Full	On or before April 30, 2022, the Toronto Police Services Board and the Toronto Police Service should publicly release a detailed report on the extent to which each recommendation has been implemented. If the Board and/or the Service decides that a particular recommendation should not be implemented, or be delayed or modified, the report should set out why this decision has been made and how the underlying objectives of the recommendation are being met in another way.	<ul style="list-style-type: none"> Detailed implementation status report Communication pieces to accompany report 	<ul style="list-style-type: none"> Increase in public trust due to the increased transparency 	April 2022
149	Full	When Part VII of the Community Safety and Policing Act, 2019 is proclaimed, the Toronto Police Services Board and the Toronto Police Service should support the role to be played by the Office of the Inspector General of Policing in independently monitoring the implementation of this Report's recommendations.	<ul style="list-style-type: none"> Invitation to the Office of the Inspector General of Policing to monitor the implementation of this Report's recommendations. Continued support to IG in their monitoring of the implementation 	<ul style="list-style-type: none"> High public trust in the implementation of the recommendations IG confirmation of the full and effective implementation of the recommendations 	September 2025
150	Full	The Toronto Police Services Board, the Toronto Police Service, and the implementation team should consult regularly with the Ontario Human Rights Commission in relation to the implementation of this Report's recommendations, insofar as they relate to the Commission's mandate.	<ul style="list-style-type: none"> Request regular consultations with OHRC re recommendation implementation related to the Commission's mandate 	<ul style="list-style-type: none"> Improved community relationships 	December 2023
151	Full	As a last resort, the civilian members of the implementation team should be made aware of the option to file a complaint under the Human Rights Code or under the Community Safety and Policing Act, 2019, when proclaimed, to the Office of the Inspector General if they believe that either the Toronto Police Services Board or the Toronto Police Service are not prepared to make needed changes to address the systemic issues this Report identifies.	<ul style="list-style-type: none"> The option to file a complaint under the Human Rights Code or under the Community Safety and Policing Act, 2019 included in the MMIT Advisory Committee Terms of Reference 	<ul style="list-style-type: none"> Improved missing persons processes Improved community relationships Build capacity in agencies and organizations 	December 2021