



The following *draft* Minutes of the meeting of the Toronto Police Services Board held on November 14, 2012 are subject to adoption at its next regularly scheduled meeting.

The Minutes of the meeting held on October 15, 2012, previously circulated in draft form, were approved by the Toronto Police Services Board at its meeting held on November 14, 2012.

MINUTES OF THE PUBLIC MEETING of the Toronto Police Services Board held on **NOVEMBER 14, 2012** at 1:30 PM in the Auditorium, 40 College Street, Toronto, Ontario.

PRESENT:

Dr. Alok Mukherjee, Chair
Mr. Michael Thompson, Councillor & Vice-Chair
Mr. Chin Lee, Councillor & Member
Ms. Marie Moliner, Member
Dr. Dhun Noria, Member
Ms. Frances Nunziata, Councillor & Member
Mr. Andrew Pringle, Member

ALSO PRESENT:

Mr. William Blair, Chief of Police
Mr. Albert Cohen, City of Toronto - Legal Services Division
Ms. Deirdre Williams, Board Administrator

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 14, 2012**

#P268. MOMENT OF SILENCE

The Board observed a moment of silence in memory of Police Constable Adrian Oliver of the RCMP - Surrey detachment who died while on duty on November 13, 2012.

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TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 14, 2012**

#P269. INTRODUCTIONS

The following members of the Service were introduced to the Board and congratulated on their recent promotions:

Promoted to the rank of Deputy Chief of Police:

Mark Saunders

Promoted to the rank of Staff Sergeant:

Daniel Crosby
James Hung
Matthew Moyer

Promoted to the rank of Sergeant:

Mark Beson
Barkley Boniface
Celest Butt
Colleen McNamara
Richard Misterowicz
Liam Murphy
Thomas Steeves

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**#P270. APPROVAL OF EXPENSES: 2012 CANADIAN POLICE COLLEGE
EXECUTIVE STUDY TOUR: *ECONOMICS OF POLICING – LEARNING
FROM THE UK EXPERIENCE***

The Board was in receipt of the following report November 02, 2012 from Alok Mukherjee, Chair:

Subject: Approval of Expenses: 2012 Canadian Police College (CPC) Executive Study Tour: Economics of Policing – Learning from the UK Experience

Recommendation:

It is recommended that the Board approve an expenditure not to exceed \$675.00 to cover the per diem for my participation in the 2012 Executive Study Tour: Economics of Policing – Learning from the UK Experience to be held in London, England from November 26 to December 1, 2012.

Financial Implications:

Funds are available in the business travel account in the Board's 2012 approved operating budget.

Background/Purpose:

The CPC is Canada's leading-edge provider of policy training and executive development to law enforcements officers from all jurisdictions. It is a centre of integration and is one of the few permanent Canadian learning institutions that bring police officers face-to-face across Canada and around the world.

One of the programs offered by the CPC is the upcoming UK Study Tour. The Study Tour, comprised of 12 senior leaders from key constituencies in Canadian policing, will explore the United Kingdom's whole-of-system approach to police reform in response to the economic pressures. The tour will include meetings with senior government, policing and private sector officials as well as site visits to major police services where participants will see, firsthand, how new approaches and concepts are being applied in practice. A copy of the draft program is attached. A summative report of the proceedings will follow the tour.

Discussion:

Mr. Cal Corley, Assistant Commissioner of RCMP and Director General of the CPC, has invited me to participate in the executive study tour to learn from the UK experience with respect to the economics of policing. This is part of CPC's on-going focus on this important subject. In the past years, I have attended and made presentations at several "invitation only" symposiums on economics of policing, hosted and/or co-hosted by CPC. Besides representatives of Canadian police services, these events have included experts from around the world. The executive study tour provides exceptional opportunity to observe and learn from the major changes that are occurring vis-à-vis policing in UK.

I have been invited to participate in this study tour in my capacity as President of the Canadian Association of Police Boards (CAPB). A copy of the invitation is attached. CAPB will cover my registration fee of up to \$3,000.00. I will be personally covering the cost of flight and accommodation.

The only expense that I am requesting the Board to approve is the per diem for the 9 days (including travel dates) of attending the study tour.

The approximate cost breakdown for the Study Tour is as follows:

Registration	\$3,000.00
Travel costs	\$752.56
Hotel accommodation:	<u>\$2,300.00 (approximate)</u>

TOTAL	\$6,052.56
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Less:

CAPB (commitment)	(\$3,000.00)
Per diem	<u>(\$ 675.00)</u>

TOTAL	\$2,377.56
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I will bear the difference of \$2,377.56 in the cost. As such, I am seeking approval from the Board for the per diem of \$675.00.

Conclusion:

I request that the Board approve an expenditure not to exceed \$675.00 to cover the per diem for the study tour I will be attending in London, England.

I will report to the Board on the outcomes of the Study Tour.

The Board approved the foregoing report.

CPC Executive Study Tour
Economics of Policing - Learning from the UK experience
November 26 to December 1, 2012 - London, England

Monday, Nov 26

0930 – 1045	Group Introductions & Study Tour overview
1045 – 1200	Research issues
1200 – 1300	Lunch (hosted)
1300 – 1530	National Policing Improvement Agency – Nick Gargan
1530 – 1600	Group discussion and Look ahead to Day 2
1800 – 2000	Reception (hosted)

Tuesday, Nov 27 (Bramshill)

0800 – 1000	Travel to Bramshill Police College
1000 – 1200	Lincolnshire Police & G4S – Private Public Partnership
1200 – 1300	Lunch (hosted)
1300 – 1600	Cleveland Police and Steria – Public Private Partnership
1600 – 1730	Return to London
1830 – 2100	Dinner with Tom Winsor, HMIC (hosted)

Wednesday, Nov 28 (Home Office)

0900 – 1200	Home Office and NPPIA/College of Policing
1200 – 1300	Lunch (hosted)
1300 – 1630	HMIC and Association of Police and Crime Commissioners
1630 – 1700	TBD
	Free evening

Thursday, Nov 29 CHC MacDonald House

0900 – 1000	Discussion
1000 – 1200	Association of Chief Police Officers – President, Sir Hugh Orde
1200 – 1300	Lunch (hosted)
1300 – 1600	Police Federation and Superintendents Association presentations
1600 – 1700	TBD
	Free evening

Friday, Nov 30 (West Midlands Police - Birmingham)

0800 – 1000	Travel to Birmingham
1000 – 1200	Site visit - West Midlands Police
1200 – 1300	Lunch (hosted)
1300 – 1600	Site visit - West Midlands Police
1600 – 1730	Return to hotel
1800 – 2100	Final Group dinner (individual expense)

Saturday, Dec 1

0900 – 1200	Wrap up session / key learnings and closure
1200	End of Study Tour

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From: Cal Corley <Cal.Corley@rcmp-grc.gc.ca>
Sent: Tuesday September 18, 2012 18:18
To: jlanzon@capb.ca; Alok Mukherjee
Cc: Craig Nyirfa; Germaine Martel
Subject: Canadian Police College 2012 Executive Study Tour: Economics of Policing - Learning from the UK Experience

Advance Notification of Invitation & Solicitation of Expression of Interest

To: President, Canadian Association of Police Boards - Mr. Alok Mukherjee

Alok,

I'm writing today to gauge your interest in being one of 12 participants for the upcoming 2012 Canadian Police College (CPC) Executive Study Tour that will take place in London, UK, from 26 November to 1 December. If you are personally unable to attend, I would be pleased to discuss with you an alternate as it is important that CAPB be accorded a position on this unique tour.

The Study Tour, comprised of participants from key constituencies in Canadian policing, will explore the United Kingdom's whole-of-system approach to police reform in response to the economic downturn. It will also provide a unique perspective on how each constituency has dealt with the many challenges and opportunities presented by the current situation. The tour will include meetings with senior government, policing and private sector officials as well as a site visit to a major police service where we will see firsthand how new approaches and concepts are being applied in practice. A summative report of the proceedings will follow the tour.

At the current time, we are still in the process of preparing the final costing information and preparing the official invitations. If you would like more information at this time, please don't hesitate to contact me at (613)998-0883 or by email: cal.corley@rcmp-grc.gc.ca

As spots on this tour are limited, I would ask that you please notify me of your initial interest to participate before COB 27 September 2012. Please note that you will have an opportunity to confirm with certainty your participation once you receive the formal invitation letter.

In summation:

2012 CPC Executive Study Tour: Economics of Policing – Learning from the UK experience

Where: London, UK

When: Monday, 26 November to Saturday, 01 December 2012

Cost: Approx. \$3400 (exact amount to be confirmed but will be at or less than this) plus travel/hotel/meal costs

Best regards,

Cal

Cal Corley, MBA

Assistant Commissioner

Director General, Canadian Police College & Senior RCMP Envoy to Mexico and the Americas

Commissaire Adjoint

Directeur Général, Collège Canadien de Police et Envoyé principal pour le Mexique et les Amériques

1 Sandridge Road,

Ottawa, ON Canada K1G 3J2

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**#P271. ISSUING RECEIPTS TO PERSONS WHO ARE STOPPED BY THE
POLICE**

The Board was in receipt of the following report November 01, 2012 from William Blair, Chief of Police:

Subject: ISSUING RECEIPTS TO PERSONS WHO ARE STOPPED BY THE POLICE

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

The cost to implement a community-based receipt is estimated to be approximately \$33,000. Funds are available in the 2012 operating budget.

Background/Purpose:

The Board, at its meeting of April 5, 2012, approved six motions relating to contact cards that required action by the Chief of Police (Min. No. P56/12 refers). The sixth motion recommended that the implementation of Motions Nos. 2 and 4 be subject to a report from the Chief on the costs and operational implications of those motions.

At its meeting of May 18, 2012, the Board revised Motion No. 2 as follows: “THAT the Chief of Police be requested to ensure that individuals for whom a contact card (Form 208) is created be provided a copy of the contact card, including the reason for the stop.” (Min. No. P56/12 refers).

Further, at its meeting of July 19, 2012, the Board approved a four-month extension for the completion of the report on the cost and implications of Motions Nos. 2 and 4 at the request of the Chief of Police (Min. No. P187/12 refers). The report is now due to the Board at its November 2012 meeting.

The Board approved a motion requesting that the Chief of Police provide a walk-on report for the Board’s August 15, 2012 meeting on the reasons why the TPS is unable to provide contact card receipts to individuals who are stopped (Min. No. P187/12 refers).

At the meeting of August 15, 2012, the Chief reported to the Board in response to the above motion. The Board moved to request the Chief of Police to implement an interim measure, effective November 1, 2012, pending the outcome of the comprehensive review to be provided to the Board at its November 2012 meeting. The Chief advised that the November 2012 report

would include an implementation plan detailing results of the Service's plan for individuals who are stopped by the police (Min. No. P220/12 refers).

The purpose of this report is to outline the cost and operational implications of Motions Nos. 2 and 4, approved by the Board at its meeting of April, 2012. This report also provides an update on the current status of the Service's internal review of the procedure and connected issues relating to the contact card, lists the steps to be taken to implement the interim measure requested by the Board, and informs the Board of operational decisions approved by Command.

Discussion:

The first phase of the Chief's Internal Organizational Review (CIOR) of the procedures relating to contact cards focused on three distinct areas:

- the historical practice of completing a contact card;
- training and procedure surrounding contact cards; and
- external agency contact card practices and policies

The purpose of examining each area was to provide context to numerous issues relating to contact cards and to establish a benchmark for the Service, by which if necessary, modifications and/or improvements could be made to the contact card process. The CIOR review is currently before the Steering Committee for review and refinements.

In moving forward, the term used to describe an interaction between a police officer and a member of the public where a contact card (Form 208) or an electronic field investigation report (FIR) is completed will be referred to as a "Street Check." In so doing, the Service is adopting the common nomenclature in use by Police Services throughout the Province to refer to the practice sometimes referred to in the community as "carding."

The historical examination of contact cards highlighted the evolution of the contact card from being primarily an investigative tool to also being a means of measuring community engagement. Within the framework of interacting with the community from both an intelligence-gathering perspective and an engagement practice, the review focuses on the Service's commitment to ensuring individual rights and freedoms are protected, while balancing same with the Service's obligation to protect the community it serves.

In order to balance these interests, the review identifies the importance of training to ensure that Street Checks are carried out professionally, for clearly articulated purposes, in a manner sensitive to the needs of the community. Consultation with experts in the fields of sociology and criminology, as well as with community leaders, reveals concerns about the "first contact approach" by officers and also the community's general lack of understanding around the entire process. The review identifies that training of police officers in relation to contact cards and ongoing consultation with the community are both critically important to determining a point of reference by which officers can make informed decisions as to when and how to engage with members of the public, and toward finding means to educate the public to better understand the purpose and to accept the interaction.

The review also examines the practices of other police agencies both inside and outside of Canada, including jurisdictions where some form of receipt has been issued to a member of the public after being stopped and searched by the police. The review finds relative consistency between the Toronto Police Service street check practices and those of other Canadian and American police services. Where international jurisdictions have adopted a receipt-based interaction between the police and the public, the development of the practice followed extensive internal and external review and was subject to laws in force in those jurisdictions.

The full range of issues surrounding Street Checks touches on many different areas and carries significant operational implications. The CIOR Team examining this issue continues to address all areas where procedural changes may be required, and to assess the impact of those changes on all areas of Service operations. The work of the CIOR Team is ongoing. However, notwithstanding that the work is complex and will require more time, steps are currently underway to address the Motions of the Board.

In response to Board Motion No. 4, of April 5, 2012, the role of the Diversity Management Unit is being examined in the context of training, but the unit does not have the expertise nor the capability to “monitor” this activity for possible misconduct or to report to the Chief accordingly.

The following steps have been approved for action in accordance with the timelines indicated:

1. Community/Officer Contact Receipt

The Service will issue a receipt to members of the community who are the subject of a Street Check. The receipt will include the name of the person to whom the receipt is issued, the name of the officer issuing the receipt, the location, date & time, and the reason for the interaction.

On November 1, 2012, a Routine Order was published announcing the creation of the Community/Police Contact Receipt and detailing operational requirements for members.

Between the November 1 and November 30, 2012, the new form will be printed and distributed to the field units, appropriate amendments made to Service procedures, and the FIR interface and hard copy Form 208 modified. The receipt will be fully available for use on December 1, 2012.

2. Quarterly Street Check Report

The Service will produce a standardized quarterly report for the Board on street check practices beginning with the first quarter of 2013. Data from the first quarter will be extracted and analyzed for the first report to be available for the Board’s meeting in May, 2013, and every three months thereafter for subsequent quarters.

The report will follow a standardized format that has yet to be fully developed but will include not only information about the age and race of persons stopped, as requested by the Board, but a wider array of information to enable an analysis to be made of the nature and quality of street check activity and its impact on community safety.

3. Ongoing Community Consultation

The Service will continue to foster on-going community and police relations, seeking consultation from a broad range of internal and external stakeholders and community groups, specific to the topic of Street Checks, in order to inform the CIOR Team and to help evaluate the effectiveness of the interim measure relating to the issuance of receipts after Street Checks.

These consultations are ongoing and will continue.

Conclusion:

The Chief's Internal Organizational Review Team is continuing with its comprehensive review of the Service's practices in relation to Street Checks with the objective of ensuring that the practice of collecting personal information from members of the public is carried out by officers in an efficient, effective, unbiased and non-discriminatory manner. In moving forward, the CIOR Team will continue to examine how to improve practices and training for officers to allow greater transparency and accountability with members of the public.

Immediate steps being undertaken to help achieve these objectives are the creation and issuance of a Community/Officer Contact Receipt, a quarterly report on Street Check Practices beginning in 2012, and ongoing broad-based community consultations.

Acting Deputy Chief Kimberly Greenwood, Divisional Policing Command, will be in attendance to answer questions that the Board may have regarding this report.

The following persons were in attendance and delivered deputations to the Board:

- **Anna Willats and John Sewell, Toronto Police Accountability Coalition ***
- **Howard Morton, Law Union of Ontario ***
- **Moya Teklu, African Canadian Law Clinic ***
- **Noa Mendelsohn, Canadian Civil Liberties Association ***
- **Miguel Avila**
- **Johanna Macdonald, Justice for Children and Youth and Youth and Police Advocacy Working Group ***
- **Osbourne Barnwell**
- **Doug Johnson Hatlem, Lazarus Rising Street Pastor, Mennonite Central Committee Ontario, Sanctuary Ministries ***
- **Odion Fayalo**
- **Yafet Tewelde**

* written submission also provided; copy on file in the Board office

Following the deputations, Chief William Blair and Deputy Chief Designate Mark Saunders responded to questions by the Board.

The Board asked to see a sample of the receipt that would be provided to members of the community who are the subject of a street check. Chief Blair said that, while the information to be included in the receipt is the same information that is noted in the foregoing report, he could provide a sample of a receipt to the Board at its December 2012 meeting.

Noting the distinction between the information that would be contained on the form compared with the information that would be contained on the receipt, the Board said that it wanted to be satisfied that the form addresses the concerns that were raised by some of the deputants.

The Board was advised that the new receipts and the modified Form 208 were currently being printed and that they would be circulated throughout the TPS as required in order to be fully available for use on December 01, 2012.

The Board acknowledged that its request to review the modified Form 208 and receipt would cause a delay in the implementation of the interim measure and, therefore, it would need to re-open the Minute in which the Board requested that the interim measure be effective as of November 01, 2012 (Min. No. P220/12 refers).

The Board agreed to re-open Minute No. P220/12 from its meeting on August 15, 2012 in accordance with subsection 24(1) of By-Law 107 governing proceedings of the Board.

The Board approved the following Motions:

- 1. THAT the Board request the Chief to defer the distribution of the receipts until the Board has had an opportunity to review the copy of the receipt, to consider the deputations received at its meeting today and to determine what direction the Board will provide to the Chief based on its deliberations at its meeting in December 2012;**
- 2. THAT the Board request the Chief to review the Form 208 and any successor form to ensure that they are in compliance with the Board's policies including the Race and Ethno-Cultural Equity policy and that he provide a report to the Board on the results of the review for the December 14, 2012 meeting; and**
- 3. THAT the Board receive the foregoing report from the Chief, the deputations and the written submissions.**

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**#P272. TORONTO POLICE SERVICE AND TORONTO POLICE SERVICE-
PARKING: 2013 OPERATING BUDGET REQUESTS**

The Board was in receipt of the following reports:

- November 01, 2012 from William Blair, Chief of Police
Re: Toronto Police Service – 2013 Operating Budget: Actions Required to Achieve the City's 0% Target
- October 25, 2012 from Alok Mukherjee, Chair
Re: Response to Questions Pertaining to the Toronto Police Service's 2013 Operating Budget Request
- October 30, 2012 from Alok Mukherjee, Chair
Re: Recommendations from the Toronto Police Services Board's Budget Sub-Committee – Toronto Police Service and Parking Enforcement Unit 2013 Operating Budget Requests
- November 01, 2012 from William Blair, Chief of Police
Re: Toronto Police Service – 2013 Operating Budget Request
- November 01, 2012 from William Blair, Chief of Police
Re: Toronto Police Service – Parking Enforcement Unit: 2013 Operating Budget Request

Copies of the foregoing reports are appended to this Minute for information.

The following persons were in attendance and delivered deputations to the Board with respect to the Toronto Police Service 2013 operating budget request:

- John Sewell, Toronto Police Accountability Coalition *
- Magdalena Palma *

* written submission also provided; copy on file in the Board office.

The Board approved the following Motions:

- 1. THAT the Board not approve the Chief's budget requests for TPS and TPS-Parking Enforcement as submitted;**
- 2. THAT the Chief take into consideration implementing additional measures such as the following, and any others:**
 - no new uniform recruitment in 2013, except the class of 80 going forward, until a review has been conducted by an external expert to determine the desired uniform strength of TPS;**
 - continue with measures such as the Chief's Internal Organizational Review (CIOR);**
 - review and consider all outsourcing opportunities;**
 - consider designation of one warrant officer in each division;**
 - consider a plan to operate premises only during the day time, such as any police divisions that do not have enough public demand after work hours, effective June 2013; and**
 - include two Board members (Board Members Andy Pringle and Marie Moliner) to participate in the Chief's CIOR as well as the external reviews to determine span of control and the desired uniform strength of the TPS.**
- 3. THAT the Chief submit revised 2013 operating budgets for the TPS and TPS-Parking Enforcement based on the measures noted in Motion No. 2;**
- 4. THAT the Board schedule a special Board meeting in December 2012 to consider the revised budgets noted in Motion No. 3 and receive deputations at that time;**
- 5. THAT the Board direct the Chair to inform the City Manager of the delay in submitting the TPS and TPS-Parking 2013 operating budget requests;**
- 6. THAT the Board receive the five reports noted above (two from the Chair dated October 25, 2012 and October 30, 2012 and three from the Chief of Police all dated November 01, 2012);**

cont...d

- 7. THAT the deputations and written submissions be received; and**
- 8. THAT the Board open negotiations with the Toronto Police Association to:**
 - 1. replace the current five platoon system with four platoons per division working eight and six effective June 2013; and**
 - 2. eliminate or reduce the practice of two-officer patrols effective June 2013.**

Report dated November 01, 2012 from Chief William Blair:

**Subject: 2013 OPERATING BUDGET FOR THE TORONTO POLICE SERVICE:
ACTIONS REQUIRED TO ACHIEVE THE CITY'S 0% TARGET**

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

The Toronto Police Service's (Service) 2013 recommended net operating budget request is \$949.1 million (M). Detailed information on this budget request is reflected in a separate report on the Board's agenda for the November 14, 2012 meeting.

The target provided by the City is \$927.8M (a 0% increase over the 2012 approved operating budget, less the cost of lifeguard and school crossing guard programs, which will be funded by the City beginning in 2013). The Service's net operating budget request of \$949.1M is \$21.3M (2.3%) above this target. This increase is due to obligations that the Service must meet from the collective agreement negotiated by the Board, and which is beyond the control of the Service. Without this obligation, the Service's budget request would be below the 0% target increase.

Meeting the 0% target would require significant staffing reductions, which I am not recommending.

Background/Purpose:

The Board's Budget Sub-Committee (BSC) had a Board-member-only meeting on October 23, 2012 to consider the Service's 2013 operating budget request. In a letter from the Board Chair dated October 25, 2012, I was advised that the BSC made the following recommendations:

1. The Chief to prepare a revised TPS operating budget request which achieves the target set by the City of Toronto by not exceeding \$927.8 M. Further, the BSC recommended that this target be met without reducing the number of Service members currently deployed to PRU, MCU or CRU assignments.
2. The Chief to freeze all TPS and Parking Enforcement Unit civilian hiring in 2013.
3. While acknowledging that the CIOR process is to be managed by the Chief of Police, the BSC wants to ensure that the Board is fully informed of the scope and progress of the CIOR on a timely basis. The BSC recommended that the Chief immediately establish a CIOR Steering Committee comprised of the Chief, Deputy Chiefs, CAO and 2 Board Members.

Discussion:

The Service has considered the BSC recommendations, the impact of these on the Service's 2013 operating budget request and the operational implications of reducing the budget request by a further \$21.3M. What follows is a brief summary of the Service's recommended 2013 operating budget, followed by the impacts of meeting the BSC's request for a budget that achieves the City's 0% target increase, that is, \$927.8M.

Recommended 2013 Operating Budget and Process

Three preliminary meetings were held with the BSC from April to June 2012 to discuss the preliminary 2013 request. The detailed Service budget was developed at the unit level, reviewed by respective Staff Superintendents and Directors and Command Officers, and then collectively by the Chief and Command, from April to August 2012. In September 2012, a detailed 2013 operating budget binder was provided to each Board member, the City Budget Committee members assigned to review the Service budget, and City Finance staff. This binder provided line-by-line budgets for each unit in the Service. As part of the budget review process, seven meetings were held with the BSC, during which:

- the overall Service budget was presented and discussed;
- each Command Officer provided a presentation on their specific Command's activities, initiatives and pressures, as well as budget specifics;
- the overall line-by-line budget was reviewed and discussed;
- a presentation detailing Service revenues was provided;
- operations of selected divisions were presented and discussed; and
- options for and the ability to achieve any further significant reductions were discussed.

Answers to all of the questions and additional information requested by the BSC were provided to the members in writing. In addition, questions asked by City staff and the City Budget Chief were also provided to the BSC for their information and consideration.

It is my position that the recommended 2013 operating budget is required in order to maintain the current level of service and provide adequate and effective policing services to the City. The majority of the Service's budget pertains to uniform and civilian staffing. The budget assumes the resumption of uniform hiring (after two years of no hiring) to replace existing uniform vacancies in order to achieve a level of 5,350 on average in 2013, and 5,400 officers on average by 2014. The 5,400 average is 204 officers below the current City and Board-approved authorized strength.

The Service, in preparing the 2013 budget request, was aware of the City's financial constraints and took these into account. As a result, the following have been included in the current budget request:

- re-hiring to return to a staffing level of 5,400 (on average) in 2014;
- continued gapping for vacant civilian positions (with direction that only critical vacancies be replaced);

- no additional staff requests or new initiatives; and
- adjusted expenditures (e.g. medical/dental, caretaking/maintenance) based on 2012 projected year-end experience and initiatives taken by the Service.

In addition, I directed that an internal review be conducted to ensure that public safety services are provided as efficiently and cost effectively as possible, at a lower uniform strength of 5,400. A number of areas, functions and processes, both front-line and support, are being looked at and a change in prisoner management is in the process of being implemented. Part of the review also involves the engagement of an outside consultant to assess the organizational structure of the Service, to identify delayering and span-of-control opportunities and ensure the structure is best aligned to enable the provision of efficient and cost-effective services. The Service is also looking at whether contracting-out opportunities exist and has, and will, issue requests for expressions of interest and requests for information in this regard.

Impact of Achieving City Target (\$21.3M Reduction)

Salaries and benefits for the Service's uniform officers and civilians represent approximately 90% of the Service's operating budget. These expenditures are significantly impacted by the Board's collective agreements with the Toronto Police Association and Senior Officers' Organization as well as legislative requirements, and are therefore beyond the control of the Service.

The remaining 10% of the Service's operating budget represents non-salary expenditures including fixed costs (such as vendor contractual obligations, City chargebacks and Reserve contributions). These expenditures have been reduced significantly over the last 2-3 years and have undergone extensive review during the 2013 budget development process. Consequently, further significant reductions are not possible.

As a result, achieving a \$21.3M budget reduction would require significant staff reductions, and would seriously impact on the delivery of policing services. The actions that the Board would be required to take in order to achieve the 0% target are provided in Table 1, below. However, I do not support or recommend the implementation of these actions.

Table 1 - Actions to Achieve a 0% Increase Over Target

	Projected 2013 Year-End Deployed Strength		Comparison to Target of \$927.8M		
	Uniform Staffing	Civilian Staffing	\$Ms	\$ over target	% change over target
Board-Approved Establishment	5,604	2,061			
2013 Request	5,374	1,928	\$949.1	\$21.3	2.3%
Do not hire December recruit class (80)	5,294	1,928	-\$4.2	\$17.1	1.8%
Do not hire recruits in 2013 (96 deployed)	5,198	1,928	-\$3.4	\$13.7	1.5%
Do not hire civilians in 2013 (90)	5,198	1,838	-\$1.9	\$11.8	1.3%
			\$939.6	\$11.8	1.3%
Layoff 137 uniform officers and 52 civilians	5,061	1,786	-\$11.8	\$0.0	0.0%
City Target			\$927.8		
Amount below approved establishment	(543)	(275)			

Non-hiring of civilians

The BSC has recommended that all civilian hiring be frozen for 2013. The current budget request assumes court officer and communication operator positions are backfilled 100%, and other civilian vacancies are backfilled where operationally critical.

Assuming no positions are backfilled for the entire 2013 year, and that vacancies occur as projected, a further \$1.9M in savings could be achieved. It is unknown which positions will be vacated through resignations or retirements, and it is therefore not possible to identify the operational impact of a complete civilian hiring freeze. The following summarizes some of the potential operational and other impacts that would result from reduced civilian staffing:

- court security officers and communication operators are critical and vacancies would need to be filled by uniform personnel who may not have appropriate or specific training in these areas, resulting in increased risks in these areas as well as potentially putting the public at risk. It would then also reduce the number of uniform officers performing policing functions, further impacting the ability to provide adequate and effective policing services;
- reduced internal controls in project, contract and financial management, resulting in increased risk and potential financial implications in these areas;
- decreased level of internal support services which will negatively impact operational efficiency and effectiveness, and increase risk;
- reduced capacity to effect workplace accommodations;
- impact on ability to deliver occupational health & safety functions and meet legislative requirements;

- reduced ability for continuous improvement, business analysis and research and report writing;
- increased information technology risks with respect to security, ability to provide accurate and complete information and reliable radio communications, etc.

A civilian hiring freeze is therefore strongly not recommended as serious implications would arise.

Non-hiring of uniform officers

The 2013 operating budget assumes a class of 80 recruits will be hired in December 2012, and 261 recruits will be hired in 2013 (of the 261 recruits, 96 would be deployed in 2013). Non-hiring of these officers would result in a net budget reduction of \$7.6M (not hiring officers would save \$12.1M, but would result in provincial grant funding loss of \$4.5M).

Non-hiring of officers would result in a year-end 2013 deployed strength of 5,198, which would be 406 officers below the City and Board-approved deployment target of 5,604, and 202 officers below the Service's recommended deployment target of 5,400. Some of the impacts of this action are listed below:

- Staffing in the Employment unit would continue to be reduced until hiring resumes;
- Staffing in the Toronto Police College would be reduced, which would impact on the delivery of training programs (e.g. investigative, crime prevention, community policing, leadership) and slower servicing of firearms;
- School Resource Officers (SRO), transit policing officers and some neighbourhood officers would be redeployed to front-line primary response, effectively eliminating these functions;
- Staffing in the Professional Standards unit would be reduced, resulting in less focus on risk management (could have long-term impacts), no further unit inspections, increased time for investigations and no mobile surveillance capacity; and
- The ability to engage in local community initiatives and special events would be severely impacted, affecting proactive policing.

Every effort would be made to maintain front-line policing. However, a deployed strength of 5,198 would inevitably result in reductions to front-line services, including the Primary Response Unit (PRU), Community Response Unit (CRU) and Major Crime Unit (MCU) operations, as it would be impossible to take all of the necessary staffing reductions from other areas of the Service. Consequently, police presence and patrol in the various communities of the City would be reduced.

Layoffs of Uniform and Civilian Staff

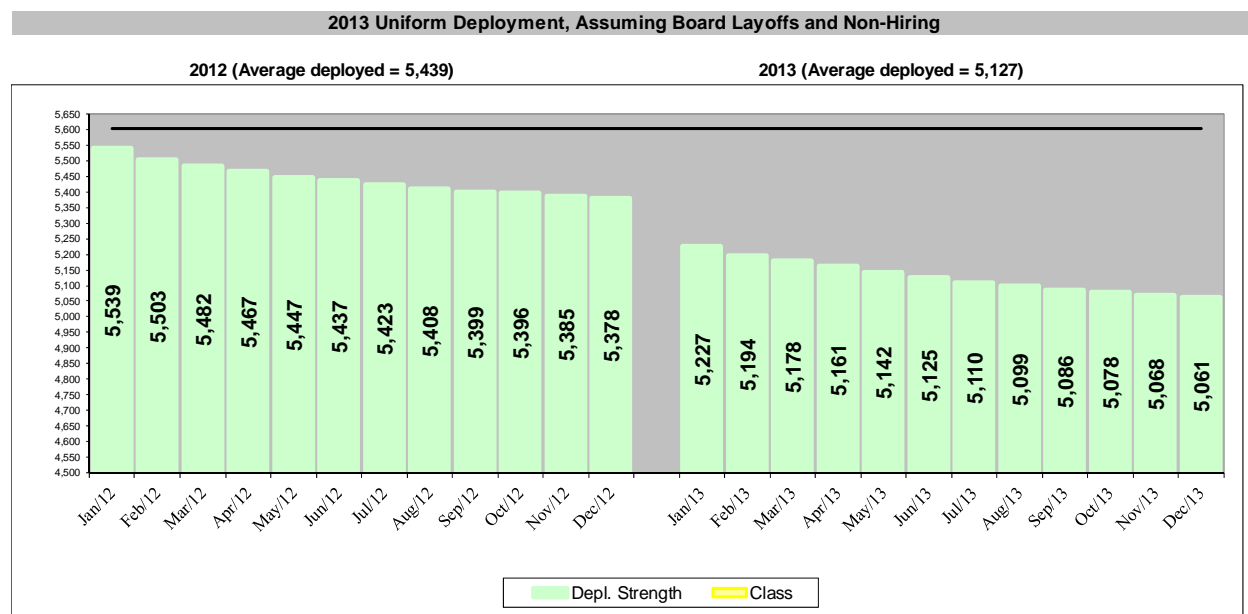
The non-hiring of civilian and uniform staff in 2013 (including the elimination of the December 2012 recruit class) would reduce the operating budget request by a net amount of \$9.5M. A further reduction of \$11.8M would therefore still be required to achieve the City target recommended by the Board's BSC. This further reduction could only be achieved through

staffing layoffs, and is again not recommended, as it would result in further serious impacts to front-line and support services.

Based on current staffing levels, assuming a proportionate reduction of uniform and civilian staff, and assuming layoffs could be implemented by January 1, 2013, it would be necessary to lay off 137 officers and 52 civilians. However, it is our view that the actions required to implement layoffs cannot be completed by January 1, 2013, and any delay in the date of implementation of layoffs would necessitate a higher number of layoffs.

The uniform staff layoffs in addition to the non-hiring of uniform recruits in December 2012 and in 2013 would result in a projected year-end 2013 deployed strength of 5,061, which is 543 below 5,604, and 339 below 5,400. In addition, the non-hiring and layoff of civilian staff would result in staffing levels approximately 275 below the authorized strength.

The following chart depicts the projected uniform deployment for 2013 as a result of staff reductions from not hiring and layoffs.



In addition to the operational impacts identified previously in this report, staff layoffs would result in:

- reduced primary response activities;
- reduced police presence across the City;
- significantly reduced enforcement, convictions and clearance rates;
- increased response time to calls for service;
- reduced foot and bike patrols;
- reduction in proactive policing activities (e.g. drug enforcement, guns and gangs, intelligence, traffic services);
- reduced ability to police special events with on-duty officers;

- decreased supervision, elimination of unit inspections, diminished professional standards activities and reduced investigative, crime prevention, and leadership training, which will all contribute to an increased level of risk across the organization and less effective public safety services;
- reduced lower priority investigations;
- reduction in the size of the Community Mobilization unit;
- reduced specialized squads (e.g. emergency task force, marine, mounted, dog services, public order) resulting in decreased and less effective support to front line activities and response to critical incidents;
- further impact on administrative infrastructure and support functions throughout the Service. The resultant significantly lower level of civilians would no doubt compromise the ability for remaining staff to provide necessary services to the rest of the organization, which would in turn impact on the ability of those front-line units to provide policing services to the public. Due to the specialized experience and training required for many of our civilian members, the non-hiring and layoff of civilian staff could result in some functions in the Service ceasing completely, as it would be difficult and, in some cases, impossible to move a civilian member in one position to another more critical position.

In addition to the above-noted impacts, the Service's efforts over the last several years to create a more diverse and well educated workforce would be impacted as the most recent hires would be affected by the layoffs.

Board Actions Required

If the Board felt it would be appropriate to reduce officer and civilian strength, the following requirements would have to be considered:

Section 40 of the *Police Services Act (PSA)* – this governs how the Board may reduce the size of the Service;

Application to Ontario Civilian Police Commission (OCPC) – Section 40 also requires the Commission to review the termination of a member of a police service where the termination occurs for the purpose of reducing the size of the Service;

Employment Standards Act (ESA) – various provisions of the ESA apply in cases of termination and layoff of civilian employees;

Collective agreement requirements.

Chief's Internal Organizational Review (CIOR) Steering Committee

A Steering Committee comprised of the Chief and Command Officers has been established for the CIOR and monthly reports are provided to the Board to update and provide the Board with the status of various reviews and actions being undertaken. This provides all Board members with the opportunity to ask questions and provide input.

Conclusion:

During the review of the 2013 operating budget, Service staff attended several meetings with the Board Budget Sub-Committee to present the Service's budget request (overall and by Command) and to answer any questions and or provide additional information to the BSC. Detailed information was provided by unit and line-by-line accounts to the BSC, City Finance staff and the City Budget Committee members assigned to the Service's budget.

The Service presented and is recommending an operating budget request that is fiscally and operational responsible. Specifically, the recommended budget (\$949.1M) enables the Service to continue to provide adequate and effective policing services to the City of Toronto at the lowest cost possible, taking into account the significant (\$24.8M) collective agreement obligations it must meet.

In order to meet the BSC's request of \$927.8M (based on the City's 0% target increase), a reduction of \$21.3M is required. The Service has made significant reductions in non-salary accounts as well as premium pay in the last 2-3 years, and further reductions in these areas are not possible. Therefore, a reduction of this magnitude could only be achieved through continued non-hiring and staff layoffs.

In view of the fact that this would reduce policing levels to significantly below what is necessary to deliver effective and adequate policing, I cannot recommend further non-hiring and layoffs to reduce the Service's 2013 net operating budget request. Further, the actions required to achieve these reductions are beyond my control, and must be acted on by the Board.

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

Report dated October 25, 2012 from Chair Alok Mukherjee:

Subject: Response to Questions Pertaining to the Toronto Police Service's 2013 Operating Budget Request

Recommendation:

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

Financial Implications:

There are no financial implications arising from the receipt of this report.

Background:

At its meeting in August 2012, the City of Toronto Budget Committee asked four specific questions pertaining to the Toronto Police Service's 2013 operating budget request and on financial and staffing issues that might affect the 2013 operating budget request. Councillor Michael Del Grande, City Budget Chief, submitted an additional three questions also related to issues that might affect the Toronto Police Service's 2013 operating budget request.

The seven questions were subsequently referred to the Chief of Police. On October 22, 2012 the Chief of Police provided the Board Office with a memorandum containing a detailed written response to each of the questions. In order to ensure that the information was provided to the Budget Committee for consideration as quickly as possible, I provided a copy of the Chief's memorandum directly to the Budget Committee with a note indicating that the Board would not formally consider the questions and the responses until its meeting on November 14, 2012.

Conclusion:

A copy of the report that was sent to the Budget Committee is attached for information.

Report dated October 30, 2012 from Chair Alok Mukherjee:

Subject: RECOMMENDATIONS FROM THE TORONTO POLICE SERVICES BOARD'S BUDGET SUB-COMMITTEE (BSC) - TORONTO POLICE SERVICE (TPS) AND PARKING ENFORCEMENT UNIT 2013 OPERATING BUDGET REQUESTS

Recommendations:

It is recommended that:

1. The Chief of Police prepare a revised TPS operating budget request which achieves the target set by the City of Toronto by not exceeding \$927.8 M and this target be met without reducing the number of Service members currently deployed to PRU, MCU or CRU assignments,
2. The Chief of Police freeze all TPS and Parking Enforcement Unit civilian hiring in 2013,
3. The Chief of Police immediately establish a Chief's Internal Organizational Review (CIOR) Steering Committee comprised of the Chief, Deputy Chiefs, CAO and 2 Board Members,

4. The Chief of Police report to the Board in 2013 on the outcome of the TPS's review of the feasibility, potential operating and capital cost savings/avoidance and potential efficiencies of consolidating Divisional facilities,
5. Upon receipt of the Chief's report respecting the status of Divisional facilities, the Board consider whether a communications plan may be necessary,
6. The Chief of Police provide a report which forwards the Command dashboard to each of the Board's regularly scheduled monthly meetings,
7. The Chief of Police report to the Board with respect to the Demand Factor Deployment Model, and;
8. The Chief of Police report to the Board with respect to FOCUS HUB and YIPI expansion providing details of these initiatives as well costs, savings, efficiencies, pressures and how success will be measured.

Financial Implications:

The financial implications arising from approval of the recommendations in this report are potentially significant but cannot be quantified at this time.

Background/Purpose:

Beginning on September 14, 2012, the Toronto Police Services Board's Budget Sub-Committee (BSC) convened a series of seven meetings to review the preliminary 2013 operating budget requests for the Toronto Police Service, Toronto Police Services Board (TPSB) and Parking Enforcement Unit. The BSC reviewed each of these three budgets on a line-by-line basis. All Board Members, Chief Blair, CAO Veneziano, TPS and TPSB staff, City Councillor and Budget Committee Chair Mike Del Grande, City Councillor Peter Milcyn and City budget staff were invited to participate in the first four BSC meetings; the remaining three meetings were open to Board Members only.

Discussion:

In reviewing the preliminary budgets, the BSC considered the target which the City of Toronto has recommended that the Board achieve for each of the 3 operating budgets under its auspices. In a letter dated July 16, 2012, City Manager Joe Pennachetti advised that "the 2013 Net Operating Budget should be the equivalent of the 2012 Approved Net Operating Budget or a 0% increase over the 2012 net budget."

The BSC reviewed the overall preliminary TPS budget, scrutinized significant centralized accounts and reviewed the budget request on a Command by Command basis. The BSC also conducted a review of the budget of a sample Division, to better assess how the budget is constructed. For comparison purposes, the BSC requested and received from the Chief budgets of two additional Divisions.

As a result of this review, the BSC made a number of requests for further information and has proposed a number of recommendations for Board approval. The recommendations reflect the BSC's intent that the City budget target should be achieved for 2013. This is consistent with the position that the Board took when considering the TPS budget for 2012 when it agreed to reducing the budget over two years. The Board reiterated this position at its meeting of August 15, 2012, when it received a presentation from the Chair of the City's Budget Committee, Councillor Mike Del Grande.

The recommendations also address a number of initiatives that may result in future efficiencies beyond 2013, such as the Chief's Internal Organizational Review (CIOR), the uniform deployment model currently used in TPS and the analytics that are used internally to assess the degree to which adequate and effective policing is being provided.

Conclusion:

I recommend that the Board approve the recommendations contained in this report, as proposed by the BSC.

Report dated November 01, 2012 from Chief William Blair:

Subject: TORONTO POLICE SERVICE – 2013 OPERATING BUDGET REQUEST

Recommendations:

It is recommended that:

- (1) the Board approve the Toronto Police Service's 2013 net operating budget request of \$949.1 Million (M), which is \$21.3M or 2.3% over the City's 0% target;
- (2) the Board approve budgeting to a deployment target of 5,400 officers, which is 204 positions below the approved establishment;
- (3) the Board approve a revised civilian establishment of 2,061, which is a reduction of one from the current establishment;
- (4) the Board forward a copy of this report to the City's Deputy City Manager and Chief Financial Officer for information; and
- (5) the Board forward a copy of this report to the City Budget Committee for approval.

Financial Implications:

The Toronto Police Service's (Service) 2013 operating budget request is a net amount of \$949.1M (\$21.3M above the City target of 0% or \$927.8M). It should be noted that the \$21.3M increase over the City's 0% target includes \$24.8M in collective agreement obligations negotiated by the Board. Excluding the collective agreement impact, the Service's budget request would have been \$3.5M below the City's 0% increase target.

This request excludes any 2013 impact from the Senior Officers' Organization (SOO) salary settlement, as contract negotiations between the Board and the SOO have not yet been concluded.

The 2013 request does not achieve the City's 0% target increase, as meeting that target would involve significant staffing reductions. These reductions would seriously impact the Service's ability to provide adequate and effective public safety services to the City of Toronto, and would adversely affect our ability to work with our community partners and stakeholders to continue to keep Toronto as safe as possible.

A summary of the Service's 2013 net operating budget request is provided in Table 1. Attachment A provides a detailed summary of the information provided in the remainder of this report and the 2014 and 2015 budget outlooks.

Table 1 - 2013 Budget Request Summary

	Comparison to Target		
	\$Ms	\$ change	% change
2012 Approved Net Budget	\$933.9		
2011 and 2012 impact of Senior Officer Salary Settlement	\$1.8		
2012 Adjusted Net Budget	\$935.7		
Less Lifeguards and Crossing Guards	-\$7.9		
2013 City Target	\$927.8		
2013 impact of Toronto Police Association collective agreement		\$24.8	2.6%
Net impact of salary costs		-\$7.9	-0.8%
Negotiated benefits (includes contributions to benefit-rel'd Reserves)		\$3.6	0.4%
Pension and statutory deductions impacts (EI, CPP, OMERS)		\$6.3	0.7%
Other impacts		-\$5.5	-0.6%
Amount above City 0% increase target		\$21.3	2.3%
Recovery for Lifeguards and Crossing Guards from City		-\$7.9	-0.8%
Increase after recovery from the City		\$13.5	1.4%
2013 Adjusted Net Budget Request	\$949.1		

The 2013 target provided by the City is \$927.8M (the 2012 approved operating budget, less the cost of lifeguard and school crossing guard programs, which will be funded by the City beginning in 2013). Therefore, the Service's net operating budget request of \$949.1M is \$21.3M (or 2.3%) above the City's 0% target.

Background/Purpose:

The purpose of this report is to provide the Board with the Service's recommended 2013 operating budget request. The report includes information on the level of funding required to provide adequate and effective public safety services to the City of Toronto in 2013. The recommended request has been developed based on current 2013 plans, the impact of collective agreements, anticipated pressures in contractual/mandatory accounts and applying economic factors and guidelines provided by the City.

Discussion:

The sections that follow provide some brief information on the Service's business approach and some accomplishments achieved in 2012, followed by detailed information to justify and explain the various funding requirements that make up our 2013 budget request.

Continuous Improvement Initiatives

Continuous improvement initiatives and managing for value has and will continue to be promoted across the Service to ensure the greatest return is provided on the City's and taxpayers' investment in public safety. To this end, the Service is continually looking for ways to improve the delivery of policing, support and infrastructure services, as well as management practices.

In 2012, the Service has maintained effective and efficient service to the community, while managing with a decreased level of staffing. Efficiency and effectiveness reviews have continued as part of the Chief's Internal Organizational Review (CIOR) which commenced in early 2012. These reviews are intended to identify and implement initiatives that will allow the Service to provide sustainable, efficient, effective and economical services with a lower staffing complement of 5400 officers. The Service has been committed to eliminating the need for any additional new position requests in the past few years and into the foreseeable future. This is being accomplished through the internal review of business processes, with the aim of streamlining or changing existing processes to enable the redeployment of staff time or positions. This should also assist the Service in absorbing additional workload and new resource requirements as they arise.

Technology is also being explored as an enabler to more efficient and cost-effective services with less reliance on human resources. The technological initiatives being explored will require some level of up-front investment, and in some cases, enabling legislation.

Provincial funding has also been leveraged to ensure the Service is able to continue the Toronto Anti-Violence Intervention Strategy (TAVIS), including the placement of dedicated School Resource Officers in various high schools. Other provincial grants have also subsidized our ability to increase officer presence in communities, as well as the engagement of and developing relationships with citizens and other stakeholders.

Key accomplishments in 2012 include the following.

- Prisoner Management – this initiative was approved and implementation commenced in September 2012. It involves the transfer of prisoner management functions in divisions to court officers. A review of court officer functions was conducted to ensure the Service was focussing on the core business of court security, and eliminated some functions that court officers performed. This freed up court officer positions that could be redeployed to the divisions to fulfil prisoner management functions (which did not require a uniform officer), which in turn has allowed the Service to redeploy police officers to the front-line;

- Computer hardware reduction initiative – the Service conducted a review of workstations and laptops, and was able to reduce this inventory by approximately 10%, therefore saving replacement and maintenance costs. A printer assessment is currently in the process of being completed and should result in a reduction in this equipment as well;
- Project Summer Safety – the seven-week initiative, rolled out at the end of July in response to several violent gang-related crimes in the City, aimed to improve safety in our communities and increase positive engagement between officers and members of the public. To assist in accomplishing this goal, the Service redeployed officers to high-priority neighbourhoods and backfilled the officers through the use of compulsory overtime. The initiative allowed the Service to deploy up to 329 officers in communities at various points in time, and proved to be very successful in reducing crime and victimization during the term of the program;
- Crime mapping tool – a tool to monitor and track sex crimes and offenders was recognized with the Pitney Bowes Software People’s Choice Meridian Award;
- Personnel-related on-line services – the Human Resources self-serve portal has gone live, including ePay and eRecruit. Pay advices and T4s, for example, are now provided online, significantly reducing paper/envelopes and eliminating the need for the pay advices and T4s to be printed, inserted into envelopes and disseminated to members.

Major Crime Indicators

Seven major crime indicators are used as a key barometer of crime within the City. Table 2 indicates that major crime is down in almost every category, and that overall major crime has decreased by 9% in 2012, compared to 2011 (as of September 30, 2012).

Table 2 - Major Crime Indicators - as at September 30

Offence	2010	2011		2012	
	Total	% Chg	Total	% Chg	Total
Murder	48	-25%	36	11%	40
Sex Assault	1,315	5%	1,383	-11%	1,227
Assault	13,293	-2%	13,057	-12%	11,524
Robbery	3,131	-2%	3,058	-1%	3,037
Break and Enter	5,968	-9%	5,411	-5%	5,129
Auto Theft	3,435	-9%	3,130	-13%	2,708
Theft Over	672	-11%	600	-8%	553
Total	27,862	-4%	26,675	-9%	24,218

In addition, quality of life indicators (e.g. child abuse, domestic violence, frauds) are down 14% when compared to the same period last year.

All of these indicators can and are used to measure how safe a city is, which in turn is one of the factors that impact quality of life, entertainment, economic development and tourism in a city. A safe city is therefore an important factor in terms of where people live, play, invest, do business and visit. Toronto is one of the safest cities in North America, and the Toronto Police Service

has and will continue to work hard with its community partners and other stakeholders to keep it that way.

City Target and Guidelines

City Finance has identified a 0% increase target (at a minimum) for all Agencies, Boards, Commissions and Departments (ABCDs). During discussions of the 2013 operating budget with City Finance, the Service identified that the lifeguard and school crossing guard programs are not a core policing service, and therefore should not be reflected as a cost to the Service. As a result, the 2013 budget request includes an inter-departmental recovery for these programs. This recovery reduces the Service's budget by \$7.9M. However, this amount must still be funded by the City, and therefore does not result in overall savings. As a result, the Service's target set by City Finance is \$927.8M (the 2012 approved operating budget, less the cost of lifeguard and school crossing guard programs).

City Finance guidelines also instructed that the following factors be considered:

- implementation of Core Service Review / Efficiency Review savings;
- implementation and/or follow up of the User Fee Policy;
- historical spending patterns;
- previous year target achievements (10%);
- operating impacts from capital; and
- service level reduction reversals post 2012 budget approval.

Additional, specific guidelines that pertain to the Service include:

- budget for known wage settlements;
- budget for fringe benefit requirements based on 2012 projected actual experience, not to exceed 27.40% of salaries and wages;
- adjust salary budgets for known and unplanned gapping; and
- apply economic factors provided by the City for specific accounts (e.g. gasoline, hydro).

2013 Operating Budget Development Process

The Service has taken all of the City's guidelines into consideration, and in addition to those guidelines, has developed the 2013 operating budget request based on the following actions and directions:

- resume hiring of uniform officers to return to and sustain an average deployed strength of 5,400 officers;
- further reductions to premium pay and non-salary related accounts;
- accounts projected based on year-end 2011 information, year-to-date 2012 information, and known changes;
- no new/enhanced services/initiatives; and
- operating impacts from capital reviewed and minimized wherever possible.

The Service's 2013 budget request was presented and reviewed with the Board's Budget Sub-Committee (BSC).

Three preliminary meetings were held with the BSC, from April to June 2012, to discuss the preliminary 2013 request. A detailed Service budget was developed at the unit level, reviewed by respective Staff Superintendents and Directors and Command Officers, and then collectively by the Chief and Command, from April to August 2012. In September 2012, a detailed 2013 operating budget binder was provided to each Board member, the City Budget Committee members assigned to review the Service budget request, and City Finance staff. This binder provided line-by-line budgets for each unit in the Service, as well as organization charts and narratives for each unit. As part of the budget review process, seven meetings of the BSC were held, during which:

- the overall Service budget was presented and discussed;
- each Command Officer provided a presentation on their specific Command's activities, initiatives and pressures, as well as budget specifics;
- the overall line-by-line budget was reviewed and discussed;
- a presentation detailing Service revenues was provided;
- operations of selected divisions were presented and discussed; and
- options for and the ability to achieve any further significant reductions were discussed.

Answers to all of the questions and additional information requested by the BSC were provided to the members in writing. In addition, questions asked by City staff and the City Budget Chief were also provided to the BSC for their information and consideration.

2013 Operating Budget Request

The 2013 net operating budget request of \$949.1M will result in the Service attaining an average deployed strength of 5,350 officers in 2013 (which is 50 below the average budget target of 5,400), as well as services, supplies and equipment required to effectively support operations.

The uniform staffing deployment target approved by the Board and City Council is currently 5,604. Given the City's current financial situation, and taking into consideration anticipated staffing efficiencies arising from the CIOR, the Service is recommending a budget that would enable the provision of public safety services with 5,400 uniform officers. This is the level of staffing required to maintain the current level of service, and enable the Service to continue working with the community and its City partners to keep Toronto as safe a city as possible.

Figure 1 indicates that, on a gross basis, 89.0% of the Service's budget is for salaries, benefits, and premium pay (court attendance, callbacks and required overtime). The remaining 11.0% is required for the support of our human resources in terms of the replacement/maintenance of the

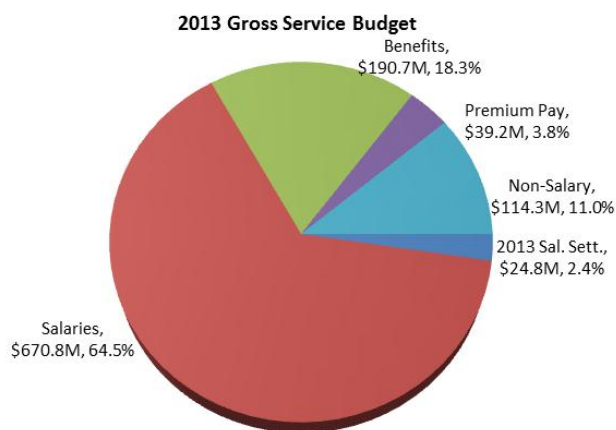


Figure 1. Overall Budget Request

vehicles, equipment, technology and information they use, facilities they work in, mandatory training they require, etc.

Table 3 below summarizes the current 2013 request by category of increase, followed by a discussion on each category.

Table 3 - Summary of 2013 Budget Request By Category of Increase

	2013 Request \$Ms	\$ Increase / (Decrease) over 2013 City Target	% Increase / (Decrease) over 2013 City Target
2012 Net Budget - \$935.7M			
(a) Estimated Impact of 2013 Salary Settlement	24.8	\$24.8	2.6%
(b) Salary Requirements	670.8	-\$7.3	-0.8%
(c) Premium Pay	39.2	-\$0.6	-0.1%
(d) Statutory Deductions and Fringe Benefits	190.7	\$8.7	0.9%
(e) Reserve Contributions	34.6	\$1.8	0.2%
(f) Other Expenditures	<u>79.8</u>	-\$0.1	<u>0.0%</u>
2013 Gross Budget Request	\$1,039.9	\$27.3	2.9%
(g) Revenues	- 82.9	-\$6.0	<u>-0.6%</u>
Amount above target		\$21.3	2.3%
(h) School crossing guard / lifeguard program	- <u>7.9</u>		
2013 Net Budget Request	\$949.1		

(a) Estimated Impact of 2013 Salary Settlement

The current collective agreement with the Toronto Police Association (TPA) will expire on December 31, 2014, while the agreement with the SOO expires on December 31, 2012. The SOO contract for 2013 is still under negotiation. The 2013 operating budget request includes estimated impacts for the TPA contract, but excludes the cost impact from the SOO contract. The 2013 net impact for the TPA contract is estimated at \$24.8M. City Finance has indicated an amount will be set aside in the City's non-program budget to fund any potential settlement from the SOO.

(b) Salary Requirements

The total salary budget for 2013 (exclusive of the impact of the salary settlements) is \$670.8M. This budget represents a decrease of \$7.3M (a 0.8% decrease over the Service's total 2012 operating budget). Table 4 provides a summary of changes in this category, each of which is discussed in detail below.

Table 4 - Breakdown of Salary Requirements

	Change \$Ms
- Human Resource strategy for uniform members	
- 2013 annualized impact of December 2012 replacements	\$5.4
- 2013 impact of 2013 replacements	\$5.8
- 2013 annualized savings from 2012 separations (projected at 175)	-\$9.9
- 2013 part-year savings from separations (180 officers)	-\$9.6
- 2012 annualized and 2013 part-year reclassification costs	\$3.7
- Impact of leap year in 2012	-\$1.7
- Net Other Changes (e.g., in-year job reclassifications, chg in leaves, etc.)	-\$1.0
Total	-\$7.3

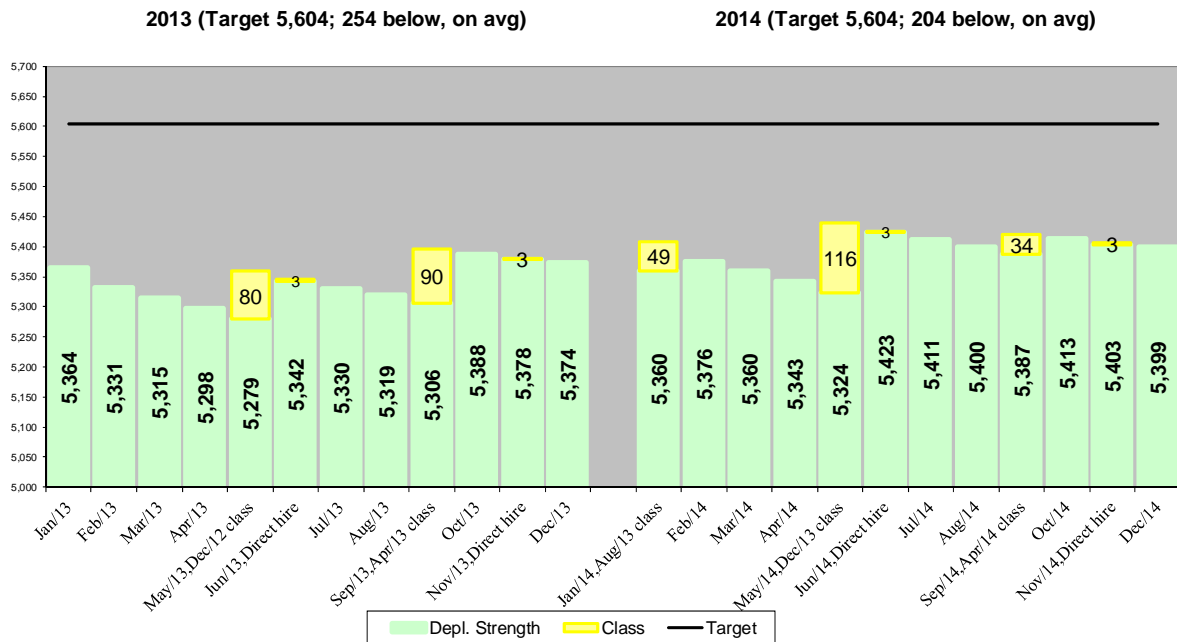
- Human Resource (HR) Strategy for Uniform Members: The current Board and City approved establishment and deployed target is 5,604 (including the TAVIS-funded School Resource Officers). The Service normally plans class sizes for the three intake classes held annually by the Ontario Police College (in April, August, December) with the goal of maintaining an average deployed strength equal to the target. In light of budget pressures, the Service has not hired any uniform officers since December 2010. Since separations (retirements and resignations) have continued to occur, the year-end deployed strength for 2012 is projected to be 5,378. This is 226 officers below the approved establishment of 5,604.

The Service's 2013 budget request assumes that hiring will resume with a class of 80 recruits in December 2012, and classes in each of the three intakes in 2013, with the objective of reaching an average deployed strength of 5,400 in 2014. The annualized cost of the December 2012 recruit class is \$5.4M. The part-year cost of the 2013 hires is \$5.8M.

2012 separations are projected at 175 (compared to 200 as budgeted for in 2012). 2013 separations are projected at 180. Resignations and retirements occur throughout the year. Given that the Service budget is based on the timing of hires and separations, the impacts from 2012 must be annualized in the following year. The 2013 annualized net impact of 2012 separations results in a budget reduction of \$9.9M. The part-year savings of 180 officers leaving in 2013 is estimated at \$9.6M.

Figure 2 depicts the net impact of separations and hires in each month for 2013 and 2014, based on the assumptions identified above.

Figure 2. Deployed Strength Projections, 2013 and 2014



Officers are hired at a recruit salary rate, and continue to move up through the ranks. This creates annual budget pressures until officers become first-class constables (a four-and-a-half year process from date of hire). The cost of reclassifications for officers hired in 2010 and in previous years is \$3.7M in 2013.

- HR Strategy for Civilian Members: The 2012 Board-approved civilian establishment is 2,062. This establishment pertains to the permanent full-time complement of the Service and excludes part-time and temporary personnel. Permanent staff for the Board office and Parking Enforcement unit are also excluded as these units have separate operating budgets.

The Facilities Management (FCM) unit currently has two vacant positions. The Service has committed to reviewing vacant positions and only request to fill critical needs. As a result, FCM conducted a review of the services they provide and how best to deliver the services. FCM has 11 established positions: 6 positions responsible for management of facility projects and renovation work (a manager, a senior project coordinator, 3 project supervisors and an asset clerk), and 5 positions providing security system, custodial and administrative services (3 custodians, a security administrator and a clerk). The review identified a new model that could deliver the required services and reduce the approved establishment by one position. This model would eliminate the three project supervisor positions, and the asset clerk, and add a second senior project coordinator and two project coordinators. This structure would more equitably distribute responsibility for major construction/renovation work between two senior project coordinators, and place responsibility for minor renovation projects with the two project coordinators. This in turn improves knowledge transfer and the ability for succession planning.

Two project supervisor positions are currently vacant, and the proposed new structure could be moved to in two phases. The first phase would see the deletion of one project supervisor position and the change of a second project supervisor position to a senior project coordinator position. This would result in the deletion of one established position and savings of \$40,000, which has been included in the 2013 operating budget request.

Civilian separations in 2013 are estimated at 90, based on historical experience. An average six-month salary gap is assumed for each anticipated vacancy (with the exception of positions that must be fully staffed, such as Communication Operators and Court Officers). The filling of civilian vacancies will be delayed wherever possible, the exception being those positions that must be filled to meet a critical operational, legislative and or risk management need. Civilian gapping in 2013 is at 3.9% and represents a savings of \$7M. The gapping percentage and related savings is unchanged from 2012 and therefore there is no impact in 2013. As with uniform personnel, civilian separations are monitored very closely and the Board will be updated on any significant change to this estimate through the budget variance reports.

- Leap Year: Salaries are budgeted based on the number of days in the year; therefore, any leap year budget includes a one-time increase for the extra day. The \$1.7M one-time increase for the 2012 year has been reduced in the 2013 operating budget request.
- Net Other Changes: The mix of personnel in the Service changes from year-to-year. For example, as officers with retention pay retire from the organization, the average salary becomes slightly lower. The salary budgets are also comprised of various other expenditures (e.g., acting pay and other premiums on salaries, as well as temporary salaries for school crossing guards, lifeguards, etc.). In total, net other changes in all salary accounts result in a reduction of \$1.0M in 2013.

(c) Premium Pay

Premium pay is incurred when staff are required to work beyond their normal assigned hours for extended tours of duty (e.g., when officers are involved in an arrest at the time their shift ends), court attendance scheduled for when the officer is off duty, or callbacks (e.g., when an officer is required to work additional shifts to ensure appropriate staffing levels are maintained or for specific initiatives). Figure 3 provides a breakdown by category of premium pay.

The 2011 and 2012 premium pay budgets were reduced by a total of \$5.8M (14.5%) to address budget pressures. Given the Service's goal to

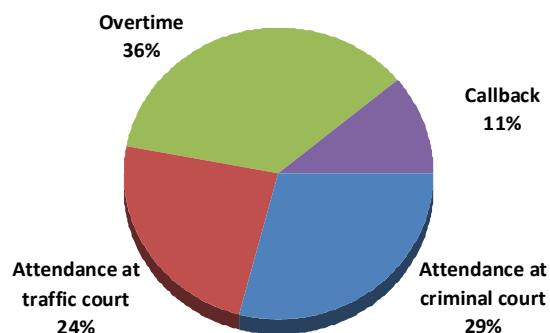


Figure 3. Premium Pay by Reason of Expenditure

limit the increase to the 2013 operating budget request, the premium pay budget (excluding off-duty court attendance) is being reduced by a further \$0.6M. It should be noted that the combined impact of reductions from 2011 to 2013 represents a decrease of approximately 16% from 2010 (after adjusting for salary settlements, and excluding the impact of off-duty court attendance).

Further reductions in premium pay would impact the operational effectiveness of officers, as there would be fewer available hours to complete investigative work. In addition, the Service's ability to absorb the impact of major unplanned events (e.g. demonstrations, emergency events, high profile homicide/missing persons) could be reduced. These unplanned events require the utilization of off-duty officers which results in premium pay costs. Further reductions in premium pay are therefore, not recommended.

(d) Statutory Payroll Deductions and Fringe Benefits

This category of expenditure represents an increase of \$8.7M (a 0.9% increase over the Service's total 2012 budget). As shown in Figure 4, fringe benefits for the Service are comprised of statutory payroll deductions and requirements as per the collective agreements.

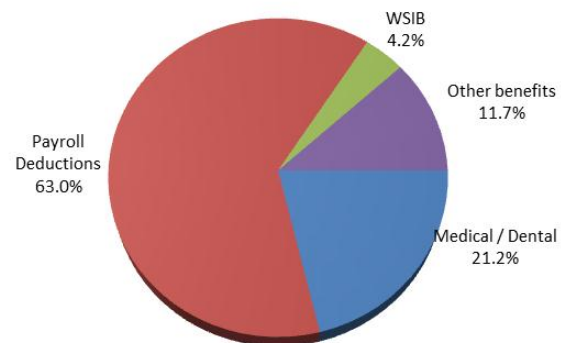


Figure 4. Breakdown of Statutory Deductions and Fringe Benefits

- Ontario Municipal Employees Retirement System (OMERS):

In 2011, OMERS announced a three-year contribution rate increase for members and employers. For 2013 the cost of the rate increase is estimated at \$5.6M. It is anticipated that this is the last year for contribution rate increases.

- Other Payroll Deductions: Other statutory payroll deductions (EI, CPP and EHT) are based on specific formulae that are affected by gross salaries. The rates for Canada Pension Plan (CPP) and Employment Insurance (EI) are adjusted annually. It is anticipated (based on previous federal government announcements) that EI rates will be increasing in 2013, and that the Yearly Maximum Pensionable Earnings (YMPE) will be increasing slightly. Taking these changes into consideration, total costs are projected to increase by \$0.7M.
- Medical/Dental Coverage: The budget for these benefits is based on the cost of drugs and services, dental fee schedule, utilization rates and administration fees. Costs for drugs and dental services are based on the average increase experienced over the last four years, and are projected to increase by \$2.3M.

- Workplace Safety and Insurance Board (WSIB): The budget for medical, pension and administration costs for WSIB is based on the Service's historical trends for these expenditures. The 2013 budget is expected to decrease by \$0.1M.
- Net other changes to benefits: The remaining \$0.2M increase for benefits is primarily a result of changes in costs in other accounts that are administered by the Service's benefits service provider (retiree medical / dental and group life insurance), as well as some increases in other minor accounts.

(e) Reserve Contributions

The Service contributes to reserves through provisions in the operating budget. All reserves are established by the City. The City manages the Sick Pay Gratuity and Insurance reserves, while the Service manages the remaining reserves (i.e., Vehicle & Equipment, Legal, Central Sick Bank and Health Care). The total 2013 budget for contribution to reserves is \$34.6M. This budget represents an increase of \$1.8M over the 2012 contribution amount (a 0.2% increase over the Service's total 2012 operating budget). The 2013 reserve contribution increase is due to the following:

- Sick Pay Gratuity Reserve: Following a detailed review of this reserve by the City several years ago, the Service was advised that the contribution to the Sick Pay Gratuity reserve should be increased by \$6.5M annually. Based on budget discussions with City staff, this increase has been deferred in the last three years due to overall budget pressures. The Service received approval from City Council to apply a portion of its 2011 operating budget surplus to fund the required contributions for 2012 and 2013. As a result, a zero increase has been included in the 2013 budget. However, the outlook for 2014 includes an increase of \$6.5M. At some point, the required contribution to meet the Service's current and future sick pay gratuity obligations must be made and included in the Service's budget base. Otherwise, we are simply deferring and continually increasing the additional contributions that will be required in the future.
- Central Sick Bank Reserve: This reserve funds salaries for staff that have exhausted regular sick time and are on long-term sick leave. Funding for this reserve is dictated by the collective agreement. The most recently negotiated agreement has determined that the Board is required to fully fund this obligation. Based on projected spending and balance in this reserve, contributions for 2013 have remained the same.
- Vehicle and Equipment Reserve: This reserve is used to fund the lifecycle replacement of our fleet of vehicles, information technology equipment, and various other equipment items. Each item identified to be funded from this reserve is analyzed to determine lifespan and specific replacement requirements, which in turn determines the level of contribution required annually to enable the replacement. The lifecycle replacement strategy for information technology-related equipment started in 2006, and one of the first steps in the strategy was to review the lifecycle of various equipment to mitigate funding increases. However, required increases to contributions for this reserve have been deferred in recent years, and it is anticipated that these increases will be an on-going

pressure for the Service's operating budget until approximately 2017. While this approach will create an operating budget pressure each year, it reduces the Service's capital requirements, stabilizes expenditures in the long term, and is consistent with the City's approach for IT equipment replacement. A \$0.8M increase is budgeted for 2013 for this reserve, to ensure planned expenditures can be accommodated.

The Service is undertaking a review of its vehicle and equipment requirements to determine if the level of these assets can be further reduced and/or their lifecycle replacement further extended. Any impacts from this review will be reflected in future budget requests, in terms of reduced annual contributions to this reserve.

- Health Care Spending Account (HCSA) Reserve: This reserve has been established to fund the long-term funding requirements for the post-retirement health care benefit negotiated by the Board and the TPA/SOO in the previous collective agreements. In 2011, contributions were reduced from \$0.8M to \$0.3M due to budget pressures. In 2012, the remaining \$0.3M contribution was reduced to zero, again to address budget pressures. This short-term reduction was able to be accommodated as the HCSA was sufficiently funded at the time. However, in order to ensure the long-term viability of this reserve, a budgeted contribution of \$1.0M is required for 2013.
- Legal Reserve: This reserve has been established to fund on-going legal indemnification and other legal costs to the Service. Based on projected spending in this reserve, contributions for 2013 have remained the same.

(f) Other Expenditures

The remaining expenditure categories include the materials, equipment and services required for day-to-day operations. Wherever possible, accounts within this category have been flat-lined to the 2012 level or reduced even further. Changes have only been included where considered mandatory, and one-time reductions have been taken into account where applicable. The total decrease for these expenditures is \$0.1M. The following summarizes the most significant changes:

- Caretaking, Maintenance and Utility Costs for TPS facilities (increase of \$0.3M): During 2012 the City commenced a phased contracting out of custodial services at Service facilities. Part-year savings were already reflected in the 2012 operating budget and the 2013 request continues to reflect a further savings of \$0.1M. These savings have been offset by increased costs for maintenance and utilities of \$0.4M.
- Gasoline (decrease of \$0.4M): The Service obtains its gasoline requirements based on a joint contract coordinated by the City. The Service budgets for gasoline based on anticipated consumption and a cost-per-litre established by the City. The City's Emergency Medical Services (EMS) accesses the Service's fuel sites for their gasoline requirements and reimburses the Service for the actual cost of gas used. The savings in this account are a result of a budgeted decrease in EMS usage resulting in a \$0.5M

savings. This savings is offset by a decrease in the revenue category (recovery from EMS), resulting in a net zero change to the total 2013 budget.

- Uniforms (increase of \$0.9M): The 2012 budget did not include any costs to outfit new recruits for police officers. The increase in 2013 is mainly a result of the costs associated with outfitting the anticipated recruit classes during 2013.
- Equipment replacement (increase of \$0.2M): The Service maintains equipment budgets for items that are not managed through the Vehicle and Equipment Reserve, either due to their specialized nature or low-cost-per-item. The increase in 2013 is to replace wireless microphones that are part of the In-Car Camera system.
- Telephone Data Lines (decrease of \$1.2M): Most of the decrease is attributable to a new telephone contract, which the Service entered into in partnership with the City of Toronto.
- Consulting (increase of \$0.8M): Consulting includes charges for various professional and technical services provided by firms or agencies external to the Service. The main increase in 2013 is related to hiring costs for new recruits (advertising, fitness testing, psychological testing etc.), the upgrade of the Computer-Aided Dispatch system (required every four years) and implementation costs related to Cogeco fibre connections.
- Courses, seminars and conferences (increase of \$0.1M): Training costs were significantly reduced as part of the 2012 budget request. A portion of the decrease related to training costs as a result of no recruits being hired in 2011 or 2012. The increase is required in 2013 to restore the funding for the anticipated recruit classes during 2013.
- Vehicles (preparation, parts, tires, and rental - decrease of \$0.3M): These accounts have been reduced based on historical spending and specific reductions where possible.
- HST on parking taxable benefit (increase of \$0.3M): The Canada Revenue Agency completed its audit of the parking taxable benefit during 2011. The Service has since been notified that the parking taxable benefit is subject to the Harmonized Sales Tax. The budgeted impact for 2013 is \$0.3M.
- Net other changes (decrease of \$0.8M): In addition to the specific accounts listed above, the non-salary accounts are comprised of many different type of expenditures, including materials and supplies (such as office supplies, health and safety supplies, and fingerprinting supplies) and services (such as repairs to equipment, telephone lines and air time for cell phones, and service contracts). Unit Commanders were requested to review and reduce these budgets wherever possible, and reductions of \$0.8M have been realized across more than 100 accounts.

(g) Revenue

Total revenue has been increased by \$6.0M, resulting in a 0.6% decrease over the Service's total 2012 budget.

- Provincial funding for Court Security Costs (increase of \$6.3M): In 2011, the Ontario government announced that it will be removing up to \$125M in court security and prisoner transportation costs from municipal budgets by 2018, phasing in the upload of these costs starting in 2012. Based on the upload formula that was used for 2012, the Service anticipates an increase of \$6.3M for 2013.
- Gasoline recovery (decrease of \$0.5M): As discussed earlier in this report, EMS purchases gasoline from the Service. This \$0.5M increase in revenue has a net-zero impact on the Service's budget.
- Fee Changes (increase of \$0.5M): Based on 2012 projections, revenues for fees charged by the Service are anticipated to increase by \$0.5M (primarily for criminal reference checks).
- Grants (decrease of \$1.0M): Funding for the Police Officer Recruitment Fund (PORF) is ending March 31, 2013, resulting in a loss of \$1M in revenue. Based on the current uniform hiring strategy, the Service expects to receive full funding from the provincial Safer Community grant.
- Net other changes (increase of \$0.7M): Changes in various other accounts result in a net increase in revenues. No assumptions have been made regarding potential changes to the City by-laws requiring uniformed officers to attend construction sites or other locations. Any change to these by-laws may result in decreased revenues related to the Service's paid duty administration.

(h) Lifeguard and Crossing Guard programs (increase of \$7.9M)

In an effort to concentrate on the core functions of policing, the Service has proposed divesting itself of the lifeguard and school crossing guard programs and have the appropriate City department take ownership of these functions.

The Lifeguard program provides supervision on the beaches along the shores of Lake Ontario within the City of Toronto. The Service has been administering the program since 1982, when the Service amalgamated with the Harbour Police. For part of this time, the Service received a recovery from the City for the cost of the program; however, the Service has been financially responsible for the total program since 2001. Lifeguards are trained, equipped and supervised by the Service.

The School Crossing Guard program assists children crossing at designated locations, usually in close proximity to a school. The Service has been administering the program since 1947 and Toronto is one of the only municipalities where the police administer the School

Crossing Guard program. Police officers supervise the program, determine crossing locations and relieve guards when necessary.

City staff have agreed in principal that these are not core functions of the Service. However, it has not been determined which City department would take over these functions. The Service will continue to administer these programs in the interim, and funding will be received from the City's non-program budget (a revenue increase of \$7.9M).

This chargeback reduces the Service's net operating budget request from \$957M to \$949.1M. However, as the cost will have to be sustained by the City, the reduction cannot be considered part of the Service's reduction target.

2014 and 2015 Outlooks

Attachment A provides the 2014 and 2015 outlook budgets for the Service. It should be noted that there is no contract settlement in place for 2015. The outlooks demonstrate that the Service anticipates a 4% pressure in 2014 (of which 3% is attributed to the salary settlement) and a 0.3% reduction in 2015 (prior to the impact of salary settlements).

Conclusion:

The Service's 2013 net operating budget request of \$949.1M is \$13.5M or 1.4% higher than the 2012 net operating budget of \$935.7M. This includes the \$7.9M chargeback for the Lifeguard and School Crossing Guard programs. Consequently, the increase over the City's 2013 target of \$927.8M is \$21.3M, or 2.3%.

The 2013 budget request includes the funding required to achieve an average deployed strength of 5,350 in 2013, which is 254 below the authorized target of 5,604, and 50 below the proposed target of 5,400. The budget also provides funding for the necessary supporting infrastructure (e.g., civilian staffing, equipment, services). Civilian hiring will again be deferred to the extent operationally possible in 2013. However, the Service cannot continue to not replace or significantly delay the replacement of key civilian positions without increasing legal, financial, operational and reputational risks to the Service and the Board.

It is important to note that the Service has faced on-going pressures to reduce its operating budget requirements over the last several years, while dealing with significant collective agreement impacts, which are beyond the Service's control. We have also had to address and fund inflationary and other pressures, such as benefit increases, gasoline costs, etc.

The Service has and continues to promote continuous improvement and value for money thinking across the organization to help address these on-going budgetary pressures. To this end, a number of reviews and initiatives (internal and external) have been conducted over the last several years that have resulted in efficiencies, cost savings and avoidance, as well as obtaining greater value from our people and other resources. One of the main objectives of the Chief's internal organizational review is to enable the Service to create further efficiencies that will

allow us to provide sustainable, effective and value-added public safety services with an average complement of 5,400 uniform officers.

Table 5 summarizes budget increases over the last several years, and Attachment B provides more detailed information with respect to the breakdown of the overall increases.

Table 5 – Summary of Year-Over-Year Change - Net Operating Budget (\$Ms)

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013 Req.
Net Budget	677.5	716.1	752.4	786.2	822.0	854.8	888.2	930.4	935.7	949.1
\$ Increase		38.6	36.3	33.8	35.8	32.8	33.4	42.2	5.3	13.5
Total % increase		5.7%	5.1%	4.5%	4.6%	4.0%	3.9%	4.9%	0.6%	1.4%
Collective Agreement (% impact)		3.8%	3.1%	2.8%	3.1%	2.0%	3.2%	3.5%	2.5%	2.6%
Other (% impact)		1.9%	2.0%	1.7%	1.5%	2.0%	0.7%	1.4%	-1.9%	-1.2%

Based on the above chart and the more detailed information in Attachment B:

- Approximately \$213M or 78% of the total budget increase of \$272M from 2004 to 2013 (based on the recommended 2013 operating budget request) is attributable to salary and benefit increases that have arisen from negotiated and arbitrated collective agreement settlements between the Board and the TPA and SOO. As previously indicated, these significant increases, which account for most of the Service's budget increases since 2004, have been and are beyond the control of the Service.
- \$59M or 22% is related to other non-collective agreement increases. Of this total, \$12M or 5% is related to the hiring of sworn and court officers approved by the Board and the City during this time period, due to increases in the number of court rooms by the province.
- The remaining \$47M or 17% is for increases in non-salary accounts, such as caretaking/utilities, information system maintenance contracts, gasoline, telephones, uniforms and vehicle/communication equipment parts. The non-salary percentage increases from 2004 to the preliminary 2013 average less than 1% over that period, which is below the average rate of inflation over that same period.

As previously indicated, if the collective agreement impact was excluded, the Service's operating budget request would be \$3.5M or 0.4% below the City's 0% target of \$927.8M.

In 2011 and 2012, the Service did not hire any additional uniform officers, deferred civilian hiring as much as possible, and reduced non-salary accounts significantly. With respect to 2013, all possible further reductions have been incorporated into the Service's recommended budget request. Any permanent staffing reductions and the continued deferral of hiring in 2013 will have significant operational, legislative, financial and risk management implications, and will

impact the Service's ability to provide adequate and effective policing services. Such a reduction is therefore strongly not recommended.

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

Report dated November 01, 2012 from Chief William Blair:

Subject: TORONTO POLICE SERVICE PARKING ENFORCEMENT UNIT –
2013 OPERATING BUDGET REQUEST

Recommendations:

It is recommended that:

- (1) the Board approve a 2013 net Operating Budget request of \$43.4 Million (M), a \$1.3M (3.2%) increase over the 2012 net budget;
- (2) the Board forward a copy of this report to the City's Deputy City Manager and Chief Financial Officer for information; and
- (3) the Board forward a copy of this report to the City Budget Committee for approval.

Financial Implications:

The Toronto Police Service's Parking Enforcement Unit's (PEU) 2013 net operating budget request is \$43.4M (\$45.0M gross). This request includes the 2013 impact of the labour contract settlements for Toronto Police Association (TPA) members, and represents an increase of \$1.3M (3.2%) over the 2012 net operating budget of \$42.1M.

Background/Purpose:

This report provides the Board with information on PEU's 2013 net operating budget request for consideration and approval.

Discussion:

The PEU assists with the safe and orderly flow of traffic by responding to parking concerns and enforcing applicable municipal by-laws. The unit also provides operational support to the Toronto Police Service (Service). The PEU operating budget is separate from the Service's operating budget, and is included in the City's consolidated Parking Tag Enforcement Operations budget.

Guidelines:

Each year, City Finance issues general guidelines for budget development. For 2013, City Finance directions and guidelines include:

- develop a 2013 Operating Base Budget based on the reported 2013 Outlook and the economic factors provided by City Finance;
- budget cost of living allowance (COLA) for unionized employees where known;
- calculate merit and step increases on a person-by-person basis;
- maintain the 2012 gapping rate (at a minimum) for 2013;
- continue hiring slowdown and complement management strategies;
- calculate fringe benefits based on 2012 projected actual experience, but not to exceed 27.4% for permanent employees; and
- only consider new or enhanced services that are fully non-tax funded.

City Finance has confirmed that there is no 2013 reduction target for PEU.

2013 Operating Budget Development Process:

The Service has complied with the City guidelines, as appropriate, and the PEU's 2013 operating budget has been developed based on the following Service assumptions/guidelines:

- no additional positions added to PEU's staffing complements;
- replacement of Parking Enforcement Officers (PEOs) continues, based on attrition estimates;
- accounts projected based on year-end 2011 information, year-to-date 2012 information and known changes; and
- no new initiatives.

2013 Operating Budget Request:

The 2013 operating budget request of \$45.0M (gross) and \$43.4M (net) includes the funding required to maintain an average deployed strength of 357 PEOs (the approved deployment target), as well as services and equipment required to effectively support operations.

Figure 1 indicates that, on a gross basis, 83.6% of PEU's budget is for salaries, premium pay and fringe benefits and the remaining 16.4% is required for the support of our human resources in terms of the vehicles, equipment and technology they use, facilities they work in and training they require.

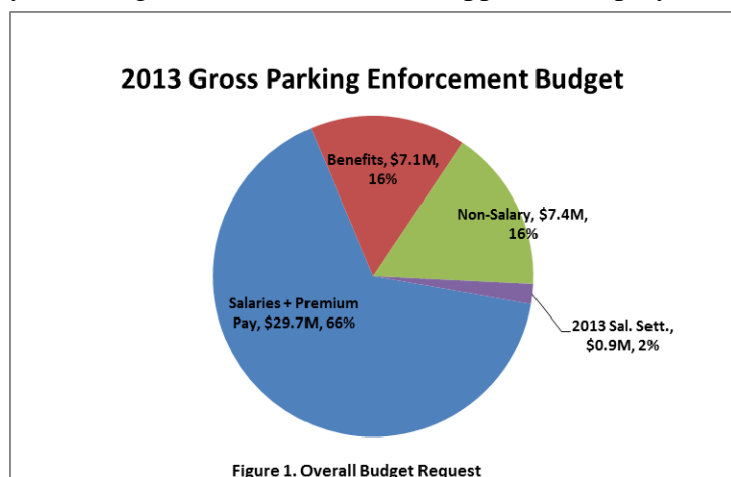


Table 2 below summarizes the current 2013 request by category of change, followed by a discussion on each category.

Table 2 - Summary of 2013 Budget Request By Category of Change

	Request \$000s	\$ Increase / (Decrease) over 2012	% Increase/ (Decrease) over 2012
2012 Approved Budget - \$42,063.4			
(a) Impact of 2013 TPA Collective Agreement	\$900.2	\$900.2	2.1%
(b) Salary and Premium Pay Requirements	\$29,659.7	\$32.1	0.1%
(c) Statutory Deduction and Fringe Benefits	\$7,083.1	\$376.3	0.9%
(d) Reserve Contributions	\$2,303.8	\$0.0	0.0%
(e) Other Expenditures	<u>\$5,072.1</u>	<u>\$31.9</u>	<u>0.1%</u>
2013 Gross Budget Request	\$45,018.9	\$1,340.5	3.2%
(f) Revenues	<u>(\$1,615.0)</u>	<u>\$0.0</u>	<u>0.0%</u>
Total 2013 Budget Request	\$43,403.9	\$1,340.5	3.2%

(a) Impact of 2013 Collective Agreement (\$0.9M)

The 2011 to 2014 contract with the Toronto Police Association (TPA) was ratified by the Board at its *in camera* meeting held June 9, 2011 (Min. No. C188/11 refers). The 2013 impact is \$0.9M (a 2.1% increase over PEU's total 2012 operating budget).

(b) Salary and Premium Pay Requirements (\$29.7M)

The 2013 PEU budget reflects an establishment of 394. Included in the establishment is a staff complement of 357 PEOs. The total salary and premium pay budget for 2013 (exclusive of the impact of the TPA collective agreement) is \$29.7M, and assumes that the replacement of PEOs continues, based on attrition estimates. This budget represents a \$32,100 increase (a 0.1% increase over PEU's total 2012 budget).

(c) Statutory Payroll Deductions and Fringe Benefits (\$7.1M)

This category of expenditure represents an increase of \$0.4M (a 0.9% increase over PEU's total 2012 budget). Fringe benefits are comprised of statutory payroll deductions and requirements as per the collective agreements.

Based on information provided by the Ontario Municipal Employees Retirement System (OMERS) in 2010, the contribution rate is anticipated to increase by a further 0.9% of salaries effective January 2013. Taking into consideration projected 2013 salaries and the anticipated rate increase from OMERS, an additional \$0.3M is required for pension contributions in 2013. The remaining \$0.1M increase is due to inflationary increases in the medical and dental accounts.

(d) Reserve Contributions (\$2.3M)

PEU contributes to reserves and reserve funds through provisions from its operating budget. All reserves and reserve funds are established by the City. The City manages the Sick Pay Gratuity and Insurance reserves, while the Service manages the remaining reserves (i.e., Vehicle & Equipment and Central Sick Bank). The total 2013 budget for contribution to reserves is \$2.3M. This budget is unchanged from the 2012 operating budget.

(e) Other Expenditures (\$5.1M)

Other expenditure categories include the materials, equipment and services required for day-to-day operations. Wherever possible, accounts within this category have been flat-lined to the 2012 level. Changes have only been included where considered mandatory and one-time reductions have been taken into account where applicable. The total increase for these expenditures is \$31,900 (a 0.1% increase over PEU's total 2012 budget), as a result of inflationary pressures.

(f) Revenues (\$1.6M)

Revenue is comprised of draws from reserves and towing/pound administrative recoveries and total revenue for PEU remains unchanged.

2014 and 2015 Outlooks:

City Finance has requested that budget outlooks for 2014 and 2015 be provided for each budget. Based on known pressures and inflationary increases, the current estimate for 2014 is \$44.7M (\$1.3M or 2.9% over 2013) and for 2015 is \$46M (\$1.3M or 2.9% over 2014).

Impact of Board Budget Sub-Committee's Recommendation:

The Board's Budget Sub-Committee (BSC), at its October 24, 2012 meeting, recommended to the Board that "the Chief ... freeze all TPS and Parking Enforcement Unit civilian hiring in 2013."

PEU schedules one recruit class per year and hires the appropriate number of officers to ensure that, on average, it is at its full complement of officers during the year. The size of the recruit class is based on projected separations for the year, and the recruit class is hired at the end of the year. PEU is planning on hiring 27 PEOs in December 2012. The 2013 operating budget includes \$2.1M to fund salaries, benefits, and other costs (such as training) for this class. Not hiring this class would reduce the 2013 budget by this amount. A similar impact of not hiring a fall 2013 class would be realized for the 2014 budget.

A reduction in the number of PEOs would have a direct impact on enforcement activities, including issuance of parking tags, ensuring safe and unobstructed movement of vehicular and pedestrian traffic, stolen vehicle recovery and other operational support to the Toronto Police Service. On average, each PEO writes 7,500 tags annually. Consequently, having 27 fewer

officers would reduce the budget by about \$2.1M. However, the lower number of officers will also reduce the number of tags issued by approximately 200,000, which would in turn reduce gross revenue to the City by approximately \$6.5M. Assuming a collection rate of about 80%, net revenue from collections would be approximately \$5.2M lower.

Conclusion:

PEU's 2013 net operating budget request of \$43.4M is \$1.3M or 3.2% higher than the 2012 net operating budget of \$42.1M. \$0.9M or 70% of the increase is attributable to the collective agreement salary and benefit increases. The 2013 budget request includes the funding required to maintain the targeted level of parking enforcement officers, as well as the necessary supporting infrastructure. No additional positions have been included in the budget request.

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

**Attachment to the Chair's report
dated October 25, 2012 with regard to the response to questions pertaining
to the Toronto Police Service's 2013 operating budget request**



STAFF REPORT ACTION REQUIRED

Toronto Police Service: Response to Questions Pertaining to the Toronto Police Service's 2013 Operating Budget Request

Date:	October 25, 2012
To:	Budget Committee, City of Toronto
From:	Alok Mukherjee, Chair, Toronto Police Services Board

SUMMARY

The purpose of this report is to provide the Budget Committee with the Toronto Police Service's response to questions asked by the Budget Committee and questions asked by Councillor Michael Del Grande, Budget Chief, with respect to the Toronto Police Service's 2013 operating budget request or financial and staffing issues that may impact the 2013 operating budget request.

RECOMMENDATION

It is recommended that the Budget Committee receive this report for information.

Financial Impact

There are no financial implications arising from the receipt of this report.

ISSUE BACKGROUND

At its meeting in August 2012, the Budget Committee asked four specific questions pertaining to the Toronto Police Service's 2013 operating budget request or financial and staffing issues that may impact the 2013 operating budget request. Councillor Del Grande submitted an additional three questions also related to issues that may impact the Toronto Police Service's 2013 operating budget request.

COMMENTS

The seven questions were referred to the Chief of Police. On October 22, 2012 the Chief of Police provided the Board Office with a memorandum (dated October 22, 2012) containing a detailed written response to each of the questions. A copy of the Chief's written response is attached to this report for information.

Please note, the Board has not yet had an opportunity to consider the response provided by the Chief of Police and will not do so until its next meeting on November 14, 2012. However, in order to ensure that the response is considered by the Budget Committee as soon as possible, it is being sent directly to the Budget Committee on the basis that the Board may formally submit comments to the Budget Committee on the Chief's response after it has reviewed the response on November 14, 2012.

CONCLUSION

A copy of the response prepared by the Chief of Police, in the form attached as Appendix "A" to this report, is provided for information.

CONTACT

Chief of Police William Blair
Toronto Police Service
Telephone No. 416-808-8000
Fax No. 416-808-8002

SIGNATURE

Alok Mukherjee
Chair

ATTACHMENT

Appendix A – Memorandum from the Chief of Police – Response to Questions 1.doc

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INTERNAL CORRESPONDENCE

TO: Toronto Police Services Board FROM: William Blair
Budget Sub-Committee Chief of Police
 DATE: 2012/10/22
 YYYY/MM/DD

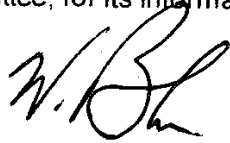
RE: RESPONSE TO VARIOUS QUESTIONS FROM CITY COUNCILLOR AND
BUDGET CHIEF MICHAEL DEL GRANDE

City Councillor and Budget Chief Michael Del Grande has posed several questions regarding the Toronto Police Service's (Service) 2013 Operating Budget request. Questions 1-4 were asked at the August 2012 City Budget Committee meeting. Questions 5-7 are follow up questions that Councillor Del Grande posed through City Finance staff.

1. The May 2012 operating budget variance included a surplus of \$0.7M in the "fees" revenue category. How much of this \$0.7M is related to City-incurred paid duty costs?
2. Detail regarding number of uniform and civilian staff: number of deployed, active, modified and long-term sick
3. Detail regarding the Service's Legal Reserve
4. Statistics re: officer / 100,000 ratios
5. What is the policy around personal cars and gasoline allowance, and is this a collective agreement issue?
6. Information regarding the Executive Lounge at Police Headquarters. How is it operated? Who operates it? Who has access to it?
7. Substations: There are substations for 14, 22, 55 and 12 Divisions. The 22 Division substation was closed in early 2012 and replaced by 2 foot patrol officers and an alternative response unit. Please provide info on the alternative response unit and indicate whether the other substations are still open?

The response to each of these questions is attached.

It is recommended that this information be forwarded to the City Budget Committee, for its information.

A handwritten signature in black ink, appearing to read 'W. Blair', written in a cursive style.

William Blair, C.O.M.
Chief of Police

TV:kjl
Atts.



Response to Questions:

- 1. The May 2012 operating budget variance included a surplus of \$0.7M in the “fees” revenue category. How much of this \$0.7M is related to City-incurred paid duty costs?*

The \$0.7M surplus reported in the May 2012 variance in the “fees” revenue category was comprised primarily from pay duty revenue (\$0.2M, or 32%) and police record / clearance letter checks (\$0.5M, or 68%). The projected surplus is based on total actuals to date, and there is no way to accurately determine which portion of the \$0.2M surplus in paid duty revenue would be attributed to City-generated paid duties. However, applying the ratio assumed by the City Auditor General in his paid duty report, approximately \$60,000 of this surplus might be attributed to City-generated paid duties.

- 2. Detail regarding number of uniform and civilian staff: number of deployed, active, modified and long-term sick*

The following provides a snapshot of uniform and civilian staff as of August 31, 2012:

	(a)	(b)	(c)	(d)	(e)
	2012 Establishment	Actual Deployed, August 31, 2012	# on modified duties, August 31, 2012	"Permanently disabled" as of August 31, 2012	# on >2 week leave or secondment, as of August 31, 2012
Uniform	5,604	5,411	137	29	138
Civilian	2,052	1,967	182	35	84

Actual deployed	- staff currently in established position
Modified duties	- included in total actual deployed
Permanently disabled	- with medical corroboration; not included in actual deployed
Leave / secondment	- includes maternity, parental, WSIB, sick, etc.; not included in actual deployed

(Note: # of civilians on modified duties was verbally reported as 244 at a recent Budget Sub-Committee; that figure included Parking Enforcement Officers).

It should be noted that staff on modified duties may be on medical restrictions but able to fully perform their job functions. Examples include:



Attachment 1

- Court Officers with mobility issues who may be assigned to duties that require special constable status but are more sedentary, such as monitoring cameras or swearing to documents;
- Communication Operators who may be re-assigned from dispatch to the less-stressful call taking role;
- Records clerks who may have restrictions on which shifts they can work.

Other staff on modified duties may have some minor restrictions to fully performing their job functions (e.g. an individual with back issues must leave their desk and walk around every hour). Yet other staff on modified duties may have more significant restrictions (e.g. working part-days due to illness or injury). When part days are worked, the remaining time is charged as sick time or, if no sick bank remains, the member is paid for part hours only. All accommodations for modified duties or restrictions are reviewed regularly and frequently.

3. Detail regarding the Service's Legal Reserve

As indicated in the Chief's report (Response to Councillor Michael Del Grande's Questions) to the Board's October 15, 2012 meeting, all legal and related costs are included in either the Service or Toronto Police Services Board budget. In addition to the Service's legal counsel, legal costs for the Service include legal indemnification of officers and the cost of hiring external lawyers or legal professional services, as required. Legal costs for the Board include external professional services as well as City Legal chargebacks.

All legal costs are fully reflected in the Service's and Board's budget. Funds are drawn from the Legal Reserve to fund most of these expenditures. Contributions are made to the Legal Reserve to fund these expenditures. However, in some years, contribution amounts have or may be adjusted to address funding pressures.

The following table summarizes overall legal costs for the past three years:



Attachment 1

SERVICE			
<u>Legal</u>	2009	2010	2011
4010 - Legal	272,383	96,466	78,522
4091 - External Lawyers	0	0	1,526
4011 - Legal Indem	1,398,419	701,446	1,435,951
Total	1,670,802	797,912	1,515,999
Reserve Contribution	0	580,000	450,000
BOARD			
<u>Legal</u>	2009	2010	2011
4010 - Legal	57,342	0	0
4030 - Prof & Tech	776,474	446,672	186,339
4091 - External Lawyers	41,760	26,873	355,078
7060 - IDC Legal	595,733	545,313	355,569
Total	1,471,309	1,018,858	896,986
Reserve Contribution	0	600,000	640,600

4. Statistics re: officer / 100,000 ratios

Appendices A and B provide information in response to this question. The information provides a comparison of officers per 100,000 population for a selection of North American cities, ranging in population from 300,000 to 8,000,000 (information primarily from Major Cities' Chiefs' Finance Managers survey; Peel and York figures are from 2011 Police Resources in Canada statistics; Chicago from their 2010 annual report). Toronto's figure assumes a staffing level of 5,400.

At a staff complement of 5400, Toronto has 198 officers per 100,000 population, and ranks 27th out of 51 police services. The Service's officer per population ratio is lower than large U.S. cities such as Chicago, New York, Los Angeles and Houston as well as the Montreal, Vancouver, Edmonton and Winnipeg police services.

Toronto's ratio is higher than the police services in the Region of Peel and the Region of York. However, these police services operate in a sub-urban environment without some of the challenges that urban police services must deal with. These challenges and factors are discussed later in this section. The ratio of officers per population in regions that surround an urban city is lower in other jurisdictions as well. For example, Laval



Attachment 1

and Longueuil which are suburbs of Montreal, have significantly fewer officers per population than Montreal. The same is true for Burnaby and Richmond, which are suburbs of Vancouver.

Determining the appropriate staffing levels for any major urban police service requires an evaluation based upon a complex set of social and economic factors, the number and nature of calls for service, the volume and type of crimes experienced, and the expectations of the population it serves.

Police have become our society's first response to a vast variety of demands for service. We will come, 24 hours a day, every day, whenever required by our citizens. We respond to crime, but also to resolve disputes, to answer requests for help, and to aid in any emergency.

The number of police officers required to respond to calls for service is a fairly well understood calculation. In addition to the number of calls, we must also consider the nature of such calls, the number of officers required to respond safely, the complexity of response, the time it takes to complete each call, and the public's expectation of response times.

Toronto has experienced an increase in the time required to complete many of the calls for service commonly received. Domestic Violence calls, for example, now receive a more effective response, but take considerably longer to complete. Similarly, our response to emotionally disturbed persons, impaired drivers, and neighbour disputes all have become more complex and time demanding.

In addition to merely reacting to crime, the Toronto Police Service has dedicated significant human resources to preventing crime, reducing victimization, and to making our communities safer.

Among the socio-economic factors to be considered, levels of poverty, homelessness, disparity, concentration of those suffering mental health issues, concentration of those suffering from drug and alcohol dependency are significant variables which tend to be more prevalent in large cities, compared to more suburban and rural communities.

Additionally, large urban cities like Toronto tend to experience more large public order disturbances which require significant police resources. The presence of foreign consulates, large public institutions, centres of government and large corporate headquarters all attract demonstrations and require additional security measures.



Attachment 1

Urban cities also tend to have large social and cultural events which require significant police resources. Caribana, the Santa Claus Parade, the Toronto International Film Festival and the Pride parade are examples. In addition, large cities also tend to have hundreds of other cultural events and festivals every weekend and in every community. A city with Toronto's remarkable diversity experiences proportionally many more such events than smaller, less urban centres.

Some large cities, such as Toronto, are major tourist centres. In addition to the numerous cultural attractions cited above, the presence of our Major League Sports teams, our Entertainment District, Museums, Art Galleries, the Metro Toronto Convention Centre, CNE, Indy Race, and the conference facilities and major hotels all bring additional demands for policing and an expectation of public safety.

National Security concerns, while not solely limited to big cities, are concentrated around critical public infrastructure, public transportation centres, major financial institutions and government centres.

Large urban centres like Toronto tend to experience greater challenges with Organized Crime and violent Street Gangs than smaller population centres. Guns and gangs are generally an urban problem, more prevalent in low income housing complexes. Unfortunately such areas are vulnerable to gang activity, drug trafficking and other crimes of violence and disorder disproportionate to other, less urban population centres.

Another factor tending to impact on the demand for police resources is the safe and orderly movement of traffic. For example, at the request of the City, the Service has deployed 80 officers into our Transit System to improve public safety and security. Enforcement of traffic laws throughout the City is an important public safety function.

In Toronto, we have deployed significant uniform police resources to the priority neighbourhoods to reduce crime and violence. When adequately staffed, we have achieved a very significant reduction.

During the past two years, we have experienced a diminished capacity to respond to and prevent crime. We have approximately 200 fewer officers today than 2011. We have made considerable effort to find efficiencies through the Chief's Internal Organizational Review (CIOR) to mitigate the impact of the reduction in people to get the work done. Some of those efficiencies will be realized in the future. However, it was necessary this summer to take extraordinary action (the Summer safety initiative) to maintain safety and to restore the public's sense of safety.



Attachment 1

In response to increased violence in parts of the City, through compulsory overtime, the Summer Safety Initiative put as many as 329 additional officers on the street and in neighbourhoods. During the period of this program, there was a significant decline in crime and victimization.

This program is not sustainable from an officer well-being perspective and within the current funding structure. However, in future, as a consequence of the results that come out of the ongoing CIOR, the balance between uniform and civilian establishment may change to help deal with the demand for and benefits derived from additional front line officers. In addition, the Service has issued a Request for Proposal for an external consultant to review the Service's organizational structure, which will include opportunities for delayering, span of control, further civilianization opportunities, and ensuring our organizational structure is properly aligned to enable the delivery of effective, efficient and economical services, both internally and externally, etc. The results of this review could also impact the uniform and civilian position establishments.

Determining the appropriate staffing of any police service is based upon the unique factors cited above. Over the past several years, we have achieved considerable success in reducing crime and victimization. We have deployed our resources strategically and focused on those policing activities which make a difference.

5. *What is the policy around personal cars and gasoline allowance, and is this a collective agreement issue?*

The Senior Officers' Organization collective agreement states that:

"uniform members in the rank of Staff Inspector and higher may take an unmarked police vehicle to their permanent residence on a daily basis so that they may be able to use such vehicles for the performance of official police business, such as the attending of meetings outside normal work hours and for the attendance at emergency calls as required."

All expenses related to police-owned vehicles (e.g. gas, maintenance) are funded by the Service. The personal use of a vehicle is considered a taxable benefit, and an assessment is applied.

6. *Information regarding the Executive Lounge at Police Headquarters. How is it operated? Who operates it? Who has access to it?*



Attachment 1

The Executive Lounge is located on the 4th floor of Headquarters. Use of the lounge is administered by the Executive Lounge committee, comprised of senior officers who volunteer their off-duty time for this activity. Voluntary membership is permitted for senior officers. The Service does not incur any extra costs related to this Lounge.

The lounge is used as a lunch room, for meetings and for various functions such as presentations and retirements.

7. Substations: There are substations for 14, 22, 55 and 12 Divisions. The 22 Division substation was closed in early 2012 and replaced by 2 foot patrol officers and an alternative response unit. Please provide info on the alternative response unit and indicate whether the other substations are still open?

Foot patrols have replaced what was a storefront location on Lakeshore. The 22 Division substation at the Toronto Police College has been closed due to extremely low frequency of use.

The 22 Division sub-station was not replaced by an alternate response unit. The Centralized Alternate Response Unit (CARU) is a call centre that has been in place for several years and provides telephone and internet response to low priority calls for service. Examples of reports taken include: theft, lost property, damage to auto, etc. The unit consists of 2 Staff Sergeants, 8 Sergeants, 52 Police Constables and 1 Civilian support staff, and is co-located with Communications Services.

The CARU diverts thousands of calls for service every month from divisional primary response units. In 2011, the CARU handled over 86,000 calls for service. The CARU supports the Service by providing:

- Enhanced customer service.
- Shorter response times for calls for service.
- Increased availability for officers to attend high priority calls for service.
- Improved availability for officers to provide back up to other units.
- Increased time for PRU to conduct proactive patrols.
- Increased time for front line units to participate in crime management strategies.
- Increased time to deal with local community issues.

Now that the new 14 Division is open, the facility at Exhibition Place is no longer used as a sub-station. The Service has access to use this facility for special events, upon approval from Exhibition Place.



Attachment 1

55 Division does not have a Toronto Police sub-station. The Donald D. Summerville pool (run by Toronto Parks, Forestry and Recreation) provides a room for officers to store equipment when out on patrol, so that the officers can save travel time between patrol areas and 55 Division.

12 Division does not have a Toronto Police sub-station. A community-based group ("Police Community Partnership") operate and control an office at 1884 Davenport Rd. (in 12 Division). This is not a Toronto Police Service sub-station and the Service does not maintain, operate or control this office. Police attend meetings at this location on a regular basis. The meetings are called by the community volunteers that run the organization. The purpose is to work cooperatively with the Service to identify local crime and disorder problems, and to work towards joint solutions. With the boundary changes, the office now falls within the boundaries of 11 Division.

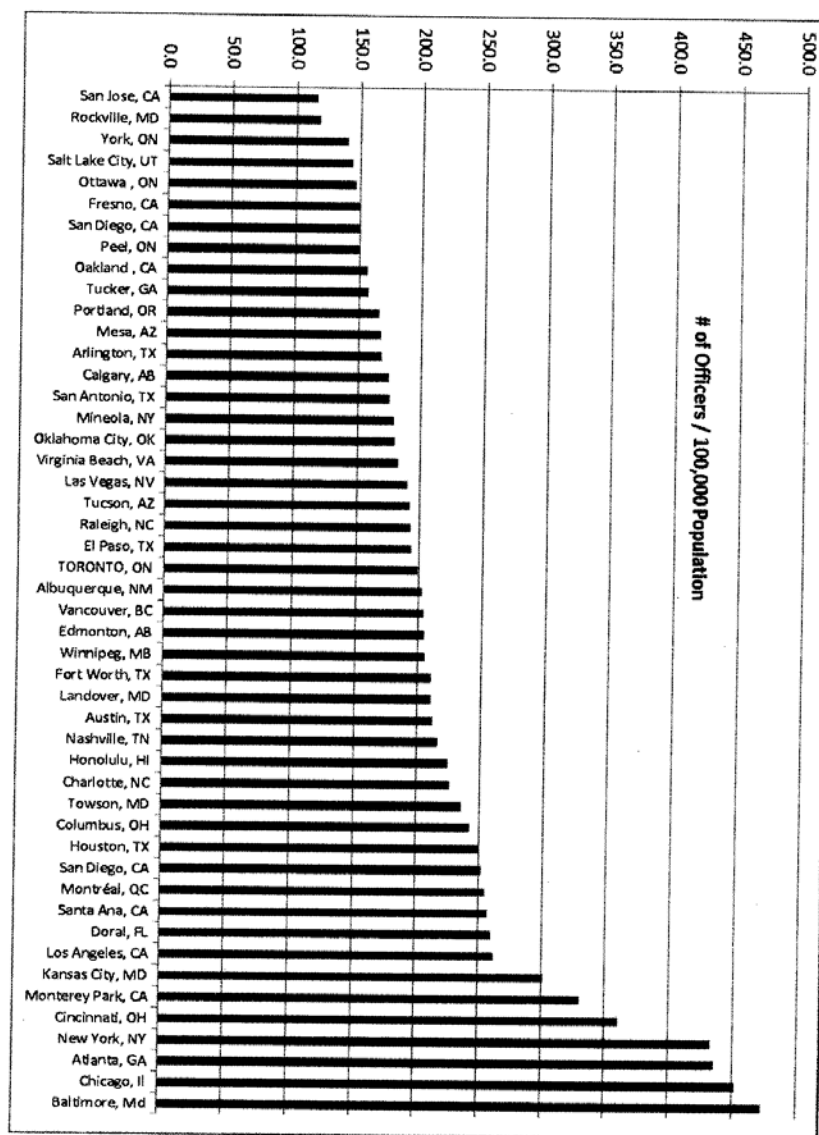
Major Cities - Officers per 100,000 population

#	Department	City	State	Population	# per 100K	Q39FullTimeSworn
1	Washington DC Metropolitan Police	Washington	DC	617,996	632.2	3,907
2	Baltimore City Police Department	Baltimore	Md	630,000	472.5	2,977
3	Chicago Police Department	Chicago	Il	2,707,120	452.3	12,244
4	City of Atlanta Police Department	Atlanta	GA	459,000	435.9	2,001
5	New York City Police Department	New York	NY	8,175,133	432.6	35,367
6	Cincinnati Police Department	Cincinnati	OH	296,943	360.3	1,070
7	Los Angeles County Sheriff's Department	Monterey Park	CA	3,012,164	329.9	9,936
8	Kansas City Missouri Police Department	Kansas City	MO	480,129	301.2	1,446
9	Los Angeles Police Department	Los Angeles	CA	4,000,000	262.0	10,480
10	Miami-Dade Police	Doral	FL	1,102,509	260.2	2,869
11	Orange County Sheriff Department	Santa Ana	Ca	620,880	256.7	1,594
12	Service de police de la Ville de Montréal	Montréal	Qc	1,800,000	255.1	4,591
13	San Diego County Sheriff's Department	San Diego	CA	931,000	251.9	2,345
14	Houston Police Department	Houston	TX	2,119,831	249.3	5,285
15	Columbus, Ohio Division of Police	Columbus	OH	787,033	242.6	1,909
16	Baltimore County Police Department	Towson	MD	805,029	235.9	1,899
17	CHARLOTTE-MECKLENBURG POLICE	CHARLOTTE	NC	785,882	225.7	1,774
18	Honolulu Police Department	Honolulu	HI	953,207	224.8	2,143
19	Metropolitan Nashville Police Department	Nashville	TN	635,475	216.1	1,373
20	Austin Police Department	Austin	TX	812,025	211.6	1,718
21	Prince George's County Police Department	Landover	MD	871,233	210.7	1,836
22	Fiscal & Employment Division	Fort Worth	TX	757,810	210.3	1,594
23	Winnipeg Police Service	Winnipeg	MB	690,000	205.1	1,415
24	Edmonton Police Services	Edmonton	AB	782,439	204.9	1,603
25	Vancouver Police Department	Vancouver	BC	651,048	203.8	1,327
26	Albuquerque Police Department	Albuquerque	NM	543,302	202.5	1,100
27	Toronto Police Service	Toronto	ON	2,719,074	198.5	5,400
28	El Paso Police Department	El Paso	TX	665,055	193.2	1,285
29	City of Raleigh Police Department	Raleigh	NC	403,892	192.4	777
30	Tucson Police Department	Tucson	AZ	520,116	191.9	998
31	Las Vegas Metropolitan Police Department	Las Vegas	NV	1,446,637	189.6	2,743
32	Virginia Beach Police Department	Virginia Beach	VA	441,246	182.7	806
33	Oklahoma City Police Department	Oklahoma City	OK	589,740	179.4	1,058
34	Nassau County Police Department	Mineola	NY	1,340,000	178.9	2,397

Major Cities - Officers per 100,000 population

35 San Antonio Police Department	San Antonio	TX	1,355,339	175.2	2,375
36 Calgary Police Service	Calgary	AB	1,120,225	174.6	1,956
37 Arlington Police Department	Arlington	TX	380,085	168.4	640
38 Mesa Police Department	Mesa	AZ	468,012	167.7	785
39 Police Bureau	Portland	OR	585,845	166.4	975
40 DeKalb County Police Department	Tucker	GA	700,000	157.6	1,103
41 Oakland Police Department	Oakland	CA	390,724	156.9	613
42 Peel Regional Police	Peel	ON	1,273,348	150.9	1,922
43 San Diego Police Department	San Diego	CA	1,311,882	150.1	1,970
44 Fresno Police Department	Fresno	CA	500,000	149.6	748
45 Ottawa Police	Ottawa	ON	927,120	147.0	1,363
46 Salt Lake City Police Department	SLC	UT	313,000	144.1	451
47 York Regional Police	York	ON	1,040,165	140.5	1,461
48 MCPD	Rockville	MD	971,777	118.0	1,147
49 San Jose Police Department	San Jose	Ca	958,789	115.7	1,109
50 CAO	Memphis	TN	920,000	60.3	555
51 Harris County Sheriff's Office	Houston	Tx	4,180,894	51.6	2,158

Appendix B



**Attachment to the Chief's report
dated November 01, 2012 with regard to
the Toronto Police Service's 2013 operating budget request**

2013 OPERATING BUDGET REQUEST - TORONTO POLICE SERVICE									
2013 Request, 2014 and 2015 Outlook									
		# unif.	# civ.	2013 Request	% chg	2014 Outlook	% chg	2015 Outlook	% chg
2012 Approved Budget (City Memo)									
	Add Senior Officer Salary Settlement	5,604	2,062	933,893.0					
2012 Approved Budget, after 2012 Senior Officer salary settlement									
		5,604	2,062	935,662.2					
					2013 Req:	949,140.5	2014 Out:	987,630.0	
Salary Requirements									
A	Annualized impact of last year's separations			(9,893.2)	2013 sepn:	(10,123.9)	2014 sepn:	(10,123.8)	
B	Annualized impact of last year's replacements			5,425.1	2013 repl:	13,108.1	2014 repl:	7,152.1	
C	Savings from current year's separations			(9,571.1)	2014 sepn:	(9,041.1)	2015 sepn:	(9,262.7)	
D	Cost of current year's hires			5,763.7	2014 repl:	3,569.7	2015 repl:	4,469.7	
E	Annualized impact of previous year's reclassification costs			2,551.8		966.7		2,312.8	
F	Part-year current year reclassification costs			1,133.7		2,464.2		1,687.4	
G	Leap year			(1,688.4)		0.0		0.0	
L	Net other (chg in retention pay, classifications, etc.)			(1,003.6)		0.0		0.0	
				(7,282.0)	-0.78%	943.7	0.10%	(3,764.4)	-0.38%
Premium Pay									
B	Net Other			(633.8)		0.0		0.0	
				(633.8)	-0.07%	0.0	0.00%	0.0	0.00%
Fringe Benefits									
A	Medical / dental / admin changes			2,298.6		2,198.2		2,105.5	
B	Retiree benefits			334.2		115.9		108.8	
C	Benefit costs funded from Reserve (offset by draws)			104.1		0.0		0.0	
D	EHT, EI, CPP, OMERS - estimated rates for budgeted salaries			676.5		27.1		(75.1)	
E	OMERS - rate increase continuing in 2013			5,600.0		0.0		0.0	
G	WSIB Medical, Pension, Admin			(113.0)		934.9		984.6	
H	Net Other			(151.3)		9.5		(8.9)	
				8,749.1	0.94%	3,285.6	0.35%	3,114.9	0.32%
Contributions to Reserve									
A	Increased contribution to Health Care Spending Account			1,000.0		100.0		100.0	
B	Increased contribution to Sick Pay Credit			0.0		6,500.0		0.0	
C	Increased contribution to Vehicle & Equipment Reserve			800.0		800.0		800.0	
				1,800.0	0.19%	7,400.0	0.78%	900.0	0.09%
Other Expenditures									
A	Caretaking / maintenance / utilities (facilities)			251.1		1,336.7		1,403.5	
B	Uniform cleaning contract			(11.1)		52.2		0.0	
C	Telephone / data lines			(1,193.2)		0.0		0.0	
D	Uniforms			915.1		(27.3)		100.0	
E	Vehicles - prep, parts, tires			(287.1)		271.4		75.2	
F	Computer maintenance			(147.0)		650.6		683.1	
G	Computer hardware			(38.4)		0.0		0.0	
I	Consulting (various)			773.3		0.0		0.0	
J	Courses and seminars			130.2		0.0		0.0	
K	Gasoline			(376.0)		359.3		377.3	
M	Other equipment			237.8		0.0		0.0	
N	Operating impact from capital			0.0		1,464.3		216.1	
P	HST on parking taxable benefit			310.0		0.0		0.0	
Q	Net other			(667.5)		43.5		45.7	
				(102.8)	-0.01%	4,150.7	0.44%	2,900.9	0.29%
Revenues									
B	Loss of PORF (ends March 2013)			968.3		717.5		0.0	
C	Changes in other grant funding			(151.7)		0.0		0.0	
D	Provincial funding for court services			(6,292.3)		(6,292.3)		(6,292.3)	
G	Changes in other recoveries			(99.9)		0.0		0.0	
H	Changes to reserve draws (offsetting to benefit exp)			(104.1)		0.0		0.0	
I	Changes in other fees			(488.6)		0.0		0.0	
J	Interdepartmental recoveries			177.2		0.0		0.0	
K	School Crossing and Lifeguard recovery			(7,851.0)		0.0		0.0	
				(13,842.1)	-1.48%	(5,574.8)	-0.59%	(6,292.3)	-0.64%
BUDGET INCREASE (DECREASE):									
		0	0	(11,311.6)	-1.21%	10,205.2	1.08%	(3,140.9)	-0.32%
TOTAL BUDGET REQUEST									
		5,604	2,062	924,350.6		959,345.7		984,489.1	
	Estimated salary settlement impact			24,789.9	2.65%	28,284.3	2.98%		
TOTAL BUDGET REQUEST, including salary settlement									
		5,604	2,062	949,140.5	1.44%	987,630.0	4.06%	984,489.1	-0.32%

Attachment B

Toronto Police Service Summary of Year-Over-Year Change - Net Operating Budget (\$Ms)

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013 Req.	2004-2013	Avg.
Net Budget	677.5	716.1	752.4	786.2	822.0	854.8	888.2	930.4	935.7	949.1		
\$ Increase		38.6	36.3	33.8	35.8	32.8	33.4	42.2	5.3	13.5	271.7	
Total % increase		5.7%	5.1%	4.5%	4.6%	4.0%	3.9%	4.7%	0.6%	1.4%	40.1%	
Collective Agreement (\$ impact)		22.7	22.5	21.2	24.7	16.7	27.2	30.2	23.2	24.8	213.2	23.7
Hiring (\$ Impact)		0.8	5.1	12.6	4.6	1.8	3.5	0.2	-9.4	-7.3	11.9	1.3
Other (\$ impact)		15.0	8.8	0.0	6.5	14.2	2.7	11.8	-8.5	-4.0	46.6	5.2
Collective Agreement (% Impact)		3.4%	3.1%	2.8%	3.1%	2.0%	3.2%	3.4%	2.5%	2.6%	31.5%	2.9%
Hiring (% Impact)		0.1%	0.7%	1.7%	0.6%	0.2%	0.4%	0.0%	-1.0%	-0.8%	1.8%	0.2%
Other (% Impact)		2.2%	1.2%	0.0%	0.8%	1.7%	0.3%	1.3%	-0.9%	-0.4%	6.9%	0.7%
Collective Agreement (% of total increase)		58.8%	61.9%	62.7%	69.0%	51.0%	81.3%	71.6%	437.7%	183.7%	78.5%	
Hiring (% of total increase)		2.2%	13.9%	37.1%	12.8%	5.6%	10.5%	0.4%	-177.4%	-54.1%	4.4%	
Other (% of total increase)		39.0%	24.2%	0.1%	18.2%	43.4%	8.2%	28.0%	-160.4%	-29.6%	17.2%	

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 14, 2012**

#P273. CUSTODIAL SERVICES – SURVEY RESULTS 2012

The Board was in receipt of the following report October 25, 2012 from William Blair, Chief of Police:

Subject: CUSTODIAL SERVICES – SURVEY RESULTS 2012

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

City Facilities staff has advised that outside contract cleaning of a portion of Toronto Police Service facilities is projected to save approximately \$600,000 in 2012, with an annualized savings of \$800,000 in 2013.

Background/Purpose:

The Board, at its meeting of October 15, 2012, requested a report on the assessment of the adequacy of the caretaking services provided to the Service by the City of Toronto outside contractor (Min. No. P264/12 refers). An assessment of this service was recently conducted by City Facilities, in conjunction with the Service's Facilities Management unit (FCM). The results are provided in this report.

Discussion:

City Facilities, in conjunction with the Service's FCM unit, conducts an annual custodial client survey of all Service facilities. This annual survey is utilized by City Facilities to gauge the effectiveness of the service they provide. Until 2011, City Facilities cleaning staff provided custodial services to almost all of the Service facilities (except for some specialized functions and one division). In April 2012, City Facilities implemented contract custodial services to a number of Service facilities in addition to the previously contracted facilities. At this time, 25 police facilities receive service from contract cleaners and 9 receive cleaning from City Facilities staff. While the number of facilities cleaned by contract cleaners is significantly more than those cleaned by City Facilities staff, the square footage (SF) allocation is more evenly distributed. The 25 facilities with contract cleaners represent approximately 800,000 SF and the facilities with City staff represent 900,000SF.

2012 Client Survey:

In June 2012, FCM was approached by City Facilities regarding the issuance of the 2012 annual client survey. Given that the contract service delivery was implemented in 2012, FCM worked in conjunction with City Facilities in developing the client survey. The 2012 survey was issued in August 2012 to Service Unit Commanders in 34 facilities. The 2012 client survey included 11 questions. Respondents were requested to utilize a rating from 1 to 5, where 1 was very unsatisfactory and 5 was very satisfied.

A 100% response to the survey was achieved. The responses were forwarded to both City Facilities and FCM and compilation of the data was completed independently. For facilities that are occupied by more than one Service unit (e.g. Police Headquarters), the survey responses were averaged to arrive at a rating for the facility. Some units were not able to answer all questions on the survey as their space does not include certain rooms (e.g. not all units have locker rooms).

Survey Results:

The overall average (from City internal custodial staff and contracted services) satisfaction/compliance rating was 78.1%. Based on the Service's analysis of surveys completed, the Service facilities maintained by City custodial staff had an average satisfaction/compliance rating of 65.4%. Service facilities maintained by the outside cleaning contractor had an average satisfaction/compliance rating of 82.6%.

Conclusion:

The implementation of the City-managed contract cleaning program in police facilities, in addition to facilities already receiving contract services, commenced in April 2012 by designating a number of facilities to receive contract cleaning. The intent of the City program would be to eventually convert all police facilities to contract cleaning. City Facilities conducts an annual client survey to gather information on the performance of the service they provide. Since the introduction of the outside contract service and based on the survey results, the Service is receiving improved service at a lower cost.

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

In response to a question by the Board about the quality of the custodial services provided by the outside contractor, Chief Blair said the results of the survey indicate that the outside cleaning contractor had a satisfaction level that was higher than the City custodial staff. Chief Blair also said that he was not aware of any anecdotal concerns expressed about the quality of the current custodial services and that; in fact, the survey results indicate that there has been an improvement in the level of custodial services provided at TPS facilities.

The Board received the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 14, 2012**

**#P274. STATUS UPDATE: REPORT BY THE HONOURABLE JOHN W.
MORDEN – *INDEPENDENT CIVILIAN REVIEW INTO MATTERS
RELATING TO THE G20 SUMMIT***

The Board was in receipt of the following report October 31, 2012 from Alok Mukherjee, Chair:

Subject: STATUS UPDATE: REPORT BY THE HONOURABLE JOHN W. MORDEN -
*INDEPENDENT CIVILIAN REVIEW INTO MATTERS RELATING TO THE G20
SUMMIT*

Recommendation:

It is recommended that the Board receive the status update as to the work completed, to date, with respect to the implementation of Mr. Morden's recommendations.

Financial Implications:

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

Background/Purpose:

The Board, at its meeting of July 19, 2012, received the report from the Honourable John W. Morden entitled "Independent Civilian Review Into Matters Relating to the G20 Summit," and approved a number of recommendations with respect to this report (Min. No. P166/12 refers).

Discussion:

The Board was provided with a status update report of the implementation of Mr. Morden's recommendations at its meeting held on October 15, 2012 (Min. No. P242/12 refers). At that time the Board requested that the information be provided in a chart format for ease of reference. As such, the information has been formatted as per the Board's request and is attached to this report for information.

Conclusion:

Therefore, it is recommended that the Board receive the status update as to the work completed, to date, with respect to the implementation of Mr. Morden's recommendations.

The Board received the foregoing report.

STATUS UPDATE
INDEPENDENT CIVILIAN REVIEW (ICR) RECOMMENDATIONS

RECOMMENDATIONS		RESPONSIBILITY	STATUS
1	The Board, the Chief of Police, and the Ministry of Community Safety and Correctional Services should engage in consultation with a view to devising a method of improving the general nature and quality of Board policies made under O. Reg. 3/99 and otherwise.	Board Implementation Working Group (BIWG)	Under Review
2	All Toronto Police Service procedures and processes should be filed with the Board as a necessary step to strengthen the exercise of its monitoring and oversight responsibilities.	Chair	Under Review
3	The Board should have its own counsel whose legal services are not available to either the Toronto Police Service of the City of Toronto	Chair	The Board will continue to retain the services of City of Toronto–Legal Services Division. No further action required (Min. No. P248/12 refers)
4	The Board and the Toronto Police Service should ensure that an open exchange of information on all matters of operations and policy is established and maintained. The purpose of this information exchange is to ensure that both the Board and the Toronto Police Service are aware of the details necessary to engage in consultation concerning Board policies and Toronto Police Service operational mandates.	BIWG and Chief of Police	Implemented Chair to ensure Board in-camera agendas provide time for information exchange
5	The Board should, in consultation with the Toronto Police Service, draft a policy that defines what will constitute a “critical point” in municipal policing and identifies criteria that will be applied in determining when a “critical point” has arisen. This policy will assist both the Board and the Chief of Police in determining when operational information should be provided to the Board in advance of the “critical point.”	BIWG and Chief of Police	Under Review

RECOMMENDATIONS		RESPONSIBILITY	STATUS
6	The Board should determine appropriate objectives, priorities, and policies for major events, operations, and organizationally-significant issues in which the Toronto Police Service will be involved	BIWG and Chief of Police	Under Review
7	Board to negotiate framework for funding conditions. In all cases where the Toronto Police Service will be involved in policing and security for a major event, the Board should, at a minimum, negotiate a framework funding agreement with the entity requiring the Toronto Police Service's assistance. This agreement should set out the funding and reimbursement conditions with respect to the Toronto Police Service's expenses associated with planning and policing the event.	Chair	Under Review
8	Board involvement in consultation Where the Board learns of the potential for Toronto to be selected as the host city for an event sponsored by the federal or provincial government, the Board should make a formal request that it be consulted, in advance of final decisions being made, on matters relevant to the Toronto Police Service's policing function at the event. In particular, the Board should request information that will enable it to understand the Toronto Police Service's role at the event, the legal framework applicable to the event's policing and other relevant matters.	Chair	Under Review
9	Confirmation concerning Toronto Police Service's planning process. The Board should request regular updates concerning the progress of the Toronto Police Service in planning for the policing of a major event. In particular, the Board should seek information from the Toronto Police Service about (i) what mechanisms	Chair	Under Review

RECOMMENDATIONS	RESPONSIBILITY	STATUS
<p>10 Where the Toronto Police Service is required to develop operational plans for a major event, the Board should consult with the Chief of Police to determine whether there is a sufficient amount of time available for proper planning and, specifically, whether the adequacy and effectiveness of policing for the event may be compromised by the time available to plan.</p>	Chair	Under Review
<p>11 The Board should be informed, as soon as practicable, where a reasonable possibility exists that the Toronto Police Service may be involved in the policing of a major event hosted by a government entity. The Board should seek information and clarity concerning the proposed decision-making structure and process related to the policing of the event.</p>	Chair	Under Review
<p>12 Where the RCMP will be involved in an international event for which security arrangements are required, including the participation of the Toronto Police Service, the Board should encourage the federal and provincial governments to enter into an arrangement under section 10.1(4) of the <i>Foreign Missions and International Organizations Act</i>.</p>	Chair	Under Review
<p>13 Where the Toronto Police Service is involved in a joint operation related to the policing of a major event, the Board should be provided with detailed information and briefings concerning the planning structure, including information regarding the Toronto Police Service's role in that structure and whether planning decisions by the</p>	Chair	Under Review

RECOMMENDATIONS		RESPONSIBILITY	STATUS
	Toronto Police Service are subject to the approval of any other entity.		
14	The command and control structure for the policing of a particular event has a direct impact on the manner in which police services will be delivered. When the Toronto Police Service is involved in a multi-jurisdictional policing event in Toronto, the Board shall require information from the Chief of Police concerning the command and control structure for the event. The Board shall also ensure that the command and control structure will enable the Toronto Police Service to adequately and effectively provide police services for the event and for the City of Toronto generally.	Chair	Under Review
15	Properly recording discussion and information provided during Board meetings is critical. It ensures that an accurate record of the questions asked and decisions or recommendations made is preserved. The Board should institute a practice of audio recording all confidential Board meetings.	Chair	Under Review
16	The Board should develop a mechanism that requires canvassing all members in advance of these briefings to identify questions or requests for information that can be conveyed by the Chair during the briefings.	Chair	Implemented Executive Director sends an email message to all Board Members prior to scheduled monthly Board meetings, advising/inviting them to attend (via phone or in person) the scheduled agenda briefing session with the Chair, Chief and staff. In addition, Board members are encouraged to submit any questions/issues related to the agenda for E.D's follow-up and response prior to the Board meeting (Min. No. P242/12 refers)

RECOMMENDATIONS	RESPONSIBILITY	STATUS
17 The Board should develop a policy that sets guidelines for the exchange of information between Board members. Under this policy all Board members would be required to share, at the earliest opportunity, information he/she receives through informal communications with the Chief on a particular matter or issue that is before the Board or that otherwise falls within the Board's statutory role and responsibilities.	Chair	Under Review
18 Where time is of the essence and the Board decides to suspend or alter its usual procurement practices, the Board should establish a process that will ensure it receives relevant information from the Toronto Police Service regarding the purpose and justification of all expenditures.	Chair	Under Review
19 The Board should be involved in the negotiation of contribution agreements pertaining to the Toronto Police Service's involvement in a policing event	Chair	Under Review
20 Board policies and Toronto Police Service procedures should apply to police personnel seconded to assist the Toronto Police Service in a joint operation. In that regard, the Board should provide its policies and the Toronto Police Service procedures to the home police services board so that it can help ensure that its officers are familiar with these policies and procedures. If external police officers violate Board policies or Toronto Police Service procedures while carrying out their duties in assisting the Toronto Police Service, the home board or their complaints and disciplinary oversight body should have the authority to discipline those officers, thereby avoiding any jurisdictional dispute	BIWG	Under Review

RECOMMENDATIONS	RESPONSIBILITY	STATUS
<p>21 The Board should receive information related to the training of Toronto Police Service officers and other external officers seconded to assist the Toronto Police Service with policing a major event. The information the Board receives should permit it to determine whether the training accords with the Board's existing policies and give the Board an opportunity to identify any gaps in its policies that need to be addressed prior to the event.</p>	Chair	Under Review
<p>22 Where there is a large event that may impact upon the Toronto Police Service's ability to deliver regular policing officers in Toronto, the Board should consult with the Chief of Police concerning how continuity of service can be achieved. The Board should be provided with any plans developed by the Toronto Police Service to aid in the consultation.</p>	BIWG	Under Review
<p>23 The Board should amend its existing information sharing protocol with City Council to include a mutual information sharing mechanism. This mechanism should address the type of information to be shared and the method and frequency for sharing such information. The Board should also work with City Council to develop a protocol that ensures there is a free flow of communication to and from the Board and City Council with respect to the policing of major events.</p>	BIWG	Under Review
<p>24 The Board should, with the assistance of the Ontario Association of Police Services Boards analyze the issues and concerns raised with respect to sharing confidential or classified information</p>	BIWG	Under Review
<p>25 The Board should develop a specific information-sharing policy tailored specifically for major policing events.</p>	BIWG	Under Review

RECOMMENDATIONS	RESPONSIBILITY	STATUS
<p>26 The Toronto Police Service should share information with the Board on the training being developed for officers participating in a major event. This information should include: the topics to be covered, an overview of the general content, and any potential issues or concerns raised regarding the sufficiency of the training materials. The Board should examine the information provided with a view to maximizing the overall effectiveness of the training materials and ensuring that the materials properly reflect existing Board policies. This examination should include an assessment of the methods of delivery of the training (e.g. Elearning, practical exercises, etc.).</p>	BIWG	Under Review
<p>27 The Board, with the assistance of the Ontario Association of Police Services Boards and other bodies that would be of assistance, should prepare a comprehensive policy on crowd control at mass demonstrations. This policy should address the following subject matters, among others: necessary preparation times for adequate planning; command structures; the organization and dissemination of intelligence; incident management systems; the adaptation, if necessary, of existing services procedures for use during the contemplated event; and training.</p>	BIWG	Under Review
<p>28 The Board should express its policy on the wearing of name badges and/or police badge numbers in its standard policy format and include it in its catalogue of policies. The policy should require the chief of police to report to the Board on a regular basis</p>	Chair	<p>Under Review</p> <p>Draft Name Badges Policy to be considered by the Board at its November 14, 2012 meeting</p>

RECOMMENDATIONS		RESPONSIBILITY	STATUS
	concerning incidents of non-compliance with the policy.		
29	The Board should make a policy on the process governing the seeking of changes to legislation on the provision of police services. Under this policy, the Chief of Police should be required to advise the Board when the Chief of Police is of the opinion that the current legislative powers are not sufficient for the purposes of carrying out any police responsibilities or otherwise should be amended.	Chair	Under Review
30	The Board should create a policy that addresses how legislative changes that may affect policing by the Toronto Police Service will be effectively communicated to the public in advance of major events. The policy must ensure that the public receive adequate and correct information concerning police powers in a timely manner.	Chair	Under Review
31	The Board should create a policy governing circumstances where the Toronto Police Service is required to design and plan for a unique operational requirement, such as the PPC. The Board's policy should require that the Chief of Police ensure that major event planning specialists and other relevant experts are engaged to assist the Toronto Police Service with the development of operational plans and the design of specific processes associated with the operational plans.	BIWG	Under Review
32	Where the Toronto Police Service has created an operational plan for a major event, the Board should seek confirmation that the operational plan constitutes a complete document that addresses all potentially applicable policies and procedures. Further, where different units within the Toronto Police Service have different	BIWG	Under Review

RECOMMENDATIONS	RESPONSIBILITY	STATUS
33 The Board should make a policy that directs the Chief of Police to create an operational plan for a temporary mass prisoner processing centre, if such a facility is required at major events are held in Toronto. The plan should address the design and processes for the facility, including procedures concerning to prisoner care and management.	BIWG	Under Review
34 In situations where the Toronto Police Service must plan for a unique operational requirement, like the PPC, the Board ensure that adequate and complete policy direction is in place. The Board must ensure it is provided with relevant information, including operational information, to enable it to decide if its existing policies are adequate and to engage in an informed consultation with the Chief of Police.	BIWG	Under Review
35 Mass detention centres to be used at large policing events pose unique policy concerns and operational demands, and bears on the rights of a large number of prisoners. For these reasons, the Board should develop a specific policy pertaining to mass detention that highlights the specific procedural matters the Chief of Police should address in a related Toronto Police Service procedure on mass detention. The Board should also consult with legal and policy advisors to create a policy that is in accordance with current Canadian legal standards.	BIWG	Under Review
36 The Board should require that the Chief of Police's next quarterly report address the number of Level 3 searches conducted at the PPC and lack of	Chair	Implemented Reporting request approved

RECOMMENDATIONS		RESPONSIBILITY	STATUS
	proper documentation for many of these searches.		(Min. No. P192/12 refers)
37	The Board should amend Board Policy LE-016 – Prisoner Care and Control to provide that where young people may be detained in the same facility as adults specific measures are taken to guarantee compliance with the <i>Youth Criminal Justice Act</i> , S.C. 2002, c. 1.	Chair	Implemented Amendments to Prisoner Care and Control Policy approved by the Board (Min. No. P249/12 refers)
38	The Board should amend Board Policy LE-016 – Prisoner Care and Control to provide that where male, female, transsexual, and transgendered persons are to be detained in the same facility specific measures are taken to separate completely male, female, transsexual, and transgendered prisoners.	Chair	Implemented Amendments to Prisoner Care and Control Policy approved by the Board (Min. No. P249/12 refers)

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 14, 2012**

#P275. TORONTO 2015 PAN AMERICAN/PARAPAN AMERICAN GAMES

The Board was in receipt of the following report October 12, 2012 from William Blair, Chief of Police:

Subject: TORONTO 2015 PAN AMERICAN/PARAPAN AMERICAN GAMES

Recommendation:

It is recommended that the Board receive the following report.

Financial Implications:

The Toronto Police Service (TPS) has been participating in the planning for the Toronto 2015 Pan American / Parapan American Games (the Games) since 2011. Two officers were initially dedicated to this exercise, growing to 50 staff in 2015. There is an informal funding arrangement with Toronto 2015 to offset these planning costs.

In 2011, only non-salary costs were recovered from Toronto 2015; these amounted to \$14,000. In 2012, approximately \$600,000 in funding is expected from Toronto 2015, to compensate the Service for staff planning time and for all incremental non-salary expenditures. The memorandum of understanding (MOU) for this funding is still being finalized, but there is written communication committing Toronto 2015 to this funding. Non-salary expenditures are being maintained at a minimum pending signing of the MOU.

The 2013-2015 TPS operating budgets will reflect the estimated cost of the Games, as well as anticipated funding. It is assumed that there will be full cost recovery from Toronto 2015 (for part of 2013) and the Ontario Provincial Police (OPP) (for the second part of 2013, and 2014 and 2015) for all costs, resulting in no net impact for TPS.

Background/Purpose:

The Games is a multi-sport event designed for competitors from all nations in America. It is held every four years in the year prior to the Summer Olympic Games.

The idea of holding the Pan Am Games grew from the Central American Games which were first organized in the 1920's. This led to the establishment of the Pan American Sports Organization in 1932. The first Pan Am Games were scheduled to be staged in Buenos Aires in 1943 but were postponed until 1951 due to World War II. Since then, the Pan Am Games have been held every four years with over 5,000 athletes from 42 countries participating in the most recent event.

On November 6, 2009, Toronto was selected as the host city for the Games by the Pan American Sports Organization (PASO). Toronto2015 is the non-profit corporation created and tasked with planning, organizing and delivering the Games.

The Province has designated the (OPP) as the lead for security planning and coordination. The OPP as the lead agency for security planning has created an Integrated Security Unit (ISU) that includes representation from the following Ontario municipal police services based on their jurisdiction over the proposed venues:

- Toronto Police Service;
- Niagara Regional Police Service;
- Halton Regional Police Service;
- Hamilton Police Service;
- Peel Regional Police Service;
- York Regional Police Service; and
- Durham Regional Police Service.

The TPS is responsible for all security planning, operations and demobilization at all venues located within the City of Toronto, and is a partner in the traffic management plan.

Security operation is divided in to three sections:

1. Planning phase January 1, 2011 to June 23, 2015;
2. Deployment phase June 24 to August 21, 2015;
3. Demobilization phase August 22 to December 31, 2015

All phases utilize the Incident Management System (IMS) to ensure consistency and best practices.

Funding Process:

The funding for the Games consists of \$500 million from the Federal Government, \$500 million from the Ontario Government, \$281 million from 16 Ontario municipalities and \$142 million from Games revenue and sponsorship. The funding is dedicated to financing the Games in terms of operation, marketing, planning and security for the event.

Funding for all Games security in the planning, operations & demobilization phases is the responsibility of the Province of Ontario, with the exception of some specific items such as CCTV hardware & software, fencing, hand held scanners, vehicle screening equipment, magnetometers, and portable lighting provided by Toronto2015.

Currently, the TPS is waiting for security funding from the province, and is receiving cost reimbursement (labour, services and equipment) from Toronto2015 in the interim.

The Pan Am Games for 2015 will occur between July 10 and July 26 (though athletes start arriving July 1) and the Parapan Am Games will take place between August 7 and August 14 (though athletes start arriving August 1). Security operation runs from June 24 to August 21, 2015. The venues for both Games will be located throughout southern Ontario. The majority of sporting events and the Pan American Village will be situated in the City of Toronto.

Memoranda of Understanding (MOU):

Four Memorandums of Understanding will be required:

1. Between the Toronto Police Services Board (TPSB) and Toronto2015 (funding in the planning phase until funding from the province is secured);
2. Between the TPSB and the Province of Ontario (funding for the three Games phases);
3. Between the TPSB and Toronto2015 (funding for CCTV, fencing, vehicle screening equipment, etc.);
4. Between the TPSB and the OPP addressing the funding policy and procedures, combined procurement, roles and responsibilities.

Venues and Sport Schedule

The venues and competition/training schedule is currently tentative, until it is approved by PASO approximately one year prior to commencement of the Games. Presently Toronto has 37 of the 60 venues (61.67%), with 700 of the total 1053 operating days (66.48%) of the total Games.

Two members of the TPS along with representatives from the OPP, Ministry of Transportation Ontario (MTO), Metro Links, Toronto2015, and City of Toronto participated in the 2011 Pan / Parapan American Games Observer Program during October in Guadalajara, Mexico. This provided our members an opportunity to observe the Games security operation; interact and meet with municipal, state & federal police; and be briefed by Games organizers. The key message from all agencies was that traffic management is the top planning priority.

Discussion:

This is a worthy event that showcases the City of Toronto on an international stage and will have a positive impact on our economy. The Games are the second largest multi-sport event after the Summer Olympics.

The TPS planning process includes effective methods of minimizing the number of personnel required while providing adequate security for all athletes, spectators and venue staff.

Reporting Frequency to the Board

2012	Annually
2013	Semi-annually
2014	Quarterly
2015	Bi-monthly or as required

Staff Superintendent Kimberley Greenwood, Central Field Command, will be in attendance to respond to any questions the Board may have regarding this report.

The Board received the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 14, 2012**

**#P276. TORONTO POLICE SERVICE – PAID DUTY SYSTEM: RESPONSE TO
AUDITOR GENERAL’S RECOMMENDATION PERTAINING TO THE
VANCOUVER TRAFFIC AUTHORITY’S PROGRAM AS AN
ALTERNATIVE TO TORONTO’S CURRENT PAID DUTY SYSTEM**

The Board was in receipt of the following report October 29, 2012 from Alok Mukherjee, Chair:

Subject: Toronto Police Service – Paid Duty System: Response to Auditor General’s
Recommendation Pertaining to the Vancouver Traffic Authority’s Program as an
Alternative to Toronto’s Current Paid Duty System

Recommendation:

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

Financial Implications:

There are no financial implications arising from the receipt of this report.

Background:

At its meeting on April 07, 2011, the Toronto Police Services Board (the “Board”) considered a report dated March 23, 2011 from the Auditor General, City of Toronto, which contained the results of an audit of the Toronto Police Service paid duty system. The audit was conducted to assess the operating effectiveness and efficiency of the paid duty system, and officer compliance with police paid duty policies. The audit results were released in a report entitled *Toronto Police Service, Police Paid Duty-Balancing Cost Effectiveness and Public Safety* (Min. No. P72/11 refers).

The Board approved the Auditor General’s report which included, *inter alia*, the following recommendation:

3. THAT the Police Services Board consider examining the feasibility and merits of the Vancouver Traffic Authority Program as an alternative to Toronto’s current paid duty system.

On August 07, 2012, the foregoing recommendation was forwarded to the Chief of Police along with a request that he conduct the examination of the program established in Vancouver and comment on whether or not the Vancouver model could be used as an alternative to the current paid duty system in Toronto. The Chief was also asked to submit the results of his review in time for the Board to forward the information to the Audit Committee so that it could be

considered as part of a comprehensive review of paid duties which the Audit Committee would conduct at its meeting on October 25, 2012.

Discussion:

The Chief of Police submitted the results of the examination in a report entitled *Vancouver Traffic Authority Program – Feasibility of Toronto Implementation*. In order to place the Chief's response on the agenda for the Audit Committee's October 25, 2012 meeting, I prepared a transmittal report containing the Chief's report and sent it directly to the Audit Committee. I also advised the Audit Committee that any comments made by the Board about the Chief's report would be formally communicated to the Audit Committee after the November 14, 2012 Board meeting.

Conclusion:

A copy of the report that was sent to the Audit Committee and copies of the Executive Summary and List of Recommendations from the Chief's report are attached for information. Copies of the complete report *Vancouver Traffic Authority Program – Feasibility of Toronto Implementation* have been circulated separately to Board members.

Mr. Miguel Avila was in attendance and delivered a deputation to the Board with regard to the foregoing report.

The Board received the foregoing report and Mr. Avila's deputation.



STAFF REPORT ACTION REQUIRED

Toronto Police Service: Response to Recommendation Pertaining to the Vancouver Traffic Authority's Program as an Alternative to Toronto's Current Paid Duty System

Date:	October 11, 2012
To:	Audit Committee, City of Toronto
From:	Alok Mukherjee, Chair, Toronto Police Services Board

SUMMARY

The purpose of this report is to provide the Audit Committee with the Toronto Police Service's (the "TPS") report on the feasibility of adopting the program developed by the Vancouver Traffic Authority as an alternative to Toronto's current paid duty system.

RECOMMENDATION

It is recommended that the Audit Committee receive this report for information at its meeting on October 25, 2012.

Financial Impact

There are no financial implications arising from the receipt of this report.

ISSUE BACKGROUND

At its meeting on April 07, 2011, the Toronto Police Services Board (the "Board") approved a report dated March 23, 2011 from Jeff Griffiths, Auditor General, City of Toronto, which included, *inter alia*, the following recommendation:

THAT the Police Services Board consider examining the feasibility and merits of the Vancouver Traffic Authority Program as an alternative to Toronto's current paid duty system.

On August 17, 2012, the foregoing recommendation was forwarded to the Chief of Police along with a request that he conduct the examination of the program established in Vancouver and comment on whether or not the Vancouver model could be used as an alternative to the current paid duty system in Toronto.

COMMENTS

A copy of a report prepared by Toronto Police Service – Corporate Planning on behalf of the Chief of Police was recently provided to the Board Office and is attached to this report for information.

Please note, the Board has not yet had an opportunity to consider the attached report and will not do so until its next meeting on November 14, 2012. However, in order to ensure that the report could be considered by the Audit Committee at its October 25, 2012 meeting, it is being sent directly to the Audit Committee on the basis that the Board may formally submit comments on the report to the Audit Committee after it has reviewed the report on November 14, 2012.

CONCLUSION

A copy of the report prepared by Toronto Police Service – Corporate Planning, in the form attached as Appendix “A” to this report, is provided for information.

CONTACT

Chief of Police William Blair
Toronto Police Service
Telephone No. 416-808-8000
Fax No. 416-808-8002

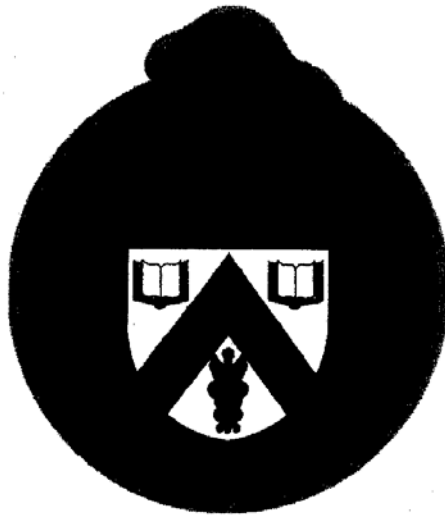
SIGNATURE

Alok Mukherjee
Chair

ATTACHMENT

Appendix A – Vancouver Traffic Authority Program

x: vancouver model_paid duties.doc



Vancouver Traffic Authority Program

Feasibility of Toronto Implementation

Corporate Planning
October 2012

Acknowledgements

The following personnel should be acknowledged for their contributions to this report.

Constable Sherman Soo	Vancouver Police Department Traffic Authority Coordinator
Melissa Lee	Vancouver Police Department Financial Services Section
Kimberly Jang	Vancouver Police Department Financial Services Section
Director Kristine Kijewski	Toronto Police Service Corporate Services
Director Jeanette May	Toronto Police Service Labour Relations
Manager Donald Bevers	Toronto Police Service Corporate Planning
Susan Deane	Toronto Police Service Corporate Planning
Manager Sandra Califaretti	Toronto Police Service Finance and Administration
Assistant Manager Lermy Ramos	Toronto Police Service Financial Management – Accounting

Forward

It must be noted that some sections of this material is taken directly from the response received from representatives of the Vancouver Police Department to questions supplied by Corporate Planning. Some wordsmithing has occurred so direct quotations have not been used and the members assisting from the VPD have been identified in the 'Acknowledge' section of this report.

Table of Contents

Acknowledgements	3
Forward	4
Table of Contents	5
Executive Summary	7
List of Recommendations	10
Recommendation 1	10
Overview	11
Scope	11
Methodology	11
Background	13
Vancouver Traffic Authority Program	13
Policy	13
VTAP Operations	14
Event Planning	15
Small Events	16
Medium Sized Events	16
Large Sized Events	16
VTPA Organizational Structure	17
Financial	17
Charges to Community and/or Requester	17
Supporting Legislation	18
Provincial Legislation	18
British Columbia Police Act, RSBC 1966, Chapter 367	18
Motor Vehicle Act, RSBC 1996, Chapter 318	19
Municipal Legislation	20
Statistics	21
Current Toronto Police Paid Duty System	21
Current TPS Operations	22
Central Paid Duty Office	22
Division/Unit responsibilities	23
Cautionary Note	23
TPS Organizational Structure	24
Financial	25
Supporting Legislation	25
Provincial Legislation	25
Police Services Act, R.S.O. 1990, Chapter P15	25
Highway Traffic Act, R.S.O. 1990, Chapter H8	26
Municipal Memorandum of Understanding	28
Memorandum of Understanding – Guideline for Paid Duty Police	28
Contractual Agreement	28
Statistics	28
Paid Duty Statistics	29
2011 Paid Duty by type	29
Current Review – Ongoing – Financial Management	30
Comparison between Toronto and Vancouver Programs	31
Feasibility	36
Conclusion	38
Recommendation 1	38

Rationale	38
APPENDIX A	40
Auditor General Report – December 1, 2010	40
APPENDIX B	42
Correspondence from Vice-Chair Thompson - 20120807	42
APPENDIX C	44
Vancouver Police - Traffic Authority Policy Manual	44
APPENDIX D	46
Toronto Police Service – Procedure 20-01 (Paid Duties)	46
APPENDIX E	48
Toronto Council – Review of Paid Duty Officers' Traffic Control	48
APPENDIX F	50
Transportation Services Department Report & draft MOU	50

Executive Summary

At the Toronto Police Services Board's public Board meeting on April 7, 2011, the final report from the Auditor General – City of Toronto – entitled "Police Paid Duty – Balancing Cost Effectiveness and Public Safety" was presented and received by the Board.

Recommendation 3 of the Auditor General's report stated:

"The Police Services Board consider examining the feasibility and merits of the Vancouver Traffic Authority Program as an alternative to Toronto's current paid duty system"

On 2012.08.17, Vice-Chair of the Toronto Police Services Board (Board) Michael Thompson requested assistance from Chief of Police William Blair to provide an analysis on the Vancouver Traffic Authority Program and advice on the operational feasibility and merits of the VTAP Program. The request included information that the Board would like to supply this information to the Toronto City Council's Audit Committee at its meeting on October 25, 2012.

Corporate Command was requested to provide the research and response on the VTAP program to the Chief of Police, for his review and information of the Board.

Corporate Command, through the Director of Corporate Services, assigned the report to Corporate Planning (CPN). As the Manager – Corporate Planning has extensive knowledge of the centralization of the paid duty system in 2003; it was a natural fit for the research.

CPN contacted the Emergency and Operational Planning Section (E&OPS) of the Vancouver Police Department (VPD) is responsible for the VTAP program. Through the VTAP coordinator and a representative of the VPD Financial Services Section (FSS) the information on the program was requested.

As there was only a few weeks to compile, analyze and report on the VTAP program, the Toronto Police Service (Service) can only report on some of the issues at this time. The VPD-FSS section has been working on the information but has yet to respond with the information.

This report will highlight the operational, financial and statistical information on the VTAP program, the same information for our current Service Paid Duty program, and identification of the similarities and differences between the two programs.

Although there are many minor differences between the two programs and how they handle traffic control paid duties, it is believed the main differences are:

- The fee charged in Toronto is a flat rate of \$65.00 per hour while Vancouver ranges from \$52.64 for first 8 hours, \$78.96 for next two hours and \$105.28 for every hour after 10 hours.
- Toronto has an additional 15% Administrative Fee plus an additional Equipment Usage Fee while Vancouver's fees are included as part of the hourly rate.
- Toronto utilizes sworn constables on off-duty time while VPD uses a Special Municipal Constable for paid duty issues around traffic control
- In 2011, the Service responded to a reported **27,035** paid duty traffic events while the VTAP responded to a reported **105** traffic control events
- The Service gives the full \$65.00/hour fee to the officer while VPD gives the VTAP members an hourly wage that varies between \$28.48/hour and 36.61/hour

Ontario (ONT) and British Columbia (B.C.) provincial legislations are different when it comes to who is allowed to be involved in traffic control. B.C. allows the use of special municipal constables while ONT only allows police officers to take that control.

VTAP utilizes a computer program for the VTAP members to log availability and have details delivered to them. The member can accept the detail on his/her time and the response assists the Event Planners in scheduling members. The Service does everything through the divisions and units and has yet to implement an electronic system.

However, in a report to the Chief of Police, Financial Management recommended the use of an on-line system which would allow the Service to remove units and divisions from the distribution process. Units and divisions would be called upon, when required, at the time the paid duty request is received, for their approval of non-regular duties and officer allocations. Preliminary review of the system used by another police service indicates that effort is required to modify the system to meet infrastructure and operational requirements, however, such modifications are possible.

To quote from the Executive Summary of the original paid duty business case:

"Until the Toronto Police Service is able to develop a sophisticated computer system (e.g. estimated 19 months prior to installation/implementation) that allows for real time managing, scheduling, deployment, special events and daily operational needs, the holistic approach model recommended is the only solution to achieving "fairness". The centralized paid duty unit model emphasizes a centralized "intake" of paid duties, with a decentralized equitable distribution system."

The Chief of Police approved a number of proposed system and process changes recommended by Financial Management. Next steps include identifying the restrictions imposed by Toronto By-laws and Provincial Acts and defining paid duty requirements.

In addition, various Service units will participate in the determination of the infrastructure and operational changes required to implement a system currently used by another police service and to ultimately roll this new automated system out throughout the organization.

The Service continues to actively review the paid duty system, and although the VTAP program seems to offer a good alternative to the traffic control duties, there are many issues that need to be addressed prior to any decision. Traffic details, although approximately 59.8% of our paid duty, are not the only details that are involved. Paid duties also include

- Security details;
- Historic paid duties;
- Emergency paid duties;
- Escort details;
- Casino;
- Film;
- Licensed premises; and
- Special events.

The following report and recommendation is submitted for consideration by the Chief and the Board.

List of Recommendations

Recommendation 1

The Chief reports back to the Vice-Chair of the Toronto Police Services Board that it is not feasible to implement the Vancouver model – Vancouver Traffic Authority Program.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 14, 2012**

#P277. CENTRAL JOINT HEALTH & SAFETY COMMITTEE

The Board was in receipt of a copy of the Minutes from the Central Joint Health and Safety Committee meeting held on September 11, 2012. A copy of the Committee Minutes is appended to this Minute for information.

The foregoing Minutes were considered in conjunction with confidential Minutes that were also prepared for the same meeting (Min. No. C332/12 refers).

The Board received the Minutes from the Committee meeting held on September 11, 2012.



Central Joint Health and Safety Committee

- MEETING MINUTES -

**Mounted Unit
Exhibition Place
Toronto, Ontario**

**Tuesday,
Sept. 11, 2012
at 1:00 PM**

Meeting No. 46

Members: Present: Dr. Alok Mukherjee, TPSB, Committee Co-Chair
Mr. Larry Molyneaux, TPA, Committee Co-Chair
Deputy Chief Mike Federico, TPS, Command Representative

Absent: Mr. Rick Perry, TPA, Executive Representative

Also Present: Ms. Wendy Ryzek, Acting Manager, Occupational Health & Safety
Sgt. Gary Haitzer, Safety Officer, Occupational Health & Safety
Ms. Deirdre Williams, Recording Secretary

Guests: Staff Insp. Bill Wardle, Mounted, Police Dog Services & Marine
PC Joel Houston, Mounted
PC Ron Gilbert, Mounted
S/Sgt. Jeff Howell, Mounted
PC Patrick Penney, Mounted
Mr. Eric Kowal, Fleet & Materials Management
S/Sgt. Mike Gottschalk, Occupational Health & Safety
Mr. Rob Duncan, Occupational Health & Safety
S/Sgt. Ronald Tapley, Marine
PC Burak Inal, Marine
PC David O'Brien, Police Dog Services

Chair for this Meeting: Dr. Alok Mukherjee, Co-Chair

Opening of the Meeting:

1. Dr. Mukherjee noted that, given the absence of Mr. Perry, the meeting would not conform with the established standard for conducting an official meeting as outlined in its *Terms of Reference – Quorum*, in that:

The Committee shall have an equal number of Management and Association members present in order to conduct business.

The Committee agreed to waive the abovenoted portion of the *Terms of Reference* and determined that it would consider this meeting to be officially constituted.

Mr. Molyneaux extended a welcome to the guests, provided an overview of the Central Joint Health and Safety Committee and explained how it works in conjunction with the Local Joint Health and Safety Committees (“local JHSCs”), which are operating throughout the Toronto Police Service.

2. The Committee approved the public and confidential Minutes from its meeting held on June 27, 2012.

The Committee considered the following matters:

3. Mounted Unit

S/Insp. Wardle said that, at this time, there were no concerns regarding health and safety requirements or issues arising from the work that is performed at the Mounted Unit. S/Insp. Wardle also said that there has never been an issue at the Mounted Unit which the Local Joint Health and Safety Committee has not been able to resolve.

Mr. Molyneaux noted that, in the past, some Mounted officers had received critical injuries during training exercises and inquired as to whether any specific equipment or training was required in order to reduce the number of critical injuries.

S/Insp. Wardle advised that training can, at times, be very difficult given the size and weight of the horses, particularly for new members who are not fully confident riders. All riders wear safety helmets. Recent injuries included a member who fainted due to loss of blood and another member who suffered a broken wrist. S/Insp. Wardle also said that the Mounted Unit had conducted a review of expandable riding vests but had not yet made a decision on whether the vests would be appropriate for mounted police officers given that, in some situations, the vest may unintentionally deploy during crowd control situations.

Deputy Chief Federico said that there have been no trends arising from the injuries that have occurred at the Mounted Unit.

Following the meeting, S/Insp. Wardle and Sgt. Chris Heard conducted a tour of the Mounted Unit for the Committee members and the guests who attended this meeting.

Status:	Mounted Unit: <u>Resolved.</u>
Action:	The Committee agreed that this matter has been resolved and that no further action is required at this time.

4. Request for Copies of Critical Injury Investigation Reports

The Committee referred to the following issue which was deferred from the June 27, 2012 meeting to the September 11, 2012 meeting for consideration:

Mr. Molyneaux said that when a member is critically injured, the Ministry of Labour is notified by the TPS and the member's local JHSC is responsible for conducting an investigation regarding the incident. Mr. Molyneaux said that he believes that a copy of the report prepared by the local JHSC at the completion of its investigation should be provided to the Committee for information.

Reference: Minutes – CJHSC Meeting: June 27, 2012

Deputy Chief Federico said that he currently provides statistical information on critical injuries and summary descriptions of the investigations to the Committee on a semi-annual basis. Dr. Mukherjee said that the Toronto Police Services Board receives summaries of the critical injuries on a quarterly basis.

Deputy Chief Federico provided the Committee with a copy of the Critical Injury Investigation Report (TPS 749) that was completed for the Mounted member who had fractured a wrist during training... A copy of the report is on file with the Recording Secretary.

The Committee discussed the feasibility of receiving copies of the completed investigation reports at the time that Deputy Chief Federico provides the semi-annual update on critical injuries. Further, it discussed how to ensure the protection of the members' personal and medical information contained in the reports if they were provided to the Committee.

The Committee agreed that, in future, at the time that the semi-annual information on critical injuries is provided to the Committee, one package containing one copy of each Critical Injury Investigation Report completed during the previous six-month period will be provided to the Committee for information. Each Committee member will have an opportunity to read the individual reports. The package of the reports will be returned to the Deputy Chief at the conclusion of the meeting.

Status:	Request for Copies of Critical Injury Investigation Reports. <u>Resolved.</u>
Action:	The Committee agreed that this matter has been resolved and that no further action is required at this time.

5. Court Services – Evidence Submitted in Court

Update by: Deputy Chief Mike Federico, Command Representative

Deputy Chief Federico described some of the training that is provided to members of Court Services on what they may see and/or hear while performing their duties in a courtroom or during other difficult situations. Deputy Chief Federico also said that Dr. Kevin Gilmartin, a behavioral scientist who specializes in issues related to emotional survival for members in law enforcement, has been working with the TPS on how to deal with stress that arises in the TPS work environment which affects both uniform and civilian members.

Deputy Chief Federico also said that post-incident assistance is always available for civilian members through EFAP or from the members' peer support colleagues who can provide an immediate and more robust response based on the circumstances of the incident.

Dr. Mukherjee asked whether or not the training and assistance that are provided to members of Court Services could be extended to call takers and members of Video Services and other units who may be exposed to graphic information. Deputy Chief Federico said that there is a dedicated weekly program at the Communications Centre during which call takers and dispatchers have access to psychological assistance. With respect to Video Services, he said that he had spoken with Mr. John Sandeman, Manager of Video Services, and explained the various training and psychological services that are available to the members of his unit.

Deputy Chief Federico also said that the TPS psychologists meet regularly with call takers, police officers in deep undercover positions and members of high-risk units, such as Sex Crimes and the ETF, to assess the state of their psychological health.

Written notes provided by Deputy Chief Federico on this matter are attached to these Minutes for information.

Status:	Court Services Unit – Evidence in Court <u>Resolved.</u>
Action:	The Committee agreed that this matter has been resolved and that no further action is required at this time.

6. Suggestions for the TPS 2012 Occupational Health and Safety Awareness Day

Update by: Ms. Wendy Ryzek & Sgt. Gary Haitzer, OHS

Ms. Ryzek said that, in response to the Committee's request that she inquire about the amount of the speaking fee charged by LCol (Ret'd.) Stéphane Grenier and, if possible, to invite him to speak at the OHS Awareness Day on October 03, 2012, she made inquiries about his fee and determined that it was, unfortunately, higher than the budget allotted for a speaker. Ms. Ryzek said that the TPS is working with LCol Grenier to determine whether or not there would be an opportunity to invite him to speak at a senior officer training day that would be scheduled to take place during a time at which he may be in Toronto attending another event.

Sgt. Haitzer provided an overview of the draft itinerary for the 2012 OHS Awareness Day, which included presentations on the TPS response to critical incidents, an update on occupational health and safety in policing, the WSIB's safe return to work initiative and how to reduce on-duty bicycle-related injuries.

Sgt. Haitzer was asked to provide the Committee with a de-briefing of the OHS Awareness Day at its next meeting.

No written notes were provided with regard to this matter.

Status:	Suggestions for the TPS 2012 Occupational Health and Safety Day: <u>Ongoing</u>
Action:	Sgt. Haitzer will provide an update at the next meeting.

7. Barn Swallows at the Marine Unit
Update by: Mr. Larry Molyneaux, Co-Chair

Mr. Molyneaux said that some areas of the Marine Unit have been infested with barn swallows for years and he asked S/Sgt. Ron Tapley to provide the Committee with an overview of the concerns that have been raised by members at the Marine Unit.

S/Sgt. Tapley referred to a report *Health and Safety Issue – Barn Swallows* prepared by Sgt. Dave Harlock, Marine Unit, which was circulated to the Committee. A copy of the report is appended to these Minutes for information. S/Sgt. Tapley also provided the Committee with the following:

- written documentation on histoplasmosis;
- copies of Minutes of the Marine Unit's Joint Health and Safety Committee's meetings pertaining to the barn swallows; and
- copies of email messages and internal correspondence between TPS members pertaining to barn swallows.

Copies of the foregoing are on file with the Recording Secretary.

S/Sgt. Tapley advised the Committee that:

- the problem of barn swallows infesting parts of the Marine Unit has existed since prior to 2008 and that, despite numerous discussions with TPS – Facilities and TPS – Occupational Health and Safety, the matter has not been resolved;
- the barn swallows are migrant birds which return to the Marine Unit every year and every year it is a problem; a problem which, if addressed properly, can be prevented;
- Sgt. Harlock’s report was prepared in 2009 and included several options to resolve the infestation problem; those options may now be out of date; and new options need to be considered;
- members at the Marine Unit are very concerned about contracting histoplasmosis from their ongoing exposure to bird feces;
- members at the Marine Unit spend a considerable amount of time cleaning the bird feces that drop onto the boats and boat slips;
- the ceilings and the eye beams remain covered in bird feces given that the Marine Unit does not have the appropriate equipment to reach heights in excess of 30 feet and, particularly, because it would not be safe for the members to clean at that height; and
- another TPS facility had an infestation of pigeons which was resolved by the installation of nets; the Marine Unit has requested similar nets to be installed in its boat houses.

Deputy Chief Federico said that he had not previously been aware of the problem related to barn swallows at the Marine Unit and requested an opportunity to review all the materials provided by S/Sgt. Tapley. Deputy Chief Federico said that, following a review of the materials, he would determine what information had been forwarded to the Command level and he would also inquire as to whether or not the City of Toronto would be responsible for funding the work that would be required at the Marine Unit.

Dr. Mukherjee asked Deputy Chief Federico to discuss this matter with the Command and to provide a response, to the Committee at its next meeting. The Committee concurred with Dr. Mukherjee’s recommendation.

Status:	Barn Swallows at the Marine Unit: <u>Ongoing</u>
Action:	Deputy Chief Federico will provide a response at the next meeting.

Quarterly Update:

8. TPS Wellness Issues and Initiatives

Update by: Deputy Chief Mike Federico, Command Representative

Deputy Chief Federico updated the Committee on the wellness initiatives that are in place and the new initiatives that are being developed across the TPS. Specific details of the initiatives are contained in written notes that Deputy Chief Federico provided and are attached in these Minutes for information.

Deputy Chief Federico spoke directly to the guests attending this meeting and encouraged them to familiarize themselves with all the TPS wellness initiatives and then to share that information with the members of their units.

S/Insp. Wardle said that 100% of the members in the Mounted and Dog Services sections of the Mounted, Police Dog Services & Marine Unit have obtained their fitness pins and that nearly everyone in the Marine Unit has obtained a fitness pin. S/Insp. Wardle commended the new initiatives and said that he has often heard conversations about wellness issues taking place between members at his unit and noted that these types of conversations would not have been common in policing 25 years ago.

Dr. Mukherjee said post-traumatic stress disorder (PTSD) is currently receiving a lot of attention in the policing environment and asked Deputy Chief Federico to describe what steps the TPS is taking to address PTSD.

Deputy Chief Federico agreed that PTSD is an important issue and said that it is being discussed in all emergency services organizations. Deputy Federico said that the TPS provides different types and levels of PTSD assistance and that each situation is reviewed carefully to ensure that a member is offered the most appropriate services that will assist him/her in recovering from a traumatic experience.

Deputy Chief Federico said that, in addition to assisting members who may have been involved in a traumatic situation on an individual basis, there are some situations, such as significant workplace events, shootings or vehicle collisions, which prompt an automatic corporate response in order to immediately assist a group of members.

The Committee was advised that a Critical Incident Response Team was mobilized immediately after the shooting that occurred on Danzig Street to assist members who were exposed to graphic and disturbing scenes and who were working quickly under intense pressure.

Deputy Chief Federico said that after immediate assistance has been offered to a member who may have been involved in a traumatic incident, it is equally important to ensure that there is an ongoing assessment of the member. Deputy Chief Federico said that TPS unit commanders and the member's work partners must be alert and, if they recognize any signs of concern, they should seek assistance for the member.

Status:	Quarterly Update: TPS Wellness Issues and Initiatives: <u>Ongoing</u>
Action:	Deputy Federico will provide a further update in three months.

New Matter:

9. Tours of New TPS Facilities
Update by: Dr. Alok Mukherjee, Co-Chair

Dr. Mukherjee noted that members of the Committee had been invited to participate in a “walk through audit” of the new 14 Division station on August 22, 2012 and, for the members who attended, it provided them with an opportunity to see the station and ask questions about some of the interesting features that are in new TPS stations.

Dr. Mukherjee also noted that the Committee’s *Terms of Reference* specifically indicate that the Committee is not responsible for workplace inspections and wanted to clarify that the Committee’s tours of new TPS facilities are not intended to replace the requirement that workplace inspections be conducted by the Joint Health and Safety Committees.

The Committee agreed that when it conducts its annual review of the *Terms of Reference* in January 2013, it will recommend a clarification indicating that the Committee would like to continue touring all new TPS facilities and that the purpose of each tour is for information only.

No written notes with regard to this matter were provided.

Status:	Tours of New TPS Facilities: <u>Ongoing</u>
Action:	This matter will be considered when the Committee conducts the next annual review of its Terms of Reference.

****Confidential Matters****

The Committee also considered several confidential matters.

Details of the Committee’s discussions and decisions regarding these matters have been recorded in confidential Minutes which form part of the Minutes for this meeting.

Next Meeting:

Date: Monday, December 03, 2012
Time: 10:00 AM
Location: Property & Evidence Management Unit

Members of the Central Joint Health and Safety Committee:

Dr. Alok Mukherjee, Co-Chair Toronto Police Services Board	Mr. Larry Molyneaux, Co-Chair Toronto Police Association
Deputy Chief Mike Federico, Command Representative, Toronto Police Service	Mr. Rick Perry, Executive Representative Toronto Police Association

Briefing Notes
2012.09.11. CJHSC Meeting

The following is an update for the upcoming Central Joint Health and Safety Committee (CJHSC) meeting, scheduled for Tuesday, September 11, 2012.

As per the meeting agenda, Deputy Mike Federico is required to provide the Committee with an update on the following:

Carry Forward of Agenda Matters from the Previous Meeting:

Quarterly Update:

Agenda item #5: TPS Wellness Issues and Initiatives

There have been two minor updates, see 10) & 16), since the last update.

- 1) Emotional Survival Training for Civilians is currently running, specific to policing environment; can be booked through Kim McClelland.
- 2) Health Screenings (testing Cholesterol, Blood Pressure, Blood Sugar), ongoing, can be booked through Kim McClelland.
- 3) On-going Fitness Pin Testing every Monday & Thursday at the Toronto Police College (TPC); There are 49 Fitness Pin Appraisers across the service conduct testing at each division.
- 4) Fitness Pin Course to run the week of November 19th, 2012; upon completion of course individuals will be certified to conduct Fitness Pin Testing.
- 5) Healthy Eating Program (HEP), on-going; HEP will be run at D41 starting in September.
- 6) Platoon Training Wellness dates (Topic examples: Fatigue Management; Sugar & Disease), can be booked through the Wellness Team.
- 7) Nutrition Consultations (menu planning, sleep tips, supplement recommendations etc.), ongoing, conducted at the TPC, HQ and other TPS locations.
- 8) Fitness Consultations (stretching, injury prevention, improving physical fitness, full movement screening), ongoing, conducted at the TPC and other TPS locations.
- 9) On-going development of the On-line/E-learning version of the Healthy Eating Program (currently in development is Session #2, Menu Planning).

Briefing Notes
2012.09.11. CJHSC Meeting

- 10) Toronto Police Wellness Website (<http://wellness.torontopolice.on.ca/> UN: tps PW: 123); ongoing-weekly updates; articles and videos generated by TPS wellness Team; **NEW Recipe section launching in September.**
- 11) Fitness Pin Test revised and updated this year to include the NEW! Core Endurance Test (videos and information available on TPS wellness website).
- 12) Movement screening added to Fitness Pin Test to support injury prevention and increased member wellness.
- 13) Biggest Loser Challenge completed recently at Traffic Services and Collision Reporting Centres; weigh-ins conducted by the Wellness Team.
- 14) Routine Order created 2012.05.23 to emphasize the importance of hydration during the summer months.
- 15) Emotional Survival Training for Police Officers continues to be delivered as part of the 2012 In-Service Training Program (ISTP).
- 16) **ISTP Wellness Training is currently being developed for 2013.**

New Matters - Update:

Agenda item #7: Court Services – Evidence Submitted in Court

The Service's court officer classroom training encompasses all aspects of the court room, including what they might see and hear so that they are prepared for difficult situations. The recruit training also includes crisis resolution, fatigue management, emotionally disturbed persons and the EFAP. During their field training court officers are assigned to a coach officer who is with them at all times while they are performing their duties.

Court Services - Training Section is currently working with Kim McClelland of the Wellness Section of the TPC to schedule the Emotional Survival Training for Civilians to be delivered on their Unit Training Day on November 12th, 2012 to the members.

*****Confidential Agenda item #1:**

Deputy Federico will provide an update on this agenda item.

HEALTH & SAFETY ISSUE

BARN SWALLOWS

Prepared by: Sgt. Harlock #6129
Marine Unit

BACKGROUND:

The Marine Unit, specifically the boat house slips has for numerous years had an infestation of migrant birds living in the rafters. These birds (mainly barn swallows) have taken up residence in the rafters during the spring, summer and fall months.

As a result of their habitation, the Marine Unit vessels along with the walkways in the boathouse become infested with feces or bird droppings. Over the years this problem has grown substantially.

INVESTIGATION:

The Health & Safety Committee was tasked with investigating this issue and developing a selection of solutions. It was identified that the feces or bird droppings from the barn swallows do in fact cause a potential health risk to both members of the Marine Unit, (both civilian and police officers) as well as members of Fleet Management. The bird droppings when being disturbed by cleaning then create airborne spores which can be inhaled into the lungs which may result in an infection to the lungs. This process is called **Histoplasmosis**. This disease cannot be spread from person to person.

HISTOPLASMOSIS:

Histoplasmosis is a fungal infection that varies in symptoms and seriousness. Histoplasmosis usually affects the lungs and causes a short term treatable lung infection. This infection can lead to the loss of vision and chronic bronchitis/pneumonia-like symptoms. When it affects other parts of the body, it is called disseminated histoplasmosis. Disseminated histoplasmosis can be fatal. Experts state that the best prevention to avoid this disease is to avoid disturbing the bird droppings.

ALTERNATIVE SOLUTIONS:

There appear to be several alternatives to resolve this identified problem.

The first alternative would be to install proper netting across the top of the Marine Unit boathouse. This would in effect stop the birds from nesting and thereby stop the bird feces from becoming a health issue for the Members of the Marine Unit.

The cost that was quoted to facilities Management was \$137,000.00

The second alternative is to continue the status quo and to have Officers clean the cement walkways in the boathouse along with the vessels on a daily basis. The major change to this process would be for all members conducting the cleaning to be wearing either a N95 mask or a cartridge respirator and rubber gloves. The rubber gloves would have to be a little heavier duty than the ones issued for medical emergencies. Along with this alternative, the additional step of

ensuring that the Boathouse doors are maintained in the closed position during the spring period to minimize the barn swallows from establishing their nests.

However, this does not address the issue of the mechanics who are required to work in this conditions on a continual basis while maintaining the vessels for the Unit.

Costs of N95 masks: It was determined that the Marine Unit would require approx. 2,184 masks per year. (based on 182 days x 6 officers per shift x 2 shifts per day = 2,184 masks). The cost for these masks is approx. \$1.00 per mask. Therefore it would cost the marine Unit \$2,184. per year to supply officers with N95 masks.

Costs of Cartridge Respirators: These are personal issued and have cartridges attached. Each mask is approx. \$20 and the cartridges are \$5.00 per cartridge. Therefore with 40 officers and approx. 5 cartridges per officer per year. The total cost would be approx. \$2,200 to supply the officers at the Marine Unit. Each cartridge lasts approx. 1 month long or 20 user days.

Cost of Gloves:

The orange rubber gloves utilized for the drowning kits would also be required for the cleaning up of the bird feces.

These gloves cost \$35. per dozen.

Therefore total cost for the year for the rubber gloves would be approx. \$6,370.

Cost of Liquid Cleaner:

Percept made by Virox/Butcher's liquid chemical.

\$3.00 a litre. Require approx. 40 litres.

Therefore, it will cost approx. \$120 per year, if the bird season lasts 20 weeks

Total Cost for Second Alternative:

Cost of respirators - \$2,200.

Cost of Gloves: \$6,370.

Cost of Cleaner - \$120.00

Total = \$ 8,690.00 per year.

The third alternative:

Purchase a battery operated falcon and install in the boathouse.

Cost to be determined.

The fourth alternative:

Hire a real falcon and its' handler and bring them into the boathouse to chase the barnswallows away.

This method proved very effective at No. 51 Division years ago.

Cost to be determined.

Recommendations:

All the experts state that the best solution to this problem is to ensure that the birds do not have the ability to establish their nests during the spring months. However, due to the high cost of the netting, the most cost efficient alternative would be one of the other alternatives. It seems odd that the netting was previously installed at Cranfield to deal with this similar problem (albeit it was a different type of bird).

Caveat: Consideration to risk management in relation to liability should a member of the Marine Unit become infected with the above mentioned diseases. It may be prudent to put this issue forward to Command once more to request the installation of an appropriate netting in an effort to remove the potential for infectious diseases to members of the Marine Unit. The cleaning method is the least effective and leaves opportunity for members of the Marine Unit and the general public who tour through this facility on a regular basis to become infected.

Outstanding Issues:

The remaining outstanding issue is the time line associated with the airborne spores. The University of Toronto has been contacted to determine the length of time that the spores would be airborne and therefore pose a potential risk to occupants of the building.

The Medical Advisory Services along with a biological expert will be attending the Marine Unit in an effort to assess the appropriate cleaning solution to minimize exposure to the bird spores. This will impact the cost of said cleaner.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 14, 2012**

**#P278. QUARTERLY REPORT: TORONTO POLICE SERVICES BOARD
SPECIAL FUND UNAUDITED STATEMENT: JULY TO SEPTEMBER
2012**

The Board was in receipt of the following report October 30, 2102 from Alok Mukherjee, Chair:

Subject: QUARTERLY REPORT: TORONTO POLICE SERVICES BOARD SPECIAL
FUND UNAUDITED STATEMENT: JULY TO SEPTEMBER 2012

Recommendation:

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

Financial Implications:

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

Background/Purpose:

As required by the Toronto Police Services Board (TPSB) Special Fund policy (Board Minute #P292/10) expenditures for the Special Fund shall be reported to the Board on a quarterly basis. This report is provided in accordance with such directive. The TPSB remains committed to promoting transparency and accountability in the area of finance.

Discussion:

Enclosed is the un-audited statement of receipts and disbursements with respect to the Toronto Police Services Board's Special Fund for the period July1 to September 30, 2012.

As at September 30, 2012, the balance in the Special Fund was \$1,018,954. During the third quarter, the Special Fund recorded receipts of \$161,214 and disbursements of \$112,357. There has been a net increase of \$700,279 against the December 31, 2011 fund balance of \$318,675.

Auction proceeds have been estimated for the months of July to September 2012 as the actual deposits have not yet been made.

For this quarter, the Special Fund received a net receipt of \$117,946 representing unclaimed money. In accordance with S.133 of the Police Services Act, the funds were transferred to the Special Fund and the Board may use it for any purpose that it considers in the public interest.

For this quarter, the Board approved and disbursed the following sponsorships:

- Ryerson University Diversity \$54,325
- Caribana \$10,000
- Victim Services Program \$8,000
- Occupational Health & Safety Day \$1,000

The following unused funds were returned:

- Asian Heritage Month \$1,533
- Black History \$151

Conclusion:

As required by Toronto Police Services Board Special Fund policy, it is recommended that the Board receive the attached report.

The Board received the foregoing report.

THE TORONTO POLICE SERVICES BOARD SPECIAL FUND 2012 THIRD QUARTER RESULTS WITH REVISED PROJECTIONS								
PARTICULARS	2012						2011	COMMENTS RELATING TO THIS QUARTER
	REVISED PROJ.	JAN 01 TO MAR 31/12	APR 01 TO JUN 30/12	JUL 01 TO SEPT 30/12	OCT 01 TO DEC 31/12	JAN 01 TO DEC 31/12 TOTALS	JAN 01 TO DEC 31/11 ACTUAL	
BALANCE FORWARD	318,675	318,675	494,421	970,097	1,018,954	318,675	464,204	
<u>REVENUE</u>								
PROCEEDS FROM AUCTIONS	200,000	74,010	69,161	67,285		210,455	243,579	Auction proceeds for the third quarter are based on estimates. Overhead is at 37% of the proceeds.
LESS OVERHEAD COST	(74,000)	(27,384)	(25,590)	(24,895)		(77,868)	(87,640)	
UNCLAIMED MONEY	750,000	131,739	561,217	128,420		821,376	310,703	
LESS RETURN OF UNCLAIMED MONEY	(22,500)	(1,326)	(2,243)	(10,474)		(14,043)	(6,393)	
INTEREST	2,700	329	1,004	2,068		3,402	3,287	Interest income is based on the average monthly bank balance.
LESS BANK SERVICE CHARGES	(1,000)	(159)	(292)	(1,189)		(1,640)	(971)	
OTHERS	2,400	0	2,388	0		2,388	11,374	Return of beer bottles and scrap metals Contribution from Ontario Human Rights Commission
OTHERS	10,000	0	10,000	0		10,000	0	
TOTAL REVENUE	867,600	177,210	615,646	161,214	0	954,070	473,939	
BALANCE FORWARD BEFORE EXPENSES	1,186,275	495,885	1,110,067	1,131,311	1,018,954	1,272,745	938,143	
<u>DISBURSEMENTS</u>								
<u>POLICE COMMUNITY INITIATIVES</u>								
SERVICE								
CPLC & COMM. OUTREACH ASSISTANCE	29,000	0	29,000	0		29,000	11,805	
UNITED WAY	10,000	0	0	0		0	0	
OTHER	0	0	0	0		0	0	
COMMUNITY								
VICTIM SERVICES PROGRAM	12,000	0		8,000		8,000	0	
VARIOUS ORGANIZATIONS	100,000	6,000	77,325	65,325		148,650	44,900	
FUNDS RETURNED - SPONSORSHIPS	(4,500)	(4,483)	0	(1,684)		(6,167)	(4,494)	
TPAAA ASSISTANCE	26,000	0	0	0		0	5,800	
RECOGNITION OF SERVICE MEMBERS								
AWARDS	46,000	(153)	22,937	27,192		49,977	45,150	25 year Service watch and Medal of Merit
CATERING	15,000	0	2,274	4,925		7,199	11,258	
RECOGNITION OF COMMUNITY MEMBERS								
AWARDS	2,000	0	6,490	0		6,490	1,030	
CATERING	2,000	0	1,146	0		1,146	2,338	
RECOGNITION OF BOARD MEMBERS								
AWARDS	700	0	0	0		0	501	
CATERING	1,000	0	499	0		499	458	
CONFERENCES								
COMM. POLICE LIAISON COMMITTEES	8,500	0	0	8,500		8,500	0	
ONT. ASSO. OF POLICE SERVICES BOARD	0	0	0	0		0	5,500	
CDN ASSO. OF POLICE SERVICES BOARD	0	0	0	0		0	0	
DONATIONS - IN MEMORIAM	800	0	300	0		300	600	
TPSB/TPA RETIREMENT DINNER	20,000	0	0	0		0	18,394	
DINNER TICKETS	200	0	0	0		0	0	
PROFESSIONAL FEES	0	0	0	0		0	409,910	
INTERNAL CONTROL REVIEW FEE	5,640	99	0	99		199	5,640	Tax on ICR fee.
OTHER EXPENSES	0	0	0	0		0	60,678	
TOTAL DISBURSEMENTS	274,340	1,464	139,970	112,357	0	253,791	619,468	
SPECIAL FUND BALANCE	911,935	494,421	970,097	1,018,954	1,018,954	1,018,954	318,675	

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 14, 2012**

**#P279. SEMI-ANNUAL REPORT: PUBLICATION OF EXPENSES:
JANUARY TO JUNE 2012**

The Board was in receipt of the following report November 01, 2102 from William Blair, Chief of Police:

Subject: SEMI-ANNUAL REPORT - PUBLICATION OF EXPENSES - JANUARY TO
JUNE 2012

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

The Board, at its meeting on February 1, 2012 passed a motion requiring the expenses of Board Members, the Chief, the Deputy Chiefs and CAO, excluded members at the level of X40 and above and Service members at the level of Staff Superintendent and Director. The expenses to be published were in three areas: business travel, conferences and training and hospitality and protocol (Min #P18/2012 refers).

The purpose of this report is to advise the Board of the information on these expenses that were published in respect of the period January 1 to June 30, 2012.

Discussion:

Since 2007, the Service has published the expenses of the Chief, Deputies and CAO on the Service's internet site. The Board's motion expanded the range of people whose expenses were to be published. Attached to this report as Appendix "A" are the expenses for 22 Service and Board Members included in the Board's motion for the first half of 2012. It is anticipated that expenses for the second half of 2012 will be published in either February or March 2013. A report will be submitted to the Board coincidentally with the publication.

Conclusion:

The expenses in three categories for Board and Service Members covered in the Board's motion were published on the Board's and the Service's internet sites on November 1, 2012.

Inspector Stu Eley, Chief's Staff, will be present to answer any questions the Board may have.

The Board received the foregoing report.

Toronto Police Service
Expense Publication Summary
Period: January to June 30, 2012

Ashman	Aileen	\$1,788.77
Blair	William	\$9,916.19
Campbell	Joanne	\$332.37
Chin	Lee	\$0.00
Cristofaro	Angelo	\$429.66
Noria	Dhun	\$92.84
Farahbakhsh	Jeanette	\$1,060.61
Federico	Michael	\$1,318.36
Giannotta	Celestino	\$503.71
Greenwood	Kimberly	\$1,647.15
Kijewski	Kristine	\$114.51
McGuire	Jeffrey	\$3,982.74
Moliner	Marie	\$0.00
Mukherjee	Alok	\$1,161.03
Nunziata	Frances	\$0.00
Pringle	Andrew	\$0.00
Pugash	Mark	\$541.97
Sloly	Peter	\$14,892.37
Stubbings	Richard	\$1,089.49
Thompson	Michael	\$0.00
Veneziano	Tony	\$2,825.23
Wilcox	Jane	\$1,194.01
Total		\$42,891.01



Toronto Police Service
Senior Staff Expenses
For the period of January to June 30, 2012

Unit: Human Resources Management
Member: Ashman, Aileen
Job Title/Rank: Director

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
January 27	Police Sector meeting	\$13.50
April 27	Arbitration cross examination	\$25.22
May 18	Toronto Police Service Board meeting	\$8.11
May 23 to 25	Canadian Association of Chiefs of Police Human Resource Committee meeting in Ottawa, Ontario	\$900.95
May 29	Meeting with FeidmanDaxon Partners Inc. Consultants	\$9.01
		\$956.79

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
February 28 to March 3	21st Annual Police Labour Conference in Mississauga, ON	\$588.50
April 10 to 12	Healthy Outcome Conference 2012 in Kelowna, British Columbia	\$243.48
		\$831.98

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
January 23	Parking at Toronto Police Service Chiefs Dinner	\$4.12
		\$4.12
Member Total		\$1,788.77



Toronto Police Service
Senior Staff Expenses
For the period of January to June 30, 2012

Unit: Chief's Office
Member: Blair, William
Job Title/Rank: Chief of Police

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
January 14 to 16	Canadian Association of Chiefs of Police President's Council meeting on Strategic Directions in Victoria, British Columbia	\$628.93
January 18 to 19	Ontario Association of Chiefs of Police Board of Directors Meeting in Kingston, Ontario	\$135.08
February 01 to 03	Major Cities Chiefs Association 2012 Winter Meeting in Las Vegas, Nevada	\$1,545.04
February 28	Canadian Association of Chiefs of Police presentation to Federal-Provincial-Territorial Administrators in Ottawa, Ontario	\$0.00
March 16 to 18	Canadian Association of Chiefs of Police Executive & Board of Directors Meeting in Montreal, Quebec	\$541.81
March 28 to 29	Ontario Association of Chiefs of Police Board of Directors Meeting in Hamilton, Ontario	\$135.08
April 01 to 03	Speaker at the International Police Conference for Police and Law Enforcement Executive, Seattle, Washington	\$201.93
May 06 to 07	Speaker at the International Police Conference for Police and Law Enforcement Executive in Quebec City, Quebec	\$692.01
May 08 to 09	Investiture of the Order of Merit of Police Forces and Commander of the Order of Merit in Ottawa, Ontario	\$754.09
May 23 to 24	Quebec & Ontario Chiefs of Police & Partners Meeting in Montreal, Quebec	\$381.95
May 28 to 30	Major Cities Chiefs Summer Meeting in Grapevine, Texas	\$1,238.99
		\$6,254.91

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
June 03 to 14	Pearls in Policing Conference 2012, Singapore	\$2,588.53
June 16 to 21	2012 Ontario Association of Chiefs of Police Annual Conference in London, Ontario	\$816.61
		\$3,405.14

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
January 28	Ticket for Garrison Ball	\$150.00
January 30	Hosting meeting with consultant on Strategic Policy Partnership	\$31.83
April 19	Hosting meeting on Chief's Internal Organizational Review	\$74.31
		\$256.14

Member Total **\$9,916.19**



Toronto Police Service
Senior Staff Expenses
For the period of January to June 30, 2012

Unit: Toronto Police Service Board
Member: Campbell, Joanne
Job Title/Rank: Executive Director

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
March 29 and 30	Parking at Police Sector Council Workshop at the Sheraton Toronto Airport Hotel & Conference Centre	\$24.76
		\$24.76

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
April 17 and 18	Ontario Association of Police Services Boards 2012 Conference in Ottawa, Ontario	\$307.61
		\$307.61

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No hospitality and protocol expenses for this period	\$0.00
		\$0.00

Member Total	\$332.37
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Toronto Police Service
Senior Staff Expenses
For the period of January to June 30, 2012

Unit: Toronto Police Service Board
Member: Chin, Lee
Job Title/Rank: Toronto Police Service Board Member

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No business travel expenses for this period	\$0.00
		\$0.00

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No conference and training expenses for this period	\$0.00
		\$0.00

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No hospitality and protocol expenses for this period	\$0.00
		\$0.00

Member total	\$0.00
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Toronto Police Service
Senior Staff Expenses
For the period of January to June 30, 2012

Unit: Finance & Administration
Member: Cristofaro, Angelo
Job Title/Rank: Director

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
February 8	Mileage for meeting at Fleet and Materials Management	\$7.70
May 1 and 2	OACP Finance Budget Meeting in Niagara Falls, Ontario	\$327.00
May 8 to May 29	Parking for Budget and Board meetings at City Hall	\$18.64
		\$353.34

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No conference and training expenses for this period	\$0.00
		\$0.00

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
June 6	Ticket for 45th Annual Police Officer of the Year Awards	\$76.32
		\$76.32

Member Total	\$429.66
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Toronto Police Service
Senior Staff Expenses
For the period of January to June 30, 2012

Unit: Labour Relations
Member: Farahbakhsh (May), Jeanette
Job Title/Rank: Manager

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
February 24	Parking at TPA Conciliation hearing at City Hall in Toronto, Ontario	\$12.61
April 11	Parking at TPA Conciliation hearing at City Hall in Toronto, Ontario	\$10.14
April 18	Parking at School Crossing Guard Awards at City Hall in Toronto, Ontario	\$5.40
		\$28.15

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
February 28 to March 1	21st Annual Police Labour Conference in Mississauga, Ontario	\$559.68
March 26 and 27	Human Rights Training - Investigation & Reporting Writing in Toronto, Ontario	\$472.78
		\$1,032.46

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No hospitality and protocol expenses for this period	\$0.00
		\$0.00

Member Total	\$1,060.61
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Toronto Police Service
Senior Staff Expenses
For the period of January to June 30, 2012

Unit: Human Resources Command
Member: Federico, Michael
Job Title/Rank: Deputy Chief

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
January 20	Parking at Canadian Institute for Int'l Policing Meeting in Toronto, Ontario	\$12.42
January 26	Parking at Center of Addictions and Mental Health Empowerment Council Meeting in Toronto, Ontario	\$7.19
February 10	Parking at CBC Interview in Toronto, Ontario	\$9.45
February 22 and 23	Meeting on Integrated Approach to De-Escalation and Minimizing Use of Force in Washington, DC	\$1,163.34
March 20	Parking for attendance at "Out the Window" play in Toronto, Ontario	\$3.36
April 22	Parking at Meeting for Aboriginal Consultative Committee Vocation in Toronto, Ontario	\$3.60
May 9	Parking at TV interview for Crime Stoppers in Toronto, Ontario	\$9.90
May 10	Attendance at Community Meeting Houselinks in Toronto, Ontario	\$3.15
May 16	Attendance at Community Meeting Houselinks in Toronto, Ontario	\$2.70
May 18	Parking at Toronto Police Services Board Confidential Meeting	\$18.23
May 31	Parking at Meeting with a Justice in Toronto, Ontario	\$2.48
		\$1,223.40

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
February 22	Live Webinar on The Rise of Workplace Stress and Harassment Claims: What Employers Can Do	\$70.21
		\$70.21

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
January 22	Parking for attendance at TPS Chaplain's Annual Dinner in Toronto, Ontario	\$5.39
April 18	Parking at School Crossing Guard Ceremony at City Hall	\$9.46
April 26	Parking at Celebration of 64th Anniversary of State of Israel Independence in Toronto, Ontario	\$9.90
		\$24.75

Member Total **\$1,318.36**



Toronto Police Service
Senior Staff Expenses
For the period of January to June 30, 2012

Unit: Information Technology Services
Member: Giannotta, Celestino
Job Title/Rank: Director

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No business travel expenses for this period	\$0.00
		\$0.00

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
February 22 to 24	Maximizing Technology Partnership in Challenging Economic Times, Canadian Association of Chiefs of Police Informatics Committee at Fairmont Royal York in Toronto, Ontario	\$503.71
		\$503.71

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No hospitality and protocol expenses for this period	\$0.00
		\$0.00

Member Total	\$503.71
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Toronto Police Service
Senior Staff Expenses
For the period of January to June 30, 2012

Unit: Central Field Command
Member: Greenwood, Kimberley
Job Title/Rank: Staff Superintendent

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
January 23	Parking for business meeting at 110 Queen Street West	\$8.11
February 2	Parking for business meeting at 110 Queen Street West	\$8.11
May 8	Parking for business meeting with Brookfield Properties in Toronto, Ontario	\$27.02
June 25	Parking for business meeting with Brookfield Properties in Toronto, Ontario	\$7.20
		\$50.44

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
June 17 to 20	2012 Annual Conference of the Ontario Association of Chiefs of Police in London, Ontario	\$1,309.74
		\$1,309.74

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
April 18	Parking for School Crossing Guard Event at 110 Queen St. West	\$54.04
April 19	8th Annual Retirement Dinner for 52 Division	\$65.00
April 24	Ontario Women in Law Enforcement Annual Banquet	\$70.00
April 30	Division 12 Retirement Dinner	\$76.32
May 31	45th Annual Police Officer of the Year Awards in Toronto, Ontario	\$16.21
June 25	Parking for Welcome for Police Officers returning from the UN mission in Afghanistan	\$5.40
		\$286.97

Member Total	\$1,647.15
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Toronto Police Service
Senior Staff Expenses
For the period of January to June 30, 2012

Unit: Corporate Services
Member: Kijewski, Kristine
Job Title/Rank: Director

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No business travel expenses for this period	\$0.00
		\$0.00

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No conference and training expenses for this period	\$0.00
		\$0.00

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
May 14	Working business dinner with Chief's Internal Organizational Review (CIOR) consultant, Toronto	\$114.51
		\$114.51

Member Total	\$114.51
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Toronto Police Service
Senior Staff Expenses
For the period of January to June 30, 2012

Unit: Detective Services
Member: McGuire, Jeffrey
Job Title/Rank: Staff Superintendent

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
February 20 to 21	Department of Justice Canada- Consultation on Proposed Reforms to The Police Release Regime in Ottawa, Ontario	-\$70.07
April 26	Parking for Meeting	\$2.62
May 17	Parking for Police Services Board Meeting	\$4.05
May 18	Parking for Police Services Board Meeting	\$22.74
May 23 to 24	Quebec & Ontario Chiefs of Police and Partners Meeting in Montreal, Quebec	\$600.95
May 31 to June 1	Ontario Law Enforcement Torch Run for Special Olympics in Kingston, Ontario	\$267.05
June 6	Parking for Meeting	\$11.71
June 7	Parking for Meeting	\$4.28
		\$843.33

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
January 5	Rotman School of Management Seminar	\$9.89
March 25 to 30	Leadership in Counterterrorism Atlantic Cycle # 3 (LinCT) in Quantico, Virginia	\$1,151.32
April 1 to 6	Leadership in Counterterrorism Atlantic Cycle # 4 (LinCT) conference in Halifax, Nova Scotia	\$1,703.64
April 10 to 11	Corporate Security Liaison Committee Seminar in Stratford, Ontario	\$217.81
		\$3,082.66

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
February 15	Parking for Big Brothers/Sisters Meeting	\$31.53
March 22	Parking for Big Brothers/Sisters Meeting	\$9.01
May 16	Parking for Big Brothers/Sisters Meeting	\$16.21
		\$56.75

Member Total	\$3,982.74
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Toronto Police Service
Senior Staff Expenses
For the period of March 27 to June 30, 2012

Unit: Toronto Police Service Board
Member: Moliner, Marie
Job Title/Rank: Toronto Police Service Board Member

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No business travel expenses for this period	\$0.00
		\$0.00

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No conference and training expenses for this period	\$0.00
		\$0.00

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No hospitality and protocol expenses for this period	\$0.00
		\$0.00

Member Total	\$0.00
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Toronto Police Service
Senior Staff Expenses
For the period of January to June 30, 2012

Unit: Toronto Police Service Board
Member: Mukherjee, Alok
Job Title/Rank: Toronto Police Service Board, Chair

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
March 6 to 8	Joint Meeting with Canadian Association of Chiefs of Police (CACP), the Canadian Police Association (CPA) and the (Canadian Association of Police Board (CAPB)	-\$15.55
		-\$15.55

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
April 18 to 21	Ontario Association of Police Services Boards(OAPSB) 2012 Conference in Ottawa, Ontario.	\$636.36
June 28 to 29	Executive Symposium co-hosted by Canadian Police College, the Canadian Association Chiefs of Police in Ottawa, Ontario	\$310.22
		\$946.58

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
February 24	Ticket for Black History Month celebration	\$50.00
May 4	Toronto Police Amateur Athletic Association (TPAAA) Fundraising Gala	\$180.00
		\$230.00

Member Total	\$1,161.03
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Toronto Police Service
Senior Staff Expenses
For the period of January to June 30, 2012

Unit: Toronto Police Service Board
Member: Noria, Dhun
Job Title/Rank: Toronto Police Service Board Member

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
March 29 and 30	Police Sector Council Workshop	\$59.80
April 5 and 19	Police Service Board meeting	\$33.04
		\$92.84

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No conference and training expenses for this period	\$0.00
		\$0.00

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No hospitality and protocol expenses at this time	\$0.00
		\$0.00

Member Total	\$92.84
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Toronto Police Service
Senior Staff Expenses
For the period of January to June 30, 2012

Unit: Toronto Police Service Board
Member: Nunziata, Frances
Job Title/Rank: Toronto Police Service Board Member

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No business travel expenses for this period	\$0.00
		\$0.00

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No conference and training expenses for this period	\$0.00
		\$0.00

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No hospitality and protocol expenses for this period	\$0.00
		\$0.00

Member Total	\$0.00
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Toronto Police Service
Senior Staff Expenses
For the period of January to June 30, 2012

Unit: Toronto Police Service Board
Member: Pringle, Andrew
Job Title/Rank: Toronto Police Service Board Member

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No business travel expenses for this period	\$0.00
		\$0.00

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No conference and training expenses for this period	\$0.00
		\$0.00

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No hospitality and protocol expenses for this period	\$0.00
		\$0.00

Member Total	\$0.00
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Toronto Police Service
Senior Staff Expenses
For the period of January to June 30, 2012

Unit: Corporate Communication
Member: Pugash, Mark
Job Title/Rank: Director

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
January 16	Parking for meeting	\$4.85
		\$4.85

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
June 24 to 27	COPCOM-Exploring Advanced Communications Strategies for Police Canadian Conference in Vancouver, British Columbia	\$469.58
		\$469.58

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
May 14	Ontario Women in Law Enforcement's 14th Annual Awards Banquet in Mississauga, Ontario	67.54
		\$67.54

Member Total	\$541.97
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**Toronto Police Service
Senior Staff Expenses
For the period of January to June 30, 2012**

Unit: Divisional Policing Command
 Member: Sloly, Peter
 Job Title/Rank: Deputy Chief

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
January 03	Meeting at City Hall	\$8.10
January 05	Maytree Debrief meeting	\$5.63
January 10	MLSE Partnership meeting	\$22.51
January 10	Merry-Go-Round Board meeting	\$10.13
January 11	Ceremony of Swearing-in of Justice Aston at Hall-Old City Hall	\$10.13
January 24	Ontario Human Rights Committee meeting	\$9.01
January 25	Civic Action meeting	\$5.40
January 30	CBC Radio's Metro Morning Interview	\$13.51
February 01	Guest speaker at West Humber Collegiate Assembly	\$9.01
February 02	Guest speaker at Seneca Markham Campus	\$4.50
February 06	Toronto Police Association Priority Neighbourhood meeting	\$12.61
February 15	Priority Neighbourhood meeting	\$6.08
March 04	Community Event-BAPS Mandir	\$9.01
March 06	Meeting at Turkish Consul General in Toronto	\$4.05
March 13 to 16	Microsoft Worldwide Public Safety Symposium in Redmond, Washington	\$2,739.51
March 21	CIVIC Action meeting	\$4.07
March 22 to 23	Jamaica 50 Canada National Launch in Ottawa, Ontario	\$640.87
March 29	Emergency Management Presentation at University of Toronto	\$5.40
March 30	CIVIC Action meeting	\$4.50
April 01	CFRB talk radio interview	\$4.05
April 03	Chiefs Gala meeting	\$9.01
April 04 to 05	Presentation at International Executive Development in Policing (IEDP) in Ottawa, Ontario	\$29.58
April 10	Merry-go-Round meeting	\$3.35
April 12	CIVIC Action meeting	\$3.60
April 25 to 27	2012 Police Executive Research Forum Annual Meeting in Washington, DC	\$1,578.13
April 30	Hootsuite Media Inc. meeting	\$14.01
May 08	Yonge St. Pilot meeting	\$6.08
May 14	CIVIC Action meeting	\$4.50
May 18	Police Service Board meeting	\$8.10
May 28	Hootsuite Media Inc. meeting	\$9.01
June 08	Community Meeting	\$5.40
June 12 to 13	Presentation at the Executive Development in Policing (EDP) in Chilliwack, British Columbia	\$366.89
June 21 to 24	Canadian Red Cross Annual General Board of Directors Meeting in Halifax, Nova Scotia	\$437.66
June 27 to 29	Executive Symposium on the Economics of Policing-Part II, at Canadian Police College, in Ottawa, Ontario	\$1,213.60
		\$7,217.00

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
February 22 to 24	Canadian Association of Chiefs of Police Informatics Conference - Maximizing Technology Partnership in challenging Economic Times in Toronto, Ontario	\$558.65
February 29 to March 02	Ontario Association of Chiefs of Police Crime Prevention Conference - Crime Prevention through Innovation & Technology in Niagara Falls, Ontario	\$412.13
March 25 to 28	Canadian Association of Chiefs of Police Social Media, the Internet & law Enforcement (SMILE) Conference, Vancouver, British Columbia	\$2,120.56
May 04	Maytree/Toronto District School Board Futures Conference-Exhibition Place	\$12.61
May 20 to 23	IACP-Law Enforcement Information Management Conference(LEIM) Indianapolis, Indiana	\$2,019.13
June 17 to 21	Ontario Association of Chiefs of Police Conference in London, Ontario	\$938.08
		\$6,061.16

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
January 16	Hosting Community Meeting at the Jamaican Canadian Association	\$405.24
January 22	Parking for Merry-Go-Round 8th Annual Celebrity Sport Mixer	\$9.01
February 09	Lunch reception at Jamaican Canadian Association celebrating Black History Month	\$118.02
February 09	Retirement function for Senior Officer	\$75.00
February 10	Parking for being guest speaker at York University	\$7.20
February 10	Hosting Management meeting	\$16.72
February 13	School Board and Toronto Police Service meeting	\$13.51
February 22	Hosting meeting with External Members	\$3.76
February 22	Parking to be guest speaker at Rotary Club of Birmingham Breakfast	\$25.21
March 04	Parking for Toronto Police Service Communion Breakfast	\$6.30
March 10	University of West Indies Gala	\$14.41
March 20	Parking to visit Senior Officer at Sunnybrook Hospital	\$7.20
March 30	Parking for Black Internal Support Network Function meeting	\$5.40
April 18 to 19	Hosting Dutch delegates	\$692.94
April 26	Retirement function at various Divisions	\$168.60
May 01	Hospital Foundation Event-The Colonnade	\$9.68
May 09	Crime Stoppers Dinner at Liberty Grand Exhibition Place	\$9.90
May 30	Welcome for Police Officers returning from the UN mission in Afghanistan	\$18.91
June 06	Police Officer of the Year Awards	\$7.20
		\$1,614.21

Member Total	\$14,892.37
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Toronto Police Service
Senior Staff Expenses
For the period of January to June 30, 2012

Unit: Professional Standards
Member: Stubbings, Richard
Job Title/Rank: Staff Superintendent

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
March 9	Meeting with Best Bar None Oversight Committee Toronto Ontario	\$30.62
March 21	Meeting	\$11.70
April 17 to 18	Canadian Association of Chiefs of Police - Professional Standards Committee Meeting in Halifax, Nova Scotia	\$801.95
May 18	Police Services Board Meeting at City Hall	\$14.98
May 31 to June 1	Ontario Law Enforcement Torch Run for Special Olympics in Kingston, Ontario	\$208.51
June 6	Police Services Board Meeting at City Hall	\$14.98
		\$1,082.73

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No conference and training expenses for this period	\$0.00
		\$0.00

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
May 14	Attendance in Torch Run Kick-Off, Toronto, Ontario	\$6.76
		\$6.76

Member Total	\$1,089.49
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Toronto Police Service
Senior Staff Expenses
For the period of January to June 30, 2012

Unit: Toronto Police Service Board
Member: Thompson, Michael
Job Title/Rank: Toronto Police Service Board Vice-Chair

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No business travel expenses for this period	\$0.00
		\$0.00

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No conference and training expenses for this period	\$0.00
		\$0.00

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No hospitality and protocol expenses for this period	\$0.00
		\$0.00

Member Total	\$0.00
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Toronto Police Service
Senior Staff Expenses
For the period of January to June 30, 2012

Unit: Administrative Command
Member: Veneziano, Tony
Job Title/Rank: Chief Administrative Officer

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
January to June	TTC tokens for various business meetings to and from City hall and Metro Hall	\$26.00
April 23	Participation in an Interview Panel with the City of Toronto	\$34.22
April 30	Participation in an Interview Panel for Chief Corporate Officer position (taxi)	\$10.81
		\$71.03

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
May 20 to 23	36th Annual Law Enforcement Information Management Conference and Technology Exposition, Indianapolis, Indiana	\$1,897.14
June 18 to 19	Ontario Association of Chiefs of Police Annual Conference in London, Ontario	\$845.36
		\$2,742.50

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
June 25	Parking for Police Officer of the Year Awards (Toronto Board of Trade)	\$11.70
		\$11.70

Member Total	\$2,825.23
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Toronto Police Service
Senior Staff Expenses
For the period of January to June 30, 2012

Unit: Operational Services
Member: Wilcox, Jane
Job Title/Rank: Staff Superintendent

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
January 25	Parking at Ontario Association of Chiefs of Police Meeting in London, Ontario	\$5.41
		\$5.41

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
June 17 to 21	Ontario Association of Chiefs of Police Annual Conference in London, Ontario	\$1,175.31
		\$1,175.31

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
April 9	Parking for VIMY RIDGE Commemoration in Toronto, Ontario	\$6.09
June 6	Parking for Toronto Board of Trade Awards	\$7.20
		\$13.29

Member Total	\$1,194.01
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**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 14, 2012**

#P280. ANNUAL REPORT: 2012 HEALTHY WORKPLACE INITIATIVES

The Board was in receipt of the following report September 06, 2102 from William Blair, Chief of Police:

Subject: ANNUAL REPORT: 2012 HEALTHY WORKPLACE INITIATIVES

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

At its meeting held on November 28, 2006, the Board approved a motion requesting that the Chief implement a targeted approach to creating a healthy workplace and to report annually to the Board on the results of the initiatives. The motion was in response to the results of the Connex Health Risk and Productivity Assessment (HRA) report completed in 2006, which was prepared for the Toronto Police Service (TPS) by Connex Health Consulting (Min. No. P354/06 refers).

This report is submitted in response to that motion and will identify health and wellness initiatives, which have been undertaken by the TPS during the period of October 1, 2011 to September 30, 2012.

Think Right Emotional Survival for Law Enforcement (Uniform and Civilian)

The wellness component of the 2012 In Service Training Program (ISTP) program was mental health, specifically dealing with issues related to emotional survival for law enforcement.

Mental Health issues were first identified as an issue among TPS personnel in the 2006 Connex HRA. The survey identified that approximately 50% of the TPS respondents indicated that they suffer from one or more symptom of depression. The issue of police mental health has received more attention in the last few months due to the interim report published by the Ontario Ombudsman Andre Marin regarding how the Ontario Provincial Police (OPP) has handled members, who have suffered from operational stress injuries.

The TPS engaged Dr. Kevin Gilmartin, author of the book *Emotional Survival for Law Enforcement* to provide training to members from the Toronto Police College (TPC) tasked with presenting the Wellness component of the 2012 ISTP program - Emotional Survival for Law Enforcement.

Dr. Gilmartin is a behavioural scientist specializing in law enforcement related issues. He holds a doctoral degree in Clinical Psychology from the University of Arizona and is a licensed psychologist in the State of Arizona. Dr. Gilmartin lectures extensively across North America and his book is required reading for dozens of organizations, including the Royal Canadian Mounted Police (RCMP).

To date, the ISTP Emotional Survival for Law Enforcement program has reached 3,065 members and its delivery is ongoing.

The TPS Wellness Team also developed a similar program for civilian members, 'Think Right Emotional Survival for Civilians in Law Enforcement'. Working as a civilian within the Policing environment presents unique challenges not found in other corporate cultures. These challenges can be stressful and can affect members emotionally and psychologically.

The 'Think Right Emotional Survival for Civilians in Law Enforcement' has been disseminated throughout the Service and will continue into 2013. This training is being tracked on the Human Resources Management System and to date 190 civilian members have received this training. Feedback from civilian members has been extremely positive.

As part of the theme of Think Right for 2012, individual counselling for members with regards to stress, emotional resilience and work related issues has been offered as part of the resources to help members in the area of improving their emotional and psychological health. Members are also referred to Homewood for more complex issues in this area of their health.

Musculoskeletal Disorder (MSD) Prevention Program

In 2011, the Ministry of Labour issued a memorandum to the Ministry of Community Safety and Correctional Services requiring police services in Ontario to take a proactive approach to addressing the excessive number of MSD disorders that police officers from services across the province were experiencing.

MSD claims place a massive cost burden on employers across Ontario. According to the Occupational Health and Safety Council of Ontario, musculoskeletal disorders are estimated to cost Ontario employers more than \$12 billion in direct and indirect costs. Additionally, MSDs are the leading cause of work-related lost times claims accounting for:

- 42% of all claims involving time lost from work;
- 42% of all costs related to time lost from work; and
- 50% of all days lost from work.

The TPS wellness group, through consultation with Occupational Health and Safety, identified a MSD trend several years ago and initiated a research partnership with one of the leading world experts, Dr. Stuart McGill, head of the biomechanics laboratory at the University of Waterloo. The results of the study were published in the *Journal of Ergonomics* under the title: The relationship between general measures of fitness, passive range of motion and whole-body movement stability.

As a result of this research, some common trends were observed primarily compromised of primal pattern movements such as the squat, poor back extension endurance and poor hip range of motion, which are directly correlated with an increased risk of developing lower back pain.

In 2011, the field wellness back health program was developed and delivered to primary response personnel via lectures on training days.

Continuing in 2012, specialized units and units outside primary response have been receiving this training. The lecture addresses practical strategies that police and civilian personnel can use to improve squat movement mechanics (i.e. getting in and out of a police vehicle, sitting position when writing reports), how to increase back extension endurance scores through exercise and mobility and flexibility protocols that improve hip range of motion.

Proactively, the TPS has implemented a voluntary movement screening program as an addition to the Ontario Police Fitness Award (OPFA) in 2012:

1) Core Endurance (Back Extension) Test

A core endurance component was added to the OPFA program. The core endurance test replaces the curl-up test. Back endurance is positively correlated with improved back health and is valid, evidence based research supported protocol to screen for potential back injury.

2) Squat and Shoulder Movement Screen

A voluntary squat and shoulder movement screen were added to the OPFA program. The squat and shoulder movement screen are valid, evidence based research supported protocols to screen for general fitness and whole-body movement stability. Quality of shoulder and squat movement are strongly correlated with a lower incidence of musculoskeletal injury.

The mobility screens have been completed for at least 255 TPS members. Of those 255 members, 168 did not meet the criteria to pass at least one of the movement screens. All of these TPS members were shown training exercises, movements, and mobility protocols to assist with improving these movement limitations. In addition, videos, articles, and quick tips have been created and posted on the TPS Wellness Website to support the MSD prevention program.

To further the MSD prevention program, all 49 certified TPS OPFA appraisers have been given training on how to administer movement screens. These appraisers work at the divisions and locations throughout the Service and are able to assist TPS members with an improvement to their movement.

Chronic Disease Education

For several years now, the TPS Wellness Team has been providing counselling and blood work to help members manage their health risks and evaluate their health status. This continues to be a robust part of the Wellness offerings that TPS members find highly valuable and that assists the Service in decreasing members' disease patterns and benefit usage.

On average, more than 500 members have had their blood cholesterol, blood sugar and blood pressure monitored on an annual basis. The blood work has been conducted by the Wellness Coordinator/Registered Nurse.

In 2012, 189 members have received individual health counselling and on-going support for their medication and treatment regimes. This counselling, along with the Hypertension Screening program, Nutritional counselling and internet support, give members assistance in their regular health management and maintenance. The TPS Wellness Team will continue to offer on-going monitoring and support to members in preventing and managing chronic disease.

Nutritional Presentations, Weight Loss Clinics and Counselling

The TPS Nutritionist has conducted numerous presentations with respect to healthy eating choices. Over the past year, more than 1,500 members (uniform and civilian) have attended nutrition field presentations, which include topics such as *Nutrition Basics*, *Healthy Eating on the Run*, and *Nutrition and Healthy Living: The Sugar Connection*.

Over the past year, 230 individual consultations were conducted on nutrition, lifestyle and weight loss with members of the TPS. Sessions are approximately 1.5 hours in length. During these consultations, important concepts such as digestion and healthy blood sugar management are discussed. Healthy meal plans are personally designed with consultations.

Individual weigh-ins have been conducted by the TPS Nutritionist as part of a weight-loss initiative at Traffic Services and the Collision Reporting Centres. The Biggest Loser Challenge for these locations had first, second and third place prizes and reached a total of 26 members.

To support and encourage on-going weight-loss and weight maintenance, Traffic Services has organized to date, six Healthy Lunch Programs. Attendance is around 20-30 members each session with a main meal, side and dessert—all of which are prepared with fresh, healthy ingredients. Recipes are provided with the goal in mind that healthy food can taste good. The TPS Nutritionist assists with the healthy lunches. This initiative is on-going.

Healthy weigh-ins have been conducted at Headquarters over the past year, reaching approximately 15 members.

The Healthy Eating Program (HEP) Session #2 is currently being developed into an e-learning format by the TPS Nutritionist. Once this session is completed, it will be posted on the CPKN network for TPS members to access. HEP Session #1 is currently available on the CPKN network.

Ontario Police Fitness Award (OPFA) Program

The OPFA (fitness pin) is a provincial incentive program developed to motivate Ontario police officers and police service employees to remain physically fit throughout their entire career.

Starting in 2012, there has been a modification to the OPFA testing protocol. The TPS back health program, and the research conducted by Dr. McGill, has shown that rounding the lumbar spine (lower back) repetitively under load can be a mechanism leading to back injury (e.g.: disc herniation). The Curl-Up test is being phased out because it requires people to use their abdominal muscles to round their lower back. The new Core Endurance test changes the focus from rounding the back with the abdominals, to using the entire core together to stabilize the spine in a neutral position. Research has shown that performance on the new Core test has correlations with a reduction in back injuries and better movement quality. TPS has been instrumental in driving this change forward in coordination with the Police Fitness Personnel of Ontario (PFPO).

As part of the TPS's ongoing participation in the OPFA program, the Toronto Police College will be having a Certified Police Fitness Appraisers Course starting November 19th, 2012. The four-day course will certify several TPS Fitness Pin appraisers for testing at their current locations.

Since the last Board report, 969 fitness pin tests have been conducted on TPS members. This is a positive number considering the lack of any new recruit testing. This means that all of these fitness pin tests were completed by TPS members currently in the field.

Measurement Database and Wellness Intranet Site

In March 2011, the TPS Wellness Section launched the new Wellness Website. The former Wellness Website was Intranet-based, making it challenging for members to visit since they could only access it from a TPS computer. The new site is Internet based allowing members and their families to access the site from their homes.

Over the past year, the Wellness Team has continued to develop and generate content for the topic sections, which are based on the Wellness Team's Living Right program. Topics include Eat Right, Think Right, Move Right, Heart Right and Sleep Right. Newly generated content includes, but is not limited to, fitness videos on mobility, stretching and quick workout ideas and nutrition articles on hydration, sodium and weight management. The Think Right section is regularly updated with articles by Homewood Human Solutions.

The Wellness Website has been a practical way for members sign up for Fitness Pin Testing. The on-line process is easy to use and also provides preliminary Fit Pin instructions.

The Wellness Website also has a new recipe section. Recipes are currently being added with the section set to go “live” this year. The recipe section will be advertised throughout the Service.

To date, the Wellness Website has an average of 500 visitors monthly.

Communications - Internal and External

There are several components to the Wellness communication strategy for the TPS, which include, but are not limited to, the Wellness working groups, the Wellness Internet site, external and internal publications, conferences and events.

The communication of the Wellness strategy to members and external groups has been ongoing. The Wellness Working Group strategy has been revised, as outlined below.

Wellness Working Group Program

The Wellness Working Group (WWG) program was administered by Connex Health in 2008. An integral part of the WWG program is the contact person at the division or unit who is responsible for the administration/organization and implementation of Wellness programs with the assistance and support of the TPS Wellness Team.

To date, several divisions (D41, D42, D43, D31, D33, and D51) and units (Parking East and West, Communications, Human Resources Management, Corporate Services) across the Service have been contacted to re-establish their WWG.

Moving forward the focus will continue to be:

- To re-establish WWG programs at other divisions and units
- Providing training to the WWG contacts to enable them to implement Wellness programs in a work setting
- Developing a maintenance strategy that will sustain WWG programs

The TPS Wellness Team will continue to assist WWG contacts by visiting locations across the service and providing support.

Future:

In 2013, the goal is to continue to re-establish the Wellness Working Groups in locations where individuals are passionate and have the resources and time to initiate Wellness events. Evaluation of this communication method will be on-going.

Psychological Services

The primary mandate of Psychological Services is the maintenance and enhancement of members' psychological health and resilience through the provision of supports and services designed to promote the emotional health and coping capacity of members. Officers and civilians considered to be at heightened psychological risk due to the nature of their work participate in a range of structured programs offered by Psychological Services. Additional functions include involvement in the selection of special team members (ETF officers and members applying for secondment to International Peacekeeping Operations), the psychological evaluation of new constable candidates, consultation with supervisors regarding psychological issues in the workplace, and the provision of psychological expertise at complex Critical Incident Stress Debriefings, including under circumstances when the Special Investigations Unit (SIU) has invoked its mandate.

Structured health promotion programs include scheduled visits with a Service psychologist for members considered at heightened risk due to the nature of their work, with additional support and intervention offered when required. Targeted groups include Child Exploitation investigators, Technological Crimes investigators, Forensic Identification investigators, Undercover operators (both Drug Squad and Toronto and Provincial Pool), Emergency Task Force officers, and civilian "911" call intake and dispatch operators.

Psychological Services also supports officers returning from military leave and has implemented a comprehensive program of education and support to meet the needs of a growing number of members selected for and returning from International Peacekeeping Operations, as well as their families. Programming begins in the pre-deployment phase, with support extending over the post-deployment year, and regular sessions for officers scheduled at three, six and twelve month intervals post-deployment.

Psychological Services also contributes to the psychological health of members through participation in Wellness events and contributions to training on a range of psychological topics. During the past year, contributions to training included presentations to Peer Support Volunteers regarding Critical Incident Stress Debriefing in the context of SIU investigation, as well as presentations to Communications operators regarding response to emotionally-disturbed callers and strategies for self-care on the job.

Chaplaincy Services

The Chaplaincy Program was initiated in 1974 to minister to the personal, spiritual and religious needs of members and their families. In December 1995, a proposed report on redefining the Chaplaincy Service was approved by the Command. In 1999, the TPS hired the first multi-faith Chaplaincy Co-ordinator and since that time, nineteen volunteer chaplains have joined the TPS. These chaplains volunteer twelve to fifteen hours per month and are available at divisions and other units for the spiritual well-being of members. For a number of years we have had a Jewish and Sikh Chaplain. This year we have our first Muslim Chaplain.

Currently, four types of religious services are held at the TPS Headquarters chapel and many members utilize the prayer room located beside the reception area. Throughout the year, the Chaplain arranges training for the volunteer chaplains. Religious awareness and diversity training is also provided at the TPC for civilians and recruits. The TPS and volunteer chaplains also attend to members who are celebrating, grieving or are in need of spiritual guidance when asked to do so. The multi-faith prayer room located at the TPC is being used on a regular basis.

Conclusion:

The next annual update report will be presented to the Board at its meeting in November 2013, and will cover the period of October 1, 2012 to September 30, 2013.

Deputy Chief Mike Federico, Corporate Command, will be in attendance to respond to any questions Board members may have with respect to this report.

The Board received the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 14, 2012**

**#P281. TORONTO POLICE SERVICES BOARD – PROPOSED 2013 NET
OPERATING BUDGET**

The Board was in receipt of a report dated November 01, 2012 from Alok Mukherjee, Chair, with respect to the Toronto Police Services Board's proposed 2013 net operating budget. A copy of the report is on file in the Board office.

The Board deferred consideration of the foregoing report to a special meeting to be held in December 2012.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 14, 2012**

**#P282. BUSINESS PLAN: ADDITIONAL PRIORITY – FOCUSING ON POLICE
INTERACTION WITH INDIVIDUALS EXPERIENCING MENTAL
ILLNESS**

The Board was in receipt of the following report October 30, 2012 from Alok Mukherjee, Chair:

Subject: BUSINESS PLAN: ADDITIONAL PRIORITY – FOCUSING ON POLICE
INTERACTION WITH INDIVIDUALS EXPERIENCING MENTAL ILLNESS

Recommendations:

It is recommended that the Board:

- (1) Approve that a priority entitled “*Focusing on Police Interaction with Individuals Experiencing Mental Illness*” be included in the list of priorities in the current Business Plan (the extended 2009-2011 Business Plan); and
- (2) Recommend that the Board’s Mental Health Sub-Committee meet with the Toronto Police Service’s Corporate Planning Unit to provide input in developing the goals, performance objectives and indicators arising from this priority.

Financial Implications:

There are no direct financial implications arising out of the recommendations in this report. The addition of a new priority in the Business Plan, which would necessitate resources and staffing to support it, would have financial implications but these are unknown at this time.

Background/Purpose:

Development of Business Plan

The Board is required to develop a business plan every three years, pursuant to section 30 of O. Reg 3/99 made under the *Police Service Act*.

The plan addresses the objectives, core business and functions of the police service. The plan, thus, provides a road map for adequate and effective police services for our city.

The Board, at its meeting held on May 11, 2011 approved a recommendation that “interested Board Members, the Chief and Command Officers establish a Business Planning Steering Committee (the Steering Committee) to oversee the preparation of the draft 2012 – 2014 Business Plan, including the goals and priorities,” (Min. No. P112/11 refers).

At its meeting held on December 15, 2011, based on the Steering Committee's recommendation the Board approved the extension of the 2009 – 2011 Business Plan for one year and agreed that the Business Planning Steering Committee would continue to meet to establish the objectives, performance measures and indicators for inclusion in the 2013 – 2015 Business Plan (Min. No. P320/11 refers). The intent of the Board's decision was to give the Steering Committee an opportunity to continue to review and develop the current process, as well as to take into account the efficiency reviews and other initiatives in developing future Service priorities.

Board's Focus on Mental Health Issues – Mental Health Sub-Committee

The issue of police interaction with those experiencing mental illness has assumed great importance for the Board. As a result, at its meeting on September 24, 2009, the Board approved the establishment of a sub-committee to examine issues related to mental health (Min. No. P265/09 refers). The Mental Health Sub-Committee was created to deal with the complex and multi-faceted issues of mental health that have consistently come before the Board. The Sub-Committee consists of a variety of stakeholders, including the Service, the Board, the community and the government (both municipal and provincial). The Board noted that it would be advantageous to create a mechanism that facilitates ongoing liaison with the community and other stakeholders and thereby enables the Board to deal with mental health issues in an informed, systematic and effective manner. The Sub-Committee is tasked to review important issues from a governance perspective, gather pertinent information, advise the Board on needed action, recommend effective strategies to deal with issues of intersectionality and assist the Board in facilitating discussion and coordination among the various partners working in this area.

The Mental Health Sub-Committee has been meeting since 2009, and is currently engaged in a number of reviews, including police training in this area, emergency room guidelines, use of force, police records, the Mobile Crisis Intervention Teams (MCITs), among many others. It is anticipated that the Sub-Committee will be reporting to the Board soon on a number of ongoing initiatives and recommendations.

Discussion:

The current Business Plan (the extended 2009-2011 Business Plan) includes the following priority: *Focusing on People with Distinct Needs*. The priority is further described as follows:

The concerns of and issues related to people with distinct needs were raised in a number of consultations held in early 2008 and are discussed in the 2008 Environmental Scan. Once again, the need to build trust between the police and these people was highlighted. With the aim of fostering mutually respectful and beneficial relationships, the Police Service is committed to providing professional and non-biased service to all those who need them.

The goals and performance objectives/indicators that arise from this priority are listed as follows:

Goals:

Develop trust between the police and groups such as seniors, Aboriginal people, newcomers to Toronto, homeless people, and those with mental illness.

Performance Objectives/Indicators:

♦ *increase in perception of agency workers (dealing with each of the listed groups) of trust/confidence in police*

♦ *increase in perception of agency workers (dealing with each of the listed groups) of police understanding of the needs of their client population.*

Ensure that all victims of violence, including the families and friends of victims if appropriate, have access to victim services and support.

Performance Objectives/Indicators:

♦ *increase the number of referrals to Victim Services*

As the goal indicates, “those with mental illness” are included as part of the category of “people with distinct needs.”

This is an important and laudable priority. I believe, however, that in the case of individuals experiencing mental illness, a more specific and focused priority is required. We are consistently dealing with issues involving police interaction with such individuals and a sustained, comprehensive emphasis from a corporate perspective is warranted.

Therefore, I am recommending the addition of a specific priority entitled *Focusing on Police Interaction with Individuals Experiencing Mental Illness*.

Further, I believe that the guidance and expertise of our Mental Health Sub-Committee would be extremely useful in assisting the Service in determining the the goals, performance objectives and indicators arising from this priority. Therefore, I am recommending that the Mental Health Sub-Committee meet with the Toronto Police Service’s Corporate Planning Unit, to provide input into the development of the goals, performance objectives and indicators arising from this priority. If this recommendation is approved, this meeting will have to take place before the end of the year, given the timelines associated with the Business Plan.

Conclusion:

Therefore, it is recommended that the Board:

- (1) Approve that a priority entitled “*Focusing on Police Interaction with Individuals Experiencing Mental Illness*” be included in the list of priorities in the current Business Plan (the extended 2009-2011 Business Plan); and

- (2) Recommend that the Board's Mental Health Sub-Committee meet with the Toronto Police Service's Corporate Planning Unit to provide input in developing the goals, performance objectives and indicators arising from this priority.

The Board approved the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 14, 2012**

#P283. BOARD POLICY: PUBLICATION OF EXPENSE DETAILS

The Board was in receipt of the following report October 01, 2012 from Alok Mukherjee, Chair:

Subject: BOARD POLICY: PUBLICATION OF EXPENSE DETAILS

Recommendation:

It is recommended that the Board approve the attached policy entitled Publication of Expense Details.

Financial Implications:

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

Background/Purpose:

As a result of City Council's recommendation, the Board approved a recommendation at its meeting held on February 16, 2012 (Min No. P18/12 refers), that the expenses of senior Police Service staff be reported to the Board and posted on the websites of both the Toronto Police Service and the Toronto Police Services Board on a semi-annual basis. In addition, the Board approved a policy attached to the report entitled "Publication of Expense Details," and approved the following amendments to the report:

- 1. THAT the Board delete from the list of positions to be covered by the proposed policy, the last bullet point and replace it with the following new bullet point:**
 - all uniform members in the rank of Staff Superintendent and civilian members in the rank of Director.**
- 2. THAT the Board authorize the Chair to undertake a further review to identify whether any additional personnel should be included in this policy and report back to the Board at the March meeting.**

Discussion:

I have undertaken a further review of the policy to identify whether any additional senior personnel should be required to disclose corporate expenses and have determined that individuals below the rank of Staff Superintendent, Director and X40 do not incur expenses intended to be captured by this policy and as such reporting out below those ranks is unnecessary.

The amended Board policy, with applicable changes grey shaded, reflects the Board's direction and is attached to this report for approval.

Conclusion:

Therefore, it is recommended that the Board approve the attached policy entitled Publication of Expense Details.

The Board approved the foregoing report.



TORONTO POLICE SERVICES BOARD

PUBLICATION OF EXPENSE DETAILS

DATE APPROVED	February 16, 2012	Minute No: P18/12
DATE(S) AMENDED		
DATE REVIEWED		
REPORTING REQUIREMENT	Semi-Annual (July & December)	
LEGISLATION	<i>Police Services Act</i> , R.S.O. 1990, c.P.15, as amended, s. 31(1)(c).	
DERIVATION	11-GM9.4, City of Toronto	

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

1. The expenses of the following individuals will be reported to the Board and posted on the websites of both the Toronto Police Service and the Toronto Police Services Board on a semi-annual basis:
 - Board Members;
 - Chief;
 - Deputy Chiefs and Chief Administrative Officer (CAO);
 - All excluded members in the rank of X40 and above; and
 - All uniform members in the rank of Staff Superintendent and civilian members in the rank of Director.
2. The following expenses will be reported as part of the publication process:
 - Business Travel (including kilometrage reimbursement);
 - Conferences and Training (including accommodation, registration and per diem allowance); and
 - Hospitality or protocol expenses (hosting Service/Board events for members and non-employees at eating establishments or other, appropriate locations).
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**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 14, 2012**

#P284. ICR RECOMMENDATION NO. 28 – BOARD POLICY: NAME BADGES

The Board was in receipt of the following report October 17, 2012 from Alok Mukherjee, Chair:

Subject: ICR – RECOMMENDATION NO. 28 – NAME BADGES

Recommendation:

It is recommended that the Board approve the policy attached to this report entitled “Name Badges.”

Financial Implications:

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

Background/Purpose:

Over the last several years, the issue of police officers wearing name badges has been a subject of Board discussion a number of times. This report outlines the basic chronology with respect to Board decisions on this matter.

At its meeting of March 8, 2005, the Board approved the following motion:

“THAT the Board approve the concept of name badges, or other identification, on uniforms, in principle, and that the matter be forwarded to the Interim Chief of Police for review to determine whether the costs that would be incurred can be absorbed into the 2005 operating budget; that during this review, he consult with the Toronto Police Association regarding the use of identification on uniforms; and that the results of the review be provided in a report to the Board for consideration at a future meeting” (Min. No. P71/05 refers).

At its meeting of September 6, 2005, the Board approved the implementation of police identification on uniforms in 2005. (Min. No. P289/05 refers).

At its meeting of July 10, 2006, the Board approved the following motion:

THAT the Board direct the Chief of Police to ensure that December 31, 2006 be the completion date for the implementation of the Board’s decisions made on March 08, 2005 and September 06, 2005 (Min. Nos. P71/05 and P289/05 refer) respecting the mandatory wearing of name badges on the uniform of all members of the Toronto Police Service and that any necessary by-laws or practices be amended accordingly. (Min. No. P198/06 refers).

Health and Safety Issues Raised

There have also been health and safety concerns raised about the wearing of name badges with the conclusion ultimately being that this does not pose a health and safety issue.

At its meeting of January 25, 2007, the Board received a report containing a decision by the Ministry of Labour with respect to identification on police uniforms, specifically, whether the wearing of name badges could present safety and security issues to police officers, in response to a TPA complaint. The Ministry report concluded that: “the information provided to the Ministry as listed in this report provides no evidence that wearing a name badge, has caused an injury beyond minor scratches or cuts to a worker.” (Min. No. P36/07 refers).

Morden Report

The Board, at its meeting of July 19, 2012, received the report from the Honourable John W. Morden entitled “Independent Civilian Review Into Matters Relating to the G20 Summit,” and approved a number of recommendations with respect to this report. (Min. No. P166/12 refers) as follows:

- (1) receive the report from the Honourable John W. Morden entitled Independent Civilian Review Into Matters Relating to the G20 Summit, and receive all 38 recommendations for implementation;*
- (2) approve the “Proposed Implementation Plan” attached to this report;*
- (3) approve, in principle, the immediate implementation of Mr. Morden’s Recommendations 2, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 21, 28, 29, 30, 36, 37 and 38, and direct the Chair to report back to the Board no later than October 2012 with proposed new policies, amendments to existing policies and changes to Board rules and practices as indicated in the Proposed Implementation Plan;*
- (4) establish a Board Implementation Working Group (BIWG) of at least 4 Board members to take necessary action or to propose action to be taken by the Board with respect to Recommendations 1, 4, 5, 6, 20, 22, 23, 24, 25, 26, 27, 31, 32, 33, 34 and 35;*
- (5) direct the BIWG to provide status reports to the Board on its work on the Recommendations referred to it no later than October 2012;*
- (6) refer to the BIWG for consideration in conjunction with Mr. Morden’s report the Toronto Police Service’s After-Action Report and the Ontario Independent Police Review Director’s report titled, Policing the Right to Protest; and,*
- (7) direct the BIWG to report back to the Board on the status of its consideration of these other G20 related reports by October 2012 or as soon thereafter as possible.*

Discussion:

Recommendation No. 28 of the Morden report is reproduced as follows:

Recommendation No. 28: Board policy on the wearing of name badges and/or police badge numbers

The Board should express its policy on the wearing of name badges and/or police badge numbers in its standard policy format and include it in its catalogue of policies. The policy should require the chief of police to report to the Board on a regular basis concerning incidents of non-compliance with the policy.

At its meeting of July 19, 2012, the Board approved "...in principle, the immediate implementation" of this recommendation.

As has been made clear, over the last several years, the Board has clearly stated that name badges should be worn as a part of the police uniform. As this issue has recently been the subject of considerable public debate as well as a recommendation by Mr. Morden, the Board wishes to reiterate its direction on this matter in a formal policy format.

I would note that it is of particular importance that new recruits of the Toronto Police Service be made aware of this policy and that Service members be regularly reminded of the requirement to wear name badges. In addition, it is critical that the policy be communicated to the public.

As a result, please find, attached, a new Board policy entitled "Name Badges" which incorporates the recommendations made by Mr. Morden.

Conclusion:

Therefore, it is recommended that the Board approved the new policy attached to this report entitled "Name Badges."

The Board was also in receipt of a written submission dated November 12, 2012 from John Sewell, Toronto Police Accountability Coalition. A copy of Mr. Sewell's written submission is on file in the Board office.

The Board received Mr. Sewell's written submission and approved the foregoing report.



TORONTO POLICE SERVICES BOARD

NAME BADGES

DATE APPROVED	mm/dd/yy (spelled out)	Minute No: PXXX/00
DATE(S) AMENDED		
DATE REVIEWED		
REPORTING REQUIREMENT	Annual, with respect to incidents of non-compliance	
LEGISLATION	<i>Police Services Act</i> , R.S.O. 1990, c.P.15, as amended, s. 31(1)(c).	
DERIVATION	<i>Independent Civilian Review into Matters Relating to the G20 Summit</i> , Recommendation No. 28	

The Toronto Police Services Board considers the wearing of name badges for identification by all members of the Toronto Police Service (the Service), while in uniform, to be a matter of significant public interest. The Board believes this practice to be important because members of the public should be able to readily identify Service members whose work involves interaction with the public. In addition, the identification of Service members is critical for the effective functioning of and access to the public complaints system.

The Board views the intentional non-wearing of a name badge as an extremely serious offence and a fundamental breach of duty

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

1. The Chief of Police will ensure that all Service members, while in uniform, wear a name badge on their uniform when on duty and in a manner such that the badge is visible at all times;
2. The Chief of Police will develop procedures respecting the mandatory wearing of name badges by all Service members, while in uniform; and
3. The Chief of Police will provide an annual report to the Board concerning incidents of non-compliance with this policy and any actions taken to remedy such incidents.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 14, 2012**

**#P285. CANADIAN CIVIL LIBERTIES ASSOCIATION REPORT:
*PRESUMPTION OF GUILT: REPORT ON NON-CONVICTION RECORDS
IN POLICE BACKGROUND CHECKS***

The Board was in receipt of the following report November 01, 2012 from Marie Moliner, Member:

Subject: CANADIAN CIVIL LIBERTIES ASSOCIATION REPORT: *PRESUMPTION OF GUILT: REPORT ON NON-CONVICTION RECORDS IN POLICE BACKGROUND CHECKS*

Recommendation:

It is recommended that the Board request that the Chief of Police provide a report which reviews Toronto Police Service (TPS) policies, procedures and practices with respect to the retention of non-conviction records in light of the recommendations contained in the recent Canadian Civil Liberties Association (CCLA) report entitled "*Presumption of Guilt: Report on Non-Conviction Records in Police Background Checks*"; I further recommend that, in the preparation of this report, the Chief of Police identify and consult with key community stakeholders such as the CCLA, and disadvantaged youth and their advocates.

Financial Implications:

There are no financial implications arising from the receipt of this report.

Background/Purpose:

At its meeting on October 15, 2012, the Board considered a report pertaining to the review of the Chief's disposition of a policy complaint concerning records retention and police vulnerable sector screening program checks. During the consideration of this matter, I referred to a report released in September 2012 by the Canadian Civil Liberties Association ("CCLA") entitled *Presumption of Guilt: Report on Non-Conviction Records in Police Background Checks*. I agreed to provide further details of the CCLA report to the Board at its November meeting (Min. No. P247/12 refers).

While the CCLA report does not make reference to Toronto Police Service practices, the report draws from research into retention and disclosure practices and offers recommendations for best practices that are likely to be relevant to police forces across the country. The report also considers many of the issues that were raised during the Board's recent review of a policy complaint (Min. No. P247/12 refers).

In my view, the CCLA recommendations present an opportunity for the Toronto Police Services Board to review existing policies and to determine whether any changes or improvements should be made to them and to any other TPS record retention policies, procedures and practices that relate to TPS collection, use, and retention of non-conviction information.

Therefore, I am asking that the Board request that the Chief of Police provide a report which reviews Toronto Police Service policies, procedures and practices with respect to the retention of non-conviction records in light of the recommendations contained in the recent Canadian Civil Liberties Association (CCLA) report entitled *"Presumption of Guilt: Report on Non-Conviction Records in Police Background Checks"*; I further recommend that, in the preparation of this report, the Chief of Police identify and consult with key community stakeholders such as the CCLA, and disadvantaged youth and their advocates.

Discussion

The CCLA report ***Presumption of Guilt: Report on Non-Conviction Records in Police Background Checks*** makes seven recommendations which are set out below. The first 6 recommendations are particularly relevant to the TPSB. (A copy of the report's Executive Summary is attached to this report and electronic copies of the complete report have been forwarded to Board members and can be accessed through the CCLA website at: <http://ccla.org/wordpress/wp-content/uploads/2012/09/CCLA-NCD-Report.pdf> or www.ccla.org. Details of the rationale for and the specifics of the recommendations are attached as Annex A.

1. Non-conviction records should be regularly reviewed and destroyed in the overwhelming majority of cases.
2. Non-conviction records should be retained for inclusion in a police background check only in exceptional cases where police believe that doing so is necessary to reduce immediate public safety threats. The decision to treat a case as an exceptional one should be done at the time that the non-conviction record is created; i.e., immediately after the charge is dismissed, withdrawn or otherwise resolved by way of a non-conviction.
3. Where the government requests that a decision be made whether to retain a non-conviction record, the affected individual should be notified and provided with a right to make submissions.
4. If it is decided that retention is appropriate in a given case, the affected individual should have a right of appeal in front of an independent adjudicator.
5. Where non-conviction records are retained, they should be disclosed only in relation to certain employment or volunteer positions.

6. Proper monitoring mechanisms regarding the use and impact of all forms of police background checks should be put in place, including adequate data collection and public reporting.

Included for completeness but this recommendation does not require TPS response:

7. *Provincial human rights legislation should protect individuals from unwarranted discrimination on the basis of non-conviction disposition records.*

I also refer to the following extract from a CCLA News Release about the report:

The report highlights the discrimination that can be faced by people who – in spite of the fact that they have never been convicted of any crime – may be refused employment, volunteer positions or travel permits due to their police record. Many individuals are not aware that this type of information is disclosed in police checks. Moreover, unlike formal criminal records, which are governed by federal legislation, procedures for removing non-conviction information from a background check are often unclear, unfair and convoluted. Disclosing this type of sensitive information may undermine the presumption of innocence, which is a cornerstone of a just and fair society, and a right protected by the Charter. Employers who receive negative records checks may not fully understand the distinctions between different types of police information, creating a significant risk that non-conviction records will be misconstrued as a clear indication of criminal conduct. The scope of this issue is enormous... During the G20 weekend in Toronto over a thousand individuals were arrested – many of whom were fingerprinted and photographed. Several hundred were charged with various crimes, only to have the charges withdrawn in the overwhelming majority of cases.

Conclusion:

It is recommended that the Board request that the Chief of Police provide a report which reviews Toronto Police Service (TPS) policies, procedures and practices with respect to the retention of non-conviction records in light of the recommendations contained in the recent Canadian Civil Liberties Association (CCLA) report entitled "*Presumption of Guilt: Report on Non-Conviction Records in Police Background Checks*"; I further recommend that, in the preparation of this report, the Chief of Police identify and consult with key community stakeholders such as the CCLA, and disadvantaged youth and their advocates

Endnote 1:

TPSB Policy on Vulnerable sector screening program –

http://www.tpsb.ca/FS/Docs/Policies/Board_Policies/orderby,4/page,1/

Toronto Police Services Board Policy and directions on the Destruction of adult fingerprints, photographs and records of disposition

http://www.torontopolice.on.ca/publications/files/forms/fingerprint_destruction.pdf

The Board was also in receipt of a written submission dated November 12, 2012 from John Sewell, Toronto Police Accountability Coalition. A copy of Mr. Sewell's written submission is on file in the Board office.

Ms. Johanna Macdonald, Justice for Children and Youth, was in attendance and delivered a deputation to the Board.

In response to questions by the Board, Chief Blair said that the Board's current policy and the TPS's operational procedures were developed three years ago at the conclusion of an extensive 14 month process which included a close working partnership with the Information and Privacy Commissioner/Ontario and broad consultation with appropriate stakeholders and the Ontario Human Rights Commission. Chief Blair said that the Chair and the Board took a leadership role in the development of the policy and received many deputations on the matter as the policy was being developed. Chief Blair also said that the Board's policy and the TPS's procedure are now used as the basis for policies that are being developed by police services across Canada.

Chair Mukherjee agreed that the Board established the policy after a close and active collaboration with the TPS.

The Board received Mr. Sewell's written submission and Ms. Macdonald's deputation and approved the foregoing report.

Annex A

Extracted from Canadian Civil Liberties Association Report *Presumption of Guilt? The disclosure of non-conviction records in police background checks, September 2012*
Best Practice Recommendations:

Recommendation 1: Non-conviction records should be regularly reviewed and destroyed in the overwhelming majority of cases.

It is likely that many individuals with non-conviction police records have no idea that these records exist. When, for example, charges are withdrawn or a person is acquitted, it is reasonable for them to assume that they will have a “clear” police record. As is clear from the scope of police data retention and disclosure, however, this not the case. In order to ensure that non-conviction records are not needlessly included in police background check reports, they should be routinely reviewed and expunged or segregated from the databases accessed by police for background check purposes. This approach would recognize that there is a significant difference between non-conviction dispositions and a conviction for a criminal offence, and affirm that non-conviction records should not adversely affect individuals in the vast majority of cases. Retaining records until a request is made to destroy them is unsatisfactory. It places an excessive onus on individuals to request the destruction of records that they do not appreciate the consequences of and in all likelihood do not know exist.

Recommendation 2: Non-conviction records should be retained for inclusion in a police background check only in exceptional cases where police believe that doing so is necessary to reduce immediate public safety threats. The decision to treat a case as an exceptional one should be done at the time that the non-conviction record is created; i.e., immediately after the charge is dismissed, withdrawn or otherwise resolved by way of a non-conviction.

While routine expungement or segregation should be the default, in exceptional circumstances, retention of non-conviction records may be justified where there are reasonable grounds to believe that disclosure of the particular non-conviction record will significantly mitigate a public safety risk. Ontario’s Information and Privacy Commissioner has suggested that this threshold will be met where there are reasonable grounds to believe that an individual will commit a “serious personal injury offence” as defined in section 752 of the Criminal Code of Canada⁸⁶ and where disclosure of the non-conviction record will help mitigate the associated public risk. This is an appropriately high threshold. Whether or not it is met in a particular case should be assessed at the time that the relevant record is created, with consideration given to the reasons that charges were disposed of by way of a non-conviction disposition (where charges were laid); the nature, severity and probability of the perceived risk; and any mitigating circumstances, such as the physical or mental health or infirmity of the individual. Where a decision is made to retain a non-conviction record, this decision should be regularly reviewed, with consideration given to the time that has passed since the record was created.

Recommendation 3: Where the government requests that a decision be made whether to retain a non-conviction record, the affected individual should be notified and provided with a right to make submissions.

Where exceptional circumstances exist and police wish to retain a non-conviction record, the affected individual should be notified of this decision and given reasons why the record was not expunged or segregated (i.e., why the police believe he or she poses a risk to the public). The individual should also be provided with the evidence relied upon to support that decision and given an opportunity to make submissions about why retention is unnecessary or inappropriate or may result in prejudice to the individual that outweighs any public interest in retention. Such a requirement would be consistent with the view of the supreme Court of the United Kingdom, which recently held that guidelines for non-conviction record disclosure should “indicate that careful consideration is required in all cases where the disruption to the private life of anyone is judged to be as great, or more so, as the risk of non-disclosure to the vulnerable group” and that “where there is room for doubt as to whether an allegation of a sensitive kind could be substantiated or where the information may indicate a state of affairs that is out of date or no longer true, chief constables should offer the applicant an opportunity of making representations before the information is released.”

Recommendation # 4: If it is decided that retention is appropriate in a given case, the affected individual should have a right of appeal in front of an independent adjudicator.

Where, after considering the affected individual’s representations, the police continue to believe that it is appropriate to retain the relevant non-conviction records, the affected individual should be provided with an opportunity to appeal this decision to an independent reviewer. This review process should be fully independent of the police service, and the onus should be on the police to demonstrate that there are reasonable grounds to believe that the individual will commit a “serious personal injury offence” as defined in section 752 of the Criminal Code of Canada and that disclosure of the non-conviction record would help mitigate this risk. Upon hearing from the parties, the independent adjudicator must provide reasons indicating whether the police have sufficient grounds to justify retaining the non-conviction record. this decision should be binding on the police, subject to judicial review if necessary.

Recommendation 5: Where non-conviction records are retained, they should be disclosed only in relation to certain employment or volunteer positions.

Background checks that include non-conviction information should generally be permitted only in relation to positions that involve significant unsupervised access to children or vulnerable adults. Consistent with the definitions set out in the Criminal Records Act, “vulnerable persons” should be understood to include “persons who, because of their age, a disability or other circumstances, whether temporary or permanent, are in a position of dependence on others or are otherwise at a greater risk than the general population of being harmed by persons in a position of authority or trust relative to them.” Exceptions to this general rule should be rare and

permitted only where clearly warranted, such as in the case of high-level government security clearances. For positions where the safety of vulnerable persons is not an issue, background checks should include only findings of guilt, such as criminal convictions and discharges, in accordance with the standards set out in the Criminal Records Act. This distinction is warranted because preventing property crime does not justify the same degree of privacy invasion that is justified to protect vulnerable people. Employers and volunteer agencies must carefully assess each position to determine whether background checks are really appropriate and, if so, how much information is actually necessary. It would be helpful for the office of the information and Privacy Commissioner to develop guidelines that indicate when it is appropriate to ask for different types of background checks. However, irrespective of the type of check that may be appropriate, employers should be permitted to request a background check only once a candidate has met all other qualifications for a position and a conditional offer of employment, pending the outcome of a police check, has been made.

Recommendation 6: Proper monitoring mechanisms regarding the use and impact of all forms of police background checks should be put in place, including adequate data collection and public reporting.

Provincial human rights legislation should protect individuals from unwarranted discrimination on the basis of non-conviction disposition records. CCLA's difficulties obtaining statistics regarding the frequency and outcome of non-conviction records checks and requests for record destruction clearly illustrate that police forces within Alberta do not adequately track this information. All police forces should collect statistics on the frequency and nature of records checks, as well as complaints, destruction requests, the outcome of these requests, appeals that are launched and the outcome of these appeals. Such information should be made public. In addition, evaluation of the management and disclosure of non-conviction records should be done regularly in order to ensure a proper assessment of the efficacy, scope and impact of records checks.

Recommendation 7: Provincial human rights legislation should protect individuals from unwarranted discrimination on the basis of non-conviction disposition records

Human rights legislation is an essential barrier against discrimination in the provision of services, accommodation and employment. If the phrase "innocent until proven guilty" is to have any meaning, individuals who have never been tried and convicted of offenses must be protected against unwarranted negative treatment on the basis of their non-conviction police records. It is necessary to amend Alberta's Human Rights Act to include protection against discrimination on the grounds of a non-conviction police records.

ONE

EXECUTIVE SUMMARY

In 2010 alone, Calgary and Edmonton police ran over 140,000 individual background checks. While most of these checks are used to inform employment and volunteer hiring decisions, they are also frequently performed in connection with adoptions, foster care applications and travel. Contrary to popular belief, however, the information that is revealed in these background checks is not limited to criminal convictions. A wide range of "non-conviction" records can be disclosed, including information about criminal charges that were withdrawn, cases where an individual was found not guilty or even complaints where charges were never laid. Even non-criminal interactions, such as experiences with police due to mental health needs, are recorded in police databases and may show up on background checks.

Disclosing this type of sensitive information may undermine the presumption of innocence. Employers who receive negative records checks may not fully understand the distinctions between different types of police information, creating a significant risk that non-conviction records will be misconstrued as a clear indication of criminal conduct. In the case of mental health records, this information may lead to illegal discrimination against those with mental disabilities.

Like most provinces in Canada, Alberta currently has a very limited legal framework governing the retention and release of non-conviction records. Although several pieces of federal and provincial legislation touch upon this issue, none comprehensively address the multiplicity of issues that would need to be considered in order to properly regulate the disclosure of this sensitive personal information. As a result, the inclusion of non-conviction records in police background checks occurs in a legal and policy vacuum. Ultimately, local police forces – and the individual officers who happen to be in charge of record checks – have an enormous amount of discretion over what information gets released and when.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 14, 2012**

**#P286. TORONTO POLICE SERVICES BOARD – 2012 OPERATING BUDGET
VARIANCE REPORT FOR THE PERIOD ENDING SEPTEMBER 30,
2012**

The Board was in receipt of the following report October 30, 2012 from Alok Mukherjee, Chair:

Subject: OPERATING BUDGET VARIANCE REPORT FOR THE TORONTO POLICE
SERVICES BOARD – PERIOD ENDING SEPTEMBER 30, 2012

Recommendations:

It is recommended that:

- (1) the Board receive this report; and
- (2) the Board forward a copy of this report to the City's Deputy City Manager and Chief Financial Officer for information.

Financial Implications:

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

Background/Purpose:

The Board, at its October 20, 2011 meeting, approved the Toronto Police Services Board's 2012 operating budget at a net amount of \$2,251,600 (Min. No. P258/11 refers). Subsequently, Toronto City Council, at its January 17, 2012 meeting, approved the Board's 2012 Operating Budget at \$2,208,700 (the City-approved amount reflected a reduction of \$42,900 as the contract with the Service's Senior Officers' had not yet been ratified for 2011 or 2012).

The Board, at its February 16, 2012 meeting, requested the approval of a transfer of \$42,900 to the Toronto Police Services Board's 2012 net operating budget from the City's Non-Program operating budget, with no incremental cost to the City, to reflect the now-ratified contract with the Senior Officers' Organization (Min. No. P27/12 refers). Budget Committee has adopted this recommendation, and Council approval is pending. For reporting purposes, the 2012 budget of \$2,251,600 is used.

The purpose of this report is to provide information on the Board's 2012 projected year-end variance.

Discussion:

The following chart summarizes the variance by category of expenditure.

Expenditure Category	2012 Budget (\$000s)	Actual to Sept 30/12 (\$000s)	Projected Year- End Actual (\$000s)	Fav / (Unfav) (\$000s)
Salaries & Benefits (incl. prem.pay)	\$972.1	\$714.0	\$972.1	\$0.0
Non-Salary Expenditures	<u>\$1,279.5</u>	<u>\$1,130.1</u>	<u>\$1,279.5</u>	<u>\$0.0</u>
Total	<u>\$2,251.6</u>	<u>\$1,844.1</u>	<u>\$2,251.6</u>	<u>\$0.0</u>

It is important to note that expenditures do not all follow a linear pattern and therefore year-to-date expenditures cannot be simply extrapolated to year-end. Rather, the projection of expenditures to year-end is done through an analysis of all accounts, taking into consideration factors such as expenditures to date, future commitments expected and spending patterns.

As at September 30, 2012, no variance is anticipated. Details are discussed below.

Salaries & Benefits (including Premium Pay)

Year-to-date expenditures are consistent with the budget and therefore no year-end variance is projected.

Non-salary Budget

The majority of the costs in this category are for arbitrations/grievances and City charge backs for legal services.

The Toronto Police Services Board cannot predict or control the number of grievances filed or referred to arbitration as filings are at the discretion of bargaining units. In order to deal with this uncertainty, the 2012 budget includes a \$610,600 contribution to a Reserve for costs of independent legal advice. Fluctuations in legal spending will be dealt with by increasing or decreasing the budgeted reserve contribution in future years' operating budgets.

No variance is anticipated in the remaining accounts at this time.

Conclusion:

The year-to-date expenditure pattern is consistent with the approved estimate. As a result, projections to year-end indicate no variance to the approved budget.

The Board approved the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 14, 2012**

**#P287. TORONTO POLICE SERVICE – 2012 OPERATING BUDGET
VARIANCE REPORT FOR THE PERIOD ENDING SEPTEMBER 30,
2012**

The Board was in receipt of the following report October 31, 2012 from William Blair, Chief of Police:

Subject: OPERATING BUDGET VARIANCE REPORT FOR THE TORONTO POLICE
SERVICE – PERIOD ENDING SEPTEMBER 30, 2012

Recommendations:

It is recommended that:

- (1) the Board receive this report; and
- (2) the Board forward a copy of this report to the City's Deputy City Manager and Chief Financial Officer for information.

Financial Implications:

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

The Board, at its October 20, 2011 meeting, approved the Toronto Police Service's 2012 operating budget at a net amount of \$936.3M (Min. No. P257/11 refers). Subsequently, Toronto City Council, at its January 17, 2012 meeting, approved the 2012 Operating Budget at \$933.8M (the City-approved amount reflected an additional \$0.8M in Court Services provincial funding identified after Board approval, and a reduction of \$1.8M to reflect the fact that the contract with the Senior Officers' Organization had not yet been ratified for 2011 or 2012).

The Board, at its February 16, 2012 meeting, requested the approval of a transfer of \$1.8M to the Toronto Police Service's 2012 net operating budget from the City's Non-Program operating budget, with no incremental cost to the City, to reflect the now-ratified contract with the Senior Officers' Organization (Min. No. P28/12 refers). City of Toronto Council approved this budget transfer on May 8, 2012.

The Toronto Police Service (Service) has since been notified by City Finance staff of a further \$0.1M allocation from the Insurance Reserve Fund to the Service's 2012 operating budget. As a result of the reallocation, the Service budget has been restated upwards by \$0.1M to a total of \$935.7M. However, this change does not result in additional available funds to the Service, as there will be a corresponding charge from the City.

	<u>2012 Budget</u>	<u>Comments</u>
Board approved Oct. 20/11	\$936.3	
Council adjustments Jan. 17/12	<u>(\$2.5)</u>	Increased court services recovery, removal of Senior Officer contract settlement
Council approval	\$933.8	
Senior Officer contract settlement	\$1.8	Council approved adjustment May 8/12
Insurance Reserve Fund	<u>\$0.1</u>	Notification from City Finance
2012 Revised Operating Budget	\$935.7	

Background/Purpose:

The purpose of this report is to provide information on the Service's 2012 projected year-end variance as of September 30, 2012.

Discussion:

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

Category	2012 Budget (\$Ms)	Actual to Sept 30/12 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Salaries	\$675.9	\$490.8	\$673.3	\$2.6
Premium Pay	\$43.9	\$30.1	\$46.0	(\$2.1)
Benefits	\$182.0	\$132.1	\$179.6	\$2.4
Materials and Equipment	\$26.4	\$18.0	\$25.2	\$1.2
Services	\$91.2	\$46.8	\$89.2	\$2.0
Total Gross	<u>\$1,019.4</u>	<u>\$717.8</u>	<u>\$1,013.3</u>	<u>\$6.1</u>
Revenue	(\$83.7)	(\$44.6)	(\$85.6)	\$1.9
Total Net	<u>\$935.7</u>	<u>\$673.2</u>	<u>\$927.7</u>	<u>\$8.0</u>

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

As at September 30, 2012, a favourable variance of \$8.0M is anticipated. Details of each major expenditure category and revenue are discussed in the sections that follow.

Salaries:

A favourable variance of \$2.4M is projected in the salary category.

Expenditure Category	2012 Budget (\$Ms)	Actual to Sept 30/12 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Uniform Salaries	\$516.0	\$375.9	\$514.9	\$1.1
Civilian Salaries	<u>\$159.9</u>	<u>\$114.9</u>	<u>\$158.4</u>	<u>\$1.5</u>
Total Salaries	<u>\$675.9</u>	<u>\$490.8</u>	<u>\$673.3</u>	<u>\$2.6</u>

Uniform staffing levels at year-end 2011 were slightly lower than what had been assumed at the time of Board budget approval, resulting in annualized salary savings for 2012. At this time, the Service is projecting 175 separations for the year, compared to the 200 included in the 2012 budget and the 180 projected previously. The net impact of the annualized savings and the less-than-projected attrition in 2012 is projected to result in a \$0.3M favourable variance.

The Service continues to experience an increased number of members on unpaid leaves (e.g. maternity, parental) compared to what had been estimated in the 2012 budget. As a result, uniform salaries are projected to be a further \$0.8M favourable to year-end, for a total projected surplus of \$1.1M.

Civilian salaries are projected to be \$1.5M less than budget. While the Service has deferred civilian hiring, there are some critical vacancies that need to be filled and these are being processed accordingly. However, hiring is occurring at a slower rate than planned, resulting in the projected savings.

Premium Pay:

An unfavourable projection of \$2.1M is projected in the premium pay category.

Expenditure Category	2012 Budget (\$Ms)	Actual to Sept 30/12 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Court	\$14.2	\$8.9	\$14.0	\$0.2
Overtime	\$5.4	\$4.7	\$8.1	(\$2.7)
Callback	\$6.1	\$5.0	\$6.1	\$0.0
Lieutime Cash Payment	<u>\$18.2</u>	<u>\$11.5</u>	<u>\$17.8</u>	<u>\$0.4</u>
Total Premium Pay*	<u>\$43.9</u>	<u>\$30.1</u>	<u>\$46.0</u>	<u>(\$2.1)</u>

** Approx. \$1.1M is attributed to grant-funded expenditures (revenue budget has been increased by same amount)*

The Service continues to strictly monitor and control premium pay. Overtime is to be authorized by supervisory personnel based on activities for protection of life (i.e., where persons are at risk), protection of property, processing of arrested persons, priority calls for service (i.e., where it would be inappropriate to wait for the relieving shift), and case preparation (where overtime is required to ensure court documentation is completed within required time limits).

As part of the response to the recent gun incidents, the Service instituted Project Summer Safety. This initiative aimed to improve safety in our communities and increase positive engagement between officers and members of the public. To assist in accomplishing this goal, the Service redeployed officers to high-priority neighbourhoods and backfilled the officers through the use of overtime. The initiative was very successful. There was a 62% reduction in homicides and a 50% decrease in shootings and people injured by gun violence during the initiative, compared to a similar seven-week period over the last seven years.

The Summer Safety project incurred a total premium pay cost of \$4M and an incremental impact of \$2.7M. Approximately \$1.3M of the \$4M are funds that the Service had begun to anticipate as savings based on spending trends, or that could be found through the curtailment of other enforcement activities funded through premium pay. The remaining \$2.7M are additional premium pay costs that have been absorbed in the overall Service budget. Savings of \$0.6M are projected in court and lieu-time for a net unfavourable premium pay projection of \$2.1M.

Benefits:

A favourable variance of \$2.4M is projected in this category.

Expenditure Category	2012 Budget (\$Ms)	Actual to Sept 30/12 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Medical / Dental	\$38.2	\$23.1	\$38.2	\$0.0
OMERS / CPP / EI / EHT	\$113.7	\$89.0	\$112.8	\$0.9
Sick Pay / CSB / LTD	\$16.4	\$11.6	\$16.4	\$0.0
Other (e.g., WSIB, life ins.)	<u>\$13.7</u>	<u>\$8.4</u>	<u>\$12.2</u>	<u>\$1.5</u>
Total Benefits	<u>\$182.0</u>	<u>\$132.1</u>	<u>\$179.6</u>	<u>\$2.4</u>

Trends in medical/dental costs have reversed in mid-year (changes have been observed primarily in physiotherapy, orthotics and massage therapy), and a zero variance is now being projected in this category. Savings in the payroll deductions (OMERS, CPP, EI and EHT) expenditures are projected to be \$0.9M favourable. The favourable variance in payroll deductions is a direct result of salary savings and the fact that there are more staff than anticipated that no longer contribute to OMERS (due to their length of service) and therefore, the Service does not need to contribute its share. In addition, based on year-to-date expenditures, a favourable variance of \$1.5M is projected in the “other” category (primarily due to WSIB costs).

Materials and Equipment:

A favourable variance of \$1.2M is projected in this category.

Expenditure Category	2012 Budget (\$Ms)	Actual to Sept 30/12 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Vehicles (gas, parts)	\$13.9	\$8.9	\$13.1	\$0.8
Uniforms	\$3.9	\$2.8	\$3.9	\$0.0
Other Materials	\$4.7	\$3.4	\$4.5	\$0.2
Other Equipment	<u>\$3.9</u>	<u>\$2.9</u>	<u>\$3.7</u>	<u>\$0.2</u>
Total Materials & Equipment*	<u>\$26.4</u>	<u>\$18.0</u>	<u>\$25.2</u>	<u>\$1.2</u>

* Approx. \$1.5M is attributed to grant-funded expenditures (revenue budget has been increased by same amount)

The favourable variance is primarily due to savings projected for gasoline. The Service is closely monitoring the cost of fuel and its impact on the budget. The Service obtains gasoline through a consolidated procurement with the City, and the Service budgets based on the cost per litre as provided by City Finance. With the recent leveling off of gas prices, the Service is experiencing an increased favourable price variance, due to current prices being less than budgeted. Projected savings in vehicle parts and the other materials and equipment categories are a result of the Service's initiative to reduce spending where operationally feasible.

Services:

Expenditures in this category are projected to be \$2.0M under spent.

Expenditure Category	2012 Budget (\$Ms)	Actual to Sept 30/12 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Legal Indemnification	\$0.6	\$0.3	\$0.6	\$0.0
Uniform Cleaning Contract	\$1.4	\$1.4	\$1.4	\$0.0
Courses / Conferences	\$1.6	\$0.6	\$1.3	\$0.3
Clothing Reimbursement	\$1.4	\$0.5	\$1.4	\$0.0
Computer / Systems Maintenance	\$10.0	\$9.3	\$10.0	\$0.0
Phones / cell phones / 911	\$7.1	\$4.2	\$6.0	\$1.1
Reserve contribution	\$32.7	\$13.1	\$32.7	\$0.0
Caretaking / maintenance utilities	\$20.5	\$7.6	\$20.5	\$0.0
Other Services	<u>\$15.9</u>	<u>\$9.8</u>	<u>\$15.3</u>	<u>\$0.6</u>
Total Services *	<u>\$91.2</u>	<u>\$46.8</u>	<u>\$89.2</u>	<u>\$2.0</u>

* Approx. \$0.7M is attributed to grant-funded expenditures (revenue budget has been increased by same amount)

Projected savings in the "Phones" category are a result of the actual spending experience to date in 2012 and projecting to year-end. Most of these savings are attributable to a new telephone contract, which the Service entered into in partnership with the City of Toronto.

Projected savings in courses, conferences and the "other services" category are a result of the Service's initiative to reduce spending where operationally feasible.

Revenue:

A favourable variance of \$1.9M is projected in this category.

Revenue Category	2012 Budget (\$Ms)	Actual to Sept 30/12 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Recoveries from City	(\$12.9)	(\$9.7)	(\$12.9)	\$0.0
CPP and Safer Comm'y grants	(\$16.1)	(\$2.1)	(\$16.1)	\$0.0
Other Gov't grants	(\$15.1)	(\$15.8)	(\$15.1)	\$0.0
Fees (e.g., paid duty, alarms, ref.)	(\$10.7)	(\$8.3)	(\$11.8)	\$1.1
Secondments	(\$3.6)	(\$2.7)	(\$4.2)	\$0.6
Draws from Reserves	(\$17.1)	(\$0.9)	(\$17.1)	\$0.0
Other Revenues (e.g., pris return)	(\$8.2)	(\$5.1)	(\$8.4)	\$0.2
Total Revenues	(\$83.7)	(\$44.6)	(\$85.6)	\$1.9

The favourable variance in the “Fees” category is based on the actual experience to date and projecting this to year-end using historical patterns. Specifically, favourable variances are anticipated in background checks (\$600,000), paid duty administrative fees (\$300,000) and various other accounts (\$200,000). In addition, the Service has projected to receive greater than budgeted recoveries for overseas secondments.

Conclusion:

As at September 30, 2012, the Service is projecting an \$8.0M favourable variance by year-end. Expenditures and revenues will continue to be closely monitored throughout the year.

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

The Board approved the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 14, 2012**

**#P288. TORONTO POLICE SERVICE – PARKING ENFORCEMENT UNIT:
2012 OPERATING BUDGET VARIANCE REPORT FOR THE PERIOD
ENDING SEPTEMBER 30, 2012**

The Board was in receipt of the following report October 29, 2012 from William Blair, Chief of Police:

Subject: OPERATING BUDGET VARIANCE REPORT FOR THE TORONTO POLICE
SERVICE PARKING ENFORCEMENT UNIT – PERIOD ENDING
SEPTEMBER 30, 2012

Recommendations:

It is recommended that:

- (1) the Board receive this report; and
- (2) the Board forward a copy of this report to the City's Deputy City Manager and Chief Financial Officer for information.

Financial Implications:

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

Background/Purpose:

The Board, at its October 5, 2011 meeting, approved the Toronto Police Service Parking Enforcement (PEU) 2012 operating budget at a net amount of \$42.1 Million (M) (Min. No. P254/11 refers). Subsequently, Toronto City Council, at its January 17, 2012 meeting, approved the PEU 2012 net operating budget at the same amount.

The PEU operating budget is not part of the Service's operating budget, but rather is maintained separately in the City's non-program budgets.

The purpose of this report is to provide information on the PEU 2012 projected year-end variance as of September 30, 2012.

Discussion:

The following chart summarizes the variance by category of expenditure.

Category	2012 Budget (\$Ms)	Actual to Sep 30/12 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav/(Unfav) (\$Ms)
Salaries	\$27.01	\$20.10	\$27.50	(\$0.49)
Premium Pay	\$2.61	\$1.43	\$1.90	\$0.71
Benefits	\$6.71	\$3.68	\$6.93	(\$0.22)
Total Salaries & Benefits	\$36.33	\$25.21	\$36.33	\$0.00
Materials	\$1.59	\$0.80	\$1.55	\$0.04
Equipment	\$0.10	\$0.01	\$0.10	\$0.00
Services	\$5.66	\$2.90	\$5.66	\$0.00
Revenue	(\$1.62)	(\$0.54)	(\$1.62)	\$0.00
Total Non-Salary	\$5.73	\$3.17	\$5.69	\$0.04
Total Net	\$42.06	\$28.38	\$42.02	\$0.04

It is important to note that expenditures do not all follow a linear pattern and therefore year-to-date expenditures cannot be simply extrapolated to year-end. Rather, the projection of expenditures to year-end is done through an analysis of all accounts, taking into consideration factors such as expenditures to date, future commitments expected and spending patterns.

As at September 30, 2012, a \$0.04M favourable variance is anticipated. Details are discussed below.

Salaries & Benefits (including Premium Pay):

An unfavourable projection of \$0.71M is reflected in salaries and benefits. PEU schedules one recruit class per year and hires the appropriate number of officers to ensure that, on average, it is at its full complement of officers during the year. This class is currently scheduled for December 2012. The size of the recruit class is based on projected separations in 2012. Current trends indicate that the 2012 attrition will be less than the budgeted amount. As a result, PEU is projected to be over spent in salaries and benefits.

Nearly all premium pay at the PEU is related to enforcement activities, attendance at court and the backfilling of members attending court. With respect to enforcement activities, premium pay is utilized to staff special events or directed enforcement activities. The opportunity to redeploy on-duty staff for special events is minimal, as this will result in decreased enforcement in the areas from which they are being deployed. Directed enforcement activities are instituted to address specific problems. All premium pay expenditures are approved by supervisory staff and strictly controlled.

Due to the projected lower-than-budgeted staff attrition, more permanent staff are available for enforcement activities, so as a result, premium pay spending will be reduced to offset the shortfall in the salaries and benefits. Therefore, a surplus of \$0.71M is projected in premium pay.

Non-salary Expenditures:

Non-salary expenditures are projected to be \$0.04M under spent.

The Service purchases its gasoline requirements through a consolidated City contract, and budgets the cost estimate based on a per litre rate provided by the City. Although gas prices have increased recently, the Service is still experiencing a favourable price variance. Therefore, a \$0.04M favourable variance is now projected to year-end.

Conclusion:

As at September 30, 2012, a \$0.04M favourable year-end variance is projected for PEU.

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

The Board approved the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 14, 2012**

**#P289. TORONTO POLICE SERVICE – 2012 CAPITAL BUDGET VARIANCE
REPORT FOR THE PERIOD ENDING SEPTEMBER 30, 2012**

The Board was in receipt of the following report November 01, 2012 from William Blair, Chief of Police:

Subject: 2012 CAPITAL BUDGET VARIANCE REPORT FOR THE TORONTO
POLICE SERVICE – PERIOD ENDING SEPTEMBER 30, 2012

Recommendation:

It is recommended that the Board forward a copy of this report to the City's Budget Committee and to the City's Deputy City Manager/Chief Financial Officer for information.

Financial Implications:

The Council-approved net budget for 2012 is \$24.7 million (M). Including the 2011 carry forward, the net available funding in 2012 is \$46.7M.

As of September 30, 2012, the Service is projecting total net expenditures of \$35.7M, compared to \$46.7M in available funding (a spending rate of 77%). The projected under-expenditure for 2012 is \$11M of which \$6.5M is for the Property and Evidence Management (P&EM) Facility project. It is anticipated that \$8.4M of the \$11M will be carried forward to 2013 to complete ongoing projects, and that \$2.6M will be returned back to the City as a surplus.

Background/Purpose:

At its meeting of January 17, 2012, Toronto City Council approved the Service's 2012-2021 capital program. Subsequently, the Board approved the revised capital program at its February 16, 2012 meeting (Min. No. P26/12 refers). Attachment A provides a summary of the Board and Council approved budget.

This capital variance report provides the status of projects as at September 30, 2012.

Discussion:

Summary of Capital Projects:

Attachment B provides a status summary of the on-going projects from 2011 as well as those projects that started in 2012. Any significant issues or concerns have been highlighted below in the “Key Highlights/Issues” section of this report.

Key Highlights/Issues:

As part of its project management process, the Service has adopted a colour code (i.e. green, yellow or red) to reflect the health status of capital projects. The overall health of each capital project is based on budget, schedule and scope considerations. The colour codes are defined as follows:

- Green – on target to meet project goals (scope/functionalities), and on budget and schedule;
- Yellow – at risk of not meeting certain goals, some scope, budget and/or schedule issues, and corrective action required; and
- Red – high risk of not meeting goals, significant scope, budget and/or schedule issues, and corrective action required.

The following provides summary information on key projects within the 2012-2021 Capital Program. Summary information includes status updates as of the time of writing of this report.

- Property and Evidence Management Facility (\$37.0M)

Overall Project Health Status	
Current	Previous Variance Report
GREEN	YELLOW

The Property and Evidence Management Unit (PEMU) is responsible for safeguarding the integrity of police processes by ensuring the chain of custody is maintained and continuity is not compromised, from the moment of collection to the ultimate disposition of evidence. The effective and credible management and control of seized evidence has consistently remained one of the major risk factors for police services globally. Failure to have a replacement facility that meets the future needs of the Service would jeopardize the ability of the Service to facilitate legislated requirements for tracking, locating, and disposing of property, and will have a significant negative impact on criminal court proceedings coupled with the increased risk of civil litigation.

This project provides funding for a new property and evidence management (P&EM) facility at the Progress Avenue site. The project was originally approved by the Board in the 2009-2013 capital program. The project spans over four years, and experienced some delays in 2011, primarily due to the shortage of Service staff resources and the resultant delay in selecting the architect and approving designs. As a result of this delay, \$6.5M will be carried forward to 2013 in order to complete the project.

The schematic design for the new facility was completed by the architect in early 2012. The Construction Manager (CM) was approved by the Board in February 2012 (Min. No. P30/12 refers). As part of the construction management process, the CM completed an assessment of the project cost estimate based on the completed design. Based on the information provided, the CM advised that the project requires an additional \$3.25M in order to achieve the original scope of the Property & Evidence Management (P&EM) facility. The 2013-2022 Capital Program (approved by the Board at its October 15, 2012 meeting) includes this additional \$3.25M. The Service has been working with the CM and the tendering process for the major sub-trades has been completed. The Service has and will continue to work with the CM to identify any potential cost savings without compromising the project scope. The Board will be kept apprised of this project through the quarterly capital variance reports, and if there is a further change to the project estimate, the Board will be advised accordingly.

The P&EM facility is scheduled to be substantially completed by mid-2013. It is expected that the new facility will meet the Service's property and evidence storage requirements for the next 25+ years. The facility currently occupied by the PEMU will be returned to the City once construction of the new facility is complete and occupancy achieved.

- IRIS – Integrated Records and Information System (\$24.4M)

Overall Project Health Status	
Current	Previous Variance Report
GREEN	GREEN

This project provides funding for a commercial off-the-shelf (COTS) integrated records and information system. The IRIS project team has been established to identify potential systems and system integration services that will meet the needs of the Service for an integrated, police-purposes operations and information management system. At its October 20, 2011 meeting, the Board approved Versaterm as the vendor for this project (Min. No. P262/11 refers).

At its June 2012 meeting, the Board approved the award of a contract for the supply and delivery of software licences and professional services in relation to the acquisition and implementation of an Electronic Disclosure System to eJust Systems Inc. (Min. No. P149/12 refers). The agreement and statement of work with eJust Systems Inc. are expected to be finalized by the end of October 2012.

Configuration of the Versadex and eJust systems is nearing completion. Testing plans are underway and testing is anticipated to commence October 2012. The full implementation for eJust is scheduled to start in November 2013 with a minimum three-month stabilization/production support period ending February 2014.

Currently, it is anticipated that the IRIS project will be under budget by \$2.4M, due to lower cost of software and licensing (\$1.5M) and developmental staffing costs (\$0.9M). Due to the City's one-year carry forward rule, approximately \$1.2M of the projected surplus will be returned back to the City at the end of 2012.

The project remains on schedule and in scope.

- Upgrade to Microsoft Windows 7

Overall Project Health Status	
Current	Previous Variance Report
GREEN	GREEN

This project provides funding to upgrade from Windows XP Services to Microsoft Windows 7. It also includes funding for the acquisition and implementation of a desktop management tool that will provide the ability to remotely deploy standard images consistently to workstations, without the requirement for a technician to attend on-site.

The original budget included sufficient funds for application rewrites based on existing applications that would not be Windows 7 compliant. At that time, there was a delay in the approval of a vendor for the IRIS project. In order to meet the Windows 7 rollout timelines, it was decided to virtualize the applications where required that were still in question with respect to IRIS. If the IRIS project was not approved, these applications would have had to be rewritten as they could not remain in a virtualized state beyond the end of XP life. However, the IRIS project was ultimately approved. Therefore, the Windows 7 compliance is no longer an issue and the funding is no longer required.

From the available funding of \$1.2M, only \$0.4M will be spent in 2012. \$0.2M will be carried forward to 2013 for Windows 7 imaging on mobile workstations (MWS). The remaining balance of \$0.7M will be returned to the City as surplus funds.

- Vehicle and Equipment Lifecycle Replacements

Projects listed in this category are funded from the Vehicle and Equipment Reserve (Reserve), which is in turn funded through annual contributions from the Service's and Parking Enforcement's operating budgets. The Reserve has no impact on the Capital Program and does not require debt funding. Items funded through the Reserve include the regular replacement of vehicles, furniture and information technology equipment.

For 2012, an under-spending of \$12.5M is projected of which \$10.7M will be carried forward to 2013 as these funds are still required to complete lifecycle projects. Approximately \$1.8M is from lifecycle projects that came under budget and the funds will remain in the Reserve. The carry-forward amount of \$10.7M is mainly due to delivery of equipment being delayed to 2013, as a result of the Service's hardware inventory review (e.g. computers, laptops, printers), uncertainty of the impact of IRIS on servers and applications (e.g. server replacement, business resumption) and the impact of the City's Radio Infrastructure project on the replacement of voice logging equipment. The \$1.8M surplus that resulted from completed projects will remain in the Reserve to reduce the pressure to increase contributions. This amount has been taken into account in developing the 2013 contribution amount to the Reserve.

Conclusion:

As of September 30, 2012, the Service is projecting total net expenditures of \$35.7M, compared to \$46.7M in available funding (a spending rate of 77%). The projected under-expenditure for 2012 is \$11M, of which \$6.5M is for the Property and Evidence Management Facility project. It is anticipated that \$8.4M of the \$11M will be carried forward to 2013 to complete projects, and that \$2.6M can be returned back to the City as surplus.

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

The Board approved the foregoing report.

REVISED 2012-2021 CAPITAL PROGRAM (\$000s)

Project Name	Plan to end of 2011	2012	2013	2014	2015	2016	Total 2012-2016 Request	2017	2018	2019	2020	2021	Total 2017-2021 Forecast	Total 2012-2021 Program	Total Project Cost
On-Going Projects															
State-of-Good-Repair - Police		4,510	4,565	4,594	4,469	4,621	22,759	4,331	4,529	4,841	5,113	5,238	24,051	46,810	46,810
Radio Replacement	23,018	5,371	0	0	0	0	5,371	0	0	0	0	0	0	5,371	28,389
14 Division - Central Lockup	26,605	8,910	0	0	0	0	8,910	0	0	0	0	0	0	8,910	35,515
Property and Evidence Management Facility	27,339	7,149	2,581	0	0	0	9,729	0	0	0	0	0	0	9,729	37,068
IRIS - Integrated Records and Information System	10,047	0	9,507	4,866	0	0	14,373	0	0	0	0	0	0	14,373	24,420
Upgrade to Microsoft 7	1,492	160	0	0	0	0	160	0	0	0	0	0	0	160	1,652
Total, On-Going Capital Projects	88,502	26,099	16,653	9,460	4,469	4,621	61,302	4,331	4,529	4,841	5,113	5,238	24,051	85,353	173,854
New Projects															
54 Division (includes land)	500	0	0	9,060	21,665	5,721	36,446	0	0	0	0	0	0	36,446	36,946
Data Warehouse Establishment	0	0	0	3,617	1,354	3,233	8,204	0	0	0	0	0	0	8,204	8,204
Electronic Document Management	0	0	0	49	441	0	490	0	0	0	0	0	0	490	490
HRMS Upgrade	0	0	0	155	682	0	836	0	0	0	0	0	0	836	836
TRMS Upgrade	0	0	0	1,943	1,470	0	3,413	0	0	0	0	0	0	3,413	3,413
Digital Content Manager	0	0	0	1,360	1,673	0	3,033	0	0	0	0	0	0	3,033	3,033
41 Division (includes land)	0	0	0	0	372	8,564	8,937	20,636	9,506	0	0	0	30,142	39,079	39,079
Expansion of Fibre Optics Network	0	0	0	0	881	5,585	6,466	5,585	0	0	0	0	5,585	12,051	12,051
Radio Replacement	0	0	0	0	0	10,193	10,193	2,836	4,622	1,174	4,954	11,581	25,167	35,360	35,360
13 Division (includes land)	0	0	0	0	0	0	0	372	8,645	19,903	10,159	0	39,079	39,079	39,079
AFIS (next replacement)	0	0	0	0	0	0	0	0	3,053	0	0	0	3,053	3,053	3,053
Disaster Recovery Site	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
32 Division - Renovation	0	0	0	0	0	0	0	0	3,053	3,934	0	0	6,987	6,987	6,987
52 Division - Renovation	0	0	0	0	0	0	0	0	0	0	0	2,062	2,062	2,062	8,300
55 Division - Renovation	0	0	0	0	0	0	0	0	0	0	0	0	0	0	8,000
22 Division - Renovation	0	0	0	0	0	0	0	0	0	0	0	0	0	0	8,000
Progress (Future use)											5,088	10,440	15,528	15,528	70,000
Total, New Capital Projects:	500	0	0	16,183	28,539	33,296	78,018	29,429	28,879	25,012	20,200	24,083	127,603	205,621	282,831
Total debt funded Capital Projects:	89,002	26,099	16,653	25,643	33,008	37,917	139,320	33,760	33,408	29,852	25,313	29,321	151,654	290,974	456,685
Recoverable debt Project															
eTicketing Solution	0	1,719	0	0	0	0	1,719	0	0	0	0	0	0	1,719	1,719
Total, Recoverable debt project:	0	1,719	0	0	0	0	1,719	0	0	0	0	0	0	1,719	1,719
Total Reserve Projects:	130,369	13,926	23,854	18,259	18,654	23,054	97,747	17,451	24,325	19,567	19,519	24,525	105,387	203,134	333,503
Total Gross Projects	219,371	41,745	40,507	43,902	51,662	60,971	238,786	51,211	57,733	49,419	44,832	53,846	257,041	495,827	791,908
Funding Sources:															
Vehicle and Equipment Reserve	(130,369)	(13,926)	(23,854)	(18,259)	(18,654)	(23,054)	(97,747)	(17,451)	(24,325)	(19,567)	(19,519)	(24,525)	(105,387)	(203,134)	(333,503)
Infrastructure Stimulus Fund (ISF) (14D)	(8,572)	0	0	0	0	0	0	0	0	0	0	0	0	0	(8,572)
Recoverable debt - eTicketing	0	(1,719)	0	0	0	0	(1,719)	0	0	0	0	0	0	(1,719)	(1,719)
Funding from Development Charges	(7,230)	(1,434)	(231)	(1,721)	(2,565)	(1,596)	(7,547)	(273)	(1,651)	(3,161)	(1,530)	0	(6,615)	(14,162)	(21,392)
Total Funding Sources:	(146,171)	(17,079)	(24,085)	(19,980)	(21,219)	(24,650)	(107,013)	(17,724)	(25,976)	(22,728)	(21,049)	(24,525)	(112,002)	(219,016)	(365,187)
Total Net Debt-Funding Request:	73,200	24,665	16,422	23,922	30,443	36,321	131,773	33,487	31,757	26,691	23,783	29,321	145,039	276,811	426,721
5-year Average:							26,355						29,008	27,681	
City Target (= net approved in 2010):		33,339	11,619	20,051	30,443	36,321	131,773	33,487	36,845	37,131	38,788	38,788	185,039	316,812	
City Target - 5-year Average:							26,355						37,008	31,681	
Variance to Target:		8,674	(4,803)	(3,871)	0	(0)	0	0	5,088	10,440	15,005	9,467	40,000	40,001	
Variance to Target - 5-year Average:							0						8,000	4,000	

2012 Capital Budget Variance Report as at September 30, 2012 (\$000s)

Project Name	Carry Forward from 2011	2012 Budget	Available to Spend in 2012	2012 Projection	Year-End Variance - (Over)/ Under	Total Project Budget	Total Project Cost (Projects)	Project Variance (Over) / Under	Comments	Overall Project Health
Debt-Funded Projects										
Facility Projects:										
Property and Evidence Management Facility	5,314.0	7,149.0	12,463.0	6,000.0	6,463.0	37,046.1	37,046.1	-	Please refer to the body of the report.	Green
11 Division (excludes cost of land)	303.5	0.0	303.5	184.8	118.7	29,134.0	29,015.3	118.7	Project was completed in 2011 below budget. Minor outstanding issues and deficiencies are being addressed.	Green
14 Division (excludes cost of land)	2,282.3	8,909.6	11,191.9	10,767.6	424.3	35,515.0	35,315.0	200.0	Project is now complete and is estimated to be slightly below budget.	Green
54 Division	497.0	0.0	497.0	497.0	-	36,946.0	36,946.0	-	Some issues with respect to cost and environmental assessment of property.	Yellow
5th Floor Space Optimization	209.8	0.0	209.8	196.0	13.8	787.0	773.2	13.8	Project is on budget and completed. Minor outstanding issues and deficiencies are being addressed.	Green
Information Technology Projects:										
HRMS Additional Functionality	60.0	0.0	60.0	61.0	-	406.0	406.0	-	Project is completed \$1K over budget and on schedule. Another capital project will be identified and the City will do transfer of funding.	Green
Integrated Records and Information System (IRIS)	7,300.9	0.0	7,300.9	6,057.8	1,243.1	24,420.0	22,007.7	2,412.3	Please refer to the body of the report.	Green
911 Hardware/Handset	311.7	0.0	311.7	276.6	35.1	1,092.0	1,056.9	35.1	Upgrades are going as planned and on time. This project is below budget and on schedule.	Green
Radio Replacement	817.5	5,371.0	6,188.5	5,188.5	1,000.0	34,389.0	34,089.0	300.0	Project is essentially complete and is estimated to be below budget by \$300K and on schedule.	Green
Upgrade to Microsoft 7	1,049.6	160.0	1,209.6	388.0	821.6	1,652.0	990.4	661.6	Please refer to the body of the report.	Green
eTicketing Solution	0.0	1,719.0	1,719.0	25.0	1,694.0	1,719.0	1,719.0	-	\$25K of available funding will be spent in 2012 for proof of concept. The rest of the funding will be spent in 2013 for the full implementation.	Green
Replacements / Maintenance / Equipment Projects:										
State-of-Good-Repair - Police	1,526.0	4,510.0	6,036.0	5,186.0	850.0	n/a	n/a	n/a	Project is on budget and on schedule.	Green
AFIS	2,814.4	-	2,814.4	2,814.4	-	2,827.0	2,827.0	-	Project is on budget and on schedule.	Green
Total Debt-Funded Projects	22,486.7	27,818.6	50,305.3	37,642.7	12,663.6					
Lifecycle Projects (Vehicle & Equipment Reserve)										
Vehicle Replacement	4,048.2	1,757.0	5,805.2	4,864.2	941.0	n/a	n/a	n/a	Please refer to the body of the report.	Green
IT-Related Replacements	5,857.0	10,226.0	16,083.0	6,376.3	9,706.7	n/a	n/a	n/a	Please refer to the body of the report.	Green
Other Equipment	4,149.2	1,943.0	6,092.2	3,923.3	2,168.9	n/a	n/a	n/a	Please refer to the body of the report.	Green
Total Lifecycle Projects	14,054.4	13,926.0	27,980.4	15,163.8	12,816.5					
Total Gross Expenditures:	36,541.0	41,744.6	78,285.6	52,806.5	25,480.1	Percent spent:		67.5%		
Less other-than-debt funding:										
Funding from Developmental Charges	-443.0	-1,434.0	-1,877.0	-1,877.0	-	n/a	n/a	n/a		
Recoverable Debt - eTicketing Solution	0.0	-1,719.0	-1,719.0	-25.0	1,694.0					
Vehicle & Equipment Reserve	-14,054.4	-13,926.0	-27,980.4	-15,163.8	-12,816.5	n/a	n/a	n/a		
Total Other-than-debt Funding:	-14,497.4	-17,079.0	-31,576.4	-17,065.8	-14,510.5					
Total Net Expenditures:	22,043.7	24,665.6	46,709.3	35,740.7	10,969.6	Percent spent:		76.5%		

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 14, 2012**

**#P290. CAFETERIA SERVICES - TORONTO POLICE HEADQUARTERS AND
TORONTO POLICE COLLEGE**

The Board was in receipt of the following report October 29, 2012 from William Blair, Chief of Police:

Subject: CAFETERIA SERVICES – TORONTO POLICE HEADQUARTERS AND
TORONTO POLICE COLLEGE

Recommendations:

It is recommended that:

- (1) the Board award the provision of cafeteria services at Toronto Police Headquarters and at the Toronto Police College to Compass Group Canada, for a period of five years commencing January 1, 2013 until December 31, 2017; and
- (2) the Board authorize the Chair to execute the agreement for cafeteria services on behalf of the Board, subject to approval as to form by the City Solicitor.

Financial Implications:

The agreement with Compass Group Canada (Compass) for the provision of cafeteria services includes the payment of a compensation fee to the Service based on the total cafeteria, catering and vending machine revenue. The compensation payment will be 3% of annual cafeteria, kiosk and catering revenue up to \$250,000 and 5% over \$250,000, and 5% on annual vending machine revenue. In addition, the agreement includes a one-time contribution from Compass of \$40,000 for facility improvements at Police Headquarters (HQ). Recent experience indicates annual revenue for cafeteria services is less than \$200,000 and therefore, based on the proposed compensation fee structure, it is estimated that the Service will receive approximately \$6,000 per year. The current agreement with Compass includes a guaranteed payment of \$20,400 per year.

The Toronto Police College (College) will continue to have a full service cafeteria under the new agreement, while HQ will have a reduced cafeteria service (i.e. counter/kiosk style). As a result of the reduced cafeteria service at HQ, renovations are required at the HQ location to remove the cafeteria equipment currently residing in the kitchen area. The kitchen equipment will no longer be utilized and therefore must be removed for Occupational Health and Safety reasons. This required renovation work is estimated to cost \$180,000 and will be funded from the Service's State-of-Good-Repair capital project in 2013 with no impact on the Capital Program. The decommissioning of the kitchen area at HQ will provide usable space for the Service.

Background/Purpose:

Compass is the current cafeteria services provider at HQ and the College. The current agreement with Compass expired on September 30, 2012. The Service's Purchasing Support Services unit issued a Request for Proposal (RFP) on June 18, 2012 and two addendums were required which resulted in a closing date of August 2, 2012. Due to the time required for evaluation and the expiry date of the current agreement, the Service requested and the Board approved an extension to the current agreement until December 31, 2012 (Min. No. P224/12 refers). This report provides the results of the RFP process.

Discussion:

As part of the RFP process, a mandatory meeting for interested vendors was held on July 17, 2012. Four proponents attended the mandatory meeting. Three of the four proponents who attended the mandatory meeting submitted proposals. Two of the proposals received were deemed invalid and disqualified by Purchasing Support Services as they did not meet mandatory requirements. The proposal from Compass was the only proposal which met all of the mandatory requirements. This proposal was evaluated by the Service's Food Services Committee utilizing the evaluation criteria contained in the RFP and outlined below.

•	Pricing	30%
•	Compliance with specifications/requirements	25%
•	Compensation fee	15%
•	Experience/references	10%
•	Resources assigned	10%
•	Occupational Health & Safety/recycling	5%
•	Financial stability	5%

Current Cafeteria Services:

Compass currently provides full cafeteria services at HQ and at the College. This includes hot meals, short-order meals, prepared meals, snacks and counter service. The Service has experienced a significant decline in the use of the full cafeteria services at HQ due to the variety of external food service options around the HQ facility. There has also been a decline in the use of the College cafeteria mainly due to the non-hiring of uniform recruits during the past two years. Recruit hiring is expected to resume at some point and in addition, there are very limited food service options in the areas surrounding the College.

Based on the above conditions, the RFP requested options for a reduced and full cafeteria service.

Compass Proposal:

The proposal submitted by Compass included two options. One option was to maintain full cafeteria service at both HQ and the College and the other option was to maintain full cafeteria service at the College and provide a kiosk service at HQ. The Food Services Committee

evaluated both options and given the surrounding competition around HQ and the limited food services around the College location, recommended the option to maintain full service at the College and a kiosk service at HQ. The highlights of the recommended option include:

- a capital contribution from Compass of \$40,000 to refresh the HQ cafeteria;
- a full service cafeteria at the College with a full menu selection;
- a kiosk and catering service at HQ;
- a wellness menu selection; and
- a compensation fee based on café, catering and vending revenue.

Contract Transition

The transition to the new agreement will be fairly smooth given that Compass is the current service provider. The College will continue with the same service and therefore there is no transition impact. At HQ, service will continue and the transition to the reduced service level will be phased in by Compass. As per the RFP requirements, the renovated cafeteria area must be in place within one year of the contract award. During the renovations there may be some modified service and this will be coordinated between Compass and the Food Services Committee.

Conclusion:

The current agreement for cafeteria services at HQ and the College expires on December 31, 2012. An RFP process was conducted to establish a service provider beyond the expiry date. The Service received three responses to the RFP of which only one met the mandatory requirements. The qualified submission was evaluated by the Food Services Committee and resulted in the recommendation that the provision of cafeteria services be awarded to Compass for a period of five years commencing January 1, 2013 and ending December 31, 2017. The Compass proposal will maintain full cafeteria services at the College and provide a kiosk service at HQ. The Service will receive a compensation fee from Compass based on a percentage of annual revenue from the cafeteria, catering and vending machines. The compensation fee is estimated to be approximately \$6,000 per year. In addition, Compass has committed to capital enhancements of \$40,000 to upgrade the HQ cafeteria.

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

The Board approved the foregoing report.

Vice-Chair Michael Thompson requested to be noted in the negative with regard to the Board's decision on this matter.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 14, 2012**

**#P291. APPOINTMENT OF ACTING VICE-CHAIR – DATES IN NOVEMBER
AND DECEMBER 2012**

The Board was in receipt of the following report November 01, 2012 from Alok Mukherjee, Chair:

Subject: Appointment of Acting Vice-Chair – Dates in November and December 2012

Recommendation:

It is recommended that the Board appoint members to the position of Acting Vice-Chair during the period between November 24, 2012 and December 02, 2012, inclusive, and December 15, 2012 and December 22, 2012, inclusive, for the purposes of performing the duties and responsibilities that would normally be performed by the Vice Chair, including the execution of legal contracts and personnel and labour relations documents on behalf of the Board.

Financial Implications:

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

Background:

There will be two occasions in the near future during which I will not be able to perform the duties of Chair, Toronto Police Services Board. Vice-Chair Michael Thompson has indicated that he is available and willing to perform the role of Acting Chair during the two periods of my absence.

During the first period of absence, November 24, 2012 to December 02, 2012, I will be participating in the 2012 Canadian Police College Executive Study Tour: Economics of Policing – Learning from the UK Experience which will take place in London, UK. I will be attending in my capacity as President of the Canadian Association of Police Boards (CAPB).

During the second period of absence, December 15, 2012 to December 22, 2012, I will be taking vacation.

Conclusion:

It is, therefore, recommended that the Board appoint members to the position of Acting Vice-Chair for the two periods of time noted below for the purposes of performing the duties and

responsibilities that would normally be performed by the Vice-Chair, including the execution of legal contracts and personnel and labour relations documents on behalf of the Board.

Dates (inclusive)	Acting Chair	Acting Vice-Chair
Nov. 24 to Dec. 02	Michael Thompson, Acting Chair	Acting Vice-Chair to be appointed. Name_____,
Dec. 15 – Dec. 22	Michael Thompson, Acting Chair	Acting Vice-Chair to be appointed. Name_____,

The Board received the foregoing report and appointed Councillor Chin Lee and Dr. Dhun Noria to be Acting Vice-Chair for the periods of November 24, 2012 to December 02, 2012 and December 15, 2012 to December 22, 2012, respectively.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 14, 2012**

#P292. TORONTO POLICE SERVICES BOARD – 2013 MEETING SCHEDULE

The Board was in receipt of the following report November 01, 2012 from Alok Mukherjee, Chair:

Subject: TORONTO POLICE SERVICES BOARD - 2013 MEETING SCHEDULE

Recommendations:

It is recommended:

1. THAT the Board approve the 2013 meeting schedule outlined in this report; and
2. THAT, subject to the approval of recommendation no. 1, any requests to amend the schedule shall be proposed by the Board member seeking the amendment in the form of a Motion for consideration at an appropriate public meeting.

Financial Implications:

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

Background/Purpose:

Typically, the Board bases its annual schedule of meetings on a number of factors, including: days that are least likely to conflict with the City of Toronto schedule of council; standing committees of council; community councils and other committee meetings; annual key conferences for members of the Board; and other significant events at which members of the Board and the Chief of Police are expected to attend, such as police graduations.

Beginning in 2006, the Board also recognized culturally-significant days and a policy was approved in which the Board indicated that it would attempt to avoid scheduling any meetings involving the public and the community on these days. A list of days formally recognized as culturally significant was also approved (Min. No. P358/05 refers).

Although the Board attempts to follow its schedule of meetings as much as possible once it has been established, there may be circumstances which result in changes on short notice during the year.

Discussion:

I have reviewed the current 2013 schedule of meetings developed by the City of Toronto; the dates upon which culturally-significant holidays will be observed in 2013; critical business-related dates which some Board members have requested be avoided, if possible; and dates for the following Board-related key events and conferences:

CAPB “Day on the Hill”
March 19 to 22, 2013
Ottawa

Ontario Association of Police Services Boards (OAPSB) Annual Conference
May 29 to 31, 2013
Toronto

Canadian Association of Police Boards (CAPB) Annual Conference
August 14 to 17, 2013
Saskatoon

Toronto Police Service – Graduation of New Police Officers
May 16, 2013
September 05, 2013

Board Meeting Schedule – 2013:

Based on the foregoing review, I am proposing the following dates for the Board’s 2013 meetings:

Wednesday, January 23
Tuesday, February 19
Wednesday, March 27
Thursday, April 25
Wednesday, May 22
Thursday, June 20
Thursday, July 18
Tuesday, August 13
Thursday, September 12
Thursday, October 10
Thursday, November 07
Thursday, December 12

I know that there may be a few dates when some Board members may not be able to attend a meeting due to personal or business commitments. Unless a quorum of the Board cannot be achieved, I believe that the meeting dates, as proposed, should be confirmed in order to establish a regular cycle of meetings at this time. Once the schedule has been approved, any requests to

amend the schedule shall be proposed by the Board member seeking the amendment in the form of a Motion for consideration at an appropriate public meeting.

Times and Locations of Board Meetings:

It is anticipated that all *in camera* meetings will commence at 9:30 AM followed by a public meeting at 1:30 PM. The meetings will take place at Toronto Police Headquarters. Most public meetings are webcast live through a link on the Board's website, www.tpsb.ca, or through the Rogers TV website at www.rogerstv.com. Agendas for each public meeting are also available on the Board's website.

Conclusion:

It is recommended that the Board approve the 2013 meeting schedule outlined above and, once the schedule has been approved, any requests to amend it shall be proposed by the Board member seeking the amendment in the form of a Motion for consideration at an appropriate public meeting.

The Board approved the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 14, 2012**

**#P293. CANADIAN ASSOCIATION OF POLICE BOARDS: REQUEST TO
SUPPORT CARLETON UNIVERSITY'S SOCIAL SCIENCES AND
HUMANITIES RESEARCH COUNCIL PARTNERSHIP DEVELOPMENT
GRANT APPLICATION**

The Board was in receipt of the following report October 25, 2012 from Alok Mukherjee, Chair:

Subject: CANADIAN ASSOCIATION OF POLICE BOARDS: REQUEST TO
SUPPORT CARLETON UNIVERSITY'S SOCIAL SCIENCES AND
HUMANITIES RESEARCH COUNCIL (SSHRC) PARTNERSHIP
DEVELOPMENT GRANT APPLICATION

Recommendation:

It is recommended that the Board provide a letter of support and in kind financial support of \$5,000.00 to the Carleton University Research Team in support of its application to the SSHRC Partnership Development Grant.

Financial Implications:

If this recommendation is approved, the Board's operating budget will be reduced in the amount of \$5,000.00. This is an unbudgeted expense, which has the potential to result in a negative operating budget variance at year-end.

Background/Purpose:

The Canadian Association of Police Boards has agreed to support a research initiative led by a Carleton University research team that is currently seeking funding from the SSHRC. CAPB has circulated to its members a letter that outlines the scope and timeframe of the project, and is requesting that its members seek approval from their Boards to support the project.

Discussion:

The Carleton University research team consist of a multi-disciplinary team of researchers. The team will be submitting a grant application for \$200,000 to fund an initial two-year research program in the area of sustainability of public police in Canada in the face of on-going economic, social, technological and competitive challenges.

There are several options available with respect to participating in the project. As such, I am recommending "Involvement Model B," which entails a letter of support and in kind financial support, as this option increases the team's chances of a successful application.

Details of the SSHRC grant which includes background information on the research team members and the ways in which the project can be supported is attached to this report for information.

Conclusion:

Therefore, it is recommended that the Board provide a letter of support and in kind financial support of \$5,000.00 to the Carlton University Research Team in support of its application to the SSHRC Partnership Development Grant.

The Board approved the foregoing report.

From: Jennifer Lanzon [<mailto:jlanzon@capb.ca>]
Sent: Monday October 22, 2012 10:36 AM
To: CAPB Members
Subject: Opportunities for a Partnership
Importance: High

TO: CAPB Members
RE: Research Project/Opportunities to Support & Partner

The Canadian Association of Police Boards has agreed to support a research initiative that is currently seeking funding from the Social Sciences and Humanities Research Council (SSHRC) and we are circulating to our members a letter that outlines the research time, scope of the project and ways that you can support the project. The timing is critical, letters of support need to be supplied by mid-November to be included in the proposal. The research questions are set out below and in the attached letter. We ask for your cooperation in putting this issue before your board and providing a response within the time frames set out below. If you have any questions, please contact Dr. Linda Duxbury.



October 10, 2012

Opportunities for a partnership

We are a multi-disciplinary team of researchers from Carleton University who are writing to determine your interest in being one of our partners in a Social Sciences and Humanities Research Council (SSHRC) Partnership Development Grant application. The members of our team include:

- ? Dr. Linda Duxbury, Professor, Management,
- ? Dr. Craig Bennell, Associate Professor, Psychology,
- ? Dr. Tullio Caputo, Associate Professor, Sociology,
- ? Dr. Mike McIntyre, Associate Professor, Finance, and
- ? Dr. Steven Murphy, Associate Professor, Management.

We plan to ask for \$200,000 to fund an initial two-year research program in the area of sustainability of public police in Canada in the face of ongoing economic, social, technological and competitive challenges. At the end of two years we intend to apply for a full Partnership Grant (typically these are worth several million dollars over a 3 to 5 year period). Details on the SSHRC grant and skills and background of each team member are provided at the end of this letter.

Proposed research program:

The landscape of public policing in Canada is changing dramatically. These changes are, in turn, compelling police agencies to re-evaluate their roles and responsibilities and how they are funded, structured and managed so as to remain viable and relevant to the communities they serve.

It is our intent to apply for funding to help police agencies effectively navigate this period of change. More specifically, our program of research seeks to determine how police agencies need to change to ensure the sustainability of public policing in Canada. Our initiative was designed to give police agencies a direct say in what law enforcement and community safety will look like in this country in the years ahead.

Research questions

We plan on undertaking research that will provide the Canadian police community with empirical data that speaks to the following questions:

- ? What types of changes are needed to existing policing roles and responsibilities to ensure the ongoing relevance and sustainability of public police agencies in Canada?
- ? What types of changes are needed to police leadership and management strategies to ensure that Canadian police agencies are "employers of choice" and able to attract and retain healthy, engaged and talented employees?
- ? What types of changes are needed to ensure that the relationships between Canadian police agencies and the communities they serve are of high-quality and meet collective community safety objectives?
- ? What types of changes are needed to ensure that Canadian police agencies are able to deliver cost-effective and value-added services?
- ? What types of changes need to be made to ensure the financial sustainability of public police agencies in Canada?
- ? In light of these changes, what types of evaluation, both qualitative and quantitative, can be utilized to ensure governing bodies, funding bodies and the community that they are receiving value for tax dollars spent on police services.

The members of our team have expertise in all these areas.

Approach: Action Research

We plan to use action research methods in our research. Action research is a practical, systematic and reflective approach to understanding and dealing with real life problems. Action research has action as its focus, not passive observation or theoretical model building. It requires researchers to collaborate with the end users of the research in joint problem solving and requires all participants in the process to become equal owners in the project and its outcomes. Action research consists of four phases that take place in a cycle. These four phases are:

- ? *Planning:* All the members of the team (researchers, stakeholders) question "what are" the realities of their particular practices, and begin to search for "what ought to be?"
- ? *Acting:* Researchers implement the plan they have developed, addressing all or a particular set of problems.
- ? *Observing:* This phase involves the collection of data, which facilitates subsequent reflection and action. It is undertaken simultaneously with action.
- ? *Reflecting:* All the members of the team (researchers, stakeholders) reflect upon what is happening with their project and develop revised action plans based upon what they are learning from the process of planning, acting, and observing. The revised action plan can yield new questions and deeper insights into the area that we are exploring.

The proposed project will undertake action research with key stakeholders in four types of communities: large, medium, small and remote. Within each community we plan on working intensely with the police agency, the municipal government, and key community groups to address the issues noted above (i.e. the focus will be on

the planning phase of the action research cycle). At the end of the two years we will have: (1) a better understanding of the similarities and differences of the challenges police agencies encounter within each of these different contexts for policing, (2) identified a number of feasible approaches that police agencies can use to address the issues in the various sized communities, (3) documented the process we used to identify problems and solutions so that other police agencies across Canada can benefit from this study.

The approach has a number of advantages. First, it actively involves key police and community stakeholders in the research process. Second, it focuses on problem solving, empirical validation and action rather than theory building and modeling. Third, it facilitates the development of an empirically justified and specific statement of the problems faced by Canada's policing community which goes beyond the problems experienced within a specific location (although it still recognizes and accounts for the local nature of policing). Fourth, it helps key stakeholders identify the assumptions behind the problems and challenges they have articulated. Finally, it facilitates the codification of priorities and helps stakeholders work together to identify and implement solutions.

We also plan on having an advisory board of key stakeholders that will be involved in all stages of the research process.

Key Deliverables

At the end of the two years we hope to have developed a relatively generic change management framework which can be used in many different jurisdictions. This framework will document the process and action steps we took when undertaking this research in the four different communities, making it portable. This framework will:

- ? identify the primary issues (pillars) that should be examined within all jurisdictions (challenges which are common to all police agencies in one way or another);
- ? identify issues which are unique to police agencies operating within a specific context (i.e. type of community);
- ? describe how the various issues interact, overlap, and evolve;
- ? identify core sets of questions that might be asked with respect to each pillar to probe/drill down into the most important information;
- ? lay out useful methodologies (including who the primary stakeholders are) for exploring all of these issues; and
- ? identify action steps for moving forward.

Such a framework could result in very different options/models for different police services - a key benefit of having multiple (very different) test sites for the first phase of the research.

Participating in this study

We would be delighted if your organization would consider being one of our "partners" in this grant application. We envision several levels of partnership:

Involvement Model A: Letter of Support: Our chances of getting this grant improve considerably if we can get partners to provide letters of support for the research.

Involvement Model B: Letter of Support plus In-Kind/Financial Support: Our chances of getting this grant improve even more if we can get partners to provide either in-kind or financial support for the research.

Involvement Model C: One of the four police agencies that actively participates in the research: If your police agency wants to be considered for inclusion in the study (i.e. you are volunteering to be one of the four test sites participating in this research) please let us know. If your agency is chosen, you will need to commit resources to help us set up meetings, participate in stakeholder meetings, and be involved with the action component of the research (i.e. participate in problem solving, interpretation of data, pilot tests, etc.) While the time commitment required of the police officers in these four communities is higher, the amount they stand to gain is also higher (including an in depth examination of the key challenges your agency is facing and identification of feasible ways forward). You would also need to provide a letter of support.

All partners will get copies of all the reports produced from this research.

If you have any questions please do not hesitate to contact me at the co-ordinates below. Thanks for considering this proposal.

Yours sincerely:



Linda Duxbury, PhD

Linda_Duxbury@carleton.ca
613-225-9985

Summary: Information on Partnership Development Grants

The **Partnership Development Grants** description, application form and instructions are available on the SSHRC website at: http://www.sshrc-crsh.gc.ca/funding-financement/programs-programmes/partnership_development_grants-bourses_partenariat_developpement-eng.aspx.

Deadline: November 30, 2011

These grants are valued at \$75,000 to \$200,000 over one to three years.

Research Team

Dr. Linda Duxbury,
Professor of Management,
Sprott School of Business, Carleton University

Linda Duxbury received her PhD in Management Sciences at the University of Waterloo. Within the business school at Carleton, Dr. Duxbury teaches masters and PhD courses in Managing Change as well as the masters course in Organizational Behaviour.

Dr. Duxbury has published widely in both the academic and practitioner literatures in the area of work-family conflict, change management, supportive work environments, stress, the use and impact of office technology, managing the new workforce and supportive management. She has also given over 350 plenary talks on these issues to public, private and not forprofit sector audiences.

Her areas of expertise include change management, work-life conflict, impact of generational cohort on work attitudes and behaviours, labour market demographics, managing a changing workforce and employee well-being. She has been doing research with the police community for the past decade (RCMP, Ottawa Police) and recently completed a study entitled *Caring for and about those who serve: Work-life conflict and employee well being within Canada's Police Departments*. Just over 4500 police officers working for 25 police agencies across Canada participated in this study. Links to these report are provided below.

Summary of Key Findings:

http://sprott.carleton.co/wp-content/files/Duxbury-Higgins-Police2012_keyfindings.pdf

Summary of Key Differences Associated with Rank and Gender:

http://sprott.carleton.co/wp-content/files/Duxbury-Higgins-Police2012_rankgender.pdf

Full Report: http://sprott.carleton.co/wp-content/files/Duxbury-Higgins-Police2012_fullreport.pdf

Dr. Craig Bennell,
Associate Professor of Psychology,
Department of Psychology, Carleton University

Dr. Bennell received his PhD from the University of Liverpool, UK and began working at Carleton University in 2002. At Carleton he teaches undergraduate and graduate courses in forensic psychology and police psychology and he is Director of the Police Research Lab, which was built in 2005 with funds from the Canadian Foundation for Innovation and the Ontario Research Fund. He is also the current co-editor of the Journal of Police and Criminal Psychology and the incoming President of the Society for Police and Criminal Psychology.

Dr. Bennell has published and presented widely in the field of police psychology on topics related to police investigations, critical incident decision making, police training, police management, and police recruitment. He and his students have recently completed, or are currently working on, several projects with Canadian police agencies. Recent past projects include an evaluation of the recruitment strategies used by the Ottawa Police Service, a project funded by the Canadian Police College that investigated the challenges middle managers face in the policing context, and an interesting study done in collaboration with the Ontario Police College that examined factors that influence lethal force decision making amongst police officers. Currently, Dr. Bennell and his students are working on a large project with three Canadian police agencies that examines how risk for

future crime occurrences fluctuates as a function how close one is (in space and time) to previous crimes sites (the results of which will have implications for the prevention of crime and the management of police resources).

Dr. Steven Murphy,
Associate Professor of Management,
Sprott School of Business, Carleton University

Dr. Murphy received his PhD from Carleton University, and worked for the Conference Board of Canada and the Royal Canadian Mounted Police before joining Carleton University as a faculty member in 2003. Prior to joining Carleton University Dr. Murphy was a Senior Research Associate with the Conference Board of Canada in charge of leadership and human resources research. At the RCMP, he worked in HR Research & Intelligence, involving projects on key leadership files and case-studies across the country, and entirely reshaped commissioned officer succession planning.

Dr. Murphy has published and presented widely in the area of police leadership, with special emphasis on organizational cultural adaptation and developing leadership programs based on core policing values. Dr. Murphy has studied the governance structures of all types of organizations (private, public, not for profit), and has examined issues of sustainability in policing, and more broadly in society. Dr. Murphy has been doing police research and consulting for more than 10 years and his sweeping study of executive motivation was published in articles in back-to-back issues of the *International Journal of Police Science & Management* in 2006.

Dr. Michael L. McIntyre, CA
Associate Professor of Finance,
Sprott School of Business, Carleton University

Dr. McIntyre has sixteen years of work experience in Toronto with a global chartered accounting firm and one of Canada's big-five chartered banks, where he conducted financial assessments of numerous companies over a wide range of sizes and industries. He joined Carleton in 2000 after obtaining a Ph.D. in management from Queen's University specializing in derivative securities. He teaches International Finance and other courses to undergraduates and MBAs, and supervises Masters and Ph.D. level research. He is an internationally published researcher in finance and governance, and consults actively to national governments on financial matters using multi-platform financial modeling software that he developed and wrote.

**Dr. Tullio Caputo,
Associate Professor, Criminology
Department of Sociology and Anthropology, Carleton University**

Dr. Tullio Caputo is an Associate Professor in the Department of Sociology and Anthropology at Carleton University. Since graduating from Michigan State University in 1984, Dr. Caputo has taught at a number of Canadian universities including the University of Manitoba and the University of Calgary. He has served as the Director of the Institute of Criminology and Criminal Justice at Carleton University and is currently the Director of the Centre for Initiatives in Children, Youth and Community. Through his work at the Centre, Dr. Caputo has conducted research on community safety issues in over 30 communities across the country including a focus on the role of the police in community-based crime prevention initiatives.

For the past twenty years, Dr. Caputo has done extensive research and writing in the area of criminology and criminal justice policy. He has conducted numerous research projects focusing on the role of the police in Canadian society addressing issues such as police leadership and the future of policing in this country. As well, Dr. Caputo has lectured at the Canadian Police College since 1993 in the Senior Police Administration Course, the Executive Development in Policing program and in the International Best Practices Program.

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**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 14, 2012**

**#P294. ANNUAL REPORT: 2012 ENVIRONMENTAL PERFORMANCE AND
ACHIEVEMENT AND REQUEST TO DISCONTINUE ANNUAL
SUBMISSIONS OF ENVIRONMENTAL INITIATIVES**

The Board was in receipt of the following report November 01, 2012 from William Blair, Chief of Police:

Subject: ANNUAL REPORT: 2012 ENVIRONMENTAL PERFORMANCE AND
ACHIEVEMENT

Recommendation:

It is recommended that the Board approve discontinuing the annual Environmental Performance and Achievement Report and that any environmental initiatives be included in the Toronto Police Service's quarterly operating or capital variance reports.

Financial Implications:

There are no financial implications related to the recommendation contained in this report.

Background/Purpose:

At its meeting of May 17, 2007, the Board approved its Environmental Policy (Min. No. P186/07 refers). One of the policy's requirements is that the Chief report "annually to the Board on the effectiveness of the Service's environmental performance and achievements".

This report provides information on the environmental initiatives since the last annual report provided to the Board at its meeting of November 24, 2011 (Min. No. P296/11 refers).

Discussion:

The Toronto Police Service (Service) has reported its environmental initiatives in the areas of facilities, fleet and information technology for the past six years. All previously reported initiatives are on-going, where possible and practical and have become "best practises" for the Service.

Current Initiatives

The following environmental initiatives have been completed within the past year.

- Energy Initiatives at the new 14 Division facility, which opened in October 2012, include a geo-thermal heating/cooling system, heat reclaim technology, energy efficient equipment, green roof technology, increased green space area, advanced (energy efficient) lighting systems and controls, subterranean cistern water storage technology and an environmentally friendly fire suppression system in the data/telephone room. These environmental initiatives are expected to result in lower consumption based on the Service's experience with the new 11 Division facility which opened in September 2011. The cost per square foot for utility costs at the new 11 Division is less than that of the old 11 Division. However, City Facilities has not provided the actual cost comparisons as of the date of this report.
- The City installed a green roof at the 52 Division facility, as part of the structural repairs recently completed at that facility.
- The City, in conjunction with the Service and as part of the conversion to contracted services, adopted the Cleaning Industry Management Standard – Green Building (CIMS-GB) certification for custodial staff. Custodial staff has been trained to the standard and all future service inspections will be measured against this standard. All Service facilities are now cleaned to the green building standard.
- The City, in cooperation with the Service, has adopted the Kaivac No Touch Cleaning System as part of the CIMS-GB certification requirements and all contract custodial staff have been trained in the delivery of this service.

On-going Initiatives

The following environmental initiatives were previously implemented and are on-going.

- A Waste Diversion Program was introduced, in conjunction with the City, in 2007. The Service's waste diversion results for 2011 indicate a rate of 48% (which is 17% lower than 2010). The majority of the Service's waste diversion is in the form of paper that is either recycled or shredded. The Service has and is continuing to reduce the amount of paper produced and this has an impact on the waste diversion rate. The Service's waste diversion rates are also included as part of the City Facilities Management report to Council.
- Information and Technology Services (ITS) is continuing the process of rationalizing equipment allocation and the amount of equipment deployed. In addition, ITS continues to make energy efficiency a consideration during the equipment selection process.
- Fleet and Materials Management are continuing efforts towards greening of vehicles through further rationalizing and right-sizing and continued review of new vehicle technology.
- Facilities Management continues to work with the Toronto Renewable Energy Office (TREO). Currently, the TREO has authorisation to proceed with the installation of a photovoltaic system at the Toronto Police College facility.

Future Initiatives

- The City, in cooperation with the Service, will continue with the retrofit of the building automation control systems. This program is currently underway.

Discontinuing Annual Environmental Reporting

This is the sixth annual environmental report since the Board's request in 2007. The Service, and the Service in conjunction with the City, has implemented many environmental initiatives during the past five years and is continuing to review any opportunities that would benefit the Service. The environmental initiatives implemented have either reduced costs or avoided increased costs. At this time, it would be more appropriate for the Service to update and advise the Board of any further impacts of on-going environmental initiatives and any new initiatives through the quarterly operating or capital variance reporting and therefore, discontinue the requirement for an annual report.

Conclusion:

Each year, progress is being made to enhance the environmental sustainability of our facilities and assets. During 2011, the Service has taken further action to become more energy efficient and environmentally responsible. Many of the Service's facility environmental initiatives are implemented by and or involve City Facilities Management, and an effective working relationship has been established in this regard.

The Service will continue to work with City staff to identify and examine opportunities that will benefit the environment and potentially reduce costs. In some instances, the potential opportunities identified may involve upfront expenditures in order to achieve future cost and or environmental benefits. Each initiative will therefore be evaluated taking into account the funds required to implement the initiative, the environmental benefits, any cost savings, and operational considerations.

To this end, in addition to constructing new facilities to LEED-silver standards, facility renovations and retrofits will be completed with business requirements, fiscal responsibility and environmental objectives in mind. The Service will also continue to work on making its vehicle fleet more fuel efficient, without comprising operational requirements, in order to achieve a reduction in fuel consumption and further protect the environment from emissions.

The initiatives currently underway represent the existing best practises. New initiatives are dependent on a number of factors including technological advances and affordability.

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

The Board approved the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 14, 2012**

**#P295. REQUEST FOR EXTENSION OF TIME TO SUBMIT A REPORT:
REVIEW OF REVISED SEARCH OF PERSONS POLICY**

The Board was in receipt of the following report October 25, 2012 from Alok Mukherjee, Chair:

Subject: REQUEST FOR EXTENSION OF TIME TO SUBMIT A REPORT: REVIEW
OF REVISED SEARCH OF PERSONS POLICY

Recommendation:

It is recommended that the Board approve an extension of three months to complete a review of the revised Board policy entitled "Search of Persons."

Financial Implications:

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

Background/Purpose:

Over the years, the Board has reviewed the issue of policy and procedures governing searches of persons on a regular basis.

At its meeting of July 21, 2011, the Board considered a report from the Chief on the issue of searches of persons (Min. No. P183/11 refers). The report noted that, as requested, a review of the Search of Persons Procedure Information Sheet contained on the Service's website was conducted. It was determined that while the Service's Search of Persons Procedure addresses and complies with the direction provided by the Supreme Court of Canada in the matter of *R. v. Golden*, this was not reflected in the Procedure Information Sheet. In light of Mr. Sewell's comments, the Procedure Information Sheet was amended.

Mr. John Sewell, Toronto Police Accountability Coalition, was in attendance at this meeting and delivered a deputation to the Board. The Board approved a number of motions, including the following:

THAT the Chief of Police provide a report to the Board on:

- **whether or not there is an opportunity to use videotape when individuals are advised of the reasons for conducting a search**
- **the number of complaints that are filed about searches compared to the number of searches that are conducted**

THAT the Board's policy and the Service Procedure regarding searches of persons be reviewed.

At its meeting of October 20, 2011, the Board received a report from the Chief (Min. No. P265/11 refers). The report discussed the issue of videotaping of searches and includes a chart that shows the total number of level 3 and level 4 searches conducted during 2009 and 2010 and the number of complaints identified. It also noted that Procedure 01-02 "Search of Persons" was reviewed as a result of the Board's motion and that the procedure remains in compliance with the direction provided by the Supreme Court of Canada in *R. v. Golden*. The report also noted that Service Procedure 01-02 "Search of Persons" will continue to be reviewed and evaluated on an ongoing basis.

As noted above, one of the motions made by the Board at its meeting of July 21, 2011, in response to Mr. Sewell's deputation to the Board, which outlined concerns he had with the Board policy, including his belief that the current policy is not in compliance with the Supreme Court of Canada decision in *R. v. Golden*, was that the Board policy on this issue should be reviewed.

As part of my review, I met with Mr. Sewell, along with other representatives of the Toronto Police Accountability Coalition (TPAC), to discuss these concerns.

At the Board meeting of July 19, 2012, the Board considered a report from the Chair with respect to a revised "Search of Persons" policy. (Min. No. P168/12 refers) As the report detailed, revisions had been made to the policy after consultation with Service members and representatives from City of Toronto –Legal Services Division.

At that time, the Board approved the following motion.

THAT the Board defer further consideration of the foregoing report and Mr. Sewell's deputation to its next meeting and that, in the meantime, Chair Mukherjee undertake a further review of the policy in light of Mr. Sewell's deputation and written submission.

As a result of the motions approved at the Board meeting of July 19, 2012, an additional review of the proposed policy was initiated. This review includes consultation with the Chief and representatives from City of Toronto –Legal Services Division.

As the review began, I determined that the consideration of the new recommendations and the review of the policy was a comprehensive and important exercise requiring more than a month to complete. As a result, at the Board meeting of August 15, 2012, the Board approved a report from me requesting an extension of time to submit a further report on the Search of Persons policy. (Min. No. P192/12 refers). As a result, this report was to be placed on the agenda of the Board's November 14, 2012 meeting.

Discussion:

At this time, the review of the revised policy and additional recommendations is still underway.

The Chief has raised a number of concerns with the additional amendments proposed by Mr. Sewell and the revised policy, and further consultation and legal advice is required at this time. The discussions have also led to the need to obtain and analyze data in this area, which requires some time for both collection and assessment. It is my view that an analysis of such data will provide the necessary context for the further development and review of the proposed policy.

In addition, as I have stated before, I believe that the reporting requirements included in the policy should be examined, both in terms of frequency and the nature of the information provided. This, too, will take additional time.

As a result, I am requesting that the the Board approve an additional three-month extension for me to complete this policy review and I am recommending that the Board approve my request. If this recommendation is approved, a revised policy will be placed on the agenda for the February 2013 Board meeting.

Conclusion:

Therefore, it is recommended that the Board approve my request for an extension of three months to complete a review of the revised Board policy entitled "Search of Persons."

The Board approved the foregoing report.

Attachment

THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE TORONTO POLICE SERVICES BOARD HELD ON JULY 19, 2012

#P168. BOARD POLICY: SEARCH OF PERSONS

The Board was in receipt of the following report June 25, 2012 from Alok Mukherjee, Chair:

Subject: BOARD POLICY: SEARCH OF PERSONS

Recommendation:

It is recommended that the Board approve the revised policy entitled "Search of Persons."

Financial Implications:

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

Background/Purpose:

Review of Service Procedure

At its March 23, 2006 meeting, the Board considered a report from the Chief as well as submissions from Mr. John Sewell regarding the procedure governing search of persons. (Min. No. P77/06 refers). The Board referred the Chief's report and Mr. Sewell's submissions to the Chair along with a request that he review the search procedure in conjunction with Mr. Sewell's recommendations. The Board also requested that the Chair provide a final report on this matter to the Board following his review.

In December 2001, the Supreme Court of Canada released its decision in the case of *R. v. Golden*, which imposed limitations on the right of police officers to search individuals. Over the last several years, the Board and the Service have been in the process of reviewing and amending both the Service procedure and the Board policy governing searches of persons (Toronto Police Service Policy and Procedure Directive 01-02, *Search of Persons*). The chronology can be found in "Appendix A."

Another review process was initiated in response to a direction from (the then known as) Ontario Civilian Commission on Police Services (OCCPS) contained in an OCCPS Review Panel decision with respect to a complaint about a "strip search" of a 14-year old boy.

The Board has paid a great deal of attention to the issue of ensuring that the Service procedure is consistent with the decision in *R. v. Golden*. Following a comprehensive review by both Board staff and City of Toronto – Legal Services Division, which included a consideration of

deputations and submissions made by the community, a recommendation was made that the existing procedure be amended to "...remove the automatic Level 3 search for persons held in custody pending a Show Cause hearing and insert, instead, a requirement that officers engage in a case-by-case analysis prior to a person being subject to a Level 3 search as a consequence of being introduced into the prison population."

This amendment has since been made by the Chief and the revised procedure is now in use.

At its meeting on April 7, 2011, the Board heard a deputation from Mr. John Sewell with respect to the Search of Persons Procedure.

At that same meeting, the Board requested that the Chief:

- **review the Search of Persons Procedure that is posted on the TPS website to determine whether or not it should be modified in light of the comments raised by the deputant; and**
- **provide a report on the annual number of searches that are conducted, including level 3 and level 4 searches, and that the report also include the procedure that must be followed by police officers prior to authorizing a search to be conducted (Min. No. P74/11 refers).**

At its meeting of July 21, 2011, the Board considered a report from the Chief on this issue (Min. No. P183/11 refers). The report noted that, as requested, a review of the Search of Persons Procedure Information Sheet contained on the Service's website was conducted. It was determined that while the Service's Search of Persons Procedure addresses and complies with the direction provided by the Supreme Court of Canada in the matter of *R. v. Golden*, this was not reflected in the Procedure Information Sheet. In light of Mr. Sewell's comments, the Procedure Information Sheet was amended.

Mr. John Sewell, Toronto Police Accountability Coalition, was in attendance at this meeting and delivered a deputation to the Board. The Board approved a number of motions, including the following:

THAT the Chief of Police provide a report to the Board on:

- **whether or not there is an opportunity to use videotape when individuals are advised of the reasons for conducting a search**
- **the number of complaints that are filed about searches compared to the number of searches that are conducted**

THAT the Board's policy and the Service Procedure regarding searches of persons be reviewed.

At its meeting of October 20, 2011, the Board received a report from the Chief (Min. No. P265/11 refers). The report discussed the issue of videotaping of searches and includes a chart that shows the total number of level 3 and level 4 searches conducted during 2009 and 2010 and the number of complaints identified. It also noted that Procedure 01-02 “Search of Persons” was reviewed as a result of the Board’s motion and that the procedure remains in compliance with the direction provided by the Supreme Court of Canada in *R. v. Golden*. The report also noted that Service Procedure 01-02 “Search of Persons” will continue to be reviewed and evaluated on an ongoing basis.

Review of Board Policy

As noted above, one of the motions made by the Board at its meeting of July 21, 2011, in response to Mr. Sewell’s deputation to the Board, which outlined concerns he had with the Board policy, including his belief that the current policy is not in compliance with the Supreme Court of Canada decision in *R. v. Golden*, was that the Board policy on this issue should be reviewed.

Discussion:

As part of my review, I met with Mr. Sewell, along with other representatives of the Toronto Police Accountability Coalition (TPAC), to discuss these concerns.

As a result of this meeting and subsequent review and research, including consultation with Service members and representatives from City of Toronto –Legal Services Division, I have made some amendments to the current Board policy entitled “Search of Persons.”

The revised policy is attached for your approval.

The original part of the policy is the first paragraph; all subsequent paragraphs have been added as a result of this review.

Conclusion:

Therefore, it is recommended that the Board approve the revised policy entitled “Search of Persons.”

Mr. John Sewell, Toronto Police Accountability Coalition, was in attendance and delivered a deputation to the Board. Mr. Sewell also provided a written submission; copy appended to this Minute for information.

The Board noted that the Chair’s report was prepared prior to receiving the benefit of the comments raised by Mr. Sewell in his foregoing deputation.

cont...d

Chair Mukherjee said that there was consultation with Mr. Sewell and other representatives of the Toronto Police Accountability Coalition and that the proposed policy amendments arise from the consultation with TPAC.

The Board approved the following Motion:

THAT the Board defer further consideration of the foregoing report and Mr. Sewell's deputation to its next meeting and that, in the meantime, Chair Mukherjee undertake a further review of the policy in light of Mr. Sewell's deputation and written submission.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 14, 2012**

#P296. IN-CAMERA MEETING – NOVEMBER 14, 2012

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

The following members attended the in-camera meeting:

Dr. Alok Mukherjee, Chair
Mr. Michael Thompson, Councillor & Vice-Chair
Mr. Chin Lee, Councillor & Member
Ms. Marie Moliner, Member
Dr. Dhun Noria, Member
Ms. Frances Nunziata, Councillor & Member
Mr. Andrew Pringle, Member

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 14, 2012**

#P297. ADJOURNMENT

Alok Mukherjee
Chair