



The following *draft* Minutes of the meeting of the Toronto Police Services Board held on April 10, 2014 are subject to adoption at its next regularly scheduled meeting.

The Minutes of the meeting held on March 13, 2014, previously circulated in draft form, were approved by the Toronto Police Services Board at its meeting held on April 10, 2014.

MINUTES OF THE PUBLIC MEETING of the Toronto Police Services Board held on **APRIL 10, 2014** at 1:30 PM in the Auditorium, 40 College Street, Toronto, Ontario.

PRESENT:

Dr. Alok Mukherjee, Chair
Mr. Michael Thompson, Councillor & Vice-Chair
Mr. Michael Del Grande, Councillor & Member
Ms. Marie Moliner, Member
Dr. Dhun Noria, Member

ABSENT:

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 APRIL 10, 2014**

**#P66. OPTIONS TO IMPROVE THE EFFICIENCY OF RESPONDING TO
REQUESTS FOR VULNERABLE SECTOR SCREENING CHECKS TO
WITHIN A TWO WEEK TIMELINE FOR COMPLETION**

The Board was in receipt of the following report March 27, 2014 from William Blair, Chief of Police:

Subject: OPTIONS TO IMPROVE THE EFFICIENCY OF RESPONDING TO REQUESTS
FOR VULNERABLE SECTOR SCREEENING CHECKS TO WITHIN A TWO
WEEK TIMELINE FOR COMPLETION

Recommendations:

It is recommended that:

- (1) the Board approve an increase of 13 permanent positions to the Service's civilian staffing establishment;
- (2) the Board approve an increase in the fee effective September 1, 2014 for vulnerable sector screenings from \$50.00 to \$65.00 per request for the purposes of employment;
- (3) the Board approve an increase in the fee effective September 1, 2014 for vulnerable sector screenings from \$15.00 to \$20.00 per request for volunteers;
- (4) the Board approve a fee for an expedited service for vulnerable sector screenings within 72 hours effective September 1, 2014 at \$110.00 per request for the purpose of employment; and
- (5) the Board approve a fee for an expedited service for vulnerable sector screenings within 72 hours effective September 1, 2014 at \$65.00 per request for volunteers.

Financial Implicaions:

The recommendations contained within this report are expected to have a net zero impact on the operating budget. Based on an implementation date of September 1, 2014, the additional 13 civilian positions will have a cost of \$307,000 in 2014, which will annualize to \$921,000. However, based on the proposed fee changes and anticipated volume, this cost will be fully recovered through increased revenues.

Background/Purpose:

At its meeting on January 16, 2014, the Board passed the following motion:

THAT the Chief provide a report for the March 2014 meeting on options to improve the efficiency of responding to requests for background checks and, in order to ensure that the public is well served, the strategies that will be implemented by the TPS to ensure that a background check is completed within two weeks or a timeline that is possible (Min. No. P14/14 refers).

In addition, the Board requested an update on the current backlog of VSS requests and the feasibility of offering an expedited service for a higher fee.

The following information is provided in response to that request.

Discussion:

Update of VSS Backlog

At its meeting of March 13, 2014, the Chief provided the Board with a report detailing the backlog of 2013 VSS requests totalling 16,947. There was no carry-over of Clearance Letter requests at that time.

The report included an interim solution to clear the backlog through the redeployment of Police Reference Check Program (PRCP) and Record Management Services (RMS) staff to VSS processing.

The redeployment of staff, in addition to the utilization of premium pay (overtime), has reduced the backlog to approximately 4,345 VSS applications (approximately a four week turnaround). However, while effectively reducing the VSS backlog, the PRCP has continued to receive a daily average of 200 new VSS requests in 2014.

As reported in the March 2014 report, the interim solution is not sustainable because the staff redeployment negatively affects other areas of RMS. The Board was advised that currently there are 22 vacancies in RMS and this has severely limited the unit's ability to reassign staff, even temporarily, to the VSS process.

VSS Processing – Two week Timeline

The Board has asked the Service to provide options to achieve a turn-around time of two weeks to complete a VSS check. Records Management Services (RMS) has carefully reviewed its processes and has concluded that with its current staffing levels, the PRCP cannot expedite its VSS processing times.

Consequently, in consultation with Budget and Financial Analysis, RMS has concluded that a two week timeline could be achieved with an increase in staff of 13 permanent civilian members solely dedicated to the VSS process. The associated costs would be recovered through an increase in fees charged to the applicant.

The goal of a two week timeline for VSS applications is based on the assumption that the applicant is not on-file with any federal, provincial or local database.

If the applicant is on-file, it will take longer than two weeks to process depending on the nature of the records found. For example, if the applicant is a possible match on the Pardoned Sex Offender Registry then fingerprints will need to be taken and forwarded to the Royal Canadian Mounted Police (RCMP) for comparison which can take more than 120 days for the results.

RMS determined that it needs 13 additional members based on the average intake of new applications, the average time required to process a new application if applicant is not on-file, the average time to complete an application if the applicant is on file and the average time spent speaking to the applicants on the telephone and responding to their inquiries and questions.

Suggested Increase in VSS Applicant Fees

To cover costs associated with achieving the two week turnaround, an increase in the fees is required. The recommended fee of \$20.00 for volunteers (an increase of \$5.00) and \$65.00 for purposes of employment (an increase of \$15.00) will be sufficient to fully fund the costs associated with the additional 13 civilian positions, including related overhead (e.g. computers, supplies, office space, etc.). The costs of the program will be monitored closely to ensure that the proposed fees continue to be appropriate and any future required fees changes will be brought the Board accordingly.

Expedited Service of VSS Processing for Higher Fee

The Service recommends that an expedited service can be implemented for those applicants who request a quicker turn around and are prepared to pay a premium rate. The turnaround time will be 72 hours, excluding weekends and holidays, if the applicant is not on file. If the applicant is on file, the expedited service cannot be completed within 72 hours, and there will be no refund.

Based on the work required, the Service recommends that the premium fee be fixed at \$45.00. This would mean the cost for an expedited VSS application for employment will be \$110.00 (\$65.00 +\$45.00) and \$65.00 (\$20.00 + \$45.00) for a volunteer.

Conclusion:

A review by RMS, in consultation with the Budget and Financial Analysis section, has concluded that the VSS application could ultimately achieve a two week turnaround with an increase in staff that would be solely dedicated to VSS processing. The review has determined that 13 additional permanent civilian members will ensure that an applicant (who is not on-file) may receive a completed VSS check within two weeks. The associated costs for the additional staff may be recovered through the proposed increase in fees for services provided.

The review has also recommended that an expedited service can be implemented at a premium rate of \$45.00 above the standard fee. As a result, applicants can receive the results of their VSS application within 72 hours providing they are not on-file.

Deputy Chief Mike Federico, Operational Support Command, will be in attendance to answer any questions that the Board may have regarding this report.

The Board was also in receipt of the following report April 9, 2014 from William Blair, Chief of Police:

Subject: SUPPLEMENTARY REPORT - OPTIONS TO IMPROVE THE EFFICIENCY OF RESPONDING TO REQUESTS FOR VULNERABLE SECTOR SCREENING CHECKS TO WITHIN A TWO WEEK TIMELINE FOR COMPLETION – INCREASE IN FEES

Recommendation:

It is recommended that the Board request the City's Executive Committee to approve the increase in fees for vulnerable sector screening checks recommended in the Chief's report on this matter.

Financial Implications:

The increase in fees being recommended by the Service will enable the Service to complete vulnerable sector checks for volunteers and for the purposes of employment within a two week timeframe. There should be no overall impact on the Service's budget as the additional revenue that will be generated through the increase in fees will cover the increased costs required to meet the two week timeline.

Background/Purpose:

At its meeting on April 10, 2014, the Board will consider a report on the increase in fees being recommended by the Service for vulnerable sector screening checks. The purpose of this supplementary report is to advise the Board of the additional approval required for the fee increase.

Discussion:

Prior to September 2011, local boards of the City of Toronto, which includes the Police Services Board, could approve increases to user fees for various services provided without the need for City Council approval. Under the fees and charges portion of the *City of Toronto Act, 2006* (COTA), City Council approval was not required unless the City had passed a by-law requiring such approval and no such by-law was in effect. In September 2011, pursuant to the authority contained in COTA, City Council passed such a by-law. As a result, any new user fee or increase in user fees, including those charged by local boards, requires the approval of City Council.

Conclusion:

If the Board supports the increase in vulnerable sector checks being recommended by the Service, it must request City Council's approval for the increase, through the City's Executive Committee.

Deputy Chief Mike Federico, Operational Support Command, will be in attendance to answer any questions from the Board.

Mr. John Sewell was in attendance and delivered a deputation to the Board about the foregoing matter.

In response to questions by the Board, Chief Blair said that all of the costs associated with the increase of the 13 permanent civilian positions would be fully recovered through the proposed new fee structure for new vulnerable sector screening applications.

Chief Blair also said that the TPS had issued a Request for Information (“RFI”) to determine whether there were any opportunities in the private sector to contract out some of the components of the vulnerable sector screening checks. The Board was advised that the TPS had not yet received any responses to the RFI.

Chief Blair assured the Board that the TPS would continue to monitor all of the costs associated with the work required to process the applications in order to ensure that the fees are appropriate and the costs are fully recovered.

The following Motions were presented to the Board:

- 1. THAT the Board receive Mr. Sewell’s deputation; and**
- 2. THAT the Board approve the two reports from Chief Blair.**

A request for a recorded vote on the foregoing Motions was submitted in accordance with section 22 of the Board’s Procedural By-Law No. 107.

The voting was recorded as follows:

<u>For</u>	<u>Opposed</u>
Chair Mukherjee Vice-Chair Thompson Ms. Moliner Dr. Noria Councillor Del Grande	nil

The foregoing Motions were approved.

Moved by: M. Thompson

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON APRIL 10, 2014**

#P67. MEDAL OF HONOUR – SERGEANT JEFFERY ALDERDICE (5046)

The Board was in receipt of the following report February 24, 2014 from William Blair, Chief of Police:

Subject: MEDAL OF HONOUR – SERGEANT JEFFERY ALDERDICE (5046)

Recommendation:

It is recommended that the Board grant the Medal of Honour to Sergeant Jeffery Alderdice (5046) of 22 Division.

Financial Implications:

The Board delegated standing authority to the Chair to approve the payment of costs related to the presentation of a Medal of Honour from the Board's Special Fund. The cost of the medal and the certificate will be approximately \$435.05.

Background/Purpose:

The Board has established an award system that supports the Core Values and Mission Statement of the Toronto Police Service.

In order to review recommendations for awards, the Board created the Standing Awards Committee (SAC). The Board delegated the SAC with the authority to award Commendations, Teamwork Commendations and Merit Marks. The SAC is required to seek the approval of the Board in instances where the SAC recommends that a Medal of Merit or a Medal of Honour is warranted.

In accordance with the Board's policy, a Medal of Honour may be granted to a police officer or civilian member of the Service for distinguished acts of bravery.

The following are the circumstances that lead to this Medal of Honour recommendation:

In August 2010, Sergeant Alderdice was seconded to the International Peace Operations Branch of the Royal Canadian Mounted Police to serve a 9 month tour of duty in Afghanistan.

On February 12, 2011, Sergeant Alderdice was attached to Security Force Advisor Team 1 with Infantry Battalion, 1st Brigade Combat Team, 4th Infantry Division. At approximately 1150 hours, while at the Afghan Border Police Headquarters, Sergeant Alderdice received an urgent message from Captain Lonni Johnston of the US Army advising that they were to return to

Kandahar Police Headquarters as the facility was under attack. Captain Johnston advised that three Vehicle Borne Improvised Explosive Devices had been detonated and that they were receiving small arms fire.

Immediately upon arrival back at Kandahar Police Headquarters, Sergeant Alderdice, his team and others came under accurate fire from Taliban insurgents from the upper floors of a hotel. The armoured vehicle which Sergeant Alderdice was in engaged the insurgents with its heavy machine gun while the crew fired their machine guns in an attempt to suppress the enemy fire. Sergeant Alderdice could see the muzzle flashes of enemy fire as well as Rocket Propelled Grenades (RPGs) being fired.

Sergeant Alderdice observed that Captain Johnston of the US army was approximately 30 feet away and was under fire. Sergeant Alderdice also noticed several Afghan National Police (ANP) officers rapidly approaching Captain Johnston's position. He recalled an earlier briefing about Insurgents dressed as ANP officers and realized that Captain Johnston's attention was on the insurgent fire. Sergeant Alderdice alerted his vehicle commander about the situation and was ordered to "dismount and assist the Captain". Sergeant Alderdice exited the vehicle and immediately moved to a position of cover beside a concrete wall. Under Sergeant Alderdice's Rules of Engagement protocols, he deemed that his life and the life of Captain Johnston were in definite peril.

Sergeant Alderdice was compelled to use deadly force and used his scoped rifle to select targets on the top floor of the hotel. Sergeant Alderdice held his fire until he could see a muzzle flash from a specific room and then fired his rifle until the muzzle flashes stopped. Sergeant Alderdice then moved across the compound to Captain Johnston's position as small arms fire and grenades continued to explode around them. Without hesitation, Sergeant Alderdice covered Captain Johnston as he used the radio to update others while the two of them moved to cover.

An ANP officer who was in close proximity to Sergeant Alderdice fired a RPG at the hotel to suppress insurgent fire. This disoriented Sergeant Alderdice who later learned that he had suffered permanent hearing loss as a result but he stood his ground and continued taking the fight to a resolute enemy. A lull in the fire developed and a cease fire was ordered.

Captain Johnston then ordered Sergeant Alderdice to attend a tower which had been abandoned by the ANP officers. While in the tower Sergeant Alderdice continued to receive small arms fire and RPG impacts all around his position but he bravely remained and returned fire. Shortly thereafter, Sergeant Alderdice was ordered to return to his vehicle as he had been relieved by other US forces.

Sergeant Alderdice was instrumental in the successful defence of the Kandahar Police Headquarters.

Sergeant Alderdice's actions were that of a true hero and his acts of bravery prevented US Army Captain Johnston from being killed by insurgents.

Conclusion:

Sergeant Alderdice acted with courage and presence of mind in the face of imminent danger to himself and others and his acts of bravery meet the criteria for a Medal of Honour.

I therefore recommend that the Board grant the Medal of Honour to Sergeant Jeffery Alderdice for his distinguished service.

Deputy Chief Mike Federico, Operational Support Command, will be in attendance to answer any questions the Board may have regarding this report.

The Board approved the foregoing report and noted that the Medal of Honour would be presented to Sgt. Alderdice at a future awards ceremony.

Moved by: D. Noria

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON APRIL 10, 2014**

**#P68. CHIEF'S INTERNAL ORGANIZATIONAL REVIEW (CIOR) FINAL
REPORT AND CIOR REPORT FROM BOARD REPRESENTATIVES**

The Board was in receipt of a copy of Min. No. P18/14 from the meeting held on February 13, 2014 with regard to the Chief's Internal Organizational Review (CIOR). A copy of the Minute is appended to this Minute for information.

Chair Mukherjee drew the Board's attention to the following two reports contained within Min. No. P18/14 that were originally considered at the February 2014 meeting and deferred to today's meeting: report dated January 27, 2014 from Chief William Blair; and report dated January 28, 2014 from Ms. Marie Moliner and Mr. Andy Pringle, Board Members.

The Board was also in receipt of a report dated March 12, 2014 from Chief Blair with regard to the release of the Chief's Internal Organizational Review (CIOR) Reports prepared by Accenture: *Toronto Police Service Organizational Structure Review* and *Toronto Police Service Strategic Analysis and Resource Requirements (Right Number) Review*. A copy of Chief Blair's report is appended to this Minute for information as well as the executive summaries for the two Accenture reports. Copies of the complete reports are on file in the Board office and are available electronically at: www.tpsb.ca.

Mr. John Sewell, Toronto Police Accountability Coalition, was in attendance and delivered a deputation to the Board. Mr. Sewell also provided a written submission in support of his deputation; copy on file in the Board office. The Board was also in receipt of a written submission dated April 09, 2014 from Mr. Kris Langenfeld; copy on file in the Board office.

The Board approved the following Motions:

- 1. THAT the Board request the Chief of Police to consult with the City Manager and the Chief Information Officer in the context of the City's IT Portfolio Integrated Plan and Shared Services initiatives to identify opportunities for alignment, integration, to avoid duplication, and to drive overall greater efficiencies;**
- 2. THAT, pursuant to Motion No. 3 in Min. No. P18/14, given that the Chair has reviewed the CIOR presentation that was delivered to the Board at its December 11, 2013 *in camera* meeting and has indicated that it can be released publicly, the Board approve the release of the December 11, 2013 presentation and its posting on the Board's website for information;**
- 3. THAT the Board receive Mr. Sewell's deputation and Mr. Langenfeld's written submission; and**

4. THAT the Board receive the Chief's report dated March 12, 2014 and the two reports contained in Min. No. P18/14.

Moved by: M. Thompson

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**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 13, 2014**

**#P18 CHIEF'S INTERNAL ORGANIZATIONAL REVIEW (CIOR) FINAL
REPORT AND CIOR – A REPORT FROM BOARD REPRESENTATIVES**

The Board was in receipt of the following report January 27, 2014 from William Blair, Chief of Police:

Subject: CHIEF'S INTERNAL ORGANIZATIONAL REVIEW (CIOR) FINAL REPORT

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:

As first reported to the Board's confidential meetings on April 19, and May 18, 2012, the Service embarked upon a comprehensive internal review of all aspects of policing in the Toronto Police Service (Min. Nos. C125/12 and C165/12 refer). This review is known as the Chief's Internal Organizational Review (CIOR).

The progress of the CIOR has been reported to the Board at its confidential meetings on a monthly basis since July 2012. A final report was submitted to the Board at its confidential meeting on November 7, 2013 (Min. No. C235 refers) and a full presentation was made at a Board's special meeting on December 11, 2013 (Min. No. C264/13 refers)

The progress of the CIOR has also been reported or discussed at Board's public meetings:

- February 19, 2013 the Board deferred approval of the Service's organizational chart pending results of the CIOR (Min. No. P37/13 refers)
- March 27, 2013 regarding the right number of police officers review (Min. No. P48 refers)
- April 25, 2013 regarding the CIOR to review street checks (Min. No. P121 refers)
- April 25, 2013 regarding the CIOR impact on the Capital Budget (Min. No. P114 refers)

- June 20, 2013, regarding the reviews to close 54 and 13 Divisions (Min. No. P163/13 refers)
- June 20, 2013 a full report on the CIOR review including areas of inquiry, methodology, progress, and the potential savings and efficiencies identified (Min. No. P164/13 refers).
- August 13, 2013 regarding the CIOR paid duty system review (Min. No. P184 refers)
- January 16, 2014, the Board approved a motion requesting the Chief to provide a public report on the status of the CIOR for the February 2014 public meeting (Min. No. P4/14 refers).

Accordingly this report will provide a full update on the CIOR and the results achieved to date.

Discussion:

The CIOR commenced in February 2012 and concluded on December 31, 2013. The goal of the review was to re-engineer the Toronto Police Service (the Service) and create a sustainable new model for policing. The desired outcome was to prioritize our services and to deliver them in a manner that allows the Service to meet its legislative obligations and maintain a safe city in partnership with our communities.

Throughout the review alternative forms of service delivery were examined including:

- use of new technologies,
- civilianization of services currently delivered by police officers,
- consolidation of resources,
- outsourcing of service, or
- shared service delivery.

The Review also entailed a re-examination of the delivery of the core services of crime prevention, law enforcement, assistance to victims of crime, public order maintenance and emergency response, along with infrastructure and administration, in accordance with the requirements of the Police Service Act, R.S.O.

As summarized below, many of the recommendations from the reviews have now moved to the implementation phase. The following is a list of the reviews, starting with those that are implemented, or in implementation:

1. Flexible Schedules for Specialized Units (8&6) (implemented)

- This review recommended a schedule that improved officer deployment in divisional specialized units. It recommended an '8' days on, '6' days off shift rotation to provide seven day a week coverage.

2. Divisional Prisoner Management (in implementation)
 - This review recommended replacing the police officer with a civilian court officer to bring additional value to the prisoner management process and achieve economies in annualized salaries - 65 of 85 identified positions have been transitioned.
3. TPS Auxiliary Policing Program (implemented)
 - This review recommended a more efficient rank structure, more effective communications with the parent Service, an improved alignment of the TPS Auxiliary Police with the Service.
4. Civilianize Forensic Identification positions (in implementation)
 - This review recommended civilianizing 4 police officer positions at Forensic Identification Services. This will improve efficiency because civilian staff are less likely to be redeployed from these highly skilled positions because of operational needs and they do not require the same frequency of training as police officers (e.g. annual use of force).
5. CopLogic and Theft (shoplifting) Call for Service Diversion (in implementation)
 - This review recommended a program that will increase online crime reporting thereby reducing the need for officers to attend minor events, including some shoplifting calls for service, freeing them up for more serious matters.
6. Accenture - Organizational Structure, Span of Control, Civilianization, Delaying Review (structure implemented; remainder in implementation)
 - This review recommended an organizational structure that adjusted spans of control and reporting relationships, introduced new business processes and new business units, increased efficiencies, removed the rank of Staff Inspector and identified opportunities to consider civilianizing police officer functions.
7. Traffic Technology (in implementation)
 - The review recommended expanding automated camera enforcement of speed, prohibited turns, red lights, and other intersection violations to improve public safety and the movement of vehicular traffic.
 - A second part of this review recommended centralizing traffic personnel in order to investigate all motor vehicle collisions and enforce traffic laws more effectively and efficiently.
8. Duty Operations Centre (DOC) Review (implemented in part)
 - This review recommended creating the Toronto Police Operations Centre to more effectively and promptly deploy Service assets across divisional boundaries to respond to operational needs.
9. Civilianization and Centralizing of the School Crossing Guard Program (implementation approved but deferred for 2014 budget discussions)
 - This review recommended civilianizing the administration of school crossing guards, thus returning 11 police officers to front line duties.

10. Training and Course Facilitation (TPC) (in implementation)
 - This review recommended changes to the delivery of training including civilianizing 7 positions and eliminating 2 others, increasing online training, and implementing more efficient shift changes.
11. Employment Background Consultants (in implementation)
 - This review recommended outsourcing background investigations to contracted consultants to free-up police officers for frontline service. Eleven consultants have been contracted so far.
12. Special Events Resource Assignment (in implementation)
 - This review recommended more efficient and effective methods of deploying on-duty resources to special events to improve service and manage the volume of requests. It also recommended developing a closer working relationship with the City and establishing requirements for organizers to provide private security where appropriate.
13. Community Engagement and Intelligence Gathering (Police and Community Engagement Report [PACER]) (in implementation)
 - This review made recommendations to help the Service improve public safety through community engagement, while reducing the associated social costs.
14. Civilianizing Scenes Of Crime Officers (in implementation)
 - This review recommended civilianizing the Scenes of Crime Officers and centralizing them under the Forensic Identification Unit. This role is currently performed by police officers attached to all Primary Response Units. Ten civilians are expected to be hired in fiscal 2014.
15. Civilianization and Combining of Divisional Positions (implemented in part)
 - This review considered civilianization of support positions within divisions (e.g. Divisional Crime Analyst, Planner, School Liaison, Community Relations, Crime Prevention, and the Quality Control Detective). The Command approved civilianizing the Crime Analyst.
16. The Right Number Review (completed)
 - This review determined that under the circumstances existing at the time, the Service required 5,781 police officers to provide adequate and effective policing, an increase of 178 officers over the authorized strength of 5604. The review also developed a staffing tool that can help determine future needs.
17. Outsourcing of Courts Screening Positions (completed; status quo approved)
 - This review recommended that security screening at the front doors of all criminal court locations in the City of Toronto continue to be performed by Toronto Police court officers.

18. Closing Divisions – 13 and 54 Divisions (completed; status quo approved)

- This review recommended maintaining 54 Division and 13 Division as full service divisions.

19. Multi-Agency Collaboration to Assist Community Development – Hub Model (ongoing)

- This review is researching the efficiencies and economies of working with partner agencies, within a neighbourhood focus. This will help divert clients from the criminal justice system by ensuring that the most appropriate agency responds. Recommendations include developing criteria to determine what agency takes the lead, and assessing the concept's suitability for city-wide application.

20. Emergency Services Efficiencies Review (ongoing)

- This review is researching the efficiencies and economies eliminating unnecessary overlap between Toronto Police specialized operational units (i.e. Public Safety, Emergency Task Force, Marine, Police Dog Services, Mounted). Recommendations include centralization and unified command.

21. Customer Service Review (ongoing)

- This review is researching the most effective way to improve person to person interactions by developing an organizational culture that moves Toronto Police from delivering good service to great service. Recommendations include engaging an external consultant to help develop the strategy.

22. Internal External Processes – Divisional Civilianization and Automation (ongoing)

- This review is researching the Primary Response Unit calls for service to determine those that can be served appropriately through an alternative model or those that do not require police attendance.

The following list describes some of the recommendations within the Organizational Structure Review that have been prioritized for immediate implementation:

- Toronto Police Operations Centre.
- Strategy Management Unit.
- Customer Service Excellence sub-unit.
- Centralized Traffic Services
- Transit Patrol Unit moving to Divisional Policing Support Unit

The following list identifies the functions approved for civilianization:

- Scenes of Crime Officers
- Crossing guard administration
- Divisional Prisoner Management
- Corporate Planning - Business Intelligence (2 constables)
- Corporate Planning – Governance Analysis (3 sergeants)

- Corporate Planning Research and Development (1 sergeant)
- Corporate Planning, Business Intelligence, (1 Inspector)
- Employment Unit background investigators
- Crime Analysts
- Toronto Police College – Learning Development Standards (3 constables/sergeant)
- Toronto Police College – Police Vehicle Operations (3 constables)
- Toronto Police College – Armament Section (1 constable)

In total approximately 200 uniform positions will be civilianized.

Consulting Expenses

The following table (Table 1) is the final costs for consultants utilized within the CIOR.

Table 1					
Consultants Engaged by CIOR					
Consultant	Firm	Scope/Role	Date From - To	Invoice Date	Total Amount
Mr. Robert Wasserman	Strategic Policy Partnerships	Leadership Workshops	2012.04.17-18	2012.05.01	\$6,758.29
Mr. Hugh C. Russell	Community Justice Consultant	Community engagement regarding the HUB Pilot Project review	2012.04 to 2012.06	2012.06.11	\$11,608.00
Wai Yu, Maurice Philogene, Sarah Shepherd, James Innes Supported by SMEs	Accenture	Review of Organizational Structure, Span of Control, Delaying and Civilianization	2012.11.12 to 2013.01.31	2012.11.30 2012.12.31 2013.01.31	\$342,500.00
Wai Yu, Sarah Shepherd, Vincent Gongola, et.al. Supported by SMEs	Accenture	Review of the Right Number of Officers for the TPS	2013.04.08 to 2013.07.14	2013.05.07 2013.05.27 2013.06.28	\$497,339.50

The CIOR monitored the reviews listed in Table 2.

Table 2
Additional Reviews Concluded and Ongoing Impacting CIOR
TPS Operation Reboot
City of Toronto Core Service Review (KPMG Efficiency Study)
Service Efficiency Review (Ernst & Young)
TPS Police Services Board Chair White Paper
Commission on the Reform of Ontario's Public Services

2012 (Drummond Report)
Ministry of Community Safety and Correctional Service's Future of Policing Advisory Committee and four Working Groups
City of Toronto Shared Service Studies
TPS IRIS Project
TPS Paid Duty Review

The CIOR continues to work with Budget and Financial Analysis to identify the estimated implementation costs of specific initiatives. Included in Appendix 1 of this report are preliminary estimates of the 2014 budget impacts for those initiatives that can be costed at this time. The total budget impact identified to date for 2014 is an estimated cost of \$1.6M. It is estimated the program savings as a result of these changes is \$3.2M. These budget impacts will be refined during 2014. However, these costs are considered investments to achieve long-term annualized savings and efficiencies. Further investment costs and annualized savings will be known when ongoing reviews are completed and the civilian job descriptions are finalized and evaluated.

Conclusion:

This report provides the results of the Chief's Internal Organizational Review. It includes a summary of the 22 reviews that examined the way in which police services are delivered to the community. The Service believes that the recommended changes enhance its ability to deliver a safer and more sustainable model of policing.

Deputy Chief Michael Federico, Operational Support Command, will be in attendance to answer any questions the Board may have.

The Board was also in receipt of the following report January 28, 2014 from Marie Moliner and Andy Pringle, Board Members, and Observers on the CIOR Steering Committee:

SUBJECT: CHIEF'S INTERNAL ORGANIZATIONAL REVIEW (CIOR) - REPORT FROM BOARD REPRESENTATIVES

Recommendations:

It is recommended that the Board request the Chief to:

- (1) Inform the Board of next steps and implementation of the CIOR recommendations, on a regular basis;
- (2) Include Board staff in future meetings with respect to the implementation of the CIOR; and;
- (3) Identify a Service member to be the CIOR lead in order to participate in the Board-led review on organization change.

Financial Implications:

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

Background/Purpose:

In October 2011, the Board approved the Chief's recommendation to engage an external consultant to conduct an assessment of the Toronto Police Service. The review arose in the context of budget discussions when the City target, adopted by the Board, was to achieve a 10 % reduction to the police budget. It was recognized at the time that it would not be possible to achieve the 10% target in 2012. This review, known as the Chief's Internal Organizational Review (CIOR), concluded in November 2013 and sought to find new and innovative ways to deliver policing services that are efficient, effective and economical, and valued by the public.

The CIOR was aimed at prioritizing services and delivering those necessary in a manner that allows the Service to meet its legislative obligations and maintain a safe city in partnership with communities. The identification of any gaps in service was also part of the review.

The Board, at its meeting of January 16, 2014, considered a report from the Chair entitled "Adequate, Effective and Sustainable Policing in Toronto – Proposal for a Board-led Review." (Min. No. P4/14 refers).

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

1. THAT the Board request the Chief to provide a public report for the February 2014 meeting on the results of the CIOR for discussion;
2. THAT the two members of the Board who participated in the CIOR as observers be requested to provide a report for the February 2014 meeting;
and

As the two Board members who participated in the CIOR as observers, we have prepared this report to inform the Board of our work on the CIOR Steering Committee, and to bring forward our impression of the results for discussion.

Participation on CIOR Steering Committee

We participated, as observers, on the CIOR Steering Committee in order to ensure the Board's presence and involvement in the review process.

As a result, beginning in 2012, we participated in many of the CIOR bi-monthly meetings. In addition, we participated in special meetings that the Service convened to explore innovative policing practices and to receive the results of the analysis conducted by Accenture, the consultant retained by the Service to conduct some of the business process analytics. Monthly reports were presented to the Board by the Service and discussed by Board Members, who also received additional feedback and context from both of us.

Many issues were discussed by Board Members in response to the Chief's monthly CIOR reports including alternative service delivery models, use of new technologies, civilianization of services currently delivered by police officers, consolidation of resources, outsourcing of service, and shared service delivery. The Board was also apprised of the Service's proposals to re-examine the manner in which the Service delivers its policing, infrastructure and administration services.

Impression as Observers

We attended as many of the Chief's CIOR Steering Committee bi-monthly meetings as possible. In our view, the CIOR process was well-conceived and thorough, including a bottom-up solicitation of input from officers in each area of the Service. From a governance perspective, the meetings offered a good opportunity to understand the comprehensive and intensive nature of the work being undertaken by the CIOR Steering Committee. This work addressed many of the issues that Board Members have articulated informally over the past 18 months.

As Board Members, we were present primarily as observers but we were asked our views and volunteered perspectives. We also able to provide a challenge function including suggesting areas for further consideration such as savings achieved via camera technology. Overall, we found that the CIOR work, including the business process mapping exercises, was undertaken consistently and methodically. Organizational change solutions emerged which identified some savings, primarily through alternative service delivery models and delayering.

The Board received a comprehensive report on the CIOR recommendations from the Service on December 11, 2013. As noted above, the Chief will be providing a public report for the February 2014 meeting on the results of the CIOR for discussion.

Discussion:

The Board's understanding of the original purpose of the Chief's organisational review exercise was that the Service undertake a blank slate approach to the restructuring of policing services in Toronto, with a view to meeting a further 5% target in additional savings in 2013.

The Service did not undertake a complete structural review nor did the CIOR exercise identify significant savings. Nonetheless, the CIOR was a useful exercise. It resulted in a comprehensive review of existing organisational structures and identified efficiencies and improvements to existing practices, with a focus on what the Toronto Police Service could do better.

It is clear that further and more extensive savings will only become available through a reduction in personnel combined with a reinvestment in technology solutions. Accordingly, the Board will need to be vigilant as the Service implements further changes. It will need to ensure that the service be very conscious of initiatives that can capture savings in order to reduce the escalating costs of policing.

Conclusion:

Insofar as next steps are concerned, and as noted above, the Board, at its meeting of January 16, 2014, approved a Motion, among others, that the Board:

1. Seek the assistance of an external consultant with expertise in organization change to undertake a review of the results of the Chief's internal organizational review and to identify further measures to ensure that delivery of policing services in the City of Toronto is adequate, effective as well as sustainable.

We believe it would be valuable for a Service member with CIOR expertise to act as a liaison to the Board with respect to this Board-led review so that the Board can ensure that the recommendations resulting from the CIOR are applied to its work.

We believe that, going forward, it is critical for the Board and the Service to be informed of the work each is doing with respect to the CIOR and organizational change.

As a result, it is recommended that the Board request the Chief to:

- (1) Inform the Board of next steps and implementation of the CIOR recommendations, on a regular basis;
- (2) Include Board staff in future meetings with respect to the implementation of the CIOR; and
- (3) Identify a Service member to be the CIOR lead in order to participate in the Board-led review on organization change.

The Board considered the foregoing reports in conjunction with a separate report containing a proposal for a Board-led review on adequate, effective and sustainable policing in Toronto (Min. No. P32/14 refers).

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

- **John Sewell, Toronto Police Accountability Coalition ***
- **Kris Langenfeld ***

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

During his deputation, Mr. Sewell referred to the two reports prepared by Accenture, *Review of the Right Number of Officers for the TPS* and the *Review of Organizational Structure, Span of Control, Delaying and Civilianization*, and inquired as to whether copies of these reports would be released publicly.

Chief Blair said that he was prepared to release the reports publicly.

The Board approved the following Motions:

- 1. THAT the Board defer the foregoing report from the Chief and the report from Ms. Moliner and Mr. Pringle to its April 2014 meeting for further consideration;**
- 2. THAT the Board request the Chief to provide a report containing copies of the two Accenture reports (*Review of Organizational Structure, Span of Control, Delaying and Civilianization* and *Review of the Right Number of Officers for the TPS*) to the Board for consideration at its April 2014 meeting;**
- 3. THAT the Chair review the December 11, 2013 *in camera* presentation on CIOR to identify any confidentiality issues and following the review, submit a public report for the April 2014 meeting on the results of the CIOR; and**
- 4. THAT the Board receive the depositions by Mr. Sewell and Mr. Langenfeld.**

Moved by: M. Thompson

Appendix 1

Status of CIOR Review Projects in Brief

Item #	Description	Review Status	Civilianization	Consolidation	Outsourcing	Shared Services	Privatization	P.P. Partnerships	Cost Avoidance/Savings	Efficiency	Service Excellence	Technology	Uniform Impact	Civilian Impact	2014 Budget Impact (in \$1,000s)	Comments - budget impact	Program (in \$1,000s)	Comments - program impact
1	Flexible Schedules for Specialized Units (8&6)	I	N	N	N	N	N	N	Y	Y	Y	N	tbd	tbd	tbd		tbd	
2	Divisional Prisoner Management	I	Y	N	Y	N	N	N	Y	Y	Y	Y	-85	+85	tbd	Existing court officer positions redeployed; impact on planned court officer hiring unknown	-\$1,950.3	Savings of 85 uniform positions offset by cost of 85 civilian positions
2a	Court Services Efficiency Initiatives	I											tbd	tbd	tbd	Court Services tasked with identifying efficiencies that could reduce staffing requirements	tbd	Court Services tasked with identifying efficiencies that could reduce staffing requirements
3	TPS Auxiliary Policing Program	I	N	N	N	N	N	N	N	Y	Y	N	+0	+0	\$-	None	\$-	None
4	Civilianize Forensic Identification positions	I	Y	N	N	N	N	N	Y	Y	Y	N	-4	+4	\$122.7	Cost to hire 3 positions in 2014 and 1 in 2015	-\$81.8	Savings of 4 uniform positions offset by cost of 4 civilian positions
5	CopLogic and Theft (shoplifting) Call for Service Diversion	I	N	N	N	Y	Y	Y	Y	Y	Y	Y	+0	+0	\$45.0	Anticipate minor costs in 2014; currently being refined	\$ -	Frontline efficiencies (up to 6,000 officer hours per division)

Item #	Description	Review Status	Civilianization	Consolidation	Outsourcing	Shared Services	Privatization	P.P. Partnerships	Cost Avoidance/ Savings	Efficiency	Service Excellence	Technology	Uniform Impact	Civilian Impact	2014 Budget Impact	Comments - budget impact	Program	Comments - program impact
6	Accenture - Organizational Structure, Span of Control, Civilianization, Delaying Review	I	Y	Y	N	Y	N	N	Y	Y	Y	Y	tbd	tbd	tbd	Various civilianization initiatives proposed; some overlap with other initiatives; impacts continue to be determined	tbd	Various civilianization initiatives proposed; some overlap with other initiatives; impacts continue to be determined
7	Traffic Safety and Technology (Technology part in implementation – still reviewing centralization (A))	I/A	Y	Y	Y	Y	N	Y	Y	Y	Y	Y	+0	+0	tbd	Potential one-time facility renovations and equipment requirements	tbd	tbd
8	Civilianization and Centralizing of the School Crossing Guard Program	I	Y	Y	Y	N	N	N	Y	Y	Y	N	-14	+11	\$446.4	Cost to hire 11 civilian positions; potential one-time facility renovations, equipment req'ments; potential offset with funding from City	-\$601.7	Savings of 14 uniform positions offset by cost of 11 civilian positions (note: program requires 12 civilians; one currently established)
9	Training and Course Facilitation (TPC)	I	Y	N	Y	Y	N	N	Y	Y	Y	Y	-9	+7	\$-	Cost to hire 7 civilian positions, beginning in 2015	-\$406.1	Savings of 9 uniform positions offset by cost of 7 civilian positions
10	Employment Background Consultants	I	Y	N	N	N	N	N	Y	Y	Y	N	tbd	tbd	\$549.6	Partial implementation in 2014 (still need to confirm future plans). Will reduce uniform establishment	tbd	Savings of \$1.0-\$1.5M anticipated upon full implementation

Item #	Description	Review Status	Civilianization	Consolidation	Outsourcing	Shared Services	Privatization	P.P. Partnerships	Cost Avoidance/ Savings	Efficiency	Service Excellence	Technology	Uniform Impact	Civilian Impact	2014 Budget Impact	Comments - budget impact	Program	Comments - program impact
11	Special Events Resource Assignment	I	Y	Y	N	N	N	N	Y	Y	Y	Y	tbd	tbd	tbd	tbd	tbd	tbd
12	The Right Number Review	I	N	N	N	N	N	N	Y	Y	N	N	tbd	tbd	tbd	Final decision will impact uniform establishment #	tbd	tbd
13	Outsourcing of Courts Screening Positions	C	N	N	Y	N	N	Y	Y	Y	N	N	tbd	tbd	\$-	n/a	\$-	Not implemented.
14	Closing Divisions – 13 and 54 Divisions	C	Y	Y	N	N	N	N	Y	Y	Y	N	+0	+0	\$-	n/a	\$-	Not implemented.
15	Civilianization and Combining of Divisional Positions	C	Y	Y	N	N	N	N	Y	Y	Y	N	+0	+0	\$-	n/a	\$-	Implemented in part
16	Multi-Agency Collaboration to Assist Community Development – HUB Model	A	Y	N	N	Y	N	Y	Y	Y	Y	N	tbd	tbd	tbd	tbd	tbd	tbd
17	Emergency Services Efficiencies Review	A	N	Y	N	Y	N	N	Y	Y	Y	N	tbd	tbd	tbd	tbd	tbd	tbd
18	Community Engagement and Intelligence Gathering	A	N	N	N	N	N	N	N	Y	Y	N	tbd	tbd	tbd	tbd	tbd	tbd
19	Customer Service Review	A	N	N	N	N	N	N	N	Y	Y	N	tbd	tbd	tbd	tbd	tbd	tbd
20	Internal External Processes (includes civilianization and automation)	A	Y	N	N	N	N	N	Y	Y	Y	Y	tbd	tbd	tbd	tbd	tbd	tbd

Item #	Description	Review Status	Civilianization	Consolidation	Outsourcing	Shared Services	Privatization	P.P. Partnerships	Cost Avoidance/ Savings	Efficiency	Service Excellence	Technology	Uniform Impact	Civilian Impact	2014 Budget Impact	Comments - budget impact	Program	Comments - program impact
21	Duty Operations Centre Review	A	N	Y	N	N	N	N	Y	Y	Y	N	+0	+0	tbd	Potential one-time facility renovations and equipment requirements	\$ -	Frontline deployment efficiencies anticipated
22	Civilianization of SOCO Positions	A	Y	Y	N	N	N	N	Y	Y	Y	N	-10	+10	\$405.9	Anticipated further civilianization in future years, amount tbd	-\$229.4	10 positions * marginal savings between PC and civilian ranks; potential for further civilianization
TOTAL													-122	117	\$1,569.6		-\$ 3,269.3	

C = Complete; I = In implementation; A = Active;

* "Potential Annualized Program Economies (estimates)" column identifies the impact on individual programs; "2014 Budget Impacts" identifies year-to-year budget impacts. For example, the civilianization of FIS positions will allow the Service to run that program with an overall savings of \$95,000, but the Service will require funding to hire the new civilians in 2014. All civilianization initiatives assume hiring effective July 1/14.

Report dated March 12, 2014 from William Blair, Chief of Police:

SUBJECT: RELEASE OF CHIEF'S INTERNAL ORGANIZATIONAL REVIEW (CIOR) REPORTS: *TORONTO POLICE SERVICE ORGANIZATIONAL STRUCTURE REVIEW AND TORONTO POLICE SERVICE STRATEGIC ANALYSIS AND RESOURCE REQUIREMENTS (RIGHT NUMBER) REVIEW*

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:

In January 2012, the Service embarked upon a comprehensive internal review of all aspects of policing in the Toronto Police Service. This review was known as the Chief's Internal Organizational Review (CIOR).

Twenty-two (22) reviews were conducted within the CIOR, two (2) of which included contracting an external consultant where external expertise was seen as essential. Both of these reviews were conducted by the consulting group Accenture. These reviews were first reported to the Board in September 2012 as the Organizational Structure Review (Min. No. C273/12 refers), and in November 2012 for the Strategic Analysis and Resource Requirements Review (Right Number) (Min. No. C327/12 refers).

The purpose of this report is to outline the process that led to the two external reviews and provide the two Accenture reports to the Board for further consideration (Min. No. P18/14 refers).

Discussion:

The CIOR formally commenced in February 2012 and concluded on December 31, 2013. The progress of the CIOR was reported to the Board at its confidential meetings on a monthly basis from July 2012 and at a number of public meetings. Twenty-two (22) reviews were conducted within the CIOR. In two of the reviews the Service contracted external consultants for their specialized expertise. Both of these reviews were conducted by Accenture, which was selected based on a competitive bid process in accordance with City of Toronto purchasing bylaws and subsequent to two separate request for proposal processes.

The two consultant-assisted reviews are described below; the executive summaries from both reviews are attached to this report and the complete reports have been provided to the Board in electronic format. The executive summary for the Organizational Structure Review is Appendix A. The executive summary for the Strategic Analysis and Resource Requirements review is Appendix B.

Organizational Structure Review Results:

- This review recommended an organizational structure that adjusted spans of control and reporting relationships while further reducing the overall number of Senior Officers;
- Recommended new business units, and the consolidation of others;
- Removed the rank of Staff Inspector; and
- Identified opportunities to consider civilianization of over 300 uniform positions.

Strategic Analysis and Resource Requirements Review (Right Number) Results:

- This review determined that with the workload of the Service, the existing priorities and strategic decisions, collective agreements and governance, and legislative requirements, 5,781 police officers were required to provide adequate and effective policing to the City of Toronto. This was an increase of 178 officers over the authorized strength of 5,604;
- Provided recommendations for ideal police officer staffing of all units and functions; and
- Developed a staffing tool that would help determine future needs.

These two consultations were a result, in part, of requests directly from the Toronto Police Services Board, and the City Budget Chief.

In the 2012 Revised Operating Budget Request, in order to meet the remaining 2012 budget reduction target in 2013, the Chief agreed with the Board to engage an external consultant; the Board approved a budget for this (Min. No. P257/11 refers). This consultation evolved into the Organizational Structure Review which was first reported to the Board in September 2012 (Min. No. C273/12 refers).

During the 2013 budget process, Michael Del Grande, City Budget Chief, made a presentation to the Board at its August 15, 2012 meeting. He advised that, “for some time now, requests have been made to have an independent review of the TPS organizational structure. The purpose would be to determine the appropriate level of uniformed and civilian staff (Min. No. P191/12 and P231/2012 refer)”. These comments led to the Right Number Review and the Board was advised in November 2012 the RFP was being developed (Min. No. C327/12 refers).

At its meeting in December 2012, it was reported to the Board that the Right Number Review process to select a consultant had closed however, due to a lack of funding the selection process was deferred (Min. No. C351/12 refers). In February 2013, the Board was advised that the RFP would expire by the end of March if funds were not made available. The Chief suggested to the Board that the RFP could be allowed to lapse, and deferred consideration of this matter to the Board. The Board allocated time at its next meeting for a discussion to provide the Chief with direction and identify funding sources in order hire a consultant (Min. No. C29/13 refers).

At its meeting in March 2013, the Board was advised that sufficient funds were available in the 2013 operating budget and the Service would be proceeding with the Right Number Review (Min. No. C56/13 refers).

The Board participated in both of the Accenture reviews with Board members being interviewed. Two members of the Board participated on the CIOR Steering Committee throughout 2013 as observers to ensure the Board's presence and involvement in the reviews. They also provided insight and oversight to the CIOR.

Conclusion:

In summary, this report describes the process that led to the two external reviews, their purpose and the outcomes.

Deputy Chief Michael Federico, Operational Support Command, will be in attendance to answer any questions the Board may have.

Appendix A: Organizational Structure Review

Confidential
Advice to the
Chief

Toronto Police Service Organizational Structure Review

Final Report –
Executive Summary

March 2013



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- 1.0 Background
- 2.0 Scoping & Strategy
- 3.0 Current State
- 4.0 Recommended Organizational Structure
- 5.0 Civilianization
- 6.0 Value Levers
- 7.0 Implementation Considerations



1.0 Background



Scope: Identifying opportunities to improve effectiveness, efficiency and value



The Organizational Structure Review was initiated to identify opportunities to improve the effectiveness, efficiency and value with respect to the utilization of the TPS resources, and to become a more streamlined and effective organization that is well positioned and structured to meet future policing challenges.

The scope of the review is focused on creating conceptual organizational options and recommending an organizational model. Specifically, the scope of the Organizational Structure Review was limited to addressing the following four questions:

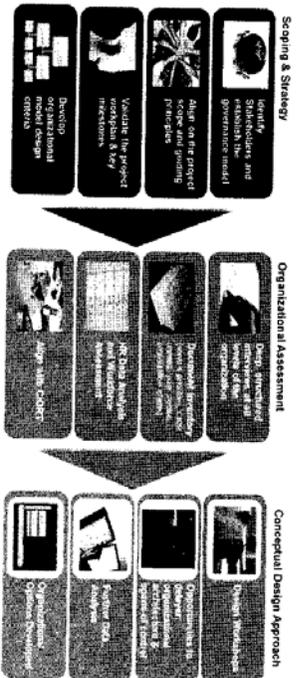
1. Are there opportunities for delaying TPS current organizational structure?
2. Are there any further opportunities for civilianization of administrative/support positions that are currently performed by uniform members?
3. Are the spans of control at all hierarchical levels effective and appropriate, considering reporting relationships, required supervision and risks, and other factors impacting span of control?
4. Is the organizational structure properly aligned to effectively enable the delivery of services both externally and internally?

To address project objectives, the approach undertaken consisted of 3 phases: Scoping & Strategy, Assessment and Conceptual Design.

Note: The assessment of the TPS staffing model to right-size the full-time equivalent staffing numbers for officers and civilian staff within the TPS was not within the scope of this review.

Approach: Three phased collaborative approach to the Organizational Structure Review

To address the questions posed for the Organizational Structure Review, an engagement led by the CIORT was initiated that included 3 key phases:



Confidential Advice to the Chief

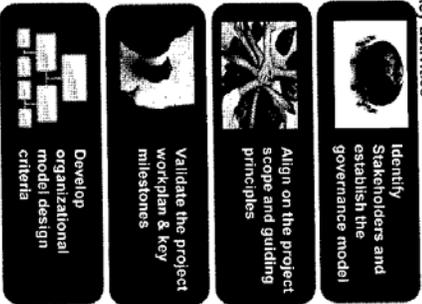
2.0 Scoping & Strategy



Phase 1: Scoping & Strategy



Key activities



Confidential Advice to the Chief

Description

The project team worked under the oversight of the CIORT with direct support from the Staff Inspector and Inspector assigned to support the project team. Throughout the engagement, the TPS Senior Management Team, its members, the Chief and the Board were engaged.

The guiding principles of the Organizational Structure Review were defined in collaboration with the TPS and are directly related to the 4 key questions posed by the TPS as part of the scope of the Organizational Structure Review. The workplan laid out the key tasks, dependencies and pace of work required to answer the key questions asked of the team within the established timeframe. The timeframe for the Organization Structure Review was defined by TPS to occur over a 13 week period. Design criteria was developed with the TPS Senior Management Team as a means to assess the organizational options.

Phase 1: Guiding Principles



Four guiding principles developed with the TPS as part of Phase 1 serve as the anchor for the Organizational Structure Review.

Defined Scope	Guiding Principles
Can or should we delay the organizational structure?	Reduce unnecessary overlaps in responsibilities between ranks or positions
Do our spans of control make sense?	The spans of control should reflect the appropriate level of accountability and decision making
Are there opportunities for civilianization of our administrative & support positions?	Examine opportunities for civilianization in positions traditionally staffed with police officers, taking into account any legislative or regulatory requirements (e.g., Police Service Act, Adequacy Standards)
Are we structured the right way to deliver our policing services?	Recommended structural changes will enable the delivering of police services in a way that is effective, efficient and economical while not reducing the level of service to the public

Confidential Advice to the Chief

3.0 Current State



Phase 2: Organizational Assessment



Key activities

- Deep, structured interviews at all levels of the organization**
- Document Inventory** (service priorities, CIOR reviews, past studies, organizational charts)
- HR Data Analysis and Workforce Assessment**
- Align with CIORP**

CHALLENGE: HOW TO GET THERE?



Description

ROAD Interviews – More than 51 interviews with the TPS conducted using the Rapid Organization Alignment Diagnostic methodology to understand how the TPS operates, its service priorities, challenges in executing operations, and opportunities for improvement.

Document Reviews – 2012 Service Priorities and Business Plan, 2013 budget, historical and current organizational charts, as well as 50+ other documents were reviewed as key inputs to org structure review.

Workforce Assessment from HR data – Data was collected from the TPS including employee demographics, wages, employee attrition, movement, and organizational data (reporting structures). This data grounds what the team heard in the interviews and informs the details for organizational options.

Alignment & Workshops – The team has regularly met with the CIOR and the TPS leadership to align on scope, guiding principles and to continually refine design criteria for the organizational options.

Phase 2: Findings provided an understanding of the current state across a number of dimensions



A number of themes were identified out of the ROAD process and the Workforce Assessment that informed our understanding of the current state of the TPS organization.

TPS Strategy

- Community policing and crime prevention should be priorities but there is no consensus on how those services should be delivered
- There is an opportunity to strengthen the link between stated service priorities and business plans with the future investment priorities and day to day activities of personnel

TPS Culture

- There is a perceived cultural separation between uniformed and civilian sides of the organization (perceived, in part, by the belief that police officers can do any job (civilian or uniformed))

Implications

- The new organization should support TPS' strategic planning and strategy execution capability in order to continue to meet the changing dynamics of modern policing
- The structure of the to-be organization should clarify civilian roles within the TPS and develop clear career paths for civilian service members

Phase 2: Findings . . . continued



Performance Management

- There is an opportunity to streamline the performance evaluation process across the TPS as it is paper driven and time consuming. Additionally, the outcome being measured can be better aligned to the strategic goals and expectations of the TPS.
- Metrics measuring effectiveness of specific units / functions within the TPS can be harmonized to ensure a consistent approach and stronger measurement of outcomes

Business Process & Technology

- Interview results show a general consensus that inefficient processes and slow business decision making are contributing factors to bottlenecks across the organization
- There is general consensus the TPS should be leveraging technology more effectively to deliver policing services, however the IT organization appears disconnected from the TPS' business strategy and related requirements

Civilianization

- TPS leadership is open to the concept of civilianization – not only as a means of capturing savings but also to attract and build specialized skills and new capabilities within the service.
- Civilianization of roles that are closely tied to policing operations are more contentious within the service and will require stronger justification

Implications

- There is an opportunity to improve the performance management capability of the organization as it relates to both workforce and organizational performance and alignment to strategy and mission accomplishment

Implications

- Investment in IT to support process efficiency should be considered
- There is a need to bolster the relationship and understanding of business requirements with industry practice IT approaches

Implications

- Changing the workforce mix within the TPS is a critical means of both capturing financial value and developing new capabilities within the service

Phase 2: Findings from the Toronto Police Services Board



In addition to those interviewed as part of the ROAD process, 3 more members of the Toronto Police Service Board were interviewed.

Feedback from the TPS Board

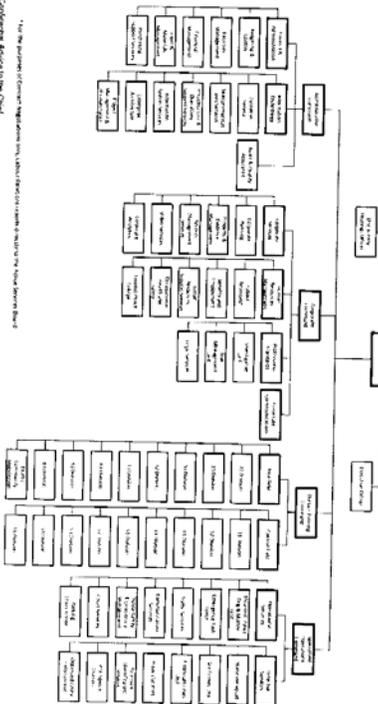
- The focus of the police is to maintain a safe and secure community, building trusted relationships with the public through strong customer service
- The TPS are constrained by their own culture, there needs to be a willingness to think differently about how policing services are delivered and the courage to make changes where required
- Technology is the future and the TPS needs to invest now to sustain itself for the future
- There are opportunities to streamline administrative business processes
- The Board spends too much time in oversight and not enough time on strategy and cost
- The TPS needs to examine its approach to paid duty – there are concerns about the current approach that would suggest the need for change

Implications

- The TPS should develop a strong business case to support an investment in leading-edge policing technology
- The TPS needs to look at how they can deliver police services differently, including civilianization, outsourcing, community policing and partnering with other agencies

Confidential Advice to the OIA#1

TPS Current Organizational Chart: Further findings were identified for each of the Commands



111 The Toronto Police Services Board
Confidential Advice to the OIA#1

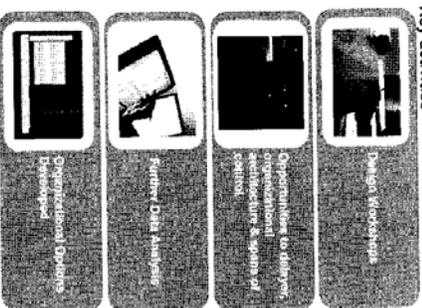
4.0 Recommended Organizational Structure



Phase 3: Conceptual Design Approach



Key activities



Condensed version of the DMF

Description

Workshops – Four workshops were concluded with the TPS Senior Management Team to design and validate organizational options and to develop a stronger understanding of design implications. During the workshops the rationale for various spans of control, delegating, consolidation and civilianization options was also validated.

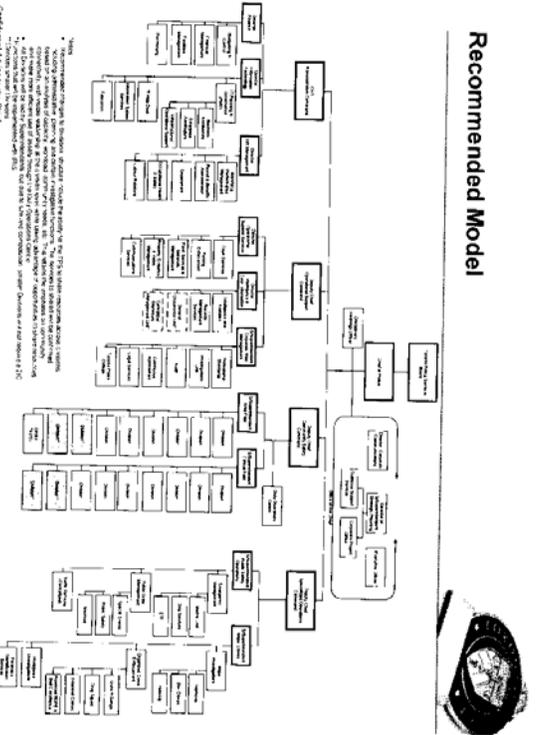
Organizational Architecture – Operational workshops were conducted to determine the viability of reassigning Divisions and Specialized Operations, including practices pertaining to HR and IT alignment, considered in designing the recommended model to best to promote a culture of continuous improvement and customer centricity.

Further Data Analysis – Further detailed analysis into spans of control within each pillar, as well as budgeting data analysis on the specific spend allocations for each Command / Function was completed.

Organizational Options – Three organizational options were put forward for the review of TPS leadership. These were assessed against the design criteria.

Phase 3: Three organization structure options were put forward. Features were scored on a scale of 1 to 4

	1. Process Model	2. Service Model	3. Recession Model (Best)
Description of Model	<ul style="list-style-type: none"> People selected by process, were a fraction of the total Let functions be part of the same Central decision made by process Special agents of control and accountability 	<ul style="list-style-type: none"> Specialized of control and accountability By customer request Customer and tools for making the customer 	<ul style="list-style-type: none"> Customer and tools for making the customer
Scale of Control	<ul style="list-style-type: none"> Reduction of control 	<ul style="list-style-type: none"> Reduction of control 	<ul style="list-style-type: none"> Reduction of control
Outcomes	<ul style="list-style-type: none"> Increases system in Policy Support No significant impact on organizational 	<ul style="list-style-type: none"> Increases system in Policy Support No significant impact on organizational 	<ul style="list-style-type: none"> Increases system in Policy Support No significant impact on organizational
Efficiency, Effectiveness, and Structure	<ul style="list-style-type: none"> Requires culture with in-line policy 	<ul style="list-style-type: none"> Requires culture with in-line policy 	<ul style="list-style-type: none"> Requires culture with in-line policy
Total Score	4	9	10



Highlights of the Recommended Model



The recommended model supports the strategic intent of the TPS to be a citizen-centric organization, guided by intelligence-led policing with the ability to be adaptable and flexible to the changing needs of the community and city. Highlights include:

- Elevates Strategic Planning and Corporate Communications to the Office of the Chief, as it will be key to analyzing and responding to changing citizen demands and economic conditions. While most organizations have the Strategic Planning function report to the CEO, in policing, this function more commonly reports into a Deputy. As such, this change will represent a significant cultural shift and may require further socialization prior to implementation. In addition, a Customer Support Services unit has been created that will report into the Strategic Planning Unit.
- A Workforce Performance unit will manage performance evaluation processes required to drive decision-making at the right levels of the organization.
- Intelligence and Corporate Information drives a number of critical business areas, including: strategic priority setting, business planning, operating models, tactical interventions and resource allocation.
- Consolidation of Homicide, Sex Crimes and Hold-up under one Unit Commander creates opportunities to share resources and generate economies of scale.
- There are opportunities for the TPS to realize efficiencies by consolidating administration, planning and some investigative functions across divisions while maintaining a strong commitment to community-based policing. The implementation of shared services across divisional policing requires further analysis in areas such as capacity, workload, and community needs. However, this framework creates opportunities to reduce management costs and make more efficient use of assets.

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Highlights of the Recommended Model (cont'd)



- All Divisions will continue to be led by a Superintendent, however, some Divisions due to their size and reduced infrastructure will not require a 2IC (Inspector).
- A newly created Duty Operations Centre supports the improved deployment of resources across permeable boundaries.
- Reduced the spans within Major Crimes and Public Safety Operations to support the elimination of the Staff Inspector rank.

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Prerequisites for the Recommended Model



There are a number of prerequisites for consideration before the recommended model may be implemented and the value realized. The recommended model is a conceptual design for the TPS. Detailed design was not within the scope of the Organization Structure Review. To implement recommendations contained in this report, further work is required, including but not limited to:

- Detailed process reviews to refine recommendations for various key functions (i.e., divisions);
- Cost/investment assessment for the recommended changes;
- Changes to TPS policies and procedures;
- Alignment of unit mandates;
- Alignment of roles, responsibilities and accountabilities;
- New/updated job descriptions;
- Human resources adjustments (classifications, payroll, etc.); and
- Where required, negotiations with labour relations.

On the following slides, the key changes to each Command have been highlighted, along with the potential benefits and value the TPS can realize with the implementation of these recommendations.

Considerations for implementation have also been noted. These highlight the work the TPS should complete as part of detailed design and implementation to fully realize the potential value and efficiencies created with the implementation of the recommended model.

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Highlights of Management Level Spans of Control



Larger spans of control (i.e., a larger number of direct reports) can be effective when supervisors are overseeing similar types of activities. However, for roles that have high complexity or risk, a smaller span is often required to provide the appropriate level of oversight and supervision.¹⁶

Current Organization ¹⁷	Recommended Model	Comments		
Chief of Police	17	Chief of Police - Office of the Chief	18	New Strategic Planning function and elevated Corp. Communications
Administrative Command	14	Administrative Command	14	Audit out - HR in
Corporate Command	14	Operational Support Services (new)	14	New Pillar
Divisional Policing Command	13	Community Safety	14	New Duty Operations Centre
Specialized Operations	13	Specialized Operations	13	No change at Deputy level. Changes at the Staff Superintendent level
Finance and Administration	15	Finance	14	Phase Out
Information Technology Services	17	Information Technology Services	15	Consolidation of two units under one
Human Resource Management	110	Human Resource Management	19	Benefits & Employment split, TPC out
Corporate Services	14	Intelligence & Corporate Information	14	New Pillar
Professional Standards	13	Corporate Risk Management	18	Unit retained. Audit & TPC realigned
Risk Management Unit	18	Professional Standards	15	Unit retained. Functions realigned
Audit & Quality Assurance	14	Audit & Quality Assurance	15	Add (inspections spans to be confirmed in detailed design)
Area Field Command	19	Area Field Command	19	No change at this level
Central Field Command	19	Central Field Command	19	No change at this level
Special Operations	18	Public Safety Operations	13	Consolidation of units

Confidential - Advice to the Chief¹⁸ - This spans include EA and Administrative reports

¹⁷Current Organization and Operations Structure Unit¹⁹ - Impact of the Review Report 2007/2008

Highlights of Management Level Spans of Control



Current Organization	Recommended Model	Comments	
Detective Services	1.8	1.4	Consideration of units
Infrastructure & Operations	1.3	TBD	Consider date Enterprise Architecture, ICSS and PMO under new unit; add Business Support Services (ICSS)
Enterprise Architecture	1.4	TBD	Architectural Spans to be determined during details design
PMO & IT Governance	1.2	TBD	Payroll by Employment unit
Benefits and Employment	1.8	1.5	New unit
Video Services	1.3	1.4	Consolidated with Prop. and Evidence Management
Primary Response Units (Sergeant, Constables)	1.3 – 1.11	1.8	New structure for divisions
Community Response Units (Sergeant, Constables)	1.3 – 1.11	1.6	Lower span to promote active community work
Supervisor (Division)	1.5	1.5	No change at this level; some Divisions may have smaller SpOC based on shared resources
Public Safety & Emergency Management	1.2	1.4	Includes Emergency Management, Marine, Mounted & Dog
Provincial ROPPE	1.3	1.5	Spec. Eval. Public Safety & Mounted Based on ~30 PCCs & 2 supervisors – to be confirmed in detailed design
Day Desk	1.3	TBD	New unit, span to be determined in details design

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Civilianization at the TPS

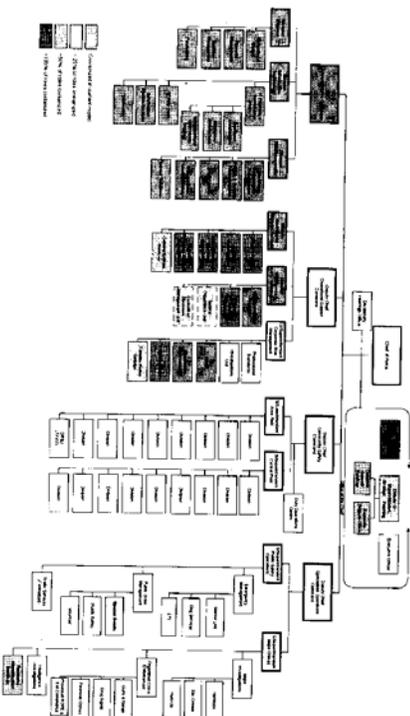


- While the TPS has approximately 30% civilian staff, there are further opportunities to increase the workforce mix and skills profile in certain operational aspects of policing
- This includes intelligence and analytics functions, SOCOs, and the establishment of a Community Safety Special Constable role within CRUs, all of which have been undertaken in police forces globally, with evidence of success
- The challenge leveled at the recent Summit on Economics of Policing in Ottawa (January 2013) from the Ontario Association of Police Boards highlighted that the gap between the median pay of citizens and that of 1st Class Constables is large, and therefore implies significant cost reductions can be achieved through further efforts to civilianize certain roles
- The TPS has a civilian to uniform ratio of 30% to 70%. However, the TPS civilian workforce resides predominantly within the Administrative (69%) and Corporate Commands (62%). Excluding the support functions, only 14% of the TPS is civilianized. When this is reviewed in light of other police forces that follow a commonwealth justice model, this civilian percentage within functions outside of the support functions is low. There may be economies to be gained as part of a further review of the TPS
- It is noted that civilianization could, in many cases, save costs. For example, the City of Chicago indicated the potential to save an estimated 16 to 41% per position through civilianization within the police department. Even if the replacement civilians receive the same salary as the sworn officers they replace, the City would achieve savings due to the more generous benefits that sworn officers receive and the non-salary compensation provided to sworn officers and not civilians.⁹

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⁹Report of the Inspector General's Office, Review of Opportunities for Civilianization in The Design Police Department, January 2010, page 55

The civilianization of a number of roles across the organization is recommended



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Summary of Civilianization Opportunities (1 of 2)



Department / Unit	# of Police Officers	Comments on Civilianization
Audit and Quality Assurance	6	
Audit	1	
Program Review	1	<ul style="list-style-type: none"> The TPS should consider soliciting officer input and feedback through alternative processes (e.g., focus groups)
Corporate Communications	3	
Media Section	3	<ul style="list-style-type: none"> Does not require a sworn officer
Corporate Planning (Analytics)	10	
Due Intelligence Analysis	5	<ul style="list-style-type: none"> Industry practices support the civilianization of analytics
Research and Development	3	<ul style="list-style-type: none"> Intelligence and information required to support strategic planning does not require a sworn officer
Divisional Policing	1	
Crime Prevention	187	
School Guards Coordinators*	52	<ul style="list-style-type: none"> Crime Prevention may include Crime Prevention, School Liaison, Neighbourhood Resource Officer, School Crossing Guards and/or Community Resource Officer
Unit Support (Crime Analysts)	17	<ul style="list-style-type: none"> The number of Training Sergeants will be reduced; civilianization is recommended as a second phase for this position
Scene of Crime Officers (SOCOs)	85	<ul style="list-style-type: none"> Industry practices support the civilianization of analysts Specialized skills in forensics Specialized skills in forensics (the transition from uniformed to civilian personnel) would be phased in over a period of time)
Professionals Standards	1	
Risk Management Unit: Analysis and Assessment	1	<ul style="list-style-type: none"> Industry practices support the civilianization of analytics

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*There are up to 4 FTEs who performed the School Crossing Guard Co-ordinator role within the TPS

Summary of Civilianization Opportunities (2 of 2)

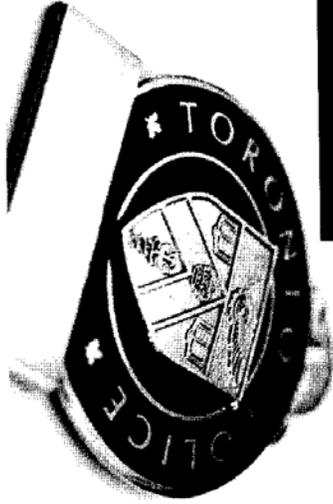


Department/Unit	# of Police Officers	Comments on Civilianization
Human Resources Management	42	
Employment (Management)	30	<ul style="list-style-type: none"> Does not require a sworn officer; background checks are conducted by civilians in a number of jurisdictions
Employment (Background Checks)	2	<ul style="list-style-type: none"> Specialized skills and qualifications are available in the civilian marketplace to fill these positions
Occupational Health and Safety	6	
St. Lawrence	6	
Toronto Police College	9	<ul style="list-style-type: none"> Does not require a sworn officer; current review by TPC underway to examine instructor positions and the impact of eLearning at the College
Business Systems & Contracts Health and Wellness	4	
Learning Development Standards	1	
Administrative Executive Officers	4	<ul style="list-style-type: none"> Majority of duties could be performed by a civilian, who would act as a liaison between Commands and other units/divisions
Detective Services Forensics	27	<ul style="list-style-type: none"> Score of Crime Officers (based on an initial 50% of FIS) The transition from uniformed to civilian personnel would be phased in over a period of time
Operational Services	21	
Alertna (Response Unit)	62	<ul style="list-style-type: none"> Current TFS policy requires this position to be held by a sworn officer
(Communication Services)	62	<ul style="list-style-type: none"> It is noted that resources dedicated to this unit are largely comprised of a commoditized staff and the civilianization of this unit would need to consider, where possible, alternative staffing arrangements for this unit in consultation with the Return to Work Specialist
Grand Total	354	

Note: Where opportunities for civilianization may exist and opportunities should be reassessed after detailed design, including required information and workforce composition (i.e. after a review of the resource allocation formulae – to ensure there is an appropriate minimum numbers of uniformed officers built into the model for resilience, etc.)

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7.0 Value Levers



Value Levers: Realizing economic value by transitioning to the new organizational structure



TPS continues to strive to meet the needs of a rapidly growing Toronto population as well as the changing expectations of a technologically savvy city that expects a high level of personalized service.

Due to cost pressures, TPS must continue to provide the right services using less resources and adapt as an organization to meet its objectives. In implementing the recommended organizational structure, the TPS may find value by increasing capacity without increasing net resources or by reducing overall headcount through natural attrition (retirement, voluntary resignations) over time. This can be achieved through: (1) Cost Reduction Measures and (2) Improved Effectiveness Measures.

It is not anticipated that the TPS will realize economic benefits from the recommendations in the first year. Transition costs related to implementing the new structure will require an up-front investment by the TPS (see Section 8.0 Implementation).

Value Levers: Realizing economic value by transitioning to the new organizational structure

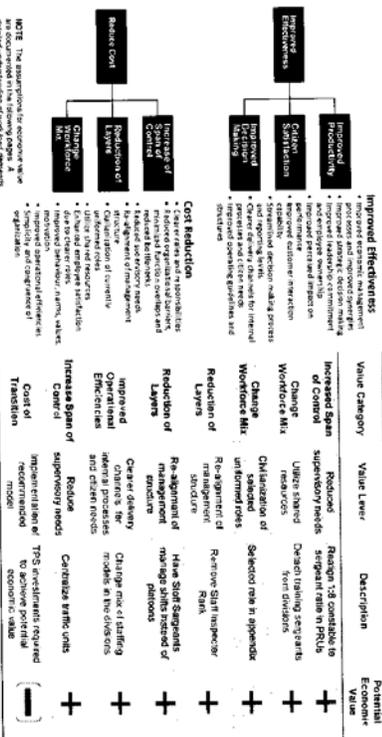


- Given the limited scope and timeline of this engagement, a number of assumptions were made in identifying the economic value of the recommended model. This potential economic value, described on the next slide, takes into account the following assumptions:
 - All costs and benefits highlighted are a snapshot of potential annual salary and employee benefits (e.g., medical) savings
 - Any bonuses or variable pay related to overtime or paid-duty are not included
 - Non-labour costs are not included (e.g., office space, equipment, training)
 - Managed attrition (layoffs) were not considered as part of this analysis
 - Assumes the TPS will replace all positions on a 1:1 basis (i.e., each unfilled position will be transitioned into one civilian position)
 - No competitive analysis was completed to benchmark salaries against current market trends

Value Levers: The TPS may be able to garner economic value that can be reinvested to offset budget challenges



TPS Value Levers & Benefits



NOTE: The assumptions to estimate the economic value are documented in the following pages. A detailed description of the assumptions and their validity may be required.

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Economic Analysis – Operational Efficiencies



- Changing the supervisory mix, the span of control and the workforce composition in strategic locations of the organization creates long-term salary cost reduction opportunities.
- In certain cases, replacing officers who leave the service with civilians creates opportunities to realize economic benefits over the course of the several years. The TPS will be required to invest in the recruitment and hiring of skilled resources who can effectively execute the identified roles. In some cases, a phased approach is required.
- The estimates provided are rough indications of potential value. Further analysis would be required to confirm the potential economic value. In deriving a rough order of magnitude on economic value, consideration was given to timing and complexity of implementation:
 - Low Complexity: implementation is likely within the control of the TPS (e.g., where policy or changes to the collective agreements are not required), the potential value was assessed at 75% of its total on the low end of the range
 - Medium Complexity: implementation is likely to require the TPS to change internal policies and/or procedures and invest in training, the potential value was assessed at 50% of its total on the low end of the range
 - High Complexity: implementation is dependent on conditions not within the control of the TPS (e.g., legislative or collective agreements), the potential value was assessed at 25% of its total on the low end of the range

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Economic Analysis – Operational Efficiencies

Key Driver	Description	Key Dependencies	Potential Value
<p>Radical ramp-up & staff ramp-up - impacts in the PRU</p> <p>Dedicated Staff - Staff elements are assigned to managing new assets & assets support to Staff Sergeant role can be removed per division</p> <p>Continuity Training - Random and determine training support roles (from 17 to 6) - as technology permits, this may also be considered</p> <p>Consolidation of Unfunded Roles - 354 roles have been identified for potential consolidation (others assumed 1:1 replacement of roles)</p> <p>Eliminate Staff Inspector Role - In Specialized Operations, Staff Inspectors will be replaced by inspectors. 3 new superintendent roles exist as a result of consolidation. All Divisions led by Superintendents, remove 4 inspectors</p> <p>Shifted Directional Resources - Assumes an at-risk condition of at-risk resources in a Division, according to 50% reduction in admin support, up to 50% reduction in dispatch operators and up to 50% reduction in planning</p> <p>Consolidate Traffic - Remove 1 traffic support per divisional unit with consolidation with Consolidated Traffic Services</p> <p>2 New Lane 3 Buses - Assigns 1 Staff Sergeant/inspector and 1 new Director. Assigning to new head count cost will impact 3 Lane 3 buses (Staff Sergeant) to create these. Cost is net difference</p> <p>Cost to Transition - In order to fully implement the recommendation, the following will be required to address the pre-requisites for implementation: to account for PRU mobilization/transitioning costs of new employees, and for any required change management activities</p>	<p>Current year of control in the PRU target from as low as 5 to separate level of 1.8 will reduce number of resources</p> <p>Staff Sergeant role can be removed per division</p> <p>Random and determine training support roles (from 17 to 6) - as technology permits, this may also be considered</p> <p>354 roles have been identified for potential consolidation (others assumed 1:1 replacement of roles)</p> <p>In Specialized Operations, Staff Inspectors will be replaced by inspectors. 3 new superintendent roles exist as a result of consolidation. All Divisions led by Superintendents, remove 4 inspectors</p> <p>Assumes an at-risk condition of at-risk resources in a Division, according to 50% reduction in admin support, up to 50% reduction in dispatch operators and up to 50% reduction in planning</p> <p>Remove 1 traffic support per divisional unit with consolidation with Consolidated Traffic Services</p> <p>Assigns 1 Staff Sergeant/inspector and 1 new Director. Assigning to new head count cost will impact 3 Lane 3 buses (Staff Sergeant) to create these. Cost is net difference</p> <p>In order to fully implement the recommendation, the following will be required to address the pre-requisites for implementation: to account for PRU mobilization/transitioning costs of new employees, and for any required change management activities</p>	<p>New Duty operations costs, sharing resources between divisions</p> <p>Consolidated SPIC for PRUs, a new front by other staff support</p> <p>Training of new individuals, major turning role for staff support</p> <p>Removal of Inspector resources, transition of former resources</p> <p>Penk to be placed out over time through retirement / pension</p> <p>Duty Operations Costs, collective agreement changes</p> <p>Consolidation of traffic units under Traffic Services</p> <p>Transfer supervisory workload to head count level</p> <p>Collaborative Agreement, TMS policy and procedure changes, flexibility of investment roles</p>	<p>\$1.0M - \$4.5M</p> <p>\$1.2M - \$2.6M</p> <p>\$0.4M - \$1.6M</p> <p>\$3.1M - \$8.1M</p> <p>\$12M - \$91.4M</p> <p>\$0.8M - \$1.2M</p> <p>\$1.7M - \$2.3M (up to \$0.15M)</p> <p>(TBD)</p>

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8.0 Implementation Considerations





Recommended Prerequisites for Implementation

To implement the recommendations contained in this report, the TPS will need to undertake a series of activities, including the following:

- Conduct a detailed design of the new organization, including, but not limited to, the following activities: detailed process reviews to refine recommendations for various key functions (i.e., divisions and IT); cost/investment assessment for the recommended changes; changes to TPS policies and procedures; alignment of unit mandates; alignment of roles, responsibilities and accountabilities; new/updated job descriptions; human resources adjustments (classification/compensation considerations, etc.); and where required, negotiations with labour relations.
- Assess business processes and sub-processes to drive the design of jobs and teams, and develop new business process and sub-process documentation, as required.
- Develop a capacity model to determine the number of full time equivalent (FTE) resources required to manage forecasted workloads (note: the TPS has already issued an RFP to address this work).
- Create a detailed implementation plan that outlines the timing/phrasing of the HR/Workforce Transition;
- Confirm the value levers against detailed organizational design and implementation plan, and
- Confirm the cost/investment requirements against detailed organizational design and implementation plan

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Once implemented ... key factors must be considered in order to sustain the value

How to Drive It	How to Measure It
<ul style="list-style-type: none"> • Leadership • Enable and governance that substantially influence decisions and actions and drive how organization operates • Process • Activities and process methodologies that reliably produce measurable outputs • Organizational Architecture • People • Incentives and processes for managing skills, capabilities, and individual competencies • Performance Management • Performance metrics that tie together all aspects of the Operating Model and drive organizational behaviour • Culture • Shared assumptions, beliefs, values, and behaviours that drive the organization's performance, decisions and behaviours 	<ul style="list-style-type: none"> • Define new roles and new leadership expectations via Leadership Development (e.g., leadership workshops) • Engage in process improvement and innovation (e.g., process redesign) to drive new and better ways to work. • Define new model and sign structure and roles to new model • Define new roles across the work provides that support end-to-end work (e.g. Operating Model details) • Train and develop new skills to support new way to work (e.g. performance specialist training) • Set goals and targets and measure results (e.g. financial statements) • Define behaviours to enable change (e.g. Operating Model details) • Build capabilities in leaders to sustain value creation change, lead and drive results • Drive clear accountability for creating process improvement and innovation • Measure the results of processes, reward high performers • Seek opportunities to continue to acquire activities in the field of the organization that make sense • Manage competencies to make value • Formulate talent strategies • Establish performance framework with clear metrics • Hold people accountable for achieving goals • Understand and foster evidence that drive new capabilities

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Appendix B: Strategic Analysis and Resource Requirements Review

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the Chief of Police

Toronto Police Service Strategic Analysis and Resource Requirements

Executive Summary

August 12, 2013

Revised October 8, 2013



Confidential Advice to the Chief

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- 2.0 Assess Current Staffing Capacity Model
- 3.0 Activity-Based Capacity Planning
- 4.0 Summary of Findings
- 5.0 Next Steps for the Toronto Police Service
- Appendix: Stakeholders Consulted

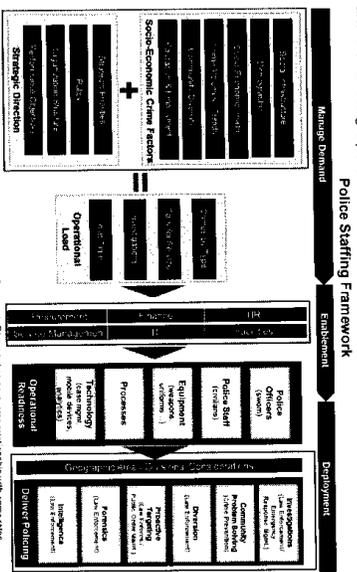


1.0 Background & Project Scope



To achieve their mission, police services must deploy the right number of Officers

Police services must allocate officers to deliver the six functions of policing depending on demand for the services. As illustrated in the Police Staffing Framework below, demand is driven by three key factors: Socio-Economic Crime Factors, Strategic Direction of the Police Agency and the resulting Operational Load.



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Note: In many cases, Community Diversity has an inverse relationship with error rates.

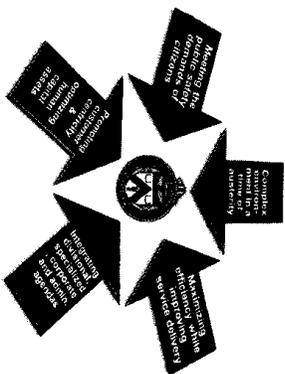


The scope of this project is to determine the number of police officers currently required by the TPS



The TPS' objective is to deliver policing services efficiently, effectively and economically, with a sustainable model for policing in the future. To support this objective the Strategic Analysis and Resource Requirements project:

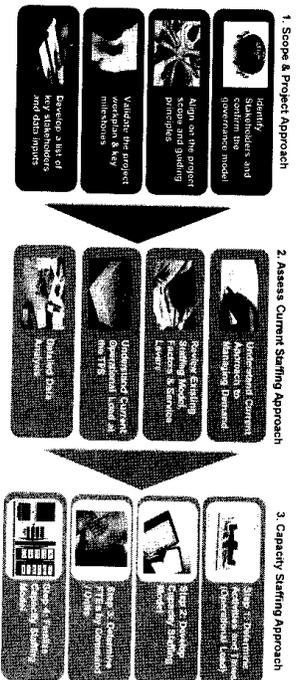
1. Reviewed police officer staffing in the TPS to determine, in the current environment and at a given point in time, what is the number of police officers required to provide efficient and cost-effective policing services.
2. Determined appropriate allocation by TPS Command Areas/Units – including identification of Command Areas/Units where current staffing levels are over/under the recommended levels.



A three-phased approach determined the right number of officers to meet demand for the service



A three-phased approach was undertaken to determine the 'right' number of officers and how the TPS should allocate its resources to deliver the six functions of policing. An understanding of the socio-economic factors, strategic direction and operational load of the TPS were taken into account to build a customized staffing model.

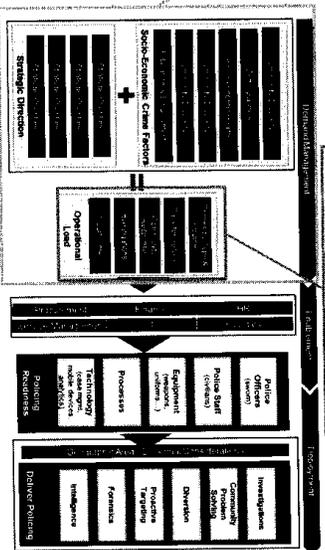




The project provided a point in time snapshot of the number of officers required in the TPS

The project scope was to determine the number of officers the TPS currently needs based on the organizational status quo. The Police Staffing Framework shown below was used to guide the process.

Project Scope is "Operational Lead" - determining the numbers of officers that the TPS currently requires.



To allow for scalability and flexibility to changing requirements, socio-economic and strategic factors were considered. Additionally, key factors that drive the capacity requirement are highlighted as "configurable levers" that may be adjusted over time

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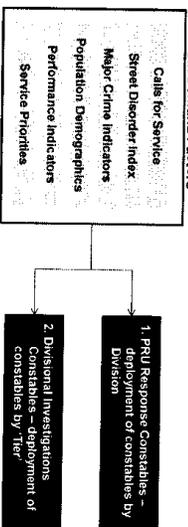
2.0 Assess Current Staffing Model



The TPS Demand Factor Model (DFM) deploys constables for reactive policing functions



- The TPS Demand Factor Model was developed in 2005 to structure the deployment of constables across its 17 Divisions.
- The model includes 6 "demand factors" to determine the deployment of constables to the PRUs. It also uses these factors to group the Divisions into 3 Tiers. All Divisions within a given Tier are allocated the same baseline number of investigations constables. The DFM also provides Unit Commanders with an autonomous "pool" of resources to allocate within based on demand.
- In addition, each Division is provided with a number of constables to be allocated to units within the Division at the discretion of the Unit Commander.
- The model does not consider the deployment of officers beyond Divisional policing or above the rank of Constable.



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Key Findings: The Demand Factor Model is an effective deployment model for reactive policing but is out of date



- The model allocates a proportion of constables to each Division based on the total number of available constables for Divisional policing.
- This is an effective, evidence-based way to deploy available constables.
- This model does not illustrate how many constables are needed in each division, but instead distributes a percentage of the total available constables based on a Division's need in relation to the need of other Divisions.
- The model has not been updated with current socio-economic data or total available constables.
- This means that the recommended number of constables per Division is not likely to reflect current demand. For example, because the DFM has not been updated, Divisions such as 23 and 52 may be under-represented by the Demand Factor Model.
- This also means the actual number of officers per Division is not the same as the number recommended by the DFM.

Division	PRU (DFM)	PRU Actual Deployment*
11 Division	115	98
12 Division	113	97
13 Division	71	72
14 Division	113	123
22 Division	99	105
23 Division	86	100
31 Division	87	119
32 Division	104	108
33 Division	78	90
41 Division	114	118
42 Division	98	117
43 Division	121	140
51 Division	115	119
52 Division	96	103
53 Division	77	88
54 Division	90	91
55 Division	94	86

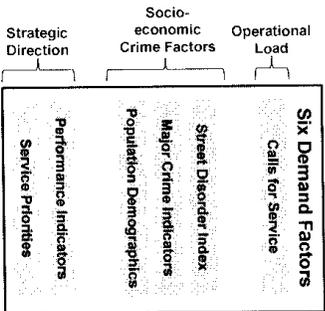
*Actual deployment as at June 2013

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Key Findings: The Demand Factor Model is multi-dimensional



While the TPS Demand Factor Model does have limitations in that it is not actively-based, it is more comprehensive than many of the models used in other jurisdictions in that it considers multiple dimensions to assess demand.



1. Operational Load – The Model includes the number and type of calls for service in each Division as an assessment of demand.
2. Socio-Economic Factors – The Model assesses multiple socio-economic factors within the Divisions and uses this to determine likely volumes of calls for service and cases for investigation.
3. Strategic Direction – The Model considers the strategic decisions made by the TPS and uses them as a framework by which the allocation of constables is completed.

3.0 Strategy & Approach to the Staffing Model for the TPS



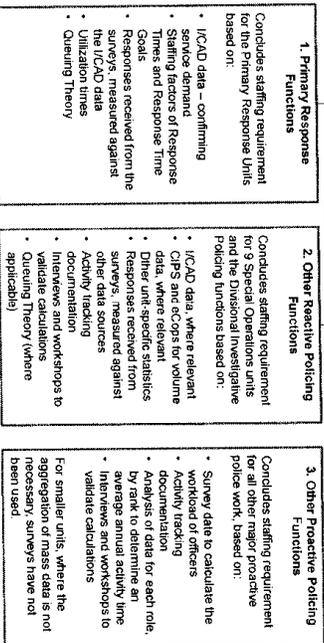
Step 4 – The Capacity Staffing Model is comprised of several components



To enable assessment of all police activities, the model comprises several components and uses multiple sources of data inputs to determine the total operational demand.

TPS Capacity Staffing Model

Presents the total required number of officers across all the TPS units

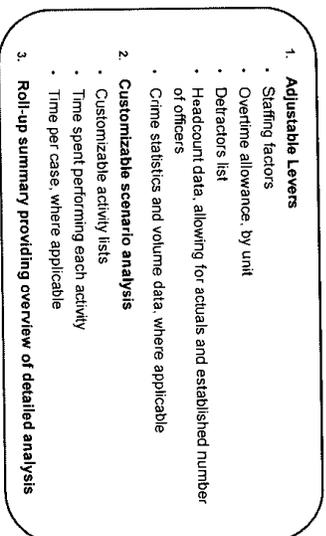


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Step 4 – Each component of the Capacity Staffing Model is customized to proactive and/or reactive policing



The Capacity Staffing Model takes a holistic look at the demands on the TPS, accounts for variations in demand and different proactive versus reactive pressures.

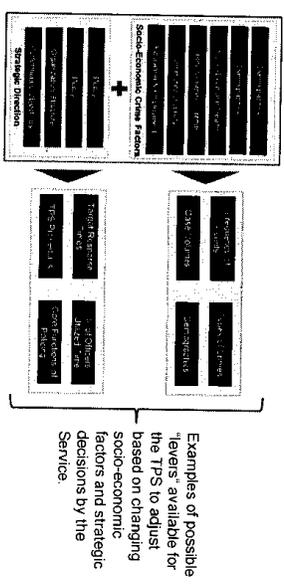


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The ability to adjust certain staffing factors is linked to components of the model



- The staffing model allows the TPS to adjust: certain staffing factors based on changing socio-economic conditions and/or strategic decisions by the Service.
- Depending on the decisions taken, the total number of officers required in a particular role or Unit may shift up or down.
- The TPS can also run a number of scenarios to determine the impact on demand of a given decision on the number of required officers in a particular role or unit.



Examples of possible 'levers' available for the TPS to adjust socio-economic factors and strategic decisions by the Service.

Each component of the Capacity Staffing Model has a number of adjustable levels to impact staffing levels



Primary Response Policing Model (for Primary Response, Marine, Highway Patrol and CARU)
 Based on a change in strategic direction, such as not requiring 2 officers per car or no longer responding to a type of call for service, the TPS may choose to increase or decrease the corresponding lever, thereby increasing or decreasing the number of officers required for a particular event / incident.

Staffing Factor*	Type of Staffing Impact	Level of Impact	Model (Tab Reference)
● Response Times	Impacts minimum number of officers	Medium - High	Response Time Calculations
● Response Time Goal	Impacts minimum number of officers	High	Response Time Calculations
● Activity Times	Impacts minimum number of officers	Low - Medium	Adjustment - Time per Event
● Activity Frequency	Impacts minimum number of officers	Low - Medium	Adjustment - Frequency of Event
● Officer Availability	Shifts Platoon Size	Medium - High	Officer Availability
● Standard Platoon Size	Platoons are standardized to reflect a rotating 3 shift schedule	Medium - High	Officer Availability

Each component of the Capacity Staffing Model has a number of adjustable levers to impact staffing levels



Other Reactive Policing Model (for 6 Special Ops Units and Divisional Detectives)

Staffing Factor	Type of Staffing Impact	Level of Impact	Model (Tab Reference)
Type of case investigated by unit	Number of officers in a Unit	High	Div. Detective Positions
Time spent on case related activity	Number of officers required	High	Activity-Based Standards
Time spent on investigative/case activity	Number of officers required	High	Activity-Based Standards
Minimum Presence	Number of officers required per event	Medium - High	Hours by Case
Hours on case steps	Number of officers required	Medium - High	Volume Hours
Frequency of Steps by Case Type	Number of officers required	Medium - High	Activity-Based Standards
Number of Incidents / Cases / Events	Minimum number of officers	Medium	[Unit] Volume
Overtime	Number of officers required	Low - Medium	Officer Availability

Confidential Advice to the Chief

Each component of the Capacity Staffing Model has a number of adjustable levers to impact staffing levels



Other Proactive Policing Functions (for Divisions, Corporate Command, etc.)

Staffing Factor	Type of Staffing Impact	Level of Impact	Model (Tab Reference)
List of Activities	Number of officers required	High	Summary CMM / 286 / Day
Activity Times	Number of officers required	High	Summary CMM / 286 / Day
Shift Schedules	Number of officers required	Medium - High	Officer Availability
Officer Availability	Number of officers required	Medium - High	Officer Availability
Overtime	Number of officers required	Low - Medium	Officer Availability

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4.0 Summary Findings



The current demand for service was examined for the officer roles across the TPS



- The current approved strength for the TPS is 5,604 (this includes 8 Parking Enforcement positions).
- The Capacity Staffing Model allows the TPS to make strategic decisions regarding resilience by adjusting certain "levers" in the model directed at managing risk. Resilience is defined as having the capacity and capability to provide an appropriate and sustainable response to a range of demands within acceptable parameters of risk while optimizing quality of service and efficiency.⁹⁸
- The positions of Community Response, Traffic Sergeant, and Crime Management Detective are being phased out across most Divisions, with the activities being redistributed to other positions. While these positions were assessed, the low number of officers is representative of the ongoing realignment of activities.
- TAVIS (Toronto Anti-Violence Intervention Strategy) is a provincially-funded initiative that allows the TPS to place officers in at-risk neighbourhoods. A strategic decision was made by the TPS to abstract (or second) officers from Divisional Policing to staff TAVIS. As such, the number of TAVIS officers was calculated separately and was not added to the total number of resources for Divisional Policing Command (see page 89 for further details).
- The Intelligence Unit provides confidential and covert services at the TPS. Due to the nature of this unit, activity analysis was not completed and the current approved strength of 130 officers was assumed to be correct.

Confidential Advice to the Chief

⁹⁸Victim, the Police, Violence Resilience Strategies: An Indicator of Their Resilience to Police Management, Prud'homme, David, 2014, L'Unité

The number of officers required for the TPS was calculated based on current demand for service (as of July 2013)



	Capacity Staffing Model	Approved Strength	Actual Deployment
Chief's Office and Command	9	9	9
SMT*	5	5	5
Administrative Command	4.5	6	4
Corporate Command	231.5	242	188
Divisional Command	4140.5	4079	3952
Specialized Operations Command	1391	1263	1189

*Note: For the purposes of analysis, Staff Superintendents were counted separately from the approved strength of their Command. Actual Deployment was calculated based on the number of officers reported by TMSIS over and included in the total number of officers for the TPS.
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The number of officers required is above the current approved strength with a redistribution of resources needed



- The approved strength for the Toronto Police Service is 5,604. The Service is currently operating at 5,347.* Based on detailed analysis of officers activities, volume data, officer caseload, and officer availability, this report finds the number of officers deployed at the TPS should be 5,781.
- The findings include considerations for officer deployment based on current demand.
 - The number of officers in Homicide, Financial Crimes, Guns and Gangs, and Community Response Units should increase. This supports one of the current strategic priorities of the TPS which is a focus on guns, violence and organized crime.
 - Proactive units, such as the Drug Squad, have the ability to produce results in line with the number of resources allocated to them. The TPS can make strategic decisions as to how many officers should be dedicated to these units given the Service's strategic priorities.
- Any strategic decision by the TPS, such as the one that redeployed officers to Divisional Policing, could be simulated using the Capacity Staffing Model, to determine the impacts on resources.
- The findings also take into account current policies, such as collective bargaining agreements, but has not taken account of any civilianization recommendations previously accepted by the TPS as a result of the Organization Structure Review and other internal TPS initiatives. Should those recommendations be adopted, there will be a reduction in the number of police officers with a corresponding increase in civilian employees.

*Note: This is the actual deployment number with an increase. The actual deployment was October 31 of June 2013.
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The gap between the findings and the current deployment accounts for some of the challenges faced by the TPS



- Currently, the TPS is addressing the shortfall in approved strength in several ways, including:
 - The reallocation of officers from other policing functions to fill gaps in prioritized units as required, while holding vacancies at home units during the absraction. In some instances, this results in diverting resources from other policing operations, including community policing, to reactive, demand-led functions.
 - Overtime (paid, time in lieu, and unclaimed)
 - Combination and/or redistribution of some job-related activities across multiple positions
- Resourcing challenges are a contributing factor to issues of fatigue and work/life balance reported by some officers.
- The ability to dedicate policing resources to community-based problem solving is challenging due to the need to ensure sufficient numbers to cover calls for service.
- The ability to respond to certain crime types and proactively manage activities to support Service Priorities are challenged by a shortfall of resources in certain units.
- Some of the greatest variances between the approved strength and the findings were found in the specialized units. In many cases, officers in these units proactively generate their work and additional resources would likely result in an increase in the workload, rather than a redistribution. The TPS, by clearly defining the strategy and desired outcomes for these units, can directly influence the resources required to meet these targets.

Confidential Advice to the Chief

Operational Load – Based on an analysis using the Capacity Staffing Model, the TPS required strength is 5,781



- Compared to current approved strength, this represents an increase of 177 officers.
- The TPS current deployment is 5,347 certain functions are experiencing increased pressures, in particular, proactive policing activities, such as community response, are being diverted to other front-line priorities.
- Investigative units report growing rates of unclaimed overtime (with growing administrative workloads, such as for disclosures). In addition, the ability to dedicate time to unresolved cases is limited

Command	Unit	Capacity Staffing Model	Approved Strength	Variance from Approved	Actual Deployed	Variance from Actual
Chief's Office & Command	SMT	4.5	5	-10.0%	5	-10.0%
Administrative Command	Chief's Office	8.0	9	0.0%	9	0.0%
	Human Resources	45.0	57	-25.0%	4	12.5%
	Corporate Services	9.5	13	-26.9%	10	-5.0%
	Toronto Police College	97.0	95	2.1%	77	25.6%
	Professional Standards	71.0	69	4.4%	58	22.4%
	Corporate Communications	9.0	9	0.0%	8	12.5%
	Diversion Policing Command	16.5	25	-34.0%	16	3.1%
	Central Command & OPSU	1842.0	1943	-6.1%	1988	3.2%
	Spec Ops Command	2182.5	2111	3.4%	2048	7.0%
	Spec Ops Command	5.0	9	-44.4%	5	0.0%
	Defensive Services	682.5	594	14.9%	560	21.8%
	Operational Services	702.5	620	6.6%	624	12.7%
Total		5781.0	6804	3.1%	6347	8.4%

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* The 81 Officers allocated to the TMS/Intake were not included in the total number of officers for Divisional Policing at the TPS



Assumptions

- The project scope was based on the current organizational structure and current TPS operations.
- Any further organizational realignment, including an examination of the divisional structures, was not factored in to the scope of this project.
- Collective agreements and Service procedures were used as a reference for officer requirements (shift schedules, vacation time, sick leave, etc.).
- Where empirical data was not available, TPS subject matter experts were relied upon to provide input, and any assumptions made as a result were documented.
- All activities performed by officers are the "right" activities. It was outside of the scope of this project to examine processes or the "usefulness" of activities performed by officers.
- An examination of workforce performance was not in scope for this project.
- Delayed time motion studies were not conducted as part of this project.

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Data Limitations

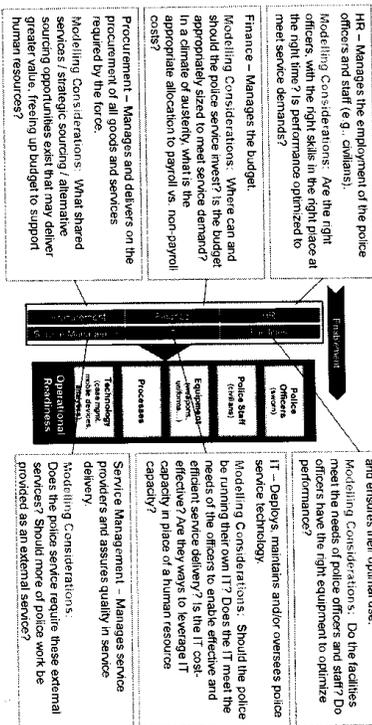
- The TPS does not currently collect detailed data on the activities of its officers. Other than the I/CAD data that was used to as the basis for analysis for Primary Response Constables, no other detailed metrics on officer activity was available.
 - TAMS (Time Reporting Management System) was not used as a source to determine officer activities given that the system generally does not provide detailed information on the types of activities officers are involved in while at work over the course of their shift (with some exceptions, including Audit and Quality Assurance and Special Events).
 - The Intelligence-Led Policing (ILP) system was reviewed as a source of data for proactive policing initiatives. However, it was determined that this system is used in several different ways by Divisions and thus could not be relied upon for a consistent reporting of activities.
 - FIRs (contact cards) and COAs (tickets) were reviewed but only provide data on the quantity of documents issued and are not necessarily connected to officer activities and/or initiatives.
 - AVL data was examined as a data source. However, data from this system is not easily accessible and cannot provide a summary of officer activity as it is linked to the GPS system in police vehicles, not an individual officer.
 - eCOPS and CIPS are not integrated systems, therefore a complete validation of occurrences against solved cases (i.e., cases where charges were laid) was not available.
- Data on case volumes and clearance rates was provided by the individual units and where possible, validated against publicly available information. In addition to count crime volumes in the eCOPS system, data had to be consolidated to show a single incident type. The classification of "other" and "null" created data gaps in the analysis.
- Where volume data was not available, the project relied on a system of self-assessment of time allocated per activity. An assumption was made that officers accurately reported their time. Several meetings and discussions were held with members of various units, Unit Commanders and the Command to help clarify and confirm self-reported data.

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Decisions taken in relation to the enablement functions directly impact the operational readiness of the service



Police leaders govern the enablement functions according to the organization's Strategic Direction. This impacts the Operational Readiness and consequently the delivery of police services to the public.

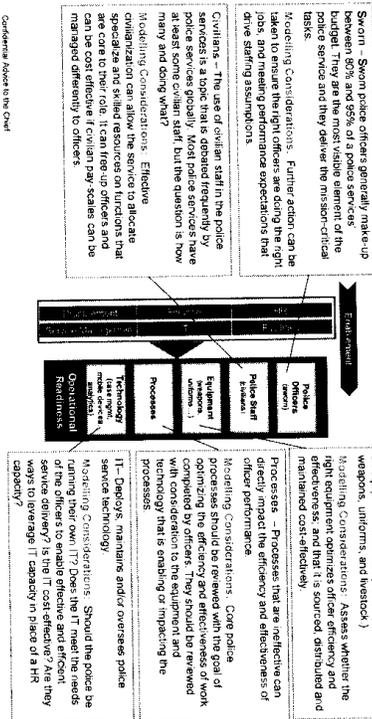


Confidential Advice to the Chief

Decisions taken in relation to the enablement functions directly impact the operational readiness of the service

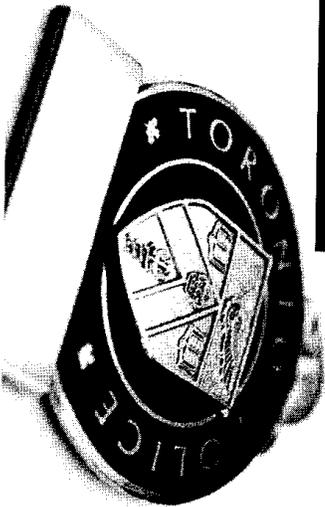


A Police agency is 'Operationally Ready' when it has the right people, processes equipment and technology to deliver the police service effectively. Each of the components impacts the others, therefore Operational Readiness should be viewed holistically.



Confidential Advice to the Chief

Appendix: Stakeholders Consulted



TPS Stakeholders Consulted

Name	Role	Command
Chief William Blair	Chief of Police	All
Deputy Chief Mike Fedarico	Corporate Command	Corporate Command
Deputy Chief Peter Slaby	Divisional Command	Divisional Policing Command
Director Dab Preston	Human Resources Flight	Corporate Command
ASuplt. Jane Wilcox	Operations	Specialized Ops Command
CAO Tony Venezia	Chief Administrative Officer	Administrative Command
ASuplt. Tom Russell	Area Field Command	Divisional Policing
ASuplt. Dave McCormack	Central Field Command	Corporate Command
Director Kristina Kijewski	Corporate Services	Corporate Command
ASuplt. Jim Ranter	Detective Services	Specialized Ops Command
Manager, Jeanette May	Labour Relations	Corporate Command
Manager, Rick Armstrong	Human Resources Management	Divisional Policing Command
ASuplt. Mike Fenech	Unit Commander, 33 Division	Specialized Ops Command
Deputy Chief Mike Saunders	Specialized Ops Command	Specialized Ops Command
ASuplt. Mike Ford	Unit Commander, 64 Division	Divisional Policing Command
Suplt. Peter Youn	Unit Commander, 22 Division	Divisional Policing Command
Suplt. Frank Bergen	Traffic Services	Specialized Ops Command
ASuplt. Gord Jones	Professional Standards	Corporate Command
ASuplt. Rick Stubbings	Professional Standards	Corporate Command
Megan Robinson	Senior Officers Organization	Toronto Police Service
Suplt. Neil Corrigan		
ASuplt. Jane Wilcox		
Inspector Stu Eley		
Headier Thomis		
Headier Kevin		
Headier David		
Headier Sheldon	Unit Commander, Guns & Gangs	Specialized Ops Command
Inspector Gary Amasser	31 Division	Divisional Policing Command
Suplt. John Farnsyp	31 Division	Divisional Policing Command

Continued above to the OCM



TPS Stakeholders Consulted

Name	Role	Command
Supt. Tom Fitzgerald	Unit Commander, Intelligence	Specialized Ops Command
Mike McCormack, President	Toronto Police Association	
Dan Ross, Vice President		
Kim Brown		
Ptl. Evelyn		
Supt. Stephen Burmes	Unit Commander, 65 Division	Divisional Policing Command
Sinisp. Greg McLane	Unit Commander, Homicide	Specialized Ops Command
Sinisp. Marie Lee Metcalfe	Unit Commander, Sex Crimes	Specialized Ops Command
Sinisp. David Marks	Unit Commander, Emergency Task Force	Specialized Ops Command
Sinisp. Bill Weardle	Unit Commander, Marine, Mounted & Police Dog Service	Specialized Ops Command
Supt. Chris White	Unit Commander, Organized Crime Enforcement	Specialized Ops Command
Sinisp. Bill Needles	Unit Commander, Public Safety & Emergency Management	Specialized Ops Command
Supt. Dave McLeod	Unit Commander, 31 Division	Divisional Policing Command
Sinisp. Bryce Evans	Unit Commander, Provincial Crimes	Specialized Ops Command
Sinisp. Nancy Smith	Unit Commander, ROPE	Specialized Ops Command
Sinisp. Steve McLennan	Unit Commander, Forensic Identification Services	Specialized Ops Command
Sinisp. Randy Franks	Toronto Police College	Corporate Command
Supt. Hugh Ferguson	Unit Commander, Drugs	Specialized Ops Command
Supt. Neil Corrigan	Unit Commander, RMIU	Corporate Command
Supt. Ron Tavernier	Unit Commander, Investigations	Divisional Policing Command
Alok Mukherjee	Chair, Toronto Police Services Board	
Grandee	Toronto Police Services Board	
Marie Molinar	Toronto Police Services Board	
Andrew Pringle	Toronto Police Services Board	

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Focus Groups and Meetings

As part of the due diligence process, several follow-up meetings were held to further validate the activities, time and frequency for each role/rank.

- Meetings were held with the following units:
 - Guns and Gangs
 - Homicide
 - Drug Squad
 - Sex Crimes
 - Emergency Task Force
 - PDS
 - Marine Unit
 - Mounted Unit
 - Traffic Services
 - Hold-Up
 - Provincial ROPE
 - Financial Crimes
 - Forensic Identification Services
 - Criminal Investigation Bureau (CIB)
 - Major Crime Unit
 - Community Response Unit
 - Divisional Policing (various roles and ranks)
 - Toronto Police College
 - Professional Standards (Risk Management Unit and Investigative Unit)
 - Human Resources

Confidential Advice to the Chief

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON APRIL 10, 2014**

#P69. ADULT SCHOOL CROSSING GUARD PLACEMENT

The Board was in receipt of the following report March 20, 2014 from William Blair, Chief of Police:

Subject: ADULT SCHOOL CROSSING GUARD PLACEMENT

Recommendation:

It is recommended that the Board receive the following report.

Financial Implications:

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

Background/Purpose:

At its meeting of February 13, 2014 the Board received correspondence and a deputation from Councillor Josh Matlow, with regard to criteria for determining locations of crossing guards. The Board approved the following motions;

1. That the Board request the Chief of Police, in consultation with the Toronto School Boards and Members of Toronto City Council, to provide a report for its April 2014 meeting on how to improve access and the ability to provide crossing guards to schools in school areas that do not meet the criteria, but merit special consideration given extenuating circumstances; and
2. That the report noted in Motion No. 1 also include any recommendations for amendments to the Board's policy on school crossing guards, if applicable (Min. No. P34/14 refers).

Discussion:

Adult school crossing guards serve an important function in keeping children who are walking to and from school safe. Many factors contribute to the necessity for the placement of an adult school crossing guard. Since 1967 a police officer has been assigned to conduct traffic surveys to determine the necessity for the placement of an adult school crossing guard at crossing sites throughout the City of Toronto.

At its meetings of July 20, 2001 and August 30, 2001, the Board approved the policy for the establishment and removal of school crossing guards at locations throughout the City (Min. No P196/01 and P235/01 refers). This policy was based on the criteria that was established by the Ontario Traffic Conference (OTC) in 1992 and continues as the criteria being utilized by

municipalities within the Greater Toronto Area (GTA). The established criteria ensures the safety of school children from kindergarten up to and including grade six, by providing a consistent and appropriate process for the evaluation of the need for an adult school crossing guard.

Traffic Services (TSV) co-ordinates the Adult School Crossing Guard Program on behalf of the Service including undertaking surveys and recommendations for the placement or removal of an adult school crossing guard based on the Board approved criteria. The *Traffic Services School Crossing Guard Site Evaluation Program Policy, Criteria and Procedure* is attached as an Appendix to this report. A review of this document has occurred and we believe there is no need for any amendments to the policy as each application is reviewed on a case by case basis.

The following are additional strategies and programs that can and are utilized to increase safety at crossing locations in lieu of a crossing guard;

- Traffic enforcement
- Parking enforcement
- Pedestrian/Traffic safety education through the local Divisional School Resource Officers and/or school crossing guard co-ordinators
- Service representation at community meetings to discuss potential solutions or safety strategies
- Address student drop off and pick up hazards through School Newsletters to parents
- Suggest alternative safety programs such as Walking School Bus Program, Kiss 'N' Ride
- Consult City of Toronto Transportation Services regarding:
 - Speed calming measures (speed bumps)
 - Road markings
 - Signage
 - Site lines (removal of visual obstructions)
 - Installation of traffic control devices
 - Speed Board Program (Digital Speed Display for motorists)
 - Recommend By-Law changes (Parking restrictions, speed limits)

The Service regularly consults with all stakeholders involved when considering a request for the placement of adult school crossing guards including school officials, parents, parent teacher counsels, City Transportation and Members of Toronto City Council.

Conclusion:

Each year there are significant requests from our communities to consider the placement of an adult school crossing guard. The current protocol in place to measure these requests is comprehensive. When it is determined by TSV that a guard is not warranted the Service still offers a wide range of viable solutions to those areas that don't meet the established criteria to ensure the safety of children walking to and from school locations.

Deputy Chief Mark Saunders, Specialized Operations Command will be in attendance to answer any questions the Board may have regarding this report.

Chair Mukherjee advised the Board that Councillor Matlow had requested that the Board defer consideration of the foregoing report to its next meeting.

The Board agreed to defer consideration of the foregoing to its next meeting.

Moved by: M. Thompson



TRAFFIC SERVICES
SCHOOL CROSSING GUARD SITE EVALUATION PROGRAM
POLICY, CRITERIA AND PROCEDURE

Mission Statement

To enhance the safety of elementary school children by providing school crossing supervision at suitable locations and to make recommendations to the appropriate groups and agencies concerning pedestrian, traffic and road conditions at school crossing sites.

Request for a Site Evaluation

Requests for the evaluation of a site shall be submitted in writing to the Chief of Police, and forwarded to the attention of the Unit Commander, Traffic Services. Site evaluations will be conducted in the order received, unless an over-riding safety concern has been demonstrated.

Unless new and relevant circumstances (i.e. increase in student enrolment/vehicle traffic) can be shown to exist since the time an evaluation was conducted, a re-evaluation would not ordinarily be conducted within two years of the date of an original evaluation.

Evaluation Methodology

The criteria contained in this document will be used for establishing the necessity of the placement of a School Crossing Guard.

An evaluation of a site will include an analysis of accident data for the previous 24 months.

An evaluation will include a single inspection of the site during each of the normal school crossing times. Inspections will be conducted, so far as possible, on days with reasonable weather conditions and typical school activities with consideration given to area construction and other temporary roadway or sidewalk obstructions.

Staff of the local school(s) will be contacted to obtain school start and finish times and input on the necessity for crossing supervision.

Radar and photographs will be utilized, as necessary, in the evaluation of a site.

In addition to the data required to establish scores for the weighting factors listed in this document, the following general information shall be gathered at a site survey:

- Number of elementary school children crossing prior to normal school crossing times
- Times first and last child crossed
- Times guard(s)/ patroller(s) arrived and departed (when appropriate)
- Distance from school to crossing site
- Number of adults or guardians walking children to school
- Number of adults or guardians driving children to school (when known)
- Type of intersection (when appropriate)
- Road measurements
- Highway Traffic Act offences
- Municipal bylaws
- Visual obstructions and road design

Criteria and Definitions

The purpose of the criteria is to ensure the safety of school children by providing a consistent and appropriate process for the evaluation of the need for a school crossing guard.

Safety, Not Convenience, Must be a Primary Motivator

The safe crossing of a street by young children is a matter of great concern to all members of the community. While it could be argued that no effort would be too great, nor could resources be better spent, the Toronto Police Service is governed by the reality of competing demands and the ability to pay for services. The intent of the program then, is to provide a reasonable level of safety by placing adult school crossing supervision at crossings that are unsafe for children and when no reasonable alternative is apparent.

A School Crossing Guard may only be placed at a site for the purpose of escorting elementary school children across a street. Elementary school children include Kindergarten up to and includes Grade Six. School Crossing Guards ordinarily will not be appointed on private roadways.

When it is found that children avoid a crossing and cross nearby or at another site, consideration shall be given to the possibility that a safer or more convenient alternate site exist, or that the hazards on the roadway may not warrant the need for a school crossing guard.

The warrant checklist is intended for use as a guideline only in determining the need for placement of a School Crossing Guard. Unique or over-riding factors (e.g. an excessively high number of accidents) may indicate a guard is warranted. In such situations, the Unit Commander, Traffic Services will determine the recommendations to be made. Otherwise, a majority of positive responses to the criteria would suggest that a guard is warranted.

In some situations a School Crossing Guard may appear to be warranted, however, such a recommendation may be unnecessary if improvements in road design or signage, re-location of the crossing, traffic law enforcement, or parent/student education is undertaken to correct the observed conditions.

Temporary School Crossing Guards can be appointed when the following situations apply:

- Construction / roadwork creates unsafe crossing situation
- When the conditions are met for the placement of a permanent School Crossing Guard, a temporary School Crossing Guard will be placed pending approval from the Chief of Police.

The Placement of a School Crossing Guard is not an Action of First Resort

A School Crossing Guard **may be warranted** when one of the following situations apply:

- There are insufficient safe crossing gaps (In Toronto the presence of adequate traffic control devices would normally provide for safe gaps)
- Child or motorist visibility is impaired (determined by formula calculations)
- There are 4 or more lanes of traffic and the speed limit is greater than 50 km/h.

Removal of a School Crossing Guard

At the request of a school principal, police officer or other person, a site can be surveyed to determine if an existing School Crossing Guard is necessary. Removal of a School Crossing Guard requires a three-day site survey to be conducted. The same factors and criteria are considered for the placement of a School Crossing Guard are also considered for the removal. The findings of the Survey Team are presented to the Chief of Police for final approval.

Other factors listed below are assessed in order to determine whether the criteria exists and to illustrate that alternatives are not available.

1	Insufficient Safe Gaps	A safe gap is a break in traffic that permits sufficient time for a child to cross in safety. Insufficient safe gaps occur frequently during crossing times, specifically, there are 3 or less gaps in a 5-minute period. Safe gaps are not ordinarily calculated when traffic controls are present.
	Inadequate Traffic Control Devices	Signs, signals, markings or devices placed or erected for the purpose of regulating, warning or guiding traffic are inadequate or non-existent. Gaps will be calculated in these situations.

2	Inadequate Visibility	When it is apparent that pedestrian or motorist visibility is restricted, calculations will be performed to determine "Child's Visibility Distance" and/or "Driver Stopping Distance".
	Obstructions or Inadequate Road Design	Poor visibility for pedestrians or motorists due to turns, hills, trees, shrubs, billboards, bus shelters or buildings.
	High Volume of Traffic entering or leaving roadway	When turning onto a roadway from private drives or other roads so that the ability to view pedestrians crossing is severely restricted.
	Traffic Interference	Presence of road or building construction, stopping, parking or unloading of vehicles creates a hazard for safe crossing due to restricted visibility.
	No Boulevards or Sidewalks	The ability of a motorist to be aware of a pedestrian's intention to cross the road is limited, or pedestrians are forced to walk on or immediately beside a roadway, due to the lack of a boulevard or sidewalk.
3	Number of Lanes of Traffic and Speed Limit	There are 4 or more lanes of traffic. Speed is greater than 50 km/h. (Posted or 85 th percentile in excess of 50 km/h)
	Traffic Violations	Impede the safe crossing of children (radar and observation used to establish criteria).
4	Other Factors	
	High Volume of Turning Traffic at Crossing	There is a high volume of traffic turning at an intersection so as to create a hazard. Ordinarily determined by frequency in which turning traffic is observed to interfere with crossing pedestrians.
	High Collision Location	During the previous 24 months there has been a child pedestrian collision or more than 4 other types of collisions at the crossing site during crossing times.
	High Volume of Children Crossing	Average number of children crossing, per crossing time, is higher than 35.
	Alternate Transportation not Available	School bussing is not provided. The majority of children are not driven to school.
	No Alternate Crossing Site	There is no safe alternate site at which children might cross.

School Safety Patroller Program

Administration of the School Safety Patroller Program is the responsibility of the Toronto Police Service, Traffic Services.

Upon completion of a site evaluation, the School Traffic Survey Officers will advise the person(s) requesting the survey, the local school and the Co-ordinator of the School Safety Patroller Program of the results of the survey.

A site may only be approved for the School Safety Patroller Program with the consent of the principal of the involved school, the local community, and the Unit Commander of Traffic Services.

School Safety Patroller Program Criteria

- The location does not meet the criteria for a school crossing guard and specifically, the speed limit must be no greater than 50 km/h and the road width must not exceed 3 lanes of traffic
- The location must be within visual sight or close proximity of the school
- The location is not controlled by automated traffic signals (traffic lights)
- To maintain the interest of a school patroller and to justify the existence of the program, the location should have a minimum of 30 - 40 elementary school students crossing and 40 - 50 vehicles, per half hour, using the roadway
- A teacher from the school must be assigned to co-ordinate the program and to supervise the school patrollers
- Written parental consent is required for each school patroller
- School Patroller must receive training from the Toronto Police Services at the beginning of each school year
- School Patrollers must always wear the supplied equipment (florescent vest or cape) while performing their duties. At some school locations, patrollers may be issued with orange arm sleeves
- School Patrollers are not permitted to stop traffic
- School Patrollers must perform their duties on the sidewalk or in order to view traffic around a parked vehicle may proceed onto the roadway only to the extent that their vision is not obstructed
- The School Safety Patroller Program is subject to cancellation should the criteria not be adhered to

Community Consultation

The Toronto Police Service acknowledges the importance of local community consultation in decisions involving the placement of School Crossing Guards; accordingly, the following policy has been implemented.

Following an initial assessment of a site proposed for placement of a School Crossing Guard, where it would appear that the site does not meet the established criteria:

- verbal and/or written communication will be initiated with the parties requesting a School Crossing Guard
- such communication will detail the initial findings of the site inspection
- in the event there is objection to such findings, a public meeting, to which all interested parties will be invited, will be held during evening hours at the local elementary school
- at such public meetings the Toronto Police Service will engage in dialogue with the community as to:
 - the findings of the site inspection
 - existing criteria
 - adequacy of the criteria
 - over-looked factors or extenuating circumstances
 - amount of community concern/support for placement of a school crossing guard
 - availability of other options in lieu of placement of a school crossing guard
- the opinions of the community will be considered in making a final decision as to the appropriateness of placing a school crossing guard at the location in question.

Conclusion

It is believed that this policy will adequately address the need for community input and will identify, on an on-going basis, any modifications required to the established criteria, or additional factors which are appropriate for consideration in the assessment of a particular location.

Any person wishing to appeal or present information directly related to a traffic survey may do so by making application to the Chief of Police, Toronto Police Service.

PROCEDURE FOR SURVEY REQUESTS
(Summary for distribution to school or community members)

- Traffic surveys are required for the installation of an Adult Crossing Guard, School Safety Patroller Program, removal of an Adult Crossing Guard or the change from Adult Crossing Guard to Safety Patroller program at the same location.
- A traffic survey is not required for a Driveway Patroller Program.
- All correspondence requesting traffic surveys, adult crossing guard appointment or installation of a School Safety Patroller Program **MUST** be directed to the Chief of Police. Survey requests by a member of the Toronto Police Service should be directed to the Unit Commander of Traffic Services.
- Once received by the Traffic Survey Team, an acknowledgement letter is mailed to the person(s) making the requests. The letter indicates that surveys are assigned according to date received and could take several months to complete.
- A survey will then be conducted at the earliest possible opportunity.
- At the completion of the survey the requesting person(s) are contacted by the Survey Team and advised of the results.
- Surveys are not normally repeated within a 2-year period unless there has been a significant increase in school enrolment or other extenuating circumstances.
- A traffic survey is completed for any School Safety Patroller Program request to ensure that an adult Crossing Guard is not warranted.
- All survey locations must be approved by the Chief of Police before an Adult Crossing Guard is permanently assigned. Present insurance restrictions prohibit moving an Adult Crossing Guard, even temporary without the permission of the Chief of Police.
- Any questions regarding traffic surveys can be directed to the Traffic Survey Liaison at 808-1917.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON APRIL 10, 2014**

**#P70. MEETING WITH MINISTER OF COMMUNITY SAFETY AND
CORRECTIONAL SERVICES REGARDING CHANGES TO THE
*POLICE SERVICES ACT***

The Board was in receipt of the following report March 20, 2014 from Alok Mukherjee, Chair:

Subject: MEETING WITH MINISTER MEILLEUR REGARDING CHANGES TO THE
POLICE SERVICES ACT

Recommendation:

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

Financial Implications:

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

Background/Purpose:

Over the last several years, the Board has been advocating for various amendments to the *Police Services Act* that, in its view, would ensure that the public's confidence in the integrity of police officers is maintained and strengthened. It is the Board's belief that amendments to the *Police Services Act*, particularly with respect to the ability to suspend police officers without pay and to extend the probationary period for police constables, are necessary in the interest of police trust and confidence.

On August 29, 2013, I sent a letter to The Honourable Madeleine Meilleur, Minister of Community Safety and Correctional Services, with respect to a previous invitation I had issued to Minister Meilleur to attend a future meeting of the Toronto Police Services Board to discuss the administration of Part V of the *Police Services Act*. In this correspondence, I outlined the specific issues for the proposed discussion, as follows: suspension of police officers, serving notices of hearing, and probationary period for police constables. Subsequent correspondence between the Minister and the Board since that time ultimately led to a meeting which took place on Tuesday March 18, 2014.

Discussion:

On Tuesday March 18, 2014, the Board met with the Honourable Madeleine Meilleur and her staff to discuss these issues. The following Board Members were present besides me: me, Councillor Mike Del Grande, Councillor Frances Nunziata, Ms. Marie Moliner and Mr. Andy Pringle

The agenda for the meeting was as follows:

- **Suspension of Police Officers** – The Board’s position is that amendments should be made to the *Police Services Act* to provide chiefs of police with the ability to suspend police officers without pay in a greater range of circumstances than which is currently permitted under the law.
- **Serving Notices of Hearing** – The Board’s position is that, given the complexity of the internal investigations that police services are required to conduct, the *Police Services Act* should be amended to extend the limitation period from the current six months to nine months.
- **Probationary Period for Police Constables** – While not an issue arising from Part V, it is the Board’s position the *Police Services Act* ought to be amended to permit a police services board to extend the probationary period for police officer by an additional six months, if in the board’s view, this would be necessary to thoroughly assess the officer’s suitability.
- **Cost of Policing** – The Board has participated in the work of the Ministry’s Future of Policing Advisory Committee along with the City of Toronto, AMO and OAPSB out of a genuine and serious concern that policing should be adequate, effective and sustainable. It believes that the current model is not sustainable and that boards need to have greater flexibility and control over the way they deliver policing services. To be able to do that, certain tough political decisions need to be made that are based on the public interest and not determined or dictated by the internal stakeholders within the policing sector. The Board is looking to the government to provide the necessary political leadership.

The meeting was comprehensive and included an open exchange of views and opinions. The Board was encouraged by the Minister’s receptivity and commitment to address several of these issues. We understand that each of these issues is complex and requires extensive research, analysis and consultation. While the Board thus acknowledged that some of these issues may take some time to be addressed, we are hopeful that much-needed changes will take place, in due course. The Board looks forward to a continuing and productive dialogue with the Minister with respect to these issues and will update the public as we move forward.

Conclusion:

Thus, it is recommended that the Board receive this report for information.

The Board received the foregoing report.

Moved by: M. Moliner

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON APRIL 10, 2014**

**#P71. TORONTO 2015 PAN AMERICAN/PARAPAN AMERICAN GAMES –
COST CONTRIBUTION AGREEMENT STATUS UPDATE**

The Board was in receipt of the following report March 27, 2014 from William Blair, Chief of Police:

Subject: TORONTO 2015 PAN AMERICAN/PARAPAN AMERICAN GAMES - COST
CONTRIBUTION AGREEMENT STATUS UPDATE

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

The Board, at its March 2014 meeting, considered a report prepared by the Chief of Police recommending that the Board authorize the Chair to execute two Agreements between the Board and the Toronto Organizing Committee for the 2015 Pan American and Parapan American Games (the Games) detailing the cost recovery provisions for the period of April 1, 2012 to March 31, 2014, inclusive. These Agreements are currently in the Board office for review and execution by the Chair.

The Ministry of Community Safety and Correctional Services (MCSCS) is responsible for the development of the Cost Contribution Agreement and negotiation with representative Integrated Security Unit (ISU) partner agencies to finalize the specifics of the Agreement that will supersede the existing cost recovery Agreement with Toronto 2015.

The MCSCS liaison has provided written confirmation that the signed Agreements are expected to be in place in April or May 2014, and that costs incurred by the Municipal Police Services commencing April 1, 2014 will be eligible for reimbursement in accordance with the terms and conditions of the signed Agreements.

The existing Agreements with Toronto 2015 provide for reimbursement of salary and non-salary incremental costs with respect to the planning of security and policing services such that there is no net cost to the Service with respect to expenses incurred in relation to the Games (Min. No. P20/14 refers). To date, the Service has invoiced Toronto 2015 on a monthly basis and commitments to reimbursement have been fulfilled. Toronto 2015 is obliged to make any payments owing to the Board through to the date of termination of these Agreements (March 31, 2014).

The MCSCS has developed a draft cost contribution framework and cost recovery agreement for Municipal Police Services participating in the planning and delivery of security and policing services for the Games. It was intended that this Cost Contribution Agreement would be in place by April 1, 2014, and would allow participating agencies to transition from the existing Agreement with Toronto 2015 to a formalized funding Agreement with the province; however, the target date for the final Agreement to be in place has yet not been achieved.

Discussion:

The purpose of this report is to keep the Board updated on the status of the cost contribution agreement with the MCSCS.

Discussions and consultations with respect to the draft agreement developed by the MCSCS were initiated in December 2013 with input from the Pan Am Games Planning Team, the Service's Budgeting and Financial Analysis staff, and City Legal. Further discussions will take place late March where the MCSCS will answer questions posed at the previous meeting. The MCSCS Senior Coordinator, Business and Financial Planning Branch, Corporate Services Division, has advised that progress to date has resulted in the preparation of a second draft agreement that will be shared at the upcoming meeting.

The MCSCS liaison has also provided written confirmation that the signed Agreements are expected to be in place in April or May 2014, and that costs incurred by the ISU Municipal Police Services commencing April 1, 2014, will be eligible for reimbursement in accordance with the terms and conditions of the signed Agreements. Invoices for costs incurred from April 1, 2014 may be submitted to the Ministry upon execution of the Cost Contribution Agreement.

The Service's Pan Am Games Planning Team has provided Toronto 2015 with an overall Games budget projection, which was accepted by Toronto 2015 and forwarded to the Treasury Board in January 2014. It is, therefore, anticipated that negotiations with the MCSCS with respect to cost recovery for the Toronto Police Service will be completed early Q2 2014, and that the Cost Contribution Agreement will be approved in a timely manner.

Conclusion:

The Pan Am Games Planning Team will continue to apprise the Board of the status of the cost recovery Agreements.

Deputy Chief Mark Saunders, Specialized Operations Command and Mr. Tony Veneziano, Chief Administrative Officer, Corporate Services Command, will be in attendance to answer any questions from the Board.

The Board received the foregoing report.

Moved by: M. Thompson

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON APRIL 10, 2014**

#P72. SPECIAL OLYMPICS ONTARIO

The Board was in receipt of the following report March 28, 2014 from Alok Mukherjee, Chair:

Subject: SPECIAL OLYMPICS ONTARIO

Recommendation:

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

Financial Implications:

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

Discussion:

The Annual Torch Run/Special Olympics Ontario, is one of the 2014 community events funded by the Board's Special fund, as outlined in the Annual 2014 Community Events Report, approved by the Board at its meeting held on December 12, 2013. At that time the Board approved funding in the amount of \$2,000.00. for this event (Min. No. P286/2013 refers).

The Board office is in receipt of the attached correspondence dated February 26, 2014 from Mr. Glenn MacDonell, President & CEO of Special Olympics Ontario, thanking the Board for its continued support and provides an overview of the program and events

Conclusion:

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

The Board received the foregoing report.

Moved by: D. Noria



26 February 2014

Toronto Police Services Board,
40 College Street,
Toronto, Ontario.
M5G 2J3

On behalf of Special Olympics Ontario, I would like to personally thank you for your continued and enthusiastic support of this organization. We are extremely grateful and proud of the relationship and partnership that we have with Law Enforcement services and agencies across Ontario.

The financial support that we receive from the Police Services Board is very important to us. It allows the organization to grow and offer new and exciting programs to individuals with intellectual disabilities. The Four Corners School program is a fairly new initiative that has grown extensively in a short period of time. I am pleased to advise you that your financial contribution to Special Olympics Ontario supports this program. We know and value the important of physical activity. We also realize that there is a need to increase participation and offer programs and competition to children and youth.

We are very proud of the success of the Four Corners initiative. I am also pleased to provide you with an overview of the program, along with financial details of associated costs. You will notice that there are 4 Toronto events on the schedule, two of which are complete the remaining two will take place in March and April. We are extremely grateful to Toronto Police for their presence and participation at all of these events. Officers are on hand to greet the athletes upon arrival, assist with the set up at the facility, provide students with refreshments, but importantly they are fully engaged and participate in competition alongside all athletes.

Once again, my sincere thanks and appreciation for your continued support. Please don't hesitate to contact me if you require additional information.

Yours truly,

Glenn MacDonell
President & C.E.O.

Special Olympics Ontario
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Registered Charity Number - 11906 8435 RR0001
Created by the Joseph P. Kennedy Jr. Foundation. Authorized and accredited by
Special Olympics, Inc for the benefit of persons with intellectual disabilities.

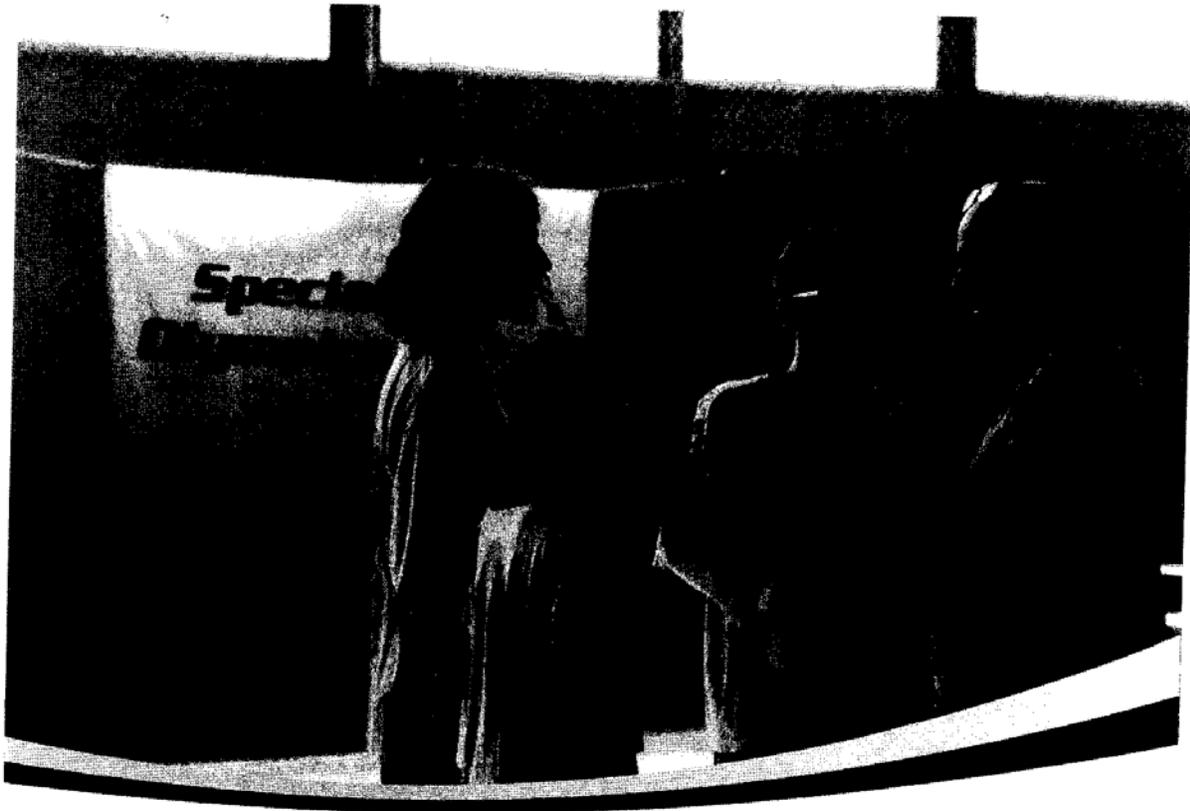
Events completed to date:

Date	Location	Sport	Athletes	Coaches	Volunteers	Officers
03-Oct-13	Hamilton	Bocce	116	48	30	1
24-Oct-13	SSM	Bocce	92	40	20	6
29-Oct-13	Windsor	Bocce	81	30	20	30
05-Nov-13	York	Bocce	83	40	5	1
07-Nov-13	Niagara	Bocce	61	24	1	3
12-Nov-13	London	Bocce	80	24	3	3
14-Nov-13	Ottawa	Basketball	122	48	20	5
21-Nov-13	Sudbury	Basketball	45	18	20	0
26-Nov-13	Mississauga	Basketball	52	24	2	15
29-Nov-13	Durham	Basketball	107	48	30	1
03-Dec-13	Toronto	Bocce	111	40	35	10
06-Feb-14	Peterborough	Basketball	35	14	3	10
11-Feb-14	York	Basketball	70	24	30	8
13-Feb-14	Cornwall	Bocce	76	30	20	8
20-Feb-14	Toronto	Basketball	100	40	30	15
Total	11		1231	492	269	116

Approximate cost per event \$2,500, which includes facility rentals, officials, athletic therapists, food, travel/accommodation, equipment, event t-shirts. This cost does not include staff related expenses.

Remaining event calendar:

London	Basketball	February 27, 2014	Western University Student Recreation Centre
Waterloo	Soccer	March 3, 2014	RIM Park
Durham	Track & Field	March 4, 2014	The Abilities Centre
Toronto	Track & Field	March 18, 2014	Variety Village
Hamilton	Soccer	March 20, 2014	Players Paradise
North Bay	Soccer	March 25, 2014	Chippewa Secondary School
Brampton	Soccer	March 27, 2014	Brampton Soccer Centre
York	Track & Field	March 31, 2014	Toronto Track & Field Centre @ York U
Muskoka	Bocce	April 1, 2014	Bracebridge Muskoka Lakes SS
Toronto	Soccer	April 3, 2014	Soccer World Polson Pier
Durham	Soccer	April 10, 2014	Whitby Soccer Dome
Kingston	Soccer	April 15, 2014	CFB Kingston Soccer Dome
Tbay	Soccer	April 24, 2014	Lakehead University - Hangar
Barrie	Soccer	April 29, 2014	Barrie Sports Dome
Peel	Track & Field	TBD	



FOUR
Corners

Provincial School
Championships

A celebration of sport...

Special Olympics Ontario is part of a dynamic worldwide charitable organization dedicated to promoting a more active and better quality of life for people who have an intellectual disability through their involvement in sport. Special Olympics provides much more than an opportunity to compete in sport. It gives people with an intellectual disability an opportunity to learn new skills and be active and engaged in their communities.

It is well understood that Special Olympics has played an important role in changing the public's perception towards those with an intellectual disability. While awareness and great acceptance have been bi-products of a 45 year mission, segregation is unfortunately still a major factor in many athletes' day to day lives.

Nowhere is this reality more apparent than for our youth and school-based athletes who are seldom given the opportunity for meaningful athletic training or competition within the existing school athletic program.

The Special Olympics Four Corners Provincial School Championships were introduced just three years ago. This program provides quality sport competition for students aged 13-21 with an intellectual disability in a variety of sports: basketball, soccer, bocce and athletics. During the 2013-2014 school year, 32 regional qualifying competitions will be held. Teams at each qualifier will have the opportunity to advance to the championships to be held in June, 2014.

Special Olympics is a catalyst for social change. Our programs instill confidence, self-esteem and other life skills. Programs are delivered by highly-trained coaches and many dedicated volunteers.

Our goal is to change attitudes and create a more inclusive society. Four Corners Schools Championships is a step in the right direction to accomplishing this and much more.

This document outlines a number of opportunities for your company/organization that will align you with a world-class and highly credible movement.

Yours sincerely,



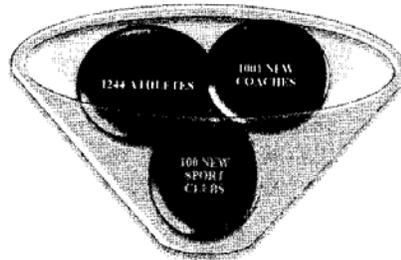
Glenn MacDonell
President & CEO
Special Olympics



GROWING THE SPECIAL OLYMPICS FAMILY

Program Growth 2013

Special Olympics Ontario has experienced tremendous growth (athletes, clubs, and competitions). 19,011 athletes across the province participate and benefit from quality sport training. Volunteer/Coach registration has increased to over 8,700 dedicated members overseeing 1,878 sport clubs across the province. We celebrate the growth of athletes, coaches and volunteers who have joined us since 2013.



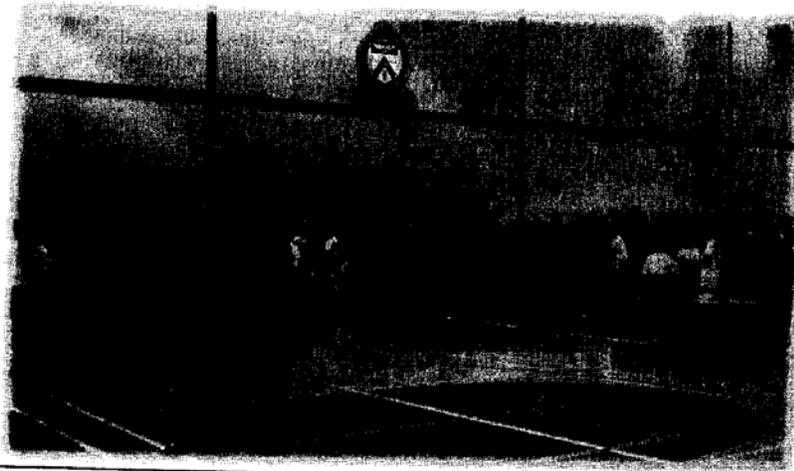
SOO 2013 Growth

Children & Youth

Special Olympics Ontario has been a trailblazer in the area of children & youth programs. Since 2000, significant financial and human resources have been designated to this important component of the organization.

With 11,000 athletes in 2000, statistics showed fewer than 1,200 (about 11%) of total athletes were under the age of 21. This picture has changed considerably over the last 13 years.

Today Special Olympics Ontario has close to 9,700 athletes under the age of 21, representing 47% of the total athlete base! More than 7,500 of these young athletes compete in school based programs. Youth program development has brought with it a new source of volunteerism with more than 3,600 volunteers currently working in school programs.



FOUR CORNERS PROVINCIAL SCHOOL CHAMPIONSHIPS

What is Four Corners?

Special Olympics Ontario's Four Corners Provincial School Championships program uniquely promotes sport training and competition opportunities to high school student athletes with intellectual disabilities, providing them with opportunities to compete and advance to the Special Olympics Four Corners Provincial Championship.

The Special Olympics Four Corners Provincial School Championships program provides quality competition experience for students with an intellectual disability aged 13 – 21 in the sports of basketball, soccer, bocce and track & field. 32 regional qualifying competitions will be held throughout the 2013/2014 school year. This season we will see 9 qualifiers for Bocce, 9 qualifiers for Basketball, 9 qualifiers for Soccer, and 5 qualifiers for Track and Field. Teams at each regional qualifier will be vying for the opportunity to advance to the Four Corners Provincial School Championships to be held in May of 2014.

The Four Corners initiative strives to be a welcoming and fun sport environment where youth have the opportunity to participate in high level competition. All skill and experience level athletes are encouraged to participate as all participating teams will be divisioned prior to play.

History of Four Corners

Its inaugural season began as a series of four youth Basketball competitions during the 2011-2012 school year, advancing teams to a Provincial Championship in Waterloo, the first of its kind for school athletes with intellectual disabilities. Its success led to an expanded offering in 2012-2013 providing 16 qualifying competitions in Basketball and Soccer, culminating in a Championship held at York University May 14-15, 2013. A total of 1376 athletes participated in the 2012-2013 season, along with 351 coach-educators and 232 volunteers.



The success of the project has highlighted the growing opportunity and demand for improvement to the quality and availability of competition for school based athletes with intellectual disabilities. Prior to this project, these opportunities were limited, with the majority of such athletes either not participating in physical activity at school or training in school clubs with little to no possibility of competition. This project illustrates the effectiveness of using regional competition as a way of introducing new athletes and coach educators to sport and physical activity.

The 2013/2014 Four Corners season will see the involvement of over 3,000 students, 1,200 educators, and 700 volunteers from all areas of Ontario.

Locations

The 2013/2014 school sport season will see regional qualifying events in the following Toronto locations:

Date	Location	Sport	Athletes	Coaches	Volunteers	Officers
Completed						
03-Dec-13	Toronto (Toronto Police College)	Bocce	111	40	35	10
20-Feb-14	Toronto (Upper Canada College)	Basketball	100	40	30	15
Future Events						
18-Mar-14	Toronto (Variety Village)	Track & Field	Approx. 100	Approx. 40	Approx. 35	Approx. 15
3-Apr-14	Toronto (Soccer World Polson Per)	Soccer	Approx. 100	Approx. 40	Approx. 35	Approx. 15
Total	4		411	160	135	55

Costs attributed to facilities, officials/athletic therapists, food, travel, equipment and extra costs, and other.



CONTACT US

The expansion of the Four Corners program presents a real opportunity of enriching the lives of youth with intellectual disabilities across the Province of Ontario. Within two years the program has grown to include more than 1100 athletes. Over the next year we hope to improve on this success by bringing competition to 3000 youth with intellectual disabilities.

Coaches, volunteers and staff coordinate all programs and are critical to their success – but these programs would not run without the necessary resources and funding. Your support allows us to continue to build on our successes, move forward with confidence and provide new opportunities. More importantly, you are actively engaged and contributing to help to make a difference in the lives of individuals with an intellectual disability!

"Let me win. But if I cannot win, let me be brave in the attempt."

Special Olympics Athletes' Oath



**FOUR
Corners**

Email: fourcorners@specialolympicsontario.com

Website: fourcorners.specialolympicsontario.ca

Kirsten Bobbie

Four Corners Project Coordinator

Tel: 416-447-8326 ext 247

kirstenb@specialolympicsontario.com

**Provincial School
Championships**



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON APRIL 10, 2014**

#P72. (A) CENTRAL JOINT HEALTH & SAFETY COMMITTEE

The Board was in receipt of the Minutes from the Central Joint Health and Safety Committee meeting held on January 24, 2014. A copy of the Minutes is appended to this Minute for information.

Chair Mukherjee drew the Board's attention to point no. 7 in the attached Minutes and recommended that the Board approve an increase in the amount of funding it provides for the annual Occupational Health and Safety Awareness Day. Chair Mukherjee noted that the Toronto Police Association has agreed to match any amount that is agreed upon by the Board.

The Board approved the following Motions:

- 1. THAT, given that the annual Occupational Health and Safety Awareness Day has been an effective educational activity which is well attended, and given that the Board, the TPS and the TPA are of the view that it is an important component of their joint commitment to create a safe and healthy workplace, the Board increase its financial contribution to the OHS Awareness Day from \$1000 to \$2000;**
- 2. THAT, with regard to Motion No. 1, the Board provide the Chair with standing authority to allocate an amount of \$2000 from the Special Fund each year to assist with the costs of hosting the OHS Awareness Day commencing in 2014; and**
- 3. THAT the Occupational Health and Safety policy be amended, at the time of the next annual review of the policy, to reflect the Board's commitment to provide \$2000 on an annual basis for the OHS Awareness Day.**

Moved by: M. Thompson



Central Joint Health and Safety Committee

- MEETING MINUTES -

**Conference Room 7-A
Toronto Police Headquarters
Toronto, Ontario**

**Friday,
January 24, 2014
at 10:00 AM**

Meeting No. 51

Members Present: Dr. Alok Mukherjee, TPSB, Committee Co-Chair
Mr. Rick Perry, TPA, Committee Co-Chair
Mr. Tony Veneziano, Chief Administrative Officer, TPS, Command Representative
Mr. Keith Bryan, TPA, Executive Representative

Also Present: Ms. Wendy Ryzek, Manager, Occupational Health & Safety
Mr. Rob Duncan, Safety Officer, Occupational Health & Safety
Ms. Deirdre Williams, Recording Secretary

Guests: Ms. Gayle Salowski, Labour Relations *
Ms. Krista Falzon, Finance and Business Management *
Ms. Pinaz Dubash, Occupational Health and Safety *
Det. Lawrence Chow, Audit & Quality Assurance *
Mr. Leonard Lyn, Information Technology Services *
Mr. Martin Blake, Video Services *
P.C. Darren McConnell, Employment *
Mr. Eraste Nkundumukiza, Payroll & Benefits *

* Members of the Toronto Police Headquarters Local Joint Health and Safety Committee

Chair for this Meeting: Mr. Rick Perry, TPA, Committee Co-Chair

Opening of the Meeting:

1. Mr. Perry introduced Mr. Tony Veneziano, Chief Administrative Officer, Corporate Services Command, who will participate on the Committee as the new TPS Command Representative as a result of changes to the TPS organizational structure which became effective on January 01, 2014. The Occupational Health & Safety Unit now falls under the responsibility of Corporate Services Command. The Committee extended a welcome to Mr. Veneziano.
2. Mr. Perry extended a welcome to the guests, provided an overview of the 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 (TPS).
3. Mr. Perry advised the Committee of his intention to retire from the TPS effective January 28, 2014, and that the meeting today would be his last meeting as a member of the Committee. Dr. Mukherjee noted that he and Mr. Perry had worked together as members of the Committee for several years. Dr. Mukherjee commended Mr. Perry for his strong commitment to issues involving the health and safety of TPS members during his time as a member of the Committee and, latterly, as Co-Chair. Dr. Mukherjee extended appreciation on behalf of the Toronto Police Services Board to Mr. Perry for the valuable services he has provided to the Committee.

The Committee was advised that upon Mr. Perry’s retirement, Mr. Bryan will assume the role of Co-Chair of the Committee on behalf of the TPA and another Director will join the Committee as the Executive Representative for the TPA.

4. The Committee approved the public and confidential Minutes from its meeting held on November 08, 2013.

The Committee considered the following matters:

5. Toronto Police Service Headquarters Local Joint Health and Safety Committee (“HQ LJHSC”)

The Committee had a discussion with the members of the HQ LJHSC and was advised that:

- Meetings and Minutes:

The HQ LJHSC works very well and meetings are held regularly. There is at least one representative from each floor on the HQ LJHSC and all members are active participants. All of the minor issues that have been raised to date have been resolved. The meeting Minutes are placed on SharePoint where they can be viewed by all of the members.

- Toronto Police Operations Centre:

New entry gates have been installed adjacent to the Duty Desk which will improve the control of access to all the floors above the ground floor. The security improvement at the ground level is one component of the new Toronto Police Operations Centre (“TPOC”) which is currently being developed. The Unit Commander of TPOC will meet with the HQ LJHSC when the TPOC is completed to discuss the security improvements that have been made within HQ. The Committee will be invited to tour the TPOC when it is completed.

- Automatic External Defibrillators:

The number of automated external defibrillators (“AEDs”) is being increased to ensure that at least one is located on every floor of HQ. Each AED will be assigned to a specific HQ LJHSC member who will be responsible for regular inspections of the AEDs on an ongoing basis as part of the TPS AED Program managed by Occupational Health and Safety. The program is designed to ensure that all AEDs in the workplace are properly managed, tested and in satisfactory working order at all times.

No written notes were provided with respect to this matter.

Status:	Discussion with Members of the TPS HQ LJHSC: <u>Resolved.</u>
Action:	The Committee agreed that this matter has been resolved and that no further action is required at this time.

6. Occupational Health and Safety Awareness Day – Change of Day
Update by: Dr. Alok Mukherjee, Chair, TPSB

Dr. Mukherjee advised the Committee that, at its meeting on January 16, 2014, the Toronto Police Services Board (“TPSB”) agreed to change the day that is designated for its Occupational Health and Safety Awareness Day from the first Wednesday in October each year to the first Thursday in October each year. Therefore, the 2014 Occupational Health and Safety Awareness Day will be held on Thursday, October 02, 2014.

Written notes provided by Dr. Mukherjee with respect to this matter are attached to these Minutes for information.

Status	OHS Awareness Day – Change of Day: <u>Resolved</u>
Follow-up	The Committee agreed that this matter has been resolved and that no further action is required at this time by the Committee.

7. Occupational Health and Safety Awareness Day - Request for Additional Funds
Update by: Ms. Wendy Ryzek, Manager, Occupational Health & Safety

Ms. Ryzek said that, despite the generosity of the keynote speaker who delivered a *pro bono* presentation and the fact that healthy meals were sponsored by some of the exhibitors, the total cost of hosting the 2013 OHS Awareness Day was approximately \$8000.

Ms. Ryzek inquired as to whether the TPSB and the Toronto Police Association (“TPA”) would consider increasing the amount that they each contribute towards the cost of hosting the OHS Awareness Day from \$1000 each year to \$1500 each year.

Dr. Mukherjee noted the quality of the speakers and exhibitors at the 2013 OHS Awareness Day and emphasized that this annual event provides members of LJHSCs from all TPS units to learn about important health and safety matters and they will share that information with their co-workers. Dr. Mukherjee said that he believed an amount of \$2000 each year would be appropriate. Mr. Perry agreed with Dr. Mukherjee and said that the TPA would match any amount that is agreed upon by the TPSB.

Dr. Mukherjee advised the Committee that he would submit a recommendation to the TPSB to increase the amount of funding from \$1000 each year to \$2000 each year and that he would provide the TPSB’s decision to the Committee at its next meeting.

Written notes provided by Ms. Ryzek with respect to this matter are attached to these Minutes for information.

Status:	OHS Awareness Day - Request for Additional Funds: <u>Ongoing</u>
Action:	Dr. Mukherjee will provide an update on this matter at the next Committee meeting.

Annual Reviews:

8. TPSB Occupational Health and Safety Policy – 2014 Review
Review by: All Members

The Committee conducted its annual review of the TPSB’s Occupational Health and Safety policy and agreed that no recommendations for amendments were necessary at this time.

A copy of the policy endorsed by the members of the Committee is attached to these Minutes for information. The original copy of the endorsed policy is on file with the Recording Secretary.

Status:	2014 Review of the TPSB’s Occupational Health and Safety Policy: <u>Resolved</u>
Action:	The Committee agreed that this matter has been resolved and that no further action is required at this time.

9. *Terms of Reference* – 2014 Review
Review by: All Members

The Committee conducted its annual review of the *Terms of Reference* for the Central Joint Health and Safety Committee.

Dr. Mukherjee noted that the Ministry of Labour had not yet responded to the request made by the Committee for two amendments which were recommended following the 2013 review of the *Terms of Reference*.

The Committee reviewed the current *Terms of Reference* and agreed that, with the exception of the amendments that were proposed in 2013 and not yet approved by the Ministry, there were no other changes necessary at this time.

A copy of the correspondence sent to the Ministry of Labour in 2013 with the amendments that were requested to the *Terms of Reference* is attached to these Minutes for information.

Status:	2014 Review of the <i>Terms of Reference</i>: <u>Resolved</u>
Action:	The Committee agreed that this matter has been resolved and that no further action is required at this time.

10. Consideration of New Initiatives – 2014 Review
Update by: All Members

The Committee discussed the following matters which were deemed to be new initiatives for consideration in 2014:

- Internal Communication and Education – Workplace Violence and Harassment Awareness:

The Committee agreed that there is a need to improve the manner in which information with respect to how the TPS responds to concerns about workplace violence and harassment is communicated to TPS members. The Committee also agreed that TPS members need to be better informed about what constitutes prohibited workplace conduct and the internal process in place for reporting any instances of workplace violence or harassment.

Dr. Mukherjee said that the TPSB is committed to providing a safe work environment and that incidents of workplace violence or harassment are serious issues that may constitute a violation of Canada's *Criminal Code*, the *Ontario Human Rights Code* and/or the *Occupational Health and Safety Act*.

The Committee said that this is an important matter and requested that the OHS Unit consider how to improve awareness about workplace violence and harassment, including improvements to training on how to identify potential threats of physical workplace violence and incidents of harassment involving co-workers, and the process for reporting, and investigating any concerns about workplace violence and harassment.

- Internal Communication and Education – Health, Safety and Wellness:

The Committee agreed that there should be broader and ongoing communication and education on health and safety matters for all TPS members. The Committee said that there should be greater awareness of occupational health and safety matters, as well as matters that could affect a member’s personal health and wellness.

The Committee said that this is an important matter and requested that the OHS Unit consider new methods for promoting better health and safety within the TPS, develop new training techniques, and identify initiatives that would encourage members to take advantage of opportunities that are available to learn more about improvements to personal health and wellness.

The Committee agreed that, since it believes that wellness is as important as health and safety, wellness should be merged with health and safety insofar as identifying internal communication and education improvements for consideration during 2014.

No written notes with regard to this matter were provided to the Committee.

Status:	Consideration of New Initiatives - 2014: <u>Resolved</u>
Action:	The Committee agreed that this matter has been resolved and that no further action is required at this time.
Status:	Internal Communication and Education: Workplace Violence and Harassment:
Action:	<u>Ongoing</u> OHS Unit will provide an update at the next Committee meeting.
Status:	Internal Communication and Education: Health, Safety and Wellness:
Action:	<u>Ongoing</u> OHS Unit will provide an update at the next Committee meeting.

Other Matters:

11. Mr. Duncan provided an update on the following matter:

- Public Services Health & Safety Association (PSHSA) – TPS participation in a workplace safety campaign: four members of the TPS Employment Unit will be featured in a poster that will be directed to police services throughout Ontario. The poster campaign will emphasize the importance of wearing, and being equipped with, all of the personal protective clothing and equipment that is assigned to police officers for the purposes of performing their duties.

Mr. Perry advised the Committee that a representative of the Ministry of Labour had recently observed a TPS police officer who was not wearing all of the required personal protective clothing while performing traffic duties. The Ministry representative approached the police officer and reminded him of the importance of wearing, and the requirement to wear, all protective clothing while performing those traffic duties. Mr. Perry also reiterated the importance of wearing personal protective clothing at all times.

No written notes with regard to this matter were provided to the Committee.

Tour of the Toronto Police Operations Centre:

12. At the conclusion of the meeting, Supt. Hugh Ferguson conducted a tour of the Toronto Police Operations Centre for the Committee members and the guests who attended this meeting.

****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: to be determined

Time:

Location:

Members of the Central Joint Health and Safety Committee:

Dr. Alok Mukherjee, Co-Chair Toronto Police Services Board	Mr. Rick Perry, Co-Chair Toronto Police Association
Mr. Tony Veneziano, Command Representative, Toronto Police Service	Mr. Keith Bryan, Executive Representative Toronto Police Association

**Central Joint Health and Safety Committee
Meeting
January 24, 2014**

Update by Dr. Alok Mukherjee, Chair, TPSB

Annual Occupational Health and Safety Awareness Day – Designated Day in October

At its meeting on January 16, 2014, the Toronto Police Services Board agreed to change the day that is designated for its Occupational Health and Safety Awareness Day from the first Wednesday in October each year to the first Thursday in October each year.

Therefore, the 2014 Occupational Health and Safety Awareness Day can be scheduled for Thursday, October 2, 2014.

Update by Wendy Ryzek, Manager, Occupational Health and Safety

2013 OHS Awareness Day

The 2013 OHS Awareness Day was a great success. We expanded the program to a full day event and included a Keynote Speaker, an interactive health exhibit, a healthy breakfast and lunch. We also provided gift bags containing health & safety gadgets and information.

We were fortunate last year to have a number of the exhibitors sponsor the breakfast and lunch and Mo Hagen, the Keynote Speaker, donated her time. We want to build on our success last year and hopefully recruit equally generous exhibitors. Finding a keynote speaker to donate his or her time, may be a bit more difficult.

I am very appreciative of the support both the Board and the Association provide. I would like to ask if both parties could increase their support from \$1,000/yr to \$1500/yr.

The event cost approximately \$8,000 in 2013. Having an extra buffer of \$1000 would assist us in the event we are unable to secure sponsors for both the breakfast and lunch, or if we have to pay a fee to a keynote speaker.

Wendy Ryzek
Manager, Occupational Health & Safety



TORONTO POLICE SERVICES BOARD

OCCUPATIONAL HEALTH AND SAFETY

DATE APPROVED	June 14, 2007	Minute No: P208/07
DATE(S) AMENDED	May 20, 2010 November 15, 2010 June 9, 2011	Minute No: P154/10 Minute No: P292/10 Minute No: P148/11
DATE REVIEWED	July 24, 2008 November 15, 2010 June 9, 2011 January 16, 2014	Minute No: P206/08 Minute No: P292/10 Minute No: P148/11 Minute No: P12/14
REPORTING REQUIREMENT	Chair to review the policy annually and report to Board. Chief to report to Board quarterly and as needed with respect to urgent matters.	
LEGISLATION	<i>Police Services Act</i> , R.S.O. 1990, c.P.15, as amended, s. 31(1)(c). <i>Occupational Health and Safety Act</i> , R.S.O. 1990, c O.1, ss. 25 (2)(j)-(k), 32.0.1-32.0.7.	
DERIVATION		

The Toronto Police Services Board, as the employer, is ultimately responsible for worker health and safety. Through the implementation of initiatives intended to eliminate occupational illnesses and injuries, the Toronto Police Services Board is dedicated to the goal of enhancing employee wellness and maintaining workplaces that are safe and healthy for the members of the Toronto Police Service.

The Board recognizes that the local Joint Health and Safety Committees and the Central Joint Health and Safety Committee play an integral role in helping the Board achieve this goal. Joint Health and Safety Committees throughout the Service will be the framework within which Management and the Toronto Police Association will work cooperatively to develop and implement the internal responsibility system that is the key to an effective health and safety program.

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

1. The Chief of Police will promote efforts that lead to a safe and healthy environment through the provision of initiatives, information, training and through ongoing program evaluation to assess the effectiveness of the Toronto Police Service's efforts to ensure compliance with occupational health and safety legislation;

2. The Chief of Police will ensure that members with supervisory responsibilities are held accountable for promoting and implementing available health and safety programs, for complying with the *Occupational Health and Safety Act* and for ensuring that workplaces under their supervision are maintained in a healthy and safe condition;
3. The Board acknowledges that every member must actively participate in helping the Board meet its commitment to health and safety by protecting his or her own health and safety by working in compliance with the *Occupational Health and Safety Act*, adopting the safe work practices and procedures established by the Service and reporting to their supervisor any unsafe or unhealthy workplace conditions or practices;
4. The Chair will review annually the Occupational Health and Safety policy as required by the *Occupational Health and Safety Act*. Any recommended amendments are to be reported to the Board for approval;
5. The Chief of Police will post at a conspicuous location in the workplace a copy of the Occupational Health and Safety policy;
6. The Chief of Police will provide quarterly Occupational Health and Safety reports to the Board (Minute No. C9/05 refers); and
7. It is recognized that from time to time, occupational health and safety matters may arise that must be brought to the Board's attention on an urgent basis. The Chief of Police will report such matters to the Board in a timely fashion (Minute No. C9/05 refers).

Workplace Violence and Harassment

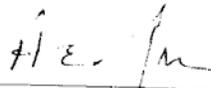
The Toronto Police Services Board is committed to providing a safe and healthy work environment for its members and is committed to the prevention of workplace violence and harassment. The Board recognizes that unwanted behaviours in the workplace must be addressed early to minimize the potential for workplace harassment to lead to workplace violence. Workplace violence and harassment is serious conduct that may constitute a violation of Canada's *Criminal Code*, the *Ontario Human Rights Code* and/or the *Occupational Health and Safety Act*.

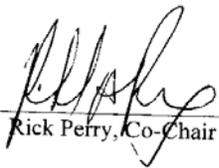
It is the policy of the Toronto Police Services Board that:

8. The Chief of Police will ensure that the relevant procedures and programs are developed as prescribed by law;
9. The Chief of Police will ensure that such procedures and programs include components that state that individual or institutional retaliation will not be tolerated; and
10. The Chief of Police will ensure that measures are in place to address the risk of domestic violence in the workplace.

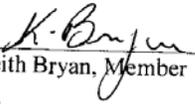
Toronto Police Services Board
Occupational Health and Safety Policy

Endorsed by the members of the Central Joint Health & Safety Committee on January 24, 2014


Alok Mukherjee, Co-Chair

 TPA
Rick Peffy, Co-Chair


Tony Veneziano, Member

 TPA
Keith Bryan, Member



Toronto Police Services Board

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



June 13, 2013

Mr. Ken Fox
Regional Director
Central Region, Operations Division
Ministry of Labour
5001 Yonge St.
Suite 1600
North York, Ontario M7A 0A3

Dear Mr. Fox:

Re: Revised *Terms of Reference* for the Central Joint Health and Safety Committee for the Toronto Police Service

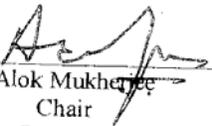
At its meeting on April 25, 2013, the Toronto Police Services Board approved revised *Terms of Reference* for the Central Joint Health and Safety Committee of the Toronto Police Service. The Committee was originally established in 2003 as a multi-workplace joint health and safety committee.

The revised *Terms of Reference* have been agreed upon by both workplace parties: the Toronto Police Services Board on behalf of the employer; and the Toronto Police Association on behalf of the workers.

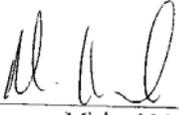
The proposed amendments are noted in Appendix A. A complete copy of the revised *Terms of Reference* which include the proposed amendments is attached as Appendix B.

We are requesting that the Ministry of Labour approve the revised *Terms of Reference* in accordance with section 9(3.1) of the *Occupational Health and Safety Act*.

Yours truly,


Alok Mukherjee
Chair

Toronto Police Services Board



Michael McCormack
President

Toronto Police Association

“Appendix A”

CJHSC Terms of Reference

Proposed Amendments in Italics

INSPECTIONS

It is jointly agreed that the Committee ~~is not~~:

1. *Is not* responsible for workplace inspections as defined in Section 9(23) of the Act;
2. *Is not* required to be present during testing as described in Section 9(18)(e) of the Act, except where such testing may reasonably be expected to have Service-wide implications; *and*
3. *Will participate in tours of new Toronto Police Service facilities, when possible, for the purpose of information only. A tour will not replace the requirement that workplace inspections be conducted by the Joint Health and Safety Committees.*

MEETING AGENDA

The Co-Chair of the meeting will prepare an agenda and forward a copy of the agenda to all Committee members at least one week in advance of the meeting.

The Committee may accept any item as proper for discussion and resolution that pertains to health and safety, except to amend, alter, subtract from or add to any terms of the Collective Bargaining Agreements. All items raised from the agenda in meetings will be dealt with on the basis of consensus rather than by voting. Formal motions will not be used.

Items discussed, both resolved and unresolved, will be reported in the Minutes. Unresolved items will be placed on the agenda for the next meeting. Should either of the parties be of the firm conviction that no resolution is attainable on a specific item, they shall have the option of inviting the intervention of the Ministry of Labour; but only after providing one month's written notice to the other party of their intention to do so along with an explanation for the decision to so proceed.

Committee members who are required to provide a response to an unresolved matter or intend to raise a new matter are requested to provide the response, or details of the new matter, in writing. If the written information is available prior to a meeting, it should be provided to the Recording Secretary so that it can be included on the meeting agenda, alternatively, copies of the written information should be circulated to the members during the meeting. A copy of the written information will be attached to the Minutes, either public or confidential, as applicable, and will form part of the record for the matter under discussion.

“Appendix B”



Terms of Reference

for the Structure and Function of

the Central Joint Health and Safety Committee

as agreed between

the Toronto Police Services Board and the Toronto Police Association

June 2013

PREAMBLE

1. It is a requirement of the *Occupational Health and Safety Act* (the Act) to establish a program and policy which will encourage the active participation of all employees in the prevention of accidents and the promotion of health and safety in the workplace.
2. It is our belief that through education programs and joint investigations and the resolution of concerns, those workplaces will be made safe and healthy for all employees.
3. The parties acknowledge that the proper functioning of joint health and safety committees can only be achieved when everyone in the workplace is committed to, and meets, their health and safety responsibilities. The parties undertake to cooperate in ensuring that these terms of reference and the full spirit and intent of the Act will be carried out by the respective organizations.
4. The parties hereto adopt these terms of reference in good faith and agree to promote and assist the local joint health and safety committees and committee members by providing such information and assistance as may be required for the purpose of carrying out their responsibilities.

STRUCTURE OF COMMITTEE

The Central Joint Health and Safety Committee (the Committee) shall consist of an equal number of representatives of the Toronto Police Service and Toronto Police Services Board and the Toronto Police Association. At a minimum there shall be:

- One representative of the Toronto Police Service Command, and one representative of the Toronto Police Services Board, hereinafter referred to as Management Representatives. At least one Management Representative shall be a certified member.
- Two Toronto Police Association Executive members. At least one Association representative shall be a certified member.

There shall be two Co-Chairs, one being a Management Representative and one being an Association Executive, who shall chair alternate meetings.

The Manager, Occupational Health and Safety, will be invited to attend meetings to respond to inquiries or provide information as requested by the Committee. The Manager will act as staff support and shall not participate in any decision making.

A Co-Chair may, with the consent and approval of his/her counterpart, invite any additional person(s) to attend the meeting to provide pertinent additional information and comment. Those persons may remain present during the meeting to provide advice or counsel to the person(s) who invited them, but shall not participate in any decision making.

The Committee shall meet at least four times each year (or every three months) with dates to be established based on the availability of the Committee members. Additional meetings may be scheduled, as necessary, at the discretion of the Committee.

In the event that a scheduled meeting needs to be cancelled or re-scheduled, the Co-Chair requesting the change will consult the other Co-Chair and the change will be approved jointly by the Co-Chairs.

FUNCTION OF THE COMMITTEE

To attain the spirit of the Act, the functions of the Committee shall be:

1. To review all issues arising as a result of recommendations from the local Joint Health and Safety Committees.
2. The review of all health and safety issues which may potentially impact the Service as a whole, arising from local Joint Health and Safety Committees.
3. The review of local Joint Health and Safety Committee investigations into deaths or critical injuries (as defined in Ontario Regulation 834).
4. The review of any other investigations into incidents which have the potential to cause a critical injury, but where no critical injury occurred.
5. To ensure adequate education and training programs are provided in order that all employees are knowledgeable in their rights, restrictions, duties and responsibilities under the Act.
6. To identify, evaluate and recommend a resolution on matters pertaining to health and safety in the specific workplace to the Chief of Police, who in turn will report to the Chair of the Police Services Board.
7. To address legislative compliance issues related to all health and safety and associated regulations affecting the workplace.
8. To deal with any other health and safety matter the Committee deems appropriate.

INSPECTIONS

It is jointly agreed that the Committee:

1. Is not responsible for workplace inspections as defined in Section 9(23) of the Act;
2. Is not required to be present during testing as described in Section 9(18)(e) of the Act, except where such testing may reasonably be expected to have Service-wide implications; and
3. Will participate in tours of new Toronto Police Service facilities, when possible, for the purpose of information only. A tour will not replace the requirement that workplace inspections be conducted by the Joint Health and Safety Committees.

RECOMMENDATIONS OF THE COMMITTEE

The Employer, which is agreed to be the Toronto Police Services Board, or its designate, shall respond within 21 days with regard to written or Minuted recommendations received from the Committee, provided such recommendations are deemed to represent the consensus of the Committee. The written response shall indicate the employer's assessment of the recommendation and specify what action will or will not (with explanations) be taken as a result of the recommendation. Any proposed action by the employer shall include details of who will be responsible for such action and a proposed time frame. Failure by the employer or its designate to respond to the written recommendations of the Committee will be referred to the Ministry of Labour.

MEETINGS

The location of the meetings will alternate between the Toronto Police Service Headquarters and the Toronto Police Association Building, or any other mutually agreed location, such as Toronto Police Service work sites.

MINUTES OF MEETINGS

It is the responsibility of the Co-Chair chairing each meeting to take Minutes or cause Minutes to be taken. The Co-Chairs are responsible for having the Minutes typed and circulated to each member, the members' assistants and the Board Administrator in a timely fashion. Minutes will be prepared as a public document and, when necessary, separate Minutes will be prepared that record discussions involving confidential matters.

The Board Administrator will place a copy of the Minutes from each Committee meeting on the Board's public meeting agenda for information and, when applicable, will place confidential Minutes on the Board's corresponding confidential meeting agenda for information.

QUORUM

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

MEETING AGENDA

The Co-Chair of the meeting will prepare an agenda and forward a copy of the agenda to all Committee members at least one week in advance of the meeting.

The Committee may accept any item as proper for discussion and resolution that pertains to health and safety, except to amend, alter, subtract from or add to any terms of the Collective Bargaining Agreements. All items raised from the agenda in meetings will be dealt with on the basis of consensus rather than by voting. Formal motions will not be used.

Items discussed, both resolved and unresolved, will be reported in the Minutes. Unresolved items will be placed on the agenda for the next meeting. Should either of the parties be of the firm conviction that no resolution is attainable on a specific item, they shall have the option of inviting the intervention of the Ministry of Labour; but only after providing one month's written notice to the other party of their intention to do so along with an explanation for the decision to so proceed.

Committee members who are required to provide a response to an unresolved matter or intend to raise a new matter are requested to provide the response, or details of the new matter, in writing. If the written information is available prior to a meeting, it should be provided to the Recording Secretary so that it can be included on the meeting agenda, alternatively, copies of the written information should be circulated to the members during the meeting. A copy of the written information will be attached to the Minutes, either public or confidential, as applicable, and will form part of the record for the matter under discussion.

GENERAL

The Terms of Reference are adopted in good faith and without prejudice. The members of the Committee agree with the objective of enhancing the health and safety of the members of the Toronto Police Service. The overall goal of the Committee is to promote health and safety among the members of the Service.

Committee members will thoroughly investigate all issues to get all the facts and will exchange these facts when searching for a resolution to an issue.

All Committee members will keep medical information strictly confidential.

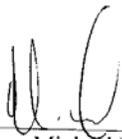
The Terms of Reference are subject to revision from time to time to accommodate changes to the structure of the Toronto Police Service, the Toronto Police Association, the provisions of the Act or any Regulations, or to address new concerns.

Any amendments, deletions or additions to these Terms of Reference must have the consensus of the total Committee and be approved by the Toronto Police Services Board and the Toronto Police Association. The amendments, deletions or additions shall be set out in writing and incorporated in new Terms of Reference which will be forwarded to the Ministry of Labour for approval.

Signed in Toronto, Ontario.


Alok Mukherjee
Chair
Toronto Police Services Board

2013.06.13
date


Michael McCormack
President
Toronto Police Association

2013-06-14
date

Ministry of Labour

Regional Director
Central East Region
Operations Division

5001 Yonge Street
Suite 1600
North York, Ontario
M7A 0A3

Telephone: 647-777-5005
Fax: 647-777-5010

Ministère du Travail

Directeur Régional
Région du Centre-Est
Division des opérations

5001, rue Yonge
Bureau 1600
North York (Ontario)
M7A 0A3

Téléphone: 647-777-5005
Télécopieur: 647-777-5010



June 28, 2013

Mr. Alok Mukherjee
Chair
Toronto Police Services Board
40 College Street
Toronto, Ontario
M5G 2J3

Mr. Michael McCormack
President
Toronto Police Association
180 Yorkland Boulevard
Toronto, Ontario
M2J 1R5

Dear Mr. Mukherjee and Mr. McCormack:

Thank you for your letter requesting approval of your amended Joint Health and Safety Committee multi-site Terms of Reference.

This is to acknowledge that I have forwarded your request to Mr. Len May, Program Manager of our Industrial Program, Toronto West, who will have your request reviewed for consideration.

Should you need to contact Mr. May regarding your request, he may be reached at the Ministry of Labour office located at 5001 Yonge Street, Suite 1600, North York, ON M7A 0A3 and can be reached directly at 647-777-5050.

I trust that you will forward this information to the rest of your Joint Health and Safety committee members.

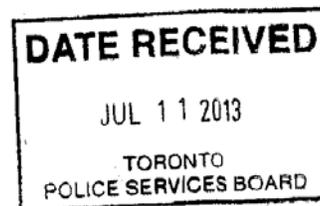
Thank you for writing.

Yours truly,

A handwritten signature in black ink, appearing to read "Ken Fox".

Ken Fox
Regional Director

c Mr. Len May, Ministry of Labour



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON APRIL 10, 2014**

**#P73. RESPONSE TO AGREEMENT BETWEEN THE TORONTO POLICE
SERVICES BOARD AND THE TORONTO TRANSIT COMMISSION
REGARDING SPECIAL CONSTABLES**

The Board was in receipt of correspondence dated March 07, 2014 from Madeleine Meilleur, Minister of Community Safety and Correctional Services, containing a response to the Board's recommendation to approve a new agreement with the Toronto Transit Commission regarding special constables. A copy of the Minister's correspondence is attached for information.

The Board received the Minister's correspondence.

Moved by: M. Del Grande

Ministry of Community Safety
and Correctional Services

Ministère de la Sécurité communautaire
et des Services correctionnels



Office of the Minister

Bureau de la ministre

25 Grosvenor Street
18th Floor
Toronto ON M7A 1Y6
Tel: 416-325-0408
Fax: 416-325-6067

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



MC-2014-325

MAR 07 2014

Dr. Alok Mukherjee
Chair
Toronto Police Services Board
40 College Street
Toronto ON M5G 2J3

Dear Dr. Mukherjee:

Thank you for your letter of January 9, 2014, attaching a copy of the Agreement with the Toronto Transit Commission (TTC) regarding Special Constables for my review and approval.

Under section 53 of the *Police Services Act*, a Police Services Board may appoint a Special Constable to act for the period, area and purpose that the board considers expedient, with my approval. While I appreciate the opportunity to review the Board's agreement with the TTC, I can only approve the actual appointments of Special Constables. When considering such approvals, I ensure, among other things, that the Special Constables have the appropriate training, have successfully passed a background screening, and that the police powers and use-of-force options conferred – if applicable – are justified and appropriate.

While the Ministry of Community Safety and Correctional Services does recommend that a detailed agreement between the appointing board and the employer of Special Constables be established to clarify roles and responsibilities, codes of conduct, complaints processes and other relevant considerations, ministerial approval is not required for such agreements. However, please note that all agreements must include an indemnification of the ministry from any liability related to the appointments.

Should the Toronto Police Services Board choose to appoint members of the TTC as Special Constables, please forward the completed Application for Appointment as Special Constable forms electronically to Ms. Aiesha Zafar (Aiesha.Zafar@Ontario.ca) of the ministry's Public Safety Division. If you have any other questions about the Special Constables, please contact Ms. Zafar directly at 416-326-9347.

I trust this has been of assistance. Thank you again for writing.

Sincerely,

Madeleine Meilleur
Minister

c: Ms. Aiesha Zafar

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON APRIL 10, 2014**

**#P74. ANNUAL REPORT: 2013 UNIVERSITY OF TORONTO POLICE –
SPECIAL CONSTABLES: ST. GEORGE CAMPUS AND
SCARBOROUGH CAMPUS**

The Board was in receipt of the following report March 05, 2014 from William Blair, Chief of Police:

Subject: 2013 ANNUAL REPORT: UNIVERSITY OF TORONTO POLICE - SPECIAL
CONSTABLES

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

Section 45 of the agreement between the Toronto Police Services Board and the University of Toronto (U of T) Governing Council regarding special constables states that:

The University shall provide to the Board an annual report with statistical information including but not limited to information as to enforcement activities, training, supervision, complaints and other issues of concern to the parties and such further relevant information as may be requested by the Board.

Discussion:

As directed by the Board, appended to this report is the 2013 Annual Report from the Scarborough and St. George Campuses of the U of T Police regarding special constables. The report is consistent with the reporting guidelines established by the Board.

Conclusion:

The Toronto Police Service has established an excellent working relationship with the University of Toronto. Over the past 12 months, a number of community outreach initiatives have been undertaken by the University of Toronto Police to enhance the feeling of safety and security for the users of University of Toronto properties in the downtown core and Scarborough. These initiatives are consistent with the community policing model employed by the Toronto Police Service and should complement our efforts to better serve the citizens of Toronto.

Deputy Chief Mark Saunders, Specialized Operations Command, will be in attendance to answer any questions that Board may have regarding this report.

The Board received the foregoing report.

Moved by: M. Del Grande

A copy of the executive summary to the foregoing report is appended to this Minute for information. A copy of the complete report is on file in the Board office.

Executive Summary

There have been no significant changes to the provision of campus security and community safety programs at the University of Toronto, St. George Campus during the reporting year.

Highlights of Reporting Year

Break and Enter

Offenders continue to target University of Toronto buildings in search of electronic items such as laptops, flat screen monitors, televisions and projectors. This was reflected by a slight increase in the number of break and enters over the last few years. Members of the service liaise with members of the Toronto Police major crime unit to investigate these occurrences, leading to a significant decrease from 60 in 2009 to 27 in 2010, which carried into 2011 with a reduction to 9 break and enter occurrences. This remained constant in 2012 but has increased again to 18 in 2013.

Theft

Thefts under \$5000 increased significantly from 338 in 2008 to 489 in 2009 but decreased to 330 in 2010, 268 in 2011 and then increased again to 320 in 2012 but have decreased again to 275 occurrences reported. Thefts occur most often within campus libraries and mainly consist of electronic equipment, wallets and cash. The University of Toronto is a target rich environment with an increased number of students carrying laptops and electronic devices such as iPhones and iPods on campus, more specifically to libraries.

There were four thefts over \$5000 in 2013, including one motorcycle.

Theft of Bicycles

The rise in theft of bicycles has continued from 58 in 2009, 72 in 2010 and 107 in 2012 but decreased again to 86 in 2013 after some arrests in late 2012.

Overall, crime reports have decreased from 886 in 2009 to 693 in 2010 and to 649 in 2012 and to 564 in 2013.

Organization, Statistics and Mandatory Reporting

Direction, Management and Supervision

The University of Toronto Campus Community Police at St. George Campus operate 24/7 utilizing groups of uniform personnel led by a manager, assisted by a lead hand and dispatcher to support and guide the special constables in their work.

The Director, Campus Police Services manages a portfolio that includes the special constable service, led by the Manager, Campus Police Operations. There are no special constables in the Community Safety Office, Security Services, Call Centre or Security Systems and Services groups. They are not part of the special constable operation and no report is made for their activity.

The Community Safety portfolio includes all campuses while the special constable and other services are unique to the St. George campus.

Executive Summary

Introduction

At the University of Toronto Scarborough we believe that developing a safe and secure environment is a shared responsibility. The University of Toronto Scarborough Campus Community Police provide effective supports to our Community in achieving that goal.

The primary responsibility for the protection of persons and property within our community is assigned to the Campus Community Police. Methods and approaches to assist in achieving a safe and secure environment are developed through numerous community policing programs run in concert with the community. Our two main goals are to support the academic mission of the University, while adding value to our students experience here.

The University of Toronto Scarborough Campus is comprised of students, staff, and faculty that represent virtually every region of the world. This pluralistic, multi-cultural environment provides an exciting foundation in which our future leaders can live, play, and learn. We truly believe that Tomorrow Is Created Here!

The University of Toronto Scarborough Campus Community Police perform the following services:

- Engaging in Community Policing Initiatives with in partnership with our diverse staff, students, and faculty.
- Act as the first responders to all emergencies on campus;
- Conduct the initial investigation into all criminal and provincial offences that occur on campus, or off campus but reported to campus police;
- Identify all offences that follow within the mandate of the Toronto Police Service and liaise with 43 Division to assist in the investigation as required;
- Assess risk levels presented by the visit of various V.I.P.'s, presentations and/or protests and when necessary, develop and execute security protocols;
- Provide a uniform presence on campus including mobile patrol, bicycle patrol and foot patrol officers.
- Provide security for all events on campus.

With the grand opening of the \$78-million Instructional Centre we added 25 per cent more academic learning space to our campus and signaled the beginning of our expansion into our North Campus. Construction is now well underway the Aquatics Centre and Field House complex, which will host the Pan/Parapan American Games in 2015 and provide our students and the local community with a world class fitness and training centre right in our own backyard¹

On October 8, 2013 The University of Toronto Scarborough broke ground for a new technologically advanced Environmental Science and Chemistry Building. The project is

¹ University of Toronto Scarborough Annual Review 2011/2012

scheduled for completion in July 2015. The innovative 110,000 square foot facility will be located just north Ellesmere Road and will provide sustainable and flexible research and study spaces for students and faculty. Housing two disciplines in the Department of Physical and Environmental Science, the building will feature research and teaching laboratories, an analytical instrumentation centre, office and meeting space, a librarian office, a police office, seminar rooms and multi-purpose space.

The University of Toronto Scarborough Campus Community Police provides effective support to our Community, ensuring that prescribed Service standards are met while ensuring the administration, promotion and support of professionalism are upheld. These standards include the practices, conduct, appearance, ethics and integrity of its members, with a goal to strengthen public confidence and co-operation within the community.

The Campus Police is comprised of an approved strength of 15 Special Constables. Two additional Special Constables have been seconded from the St. George Campus for a one year period to meet operational needs, including maternity leave. In addition there is a compliment of 6 licensed security guards. The Campus Police recently underwent an operational reorganization that saw the elimination of its parking enforcement officers, with that task now being undertaken by the Toronto Police Parking Services.

Strategic approaches are a predominant aspect of community policing within our academic setting and comprise of initiatives such as providing educational material on campus safety to all first year students, training seminars, theft prevention programs, strategic patrol initiatives, and taking part in various committees. Enforcement, although always available to the officers, is a tool that is utilized to enhance public safety within our community.

The criminal statistics for UTSC included in this report continue to demonstrate that we are a very safe community. Crimes against persons are minimal and are generally very minor in nature.

Overall we have experienced small increase in the criminal offenses reported to campus police. This increase however coincides with an increase in the types of offenses included in the "Other Offences" category, many of which were initiated by officers on patrol.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON APRIL 10, 2014**

**#P75. ANNUAL REPORT: 2013 TORONTO COMMUNITY HOUSING
CORPORATION – SPECIAL CONSTABLES**

The Board was in receipt of the following report March 05, 2014 from William Blair, Chief of Police:

Subject: 2013 ANNUAL REPORT: TORONTO COMMUNITY HOUSING
CORPORATION – SPECIAL CONSTABLES

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

Section 53 of the agreement between the Toronto Police Services Board and Toronto Community Housing Corporation (TCHC) regarding special constables states that:

The TCHC shall provide to the Board an annual report with statistical information including but not limited to information regarding enforcement activities, training, supervision, complaints and other issues of concern to the parties and such further categories of information as may be requested by the Board from time to time.

Discussion:

As directed by the Board, appended to this report is the 2013 Annual Report from the TCHC regarding special constables. The report is consistent with the reporting guidelines established by the Board.

Conclusion:

The Toronto Police Service has established a strong working relationship with the Toronto Community Housing Corporation. The mandate of the TCHC Community Safety Unit is to partner with communities to promote a safe environment for residents and to preserve the assets, buildings and properties that are managed and owned by Toronto Community Housing. As outlined in the Special Constable Annual Report for 2013, a number of community outreach initiatives have been undertaken throughout the year. These initiatives are consistent with the

community policing model employed by the Toronto Police Service and should complement our efforts to better serve the residents of Toronto.

Deputy Chief Mark Saunders, Specialized Operations Command, will be in attendance to answer any questions that the Board may have regarding this report.

Mr. John MacLeod was in attendance and delivered a deputation to the Board. Mr. MacLeod also provided a written submission in support of his deputation; copy on file in the Board office.

Following Mr. MacLeod's deputation, Chief Blair responded to questions about the special constables' agreement with the TCHC.

- 1. THAT the Board refer Mr. MacLeod's deputation to Mr. Gene Jones, Chief Executive Officer, Toronto Community Housing Corporation, for consideration;**
- 2. THAT the Board request the Chief to review the existing special constables' agreements in order to bring them in line with the template that was developed for the new agreement with the Toronto Transit Commission; and**
- 3. THAT the Board receive Mr. MacLeod's deputation.**

Moved by: M. Moliner

A copy of the executive summary to the foregoing report is appended to this Minute for information. A copy of the complete report is on file in the Board office.

EXECUTIVE SUMMARY

2013 SPECIAL CONSTABLE ANNUAL REPORT Toronto Community Housing Corporation

Toronto Community Housing (TCH) has had in place since December 2004 a Special Constable Program currently with 81 members as of December 31, 2013 of the Community Safety Unit (CSU). The objectives of the program have always been to:

- strengthen relationships between Special Constables and the Toronto Police Service
- enhance law enforcement as required
- reduce the level of crime/antisocial behavior in TCH communities
- improve residents' feelings of safety and security
- improve officer safety
- ensure that officers are able to spend more time on sites

The use of Special Constables gives Toronto Community Housing the capability of moving an especially well qualified group of officers into situations that are particularly difficult. A particular focus of Special Constables' has been trespass to property violations, liquor licence violations and utilizing their Peace Officers powers under the following statutes:

Criminal Code;
Controlled Drugs and Substances Act;
Trespass to Property Act;
Liquor License Act;
Mental Health Act.

The Special Constable agreement between Toronto Community Housing and the Toronto Police Service is one benefit of a strong partnership that reaches back over many years. This relationship has supported communication and co-operation between our organizations to the benefit of all. Because of the enhanced training, legal status, and access to information available to Special Constables they have been able to support and assist both Toronto Police and the tenants of our communities in hundreds of investigations.

In 2013, the Special Constable Program for Toronto Community Housing was extremely successful with Special Constables completing 534 Criminal Investigations for Toronto Police Service of which 89.3% were related to property offences such as Mischief and Theft.

Last year saw Toronto Community Housing Special Constables conducting investigations for thefts, mischief, threats, assaults, and other less violent matters. In many instances involving major crimes, they have been the first officers on scene, assisting with primary assessment and notifications, perimeter protection, crowd management, witness canvassing, evidence security, and prisoner transports. In many other instances, Special Constables and Toronto Police have attended calls together in situations where the combination of the Toronto Community Housing

Special Constable's community knowledge and the Toronto Police Service Officer's authority have been mutually supportive and allowed problems to be solved.

1. Our communities benefit when Toronto Community Housing Special Constables are able to process minor offences and release prisoners at the scene without tying up the scarce resources of the Toronto Police Service and without holding a citizen in custody for longer than is required.
2. Our communities benefit when Special Constables are able to act directly – to apprehend offenders and persons wanted on warrants and transport them to the local Division for booking. In so doing, they interrupt illegal and antisocial behavior and help to keep the peace in our neighborhoods.
3. Our communities benefit when Toronto Community Housing Officers with a detailed knowledge of local communities and situations are able to support the Toronto Police Service not only with factual information, but also with detailed intelligence about criminal activity.

In 2013 our Use of Force reporting consisted of three incidents of OC foam deployment, resulting in all the suspects being treated at the scene as a result of eye contamination, there was one minor injury to one of our Special Constable which resulted in medical attention and no time loss from work. There were three incidents of baton deployment, all as a result of an assault against one of our Special Constables. All other use of force reporting for this annual period were thirteen incidents of soft empty hand techniques during the application of handcuffs.

There were seven Special Constable Complaints in 2013, all of which were forwarded immediately to Toronto Police Service – Professional Standards for review. After review, two of the complaints were returned to the attention of the Senior Director of the Community Safety Unit to investigate as they were deemed internal matters; the other five complaints were investigated by Toronto Police Service.

We continue to value our working partnership with the Toronto Police Service and our joint Special Constable agreement. In 2013 the Toronto Community Housing Special Constable Program helped us to continue to promote safe, secure, and healthy communities.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON APRIL 10, 2014**

**#P76. ANNUAL REPORT: 2013 AUXILIARY MEMBERS: TERMINATION OF
APPOINTMENTS: JANUARY TO DECEMBER 2013**

The Board was in receipt of the following report March 05, 2014 from William Blair, Chief of Police:

Subject: ANNUAL REPORT: 2013 AUXILIARY MEMBERS - TERMINATION OF
APPOINTMENTS: JANUARY 1, 2013 TO DECEMBER 31, 2013

Recommendations:

It is recommended that:

- (1) the Board terminate the appointments of 36 Auxiliary members who are identified in Appendix 'A' as they are no longer available to perform their duties due to resignation, retirement, or death; and
- (2) the Board notify the Minister of Community Safety and Correctional Services about the termination of appointments for these 36 Auxiliary members.

Financial Implications:

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

Background/Purpose:

Auxiliary members are governed by the Police Services Act (PSA); Revised Statutes of Ontario, 1990; Policing Standards Guidelines; Board Policy TPSB A1-004; Toronto Police Service Governance; Standards of Conduct; and Service Procedure 14-20 entitled, "Auxiliary Members."

Under section 52(1) of the PSA, the Board is authorized to appoint and suspend, or terminate the appointment of Auxiliary members, subject to the approval of the Minister of Community Safety and Correctional Services (Minister) and with respect to the suspension or termination of the appointment of an Auxiliary member, section 52(2) of the PSA states:

"If the board suspends or terminates the appointment of an Auxiliary member of the police force, it shall promptly give the Solicitor General written notice of the suspension or termination."

Discussion:

The terminations of appointments of the 36 Auxiliary members consist of 32 Police Constables, 3 Sergeants and 1 Inspector.

Conclusion:

In accordance with section 52(2) of the PSA, please find the names of the 36 Auxiliary members set out in Appendix 'A', whose appointments terminated during the period between January 1, 2013 and December 31, 2013, as they are no longer available to perform their duties due to resignation, retirement or death.

Deputy Chief Peter Sloly, Community Safety Command, will be in attendance to answer to any questions that the Board may have regarding this report.

The Board approved the foregoing report.

Moved by: M. Thompson

APPENDIX “A”

**AUXILIARY TERMINATIONS OF APPOINTMENTS
FOR THE PERIOD JANUARY 1, 2013 – DECEMBER 31, 2013**

NO.	SURNAME	G1	RANK	BADGE	UNIT	DATE	REASON
1	ABID	Nabeel	PC	51369	22 Div	2013.09.26	Resignation
2	AFSHARY-HAGHDOST	Ali	PC	51629	31 Div	2013.05.30	Resignation
3	ALARAJAH	Anenthan	PC	51450	42 Div	2013.12.03	Resignation
4	BAGCHUS	Marc	PC	51511	53 Div	2013.12.16	Resignation
5	BEST	Alexander	PC	51601	54 Div	2013.12.16	Resignation
6	BEYAK	Jason	PC	51305	14 Div	2013.01.08	Resignation
7	BHULLAR	Jatinder	PC	51429	12 Div	2013.11.05	Resignation
8	BISHOP	Harold	PC	51356	41 Div	2013.04.24	Resignation
9	BLAIR	Jena	PC	51396	32 Div	2013.06.03	Resignation
10	BODEN	Lori	PC	51579	51 Div	2013.05.28	Resignation
11	BULKA	Anthony	PC	51521	22 Div	2013.09.26	Resignation
12	CARDWELL	Kent	Sgt	50697	32 Div	2013.06.11	Resignation
13	DELVASTO	Sindia	PC	51037	23 Div	2013.10.31	Resignation
14	DVERNECHUK	Ed	Sgt	51417	14 Div	2013.05.12	Resignation
15	GACITUA	Loreto	PC	51598	53 Div	2013.09.23	Resignation
16	ISIP	Williador	PC	50379	54 Div	2012.08.21*	Retirement
17	JONES	Catherine	PC	51546	23 Div	2013.01.29	Resignation
18	JUST	Michael	PC	51380	14 Div	2012.12.01	Resignation
19	LIAO	Jonathan	PC	51488	55 Div	2013.05.31	Resignation
20	MIKLAS	Margaret	Insp	50140	DPSU	2013.11.15	Retirement
21	MOOLMAN	Tanya	PC	50731	Marine	2013.03.13	Resignation
22	NORMUHAMEDOV	Agzamhon	PC	51614	53 Div	2013.04.04	Resignation
23	OFOU	Thomas	PC	51273	13 Div	2013.06.13	Resignation
24	OUYANG	Eugene	PC	51528	32 Div	2013.03.04	Resignation
25	PISANI	Bruno	Sgt	50439	55 Div	2013.11.29	Resignation
26	RAMLAKHAN	Krishna	PC	51265	41 Div	2013.09.11	Resignation
27	SAAD	Keval	PC	51670	22 Div	2013.08.19	Resignation
28	SCHAERF	Chryslynn	PC	51482	42 Div	2013.09.24	Resignation
29	SEWARDS	Sharon	PC	51100	54 Div	2012.10.20*	Resignation

30	STOLL	Angelina	PC	51378	53 Div	2013.03.25	Resignation
31	TREPKOV	Diana	PC	51374	42 Div	2013.07.12	Resignation
32	TSENG	James	PC	50066	42 Div	2013.06.05	Retirement
33	VALLENTIN	Bethany	PC	51573	54 Div	2013.09.19	Resignation
34	WALEED	Arsal	PC	51554	42 Div	2013.10.20	Resignation
35	WARD	Chris	PC	51466	51 Div	2013.03.18	Resignation
36	ZALAY	Ozbert	PC	51192	42 Div	2013.09.10	Resignation

*** The Termination/Retirement forms (TPS771) for Auxiliary Michael JUST (51380), Auxiliary Williador ISIP (50379), and Auxiliary Sharon SEWARDS (51100), were not received by the Divisional Policing Support Unit until January 2013.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON APRIL 10, 2014**

#P77. ANNUAL REPORT: 2013 ENHANCED EMERGENCY MANAGEMENT

The Board was in receipt of the following report February 24, 2014 from William Blair, Chief of Police:

Subject: 2013 ANNUAL REPORT - ENHANCED EMERGENCY MANAGEMENT

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 of May 18, 2006, the Board agreed to receive Enhanced Emergency Management Initiative reports on an annual basis (Min. No. P163/06 refers). This report will provide an overview on the progress of the Toronto Police Service and in particular Emergency Management and Public Order (EM&PO) and its components for the period March 1, 2013 to February 28, 2014.

Discussion:

The primary function of EM&PO is to deliver effective and appropriate emergency management services for the Toronto Police Service (TPS). These services include the planning, mitigation, response, and recovery phases of emergency events.

The Enhanced Emergency Management Initiative (EEMI) commenced shortly after September 11, 2001, and includes partnerships with the City of Toronto Office of Emergency Management (OEM); Toronto Fire Services (TFS); Toronto Emergency Medical Services (EMS); and a group of external agencies and community stakeholders at the municipal, provincial and federal levels.

The primary focus of this initiative is to concentrate on the following components:

- Emergency management training, planning, response and recovery;
- Chemical, biological, radiological, nuclear and explosives (CBRNE) joint team;
- Heavy Urban Search and Rescue (HUSAR) joint team;

- Public health emergencies;
- Critical infrastructure protection; and,
- Counter-terrorism

The following is an overview of some of the major developments in the Enhanced Emergency Management Program in 2013.

Emergency Management Planning, Training, Exercising and Response:

The TPS Emergency Preparedness Committee was established in 2008 and has since expanded its membership to be representative of all command pillars. The committee focuses a large part of its efforts on strategic oversight, reviewing, analysing and supporting the implementation of after action report recommendations.

The EM&PO Emergency Management section provides 24/7 support to frontline personnel, responding to emergency events and working in co-operation with other first responders to facilitate a unified response to emergency situations. The EM section also supports major event planning and response by working closely with the Special Events Planning section and individual police divisions.

The following list represents some of the activities undertaken since the last reporting period:

- Co-ordination, development, reviews and revision of all TPS component plans for the Toronto Nuclear Emergency Response Plan (TNERP). Ongoing development of interagency partnerships to ensure improved interoperability between all TNERP stakeholders.
- Five Incident Management Teams (IMT) are available for deployment for planned events or spontaneous incidents. Teams are comprised of a designated Incident Commander(s) and dedicated general and support staff, all of whom are trained in accordance with Incident Management System principles to assume command and control functions. Ongoing refinements to the program include greater collaboration with the Special Events Planning unit. Since the last reporting period, IMT's have planned and managed many significant events including: July 8, 2013 storm and flooding, Scotiabank Caribbean Carnival, Nuit Blanche, funeral for PC John Zivcic, December 22, 2013 ice storm, New Year's Eve Festivities, and the 2014 Olympic gold medal hockey game.
- The implementation of a corporate operational planning process began in April 2013. It was completed in January 2014, ongoing refinements based upon best practices will continue. The standardization of this process features enhanced

comprehensiveness, the output of which is based upon the widely-used planning framework; Situation, Mission, Execution, Administration, Command (SMEAC). It includes an After Action Report (AAR) process as well as provisions for greater staffing efficiencies and risk assessment tools.

- The 6th annual Toronto Emergency Management Symposium was held at the Toronto Police College in November 2013. Over 350 Service members and external emergency management partners attended the event. Planning for the 7th annual Symposium is underway.
- EM&PO facilitated IMT training throughout the year. In addition, development of Pan Am 2015 focused training and exercises commenced.
- In February 2014, EM&PO hosted an emergency exercise design workshop for Service members and external partners.

EM&PO planned and/or participated in the following:

- Operational Planning and Management of Public Safety Events Workshop;
- St. Patrick's Day Parade;
- Ontario Association of Law Enforcement Planners Business Symposium;
- POU Commanders Course (Spring and Fall) design and delivery of table top and functional exercises;
- Unit evacuation table top exercise at 43 division designed to validate unit operational continuity planning;
- Microsoft Cyber Crime Seminar held at Toronto Police College;
- City of Toronto EOC Spring and Fall exercise(s) to test and validate responses and procedures relevant to flooding in Toronto;
- Planning workshops for IMT Section Chiefs and various TPS members, including unit planners, Crime Analysts and Field Intelligence Officers;
- Integration of IMT during Level 3 Missing Person Searches;
- Provincial Nuclear Planning Workshop exploring response interoperability between municipal and provincial partners;
- Pan/Para Pan Am exercise development and design meetings with Integrated Security Unit partners;
- 2014 World Pride planning and development meetings;
- Development of an aircraft accident protocol for inclusion in Service Procedures;
- Portlands Energy Centre exercise testing interoperability between private partners, Toronto EMS, TFS and TPS;

- Toronto Emergency Management Symposium, planning and event delivery;
 - 'Youthful Spirit' Pan/ Para Pan Am Games exercise;
 - Ongoing monitoring of Toronto-York Spadina Subway extension/Enbridge Pipelines de-confliction;
 - Ongoing research and development in conjunction with Occupational Health and Safety regarding the Service Respirator Program (N95 mask).
- Major Incident Command Centre (MICC) Activation
 - Toronto Waterfront Marathon
 - Canada Day festivities
 - Pride festivities
 - Flood - July 8, 2013
 - Scotiabank Caribbean Carnival
 - Nuit Blanche
 - Santa Claus Parade
 - Funeral for PC John Zivcic
 - Ice Storm - December 22, 2013
 - New Year's Eve

Operational Continuity:

To ensure that the TPS can continue to deliver core policing services in emergencies, EM&PO maintains responsibility for overseeing the maintenance of Operational Continuity Plans (OCP) for each TPS unit. It is the responsibility of each unit commander to develop the unit specific portion of the OCP and to review and revise it annually. The OCP provides a framework to assist with facility evacuations, maintain operational continuity and facilitate an orderly return to a state of normalcy.

EM&PO maintains the central inventory of all OCP's. To further enhance TPS operational continuity preparedness, random weekly unit checks are conducted by EM&PO personnel. This exercise identifies operational and facility deficiencies while also emphasizing the operational importance of the OCP.

During 2013, 147 OCP phone consultations were conducted with various units across the Service.

Operational Responses:

Throughout 2013, EM&PO was involved in numerous operational responses ranging from hazardous material situations, gas leaks, fires, protests, missing person searches, etc. The Emergency Management (EM) section of EM&PO attended scenes in order to provide on-site

incident management support and guidance to frontline supervisors, ensuring the implementation of IMS principles as required.

In addition, EM on-call members conducted over 200 telephone consultations with respect to ongoing emergency events, again providing support and guidance to frontline personnel.

The following are some examples of incidents that EM&PO personnel responded to in 2013:

- On July 8, 2013, the City of Toronto experienced a series of severe thunderstorms during the afternoon rush hour that resulted in a record amount of rainfall. As a result, many areas of the city experienced severe flooding. The impacts of the storm included power outages, commercial cellular service disruptions, and disruptions to transportation, sewer and water systems, all of which placed a significant burden upon TPS resources. The Emergency Management On-Call process was initiated and the Major Incident Command Centre (MICC) was activated. The City of Toronto also activated its Emergency Operations Centre (EOC). Members of EM&PO attended both facilities and established an IMS command and control structure, directing the TPS component of the response. It soon became apparent that the predominant concern was the rescue of 1400 passengers from a GO Transit commuter train stranded by the rising waters of the Lower Don River. A site command was established by the Duty Inspector and the TPS Marine Unit facilitated the safe rescue of all passengers. Flooding continued in several other areas of the city and power outages continued. Several TPS stations were affected and initiated their Operational Continuity Plans. The MICC remained activated for 2 twelve-hour operational periods. As the City returned to normalcy, command was returned to Duty Operations and the IMT de-escalated to a state of heightened monitoring until a return to routine operations on July 11, 2013.
- On Sunday December 22, 2013 the GTA experienced an ice storm that had long lasting effects. Power was lost for some 250,000 – 350,000 hydro customers for several days. Several TPS divisions lost grid power; resources were stretched to capacity and several units initiated their Operational Continuity Plans. The City of Toronto EOC and the TPS MICC were activated in support of the city-wide response. The MICC remained activated through the Christmas period until December 30, 2013.

Emergency Management Training:

The EM&PO Emergency Management Training Section consists of one sergeant and one Constable who are responsible for delivery of all emergency management training to internal members and external partners. The EM Training Section also facilitates Federal and Provincial level training for the Service's Senior Officers and Incident Commanders.

In 2013, the EM Training Section continued to work with Emergency Management Ontario to develop and implement a standardized incident management system (IMS) throughout the

Province. The EM Training Section was instrumental in the development of the IMS 300 course and has assumed a leadership role in delivering the program to both public and private sector partners. The EM Training Section has also been engaged in the development of the IMS 400 program. It is anticipated that the program will be ready for the pilot phase by the fall of 2014.

2013 key deliverables included:

- Eight (8) Provincial Basic Emergency Management courses delivered to Service members as well as external partners;
- Two (2) IMS 100 courses delivered to sports and entertainment venue personnel; 1418 TPS members have now completed the mandatory IMS 100 training thru the Canadian Police Knowledge Network;
- Eighteen (18) IMS 200 courses delivered to Service members as well as external partners;
- Twelve (12) IMS 300 courses delivered to Service members and external partners;

Finally, the EM&PO Emergency Management training section has partnered with Ontario Power Generation to conduct Incident Management Team exercises at its advanced training facility in Wesleyville.

Chemical, Biological, Radiological, Nuclear and Explosives (CBRNE):

The three emergency services components (TPS, TFS and EMS) of the Joint CBRNE Team operate from the EM&PO base at 4610 Finch Avenue East. This arrangement allows for greater communication and a consistent level of inter-operability amongst the three agencies. The Toronto Joint Team is one of three Level 3 CBRNE response teams in Ontario, and is capable of mounting a robust, integrated CBRNE response within the City of Toronto. In 2013, section members continued to provide on-call response and advisory services in support of Primary Response Unit (PRU) officers in CBRNE related calls for service.

The EM&PO component consists of four full-time members: one sergeant and three constables. The TPS CBRNE composite team components include specialists from EM&PO, Forensic Identification Services, the Emergency Task Force, and the Marine Unit. In addition, a trained cadre of generalist officers drawn from Divisional Policing Command and the Transit Patrol Unit supports these specialists.

Throughout 2013, members of the CBRNE section developed and delivered multiple training presentations to TPS members and external emergency response partners. These included:

- CBRNE Incident Commanders Course (TPS/TFS/EMS);
- CBRNE live agent training in Ottawa;
- CBRNE Generalist Responder Courses

CBRNE response protocol briefing sessions were presented to a number of audiences throughout the year, including:

- Frontline officers;
- Public Order Unit (POU) Incident Commanders;
- POU Basic Training course participants;
- Recruit training course for TPS Communications Services;
- Public and private partner members of the Toronto Operational Response Information System (TORIS) initiative;
- RCMP-Marine Security Emergency Response Team (MSERT);
- Toronto Fire Services and Emergency Medical Services recruits.

New Initiatives:

In 2013, the CBRNE team created a special operations introductory CBRNE course. This course is a pre-requisite to the CBRNE Technician course and was offered 5 times in 2013, to both TPS and external partners. As preparations for Pan Am 2015 continue, a new level of capacity building and interoperability between municipal emergency services has been established. Also, the CBRNE team commenced preparations for a future joint regional exercise with the RCMP-led National CBRNE Response Team.

Heavy Urban Search and Rescue (HUSAR) – Joint Team:

The Heavy Urban Search and Rescue Team – Canada Task Force 3 (CANTF3) is a Toronto Fire Services led initiative that is comprised of representatives from all emergency services. It is one of only four ‘Heavy’ capability teams in Canada. The HUSAR team is trained to respond to, search for, and rescue victims from collapsed structures.

In 2013, team members participated in a Provincial exercise in Rideau Lakes and completed all mandatory training.

Critical Infrastructure/Counter Terrorism (CI/CT):

EM&PO and the Intelligence Division work in conjunction to identify, document and analyse critical infrastructure sites across the city. Once identified, the appropriate action can be taken to ensure that risks to these sites are minimized through education, information sharing, resiliency measures and, if appropriate, target-hardening activities. The goal is to help ensure that critical services are maintained or restored as quickly as possible in the event of an emergency or disaster.

In conjunction with this imperative, EM&PO and Communications Services have continued enhancements to TORIS (Toronto Operational Response Information System). TORIS is a web-based application that stores detailed site information for the purpose of enabling time-critical decision making by frontline officers and dispatch personnel during the response to emergencies

or large-scale events. TORIS also promotes interoperability, joint training, and information exchange between the TPS and its public and private sector partners.

Through these partnerships, as well as those developed with the Intelligence Division and the RCMP Ontario Integrated National Security Enforcement Team ('O' INSET), the Critical Infrastructure and Counter Terrorism Section has become the conduit for the timely dissemination of appropriate relevant intelligence material both internally, and to our external partners.

External Partnerships:

The TPS maintains executive standing on external emergency preparedness entities at the local, provincial and national levels. These entities include:

- The Joint Operations Steering Committee (JOSC), is comprised of Deputy Chief level representation from the TPS, EMS, TFS, and the Director of the City Office of Emergency Management. This group meets to facilitate and harmonize emergency operations between the three major emergency response agencies which include: CBRNE, HUSAR, Pandemic Planning, Provincial Nuclear Emergency Response Plan, and the Provincial Liquid Emergency Response Plan;
- The Provincial Incident Management System (IMS) Committee-Police Sector Working Group;
- The City of Toronto Emergency Management Program Committee (TEMPC) which consists of executive level members of all city boards, agencies and commissions to enhance city-wide emergency preparedness, while also being able to provide strategic level emergency management response;
- The Ontario Association of Chiefs of Police Emergency Preparedness Committee which supports an integrated Ontario police service approach to preparing for large scale events;
- The Canadian Association of Chiefs of Police Emergency Management Committee, which promotes an integrated national framework for emergency management;
- The Canadian Association of Chiefs of Police Counter Terrorism Committee, whose mandate is to harmonize the work of Canadian law enforcement agencies in identifying, preventing, deterring, and responding to terrorism and other national security threats.

Conclusion:

The Toronto Police Service recognizes the value of effective emergency management practices and partnerships in order to ensure the resiliency of the Service; which in turn safeguards our capability to protect our communities. The TPS continues to strive to develop new and

innovative methods that engage and mobilize the resources necessary to appropriately plan, mitigate, respond and recover from emergency events.

Deputy Chief Mark Saunders, Specialized Operations Command, will be in attendance to answer any questions that the Board may have regarding this report.

In response to questions by the Board, Chief Blair described the extent to which the TPS was engaged in a collaborative response to the hydro emergency that occurred as a result of the December 2013 ice storm.

The Board received the foregoing report.

M. Del Grande

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON APRIL 10, 2014**

#P78. ANNUAL REPORT: 2013 POLICE COOPERATIVE PURCHASING GROUP

The Board was in receipt of the following report March 24, 2014 from William Blair, Chief of Police:

Subject: ANNUAL REPORT 2013: POLICE COOPERATIVE PURCHASING GROUP

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

The Toronto Police Services Board Financial Control By-Law No. 147, amended by By-Law No. 148, 151, 153, 156 and 157, requires that the Chief of Police report annually to the Board on any expenditure over \$500,000 processed through the Police Cooperative Purchasing Group (PCPG) in the preceding year. The information in this report is provided in response to this requirement.

Discussion:

The Toronto Police Service has been, and continues to be, a member of the PCPG since its inception in 1996. The group continues to provide its members (police services) throughout the Province the opportunity for cost savings through volume buying and standardization of equipment. Pricing agreements are awarded through the PCPG process for related items such as marked and unmarked police cars, tires, ammunition, pepper spray, body armour, uniform clothing, and footwear. The process continues to work well with the PCPG members sharing the administration of the various procurement processes.

During 2013, the following expenditures, with a value exceeding \$500,000, were made through the PCPG:

Item	Vendor	2013 Expenditure (\$)
Unmarked Vehicles	Chrysler Canada	710,539.48
Unmarked Vehicles	Yorkdale Ford Lincoln Sales Limited	573,469.35

Conclusion:

The Provincial PCPG is a procurement shared service that the Toronto Police Service participates in along with other police services in Ontario, including the OPP. This report provides information on those PCPG purchases that exceeded \$500,000.

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

The Board received the foregoing report.

Moved by: D. Noria

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON APRIL 10, 2014**

#P79. ANNUAL REPORT: 2013 SOLE AND SINGLE SOURCE PURCHASES

The Board was in receipt of the following report March 26, 2014 from William Blair, Chief of Police:

Subject: ANNUAL REPORT: 2013 SOLE AND SINGLE SOURCE PURCHASES

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

The Toronto Police Services Board Financial Control By-Law No. 147 amended by By-Law No. 148, 151, 153, 156 and 157, requires that the Chief of Police report annually to the Board on any sole and single source purchases for goods or services with a value greater than \$10,000 in the preceding year. The purpose of this report is to respond to this requirement.

Discussion:

Sole sourcing is defined as the procurement of goods or services that are unique to a particular vendor and cannot be obtained from another source. Single sourcing is defined as the procurement of goods or services from a particular vendor rather than through an open solicitation of bids from other vendors who can provide similar items.

Both sole and single source purchases are made:

- in emergency situations;
- when the vendor has proprietary rights to a product or service;
- for situations where confidentiality is a requirement in order to do business with the Service;
- where a product is required to match existing equipment;
- for purchases where health and safety concerns exist;
- where there are time constraints associated with making a purchase;
- where there is scarcity of supply in the market; and
- to avoid violating warranties and guarantees where service is required for a good that already exists in the organization.

In these cases, the award is made to a specific vendor without going through a competitive process.

In accordance with the Toronto Police Service's (Service) Purchasing and Expenditure Procedures, a request is submitted to the Service's Purchasing Services (PUR) unit with justification to retain a vendor as a sole or single source. If the justification is acceptable to the Manager, PUR, and the purchase meets the above criteria, the request is processed.

The following tables summarize the sole and single source purchases over \$10,000 that occurred in 2013.

Sole Source Purchases:

The sole source purchases identified in the table below were made to acquire products from suppliers that have proprietary rights to the product, and/or are sole distributors or manufacturers of a given product/service. The sole source purchase must be made in order to limit or avoid violating warranties and guarantees, to match existing equipment and to maintain continuity of services, where necessary, on projects.

In many cases, the original procurement of the good or service was obtained through a competitive process. As a result, only the ancillary procurement, for example, the warranty, is made on a sole source basis.

VENDOR	DESCRIPTION	2013 EXPENDITURE
MORPHO CANADA	Proprietary	\$16,281.60
AVANTE SOLUTIONS INC	Proprietary	\$45,171.91
PET SCIENCE LTD	Proprietary	\$12,686.91
PLANVIEW INC	Proprietary	\$34,765.22
NETPRESENTER US OFFICE	Proprietary	\$29,883.86
PARADIGM BUSINESS SYSTEMS NORTH	Proprietary	\$81,408.00
SURVEY TECHNOLOGIES INC	Proprietary	\$42,858.26
CI TECHNOLOGIES INC	Proprietary	\$23,659.20
SRA INTERNATIONAL	Proprietary	\$19,487.04
CHERWELL SOFTWARE INC	Proprietary	\$37,068.12
PORTER LEE CORPORATION	Proprietary	\$14,568.72
FUJIFILM CANADA INC	Proprietary	\$45,177.56
INLAND LIFERAFTS & MARINE LTD	Proprietary	\$16,669.98
CARDINAL CORRUGATED CONTAINERS	Proprietary	\$10,745.86
R NICHOLLS DISTRIBUTORS INC	Proprietary	\$33,917.38
MERCURY MARINE	Proprietary	\$109,600.95
MEDIASOLV SOLUTIONS CORPORATION	Proprietary	\$385,764.02
FRED DEELEY IMPORTS LTD	Proprietary	\$27,014.21

VENDOR	DESCRIPTION	2013 EXPENDITURE
KEYSTONE AUTOMOTIVE INDUSTRIES	Proprietary	\$16,465.85
ESRI CANADA LTD	Proprietary	\$15,365.76
DYPLEX COMMUNICATIONS LTD	Proprietary	\$14,266.75
EJUST SYSTEMS INC	Proprietary	\$11,905.92
RUSSELL, HUGH C, PHD	Proprietary	\$20,746.38
DIGITAL AUDIO CORPORATION	Proprietary	\$27,773.98
NETMOTION WIRELESS INC	Proprietary	\$15,264.00
MET-SCAN CANADA LTD	Proprietary	\$17,592.65
ACCESSDATA CORP	Proprietary	\$12,586.80
COLT CANADA	Proprietary	\$42,723.94
COLT CANADA	Proprietary	\$34,179.15
AOT PUBLIC SAFETY CORPORATION	Proprietary	\$23,739.59
RECONROBOTICS INC	Proprietary	\$14,963.31
MD CHARLTON CO LTD	Proprietary	\$20,930.08
AVANTE SOLUTIONS INC	Proprietary	\$49,569.84
INSITE COMPUTER GROUP INC	Proprietary	\$13,567.66
CELLEBRITE USA CORP	Proprietary	\$26,000.48
RAPID7 LLC	Proprietary	\$21,074.79
D&R ELECTRONICS CO LTD	Proprietary	\$13,986.92
MD CHARLTON CO LTD	Proprietary	\$75,013.89
RIVERBED TECHNOLOGY INC	Proprietary	\$57,317.93
ESRI CANADA LTD	Proprietary	\$152,512.80
SPARTAN RESCUE INC	Proprietary	\$12,384.19
FRED DEELEY IMPORTS LTD	Match Existing Equipment	\$58,768.42
LOUIS GARNEAU SPORTS INC	Match Existing Equipment	\$51,779.82
D&R ELECTRONICS CO LTD	Match Existing Equipment	\$91,521.18
ICOR TECHNOLOGY INC	Match Existing Equipment	\$121,318.27
INVITRO SCIENCES INC	Match Existing Equipment	\$36,689.57
PACIFIC SAFETY PRODUCTS	Match Existing Equipment	\$11,219.04
D & R ELECTRONICS CO LTD	Match Existing Equipment	\$56,737.30
SANI SPORT	Health and Safety	\$18,394.14
SAFETY KLEEN	Bridging Contract to new RFQ process	\$13,500.00
LATOPLAST LTD	Bridging Contract to new	\$19,329.32

VENDOR	DESCRIPTION	2013 EXPENDITURE
	RFQ process	
MAYHEW & ASSOCIATES INC	Ensure Warranty	\$15,000.00
NORITSU CANADA LTD	Ensure Warranty	\$13,559.52
D & R ELECTRONICS CO LTD	Ensure Warranty	\$29,355.52
RAVE AUDIO VISUAL	Ensure Warranty	\$34,513.94
MAYHEW & ASSOCIATES	Continuity of Services	\$15,000.00
MAYHEW & ASSOCIATES	Continuity of Services	\$16,085.21
TOTAL		\$2,299,432.71

Single Source Purchases:

The single source purchases identified in the table below were made based on various justifications, deemed acceptable to the Manager, Purchasing Services:

VENDOR	2013 Expenditures	Description of the Good or Service Provided	Reason for Single Source Designation
HOILETT, KEITH	\$36,043.40	Hearing Officer	Specialized Services
WILEY, JEROME	\$42,375.00	Legal support	Specialized Services
SHIELDS, GLENDA	\$51,185.28	Contracted service	Specialized Services
CUNNINGHAM DISPUTE RESOLUTIONS	\$22,488.96	Tribunal services	Specialized Services
STOCKWOODS LLP	\$12,474.78	Legal support	Specialized Services
STOCKWOODS LLP	\$12,211.20	Legal support	Specialized Services
NELMAR SECURITY PACKAGING SYSTEMS	\$73,213.01	Assorted evidence bags	Extended contract to allow for a 2014 quotation process
GUILLEVIN INTERNATIONAL	\$66,559.17	Sani wipes	Extended contract to allow for a 2014 quotation process
BAG MAN, THE	\$25,135.54	Line tape	Extended contract to allow for a 2014 quotation process
XTREME TIRE GARAGE	\$100,274.28	Assorted tires	Extended contract to allow for a 2014 quotation process

VENDOR	2013 Expenditures	Description of the Good or Service Provided	Reason for Single Source Designation
SCARBOROUGH LEXUS TOYOTA	\$20,710.00	Assorted parts	Extended contract to allow for a 2014 quotation process
SCARBOROUGH NISSAN	\$14,000.00	Assorted parts	Extended contract to allow for a 2014 quotation process
PARKWAY HONDA	\$11,500.00	Assorted parts	Extended contract to allow for a 2014 quotation process
UNIFORM GROUP INC, THE	\$29,701.98	Various clothing items	Extended contract to allow for a 2014 quotation process
GRANT CUSTOM	\$11,351.57	Assorted name tags	Extended contract to allow for a 2014 quotation process
B DUNCAN MARKETING LTD	\$14,599.51	Assorted vests	Extended contract to allow for a 2014 quotation process
BUDGET RENT A CAR	\$29,268.63	Rentals	Extended contract to allow for a 2014 quotation process
VWR INTERNATIONAL LTD	\$13,357.40	Swabs	Extended contract to allow for a 2014 quotation process
INNOVATIVE AUTO INTERIORS	\$54,538.31	Seat repairs	Extended contract to allow for a 2014 quotation process
PACIFIC SAFETY PRODUCTS	\$42,448.59	Assorted products	Extended contract to allow for a 2014 quotation process
GRANT CUSTOM	\$10,681.33	Cresting	Extended contract to allow for a 2014 quotation process
BARGAIN AUTOMOTIVE	\$16,750.00	Hoist repairs	Extended contract to allow for a 2014 quotation process
KORAX	\$10,152.29	Web hosting	Extended contract to allow for a 2014 quotation process
DIGITAL BOUNDARY GROUP	\$30,019.20	Penetration testing	Extended contract to allow for a 2014 quotation process

VENDOR	2013 Expenditures	Description of the Good or Service Provided	Reason for Single Source Designation
MET-SCAN CANADA LTD	\$16,146.31	Software	Grant-funded program for viability testing
TOTAL	\$767,185.74		

In all instances above where the reason for single sourcing has been noted as “Extended contract to allow for a 2014 quotation process”, the Purchasing unit has already awarded to a vendor through a competitive process or is currently finalizing the competitive process. As a result, these vendors will not appear on the 2014 Single and Sole Source report, for the current goods or services being procured.

The sole and single source purchases included in this report represent a total of 6.7% of the total number of purchase orders, and 2.8% of the total dollar value of purchase orders, issued by the Service in 2013. The majority (73% of the total number of purchase orders issued and 77% of the total dollar value, over \$10,000) of these purchases are sole source which are based on proprietary rights where the goods or services procured are unique to a particular vendor and not available from any other source.

The Service is in the process of reviewing By-law 147 in order to better clarify the content and incorporate best practices, including clearer definitions for single and sole source procurement. In addition, the Service is developing more enhanced purchasing procedures which are better aligned to public procurement best practices. Both of these changes heighten the Service’s commitment to an even more open and competitive purchasing process.

Conclusion:

The Service’s purchasing procedures require that goods and/or services be obtained through a competitive process. The Service is committed to keeping both sole and single source purchases to an absolute minimum. However, there are situations where goods and/or services must be procured from a unique or particular vendor. These types of procurements are managed through a formal procedure that is overseen by the Manager, Purchasing Services, and require proper justification and approval before a commitment is made.

To further increase the transparency of this process, this report provides the Board with a list of sole and single source expenditures over \$10,000 in 2013, as well as what percentage of total purchase orders (greater than \$10,000) issued, they represent.

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

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Mr. Tony Veneziano, Chief Administrative Officer, was in attendance and responded to questions about this report.

The Board received the foregoing report.

Moved by: M. Del Grande

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON APRIL 10, 2014**

**#P80. SEMI-ANNUAL REPORT: PUBLICATION OF EXPENSES: JULY TO
DECEMBER 2013**

The Board was in receipt of the following report March 19, 2014 from William Blair, Chief of Police:

Subject: SEMI-ANNUAL REPORT: PUBLICATION OF EXPENSES – JULY TO
DECEMBER 2013

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

The Board, at its meeting on February 1, 2012 passed a motion requiring the expenses of Board Members, the Chief, the Deputy Chiefs and Chief Administrative Officer (CAO), excluded members at the level of X40 and above and Service members at the level of Staff Superintendent and Director to be reported to the Board on a bi-annual basis. The expenses to be published are in three areas: business travel, conferences and training and hospitality and protocol (Min. No. P18/12 refers).

The purpose of this report is to advise the Board of the expenses incurred by Board and Service members during the period July 1 to December 31, 2013.

Discussion:

Since 2007, the Service has published the expenses of the Chief, Deputy Chiefs and CAO on the Service's internet site. The Board's motion expanded the range of members whose expenses were to be published. Attached to this report as Appendix "A" are the expenses, for the second half of 2013, for the Service and Board Members included in the Board's motion. Publication of this information on the Board's and Service's internet sites is anticipated to occur by April 30, 2014.

Conclusion:

Appendix A of this report contains details for the three categories of expenses incurred by Board and Service members.

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

The Board received the foregoing report.

Moved by: M. Del Grande

Appendix A

Toronto Police Service and Toronto Police Services Board
Expense Publication Summary
Period: July to December 2013

Member	Expenses reported
Blair, William	\$7,295.93
Califaretti, Sandra	\$2,104.16
Campbell, Joanne	\$539.10
Delgrande, Mike	\$539.10
Farahbakhsh (May), Jeanette	\$2,567.13
Federico, Michael	\$6,921.26
Giannotta, Celestino	\$6,619.50
Kijewski, Kristine	\$535.41
Moliner, Marie	\$37.84
Mukherjee, Alok	\$2,403.48
Noria, Dhun	\$0.00
Nunziata, Frances	\$0.00
Pringle, Andrew	\$0.00
Pugash, Mark	\$6.98
Saunders, Mark	\$6,216.91
Sloly, Peter	\$11,518.03
Stubbings, Richard	\$11,618.49
Thompson, Michael	\$0.00
Veneziano, Tony	\$2,139.97
Wilcox, Jane	\$4,351.88
Total expenditures reported	<u><u>\$65,415.17</u></u>



**Toronto Police Service
Senior Staff Expenses
For the period of July to December 31, 2013**

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)
August 1 -2	Major Cities Chief's 2013 Meeting in Chicago, Illinois. Flight & Accommodation paid by Major Cities Chief's Association	\$189.56
September 12 -14	OACP Board of Directors Meeting in Sudbury, Ontario. Accommodation paid by OACP	\$202.61
September 18 -19	Mentor for MCCA Police Executive Leadership Development Program in Schaumburg, Illinois. Flight and Hotel paid by Major Cities Chiefs Association	\$280.40
November 14	Speaker at FBINAA-IPTI Human Trafficking Summit in Ottawa, Ontario	\$250.58
		\$923.15

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
July 6 - 11	Speaker at Global Cities Conference in London, England. Flight and accommodation paid by Global Cities Organization	\$748.66
August 15 - 21	CISC NEC Meeting & CACP Conference in Winnipeg, Manitoba. One night reimbursed by CISC	\$2,309.87
October 17 -23	Major Cities Chiefs/IACP Conference in Philadelphia, PA.	\$3,140.98
		\$6,199.51

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
August 12	Business Luncheon with Accenture in Toronto, Ontario	\$173.27
		\$173.27

Member Total	\$7,295.93
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**Toronto Police Service
Senior Staff Expenses
For the period of July to December 31, 2013**

Unit: Finance and Business Management
Member: Califaretti, Sandra
Job Title/Rank: Director

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
September 10	OACP Budget and Finance Meeting in Waterloo, Ontario	\$80.64
September 10	Marijuana Grow Operation Cost Recovery By-law Process Meeting at City Hall in Toronto, Ontario	\$9.01
September 19	TPS 25 Year Service Recognition Presentation attended on behalf of the CAO in Toronto, Ontario	\$10.94
November 18	Asset Management Strategy Meeting, Fleet and Materials Management in Toronto, Ontario	\$16.21
		\$116.80

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
October 2 - 3	Intergovernmental Forum on Risk Management, Conference Board of Canada in Ottawa, Ontario	\$1,987.36
		\$1,987.36

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	\$2,104.16
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**Toronto Police Service
Senior Staff Expenses
For the period of July to December 31, 2013**

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)
	No business travel expenses for this period	\$0.00
		\$0.00

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
November 4 -5	Ontario Association of Police Services Boards Seminar in Toronto, Ontario	\$539.10
		\$539.10

Hospitality & Protocol

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

Member Total	\$539.10
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**Toronto Police Service
Senior Staff Expenses
For the period of July to December 31, 2013**

Unit: Toronto Police Service Board
Member: Delgrande, Mike
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)
November 4 -5	Ontario Association of Police Services Boards Seminar in Toronto, Ontario	\$539.10
		\$539.10

Hospitality & Protocol

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

Member Total	\$539.10
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Toronto Police Service
Senior Staff Expenses
For the period of July to December 31, 2013

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

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)
October 8	Narrative Approaches to Performance Reviews Seminar in Toronto, Ontario	\$10.18
November 4 - 5	Ontario Association of Police Services Boards Seminar in Toronto, Ontario	\$539.10
December 10 - 11	5th Workplace Mental Health Conference in Toronto, Ontario	\$2,009.75
		\$2,559.03

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
October 18	Arbitration Hearing	\$8.10
		\$8.10

Member Total	\$2,567.13
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**Toronto Police Service
Senior Staff Expenses
For the period of July to December 31, 2013**

Unit: Operational Support Command
Member: Federico, Michael
Job Title/Rank: Deputy Chief

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
September 23	NJC Ontario Region Meeting in Ottawa, Ontario. All cost reimbursed by Public Safety and Emergency Preparedness Canada	\$0.00
November 4 - 6	National Joint Committee Meeting in Ottawa, Ontario	\$754.29
		\$754.29

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
September 9 - 11	PERF Cyber Crime and Body Camera Conference in Washington, DC	\$1,156.57
October 9 - 20	Pearls in Policing - Session 1 of 3 Conference in Sydney, Australia	\$4,895.46
		\$6,052.03

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
August 1	SWNC Meeting with co-chair in Toronto	\$46.83
September 12	Accenture Meeting in Toronto	\$6.76
September 13	Ministry of Health Round Table Meeting in Toronto	\$10.80
September 24	PSB Mental Sub Committee Meeting in Toronto	\$9.90
December 5	Proaction Meeting in Toronto	\$9.01
December 16	Testifying at Corners Inquest in Toronto	\$13.63
December 20	Testifying at Corners Inquest in Toronto	\$13.51
December 27	Emergency Planning Meeting in Toronto	\$4.50
		\$114.94

Member Total	\$6,921.26
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**Toronto Police Service
Senior Staff Expenses
For the period of July to December 31, 2013**

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

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
August 16 - 19	CACP ICT Committee Meeting in Winnipeg, MB	\$1,444.61
October 5 - 10	Gartner Symposium Itxpo 2013 in Orlando, Florida	\$2,435.13
		\$3,879.74

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
November 22 - 28	ICT Committee Meeting and CITIG Workshop in Vancouver, BC	\$2,736.16
		\$2,736.16

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
July 12	Telecommunications Services Unit and Communications Unit Meeting in Toronto, Ontario	\$3.60
		\$3.60

Member Total	\$6,619.50
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Toronto Police Service
Senior Staff Expenses
For the period of July to December 31, 2013

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

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
September 30 - October 1	Polis Fall 2013 Meeting in Ottawa, Ontario	\$535.41
		\$535.41

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No conference and training expense 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	\$535.41
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**Toronto Police Service
Senior Staff Expenses
For the period of July to December 31, 2013**

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)
October 16	Management Meeting in Toronto	\$9.01
October 29	Special Board Meeting in Toronto	\$9.01
October 29	Special Board Meeting in Toronto	\$9.01
December 13	Special Board Meeting in Toronto	\$10.81
		\$37.84

Conferences & Training

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

Hospitality & Protocol

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

Member Total	\$37.84
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**Toronto Police Service
Senior Staff Expenses
For the period of July to December 31, 2013**

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)
September 30	Meeting in Toronto	\$42.32
December 2013	Meetings various location in Toronto	\$213.42
		\$255.74

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
August 13 - 18	CAPB Conference in Saskatoon, Saskatchewan	\$1,633.85
September 4 - 5	OAPSB Labour Conference in Toronto, Ontario	\$513.89
		\$2,147.74

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	\$2,403.48
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**Toronto Police Service
Senior Staff Expenses
For the period of July to December 31, 2013**

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)
	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 expense 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 July to December 31, 2013**

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 expense 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 July to December 31, 2013**

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 expense for this period	\$0.00
		\$0.00

Conferences & Training

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

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No hospitality and protocol expense 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 July to December 31, 2013

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

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
July 25	Crime Stoppers Meeting in Toronto	\$1.57
December 9	Crime Stoppers Meeting at Sheraton Hotel in Toronto	\$5.41
		\$6.98

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No conference and training expense 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	\$6.98
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Toronto Police Service
Senior Staff Expenses
For the period of July to December 31, 2013

Unit: Specialized Operations Command
Member: Saunders, Mark
Job Title/Rank: Deputy Chief

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
September 28 - 29	Canadian Police and Peace Officers 36th Annual Memorial Service in Ottawa, Ontario	\$521.23
September 30 - October 3	CIROC/CACP Meeting in Calgary, Alberta	\$1,029.34
November 23 - 30	Visit to Afghanistan. Flight & accommodations paid by RCMP	\$56.26
December 11 - 12	Central Ontario Police Partners Meeting in Ottawa, Ontario	\$796.26
		\$2,403.09

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
August 15 - 22	CACP 2013 Annual Conference in Winnipeg, MB	\$3,032.47
		\$3,032.47

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
July 7	MPP L. Albanese Business Lunch in Toronto	\$104.38
July 24	Pan-am Business Luncheon in Toronto	\$43.50
July 31	Chief Executive Business Luncheon in Toronto	\$86.76
August 6	MPP L. Albanese Business Lunch in Toronto	\$7.20
September 18	Retirement Dinner in Toronto	\$70.00
October 21	Meeting in Toronto	\$10.81
October 24	Business Meeting with New York Liaison in Toronto	\$13.50
November 6	Chief's Gala in Toronto	\$9.90
November 18	Attending Fugitive Seminar in Toronto	\$12.16
November 20	Business Luncheon with US Marshalls in Toronto	\$353.63
November 28	Retirement Dinner in Toronto	\$65.00
December 6	Attending Christmas Event in Toronto	\$4.51
		\$781.35

Member Total	\$6,216.91
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Toronto Police Service
Senior Staff Expenses
For the period of July to December 31, 2013

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

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
June 7 - 8	Guest Speaker at the Cross Cultural Roundtable on Security in Nova Scotia. Additional reimbursement from Public Safety Canada	-\$95.80
July 2	Chief Justice Meeting in Toronto	\$5.18
July 5	West Park Healthcare Centre Board Meeting in Toronto	\$13.51
August 27	OJEN Summer Law Institute Meeting in Toronto	\$9.01
August 28	Turkish Consulate Meeting	\$10.81
September 30	Vanualey YMCA Tour in Toronto	\$2.70
October 3	West Park Foundation Board Meeting in Toronto	\$9.90
October 4	Diversity Awards Gala in Toronto	\$9.01
October 8	CATA Alliance Dragon Den's Series Event in Toronto	\$27.02
October 8	Metro Morning Interview in Toronto	\$7.20
October 10	News Talk Radio Interview in Toronto	\$4.05
October 11	Business Meeting in Toronto	\$4.28
October 16	Civic Action Kick Off Event in Toronto	\$25.22
October 26	Policing Literacy Initiative Meeting in Toronto	\$6.30
November 4	Youth Anti-Violence Breakfast in Toronto	\$5.41
November 8	FOCUS Rexdale Steering Committee Meeting in Toronto	\$6.30
November 10	Remembrance day event in Toronto	\$4.50
November 26 - 27	OACP Board of Directors Meeting in London, Ontario. Accommodation covered by OACP	\$135.08
		\$189.68

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
September 9 - 11	PERF Conference in Washington, D.C.	\$1,370.85
September 16 - 19	MCCA - Police Executive Leadership Development Program in Schaumburg, Illinois. Accommodation covered by Organization	\$1,713.45
September 22 - 27	Versadex Users Conference in Portland, Oregon. Part of Registration reimbursed by Agency	\$3,071.15
October 17 - 22	Major City Chiefs Association & IACP 2013 Fall Conference in Philadelphia, Pennsylvania	\$3,139.62
October 29 - 30	Western Canada Emergency Service Leadership Conference in Leduc, Alberta. Accommodation covered by Organization	\$1,055.20
		\$10,350.27

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
November 6	Tapscott Meeting in Toronto	\$57.09
November 13	Pacer Advisory Committee Event in Toronto	\$292.88
November 13	Luncheon in Toronto	\$2.71
November 16	1010 AM, On-Air Interview in Toronto	\$6.30
November 18	Senior Officers Dance in Toronto	\$6.30
November 18	Microsoft Dinner in Toronto	\$8.10
November 26	Pacer Advisory Committee Event in Toronto	\$98.42
December 2	Refreshments for officers at 22 Division (following the death of an officer)	\$45.66
December 6	Command Christmas Dinner in Toronto	\$13.50
December 11	Pacer Advisory Committee Event in Toronto	\$187.98
December 13	Division Policing Command Christmas Luncheon in Toronto	\$2.04
December 19	Debrief Planning Session in Toronto	\$257.10
		\$978.08

Member Total	\$11,518.03
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Toronto Police Service
Senior Staff Expenses
For the period of July to December 31, 2013

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

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
September 12 - 14	OACP Board of Directors Meeting in Sudbury, Ontario. Accommodation covered by OACP	\$224.25
November 14	FBI National Academy Meeting	\$45.45
November 26 - 27	OACP Board of Directors Meeting in London, Ontario. Accommodation covered by OACP	\$160.91
		\$430.61

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
September 16 - October 5	Police Leadership Program in Toronto	\$11,000.00
November 18	2013 Annual Alcohol and Gaming Workshop in Toronto, Ontario	\$86.49
		\$11,086.49

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
September 10	United Way Kick Off Event at City Hall in Toronto	\$13.51
October 5	Police Leadership Program in Toronto	\$7.21
October 13	Trillium Health Centre	\$10.81
November 15	CIOR Meeting in Toronto	\$24.40
November 18	PSB Meeting at City Hall in Toronto	\$12.16
December 7	Greeting returning members from Afghanistan in Mississauga, Ontario	\$24.30
December 22	Emergency Operation Centre Ice Storm in Toronto, Ontario	\$9.00
		\$101.39

Member Total	\$11,618.49
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**Toronto Police Service
Senior Staff Expenses
For the period of July to December 31, 2013**

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 July to December 31, 2013

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

Business Travel

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

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
September 17 - 20	Government Finance Officers Association Conference in Saskatoon, Saskatchewan	\$2,130.96
		\$2,130.96

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
October 23	Division 14 CPLC Youth Scholarship Event in Toronto, Ontario	\$9.01
		\$9.01

Member Total	\$2,139.97
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**Toronto Police Service
Senior Staff Expenses
For the period of July to December 31, 2013**

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

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
September 18	Offsite Civilian Unit Commander Meeting in Toronto	\$2.68
		\$2.68

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
August 18 - 21	CACP Conference in Winnipeg, MB	\$1,943.07
November 22 - 27	CTSEMC 2 day meeting, CITIG Board Meeting with CITIG Seminar in Vancouver, B.C.	\$2,406.13
		\$4,349.20

Hospitality & Protocol

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

Member Total	\$4,351.88
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**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON APRIL 10, 2014**

**#P81. QUARTERLY REPORT: TORONTO POLICE SERVICES BOARD
SPECIAL FUND UNAUDITED STATEMENT: OCTOBER TO
DECEMBER 2013**

The Board was in receipt of the following report March 26, 2014 from Alok Mukherjee, Chair:

Subject: QUARTERLY REPORT: TORONTO POLICE SERVICES BOARD SPECIAL
FUND UNAUDITED STATEMENT: OCTOBER TO DECEMBER 2013

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 #P73/13) 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 October 1 to December 31, 2013.

As at December 31, 2013, the balance in the Special Fund was \$1,792,410. During the fourth quarter, the Special Fund recorded receipts of \$344,391 and disbursements of \$95,495. There has been a net increase of \$516,283 against the December 31, 2012 fund balance of \$1,276,127.

Auction proceeds have been estimated for the months of December 2013 as the actual deposits have not yet been made.

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

- TP Amateur Athletic Assoc. \$12,200
- Elspeth Heyworth Centre for Women \$10,000

- Native Child and Family Program \$5,000
- 2013 CPLC accrual \$453

The following unused funds were returned:

- 2013 CPLC set up \$9,073
- 2013 United Way set up \$4,404
- Francophone \$2,765

In addition, the Board approved and disbursed the following:

- PC Zivcic Reception \$65,386
- TPA Retirement Dinner Function \$4,338
- Custom Art Concepts \$4,082

As outlined in the Special Fund Policy, the Chair and the Vice Chair have been granted standing authority to approve a number of expenditures from the Special Fund. The Chair is required to report all approved requests to the Board annually. The following is a list of expenditures and amounts authorized by the Chair and the Vice Chair.

- Toronto Police Amateur Athletic Association \$29,700
- Fitness Equipment \$0
- Awards & Recognition Programs \$81,693
 - Recognition of Board members
 - Service Awards
 - 25 Year Watch Presentation
 - Long Service Award Ceremony
 - TPA/TPSB Retirement Dinners
 - School Crossing Guard Long Service Awards

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.

Moved by: D. Noria

THE TORONTO POLICE SERVICES BOARD SPECIAL FUND 2013 FOURTH QUARTER RESULTS WITH INITIAL PROJECTIONS								
PARTICULARS	2013						2012	COMMENTS RELATING TO THIS QUARTER
	INITIAL PROJ.	JAN 01 TO MAR 31/13	APR 01 TO JUN 30/13	JUL 01 TO SEPT 30/13	OCT 01 TO DEC 31/13	JAN 01 TO DEC 31/13 TOTALS	JAN 01 TO DEC 31/12 ACTUAL	
BALANCE FORWARD	1,276,127	1,276,127	1,628,180	1,557,017	1,543,515	1,276,127	318,675	
<u>REVENUE</u>								
PROCEEDS FROM AUCTIONS	350,000	42,703	114,608	98,485	26,653	282,450	358,500	Auction proceeds for the December are based on estimates. Overhead is at 27% of the proceeds.
LESS OVERHEAD COST	(129,500)	(15,800)	(42,405)	(36,439)	(5,538)	(100,183)	(132,475)	
UNCLAIMED MONEY	330,000	337,497	16,081	13,321	319,734	686,633	1,016,280	
LESS RETURN OF UNCLAIMED MONEY	(7,000)	(2,302)	(3,505)	(26,922)	(670)	(33,399)	(15,613)	
INTEREST	5,000	1,709	3,206	3,230	4,204	12,349	6,743	Interest income is based on the average monthly bank balance.
LESS BANK SERVICE CHARGES	(2,000)	(783)	(76)	(78)	(198)	(1,135)	(1,934)	
OTHERS	3,000	11,754	4,182	0	205	16,141	2,388	Return of beer bottles
OTHERS	0	0	0	0	0	0	10,000	
TOTAL REVENUE	549,500	374,778	92,091	51,597	344,391	862,856	1,243,889	
BALANCE FORWARD BEFORE EXPENSES	1,825,627	1,650,905	1,720,271	1,608,614	1,887,905	2,138,983	1,562,564	
<u>DISBURSEMENTS</u>								
<u>POLICE COMMUNITY INITIATIVES</u>								
SERVICE								
CPLC & COMM. OUTREACH ASSISTANCE	29,000	0	29,000	0	453	29,453	29,000	2013 CPLC accrual
UNITED WAY	10,000	0	10,000	0	0	10,000	10,000	
OTHER	0	0	0	0	0	0	0	
COMMUNITY								
VICTIM SERVICES PROGRAM	25,000	0	25,000	4,000	0	29,000	12,000	
VARIOUS ORGANIZATIONS	80,000	16,000	70,400	1,000	15,000	102,400	153,650	Native Child & Family Program
FUNDS RETURNED - SPONSORSHIPS	(4,500)	0	(3,596)	(1,627)	(16,243)	(21,467)	(21,197)	Francophone, CPLC and United Way
TPAAA ASSISTANCE	20,000	0	1,500	16,000	12,200	29,700	0	TPAAA
RECOGNITION OF SERVICE MEMBERS								
AWARDS	60,000	6,000	7,628	45,526	(533)	58,621	58,392	Watch replacement, Auxiliary day
CATERING	15,000	0	1,230	0	12,565	13,794	12,405	25 Years Luncheon, Old Mill Inn
RECOGNITION OF COMMUNITY MEMBERS								
AWARDS	2,000	0	364	0	4,082	4,445	1,199	Custom Art Concepts
CATERING	2,000	0	1,140	0	2,290	3,430	2,328	
RECOGNITION OF BOARD MEMBERS								
AWARDS	500	110	0	0	0	110	0	
CATERING	1,000	515	29	0	29	572	499	
CONFERENCES								
COMM. POLICE LIAISON COMMITTEES	8,500	0	8,500	0	(2,205)	6,295	4,821	
ONT. ASSO. OF POLICE SERVICES BOARD	0	0	7,500	0	0	7,500	0	
CDN ASSO. OF POLICE SERVICES BOARD	0	0	0	0	0	0	0	
DONATIONS - IN MEMORIAM								
TPSB/TPA RETIREMENT DINNER	10,500	0	4,259	0	4,338	8,596	7,526	
DINNER TICKETS	200	0	0	0	0	0	0	
PROFESSIONAL FEES	0	0	0	0	0	0	0	
INTERNAL CONTROL REVIEW FEE	5,640	0	0	0	6,584	6,584	6,365	Pricewaterhouse fee
OTHER EXPENSES	0	0	0	0	56,537	56,537	8,849	PC ZINCIC RECEPTION
TOTAL DISBURSEMENTS	265,640	22,725	163,254	65,099	95,495	346,573	286,437	
SPECIAL FUND BALANCE	1,559,987	1,628,180	1,557,017	1,543,515	1,792,410	1,792,410	1,276,127	

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON APRIL 10, 2014**

**#P82. FINAL REPORT: VERDICT AND RECOMMENDATIONS OF THE
JURY – INQUEST INTO THE DEATHS OF REYEL JARDINE-
DOUGLAS, SYLVIA KLIBINGAITIS AND MICHAEL ELIGON**

The Board was in receipt of the following report February 28, 2014 from Albert Cohen, City of Toronto – Legal Services Division:

Reference: Final Report: Verdict and Recommendations of the Jury
Inquest into the Deaths of Mr. Reyal Jardine-Douglas, Ms. Sylvia Klibingaitis
and Mr. Michael Eligon

This memorandum is to report on the verdict and recommendations of the jury in the inquest into the deaths of Mr. Jardine-Douglas, Ms. Klibingaitis, and Mr. Eligon (the "JKE Inquest").

Recommendation:

It is recommended that:

1. The Board request the Chief of Police to report to the Board on the jury recommendations directed to the Toronto Police Service in the inquest into the deaths of Mr. Jardine-Douglas, Ms. Klibingaitis, and Mr. Eligon.

Background

A synopsis of the circumstances of the deaths of Mr. Jardine-Douglas, Ms. Klibingaitis, and Mr. Eligon is included as part of my report dated February 01, 2013.

The Board at its meeting on August 13, 2013 agreed that it continue to be represented by the City Solicitor and the Chief of Police be required to retain separate legal counsel for this inquest (Min. No. C189/13 refers).

In addition to the foregoing reports, the Board's counsel also reported to the Chair of the Board periodically during the course of the inquest in regards to the evidence presented relating to the circumstances of each death, police practices, and training, among other things. The Board's counsel also reported on potential recommendations.

Jury's Verdicts and Recommendations

Mr. Jardine-Douglas died on August 29, 2010 at 16:07 hours of a penetrating gunshot wound to the left shoulder.

Ms. Klibingaitis died on October 7, 2011 at 10:26 a.m. of a perforating gunshot wound of the chest.

Mr. Eligon died on February 3, 2012 at 10:37 hours of a penetrating gunshot wound to the right side of the neck.

The means by which all three of the individuals died was homicide. The verdict was homicide because each death was the foreseeable result of the action taken by the respective officers in firing their sidearm.

The jury made 74 recommendations in total. Of these 74 recommendations, 30 were proposed by the Board's counsel.

A complete copy of the Verdict and Jury Recommendations is attached to this report. Below, however, we have highlighted and summarized some of the significant recommendations directed to the Board, the Chief of Police, and/or the Ministry of Community Safety and Correctional Services (the "Ministry").

Recommendations relating to Research and Data Collection: Highlights

Key recommendations made are aimed at assessing the quality of training provided to officers, and gathering more data to permit further evaluation of the quality, number and nature of police interactions with individuals in the community.

Specifically, Recommendation No. 1 is that the TPS and Ministry conduct, jointly or separately, a comprehensive research study to establish metrics against which current and future police training (delivered by the Toronto Police Service and Ontario Police College respectively) can be evaluated to determine whether and how practices on which officers are trained are being adopted in the field. This Recommendation also specifies that:

- a. Among other things, the study should evaluate how much and how well training emphasizes communication strategies and de-escalation strategies, and how well the training explains the research-based rationales for such strategies.
- b. The study should also consider and evaluate:
 - i. practices used to evaluate officer performance during and upon completion of training, and
 - ii. the skills and training of officers delivering the training content.
- c. Finally, a protocol for the formal assessment of officers regarding the communication and judgment skills they demonstrate in training and while on duty should also be developed.

Recommendation No. 6 was that the TPS, TPSB and community partners (e.g. Empowerment Council, academic institution) consider a joint research project to identify best practices regarding police interactions with EDPs (emotionally disturbed persons).

In addition, consistent with these recommendations and along similar lines, there were specific recommendations directed to the Ministry that would, if implemented, provide more data for analysis by police services across Ontario. For example, Recommendation No. 2 is that the Ministry conduct a study of conducted energy weapons (CEWs) to determine if there are special risks/concerns associated with use of CEWs on EDPs. Recommendation No. 4 is that the Ministry amend the Use of Force form to collect information relating to CEW use and whether a subject was perceived to be suffering from a mental illness and/or was in emotional crisis at the time of their interaction with police. Recommendation No. 5 is that the Ministry create a provincial database to compile Use of Force data. Recommendation No. 7 is that the Ontario Police College track statistics relating to the frequency of edged weapon incidents in the field and police use of force.

Recommendations to Evaluate and Improve Officer Training: Highlights

Many recommendations also address potential improvements in police training. For example, Recommendation No. 8 directs the TPS and Ministry to consider, evaluate, and implement strategies to maximize training opportunities for officers to be educated on the perspective of mental health consumers/survivors by:

- a. incorporating more information about consumer/survivors; and
- b. increasing opportunities for contact between officers and consumer/survivors.

Recommendation No. 10 also directs the TPS and Ministry to modify current training for officers responding to situations involving EDPs in possession of a weapon. Specifically, the recommendation is that:

- a. If the EDP has failed to respond to standard initial police commands (i.e. "Stop. Police.", "Police. Don't move.", and/or "Drop the Weapon."), officers be trained to stop shouting those commands and attempt different communication strategies, including, but not limited to, using a more moderate tone of voice and using the EDP's name if known.
- b. Officers be trained to coordinate amongst themselves so that one officer takes the lead in communicating with an EDP and multiple officers are not all shouting commands at the scene.

Recommendations Nos. 14, 15, 16, 17 also highlight the perceived necessity of ensuring that training delivered to officers responding to EDPs emphasizes de-escalation and requires officers to consider the subject's condition, not just their behaviour.

Other recommendations are that: training maximize emphasis on de-escalation techniques (Recommendation No. 9), additional training on mental health and verbal de-escalation strategies be delivered (Recommendation No. 18), training incorporate the circumstances of these three deaths into scenario based training (Recommendation No. 11), training scenarios be more dynamic (i.e. involving bystanders, traffic, and other common distractions; Recommendation No. 26), sergeants receive training to facilitate effective debriefing sessions (Recommendation No. 13), and criteria for effective debriefing of officers involved in critical incidents be assessed (Recommendation No. 20).

In addition, Recommendation No. 53 was that there be improved public disclosure of goals/performance measures to facilitate better community understanding of police responses in situations involving EDPs in crisis.

Highlights of Recommendations Relating to MCIT

The Jury recommended that a permanent ongoing advisory committee to the MCIT be created (Recommendation No. 33) and that MCITs be expanded to operate in all divisions and for longer periods each day (Recommendation No. 34).

Other Recommendations

In addition to the recommendations addressed to the TPSB, TPS, and the Ministry, there are many recommendations directed to the Ministry of Health and Long Term Care and the Local Health Integration Networks ("LHINs"). Generally speaking, the recommendations directed to the Ministry of Health and LHINs are aimed at increasing awareness and availability of health care services for people with mental health issues, and improving security and the quality of existing health care services through changes in the hospital environment and hospital processes.

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

- **Peter Rosenthal**
- **Chaitnaya Kalevar**

The Board approved the following Motions:

- 1. THAT the Board approve the foregoing report and, given the number and the complexity of the jury recommendations, the Chief be requested to provide his report for the Board's September 2014 meeting;**
- 2. THAT the Board review the recommendations that are directed to the Board and also report at the September 2014 meeting; and**
- 3. THAT the Board receive the deputations by Mr. Rosenthal and Mr. Kalevar.**



Office of the
Chief Coroner
Bureau du
coroner en chef

**Verdict of Coroner's Jury
Verdict du jury du coroner**

The Coroners Act - Province of Ontario
Loi sur les coroners - Province de l'Ontario

We the undersigned / Nous soussignés,

_____ of / de Toronto, Ontario
 _____ of / de Toronto, Ontario

the jury serving on the inquest into the death(s) of / membres d'un jury à l'enquête sur le décès de :

Surname / Nom de famille <u>Jardine-Douglas</u>	Given Names / Prénoms <u>Reyal</u>
--	---------------------------------------

aged / à l'âge de 25 held at / tenue à Coroner's Courts Toronto, Ontario

from the / du 15th October 2013 to the / au _____

By / Par Dr. / Dr David EDEN Coroner for Ontario / coronier pour l'Ontario

having been duly sworn/affirmed, have inquired into and determined the following:
avons fait enquête dans l'affaire et avons conclu ce qui suit :

Name of Deceased / Nom du défunt
Reyal Jardine-Douglas

Date and Time of Death / Date et heure du décès
August 29, 2010 at 16:07

Place of Death / Lieu du décès
Sunnybrook Health Sciences Centre, Toronto

Cause of Death / Cause du décès
Penetrating Gunshot wound to the left shoulder

By what means / Circonstances du décès
Homicide

Original signed by: Foreman / Original signé par : Président du jury

 Original signed by jurors / Original signé par les jurés

The verdict was received on the / Ce verdict a été reçu le _____ day of _____ 20 14
(Day / Jour) (Month / Mois)

Coroner's Name (Please print) / Nom du coroner (en lettres moulées) <u>Dr. David EDEN</u>	Date Signed (yyyy/mm/dd) / Date de la signature (aaaa/mm/aa) _____
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Coroner's Signature / Signature du coroner



Office of the
Chief Coroner
Bureau du
coroner en chef

**Verdict of Coroner's Jury
Verdict du jury du coroner**

The Coroners Act - Province of Ontario
Loi sur les coroners - Province de l'Ontario

We the undersigned / Nous soussignés,

_____ of / de Toronto, Ontario
 _____ of / de Toronto, Ontario

the jury serving on the inquest into the death(s) of / membres dûment assermentés du jury à l'enquête sur le décès de :

Surname / Nom de famille <u>Klibingaitis</u>	Given Names / Prénoms <u>Sylvia</u>
---	--

aged / à l'âge de 52 held at / tenue à Coroner's Courts Toronto, Ontario

from the / du 15th October 2013 to the / au _____

By / Par Dr. / Dr David EDEN Coroner for Ontario / coroner pour l'Ontario

having been duly sworn/affirmed, have inquired into and determined the following:
avons fait enquête dans l'affaire et avons conclu ce qui suit :

Name of Deceased / Nom du défunt
Sylvia Klibingaitis

Date and Time of Death / Date et heure du décès
October 7, 2011 at 10:26

Place of Death / Lieu du décès
Sunnybrook Health Sciences Centre, Toronto

Cause of Death / Cause du décès
Perforating gunshot wound of chest

By what means / Circonstances du décès
Homicide

Original signed by: Foreman / Original signé par: Président du jury _____

 Original signed by jurors / Original signé par les jurés _____

The verdict was received on the _____ day of _____ 20 14
Ce verdict a été reçu le _____ (Day / Jour) _____ (Month / Mois)

Coroner's Name (Please print) / Nom du coroner (en lettres imprimées) <u>Dr. David EDEN</u>	Date Signed (yyyy/mm/dd) / Date de la signature (aaaa/mm/aa) _____
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Coroner's Signature / Signature du coroner _____



Office of the
Chief Coroner
Bureau du
coroner en chef

**Verdict of Coroner's Jury
Verdict du jury du coroner**

The Coroners Act - Province of Ontario
Loi sur les coroners - Province de l'Ontario

We the undersigned / Nous soussignés,

of / de Toronto, Ontario
of / de Toronto, Ontario

the jury serving on the inquest into the death(s) of / membres dûment assermentés du jury à l'enquête sur le décès de :

Sumame / Nom de famille
Eligon

Given Names / Prénoms
Michael

aged / à l'âge de 29 held at / tenue à Coroner's Courts Toronto, Ontario

from the / du 15th October 2013 to the / au _____

By / Par Dr. / Dr David EDEN Coroner for Ontario / coroner pour l'Ontario

having been duly sworn/affirmed, have inquired into and determined the following:
avons fait enquête dans l'affaire et avons conclu ce qui suit :

Name of Deceased / Nom du défunt
Michael Eligon

Date and Time of Death / Date et heure du décès
February 3, 2012 at 10:37

Place of Death / Lieu du décès
St. Michael's Hospital, Toronto

Cause of Death / Cause du décès
Penetrating gunshot wound to right side of neck

By what means / Circonstances du décès:
Homicide

Original signed by: Foreman / Original signé par : Président du jury

Original signed by jurors / Original signé par les jurés

The verdict was received on the / Ce verdict a été reçu le _____ day of _____ 20 14
(Day / Jour) (Month / Mois)

Coroner's Name (Please print) / Nom du coroner (en lettres moulées) <u>Dr. David EDEN</u>	Date Signed (yyyy/mm/dd) / Date de la signature (aaaa/mm/aa)
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Coroner's Signature / Signature du coroner



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Inquest into the deaths of:
Enquête sur le décès de :

Royal Jardine-Douglas, Sylvia Klifingaitis, Michael Eligon

JURY RECOMMENDATIONS RECOMMANDATIONS DU JURY

We, the jury, wish to make the following recommendations:

KEY

CEW – Conducted Energy Weapon
EDP – Emotionally Disturbed Person
EMS – Emergency Medical Services
ETF – Emergency Task Force
ICCS – In Car Camera System
MCIT – Mobile Crisis Intervention Team
MCSCS – Ministry of Community Safety and Correctional Services
OPC – Ontario Police College
PRU – Primary Response Unit
SIU – Special Investigations Unit
TEGH – Toronto East General Hospital
TPC – Toronto Police College
TPS – Toronto Police Service
TPSB – Toronto Police Services Board

POLICE-RELATED

RESEARCH & ANALYSIS

Recommendation to the Toronto Police Service (TPS) and the Ministry of Community Safety and Correctional Services (MCSCS):

1. Conduct, jointly or separately, a comprehensive research study to establish metrics against which current and future police training (delivered by the Toronto Police Service and Ontario Police College respectively) can be evaluated to determine whether and how practices on which officers are trained are being adopted in the field.
 - a. Among other things, the study should evaluate how much and how well training emphasizes communication strategies and de-escalation strategies, and how well the training explains the research-based rationales for such strategies.
 - b. The study should also consider and evaluate:
 - i. practices used to evaluate officer performance during and upon completion of training, and
 - ii. the skills and training of officers delivering the training content.
 - c. Finally, a protocol for the formal assessment of officers regarding the communication and judgement skills they demonstrate in training and while on duty should also be developed.

Recommendations to be addressed to the Ministry of Community Safety and Correctional Services:

2. Commission a study of CEWs to determine if there are any special risks or concerns associated with the use of this device on EDPs.



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3. Continue to research and consider police procedures when dealing with EDPs with edged weapons in other jurisdictions where either not all police are equipped with firearms or where police are prohibited from drawing their firearm unless they face a subject armed with a firearm.
4. To enhance the collection of data for analysis, amend the Use of Force form to include, but not limited to:
 - a. the drawing and deployment of a CEW as one of the listed use of force options;
 - b. a requirement that, if officers indicate on the Use of Force form that "verbal interaction" was an Alternative Strategy Used, the officers must also provide particulars in respect of that verbal interaction;
 - c. a section to identify whether the use of force involved a subject whom the officer perceived was suffering from a mental illness and/or in emotional crisis; and
 - d. an electronic format for improved input and tracking.
5. Create a provincial database to compile data obtained from the Use of Force Form, as amended in accordance with the recommendation above and to better track EDP calls and their outcomes

Recommendation to the Toronto Police Service, Toronto Police Services Board (TPSB) and Empowerment Council:

6. Consider a joint research project between TPS, TPSB, and community partners (e.g. Empowerment Council, academic institution) on best practices regarding police interactions with EDPs.

Recommendation to the Ministry of Community Safety and Correctional Services and Ontario Police College:

7. OPCs to receive and track statistics about frequency of edged weapon incidents in the field, police use of force, and how often a weapon is shown and/or deployed.

TRAINING & DEVELOPMENT

Recommendations to the Toronto Police Service and Ministry of Community Safety and Correctional Services:

8. The TPS and MCSCS shall consider, evaluate and implement strategies to maximize training opportunities for officers to be educated on the perspective of mental health consumers/survivors by:
 - a. incorporating more information about consumer/survivors; and
 - b. increasing opportunities for contact between officers and consumer/survivors.
9. Maximize emphasis on verbal de-escalation techniques in all aspects of police training at the Ontario Police College, at the annual in-service training program provided at Toronto Police College and at the TPS Divisional level.
10. With respect to situations involving EDPs in possession of an edged weapon:
 - a. If the EDP has failed to respond to standard initial police commands (i.e. "Stop. Police.", "Police. Don't move.", and/or "Drop the Weapon."), train officers to stop shouting those commands and attempt different defusing communication strategies.
 - b. Train officers in such situations to coordinate amongst themselves so that one officer takes the lead in communicating with the EDP and multiple officers are not all shouting commands.
11. Incorporate the facts and circumstances of each of these three deaths into scenario-based training. In particular, incorporate a neighbourhood foot pursuit of an EDP armed with an edged weapon, with several responding officers (not just two) to emphasize the importance of coordination, containment, and communication between the responding officers.
12. There should be mandatory annual trainer requalification for Use of Force trainers.
13. To achieve consistency, Sergeants should receive training to facilitate effective debriefing sessions.



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Recommendations for the Ministry of Community Safety and Correctional Services, the Toronto Police Services Board, and the Toronto Police Service:

14. Train officers to, when feasible and consistent with officer and public safety, take into account whether a person is in crisis and all relevant information about his/her condition, and not just his/her behaviour, when encountering a person in crisis with a weapon.
15. Training officers on the subject of edged weapons shall incorporate the following principle:
"When officers are dealing with a situation in which a person in crisis has an edged or other weapon, the officers should, when feasible and consistent with maintaining officer and public safety, try to communicate with the person by verbally offering the person help and understanding."
16. Officers must continue de-escalation attempts and refrain from firing as long as possible consistent with officer and public safety.
17. It should be emphasized and clarified in training that there is no fixed distance from a subject with an edged weapon at which officers should either draw or fire their firearms and that the reactionary gap (the time it takes to perform a response, which in this case would be the time it takes to discharge a firearm) is much shorter once a firearm is drawn.

Recommendations for the Toronto Police Services Board and the Toronto Police Service:

18. Provide additional mental health, verbal de-escalation, and negotiation training to officers including, but not limited to, PRU's and MCIT.
19. Evaluate the possibility of and consider having officers with the additional mental health and verbal de-escalation/negotiation training act as lead officers on calls involving persons in crisis.
20. With the understanding that debriefing is essential for driving continuous improvement and highlighting deviation from policy, the debriefing process for critical incidents should:
 - a. be conducted in a timely manner
 - b. be conducted effectively
 - c. involve all subject and witness officers
 - d. involve all active participants including call takers and dispatch personnel
 - e. consider adoption of the ETF debriefing model
 - f. be conducted by trained sergeants
 - g. include video review when possible

Recommendations to Ministry of Community Safety and Correctional Services & Ontario Police College:

21. Modify the OPC EDP and de-escalation training model and materials, so that less attention is paid to specific diagnoses and the medical model. This should include input from consumer/survivors.
22. OPC to leverage/adopt the TPS format of using consumer/survivor videos to improve quality and achieve consistency in the delivery of EDP/Mental Health training.

Recommendation to Ontario Police College, Toronto Police Service, and Toronto Police College:

23. OPC and TPC shall consider expert review and analyses of videos, audios and evidence specific to each case, i.e. Sylvia Klibingaitis, Reyal Jardine-Douglas, Michael Eligon, for the purpose of identifying all alternative police service tactics for preserving life.

Recommendations to Ontario Police College and Toronto Police College:

24. Explore and consider opportunities for Training Sergeants to meet with subject officers for learning/training development (post-legal proceedings).
25. Consider providing officer with strategies to reduce immediate shock/adrenaline rush.



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Recommendations for the Ministry of Community Safety and Correctional Services, Toronto Police Service, Ontario Police College, and Toronto Police College:

26. Incorporate more dynamic scenarios in use of force training (e.g. include bystanders, traffic, and distractions).

Recommendations to the Toronto Police Service:

27. With goal of increasing positive interactions between PRUs and the Mental Health community, develop an in-service learning exercise (e.g. drive along, MCIT shadowing, special day assignments, etc.) to increase PRU awareness and knowledge of the Mental Health community and resources.

EQUIPMENT/TOOLS/SYSTEMS

Recommendations for the Ministry of Community Safety and Correctional Services and Toronto Police Service:

28. Investigate and evaluate the adoption of improved equipment and alternative use of force measures for Primary Response Officers such as:
 - a. body armour that provides officers greater protection from sharp-edged weapons
 - b. body-worn camera technology for front line officers
 - c. shields to disarm and control subjects with edged weapons

29. Study and evaluate the threshold for use of conducted energy weapons ("CEWs"). This evaluation shall include a public consultation component.

30. Where CEWs are available consider adopting the model with video option.

Recommendations to the Toronto Police Service:

31. Consider an improved, interoperable communication system between units/departments (TPS, EMS, ETF, Duty desk, etc.) towards the goal of reducing communication delays, errors and airway traffic. For example, the TPS dispatcher should not have to manually contact EMS by phone and verbalise critical information; an automated system would more effectively convey essential information.
32. Ensure that system "users" (e.g. dispatchers and trainers) are included as stakeholders when exploring new dispatch/call-taker tools and systems improvements.

MOBILE CRISIS INTERVENTION TEAM (MCIT)

Recommendations to the Toronto Police Service, Ministry of Health and Long Term Care, and Toronto Central Local Health Integration Network:

33. TPS to establish a permanent ongoing advisory committee to the MCIT with significant representation by consumer/survivors and Mental Health professionals to review and consider, among other things:
 - a. Preferred Model (MCIT, CIT, Memphis, COAST, etc.)
 - b. Service hours
 - c. Policy and procedure
 - d. Dispatch procedures
 - e. Deployment of services
 - f. Partnerships (support services, hospitals, community)
 - g. Goals and performance



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34. Expand availability of MCITs to make them available in all divisions of the City and to operate beyond their current 11 am – 9pm hours.

Recommendation to the Toronto Police Service:

35. Have officers who are current and former MCIT members wear a special insignia or badge to indicate to the community and fellow officers that they are past or present members of the MCIT.

POLICY/PROCESS

Recommendations to the Toronto Police Service:

36. Amend the TPS Communications EDP Procedure to require a Road Sergeant to be dispatched to a scene as soon as possible when the call involves an EDP with a weapon.
37. Implement procedures to improve communication regarding whether and when a Road Sergeant with a CEW is expected to attend a scene including the delivery of regular updates to officers regarding the Road Sergeant's estimated time of arrival at the scene when possible.
38. Establish a process to increase knowledge sharing and awareness through formalized information sessions/lectures to divisions by specialised units such as ETF, MCIT and Canine for all PRUs.
39. Amend TPS procedure documents to ensure it is clear that officers should not adopt a practice of handcuffing EDPs being apprehended under the *Mental Health Act* unless those individuals exhibit behaviour that warrants the use of handcuffs.
40. Incorporate guidance into the TPS Procedure on dealing with EDPs to encourage officers to, where feasible, bring an individual to a specific psychiatric facility where that individual is believed to have a prior relationship even when that facility is not the closest available facility in the City or division.
41. It is essential that the TPS ensures that all officers are aware of, and follow, current policies and procedures associated to SIU investigations.
42. Emphasize the importance of professionalism when personnel are communicating with each other including, but not limited to, the internal communication systems.

Recommendations for the Ministry of Community Safety and Correctional Services, the Toronto Police Services Board and the Toronto Police Service:

43. CEW training and policy should include information about risk of harm and death proximal to CEW use, in line with the manufacturer's documentation.

Recommendations for the Toronto Police Services Board and the Toronto Police Service:

44. Amend the current TPS procedure with respect to use of the in car camera systems (ICCS) to require officers to visually and audibly record:
- all investigative contacts with members of the public which are initiated from an ICCS equipped vehicle, meaning investigative contacts initiated by the police from their ICCS equipped scout car. This would include, but is not limited to, traffic stops.
 - Crimes in progress that are taking place, or might reasonably be expected to take place (in whole or in part), within viewing range of the ICCS.

(The new clarifying language to be inserted in the existing procedure is bolded.)

Recommendation to Toronto Police Service & Empowerment Council:

45. TPS and the Empowerment Council should recognize officers who consistently perform exceptionally well at verbal de-escalation. This may include, but is not limited to accolades and letters of recommendation.



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Recommendation to Toronto Police Service:

46. TPS, in collaboration with the SIU, shall explore ways to engage in ongoing dialogue with family members of the deceased / community members following a traumatic and tragic outcome in which the TPS are involved.

Recommendation to Ministry of Community Safety and Correctional Services, Ontario Police College, Toronto Police College, and Toronto Police Service:

47. Ensure that a process is in place to keep officers up-to-date regarding current standards for CPR – i.e. do not check for pulse and breathing, just perform compressions.

Recommendations to Toronto Police Service Corporate Planning:

48. Establish clear review cycles for policies, procedures, models, and other key documents (e.g. use of force model). Review cycles for policies referencing technology should be particularly frequent.
49. Establish a review process to ensure that written language in policies aligns to language used in training and practice. (e.g. Policy uses "apprehend," whereas Training uses "arrest")

COMMITTEE/CONSULTATION

Recommendation to be addressed to Ministry of Community Safety and Correctional Services:

50. Establish a committee or panel of mental health professionals and mental health consumer/survivors to review and provide feedback on current and future training materials used (including videos) that relate to mental health, EDPs, and persons in crisis.

Recommendation to be addressed to Toronto Police Services Board and Toronto Police Service:

51. Include in the Toronto Police Services Boards Mental Health Subcommittee representatives from advocacy organizations who support family members experienced with dealing with mental illness in their families in order to include their voice, knowledge, insights and perspectives.

PUBLIC EDUCATION/COMMUNITY RELATIONS

Recommendations to Toronto Police Service, Ministry Of Health and Long Term Care and the Local Health Integration Networks:

52. Create and implement better public awareness/education mechanisms about the crisis teams that do exist, and what resources are available to those in crisis and their families.

Recommendations to Toronto Police Service:

53. Improve public disclosure of goals/performance measures, especially where related to police use of force, to better facilitate community awareness and understanding of police responses in situations involving edged weapons. This would support an ongoing commitment to positive community relations and increase public confidence in 911 responses for EDPs in crisis.



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HEALTHCARE

Recommendations to be addressed to Toronto East General Hospital and Ontario Hospital Association for distribution to Ontario Emergency Departments:

54. Create spaces/environments within the emergency department that can reduce the risk of elopement. This may include locked units and procedures for monitoring patients (e.g. hired sitter or constant observation by nursing staff).
55. Consider the feasibility of creating a psychiatric waiting areas, away from the emergency area and building exits (e.g. a secure area for psychiatric patients who are admitted, when an inpatient bed is not yet available, or similarly, the model used in the Emergency Room at St. Joseph's Health Centre, Toronto), to reduce the risk for elopement.
56. To ensure that psychiatric patients (held on Form 1's or voluntary) are provided with timely support and as appropriate a clinical environment as possible in the circumstances, taking into account their reasons for being in crisis, the nature of their crisis, and their comfort.
57. To draft guidelines regarding early contact with the Hospital's crisis team (if one exists) when managing a patient in emotional crisis in the emergency department (once medically cleared) in order to assist in creating early linkages/support through the crisis program.
58. Ensure that the appropriate hospital emergency codes are activated and followed as per hospital policy (e.g. code yellow for missing patients, which would notify all parties and initiate the established procedures for elopements).

Recommendations to the Ministry Of Health and Long Term Care and the Local Health Integration Networks:

59. In collaboration with consumer/survivor groups, study evidence based support for use of peer support workers at all points within the continuum of care.
60. Collaborate with consumer/survivor groups to identify gaps in community support for improved management of mental health issues in the community (e.g. community integration/bridging programs).
61. To investigate the adequacy of urgent care psychiatric services (e.g. walk-in clinics, day programs) for patients who would not be treated in hospital emergency departments or could be more appropriately treated in the community. If access and/or supply of such services are found to be insufficient, consider increasing access and/or availability of such services.
62. Consider creating a provincial standard for spaces/environments within the emergency department that can reduce the risk of elopement.
63. Review security standards for hospitals, with special focus on practices related to Mental Health patients/care.
64. Increase funding and availability for more Mental Health case workers.

Recommendations to the Ontario Hospital Association:

65. When a patient is admitted to a psychiatric facility pursuant to a form under the *Mental Health Act*, the psychiatric facility shall ask the patient to provide a list of emergency contacts and shall request the patient's permission to inform those contacts that he/she has been admitted to the psychiatric facility pursuant to a form. If the patient's permission is granted, the psychiatric facility shall, as soon as practicable, inform those contacts that the patient has been admitted to the psychiatric facility pursuant to a form under the *Mental Health Act*.



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66. When a patient is admitted either voluntarily or involuntarily to a psychiatric facility, the psychiatric facility shall ask the patient to provide a list of emergency contacts and shall request the patient's permission to disclose his/her medical information to those contacts. If the patient's permission to share his/her health information is granted, the psychiatric facility shall, as soon as practicable, inform those contacts if the patient's safety or security becomes a concern.
67. Upon acquiring a new client, a mental health case worker shall ask the client for a list of emergency contacts and permission to discuss his/her condition and circumstances with those contacts. If such permission is granted, the mental health case worker shall, as soon as practicable, inform those contacts if a client's safety or security becomes a concern or if the mental health case worker becomes aware that the client has been admitted to a psychiatric facility pursuant to a form under the *Mental Health Act*.

Recommendation to the Ontario Medical Association:

68. Upon acquiring a new patient, psychiatrists should ask the patient for a list of emergency contacts and permission to disclose his/her medical information to those contacts. If such permission is granted, the psychiatrist shall, as soon as practicable, inform those contacts if the patient's safety or security becomes a concern or if the psychiatrist becomes aware that the patient has been admitted to a psychiatric facility pursuant to a form under the *Mental Health Act*.

Recommendation to the Ministry Of Health and Long Term Care, Ontario Medical Association, and Toronto Police Service:

69. Establish a communication process to allow officers to check for hospital availability when apprehending a patient under the *Mental Health Act*.

Recommendation to the Ministry Of Health and Long Term Care, the Local Health Integration Networks, and the United Health Network:

70. In support of family and care givers, consider increasing the availability of and funding for programs providing mental health "first aid" education in terms of first responses or initial steps to seeking assistance/care for persons developing a mental health problem or experiencing a mental health crisis.

COMMUNITY RELATIONS & PUBLIC EDUCATION

Recommendations to the Ministry of Health and Long Term Care:

71. Encourage increased public education and awareness about the current standard for the application of chest compressions while waiting for emergency responders.
72. An increase in advertising campaigns to promote greater public awareness of the availability of mental health crisis hotlines and services in Ontario and an increase in funds be made available for enhancing mental health helplines and accessible services in Ontario.



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OTHER

Recommendations to the Office of the Chief Coroner:

73. Compile and maintain a searchable repository containing facts, jury recommendations, and any responses received thereto arising from prior and future Coroner's Inquests in Ontario.

Recommendation to Ministry of Municipal Affairs & Housing, Empowerment Council, Mental Health Service Providers, and Local Health Integration Networks:

74. Provide further funding to expand community resources with Mental Health crisis support. For example the Gerstein Centre, COTA, etc.

-End-

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**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON APRIL 10, 2014**

**#P83. FINAL REPORT: VERDICT AND RECOMMENDATIONS OF THE
JURY – INQUEST INTO THE DEATH CHARLES MCGILLIVARY**

The Board was in receipt of the following report March 25, 2014 from Albert Cohen, City of Toronto – Legal Services Division:

Reference: Final Report: Inquest into the Death of Charles McGillivary,
Verdict and Recommendations of the jury

This report sets out the verdict and recommendations of the jury in the inquest into the death of Charles McGillivary (the “Inquest”).

Recommendation:

It is recommended that:

1. The Board request the Chief of Police to report to the Toronto Police Services Board (“TPSB”) on the jury recommendations directed to the Toronto Police Service in the Inquest.
2. The Board request the Chief of Police to report to the TPSB on those recommendations that the jury did not accept but which were proposed by the TPSB and supported by the Chief of Police.²

Background

A synopsis of the circumstances of the death of Charles McGillivary was included as part of our privileged and confidential report dated January 14, 2014.

In addition, the TPSB’s counsel reported to the Chair of the TPSB periodically during the course of the Inquest in regards to the evidence presented relating to the circumstances of the death, police practices, and training, among other things. The TPSB’s counsel also reported on and sought instructions regarding proposed recommendations.

Attached is a copy of the jury Verdict and Recommendations, along with a copy of the recommendations that were proposed by the TPSB.

² TPSB Proposed Recommendations # 4, 6, 7, 8, 11 and 16 were supported by the Chief but not adopted by the jury.

Jury's Verdict and Recommendations

After deliberating for two and a half days, the jury ruled that Charles McGillivary's death was an accident caused by cardiac arrhythmia precipitated by struggle and restraint in the context of multiple medical conditions, including catecholaminergic polymorphic ventricular tachycardia ("CPVT").

The jury made eight recommendations, six of which were adopted from the TPSB's list of proposed recommendations (three adopted by the jury word-for-word and three with some modification).

The first six recommendations, below, were directed solely to the Toronto Police Service ("TPS"):

1. Equip all Toronto Police Services primary response scout cars and supervisor vehicles with automatic external defibrillators ("AEDs").

Evidence was led about the value of quick access and use of AEDs in cardiac arrest cases. The TPSB proposed a recommendation to encourage TPS to complete its already ongoing research into whether to equip all cars with AEDS and report to the TPSB by the end of 2014. The jury opted instead to recommend that TPS take this step, regardless of the results of the ongoing review.

2. Amend Procedure 01-03, section 6 to clarify that a police officer has an obligation to provide cardiopulmonary resuscitation (whether hands-only or hands and mouth breaths), not just "first aid", in accordance with the member's training, when a person in custody requires medical attention due to illness, injury or intoxication.

One of the areas of questioning posed by Chief's counsel appeared directed at the possibility that an officer might have fairly interpreted Procedure 01-03 as meaning that they were only obliged to provide First Aid, which could be distinguished from CPR. Further evidence led by the TPSB and the Empowerment Council through other witnesses clarified that the police are trained in both First Aid and CPR and are expected to perform both to the standard of their training. The above recommendation is aimed at ensuring that there is no room for ambiguity in this respect.

3. Equip every front line officer with mouth shields and gloves so they can perform CPR and mouth-to-mouth resuscitation.

The St John Ambulance witness (who trains TPS officers in CPR and First Aid), testified that police officers, when trained, are provided with a small little plastic bag that contains blue gloves and a CPR face shields. They are taught how to perform both chest compressions and mouth to mouth breaths, but are instructed to only give mouth breaths if they have a face shield. The witness testified that he understood the face shields are supposed to be available for officers at each division. They are for one-time use only. But what was not clear was whether officers are

actually required to and do carry these with them at all times when on duty. The evidence of some police witnesses suggested that they understood their training to simply be that they will never give mouth-to-mouth breaths. This recommendation is aimed at clarifying this question.

4. Amend TPS Procedure 04-09 to include:
 - a. guidance for officers trying to determine if a subject is not communicating because of medical and/or cognitive disability, and
 - b. guidelines for officers in terms of best practices and resources available to them when interacting with persons who have difficulty communicating for reason of a medical condition and/or cognitive disability. Such guidelines should set out the roles that support persons, Duty Desk, Communications and/or MCITs may play in such situations.

This recommendation is aimed at correcting an apparent omission or gap in the TPS Procedures governing communicating with persons who cannot communicate due to a medical condition. The Persons in Custody Procedure (01-03) tells officers to follow the Interpreters Procedure (04-09) if they have difficulty communicating with a subject because of a language or medical condition. However, section 1 of Procedure 04-09 only tells officers to assess if the reason for non-communication is because of a medical condition. It goes no further after this, meaning it does not provide any direction to officers as to what to do in such cases. This gap in the Procedures was identified by TPSB counsel and evidence was led through a police witness with expertise in this area as to how Procedure 04-09 could be improved.

5. Use both metric and imperial measurements when recording physical descriptors (e.g. height and weight) across all record systems.

Counsel for the Empowerment Council identified issues concerning the officers' interpretation/understanding of the suspect's height and weight, owing to some police records indicating height and weight only in metric measurement. This recommendation is aimed at improving police information in this regard.

6. Enhance the Chief of Police's "Section 11 Reports" to the Toronto Police Services Board so as to include a "quality improvement" section that outlines possible areas of improvement for procedures and/or training arising out of the Section 11 review.

The above recommendation is aimed at addressing a concern of the TPSB that Section 11 reports tend to focus strictly on whether Procedures and Ministry standards were followed.

The following recommendation was directed solely at the Ministry of Community Safety and Correctional Services ("MCSCS"):

7. Review the timing of the removal of identifiers from any report. If removal of identifiers is appropriate, do so upon the completion of all legal proceedings.

The language adopted by the jury for this recommendation is both broad and vague in that it encompasses "any report" and the removal of "identifiers". This subject arose in relation to the provincially-mandated Use of Force and Injury/Illness Reports (the "Reports") that should have and would have been completed by the involved officers regarding the force used against Charles McGillivary and his injuries/death. Counsel for both the TPSB and the Empowerment Council requested production of the Reports, but were advised that they were unavailable, perhaps owing to having had the case/officer identifiers removed from the Reports after a certain period and that the Reports were expunged entirely after a certain retention period. This recommendation is aimed at determining whether the practices involved in preparing the Reports should be modified to ensure their availability in proceedings such as Coroner's Inquests.

The jury directed one recommendation to the Ontario Police College, the MCSCS and the TPS collectively:

8. Study the incorporation of dynamic, scenario-based training that involves officers practicing ground pins against resisting subject when paired with a partner.

The evidence from the officers was that in receiving training regarding ground pins, they do not train or practice handcuffing and ground pins with a partner, *i.e.* scenarios involving two officers and one subject.³ One officer suggested in his evidence that at least some of his uncertainty and delay in pinning and handcuffing Charles McGillivary may be attributable to this lack of training and practice. Accordingly, the jury adopted one of the TPSB's proposed recommendations aimed at remedying any such issue.

While a ground pin refers to the positioning used once a subject is on the ground, a grounding technique is the method employed to bring the subject to the ground in the first place. Charles McGillivary was brought to the ground with a grounding technique referred to as a "leg sweep". Essentially, Mr. McGillivary had his right leg brought out from under him, with both of his hands being held by police officers such that he had no ability to break his own fall. Witnesses described him as falling like a belly flop hard on to his stomach. The jury made no recommendations regarding grounding techniques, and in particular the leg sweep with both arms held back that was used by the police in this case. This was notwithstanding the fact that the OPC stopped teaching the leg sweep in the early to mid-1990s because, in part, of the risks of injury associated with it. The TPS College has never taught this technique. There are other grounding techniques that are taught that are just as effective. In view of this evidence, the TPSB proposed that the jury recommend that recruits be taught that leg sweeps are not a preferred technique and they should be used only as a last resort.

³ A ground pin is the "holding" or "pinning" of a subject on the ground, typically with the subject in prone position. Different ground pins exist depending on the positioning of the subject's limbs, the officer's limbs and the number of officers.

The jury declined to make any recommendations regarding CPR training. Val Legere of St John Ambulance testified regarding the CPR training that is provided to TPS officers. He explained what the officers are taught with respect to First Aid and CPR. His evidence suggested that clear and quality instruction is provided to TPS officers. However, the evidence at the Inquest was also that the three TPS officers on the scene did not start CPR until instructed to do so by EMS three minutes after they appreciated that Charles McGillivary was no longer breathing (in contrast to the 10 seconds they are taught to wait). In light of this evidence, TPSB proposed recommendations aimed at better simulating the stress of real-life medical emergencies during CPR training sessions. The jury made no recommendations in this regard.

In total, six recommendations proposed by TPSB and supported by the Chief were not adopted (TPSB Proposed Recommendations # 4, 6, 7, 8, 11 and 16).

The Board approved the foregoing report.

Moved by: M. Thompson



Office of the
Chief Coroner
Bureau du
coroner en chef

**Verdict of Coroner's Jury
Verdict du jury du coroner**

The Coroners Act – Province of Ontario
Loi sur les coroners – Province de l'Ontario

We the undersigned / Nous soussignés,



of / de Toronto, Ontario

the jury serving on the inquest into the death(s) of / membres dûment assermentés du jury à l'enquête sur le décès de :

Surname / Nom de famille <u>McGillivray</u>	Given Names / Prénoms <u>Charles</u>
--	---

aged 45 held at Toronto, Ontario
à l'âge de _____ tenue à _____

from the 3rd February to the 27th February 20 14
du _____ au _____

By Dr. / D' Dan Cass Coroner for Ontario
Par _____ coroner pour l'Ontario

having been duly sworn/affirmed, have inquired into and determined the following:
avons fait enquête dans l'affaire et avons conclu ce qui suit :

Name of Deceased / Nom du défunt
Charles McGillivray

Date and Time of Death / Date et heure du décès
August 1, 2011 at 20:59 hours

Place of Death / Lieu du décès
Toronto Western Hospital, 399 Bathurst Street, Toronto, Ontario

Cause of Death / Cause du décès
Cardiac arrhythmia precipitated by struggle and restraint in the context of multiple medical conditions, including catecholaminergic polymorphic ventricular tachycardia.

By what means / Circonstances du décès
Accident

Original signed by: Foreperson / Original signé par: Président du jury _____

Original signed by jurors / Original signé par les jurés _____

The verdict was received on the 27th day of February 20 14
Ce verdict a été reçu le _____ (Day / Jour) _____ (Month / Mois)

Coroner's Name.(Please print) / Nom du coroner (en lettres moulées) <u>Dr. Dan Cass</u>	Date Signed (yyyy/mm/dd) / Date de la signature (aaaa/mm/dd) <u>2014/02/27</u>
--	---

Coroner's Signature / Signature du coroner _____



Office of the
Chief Coroner
Bureau du
coroner en chef

Verdict of Coroner's Jury Verdict du jury du coroner

The Coroners Act – Province of Ontario
Loi sur les coroners – Province de l'Ontario

Inquest into the death of:
Enquête sur le décès de :

Charles McGillivray

JURY RECOMMENDATIONS RECOMMANDATIONS DU JURY

We, the jury, wish to make the following recommendations:

To Toronto Police Service ("TPS"):

1. Equip all Toronto Police Services primary response scout cars and supervisor vehicles with automatic external defibrillators (AEDs).
2. Amend Procedure 01-03, section 6 to clarify that a police officer has an obligation to provide cardiopulmonary resuscitation (whether hands-only or hands and mouth breaths), not just "first aid", in accordance with the member's training, when a person in custody requires medical attention due to illness, injury or intoxication.
3. Equip every front line officer with mouth shields and gloves so they can perform CPR and mouth-to-mouth resuscitation.
4. Amend TPS Procedure 04-09 to include:
 - a. guidance for officers trying to determine if a subject is not communicating because of medical and /or cognitive disability, and
 - b. guidelines for officers in terms of best practices and resources available to them when interacting with persons who have difficulty communicating for reason of a medical condition and/or cognitive disability. Such guidelines should set out the roles that support persons, Duty Desk, Communications and Mobile Crisis Intervention Teams may play in such situations.
5. Use both metric and imperial measurements when recording physical descriptors (example e.g. height and weight) across all record systems.
6. Enhance the Chief of Police's "Section 11 Reports" to the Toronto Police Services Board so as to include a "quality improvement" section that outlines possible areas of improvement for procedures and/or training arising out of the Section 11 review.

To The Ministry of Community Safety and Correctional Services ("MCSCS"):

7. Review the timing of the removal of identifiers from any report. If removal of identifiers is appropriate, do so upon the completion of all legal proceedings.

To Ontario Police College ("OPC"), the Ministry of Community Safety and Correctional Services ("MCSCS") and Toronto Police Service ("TPS"):

8. Study the incorporation of dynamic, scenario-based training that involves officers practicing ground pins against resisting subject when paired with a partner.

Personal information contained on this form is collected under the authority of the Coroners Act, R.S.O. 1990, C. C.37, as amended. Questions about this collection should be directed to the Chief Coroner, 26 Grenville St., Toronto ON M7A 2G9, Tel.: 416 314-4000 or Toll Free: 1 877 991-9959.

Les renseignements personnels contenus dans cette formule sont recueillis en vertu de la Loi sur les coroners, L.R.O. 1990, chap. C.37, telle que modifiée. Si vous avez des questions sur la collecte de ces renseignements, veuillez les adresser au coroner en chef, 26, rue Grenville, Toronto ON M7A 2G9, tél. : 416 314-4000 ou, sans frais : 1 877 991-9959.

CORONER'S INQUEST INTO THE DEATH OF CHARLES MCGILLIVARY

Recommendations Proposed by the Toronto Police Services Board

February 20, 2014

Brennagh Smith (Counsel to the TPSB)

To Toronto Police Service ("TPS"):

1. Evaluate whether TPS should require that all officers carry blue medical gloves and CPR face shields with them when on duty. In conducting this evaluation, consider any relevant financial, logistical, legal and other implications that might arise from such a requirement.
2. Amend Procedure 01-03, section 6 to clarify that a police officer has an obligation to provide cardiopulmonary resuscitation (whether hands-only or hands and mouth breaths), not just "first aid", in accordance with the member's training, when a person in custody requires medical attention due to illness, injury or intoxication.
3. Continue to research and consider equipping all Toronto Police Services primary response scout cars and/or supervisor vehicles with automatic external defibrillators (AEDs). Complete and report on this research before the end of 2014.
4. Either as part of the current pilot project or as part of a new pilot project, consider equipping Toronto Police Services members with a nylon restraint for purposes other than restraint of a prisoner's legs. In particular, consider the use of such a restraint as a supplemental tool to be used by officers who are having difficulty handcuffing a subject due to their size and/or any other physical limitation. In evaluating the adoption of such a device, consider any relevant financial, logistical, legal and other factors that may impact on the purchase and/or use of such a device.
5. Amend TPS Procedure 04-09 to include:
 - a. guidance for officers trying to determine if a subject is not communicating because of medical and/or cognitive disability, and
 - b. guidelines for officers in terms of best practices and resources available to them when interacting with persons who have difficulty communicating for reason of a medical condition and/or cognitive disability. Such guidelines should set out the roles that support persons,

Duty Desk, Communications and/or MCITs may play in such situations.

6. Emphasize the importance of officers affixing and turning on their portable ICCS microphones whenever the ICCS is on and the officers are exiting their scout car but may remain within the audio range of the ICCS/vehicle.
7. Ensure that training for all members of TPS includes education regarding interacting with members of the public who have invisible disabilities. As part of this, incorporate the basic principles taught in TPS College's Autism Spectrum Disorder course in the annual ISTP human rights training and/or in training programs delivered at the divisional level.
8. Enhance Mobile Crisis Intervention Team ("MCIT") training, knowledge and involvement in matters concerning persons with invisible disabilities, including but not limited to, persons who have Autism Spectrum Disorder and/or have very limited communication abilities.
9. Enhance the Chief of Police's "Section 11 Reports" to the Toronto Police Services Board so as to include a "quality improvement" section that outlines possible areas of improvement for procedures and/or training arising out of the Section 11 review.

To Toronto Police Service ("TPS") and St. John Ambulance:

10. Incorporate stress-inducing exercises in the CPR training so that officers practice performing CPR with an elevated heart rate, the purpose of such exercises being to create a training scenario that more closely reflects the dynamic environment of field work.
11. Incorporate the facts and circumstances surrounding Charles McGillivray's medical distress after having been handcuffed, and in particular the signs and timing associated with his medical distress, in the scenario-based exercises and/or case studies used to train officers CPR.

To Ontario Police College ("OPC"), the Ministry of Community Safety and Correctional Services ("MCSCS") and Toronto Police Service ("TPS"):

12. Instruct recruits and police officers that leg sweeps are not a preferred grounding technique and they should not be used by police unless no other grounding technique would be reasonable and practicable in the circumstances. Recruits and police officers should be taught that if a leg sweep must be used, it should be used in conjunction with a break fall to the maximum extent possible.
13. Instruct recruits and police officers to avoid ground pins that involve pressure

being applied to the subject's back, chest or ribcage whenever possible. Ground pins that involve placement of an officer's knee(s) on the subject's elbows/arms and buttocks/thighs are to be preferred over any pin technique that involves placement of an officer's knee(s) on the subject's back, shoulder blades, and/or ribcage

14. Train officers in techniques that can be used to apprehend and handcuff a resisting subject without having to resort to grounding the subject. Include dynamic, scenario-based exercises in this training where there is one subject and two officers.
15. Incorporate dynamic, scenario-based training that involves officers practicing ground pins against resisting subjects when paired with a partner.

To Ontario Police College ("OPC") and the Ministry of Community Safety and Correctional Services ("MCSCS"):

16. Amend the Use of Force "Background Information" provincial guideline (Appendix "B" to the TPS Use of Force Procedures) to include mention of invisible disabilities, including hearing and speech challenges, that subjects may face.

To the Special Investigations Unit ("SIU"):

17. SIU shall provide ongoing production of information to forensic pathologists regarding the circumstances of a death under investigation prior to the finalization of the post-mortem report. This ongoing production of information is particularly important whenever the SIU investigation reveals information not previously provided to the forensic pathologist.
18. SIU should require that subject officers who are willing to be interviewed, are interviewed within 48 hours of an incident.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON APRIL 10, 2014**

**#P84. NEW JOB DESCRIPTIONS: MANAGER, ACCOUNTING SERVICES,
AND MANAGER, PAYROLL & BENEFITS ADMINISTRATION**

The Board was in receipt of the following report March 27, 2014 from William Blair, Chief of Police:

Subject: CORPORATE SERVICES COMMAND REORGANIZATION - NEW JOB DESCRIPTIONS FOR MANAGER, ACCOUNTING SERVICES AND MANAGER, PAYROLL & BENEFITS ADMINISTRATION

Recommendation:

It is recommended that the Board approve the attached job descriptions and classifications for the new positions of Manager, Accounting Services (Z32023) and Manager, Payroll & Benefits Administration (Z32024).

Financial Implications:

Both Manager positions are classified as a Z32 (35 hour) within the Civilian Senior Officer salary scales, with an annual salary of \$130,297 to \$151,557 (effective January 1, 2014).

Funding for the Manager, Financial Management Z32 (35 hour), the Assistant Manager, Accounting Z28 (35 hour), the Assistant Manager, Payroll Services Z28 (35 hour) and the Assistant Manager, Benefits Z28 (35 hour) positions was included in the Service's 2014 operating budget. The deletion of these positions from the Service's approved establishment (as a result of the reorganization) and the addition of the two new Manager positions will produce a net in-year cost savings of approximately \$150,000 (including salaries and benefits) in 2014. The overall reduction of two positions results in an annualized savings of approximately \$277,000 (including salaries and benefits), which will be incorporated into the Service's 2015 operating budget request.

The table below summarizes the impact on the salary budget and position establishment:

Pre-Reorganization		
Position	Salary	
	Minimum	Maximum
Manager, Financial Management	\$ 130,927	\$ 151,557
Assistant Manager, Accounting	\$ 106,523	\$ 123,317
Assistant Manager, Payroll Services	\$ 106,523	\$ 123,317
Assistant Manager, Benefits	\$ 106,523	\$ 123,317
4 positions	\$ 450,496	\$ 521,508
Post-Reorganization		
Manager, Accounting	\$ 130,927	\$ 151,557
Manager, Payroll & Benefits Administration	\$ 130,927	\$ 151,557
2 positions	\$ 261,854	\$ 303,114
<u>Cost Savings:</u>	<u>\$ 188,642</u>	<u>\$ 218,394</u>

Annualized cost savings, including salary and benefits, is approximately \$277,000.

Background/Purpose:

In early 2014, the Service recommended a revised organizational chart for the Service. This restructuring was based on the Organizational Structure Review and recommendations made by the Accenture consulting group in a 2013 report to the Chief. At its meeting on January 16, 2014, the Toronto Police Services Board approved, on an interim basis, the Service's 2014 organization chart (Min. No. P11/14 refers). The new organizational chart includes two new units (Accounting Services; and Payroll and Benefits Administration) within the Finance and Business Management pillar. These two units resulted from a realignment/consolidation of other units and sub-units within both the Finance and Human Resource pillars.

The purpose of this report is to obtain Board approval for two new job descriptions that have resulted from a reorganization of the Service's financial management and benefits functions, and to advise the Board of the impacts, including the benefits and financial savings, that will result from the consolidation.

Discussion:

In response to the Accenture report, the Director, Financial and Business Management reviewed the structure with the goal of developing a more streamlined and customer focused organizational structure for the financial management and benefits functions.

Previous Organizational Structure for Accounting, Payroll and Benefits Services:

Prior to the restructuring, the Financial Management Unit included a Manager, Financial Management as well as an Assistant Manager, Accounting and an Assistant Manager, Payroll Services. In addition, an Assistant Manager, Benefits position existed in the Employment and Benefits Unit, in the Service's Human Resources pillar.

What Have We Done:

As a result of the review, the Financial Management Unit has been divided into two new units in order to:

- recognize the differences between the work that the two sections perform;
- ensure that the focus of each group is on its specific mandate and objectives; and
- recognize the increasing responsibilities of the group with the addition of the Central Paid Duty Office in 2011.

With the re-organization, Accounting Services now consists of the accounting section of the former Financial Management unit, the Central Paid Duty Office (CPDO) and financial system administration. Payroll & Benefits Administration now consists of the Payroll Services section from the former Financial Management unit, as well as the Benefits Administration and the Human Resource Information Systems (HRIS) sections of the former Benefits & Employment unit.

The consolidation of Payroll and Benefits recognizes the connection of these two areas to the payments and benefits provided to individual members, and recognizes the association between legislative and compliance requirements related to collective agreements, OMERS and the *Income Tax Act*. Accounting Services' role is now more aligned to and focused on corporate financial management.

New Job Descriptions and Benefits Achieved:

With the establishment of separate units, the Manager, Accounting Services Z32 (35 hour) and the Manager, Payroll & Benefits Administration Z32 (35 hour) will be responsible for unit operations and resource allocation of the workload and tasks. The realignment and creation of the Manager, Accounting Services Z32 (35 hour) and the Manager, Payroll & Benefits Administration Z32 (35 hour) positions is also intended to provide better customer service; improve internal controls; align processes to ensure more efficient operations; manage members' time banks and payments on a more proactive basis; and allow subject matter experts to focus on their respective unit's overall objectives and mandates. The consolidation will also enable the Service to obtain greater benefits and functionalities from our human resource information systems.

The new job descriptions for the Manager, Accounting Services and Manager, Payroll & Benefits Administration are attached. These positions have been evaluated through the Service's job evaluation plan and have been determined to be Z32 (35 hour) positions within the Civilian

Senior Officer salary scales. The current salary range for these positions is \$130,926.47 to \$151,556.96 per annum effective January 1, 2014.

Conclusion:

One of the objectives of the Service's organizational restructuring was to identify opportunities for service realignment and consolidation. To this end, the financial management and benefits functions within Corporate Services Command were reviewed and changes were identified that would improve customer service, eliminate a management layer and enable more efficient operations.

The re-organization also allows for more strategic alignment of responsibilities within each area and achieves an overall reduction of two civilian positions and a cost savings of approximately \$150,000 (including salaries and benefits) in 2014. The establishment reduction and annualized cost savings of approximately \$277,000 will also be incorporated into the 2015 operating budget request.

To enable this reorganization, the Board is being requested to approve the job descriptions and classifications for the positions of Manager, Accounting Services (Z32023) and Manager, Payroll & Benefits Administration (Z32024). These positions will be staffed in accordance with established procedure.

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

The Board approved the foregoing report.

Moved by: D. Noria

Vice-Chair Thompson requested to be noted in the negative with regard to the Board's foregoing decision.

APPENDIX A



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved:
Board Minute No.:
Total Points: 1139
Pay Class: Z32

JOB TITLE: Manager	JOB NO.: Z32023
BRANCH: Corporate Services Command – Finance & Business Mgmt.	SUPERSEDES: NEW
UNIT: Accounting Services	HOURS OF WORK: 35 SHIFTS: 1
SECTION:	NO. OF INCUMBENTS IN THIS JOB: 1
REPORTS TO: Director	DATE PREPARED: 2014.03.21

SUMMARY OF FUNCTION:

Implementation and maintenance of the Toronto Police Service's financial activities and services, including accurate maintenance of the Service's general ledger (book of accounts), timely administration of invoice payments and billings for services provided and administration of the financial system governing those activities; directly responsible and accountable for the Central Paid Duty Office and accompanying administration system.

DIRECTION EXERCISED:

Directly manages/supervises the activities of Accounting, consisting of Accounts Payable, Accounts Receivable, General Ledger, SAP Administration and Central Paid Duty Office, encompassing a total of approximately 29 staff.

MACHINES AND EQUIPMENT USED:

TPS workstation with associated software and other office equipment as required.

DUTIES AND RESPONSIBILITIES:

1. Responsible for establishing unit objectives, goals and activities to support the strategic direction set by the Director, Finance and Business Management and Chief Administrative Officer; sets performance indicators associated with those goals and objectives and reports as required.
2. Responsible for the establishment and maintenance of sound and effective internal accounting controls for the Toronto Police Service.
3. Manages the daily activities of Accounting Services, including accurate and timely processing of invoices and billings, accurate maintenance of the Service general ledger and financial reporting and ensuring both current and future requirements of established policies and procedures are satisfied; authorize all accounting transactions over \$50,000.
4. Directs the work of and provides accounting expertise to all staff responsible for the actual processing, administration, analysis and reconciliation of Accounts Payable (invoices); ensures billings are issued accurately and on a timely basis and monies collected for all amounts owing to the Toronto Police Service; provides all required reporting and escalation as required.

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



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved:
Board Minute No.:
Total Points: 1139
Pay Class: Z32

JOB TITLE: Manager	JOB NO.: Z32023
BRANCH: Corporate Services Command – Finance & Business Mgmt.	SUPERSEDES: NEW
UNIT: Accounting Services	HOURS OF WORK: 35 SHIFTS: 1
SECTION:	NO. OF INCUMBENTS IN THIS JOB: 1
REPORTS TO: Director	DATE PREPARED: 2014.03.21

DUTIES AND RESPONSIBILITIES: (cont'd)

5. Manages the daily activities associated with SAP administration, including: providing direction and guidance to the SAP Administrator; liaising with the City of Toronto system ownership group on aspects of the system utilized and maintained by the Toronto Police Service; ensuring that system upgrades and fix pack implementations are properly documented, tested and communicated to users; and that training is provided as required; providing operational leadership to changes in the SAP computerized environment, assessing whether specific controls are to be established and assessing if established controls are functioning properly.
6. Manages the daily activities of the Central Paid Duty Office, maintaining Service policies and associated procedures related to paid duties, liaising with uniform subject matter experts where required; managing the activities of the Central Paid Duty Office Sergeant and Group Leaders; ownership of the Service Paid Duty Management System, utilized by all uniform members wanting to be selected for a paid duty and, maintaining contact with customers, stakeholders, City of Toronto and other City agencies, boards and commissions related to issues and factors associated with the provision of paid duty services.
7. Creates organizational change through the analysis and evaluation of accounting and financial data that will enhance the use of resources; by applying techniques such as benchmarking and best practices.
8. Ensures compliance with Public Sector Accounting Board principles (GAAP), Federal and Provincial legislation, including commodity tax rules and Municipal and Board by-Laws.
9. Establishes, recommends and manages the on-going implementation of effective and sound accounting and financial practices, principles and techniques, including the establishment, documentation and maintenance of consistent internal controls and procedures.
10. Improves and introduces accounting policies and strategies that effectively deal with preventing or mitigating operational and financial risks.
11. Coordinates the dissemination of police service account records, information, reports, etc., as requested by external individuals in accordance with the Service's Freedom of Information operational standards.
12. Provides expert advice and professional guidance and assists in investigations through confidential data retrieval or preparation of reports of a sensitive nature as directed by Professional Standards.

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



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved:
Board Minute No.:
Total Points: 1139
Pay Class: Z32

JOB TITLE: Manager	JOB NO.: Z32023
BRANCH: Corporate Services Command – Finance & Business Mgmt.	SUPERSEDES: NEW
UNIT: Accounting Services	HOURS OF WORK: 35 SHIFTS: 1
SECTION:	NO. OF INCUMBENTS IN THIS JOB: 1
REPORTS TO: Director	DATE PREPARED: 2014.03.21

DUTIES AND RESPONSIBILITIES: (cont'd)

13. Coordinates the external year-end audit process to produce the Financial Statements for the Toronto Police Service, Toronto Police Services Board and Museum Gift Shop.
14. Responsible with the accuracy of Service, Board and Museum financial data and statistics provided to internal and external users.
15. Controls the issuance and recording of the Canadian and U.S. dollar flashroll funds.
16. Responsible for capital asset accounting and asset management. Provides direction and oversight on tracking of Service capital asset acquisitions, dispositions, write-downs and related accounting entries. Ensures proper costing on the financial records, ensuring the requirements of financial reporting according to Public Sector Accounting Board (PSAB) are met.
17. Provides guidance on compliance on various commodity tax requirements.
18. Participates in various special projects as may be directed by the Director of Finance and Business Management and CAO.
19. Performs other related duties, as required.

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

APPENDIX B



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved:
Board Minute No.:
Total Points: 1139
Pay Class: Z32

JOB TITLE: Manager	JOB NO.: Z32024
BRANCH: Corporate Services Command – Finance & Business Mgmt.	SUPERSEDES: NEW
UNIT: Payroll & Benefits Administration	HOURS OF WORK: 35 SHIFTS: 1
SECTION:	NO. OF INCUMBENTS IN THIS JOB: 1
REPORTS TO: Director	DATE PREPARED: 2014.03.21

SUMMARY OF FUNCTION:

Accountable for managing the bi-weekly payroll services function, the administration and maintenance of benefit programs for active and retired members of the Toronto Police Service and, responsible for the planning, implementing and, ongoing development of the Service's Human Resource Information System (HRIS). Ensures the functions are performed in compliance with established policies, procedures, legislation, collective agreements and information and reporting requirements.

DIRECTION EXERCISED:

Manages and provides direction to ten direct reports and a staff encompassing 21 individuals.

MACHINES AND EQUIPMENT USED:

TPS workstation with associated software and other office equipment as required.

DUTIES AND RESPONSIBILITIES:

1. Manages the Payroll, Benefits Administration and HRIS functions by directing the unit's team of specialists in meeting pillar and Command objectives; develops strategies, goals and objectives for optimizing and improving unit business processes and systems and ensures compliance with the Service's policies, procedures, collective agreements and relevant payroll, tax and pension legislation; provides direction and guidance on government compliance issues to avoid potential interest and penalty charges; and, manages overall compliance risk for the organization with respect to payroll and benefits.
2. Maintains excellent knowledge of payroll and benefits related trends, legislative developments, and legal requirements; ensure: all programs comply with laws, regulations as well as relevant Board and City of Toronto policies; and, ensures effective and value-added internal controls are in place with respect to payroll and benefits administration.
3. Manages the activities of a dedicated team of specialists, including: hiring, training, coaching, motivating, disciplining and evaluation; promotes team engagement and a focus on service excellence; ensures effective leadership and mentoring is provided to all direct reports and staff and oversees the management of staff performance while maintaining an effective team environment for all sub-units.
4. Develops and maintains objectives and benchmarks to assess the effectiveness of the payroll and benefits processes and the service provided to its members (e.g. call tracking, issue logs); facilitates the creation and support of internal control requirements through the efficient use and development of audit reports to capture benefit or payroll related errors; and, troubleshoots system problems and data deficiencies.

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



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved:
Board Minute No.:
Total Points: 1139
Pay Class: Z32

JOB TITLE: Manager	JOB NO.: Z32024
BRANCH: Corporate Services Command – Finance & Business Mgmt.	SUPERSEDES: NEW
UNIT: Payroll & Benefits Administration	HOURS OF WORK: 35 SHIFTS: 1
SECTION:	NO. OF INCUMBENTS IN THIS JOB: 1
REPORTS TO: Director	DATE PREPARED: 2014.03.21

DUTIES AND RESPONSIBILITIES: (cont'd)

5. Ensures the efficient and effective management and maintenance of payroll administration and reporting, employee benefits (current and retiree), retirements, resignations and terminations and all work and family care initiatives (e.g. leaves of absences, job sharing); establishes processes for handling day to day issues; and, manages the payroll overpayment process which includes co-ordinating with Service units and reporting to senior management.
6. Manages the provision of technical and costing analysis related to payroll and benefits in support of negotiations, cost containment, retiree final payouts, grievance settlements and arbitrated payouts and ensures best practices and program competitiveness in partnership with other police organizations.
7. Provides guidance in the application and interpretation of collective agreements related to benefit programs, payroll administration and pensions; liaises with Accounting Services, Labour Relations, Budget and Financial Analysis and Employment units.
8. Manages the team specialists conducting relevant income tax research, statistical analysis, benefit implications and other evaluative assignments necessary to support the Police Services Board in negotiating the various collective agreements (e.g. wage and benefit costing).
9. Accountable for the cost effective management of the Service's benefit programs through effective administration and the negotiation of cost effective agreements with insurance carriers/financial institutions regarding benefit coverage for employees, dependents and retirees.
10. Manages, leads and oversees the development and implementation of technological solutions supporting Toronto Police Service human resources planning, allocation, salary payment and reporting requirements, in accordance with the organization's strategic plans and HRMS best practices.
11. Ensures the effective development, support and management of the Service's Human Resource/Payroll information systems, databases and applications maintenance processes, including development and communication of policy and protocol related to information entry, tracking, analysis and reporting standards; responsible for ensuring payroll and benefit system integrity and security and for interpreting legislative changes as they relate/apply to the Service; and, ensures that changes are appropriately reviewed and applied and recommends best practices for those changes.

.../2

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



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved:
Board Minute No.:
Total Points: 1139
Pay Class: Z32

JOB TITLE: Manager	JOB NO.: Z32024
BRANCH: Corporate Services Command – Finance & Business Mgmt.	SUPERSEDES: NEW
UNIT: Payroll & Benefits Administration	HOURS OF WORK: 35 SHIFTS: 1
SECTION:	NO. OF INCUMBENTS IN THIS JOB: 1
REPORTS TO: Director	DATE PREPARED: 2014.03.21

DUTIES AND RESPONSIBILITIES: (cont'd)

12. Liaises regularly with Unit Commanders, the senior management team, Human Resources and other Finance and Business Management managers in order to conduct needs assessments and articulate business systems solution requirements and ensures that research, monitoring and evaluation of developments in the field related to enterprise resource planning and technology solutions is performed and that any proposed systems solutions and enhancements ensure an optimum service provision to client departments and stakeholders.
13. Responsible for the development of an annual operating budget for the unit and is accountable for the effective management of all unit expenses and for ensuring that all administrative, budgeting and procedural controls are properly implemented and maintained.
14. Coordinates audit requirements and recommendations and oversees year-end reports for auditors, City of Toronto, OMERS, Benefits provider, Audit and Quality Assurance, etc.
15. Performs other related duties, as required.

.../3

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

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON APRIL 10, 2014**

**#P85. NEW JOB DESCRIPTION: INSTRUCTOR, TORONTO POLICE
COLLEGE**

The Board was in receipt of the following report March 26, 2014 from William Blair, Chief of Police:

Subject: NEW JOB DESCRIPTION – INSTRUCTOR, TORONTO POLICE COLLEGE

Recommendation:

It is recommended that the Board approve the attached new civilian job description and classification for the position of Instructor, Toronto Police College (A09054).

Financial Implications:

There are no financial implications related to the recommendation contained in this report as an equivalent Instructor, Information Systems A09 (35 hour) position at the Toronto Police College has been deleted and replaced with the above noted position.

Background/Purpose:

In 2012, the Toronto Police College began offering a series of courses intended for the development of civilian members – Ethics and Inclusivity, Organizational Development and Professional Development. The job description for the civilian instructor currently delivering these civilian development courses is Instructor, Information Systems A09 (35 hour), which is specific to teaching computer applications.

To advance civilian member development, the instructor in this position was tasked with developing the aforementioned courses. These courses have been well received and have contributed to the skills, knowledge and abilities of civilian members. A key reason for the success of these courses stems from civilian members being taught by a civilian instructor. However, the civilian instructor retired in February 2014.

TPC intends to continue delivery of the aforementioned courses, as well as to expand the curriculum offered to civilian members. Specifically, the TPC intends to have a new civilian leadership course ready for delivery in 2014.

Discussion:

In order to prepare for the vacant instructor position and to ensure continuity of the proven instructional format for civilian courses, the TPC will replace an Instructor, Information Systems

A09 (35 hour) position with an Instructor, Toronto Police College A09 (35 hour) position. The generality of this new job description will allow TPC management to staff civilian instructor positions without having to develop separate job descriptions for each course or section. This staffing change will also allow the Toronto Police College, in the future, to implement the approved recommendation of the CIOR to replace one Police Constable position with this new classification and will assist in expanding the civilian curriculum in 2014.

The new job description for the Instructor, Toronto Police College is attached. The position has been evaluated within the Service's job evaluation plan and has been determined to be a Class A09 (35 hour) position within the Unit "A" Collective Agreement. The current salary range for this position is \$70,120.26 to \$79,328.34 per annum, effective January 1, 2014.

Conclusion:

In order to enable the Service to start moving forward on the recommendations of the TPC – Training and Course Facilitator review, Board approval is required for the job description and classification for the position of Instructor, Toronto Police College (A09054). Subject to Board approval, the Toronto Police Association will be notified accordingly, as required by the collective agreement and this position will be staffed in accordance with established procedure.

Mr. Tony Veneziano, Chief Administrative Officer and Deputy Chief Michael Federico, Operational Support Command, will be in attendance to answer any questions that the Board may have regarding this report.

The Board approved the foregoing report.

Moved by: M. Moliner

Vice-Chair Thompson requested to be noted in the negative with regard to the Board's foregoing decision.



TORONTO POLICE SERVICE

JOB DESCRIPTION

Date Approved:
Board Minute No.:
Total Points: 472
Pay Class: A9

JOB TITLE: Instructor, Toronto Police College	JOB NO.: A09054
BRANCH: Operational Support Command – Corporate Risk Management	SUPERSEDES: NEW
UNIT: Toronto Police College	HOURS OF WORK: 35 SHIFTS: 1
SECTION: Various	NO. OF INCUMBENTS IN THIS JOB: 1
REPORTS TO: Section Head	DATE PREPARED: 2013.12.12

SUMMARY OF FUNCTION:

Develops, designs and delivers training specific to section or area of instruction to members of the Toronto Police Service. Researches, reviews content specific to section or area of instruction and educational best practices. Provides academic support for section programs and computer based support for unit initiatives and programs.

DIRECTION EXERCISED:

Instructs assigned students.

MACHINES AND EQUIPMENT USED:

TPS workstation with associated software and other office and training equipment as required.

DUTIES AND RESPONSIBILITIES:

1. Coordinates and delivers instruction specific to area of expertise. Delivers training programs in classroom or distance learning format.
2. Develops appropriate training programs including creating course training standards, lesson plans and training materials to meet the needs of Service members.
3. Identifies appropriate instructional methods to achieve maximum program effectiveness.
4. Liaises with other sections, units and learning institutions to develop best practices in learning development.
5. Updates lesson plans and subject material to reflect new trends and concerns.
6. Responds to concerns and inquiries from the Command and the Police Services Board.
7. Participates in community forums dealing with area of expertise.
8. Conducts research using a variety of methodologies and mediums and analyzes data.
9. Evaluates training initiatives to determine effectiveness, appropriateness, adequacy and efficiency.
10. Keeps up to date on issues, trends and developments that impact policing.
11. Performs all other duties, functions and assignments inherent to the position.

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

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON APRIL 10, 2014**

**#P86. SPECIAL CONSTABLES – TORONTO COMMUNITY HOUSING
CORPORATION: RE-APPOINTMENTS**

The Board was in receipt of the following report March 11, 2014 from William Blair, Chief of Police:

Subject: RE-APPOINTMENT OF SPECIAL CONSTABLES FOR THE TORONTO
COMMUNITY HOUSING CORPORATION

Recommendation:

It is recommended that the Board approve the re-appointments of the individuals listed in this report as special constables for the Toronto Community Housing Corporation, subject to the approval of the Minister of Community Safety and Correctional Services.

Financial Implications:

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

Background/Purpose

Under Section 53 of the *Police Services Act of Ontario* (the PSA), the Board is authorized to appoint and re-appoint special constables, subject to the approval of the Minister of Community Safety and Correctional Services (the Minister). Pursuant to this authority, the Board entered into an agreement with the Toronto Community Housing Corporation (TCHC) for the administration of special constables (Min. No. P414/99 refers).

At its meeting on January 29, 1998, the Board approved a recommendation that requests for appointment and re-appointment of special constables, who are not members of the Toronto Police Service, be forwarded to the Board with the Chief's recommendation, for the Board's consideration (Min. No. P41/98 refers).

The Service received separate requests from the TCHC, to appoint the following individuals as special constables on the dates indicated:

Name	Date Requested
David Quigley	October 25, 2013
Desmond Smith	October 25, 2013
Michael LePage	October 31, 2013
Ron Sampson	November 6, 2013

Discussion:

The TCHC special constables are appointed to enforce the *Criminal Code of Canada, Controlled Drugs and Substances Act, Trespass to Property Act, Liquor Licence Act and Mental Health Act* on TCHC property within the City of Toronto.

The agreement between the Board and the TCHC requires that background investigations be conducted on all individuals recommended for appointment and re-appointment as special constables. The Service's Employment Unit completed background investigations on these individuals and there is nothing on file to preclude them from being re-appointed as special constables for a five year term.

The TCHC has advised that the individuals satisfy all of the re-appointment criteria as set out in the agreement between the Board and the TCHC for special constable appointment. The TCHC's approved strength of special constables is 83; the current complement is 78.

Conclusion:

The Toronto Police Service and the TCHC work together in partnership to identify individuals for the position of special constable who will contribute positively to the safety and well-being of persons engaged in activities on TCHC property. The individuals currently before the Board for consideration have satisfied the criteria contained in the agreement between the Board and the Toronto Community Housing Corporation.

Deputy Chief of Police, Mark Saunders, Specialized Operations Command, will be in attendance to answer any questions that the Board may have.

The Board approved the foregoing report.

Moved by: M. Thompson

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON APRIL 10, 2014**

**#P87. TORONTO POLICE SERVICES BOARD – OPERATING BUDGET
VARIANCE REPORT FOR THE PERIOD ENDING DECEMBER 31, 2013**

The Board was in receipt of the following report March 11, 2014 from Alok Mukherjee, Chair:

Subject: OPERATING BUDGET VARIANCE REPORT FOR THE TORONTO POLICE
SERVICES BOARD – YEAR ENDING DECEMBER 31, 2013

Recommendation:

It is recommended that the Board receive this report and forward a copy to the City of Toronto's (City's) Deputy City Manager and Chief Financial Officer for information and for inclusion in the year-end reporting to the City's Budget Committee.

Financial Implications:

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

Background/Purpose:

The Toronto Police Services Board (Board), at its December 10, 2012 meeting, approved the Board's 2013 operating budget at a net amount of \$2,251,600 (Min. No. P298/12 refers). Subsequently, Toronto City Council, at its January 15 and January 16, 2013 meeting, approved the Board's 2013 operating budget at the same amount.

On June 13, 2013, the Board received an Interest Arbitration Award pertaining to the renewal of the collective agreements for the uniform and civilian Senior Officers' Organization (SOO) bargaining units. As per historical practice, the Board subsequently extended the award to the Excluded staff of the Service. The impact of this agreement on the 2013 operating budget was \$24,300. City Council, at its October 8, 2013 meeting, approved a budget transfer of \$24,300 to the Board's 2013 net operating budget from the City's Non-Program operating budget. This adjustment resulted in a revised 2013 net operating budget of \$2,275,900.

The purpose of this report is to provide information on the Board's 2013 year-end variance.

Discussion:

The following chart summarizes the variance by category of expenditure.

Expenditure Category	2014 Budget (\$000s)	Year-End Actual Expend (\$Ms)	Fav / (Unfav) (\$000s)
Salaries & Benefits (incl. prem.pay)	\$999.8	\$969.7	\$30.1
Non-Salary Expenditures	<u>\$1,276.1</u>	<u>\$1,291.1</u>	<u>(\$15.0)</u>
Total	<u>\$2,275.9</u>	<u>\$2,260.8</u>	<u>\$15.1</u>

The final year-end surplus is \$15,100. Details are discussed below.

Salaries & Benefits (including Premium Pay)

The Board experienced a small savings in salaries and benefits.

Non-salary Budget

Non-salary accounts were overspent by \$15,000.

The majority of the costs in this category are for arbitrations / grievances and City charge backs for legal services.

The Board cannot predict or control the number of grievances filed or referred to arbitration as filings are at the discretion of bargaining units. In order to deal with this uncertainty, the 2013 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.

The unfavourable variance is attributable mainly to greater than anticipated charge backs from City Legal Services.

Conclusion:

The year-end favourable variance is \$15,100.

The Board approved the foregoing report.

Moved by: M. Thompson

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON APRIL 10, 2014**

**#P88. TORONTO POLICE SERVICE – OPERATING BUDGET VARIANCE
REPORT FOR THE PERIOD ENDING DECEMBER 31, 2013**

The Board was in receipt of the following report March 26, 2014 from William Blair, Chief of Police:

Subject: OPERATING BUDGET VARIANCE REPORT FOR THE TORONTO POLICE
SERVICE – YEAR ENDING DECEMBER 31, 2013

Recommendations:

It is recommended that:

- (1) the Board approve a \$2.5 Million contribution to the Toronto Police Service's (Service) Vehicle and Equipment Reserve from the 2013 fiscal year;
- (2) the Board request the City of Toronto (City's) Deputy City Manager and Chief Financial Officer to contribute \$0.3 Million of the Service's 2013 surplus to the City's Tax Stabilization Reserve for the purposes of funding the Board-led Organizational Review; and
- (3) the Board forward a copy of this report to the City's Deputy City Manager and Chief Financial Officer for information and for inclusion in the year-end reporting to the City's Budget Committee.

Financial Implications:

The Toronto Police Services Board (Board), at its December 10, 2012 meeting, approved the Toronto Police Service (Service) 2013 operating budget at a net amount of \$927.8 Million (M) (Min. No. P299/12 refers). Subsequently, Toronto City Council, at its January 15 and January 16, 2013 meeting, approved the Service's 2013 operating budget at the same amount.

On June 13, 2013, the Board received an Interest Arbitration Award pertaining to the renewal of the collective agreements for the uniform and civilian Senior Officers' Organization (SOO) bargaining units. The impact of this Award on the 2013 operating budget was \$778,500. City Council, at its October 8, 2013 meeting, approved a budget transfer of \$778,500 to the Service's 2013 net operating budget from the City's Non-Program operating budget. This adjustment resulted in a revised 2013 net operating budget of \$928.6M.

Background/Purpose:

The purpose of this report is to provide information on the Service's 2013 final year-end variance.

Discussion:

The final year-end surplus is \$0.5M, assuming the Board approves an additional contribution of \$2.5M to the Service's Vehicle and Equipment Reserve.

The following chart summarizes the variance by expenditure and revenue category. The budget has been adjusted to reflect the impact of the SOO Arbitration Award. Details of each major expenditure category and revenue are discussed in the sections that follow.

Category	2013 Budget (\$Ms)	Year-End Actual Expend (\$Ms)	Fav / (Unfav) (\$Ms)
Salaries	\$685.0	\$684.1	\$0.9
Premium Pay	\$45.5	\$46.5	(\$1.0)
Benefits	\$175.2	\$169.1	\$6.1
Materials and Equipment	\$26.8	\$23.3	\$3.5
Services	\$57.8	\$54.6	\$3.2
Reserves	\$29.8	\$34.9	(\$5.1)
Revenue	(\$84.8)	(\$84.4)	(\$0.4)
Total Net	<u>\$935.3</u>	<u>\$928.1</u>	<u>\$7.2</u>
Unspecified Reduction	<u>(\$6.7)</u>	<u>\$0.0</u>	<u>(\$6.7)</u>
Remaining Net	<u>\$928.6</u>	<u>\$928.1</u>	<u>\$0.5</u>

Salaries:

The final favourable variance for this category is \$0.9M.

Expenditure Category	2013 Budget (\$Ms)	Year-End Actual Expend (\$Ms)	Fav / (Unfav) (\$Ms)
Uniform Salaries	\$520.4	\$519.8	\$0.6
Civilian Salaries	<u>\$164.6</u>	<u>\$164.3</u>	<u>\$0.3</u>
Total Salaries	<u>\$685.0</u>	<u>\$684.1</u>	<u>\$0.9</u>

There were 168 uniform separations for the year, compared to the 180 separations included in the 2013 budget, resulting in a \$0.2M unfavourable variance.

The Service experienced an increased number of members on unpaid leaves (e.g. maternity, parental) compared to what had been estimated in the 2013 budget, resulting in a \$0.8M favourable variance. As a result, uniform salaries were underspent by a net total of \$0.6M.

During the budget approval process, the Board directed that, with the exception of communication operators, there be no civilian hiring except where warranted and approved by resolution of the Board, following a detailed business case submitted by the Chief. The Board's direction resulted in a very significant reduction in 2013 civilian replacement hires. The time required to fill positions was extended due to the need to obtain Board approval to start the hiring process for any vacancies, and for the appointment or promotion of the successful candidate(s), including when replacements were made from within the organization. In addition, the number of civilian separations was higher than what had been originally assumed for the 2013 budget. As a result, the Service achieved a \$0.3M surplus in the civilian salaries area.

Premium Pay:

Premium pay was over spent by \$1.0M.

The Service's goal was to achieve a net zero variance in premium pay spending. However, it is important to note that premium pay is subject to the exigencies of policing and uncontrollable events can have an impact on premium pay costs.

Expenditure Category	2013 Budget (\$Ms)	Year-End Actual Expend (\$Ms)	Fav / (Unfav) (\$Ms)
Court	\$12.9	\$12.1	\$0.8
Overtime	\$5.5	\$5.6	(\$0.1)
Callback	\$8.9	\$9.7	(\$0.8)
Lieutime Cash Payment	<u>\$18.2</u>	<u>\$19.1</u>	<u>(\$0.9)</u>
Total Premium Pay	<u>\$45.5</u>	<u>\$46.5</u>	<u>(\$1.0)</u>

The Service has always carefully monitored and controlled premium pay. Overtime is 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).

The over spending in 2013 was a result of several major crime-suppression initiatives and the inability of members to take as much time off as anticipated due to the exigencies of the Service, leading to a higher lieu time cash payment. The overspending was partially offset (0.8M) by lower off-duty court attendance.

Benefits:

A favourable variance of \$6.1M was achieved in the benefits category.

Expenditure Category	2013 Budget (\$Ms)	Year-End Actual Expend (\$Ms)	Fav / (Unfav) (\$Ms)
Medical / Dental	\$40.7	\$37.2	\$3.5
OMERS / CPP / EI / EHT	\$120.5	\$120.0	\$0.5
Other (e.g., WSIB, life ins.)	<u>\$14.0</u>	<u>\$11.9</u>	<u>\$2.1</u>
Total Benefits	<u>\$175.2</u>	<u>\$169.1</u>	<u>\$6.1</u>

Medical/dental costs were significantly lower than expected this year, resulting in a \$3.5M favourable variance in this category. Savings of \$0.5M in payroll deductions (OMERS, CPP, EI and EHT) expenditures are related to salary savings. Various “other” benefits were \$2.1M favourable mainly as a result of lower WSIB costs. These downward trends are taken into account in the Service’s 2014 operating budget.

Materials and Equipment:

Expenditures in this category reflect a \$3.5M favourable variance.

Expenditure Category	2013 Budget (\$Ms)	Year-End Actual Expend (\$Ms)	Fav / (Unfav) (\$Ms)
Vehicles (gas, parts)	\$13.3	\$11.7	\$1.6
Uniforms	\$3.0	\$2.2	\$0.8
Other Materials	\$4.5	\$3.9	\$0.6
Other Equipment	<u>\$6.0</u>	<u>\$5.5</u>	<u>\$0.5</u>
Total Materials & Equipment*	<u>\$26.8</u>	<u>\$23.3</u>	<u>\$3.5</u>

** Approx. \$0.2M is attributed to grant-funded expenditures (revenue budget has been increased by same amount)*

The favourable variance is mainly due to savings for gasoline. The Service obtains gasoline through a consolidated procurement process with the City. The Service’s budget is based on the cost per litre as provided by City Finance, based upon their estimate of gasoline prices for the year. Actual gasoline prices were lower than those anticipated by the City. In addition, the Service purchased less gasoline than budgeted on behalf of Toronto Emergency Medical Services (EMS). This savings, however, was offset by decreased recoveries from EMS. Savings in vehicle parts and the other materials and equipment categories were a result of the Service’s initiative to reduce spending where operationally feasible.

Services:

Expenditures in this category were \$3.2M under spent.

Expenditure Category	2013 Budget (\$Ms)	Year-End Actual Expend (\$Ms)	Fav / (Unfav) (\$Ms)
Uniform Cleaning Contract	\$1.4	\$1.1	\$0.3
Courses / Conferences	\$1.5	\$1.3	\$0.2
Clothing Reimbursement	\$1.6	\$1.5	\$0.1
Computer / Systems Maintenance	\$10.7	\$10.4	\$0.3
Phones / cell phones / 911	\$5.7	\$5.2	\$0.5
Caretaking / maintenance utilities	\$20.8	\$19.6	\$1.2
Other Services	<u>\$16.1</u>	<u>\$15.5</u>	<u>\$0.6</u>
Total Services	<u>\$57.8</u>	<u>\$54.6</u>	<u>\$3.2</u>

The largest under-expenditure in the services expenditure category was from caretaking, maintenance and utilities. These services are provided by the City Facilities Division on an interdepartmental chargeback basis. The City's Facilities and Real Estate Division provides the Service with the annual budget for operations and custodial services performed. In addition, it provides information on actual spending at various points during the year and the projected spending by year end, for variance reporting purposes. At the time of the September variance report, City Facilities advised the Service that caretaking and maintenance could be under spent. Final charges came in at \$1.2M less than budgeted, resulting in an under-expenditure in this account. A reduced chargeback was incorporated into the 2014 operating budget.

Savings in the "courses/conferences" and "other services" categories were a result of the Service's initiative to reduce spending where operationally feasible.

Reserves:

Expenditures in this category were \$5.1M above budget.

Reserves Category	2013 Budget (\$Ms)	Year-End Actual Expend (\$Ms)	Fav / (Unfav) (\$Ms)
Sick Pay Gratuity	\$4.2	\$7.8	(\$3.6)
Insurance	\$8.7	\$8.7	\$0.0
Vehicle & Equipment	\$11.9	\$14.4	(\$2.5)
Central Sick	\$3.4	\$2.4	\$1.0
Post Retirement Health	\$1.0	\$1.0	\$0.0
Legal	<u>\$0.6</u>	<u>\$0.6</u>	<u>\$0.0</u>
Total Reserves	<u>\$29.8</u>	<u>\$34.9</u>	<u>(\$5.1)</u>

As part of the annual budget approval process, the Board and Council approve contributions to and expenditures from reserves included in the net operating budget request. The various reserves are established to provide funding for anticipated expenditures to be incurred by the Service. The adequacy of reserves is reviewed annually, based on the Service's estimated spending and replacement strategies. Contributions are made and expensed to the operating budget accordingly. The Service works closely with City Finance staff and the Deputy City Manager/Chief Financial Officer to ensure that assumptions are reasonable and in line with those of the City, where practicable.

In 2013, the Service made all required contributions to its reserves. However, the over expenditure noted above was the result of not fully drawing from the reserve funding source. The \$5.1M over expenditure was instead funded from savings in other areas of the budget that were underspent. This approach was discussed with the Deputy City Manager/Chief Financial Officer, who agreed that the methodology was sound, given the need to balance funding for current year with the future health of the reserve. Of particular note, and outlined below, are the actions taken regarding the Sick Pay Gratuity Reserve, the Central Sick Bank Reserve and the Vehicle and Equipment Reserve.

The Sick Pay Gratuity Reserve is managed by the City, who advises the Service of the amount of the annual contribution. Several years ago, after a detailed review of this reserve, City Finance advised that the Service's contribution to the Sick Pay Gratuity Reserve should be increased by \$6.5M annually to meet its annual obligations. Due to financial constraints and following discussions with City Finance, the required contribution increase has been continually deferred. Starting in 2014, the Service and City have agreed to phase in the required budgeted contributions during the next three years to address the long-term health of the Reserve. However, after discussions between the Service's Chief Administrative Officer and senior City staff with respect to the health and requirements of the Sick Pay Gratuity Reserve, the City Deputy City Manager/Chief Financial Officer agrees that it would be prudent to not fully draw from the reserve in 2013, thereby leaving an additional \$3.6M in the reserve for future years.

The Central Sick Bank (CSB) Reserve funds salaries for staff that have exhausted regular sick time and are on long-term sick leave. Funding for this benefit has historically been dictated by the Collective Agreement between the Toronto Police Association and the Board and benefits were paid to members approved for long term sick leave to the extent that funds were available in the Reserve. As a result of the 2011 to 2014 salary settlement, the Board is now obligated to provide long-term sick benefits for members of the Toronto Police Association regardless of the funding available in the Reserve. As a result, contributions and draws continue to be made only to the value that would deplete the Reserve balance to zero. The net impact of the contribution expensed and the draw made to fund expenditures resulted in a net savings of \$1.0M for 2013.

The Service is currently working with City Finance to review required spending and the adequacy of the Vehicle and Equipment Reserve as a result of a \$5.0M reduction that was made during the 2013 operating budget process. Based on the Service's analysis, agreed to by the City, the \$5.0M was reinstated in the Service's approved 2014 operating budget to meet required expenditures in 2014 and future years. However, the \$5.0M reduction made during the 2013 budget approval process put pressure on expenditures for the 2013 and 2014 years. As a result,

in order to alleviate the short term pressure, it is recommended that the Board approve an additional \$2.5M contribution in 2013 from the Service's operating budget. The City Deputy Manager/Chief Financial Officer supports this additional allocation to the Vehicle and Equipment Reserve, and the final operating surplus in this report assumes this contribution will be approved.

Revenue:

Revenues were \$0.4M unfavourable.

Revenue Category	2013 Budget (\$Ms)	Year-End Actual Expend (\$Ms)	Fav / (Unfav) (\$Ms)
Recoveries from City	(\$22.9)	(\$21.9)	(\$1.0)
CPP and Safer Comm'y grants	(\$15.2)	(\$15.2)	\$0.0
Other Gov't grants	(\$21.5)	(\$20.8)	(\$0.7)
Fees (e.g., paid duty, alarms, ref.)	(\$11.4)	(\$12.3)	\$0.9
Secondments	(\$4.6)	(\$5.3)	\$0.7
Other Revenues (e.g., pris return)	(\$9.2)	(\$8.9)	(\$0.3)
Total Revenues	(\$84.8)	(\$84.4)	(\$0.4)

The favourable variance in the "Fees" category was attributed to increased revenue from background checks (\$0.3M), paid duty administrative fees (\$0.4M) and various other accounts (\$0.2M). In addition, the Service has received greater than budgeted recoveries for overseas secondments.

These increased revenues are offset by reduced recoveries from the City, due to lower-than-budgeted expenditures for items such as off-duty court attendance and gasoline for EMS, as well as other small variances.

Contribution to the City Tax Stabilization Reserve

At its meeting of January 16, 2014 (Min. No P/4 refers), the Board approved the following recommendations:

"..., it is recommended that the Board:

- 1. Seek the assistance of an external consultant with expertise in organization change to undertake a review of the results of the Chief's internal organizational review and to identify further measures to ensure that delivery of policing services in the City of Toronto is adequate, effective as well as sustainable;*
- 2. Ensure that this exercise is completed in time for the consideration of operational and capital budgets for 2015;*
- 3. Request the City of Toronto to extend financial support for the proposed review;*

4. *Forward a copy of this report to the Chair of the City's Budget Committee and the City Manager; and,*
5. *Authorize the Chair and the Vice Chair to initiate discussions with the City for its support."*

The Board's goal is to complete this exercise in time for consideration of the 2015 operating and capital budgets. At its meeting of February 13, 2014 (Min. P32/14 refers) the Board agreed to request the City of Toronto to extend financial support for the proposed review, and authorized the Chair and the Vice Chair initiate discussions with the City for its support.

Following discussions with the City Manager and Deputy City Manager and Chief Financial Officer, it was determined that the City could allocate the necessary funds from the 2013 surplus for the proposed Board-led review. As a result, Service staff, working with City staff, determined that the most viable option, given the Service's surplus, was to transfer \$300,000 of the Service's 2013 surplus into the City's Tax Stabilization Reserve, pending approval by City Council. The funds could then be made available to the Board in the 2014 year so that the consulting review could be completed.

Conclusion:

The final year-end surplus was \$0.5M was achieved through non-hiring and deliberate reductions in spending. The Service was able to meet the bulk of reductions made by the Board through one-time savings (e.g. not filling civilian vacant positions, \$5M reduction to Vehicle and Equipment Reserve contribution). However, such savings are not necessarily sustainable in future years and will impact the effectiveness of daily operations, increase the risk of errors, and affect the wellness of some of our members. Any identified sustainable savings have been reflected in the 2014 operating budget.

As a result of savings achieved through reduced draws from reserves, the Service recommends that \$2.5M be contributed to the Vehicle and Equipment Reserve in order to reduce budgetary pressures and contribute to the health of the reserve.

Furthermore, given the \$0.5M surplus available for 2013, it is recommended that the City's Chief Financial Officer and Deputy City Manager contribute up to \$0.3M of the remaining Service surplus to the City's Tax Stabilization Reserve in order to fund a 2014 consulting review approved by the Board to review the results of the Chief's Internal Organizational Review.

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

The Board approved the foregoing report.

Moved by: M. Thompson

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON APRIL 10, 2014**

**#P89. TORONTO POLICE SERVICE – PARKING ENFORCEMENT UNIT:
OPERATING BUDGET VARIANCE REPORT FOR THE PERIOD
ENDING DECEMBER 31, 2013**

The Board was in receipt of the following report March 24, 2014 from William Blair, Chief of Police:

Subject: OPERATING BUDGET VARIANCE REPORT FOR THE TORONTO POLICE
SERVICE PARKING ENFORCEMENT UNIT – YEAR ENDING DECEMBER
31, 2013

Recommendation:

It is recommended that the Board forward a copy of this report to the City of Toronto's (City) Deputy City Manager and Chief Financial Officer for information and for inclusion in the year-end reporting to the City's Budget Committee.

Financial Implications:

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

Background/Purpose:

The Toronto Police Service Parking Enforcement (PEU) operating budget is not part of the Toronto Police Service's (Service) operating budget. While the PEU is managed by the Service, the PEU's budget is maintained separately in the City's non-program budgets. In addition, revenues from the collection of parking tags issued accrue to the City, not the Service.

The Board, at its December 10, 2012 meeting, approved the PEU 2013 operating budget at a net amount of \$42.1 Million (M) (Min. No. P300/12 refers). Toronto City Council, at its January 15 and January 16, 2013 meeting, approved the PEU 2013 net operating budget at \$43.4M. The City-approved amount reflected an additional \$1.3M to avoid the loss of an estimated \$6.3M in gross parking tag revenues to the City. Subsequently, the Board, at its February 19, 2013 meeting, approved the PEU 2013 operating budget at the City-approved amount (Min. No. P32/13 refers).

The purpose of this report is to provide information on the PEU 2013 final year-end variance.

Discussion:

The following chart summarizes the variance by category of expenditure.

Category	2013 Budget (\$Ms)	Year-End Actual Expend (\$Ms)	Fav/(Unfav) (\$Ms)
Salaries	\$27.69	\$28.08	(\$0.39)
Premium Pay	\$2.65	\$1.97	\$0.68
Benefits	\$7.31	\$6.94	\$0.37
Total Salaries & Benefits	\$37.65	\$36.99	\$0.66
Materials	\$1.58	\$1.33	\$0.25
Equipment	\$0.06	\$0.01	\$0.05
Services	\$5.74	\$5.37	\$0.37
Revenue	(\$1.62)	(\$1.43)	(\$0.19)
Total Non-Salary	\$5.76	\$5.28	\$0.48
Total Net	\$43.41	\$42.27	\$1.14

The final year-end favourable variance is \$1.14M. Details are discussed below.

Salaries & Benefits (including Premium Pay):

The final favourable variance for salaries and benefits (including premium pay) is \$0.66M.

Retirements and resignations for the first half of 2013 were less than anticipated, resulting in higher-than-budgeted salary expenditures during the first half of 2013. Separations in the second half of the year increased notably. Salary savings for staff leaving later in the year are much lower than for staff leaving earlier in the year, and this change in trend contributed \$0.25M in overspending. In addition, 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 staffing levels. PEU hired a recruit class of 29 in November 2013. The recruit class is usually hired in late December. However, because of the increased separations by the last quarter, the recruit class was hired in November so that training would occur in late 2013, and PEU would be at a full, trained complement for early 2014. The cost of this accelerated recruit class was \$0.14M, increasing the total unfavourable salaries variance to \$0.39M.

Nearly all premium pay at the PEU is related to enforcement activities, attendance at court and the backfilling of members attending court. Premium pay is used to staff enforcement activities at special events or directed enforcement activities instituted to address specific problems. 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. All premium pay

expenditures are approved by supervisory staff and carefully controlled. Premium pay is also used to ensure enforcement levels can be maintained if staffing levels fall below full complement. Due to the lower-than-budgeted staff attrition in the first half of the year, more permanent staff was available for enforcement activities, and the PEU was able to reduce premium pay expenditures. In addition, there was a significant reduction in off-duty court attendance. This reduction resulted in additional premium pay savings of \$0.52M. Therefore, a surplus of \$0.68M was achieved in premium pay.

The favourable benefits variance of \$0.37M is a result of less-than-budgeted expenses for Central Sick Bank. This favourable variance was offset by a corresponding decrease in draws from reserves that fund the Central Sick Bank.

Non-salary Expenditures:

Non-salary expenditures were \$0.48M underspent.

The surplus is primarily due to savings resulting from favourable gasoline prices, and costs associated with handheld parking devices such as contracted maintenance, batteries and repairs.

Conclusion:

The Parking Enforcement Unit approved 2013 net operating budget was \$43.41M. The final year-end expenditure was \$42.27M (97.4% of the approved budget), resulting in a favourable year-end operating surplus of \$1.14M.

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

The Board approved the foregoing report.

Moved by: M. Thompson

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON APRIL 10, 2014**

**#P90. TORONTO POLICE SERVICE – CAPITAL BUDGET VARIANCE
REPORT FOR THE PERIOD ENDING DECEMBER 31, 2013**

The Board was in receipt of the following report March 26, 2014 from William Blair, Chief of Police

Subject: 2013 CAPITAL BUDGET VARIANCE REPORT FOR THE TORONTO
POLICE SERVICE – PERIOD ENDING DECEMBER 31, 2013

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 and inclusion in reporting to the City's Budget Committee.

Financial Implications:

The Council-approved net capital budget for 2013 is \$16.4 million (M) and, including the 2012 carry forward, the net available funding in 2013 is \$23.4M.

From a net debt perspective, the Toronto Police Service (Service) incurred total expenditures of \$15.2M, compared to \$23.4M in available funding (a spending rate of 65%) which resulted in an under-expenditure of \$8.2M of which \$7M will be carried forward to 2014. The under-expenditure is mostly for the State of Good Repair (SOGR), Property and Evidence Management Facility, Integrated Records and Information System (IRIS) and eTicketing Solution projects. The remaining \$1.2M surplus will be returned back to the City. Table 1 provides details of the funds that have been returned to the City at the end of 2013.

Background/Purpose:

At its meeting of October 15, 2012, the Toronto Police Services Board (Board) approved the Service's 2013-2022 Capital Program (Min. No. P254/12 refers). Toronto City Council (Council), at its meeting of January 16, 2013, approved the Service's 2013-2022 Board-approved Capital Budget. Attachment A provides a summary of the Board and Council approved budget. This capital variance report provides the status of projects as at December 31, 2013. It also provides information on capital projects that were completed during 2013.

Discussion:

Summary of Capital Projects:

Attachment B provides a status summary of the on-going projects from 2012 as well as the one project that started in 2013. 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/functionality), 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 2013-2022 Capital Program. The information includes any status updates as of the time of writing of this report.

- Property and Evidence Management Facility (\$40.3M)

Overall Project Health Status	
Current	Previous Variance Report
GREEN	GREEN

This project provides funding for a new property and evidence management (P&EM) facility. The main P&EM facility is complete and P&EM members moved into the facility in September 2013. A Vehicle Pound, heating and air conditioning work, additional racking and other minor work will be addressed in 2014 as part of this project. It is anticipated that this project will be under budget by \$1M, due to lower-than-anticipated construction costs. This amount was returned to the City at the end of 2013, and the remaining funds of \$2.2M will be carried forward to 2014.

- Parking Enforcement East Facility (\$9M)

Overall Project Health Status	
Current	Previous Variance Report
GREEN	YELLOW

This project provides funding to relocate the Parking Enforcement East (PKE) and Parking Headquarter Management (PHQ) operation from its current leased facility to a City-owned,

Service-occupied site on Progress Avenue. The current PKE and PHQ lease has a five-year term, expiring June 30, 2014.

The original substantial completion date was April 30, 2014. However, due to unanticipated issues, the construction was delayed by two weeks and now is scheduled for substantial completion on May 12, 2014. The original substantial completion date was an aggressive one, as it included little time to fit up the space with computer, data, equipment and other necessary infrastructure to facilitate operations.

The delay of two weeks complicates an already aggressive deadline to move out of the leased facility, and there is a logistical challenge to vacate from the leased premises in one weekend. City of Toronto Real Estate, on behalf of the Service, has negotiated a two-month extension to the lease at a cost comparable to the existing rent of approximately \$50,000 per month. Extending the existing lease by two months was considered the most viable option as it reduced operational disruption at a cost lower than setting up an alternative facility. The cost of the lease extension will be accommodated within the capital project.

From the available \$4.4M, \$1.6M will be carried forward to 2014. The project is currently expected to be completed on budget.

- IRIS – Integrated Records and Information System (\$23.4M)

Overall Project Health Status	
Current	Previous Variance Report
GREEN	GREEN

This project provides funding for the implementation of Versadex, a commercial off-the-shelf (COTS) integrated records and information system, and the core operations system for the Service. eJust is an Electronic Disclosure System (EDS) that is part of the IRIS project, and will help reduce time spent on manual/paper preparation of court disclosure documents.

The full implementation for Versadex and eJust was completed on November 5, 2013, and the Service is continuing with stabilization/production support efforts including retraining members, variance corrections, and refining processes with stakeholders, where necessary.

The original cost of the project was estimated at \$24.4M. However, \$1.1M was returned to the City at the end of 2012 and the budget was revised to \$23.4M.

Work being performed in 2014 will largely focus on:

- Refining processes and corresponding support documentation,
- Forming, and transitioning the project to, a permanent Business Change Management team,

- Preparing work plans for deferred scope items such as court-side prisoner management and property management,
- Ensuring reliable business analytics and reports;
- Development of crime analysis and mapping tools; and
- Closeout reporting including benefits realization.

It is anticipated that work with respect to ensuring reliable business analytics and reports, and the development of crime analysis and mapping tools, may continue into 2015.

From the available \$9.5M in 2013, \$0.7M was carried forward to 2014. The project is projecting a \$1.5M surplus to the end of the project. Future capital variance reports will identify if there are any changes to these estimates.

- eTicketing (\$1.7M)

Overall Project Health Status	
Current	Previous Variance Report
GREEN	GREEN

This project provides for the replacement of manual Provincial Offences ticket (POT) issuance with an electronic system that will capture the required data at road side, print a ticket from a mobile printer, and transmit the ticket data wirelessly to corporate servers. With the introduction of an electronic ticketing system, the Service and the City of Toronto (Court Services Division) will be in a position to benefit from several efficiencies. These include: improved ticket legibility; enhanced analytical capabilities relating to enforcement effectiveness and impact; reporting real-time collection of enforcement results to effectively respond to public enquiries and neighbourhood traffic complaints, and streamlined court data filing and disclosure processes for the attending officer.

This project is now complete. Almost all aspects of this project were on schedule and on budget, with the exception of handheld mobile devices. This functionality is new to the Service. The most appropriate device has not yet been chosen, and the Service needs to ensure that any solution chosen for eTicketing will be suitable for other enterprise-wide applications before any of these devices are purchased. Furthermore, Versaterm has not certified its mobile applications for use on mobile devices and it is uncertain when this testing and certification may occur.

As a result, the project will not be introducing handheld mobile devices. The number of POTs manually written by officers not in vehicles with mobile workstations is quite low. The Service will ensure these POTs are transcribed to an electronic file for City Court Services use, eliminating the need for data entry of these tickets by the City. Service staff have already confirmed that there are no operational impacts on City Court Services and there is minimal impact on the Service for data entry.

The Service is in the process of identifying options for a future implementation of a handheld device with expanded capability beyond just eticketing and how this future implementation will be funded. This process will be finalized once a handheld mobile device has been chosen and Versaterm has confirmed testing and compatibility with the mobile device.

This project was fully funded by recoverable debt, bringing the total expenditure to \$0.7M. The surplus of \$1.1M will be directly offset by the amount of recoverable debt allocated to this project.

- State of Good Repair (\$5.7M in 2013 – ongoing)

Overall Project Health Status	
Current	Previous Variance Report
GREEN	GREEN

This project provides funds for the on-going maintenance and repair for the interior of Police-occupied buildings, and is managed by the Service’s Facilities Management Unit. Due to a staffing shortage, and the need to provide support to the IRIS project, some of the work scheduled for 2013 has been deferred as it either did not begin or could not be completed. From the available \$5.7M, \$2.5M will be carried forward to 2014.

- 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 and Parking Enforcement’s operating budgets. The Reserve has no impact on the Capital Program’s net debt funding. Items funded through this Reserve include the regular replacement of vehicles, furniture and information technology equipment.

Every effort was made to reduce expenditures in this Reserve in 2013, in order to address the \$5M reduction to reserve contributions made by the Board at its December 10, 2012 meeting, when it approved the Service’s 2013 operating budget. Where possible, expenditure deferrals have been identified for the workstations/laptops/printers, server replacement and information technology/business resumption equipment projects. As a result, \$4.2M of 2013 expenditures for these projects was moved to future years. In addition, \$1.7M has been deferred from 2013 to 2014 for Voice Logging Lifecycle Replacement, Telephone Handset Lifecycle Replacement, In-Car Camera Lifecycle Replacement and Divisional Parking Lot Networks (DPLN). The Wireless Parking System project is almost complete and will no longer require \$0.6M of the available funding. These funds will be returned back to the reserve.

Projects completed in 2013:

Projects are declared complete when all deliverables have been met. Projects are declared closed when all outstanding payments have been made, any deficiencies have been addressed, and a close-out report has been submitted to the Board (generally, one year after project completion). At that time, the Service blocks any further spending for these projects on its financial system, and advises the City that the project is complete and should be closed.

There are no closed projects in 2013. The Radio Replacement, 14 Division, Upgrade to Microsoft 7, eTicketing projects have been completed in 2013. It is anticipated that these projects will be formally closed in 2014.

Funding Returned to the City in 2013:

The following projects were under-spent as at the end of 2013. The surplus funds, totalling \$1.2M, have been returned to the City.

Table 1 – Returned funding to the City at the end of 2013

Project	Surplus funding returned to the City at the end of 2013	Comments
Radio Replacement	\$30,800	Project is complete
14 Division Facility	\$123,000	Project is complete
Property and Evidence Management Facility	\$1,000,000	Surplus due to lower than anticipated construction cost
Upgrade to Microsoft 7	\$42,100	Project is complete
eTicketing Solution	\$1,065,900	Refer to body of report.
Total Returned funding (Gross)	\$2,261,800	
eTicketing Solution	(\$1,065,900)	Offset of recoverable debt.
Total Returned funding (Net)	\$1,195,900	

Conclusion:

As of December 31, 2013, from a net debt perspective, the Service incurred total expenditures of \$15.2M, compared to \$23.4M in available funding (a spending rate of 65%). This resulted in an under-expenditure of \$8.2M, of which \$7M will be carried forward to 2014. The remaining balance of \$1.2M has been returned to the City.

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

The Board approved the foregoing report.

Moved by: M. Thompson

2013-2022 CAPITAL PROGRAM REQUEST (\$000s)

Attachment A

Project Name	Plan to end of 2012	2013	2014	2015	2016	2017	Total 2013-2017 Request	2018	2019	2020	2021	2022	Total 2018-2022 Forecast	Total 2013-2022 Program	Total Project Cost
On-Going Projects															
State-of-Good-Repair - Police	0	4,613	4,594	4,469	4,601	4,600	22,877	4,200	4,200	4,200	4,200	4,200	21,000	43,877	43,877
Property & Evidence Management Facility	34,455	5,831	0	0	0	0	5,831	0	0	0	0	0	0	5,831	40,286
IRIS - Integrated Records and Information System	10,047	9,507	4,866	0	0	0	14,373	0	0	0	0	0	0	14,373	24,420
Total, On-Going Capital Projects	44,502	19,951	9,460	4,469	4,601	4,600	43,080	4,200	4,200	4,200	4,200	4,200	21,000	64,080	108,582
New Projects															
54 Division Facility (includes land)	500	0	9,060	21,515	5,721	0	36,296	0	0	0	0	0	0	36,296	36,796
HRMS Upgrade	0	0	400	690	0	0	1,090	0	0	0	0	0	0	1,090	1,090
TRMS Upgrade	0	0	2,806	1,560	0	0	4,366	0	0	0	0	0	0	4,366	4,366
Disaster Recovery Site	0	0	1,000	2,875	8,850	5,475	18,200	550	0	0	0	0	550	18,750	18,750
41 Division Facility (includes land)	0	0	0	0	372	9,282	9,655	19,050	10,224	0	0	0	29,274	38,929	38,929
Expansion of Fibre Optics Network	0	0	0	881	4,785	6,385	12,051	0	0	0	0	0	0	12,051	12,051
Radio Replacement	0	0	0	0	13,913	2,713	16,626	3,542	2,478	4,093	5,304	4,480	19,897	36,523	36,523
32 Division Facility - Renovation	0	0	0	0	0	0	0	4,990	1,997	0	0	0	6,987	6,987	6,987
13 Division Facility - (includes land)	0	0	0	0	0	0	0	372	8,645	19,753	10,159	0	38,928	38,928	38,928
AFIS (next replacement)	0	0	0	0	0	0	0	3,053	0	0	0	0	3,053	3,053	3,053
52 Division Facility - Renovation	0	0	0	0	0	0	0	0	0	0	0	2,948	2,948	8,300	
55 Division Facility - Renovation	0	0	0	0	0	0	0	0	0	0	0	0	0	8,000	
22 Division Facility- Renovation	0	0	0	0	0	0	0	0	0	0	0	0	0	8,000	
Relocation of PSU Facility	0	0	0	0	0	0	0	0	0	0	500	7,400	7,900	13,048	
TPS Archiving	0	0	0	0	0	2,688	2,688	0	0	0	0	0	0	2,688	2,688
Relocation of FIS Facility	0	0	0	0	0	0	0	0	0	0	0	578	578	60,476	
Total, New Capital Projects:	500	0	13,266	27,521	33,641	26,543	100,972	31,557	23,343	23,846	15,962	15,406	110,114	211,086	297,984
Total debt funded Capital Projects:	45,002	19,951	22,726	31,990	38,242	31,143	144,052	35,757	27,543	28,046	20,162	19,606	131,114	275,166	406,566
Recoverable Debt															
Parking East	0	4,358	4,642	0	0	0	9,000	0	0	0	0	0	0	9,000	9,000
Total, Recoverable Debt Project:	0	4,358	4,642	0	0	0	9,000	0	0	0	0	0	0	9,000	9,000
Total Reserve Projects:	138,296	23,104	18,706	16,962	19,279	24,007	102,058	24,842	20,577	18,910	21,815	17,098	103,242	205,300	343,596
Total Gross Projects	183,298	47,413	46,074	48,952	57,521	55,150	255,110	60,599	48,120	46,956	41,977	36,704	234,356	489,466	759,162
Funding Sources:															
Vehicle and Equipment Reserve	(138,296)	(23,104)	(18,706)	(16,962)	(19,279)	(24,007)	(102,058)	(24,842)	(20,577)	(18,910)	(21,815)	(17,098)	(103,242)	(205,300)	(343,596)
Recoverable Debt	0	(2,800)	(1,598)	0	0	0	(4,398)	0	0	0	0	0	0	(4,398)	(4,398)
Funding from Development Charges	(8,664)	(5,087)	(1,848)	(1,885)	(1,921)	0	(10,741)	(2,270)	(852)	(4,963)	(2,127)	0	(10,212)	(20,953)	(29,617)
Total Funding Sources:	(146,960)	(30,991)	(22,152)	(18,847)	(21,200)	(24,007)	(117,197)	(27,112)	(21,429)	(23,873)	(23,942)	(17,098)	(113,454)	(230,651)	(377,611)
Total Net Debt-Funding Request:	36,338	16,422	23,922	30,105	36,321	31,143	137,913	33,487	26,691	23,083	18,035	19,606	120,902	258,815	381,551
5-year Average:							27,583						24,180	25,881	
City Target:		16,422	23,922	30,442	36,321	33,487	140,594	31,757	26,691	18,784	21,321	20,000	118,553	259,147	
City Target - 5-year Average:							28,119						23,711	25,915	
Variance to Target:		0	0	337	0	2,344	2,681	(1,730)	0	(4,299)	3,286	394	(2,349)	332	
Cumulative Variance to Target			0	337	337	2,681		951	951	(3,348)	(62)	332			
Variance to Target - 5-year Average:							536						(470)	33	

2013 Capital Budget Variance Report as at December 31, 2013 (\$000s)

Project Name	Carry Forward from 2012	2013 Budget	Available to Spend in 2013	2013 Actual	Year-End Variance - (Over)/ Under	Carry forward	Total Project Budget	Total Project Cost (Projects)	Project Variance - (Over)/ Under	Comments	Overall Project Health
Debt-Funded Projects											
<u>Facility Projects:</u>											
Property and Evidence Management Facility	5,487.8	5,831.0	11,318.8	8,065.3	3,253.5	2,253.5	40,286.8	39,286.8	1,000.0	Please refer to the body of the report.	Green
14 Division Facility	300.0	0.0	300.0	177.0	123.0	-	35,515.0	34,283.0	1,232.0	Project is complete	Green
Parking East Facility	0.0	4,358.0	4,358.0	2,712.2	1,645.8	1,645.8	9,000.0	9,000.0	-	Please refer to the body of the report.	Green
<u>Information Technology Projects:</u>											
Integrated Records and Information System (IRIS)	0.0	9,507.0	9,507.0	8,832.3	674.7	674.7	23,359.0	21,859.0	1,500.0	Please refer to the body of the report.	Green
Radio Replacement	50.0	0.0	50.0	19.2	30.8	-	34,389.0	33,507.2	881.8	Project is complete	Green
Upgrade to Microsoft 7	160.0	0.0	160.0	117.9	42.1	-	1,652.0	868.7	783.3	Project is complete	Green
eTicketing Solution	1,707.4	0.0	1,707.4	641.5	1,065.9	-	1,719.0	653.1	1,065.9	Project is complete	Green
<u>Replacements / Maintenance / Equipment Projects:</u>											
State-of-Good-Repair - Police	1,122.1	4,613.0	5,735.1	3,200.1	2,535.0	2,535.0	n/a	n/a	n/a	Please refer to the body of the report.	Green
Total Debt-Funded Projects	8,827.3	24,309.0	33,136.3	23,765.6	9,370.7	7,109.0					
Lifecycle Projects (Vehicle & Equipment Reserve)											
Vehicle Replacement	994.4	2,627.0	3,621.4	2,369.6	1,251.8	1,251.8	n/a	n/a	n/a	Please refer to the body of the report.	Green
IT-Related Replacements	9,475.5	18,937.0	28,412.5	16,815.6	11,597.0	8,483.6	n/a	n/a	n/a	Please refer to the body of the report.	Green
Other Equipment	1,835.3	1,540.0	3,375.3	1,842.2	1,533.1	778.5	n/a	n/a	n/a	Please refer to the body of the report.	Green
Total Lifecycle Projects	12,305.2	23,104.0	35,409.2	21,027.4	14,381.9	10,513.9					
Total Gross Expenditures:	21,132.5	47,413.0	68,545.5	44,793.0	23,752.6	17,622.9	Percent spent:		65.3%		
Less other-than-debt funding:											
Funding from Developmental Charges	-120.0	-5,087.0	-5,207.0	-5,207.0	-	-	n/a	n/a	n/a		
Recoverable Debt - Parking East	0.0	-2,800.0	-2,800.0	-2,712.2	87.8	87.8					
Recoverable Debt - eTicketing Solution	-1,707.4	0.0	-1,707.4	-641.5	1,065.9	-					
Vehicle & Equipment Reserve	-12,305.2	-23,104.0	-35,409.2	-21,027.4	14,381.9	10,513.9	n/a	n/a	n/a		
Total Other-than-debt Funding:	-14,132.6	-30,991.0	-45,123.6	-29,588.1	-15,535.6	-10,601.7					
Total Net Expenditures:	6,999.9	16,422.0	23,421.9	15,204.9	8,217.0	7,021.2	Percent spent:		64.9%		

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON APRIL 10, 2014**

**#P91. APPROVAL OF EXPENSES: CANADIAN ASSOCIATION OF POLICE
GOVERNANCE 2014 ANNUAL CONFERENCE**

The Board was in receipt of the following report March 25, 2014 from Alok Mukherjee, Chair:

Subject: APPROVAL OF EXPENSES: CANADIAN ASSOCIATION OF POLICE
GOVERNANCE (CAPG) 2014 ANNUAL CONFERENCE (AUGUST 21 – 23,
2014)

Recommendation:

It is recommended that the Board approve the conference attendance and estimated cost-related expenditures in an approximate amount of \$4,350.00, to attend the CAPG's 2014 Annual Conference and Annual General Meeting in Halifax, Nova Scotia from August 21 - 23, 2014.

Financial Implications:

Funds are available in the business travel account of the Board's 2014 operating budget.

Background/Purpose:

The "Board Member Expense and Travel Reimbursement Policy" approved by the Board in 2006 establishes that the Board's approval must be sought for the attendance of Board Members at conferences.

Discussion:

Each year, CAPG hosts an annual conference which is one of only two annual opportunities for professional development for Board members and staff. This conference provides an opportunity for networking with Boards from across Canada. The theme of this year's conference is "A Retrospective on 25 Years of Civilian Oversight of Policing." The conference will be held in Halifax, Nova Scotia from August 21 - 23, 2014. The conference sessions will cover a broad range of topics relevant to the Board.

In conjunction with the conference, the CAPG also holds its Annual General Meeting (AGM) at this time. Members discuss issues, consider resolutions and elect officers of the organization at this AGM.

Board Members were advised of this conference and were canvassed for their availability.

In addition to my attendance, Joanne Campbell, Executive Director, will attend and deliver a presentation at the Conference.

Attendance will result in the following approximate expenses:

Registration	\$650.00
Airfare	\$500.00
Accommodation	\$625.00
Per Diem	\$300.00
Incidentals	\$100.00
Total	\$2,175.00

Conclusion:

It is, therefore, recommended that the Board approve the conference attendance and estimated cost-related expenditures in an approximate amount of \$4,350.00, to attend the CAPG's 2014 Annual Conference and Annual General Meeting in Halifax, Nova Scotia from August 21 - 23, 2014.

The Board approved the foregoing report.

Moved by: D. Noria

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON APRIL 10, 2014**

**#P92. APPROVAL OF EXPENSES: ONTARIO ASSOCIATION OF POLICE
SERVICES BOARDS 2014 SPRING CONFERENCE & ANNUAL
GENERAL MEETING**

The Board was in receipt of the following report March 24, 2014 from Alok Mukherjee, Chair:

Subject: APPROVAL OF EXPENSES: ONTARIO ASSOCIATION OF POLICE
SERVICES BOARDS (OAPSB) 2014 SPRING CONFERENCE & ANNUAL
GENERAL MEETING

Recommendation:

It is recommended that the Board approve the conference attendance and the estimated expenditures, for up to four Board Members or Board staff members to attend the Ontario Association of Police Services Board's (OAPSB) 2014 Spring Conference and Annual General Meeting.

Financial Implications:

This report recommends that the Board approve an expenditure from the 2014 operating budget to cover costs associated with attendance at the OAPSB Spring Conference.

Background/Purpose:

The OAPSB will be hosting its 2014 Spring Conference & Annual General Meeting in Toronto, Ontario from May 21 – 24, 2014. The theme of this year's Spring Conference is "Integrated Community Safety"

The OAPSB Spring Conference is an excellent opportunity for professional development for Board Members and networking with fellow police board members from across Ontario. As such, it is important that the Board provide its support and attendance to help ensure the success of the conference.

Discussion:

The "Board Member Expense and Travel Reimbursement Policy" approved by the Board in 2006 establishes that the Board's approval must be sought for the attendance of Board Members at conferences.

Board Members were advised of this conference and were canvassed for their availability.

A preliminary conference program form received from the OAPSB is attached for your information.

The approximate per person for this conference is the registration fee of \$655.40, which includes meals.

Conclusion:

It is, therefore, recommended that the Board approve the conference attendance and the estimated expenditures, for up to four Board Members or Board staff members to attend the Ontario Association of Police Services Board's (OAPSB) 2014 Spring Conference and Annual General Meeting.

The Board approved the foregoing report.

Moved by: M. Moliner



Leaders in Public Safety

ONTARIO ASSOCIATION OF POLICE SERVICES BOARDS

**2014 SPRING CONFERENCE, SECTION 10 SEMINAR &
ANNUAL GENERAL MEETING**

Integrated Community Safety

May 21 – 24, 2014

**Toronto Marriott Downtown Eaton Centre Hotel
525 Bay St., Toronto, Ontario**

OAPSB Tel. 905-458-1488 1-800-831-7727 Fax 905-458-2260
E-Mail: kathy.wallace@oapsb.ca Website: www.oapsb.ca



Wednesday, May 21st - Pre-Conference Activities

12:00 – 5:00 pm	Conference Registration and Information Desk	
1:00 – 4:00 pm	Board Members' Code of Conduct <i>Grand Ballroom</i> Facilitator: <i>Cathy Boxer-Byrd, OCPC</i>	Board Secretary Training <i>Trinity Ballroom</i> Facilitator: <i>Dorothy McDonald, Halton PSB</i>
3:00 – 5:00 pm <i>Carlton Room</i>	OAPSB Board of Directors Meeting	
6:00 – 8:30 pm <i>Lobby & Grand Ballroom</i>	Welcome Reception & Buffet Dinner (Delegates & Registered Companions) <i>Marriott Hotel</i>	

Thursday, May 22nd

7:30 am - 5:00 pm	Conference Registration and Information Desk	
7:45 – 8:45 am <i>Trinity Ballroom</i>	Hot Buffet Breakfast (Delegates & Registered Companions) & Zone Meetings (as applicable)	
8:45 – 9:15 am <i>Grand Ballroom</i>	OPENING CEREMONIES Ken East, President; Fred Kaustinen, Executive Director, OAPSB	
9:15 - 10:45 am <i>Grand Ballroom</i>	Community Safety Planning Keynote Speaker: Dr. Hugh Russell	
10:45 – 11:00 am <i>Lobby</i>	Refreshment and Stretch Break	
11:00 am - 12:00 pm <i>Grand Ballroom</i>	Safe Community Certification - Parachute Barry King	
12:00 to 12:20 <i>Grand Ballroom</i>	Election of 3 Section 10 Directors This session is <u>restricted</u> to Section 10 voting delegates PSB members & their Board staff	
12:00 – 1:15 pm <i>Trinity & Grand Ballroom</i>	BUFFET LUNCH (Delegates Only)	
1:15 – 2:45 pm <i>Grand Ballroom</i>	Integrating Mental Health & Community Safety Sheree Davis TBC, MOHLTC, Bruce Lauckner, Waterloo-Wellington LHIN Louise Paquette, CEO, N-E LHIN	
2:45 – 3:00 pm <i>Lobby</i>	Refreshment and Stretch Break	



2014 Spring Conference – Integrated Community Safety

Thursday, May 22nd, continued		
3:00 – 4:30 pm Grand Ballroom	OAPSB ANNUAL GENERAL MEETING Revisions to by-laws, resolutions, confirmation of the Board of Directors, and receipt of the 2013 Financial Statement and Auditor's Report. This session is <u>restricted</u> to voting delegates: PSB members & their Board staff	
5:30 – 6:30 pm Lobby	Pre-Banquet Cocktail Reception Cash Bar	
6:30 – 10:30 pm Grand Ballroom <i>(Business Attire)</i>	OAPSB PRESIDENT'S GALA BANQUET Guest Speaker: <i>The Honourable Kathleen Wynne, Premier of Ontario (Invited)</i> <i>Entertainment by University of Toronto Jazz Quartet</i>	
Friday, May 23rd		
7:30 am – 4:00 pm	Conference Registration and Information Desk	
7:45 – 8:45 am Grand Ballroom	Hot Buffet Breakfast - (Delegates & Registered Companions) 8:30 am Speaker – New OPP Commissioner	
9:00 – 10:00 am	Grand Ballroom – Section 10 Seminar	Trinity Ballroom
	OPP Technology Update Chief Supt. Rick Barnum	Policing Initiatives Around Ontario Deputy Chief Andrew Fletcher, HRPS
10:00 – 11:00 am	OPP Billing Reform Supt. Rick Philbin	Social Navigator Project Chief Glenn De Caire, Hamilton PS
11:00 – 11:15 am Lobby	Refreshment and Stretch Break	
11:15 am - 12:15 pm	Grand Ballroom – Section 10 Seminar	Trinity Ballroom
	Section 10 - TBA	Collaboration in Waterloo Region Christiane Sadeler, Waterloo Crime Prevention Council; Chief Matt Torigian, WRPS
12:15 – 1:30 pm Grand Ballroom	BUFFET LUNCH (Delegates Only) <i>Speaker: The Honourable Madeleine Meilleur</i> Minister of Community Safety & Correctional Services	
1:30 – 2:30 pm Grand Ballroom	The Gateway Hub & COR Chief Paul Cook and Brent Kalinowski, North Bay PS	
2:30 - 3:00 pm Lobby	Refreshment and Stretch Break	
3:00 - 4:30 pm Grand Ballroom	FOCUS Rexdale – A Common Sense Approach to Community Safety Jabari Lindsay & Scott McKean, City of Toronto, and S/Sgt. Gregory Watts, TPS	
Free time & Toronto Dine Around www.seetorontonow.com . Restaurant information & discounts in your Delegate Kit. Reservations are encouraged.		



2014 Spring Conference – Integrated Community Safety

Saturday, May 24th

7:30 – 8:30 am Grand Ballroom	Hot Buffet Breakfast – (Delegates & Registered Companions)
8:30 – 9:30 am Grand Ballroom	Public Safety Concerns of the Ontario Ombudsman André Marin, Ontario Ombudsman
9:30 – 10:15 am Grand Ballroom	Future of Policing Ken East, President and Fred Kaustinen Executive Director, OAPSB
10:15 – 10:30 am Lobby	Refreshment and Stretch Break
10:30 – 11:30 am Grand Ballroom	Coordinated Bargaining Alok Mukherjee, David Logan, Dorothy Hector, Sal Polito This session is <u>restricted</u> to voting delegates: PSB members & their Board staff

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON APRIL 10, 2014**

**#P93. SPECIAL FUND REQUEST: VALLEY PARK GO GREEN CRICKET
FIELD PROGRAM**

The Board was in receipt of the following report March 05, 2014 from Alok Mukherjee, Chair:

Subject: SPECIAL FUND REQUEST – VALLEY PARK GO GREEN CRICKET FIELD
PROGRAM (VPGGCFP)

Recommendation:

It is recommended that the Board approve \$50,000 from the Special Fund to assist VPGGCFP with the cost of purchasing lights for its multi-sports facility.

Financial Implications:

If the Board approve the recommendation contained in this report, the Special Fund will be reduced in the amount of \$50,000.00. The current balance of the Special Fund as at March 5, 2014 is \$1,745,312.00.

Background/Purpose:

I am in receipt of correspondence dated February 28, 2014 from Ms. Lisa Grogan-Green, Co-Chair, VPGGCFP, requesting \$50,000.00 in financial assistance from the Board Special Fund to assist with the cost of purchasing a light package for VPGGCFP's multi-sports cricket field. A copy of Ms. Grogan-Green's correspondence is attached to this report.

VPGGCFP is an independent non-profit, community-based organization which started as a grassroots committee of parents, staff and students from Valley Park Middle School in 2010. The organization is now led by an 11-member board of directors, which is representative of the local community. VPGGCFP has partnered with several charitable organizations including the Toronto District School Board's arm's length charity, the Toronto Foundation for Student

Success, Thorncliffe Neighbourhood Office and Flemingdon Neighbourhood Services which have helped to facilitate Phase One construction.

VPGGCFP's mission is to build an environmentally sustainable multi-sports cricket field for use by youth in the Flemingdon Park and Thorncliffe Park communities. The fully funded \$1.25 million Phase One of the project was started in October 2013 and is scheduled to be completed in September 2014. In addition to a multi-sports facility, other components of the VPGGCFP will include outdoor environmental learning, recreational and cultural events and mentoring programs.

One outstanding element of the project is the installation of sports lights for the cricket field. The addition of nighttime lighting will enable extended use of the field. At present, a large sports organization has pledged \$100,000.00 toward the overall cost of the \$300,000.00 light package required. In order to receive this funding, VPGGCFP is required to raise the additional \$200,000.00 by March 31, 2014. VPGGCFP has raised \$125,000.00 to date.

The Special Fund is created through the sale of unclaimed property. The Board has the sole legislated authority to expend the Special Fund. Section 132(2) of the *Police Services Act* states, “The chief of police may cause the property to be sold, and the board may use the proceeds for any purpose that it considers in the public interest”. The Board has made a strategic decision to use portions of the Special Fund to support community based efforts that have a preventive impact on neighbourhoods and communities. The Special Fund is also used to support employee recognition (long service, awards for performance, etc.), subject to funds being available. The Special Fund Policy outlines the criteria for the approval of special fund expenditures and the administrative process.

Discussion:

Flemingdon Park is a multicultural neighbourhood that has traditionally served as the first home for many new Canadians seeking affordable housing in the City of Toronto. Thorncliffe and Flemingdon are densely populated communities with a large proportion of the reported 65,000 residents hailing from South Asian countries; more than one-third of them are youth. According to Flemingdon Neighbourhood Services, 67% of the Flemingdon Park community are immigrants and 23% are recent immigrantsⁱ Similarly, 45% of Thorncliffe Park’s community are immigrants with 97% of the population living in high rises.ⁱⁱ At 1,917, Thorncliffe Park has the largest number of students in K-5 in North America, 93% of these students speak English as a second language.ⁱⁱⁱ A number of studies have identified the need for community organizations, private sector and non-profit partners to develop partnerships aimed at revitalizing the community and cultural life in these neighbourhoods, through the creation of common spaces and facilities, where cultural and recreational programming that meet the needs of children and youth, can be delivered.^{iv v}

The main goal of VPGGCFP is to address some of the community needs by providing free programs to youth aged 7–18 years old with a focus on at risk and newcomer youth. VPGGCFP will engage youth in structured and meaningful programs that promote critical thinking, develop life skills, engage in creative learning, and empower them to strive for success. VPGGCFP programs will be delivered in a safe, adult supervised environment, at its recreational facility. Some activities will also be delivered by Valley Park Middle School during school hours.

Programs include counselling; life skills, leadership, and employment training; volunteer and part-time employment opportunities; and various sports programs. As well, VPGGCFP envisions the sports facility as an important community hub where a number of recreational and cultural events will be hosted, which will provide the community with a place to gather, celebrate and build community relationships.

To date, VPGGCFP has provided youth training sessions led by youth coaches who were paid through the TDSB Focus on Youth Toronto Program and this summer through FOYT, as well as the federal government's Summer Employment Grant and Ontario's Skills for Change. VPGGCFP has also engaged the Toronto Police Service Cricket Club (TPSCC) to assist with its youth coaching programs and has worked with officers from 54 Division to deliver conflict management and mediation sessions as part of the National Coaching Certification Program (NCCP) training sessions. VPGGCFP will continue to work with TPSCC to provide training to youth coaches as well as to continue building a relationship between the police and the Flemingdon Park and Thorncliffe Park communities. The Board and the Service has also participated in a number of VPGGCFP activities over the last year.

As well, through community partnerships with City of Toronto Youth Outreach Workers, family and local community authority figures, VPGGCFP will provide mentoring and support to newcomer youth whose cultural identities are being stressed and challenged as they enter a new society.^{vi}

Conclusion:

There is an abundance of evidence that speaks to the lack of social, educational, culture and economic supports experienced by alienated Toronto youth, particularly those in “priority identified areas” and a need for programs and initiatives that address their needs.^{vii} There is also Board research that identified that funding provided by the Board to community organizations is highly valued. The research also identified that these organizations are ready and willing to build more formal relationships with Toronto police officers and have expressed that they welcome more opportunities for connections between police and youth.^{viii}

Through its programs, which include sports, environmental learning, relationship building and mentoring, VPGGCFP aims to address the needs and interests of youth specifically, as well as community engagement in the Flemingdon Park and Thorncliffe Park communities.

Enhancing the relationship between youth, community and police; and addressing violence prevention or the root causes of violence are significant goals of the Special Fund. As VPGGCFP addresses these goals, it is recommended that the Board approve \$50,000 from the Special Fund to assist VPGGCFP with the cost of purchasing lights for its multi-sports facility.

The Board received the foregoing report.

Moved by: D. Noria

About Flemingdon Park. Flemingdon Neighbourhood Services. http://www.fnsservices.org/about/about_fleminndon_park.html

¹ City of Toronto Neighbourhood Planning Area Profiles.

<http://www1.toronto.ca/City%20Of%20Toronto/Social%20Development,%20Finance%20&%20Administration/Neighbourhood%20Profiles/pdf/2011/pdf2/cpa55.pdf>

¹ Toronto District School Board. Thorncliffe Park Public School, Facts and Figures.

<http://www.tdsb.on.ca/Findyour/Schools/FactsAndFigures.aspx?schno=1184>

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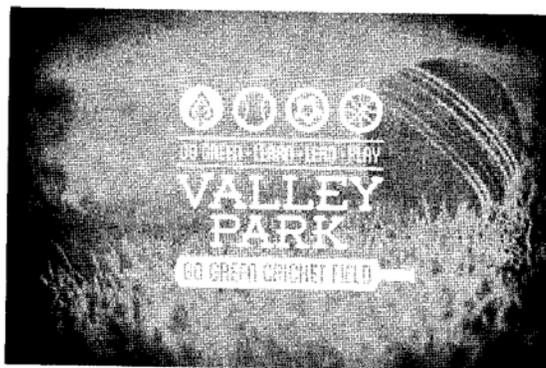
¹ Vertical Poverty, Poverty by Postal Code. Unity Way Toronto. <http://www.unitedwaytoronto.com/downloads/whatWeDo/reports/Report-PovertybyPostalCode2-VerticalPoverty-Final.pdf>

¹ Flemingdon Park Neighbourhood Needs Assessment Report http://test.tccltd.org/wp-content/uploads/2012/11/FlemingdonPark_2011-12_CRNA.pdf

¹ Flemingdon Park pop, 67% are immigrants and 23% are recent immigrants, 22% are youth under age 14 http://www.fnsservices.org/about/about_flemingdon_park.html and Thorncliffe Park, largest number of student in North America K-5, 93% English as second language; 97% of pop live in high rises - http://www.thorncliffe.org/wp-content/uploads/2011/05/thorncliffe_park_profile1.pdf

¹ Review of the Roots of Youth Violence. McMurtry and Curling, 2008

¹ Assessing the Effectiveness of the Toronto Police Services Board's Youth Initiatives. York University Study



Dr. Alok Mukherjee,
Toronto Police Services Board Chair,
40 College Street,
Toronto ON,

February 28, 2014

Dear Dr. Mukherjee:

I am writing to ask the Toronto Police Service Board to please help us in our urgent quest to fund our outdoor sports lights for our community cricket field in Thorncliffe Park and Flemingdon Park. We broke ground as you know on Phase One construction on October 4, 2013 and our field will be ready for opening in September 2014. We'd like to add outdoor sports lights as another Phase One component because their addition will mean we can offer our free programming to mostly Newcomer youth longer into the evening.

Thorncliffe and Flemingdon are densely populated communities with a large proportion of the reported 65,000 residents hailing from South Asian countries; more than one-third of them are youth. A multi-sport cricket field in this area will become a major picnic ground for families offering opportunities to gather outdoors under the stars and under the lights to celebrate major festivals, and tournaments. The addition of nighttime lighting will also make us Canada's first cricket field with lights, a helpful addition when you consider the number of hours that some great cricket matches last! We are committed to offering free youth programming at this site and sustaining it with grant writing, sponsorships, & community fundraising.

At present, Jays Care Foundation has pledged \$100,000 towards our overall \$300,000 sports lights budget. However its grant is conditional on us raising the rest by March 31, 2014 or it will take back its grant and give it to

a community better prepared to use it. We've raised \$125,000.00 of that amount so far, leaving us with \$75,000 still to fund.

The Toronto Police Services Board has helped us in the past. Members of 53 and 54 Divisions participated in our "Pass the Bat" video to help us raise Phase One funds. We enjoyed and appreciated your partnership (and presence and comments!) and support at our Crazy for Cricket Gala on October 5, 2012. Most recently, we've established a relationship with Police Constable Roshan Nallaratnam, the newly elected president of the Toronto Police Cricket Club. He is now assigned to 53 Division, which as you know includes the Thorncliffe Park community. This brings cricket into that division, which so far has not been present and promoted as a community sport.

Police Sargent Mansoor Ahmad, current vice president of the TPCC, and former president has been involved with our project from its beginning. Now that Roshan is established within 53 Division, it will be possible to initiate a program with 53 through ProAction Cops for Kids, because this initiative must start from a Division first that represents and works with the neighbourhood. We are looking forward to working with Roshan both to assist our youth coaching program, and also to organize tournaments with the TPCC and other organizations, such as the Canadian Corporate Cricket League and others. These tournaments will give our youth fantastic networking opportunities and we are looking forward to relying on Roshan's willing leadership and expertise.

Our project most recently purchased two tables at the Toronto Police Cricket Club's gala: one for our board members and the other for our expanding team of youth coaches. We are looking forward to seeing you there! We started training our youth coaches when they were in Grades 11 and 12 at Marc Garneau Collegiate Institute almost two years ago. Since then, we've provided them with NCCP coaches training, First Aid, sessions with AussieX coaches; and later this spring, some of them will be certified by a Cricket Canada facilitator with ICC Level One status. Two officers from 54 Division concluded one of these sessions by discussing conflict resolution and mediation with the coaches in training.

We are very proud of this expanding youth coaches team, which led last summer's 10 am-4 pm youth cricket clinics indoors at Valley Park Middle School, and will do so again this summer indoors until our cricket field is ready for play this fall. We look forward to

We plan to open the field with a big celebratory match with Premier Kathleen Wynne and plan to have the Toronto Police Cricket Club participate. We hope that the Toronto Police Cricket Club will consider assisting our campaign. We have a "50-Overs" category of donors, which offers donors the opportunity to put their logo on three large banner signs displayed high up on the school walls on Don Mills Road and Overlea Blvd. These will be highly visible to passersby and vehicular traffic. Logos will also be displayed on the four 70-foot light standards just below the Jays Care logo. "50-overs" donors will also be advertised on our video scoreboard whenever matches are held. Logos will also be displayed on our website and electronic media.

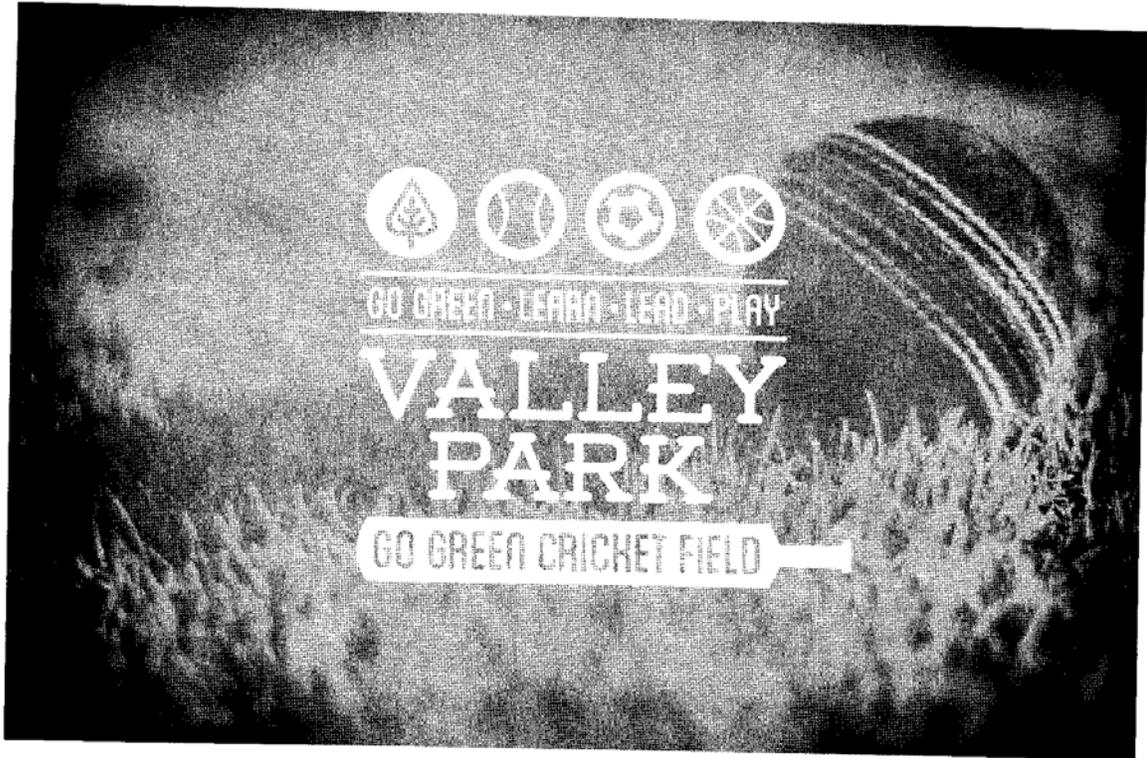
Ours is an ecological project. Our "sustainable" cricket field sees surface rainwater run-off directed to a surrounding bioswale, wetland, urban forest, and butterfly meadow. The theme is to connect the site to the adjacent Don River Valley and to link the school curriculum with the idea of rainwater conservation and Watershed protection.

We have a sub-license to the lands and have assumed obligations to deliver our free youth programming and pay operating costs on a go-forward basis. We are now working with MLSE TeamUp Foundation to add a basketball court to Phase One in time for our fall opening. A community food garden is being planned with multiple community partners which are assisting with grant-writing.

We are doing everything we can and we do really want those lights! We hope Dr, Mukherjee that you ask the TPSB to help us. I would love to meet with you at your earliest convenience. We are anxious to move ahead and to make our project a success.

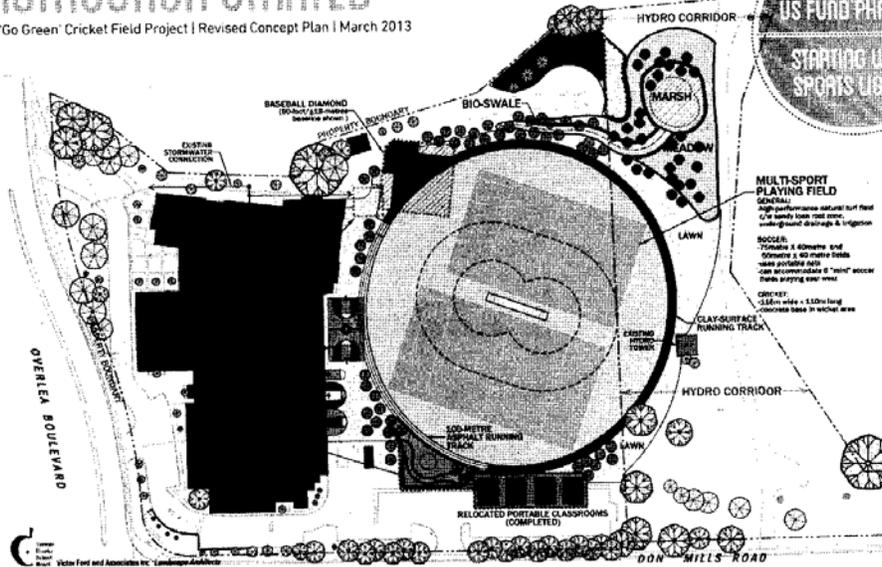
Many thanks for your consideration.

Lisa Grogan-Green,
VPGGCFP co-chair,
647-388-3200



PHASE ONE
CONSTRUCTION STARTED

Vally Park 'Go Green' Cricket Field Project | Revised Concept Plan | March 2013



PLEASE HELP
US FUND PHASE 2
STARTING WITH
SPORTS LIGHTS

MULTI-SPORT PLAYING FIELD
GENERAL:
- High performance natural turf field
- 6" x 6" sandy loam root zone
- under-drain drainage & irrigation
SOCCER:
- 70metre x 40metre and
- 90metre x 60 metre fields
- knee portable seats
- can accommodate 6 "mini" soccer
fields playing near each other
CRICKET:
- 5.8m wide x 1.80m long
- concrete base in cricket area

GO GREEN • LEARN • LEAD • PLAY

VALLEY PARK

GO GREEN CRICKET FIELD

OUR MISSION

To build an environmentally sustainable multi-sport cricket field for at-risk youth in one of Toronto's Priority Neighbourhoods: Flemingdon Park, and Thorncliffe Park.

ABOUT US

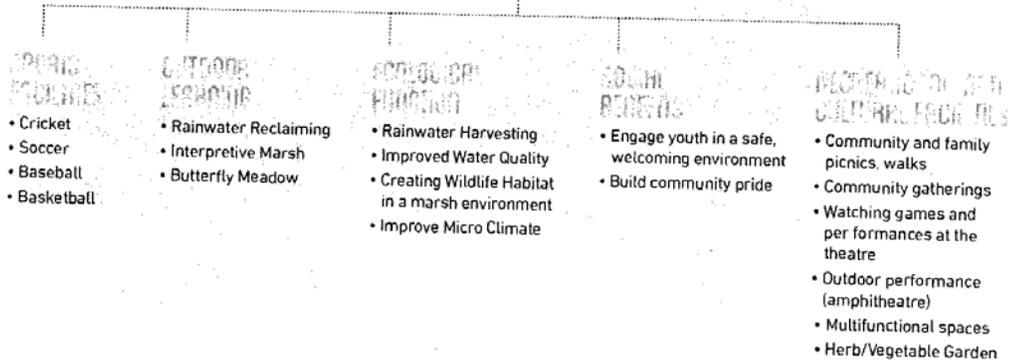
Phase One construction started October 4, 2013 and will be completed in the late spring, 2014. The goal is to bring the beauty of the Don River back up onto the Valley Park Middle School backyard and an adjacent slice of Hydro land.

Another primary goal is to extend a welcoming bridge to mostly Newcomer and South Asian families & to keep youth active, healthy and engaged by introducing various sports for FREE. A team of local youth coaches is now being trained to lead our activities.

VPGG free programs will protect youth aged 7-18 years old from harm and/or victimization by providing safe and supervised programs and activities outside of school hours at our outdoor recreational facility, and inside VPMS, that include counselling; life skills, leadership, and employment training; and volunteer and part-time employment opportunities, and that are conducted under appropriate adult supervision at all times in a safe environment that prohibits alcohol, drugs, weapons, and fighting on the premises.

COMMUNITY VISION

Community Vision
 To bring the beauty and sustainability of the Don River Valley back onto the schoolyard.
 To create diversity around a cricket field for everyone to enjoy.



Sports teams are run by Valley Park Middle School staff during school hours until 6 pm. After school hours and all day long on weekends and holidays, activities are run exclusively by VPGG. A coaching program supported by the City of Toronto Community Investment Recreation Fund is aimed at developing a local coaching capacity before our field opens next summer. Five VPGG-trained youth cricket coaches volunteered at the VPMS Beyond 3:30 program last spring. Last summer, they were employed by the TDSS Focus on Youth Toronto program and are now paid by VPGG to run indoor programming Tuesdays and Thursdays from 6-10 pm at VPMS. Indoor programming is available to youth ages 7 and up. Additional coaches are now being trained.

Facilitators hired by VPGG from the Coaches Association of Ontario (CAO) are training local adults and youth in various modules offered by the National Coaching Certification Program (NCCP). Cricket coaches are further trained by Cricket Canada and will receive International Cricket Council (ICC) certification. Coaches' training in other sports, including basketball, soccer and volleyball, will also be offered to youth and adults in 2014.



ENVIRONMENTAL LITERACY PROGRAMS

Environmental literacy programs, such as litterless lunch, tree planting & gardening events, water & energy conservation activities during school hours are run by VPGG staff who lead the award-winning VPGG Gold Status Eco-schools programs. In addition, a partnership formed between Ducks Unlimited & Marc Garneau Collegiate Institute involves the training of high school students as mentors in Project Webfoot curriculum. These mentors will in turn teach Grades 3 and 4 students in nearby feeder schools using our wetland as a demonstration site.

Ecological activities during non-school hours will be run by VPGG. Our Phase Two community food garden, for instance, will be run in partnership with VPMS, and Flemingdon Health Centre, the Flemingdon Food Bank and the Food Access Project. Sixty families on a waitlist at the nearby Flemingdon Community Centre will move to our site and maintain, manage and share the VPGG plots with VPMS students & staff.

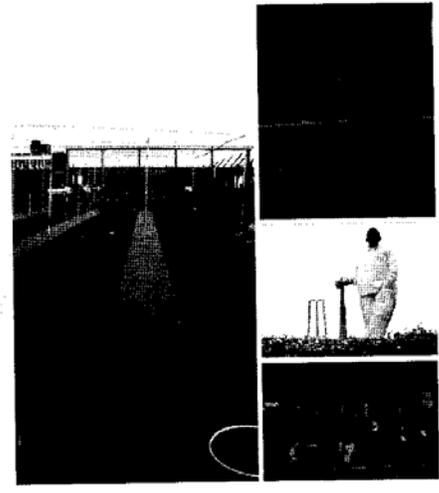


PHASE ONE CONSTRUCTION

OUR FULLY FUNDED \$1.25 MILLION PHASE ONE CONSTRUCTION IS BUILDING AN IRRIGATED MULTI-SPORT CRICKET FIELD SURROUNDED BY A RED CLAY RUNNING TRACK, CRICKET AND BASEBALL PRACTICE CAGES, SIGHT SCREENS, AN OUTDOOR AMPHITHEATER AND VARIOUS ECOLOGICAL AMENITIES INCLUDING A WETLAND, BIOSWALE, URBAN FOREST & BUTTERFLY MEADOW.

Our fully funded \$1.25 million Phase One construction is building an irrigated multi-sport cricket field surrounded by a red clay running track, cricket and baseball practice cages, sight screens, an outdoor amphitheater and various ecological amenities including a wetland, bioswale, urban forest & butterfly meadow.

We are now fundraising to add outdoor sports lights into Phase One for \$300,000.00. A large sporting organization has donated \$100,000.00 to this initiative, and we are actively searching for additional sponsors. Outdoor sports lights will enable us to reach more youth in these high-density communities as well as to play cricket longer into the evening for special events including 50 over one-day matches. We anticipate our field will become a major picnic ground for neighbourhood families who will gather to watch youth play matches, demonstrating cricket's tremendous popularity in these residents' countries of origin. We hope it will become an important community hub during festivities such as Ramadan where people can gather to break the fast & celebrate.



PHASE TWO

ITEMS TO BE BUILT SEPARATELY & COMPLETED AS PRIORITY PROJECTS, LISTED IN PRIORITY:

Outdoor Sports Lighting: \$200,000 remaining to turn this item into a Phase One reality!

Digital Multi-Sport Score Board for Sponsorship Recognition: \$100,000.00

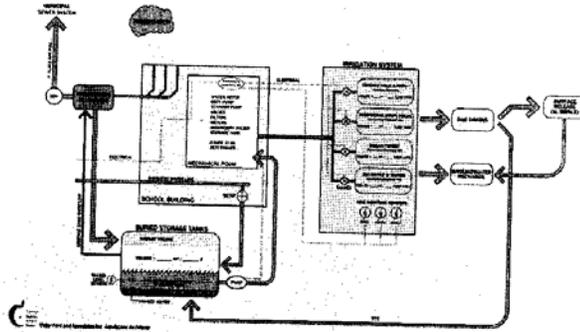
Safety Netting: \$100,000.00

Rainwater Harvesting System Hooked to Irrigation: approx. \$250,000.00

Community Food Garden: \$80,000.00

Living Wall with Permanent Donor & Sponsor recognition: \$80,000.00/ TOTAL PHASE TWO: \$730,000 Remaining

VALLEY PARK MIDDLE SCHOOL GO GREEN CRICKET FIELD Rainwater Harvesting Schematic July 29, 2011

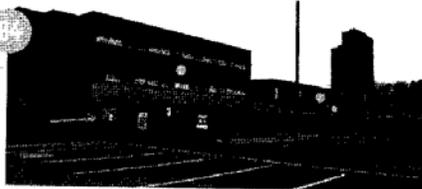
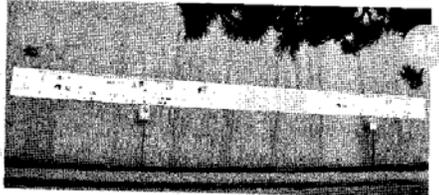
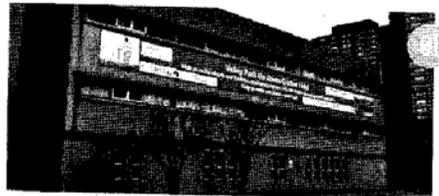


THERE ARE ADDITIONALLY "NAMING OPPORTUNITIES" FOR THE OUTDOOR SPORTS FIELD FOR AN INVESTMENT OF \$300,000. THE DONOR NAMED MUST BE AN INDIVIDUAL, NOT A CORPORATION TO ABIDE BY THE TOSB ADVERTISING POLICY REGARDING RECOGNITION FOR OUTDOOR SPACES. NAMES MUST BE APPROVED BY TOSB BUSINESS SERVICES & THE LOCAL TOSB SUPERINTENDENT, PRINCIPAL & UPMS SCHOOL COUNCIL.

ADDITIONAL WALL SPACES

UPMS OFFERS SPONSORSHIP OPPORTUNITIES FOR THE WALLS OF THE CRICKET FIELD. THESE WALLS ARE THE PERFECT PLACE FOR DONOR SPONSORSHIP. THESE WALLS ARE THE PERFECT PLACE FOR DONOR SPONSORSHIP. THESE WALLS ARE THE PERFECT PLACE FOR DONOR SPONSORSHIP.

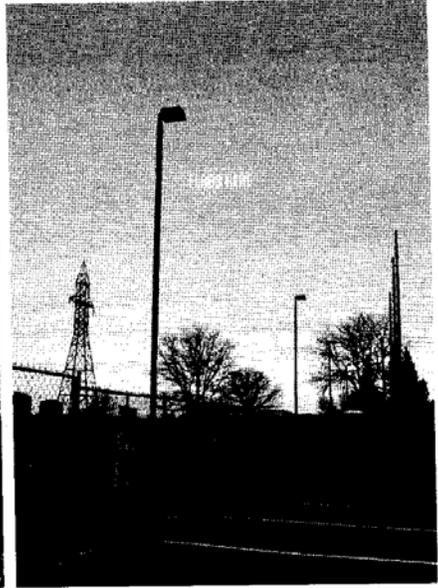
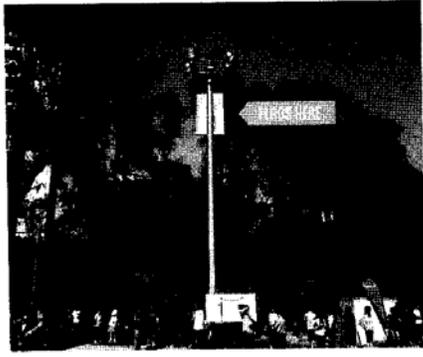
- 01 High up **ON THE WALL** on Overlea Blvd. (facing front side of the school)
- 02 High up **ON THE GYM WALL** on Overlea Blvd. (Either 1) or 2) will be a living donor wall. Facing front side of the school)
- 03 High up **ON THE WALL** on Don Mills Rd. (East side of the school)
- 04 High up **ON THE WALL** in the school's backyard off Don Mills Rd.



* Design details may be subject to change. Please note signs displayed are NOT the signs that will be used.

PROPOSED SIGNAGE FOR THE WALL

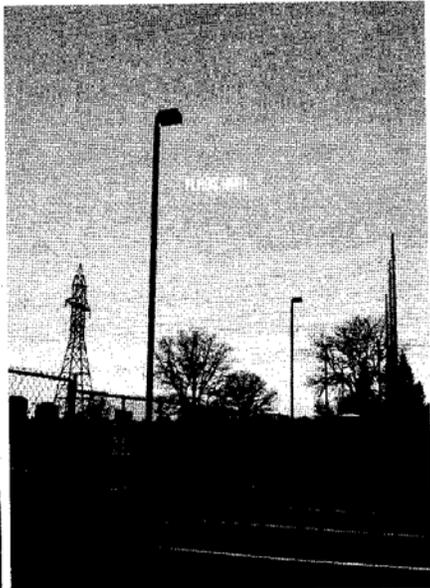
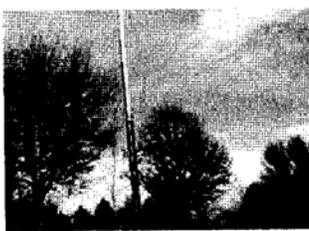
1. High up ON THE WALL on Overlea Blvd. (facing front side of the school)
 2. High up ON THE GYM WALL on Overlea Blvd.
 (Either 1) or 2) will be a living donor wall. Facing front side of the school)



PROPOSED SIGNAGE FOR THE WALL

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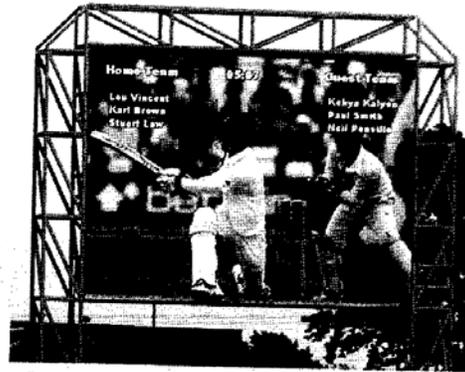


SCOREBOARD ADVERTISING OPPORTUNITIES

Logos of donors will be displayed on the scoreboard during all programs and matches.

will have logos additionally displayed across a video scoreboard whenever programs and matches are held. Largest donors' logos will be scrolled more frequently and longer. Local smaller donors to specific tournaments & events may also be advertised at specific community events on the scoreboard. This scoreboard will be visible from Don Mills Rd.

* There are "naming rights" to the scoreboard for a dedicated donation of \$100,000 or higher.



ADDITIONAL ADVERTISING OPPORTUNITIES

Logos of donors will be displayed on the scoreboard during all programs and matches. Logos of donors will be displayed on the scoreboard during all programs and matches. Logos of donors will be displayed on the scoreboard during all programs and matches.

ALL DONORS ABOVE \$500 will additionally have their logos displayed:

- 01 On a temporary outdoor sign located at the VPMS front entrance
- 02 On a temporary banner displayed mid-way up on the south facing gym wall on Overlea Blvd.



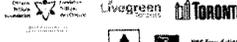
VALLEY PARK

THANK YOU TO OUR PARTNERS



SCHOOLS

THANKS TO OUR PHASE ONE SPONSORS



THANK YOU

FOR DONATIONS PLEASE GO TO:
WWW.GOGREENCRICKETFIELD.CA
 Tax receipts will be issued

PLEASE MAKE CHECKS PAY TO THE ORDER OF:
 "TFSS-VPGG Cricket Field"

Toronto Foundation for Student Success,
 2 Trethewey Drive, 4th Floor
 Toronto, ON, M6M 4A8
 Attention: Steven Harper for the "VPGG Cricket Field Project."

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON APRIL 10, 2014**

**#P94. SPECIAL FUND REQUEST: CARLETON UNIVERSITY SOCIAL
SCIENCES AND HUMANITIES RESEARCH PROJECT,
SUSTAINABILITY OF PUBLIC POLICING**

The Board was in receipt of the following report March 25, 2014 from Alok Mukherjee, Chair:

Subject: SPECIAL FUND REQUEST: CARLETON UNIVERSITY SOCIAL SCIENCES
AND HUMANITIES RESEARCH PROJECT, SUSTAINABILITY OF PUBLIC
POLICING

Recommendations:

It is recommended that:

1. the Board approve \$5,000.00 contribution from its Special Fund, as an exception to the Special Fund Policy, to support the Carleton University Social Sciences and Humanities Research Project; and
2. the Board authorize the Chair to execute the necessary agreement with Carleton University for receipt of the funds, subject to approval as to form by the City Solicitor.

Financial Implications:

If recommendation No. 1 is approved, the Special Fund will be reduced in the amount of \$5,000.00. The current balance of the Special Fund as at March 5, 2014 is \$1,745,312.00.

Background/Purpose:

At its meeting held on November 14, 2012, the Board approved a letter of support and a financial contribution of \$5,000.00 to the Carleton University Research Team in support of its SSHRC Partnership Development Grant. At that time, the Board approved funding from its operating budget, however, the funds were not collected by Carleton. Ms. Anne Coughlan, Carleton University Research Office, recently contacted the Board office requesting that the funds be forwarded.

Discussion:

The Carleton University research team will be conducting a 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. The research aims to develop a generic change management framework, which can be applied in many different jurisdictions. The Carleton University research team composition includes a multi-disciplinary team of researchers.

A copy of Board Minute No. P293/12, which provides detailed information about the research project, including background information about the research team members, is attached to this report for information.

Conclusion:

Therefore, it is recommended that:

1. the Board approve \$5,000.00 contribution from its Special Fund, as an exception to the Special Fund Policy, to support the Carleton University Social Sciences and Humanities Research Project; and
2. the Board authorize the Chair to execute the necessary agreement with Carlton University for receipt of the funds, subject to approval as to form by the City Solicitor.

The Board approved the foregoing report.

Moved by: M. Thompson

COPY

**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 Carlton 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 Carlton 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 Lanson [mailto:jlanson@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/programmes-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.ca/wp-content/files/Duxbury-Higgins-Police2012_keyfindings.pdf

Summary of Key Differences Associated with Rank and Gender:

http://sprott.carleton.ca/wp-content/files/Duxbury-Higgins-Police2012_rankgender.pdf

Full Report: http://sprott.carleton.ca/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.

Jennifer Lanzon | Executive Director | Canadian Association of Police Boards
 Registered Lobbyist #22471-2
 157 Gilmour Street, Suite 302, Ottawa, ON K2P 0N8
 613.235.2272 phone | 613.235.2275 fax |
 jlanz@capb.ca | www.capb.ca | [Twitter@JennCAPB](https://twitter.com/JennCAPB)



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**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF
THE TORONTO POLICE SERVICES BOARD HELD ON APRIL 10, 2014**

**#P95. SPECIAL FUND REQUEST AND ANNUAL REPORT: 2013
ACTIVITIES AND EXPENDITURES OF CONSULTATIVE
GROUPS**

The Board was in receipt of the following report March 17, 2014 from William Blair, Chief of Police:

Subject: ANNUAL REPORT: 2013 YEAR END REPORT - ACTIVITIES AND
EXPENDITURES OF CONSULTATIVE GROUPS

Recommendation:

It is recommended that the Board continue to provide funding from the Board's Special Fund for each of the twenty-nine consultative groups identified in this report for a total amount of \$29,000.00; which includes \$1,000.00 to support the 42 Division Chinese Community Liaison Committee created in 1992.

Financial Implications:

The Board's Special Fund will be reduced by \$29,000.00 to provide support for the consultative groups.

Background/Purpose:

The Board has been providing funding to the consultative groups since 1997 (Min. No. 217/97 refers).

At its meeting on November 4, 1993, the Board approved expenditures from the Special Fund which fall within one of five categories. One of the categories, and the purpose of this report, is Consultative Committees. According to the Special Fund, the Board will provide an annual contribution to each of the following: Divisional and Traffic Services Community Policing Liaison Committees, Chief's Consultative Committees, Chief's Advisory Council and the Chief's Youth Advisory (Min. No. refers)

The purpose of this report is to provide an annual review of the activities and expenditures of the Community Police Consultative groups during the period of January 1, 2013, to December 31, 2013 (Min. No. P371/04 refers).

Community Consultative Process:

The Mission Statement of the Toronto Police Service Consultative Committee Process is:

“To create meaningful partnerships through trust, understanding, shared knowledge and effective community mobilization to maintain safety and security in our communities.”

The community consultative process within the Service exists formally on three levels:

- Community Police Liaison Committees (CPLC); Chinese Community Liaison Committee (CCLC)
- Community Consultative Committees (CCC); and
- Chief’s Advisory Council and Chief’s Youth Advisory Committee (CAC & CYAC).

The consultation process is not meant to provide another level of police oversight, but rather to establish a process that affords opportunities for enhanced community safety involving community based activities and leadership, the mutual exchange of information and the development of joint problem solving initiatives.

For the past seventeen years, the Board, through its Special Fund, has provided funding to each of the CPLCs, CCCs, CAC and CYAC, and as of 2012, 42 Division’s CCLC.

Some of the activity standards mandated for each of the consultative groups include:

- Meet at least four times per year
- Set goals and objectives consistent with Service priorities at the beginning of each calendar year
- Hold one town hall forum jointly with police annually
- One value-added community-police project per year consistent with Service priorities
- Participate in the Annual Community Police Consultative (CPC) Conference for Consultative members
- Keep minutes of all meetings
- Prepare a financial statement for the Committee Executive when requested
- Complete a year-end Activity and Annual Performance Evaluation Report

Community Police Liaison Committees:

A CPLC is mandated and established in each of the seventeen policing divisions, plus Traffic Services and the 42 Division Chinese Community Liaison Committee (CCLC).

The purpose of the CPLC is to provide advice and assistance to the local Unit Commander on matters of concern to the local community including crime and quality of life issues. The CPLC is also consulted as part of the divisional crime management process established by Service Procedure 04-18 entitled “Crime and Disorder

Management”, a process which includes assisting the local Unit Commander in establishing annual priorities.

The composition of the CPLCs differ across the city, as each unit commander is required to establish a committee that reflects the unique and diverse population served by a particular policing division. CPLC participants shall include representation from various racial, cultural or linguistic communities, social agencies, businesses, schools, places of worship, local youth and senior groups, marginalized or disadvantaged communities and other interested entities within the local community. Each CPLC is co-chaired by a senior officer and a community member.

Community Consultative Committees:

The CCCs are meant to serve and represent specific communities throughout the City. The membership is drawn from various organizations within each of these communities, and serves as a voice on wider policing issues such as training, recruiting, professional standards, and community mobilization.

The Service currently maintains a CCC for the following communities:

- Aboriginal;
- Black;
- Chinese;
- French;
- Lesbian/Gay/Bisexual/Transgender (LGBT);
- Muslim;
- South and West Asian; and
- Asia Pacific

Each CCC is co-chaired by a senior officer and a community member.

Chief's Advisory Council & Chief's Youth Advisory Committee (CAC and CYAC):

The Service operates a third level of consultation at the Chief of Police level. The CAC and the CYAC exist to provide a voice for various community representatives from business through to social agencies, spanning the various diverse communities as well as youth on a wide variety of issues.

Discussion:

Each consultative group relies on the funding of \$1,000.00. The funding of the consultative committees results in a total expenditure of \$29,000.00 from the Board's Special Fund.

Reporting:

Each consultative group is required to include in a year-end report an accounting for expenditures made from the \$1,000.00 grant during the year. The funds are generally used for community outreach, community events, 'value-added' community projects and administrative meetings.

Expenditures have been recorded and verified within the Systems Application Products (SAP) accounting software used by the Service with checks at the unit level and at Finance and Administration.

Summary of Activities and Expenditures:

Appendix "A" attached to this report provides a summary of activities and expenditures for each of the consultative groups in 2013. Committees that have exceeded the allotted budget of \$1,000.00 are responsible for covering any surplus.

Community Police Consultative Conference:

The 17th Annual Community Police Consultative (CPC) Conference was held at the Toronto Police College on Saturday November 9, 2013. This event has been sponsored by the Board since 1997.

The conference focused on the paper which was created by several CPLC and CCC Co-Chairs, "The Future of Community Partnerships with The Toronto Police Service." The presentations which were delivered offered the knowledge and resources required to further our goals of making a difference in our communities.

Many of the attendees found this information particularly beneficial and identified it as important to relay to their committees.

Chair Alok Mukherjee and Deputy Chief Peter Sloly were in attendance and provided opening remarks.

Conclusion:

The Service continues to remain committed to an effective and constructive community consultative process with community stakeholders in an atmosphere based on mutual trust, respect and understanding. The current consultative process, sustained financially through the Board's Special Fund, is but one method utilized by the Service to advance the goal of an empowered community.

Constructive partnerships and positive outcomes that occur as a result of community-police interaction remain the cornerstone of a successful police service, leading to a safer community.

Deputy Chief Peter Sloly, Community Safety Command, will be in attendance to answer any questions that the Board may have regarding this report.

The Board approved the foregoing report.

Moved by: M. Moliner

Group	Initiatives	Expenditures
<p><u>11 Division CPLC</u></p> <p>Superintendent Peter Lennox</p> <p>Linda Martins</p>	<ul style="list-style-type: none"> • Clothing Drive • Chess Tournament • Sponsorship • CPLC Scholarship Fund 	<p>Chess Tournament sponsorship \$250.00</p> <p>Administrative supplies CPLC clothing drive \$75.48</p> <p>Registration Fee – CPLC website \$25.99</p> <p>Clothing drive supplies \$48.59</p> <p>Refreshments for CPLC meetings \$55.00</p> <p>TOTAL \$455.06</p>
<p><u>12 Division CPLC</u></p> <p>A/Superintendent Doug Quan</p> <p>Barbara Spyropoulos</p>	<ul style="list-style-type: none"> • Restorative Justice Program • Stone Soup Cooking Club • Community Day • Participation in Community Festivals • CPTED audits • Tour de Black Creek Team • Tim Horton Camps • Crime prevention/ safety presentations • Community Information Exchange networking program 	<p>Community Photo Album \$76.32</p> <p>Tour de University Heights \$264.72</p> <p>Supplies, Neighbours Nights Out \$20.71</p> <p>Community Day \$126.58</p> <p>Storage Unit rental \$12.20</p> <p>Tim Horton camps \$62.83</p> <p>Weston Santa Parade float \$44.97</p> <p>Stone Soup Cooking Clubs: \$55.47</p> <p>Volunteer Appreciation Night networking meeting \$301.66</p> <p>TOTAL \$965.46</p>

Group	Initiatives	Expenditures
<p><u>13 Division CPLC</u></p> <p>Staff Inspector Metcalfe</p> <p>Mark Tishman</p>	<ul style="list-style-type: none"> • PCP 13 BBQ and Community Party • Spirit Village Awards Scholarship • OVCA Mural Launch • 1400 Bathurst Community Event • D’Arcy McGee Breakfast with Santa • 13 Division End of Year Open House and Community Event • Westmount Laneway Project • BME Youth Christmas Event 	<p>Open House \$300.00</p> <p>Cricket in the Park Plaques \$48.70</p> <p>Nonna’s Pizza for 1400 Bathurst Event \$100.00</p> <p>Refreshments for OVCA Mural launch \$30.00</p> <p>Name change support for Montage \$20.00</p> <p>McCaulay Child Development Centre \$113.00</p> <p>St. Thomas Aquinas Food Bank \$100.00</p> <p>D’Arcy McGee Breakfast with Santa \$100.00</p> <p>CPLC End of Year Open House \$86.10</p> <p>TOTAL \$897.80</p>
<p><u>14 Division CPLC</u></p> <p>Superintendent Mario Di Tommaso</p> <p>Cathy Byrd</p>	<ul style="list-style-type: none"> • Improve awareness of Crime Prevention Initiatives • Marketing and Promoting Youth Scholarship Fundraising initiatives • Raising funds through various venues including the spectacular GALA • Reaching out to School Principals Marketing Scholarship luncheon 	<p>Coffee / Food small Snacks</p> <ul style="list-style-type: none"> • (water, milk cream cookies Ice tea brownies, cookies BBQ – Burgers fruits trays Pop, pineapple tray, condiments, cupcakes, sausages plates forks cups) <p>Sub-committee Dinner Summer BBQ meeting Year End Meeting Catering</p> <p>TOTAL \$973.10</p>

Group	Initiatives	Expenditures
<p>22 Division CPLC</p> <p>Superintendent Francis Bergen</p> <p>Mike Pelletier</p> <p>Chris Eversley</p>	<ul style="list-style-type: none"> • Took part in the 2013 Crime prevention kick-off at Sherway Gardens • Set up a table at MPP Donna CANSFIELD'S annual community BBQ • Set up table at Queensway Park festival on June 8th • Assisted with the drug take back day, May 11th at Sherway Gardens 	<p>Meeting costs \$114.00</p> <p>Photos for display boards \$50.00</p> <p>Swag to be given away at events where CPLC are set up \$336.00</p> <p>Bowlerama deposit. Funds raised at the bowlerama go toward the student bursary program \$500.00</p> <p>TOTAL \$1000.00</p>
<p>23 Division CPLC</p> <p>Superintendent Ron Taverner</p> <p>Donata Calitri-Bellus</p>	<ul style="list-style-type: none"> • May 10th participated in the Annual Pathway to Success Event at Msgr John Corrigan • May 16th assisted with the Police Week Barbecue • June 5th participated in the Police Officer of the Year Awards • June 21st participated in the Faith Community Members' Prayer Breakfast • June 15th participated in the Foodie Festival at the Hub 21 Panorama Crt • October 19th participated in a Thanksgiving luncheon for seniors and families in need • Oct 25th participated in the grand opening of the Community Hub at 21 Panorama Crt • December 7th participated in an Annual Children's Christmas party for youth-at-risk • December 18th CPLC members helped Councillor Crisanti with his community Christmas cookie event • Throughout the year collected food for the local food bank • Throughout the year supported families in need with vouchers that paid for necessities • Throughout the year CPLC members participated in the Police/Faith walks • In the Fall the CPLC members supported the "Keys to Life" initiative • At Christmas liaised with local social agencies and the faith community to provide those in need with a holiday turkey 	<p>Payment for December 7th Annual Children's Christmas party for youth-at-risk</p> <p>TOTAL \$984.00</p>

Group	Initiatives	Expenditures
<p>31 Division CPLC</p> <p>Superintendent Dave McLeod</p> <p>Vivian Broersma</p>	<ul style="list-style-type: none"> • NCPLC meeting • Meeting regarding the Community Information Board – electronic community board exploration • Lunch and Learn seminars hosted by TPS • Co-Chair networking events • Attended open house for newcomers which provides services to youth in the Weston Road area • Meetings with Jane and Finch mall to discuss the electronic community information board • NCPLC meeting held for the Downsview Roding community • Safety audit conducted with CRU officers, CPLC, auxiliary and community members of the Downsview Roding area • Intercultural dialogue institute of Toronto • Attended Catholic School Advisory Council meeting to discuss concerns • 31 Division Open House BBQ • Hosted a job fair • Prescription drug take back • Town Hall Meeting • Held ‘Transforming actions to Ideas’ forum • Networked and attended 42 Divisions open house • Held Bursary awards evening • Held ‘Neighbours Night Out’ • Attended consultation meetings regarding FIRs • Attended JVS appreciation event at Jane and Finch mall • Explored possibility of CPLC hosting events within Jane and Finch mall • Made connections and spent time at the Young Parents Centre located at 1900 Sheppard. Survivorgirl ProAction funded program is run by DPSU PC Jen Nantais. • Held Senior Safety information seminar • Attended IFTAR dinner • Co-hosted crossing guard appreciation • Took part in discussion with Jane and Finch Concerned Citizens Organization • Tour de Black Creek • Meetings held with TCHC to discuss methods of working 	<p>Meeting supplies, SCG Luncheon, Community Forum supplies \$241.60</p> <p>Newsletters, Bike Rodeo supplies, supplies for CPLC Meetings \$144.68</p> <p>Newsletters, Meeting/Seminar supplies, Toy Drive \$186.96</p> <p>Plaque for community mural, office supplies \$124.29</p> <p>Instructional DVD, office supplies, event supplies, activity kits for program/Family Services \$265.49</p> <p>Event supplies for community children \$90.37</p> <p>TOTAL \$1053.39</p>

	together in the communities • Attended Guns and Gangs Seminar	
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Group	Initiatives	Expenditures
<u>32 Division CPLC</u> Superintendent Selwyn Fernandes Tony Fernandes	<ul style="list-style-type: none"> • Police Week • Skate Day • Poster Contest 	Community Event: R.I.D.E \$126.00 Community Event: R.I.D.E #2 \$96.00 Community Event: Annual Community Luncheon \$109.00 Community Calendars \$202.00 TOTAL \$533.00

<u>33 Division CPLC</u> Staff Inspector Tony Riviere Ibrahim Meru	<ul style="list-style-type: none"> • Safety Expo • Open House • Volunteer Appreciation Night • Town Hall Meeting • CPLC maintains a page in the monthly Community Bulletin 	Supplies for Finger printing \$78.99 Water for Safety Expo \$9.04 Open House \$139.80 Clown For Open House \$120.00 Halloween Loot Bags \$94.85 Food, Beverages, supplies etc for Appreciation night \$557.32 TOTAL \$1000.00
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Group	Initiatives	Expenditures
<u>41 Division CPLC</u> Superintendent Campbell Marie Belanger	<ul style="list-style-type: none"> • Family Skate Day Friday March 15th, 2013 Don Montgomery C.C. • Taste of Lawrence – July 2013 • Eppleworth BBQ 	Purchase of Walmart gift card \$825.00 Purchase of framed certificates \$157.00 TOTAL: \$982.60

<p>42 Division CPLC</p> <p>Superintendent Kathryn Martin</p> <p>Dorothy Feenan</p>	<ul style="list-style-type: none"> • Community walks • Bursaries to youth groups in the identified high risk Communities • Police Week • Sponsors Child Find Program • Sponsors Children that attend overnight camp in Huntsville from high risk communities in the division • Sponsored basketball team from a High Risk Community • Sponsored Reading Program from one of our high risk communities 	<p>Public Relations / Promotions \$946.34</p> <p>Miscellaneous Materials \$36.23</p> <p>TOTAL \$982.57</p>
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<p>42 Division CCLC</p> <p>Insp. Dave Saunders</p> <p>Tom Chang</p>	<ul style="list-style-type: none"> • Community Walks • Bursaries to youth groups in the identified High Risk Communities • Chinese New Year mall walk • Sponsors Child Find Program • Sponsors Children that attend a overnight camp in Hunttsville ON from High Risk Communities in the division • Sponsored Basketball team form a High Risk Community • Monthly information sessions to new Asian residents in the division - where a Guide To Police Services is shown and discussed 	<p>Public Relations / Promotions \$988.97</p> <p>Miscellaneous Materials \$54.11</p> <p><u>TOTAL \$1043.00</u></p>
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Group	Initiatives	Expenditures
<p>43 Division CPLC</p> <p>Superintendent Mark Fenton</p> <p>Marilyn Hodge</p>	<ul style="list-style-type: none"> • Mother's Day Baskets for Rosalie Hall, a young parent resource centre in partnership with Pope John Paul Catholic School High School and the SRO • Chartwell - Guildwood Retirement Home • Curran Hall C.A and many other residents of 43 Division as well as several CPLC members May 10th delivery • Free Community Picnic and Open House – May 11th at 43 Division (11:00 am to 2:00 pm) • Free Family Skate Day – November 15th at Heron Park Recreation Centre 12:00 noon – 2:00 pm 	<p>Community Picnic and Open House – May 11th at the 43 Division station -Gervais Party and Tent Rentals – Tables & Chairs \$371.71</p> <p>Weston Brands – Hot Dog Buns \$252.00</p> <p>Ampot Portable Toilets Inc. \$124.30</p> <p>Tim Horton's Gift Cards – Seniors' Steel Band \$90.00</p> <p>Highland Creek Pharmacy – TTC Bus Tickets for Student Volunteers \$72.00</p> <p>Swiss Chalet Gift Cards - Zoo Volunteers \$50.00</p>

		Tim Horton's Tim Bits – Volunteer Room \$37.14
		TOTAL - \$997.15

Group	Initiatives	Expenditures
<u>51 Division CPLC</u>	<ul style="list-style-type: none"> • Heroes for Hockey • Graffiti management program • BB & Tutoring Program Yonge St. Mission • Young “G” Soccer • Regent Park Girls Bicycle Program “Jumpstart” • “Rising Rams” Neighbourhood Officer Initiative • Regent Park Life • Newspaper • Police Week • Rookie Ball • Salvation Army Spring Clean Up • Woofstock • Buskerfest • Building Bridges Gala • Neighbours Night Out • LGBT – Coffee With Cops • Heroes for Hockey • Kiwanis Boys & Girls Club • New Comer Outreach Workshops • Reading & Running • Graffiti Eradication • 51 Division Spring Open House • Tim Horton's Camp Day • Paws in the Park • Sunday in the Park • YIPI Program • Kids/Cops/Computers • Music in St. James Park • Light the Night Regent Park 	Olympic Trophies \$73.45 Staples Flyers \$48.59 Staples Printing & Supplies \$95.72 Dollarama \$17.52 Staples/NoFrills/Metro \$73.90 Long & McQuade Speaker Equipment \$45.73 Staples/Dollarama/Paint Box/Coba Inc./Malabar Costume Rental \$432.77 Catering \$210.00 TOTAL: \$997.68

Group	Initiatives	Expenditures
<p>52 Division CPLC</p> <p>Superintendent David McCormack</p> <p>Melanie Dickson- Smith</p>	<ul style="list-style-type: none"> • Hosted Police Week Community BBQ event at 52 Division on Thursday May 30th, 2013. Raised \$1852.50 • Hosted the 6th Annual Contact School Scholarship Fundraiser on Wednesday October 09, 2013. Theme: “Empowering Youth Through Education” Raised \$6,788.82 • Attended Contact School Graduation Ceremony Oct, 24th, 2013. CPLC Co-chair & 52 Div. Senior Officer presented one student with \$5000.00 scholarship. 	<p>Printing of Brochures \$158.76</p> <p>Refreshments for CPLC Town Hall Meeting at HQ \$284.93</p> <p>Purchased golf shirts with 52 Division CPLC logo to be worn by CPLC members participating in community events \$534.24</p> <p>TOTAL \$977.93</p>

Group	Initiatives	Expenditures
<p>53 Division CPLC</p> <p>Staff Inspector Heinz Kuck</p> <p>Geoff Kettel</p>	<ul style="list-style-type: none"> • SAVY Award (Scholar Athlete Volunteer Youth) student bursary for at risk youth (CPLC now offers multiple awards up to \$2000 each) • CPLC annual Crime Prevention Symposium to support Crime Management goals. The event is in partnership with several community stakeholders to promote crime prevention and to enhance community safety • 53 Division’s annual Open House. Attracts over 500 residents, allowing officers and CPLC members to educate public on services available and crime prevention • CPLC Community BBQ held in the Orchard View neighbourhood. This year’s proceeds helped support 53 Division’s Make Waves for Victims initiative and Victim Services Toronto • Kids and cops outreach / sports programs such as Paddle and Picnic • Annual Neighbours Night Out in the Thorncliffe neighbourhood. Now involves street closures and is the largest NNO in the city. • Auxiliary Officer Appreciation event to strengthen partnership between CPLC members and auxiliary officers. • Crossing Guard Appreciation Event to foster relationships with school guards and to enhance safety in the school community • Crime prevention canvassing in partnership with CRU, Auxiliary and CPLC volunteers • Seniors lectures involving a partnership with CPAT, ABCs 	<p>April 2 - CPLC Meeting \$24.78</p> <p>June 26 – Northern Secondary School Programme \$48.87</p> <p>December 10 – Police Museum Public Relations \$633.02</p> <p>TOTAL: \$706.67</p>

	of Fraud and divisional CPOs	
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Group	Initiatives	Expenditures
<u>54 Division CPLC</u> Staff Inspector Peter Yuen Jim Parker	<ul style="list-style-type: none"> • Police Week Community BBQ – Grenoble Public School, • Annual Seniors Symposium, May 8th, 2013, held at the East York Civic Centre, approx. 50 attended. • Support of 54 Division Charity Soccer May 11th, 2013 • Crossing Guard/Volunteer Appreciation BBQ, June 20th • Support of the McCordic School of Special Needs annual BBQ, June 18th, 2013. • CPLC Bursary Presentation awarded to deserving high school students from Marc Garneau, Danforth Technical and East York Collegiate to assist with post-secondary education. June 11th, 2013 at East York Civic • Canada Day information table. Stan Wadlow Park • Taste of the Danforth, Information table. Aug. 9th and 10th. Distributed various information pamphlets. • Support of ‘Be Curious’ Program by 54 Division. 40 senior citizens were presented with Christmas gift bags. • Support of Danforth Tech year end BBQ – June 20th, 2013. 	Community RIDE initiative Jan 24, 2013. \$16.60 Plaque presentation for Faiza, coffee and water Feb 12, 2013. 35.17 TCH Meeting re Project WALK Feb 21, 2013. \$49.80 CPLC Bursary Award Presentations – coffee Jun 11, 2013. \$49.80 McCordic Special Needs, condiments, June 18 th , 2013. \$155.75 Crescent Town E/D Bazaar and Flea Market, table rental. July 27, 2013. \$30.00 Seniors Holiday Boxes, pens and ornaments. Dec 3rd, 2013. \$187.81 Appreciation Gifts from Tuck Shop, Dec 4 th , 2013. \$194.11 Tim Horton Gift Cards for Seniors Boxes, Dec 19 th , 2013. \$190.00 TOTAL \$909.04

<u>55 Division CPLC</u> Superintendent Elizabeth Byrnes Nancy Culver	<ul style="list-style-type: none"> • CPC Conference • Crossing Guard Appreciation BBQ • Youth Scholarship Award Ceremony • Police Week – Community Fair and BBQ • CPLC Awareness (Taste of South Asia; Jazz Festival) • Rotary Club Senior’s Christmas breakfast and movie • Auxiliary Officers appreciation breakfast • Target stores Heroes and Helpers – breakfast for underprivileged youth before they went shopping at Target • Rivertowne community summer BBQ 	Catering for regular meetings and 2 Town Hall meetings including rental of a community hall for one of the Town Hall meetings TOTAL \$922.45
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Group	Initiatives	Expenditures
<p><u>Aboriginal CCC</u></p> <p>Staff Superintendent Tom Russell</p> <p>Steve Teekens</p> <p>TPS liaison PC Kim Turner</p>	<ul style="list-style-type: none"> • Aboriginal Awareness – National Aboriginal Month Annual celebration June 6, 2013 Central Technical School • Continue to support the Aboriginal Peacekeeping Unit and the TPS by attending functions hosted by both the community and the Service • Encourage the strengthening of relationships by supporting the annual Cops and Kids camp at Grundy Provincial Park with officers, youth and community members 	<p>Town Hall, October 8, 2013. Honoraria for All Nations Drum & Elder -refreshments \$432.16</p> <p>Head Starts, December 6 and 17, 2013 – Tree Decorating/ carol singing – gift bags (Epnigishmok, Kiiwednong, Shaawanong Waabanong) \$84.75</p> <p>First Nations School of Toronto, December 13, 2013. Annual Pizza Lunch, including juice, candy canes and pencils \$353.85</p> <p>Total: \$870.76</p>
<p><u>Asia Pacific CCC</u></p> <p>Staff Superintendent Jane Wilcox</p> <p>Rey Tolentino</p> <p>TPS liaison PC Renato Valdez</p>	<ul style="list-style-type: none"> • Filipino Youth – Victoria Basketball Tournament • Creation of new APCCC pamphlet • APCCC Basketball team youth outreach • Ethnic Media Day at TPS College • Chief’s Town Hall meeting at the Japanese Canadian Centre APCCC meeting hosted by various communities (5 meetings) 	<p>Refreshments provided for initiatives \$990.00</p> <p>Miscellaneous \$59.22</p> <p>TOTAL \$1049.22</p>
<p><u>Black CCC</u></p> <p>S/Supt James Ramer</p> <p>Margaret Brimpong- Djarnie</p> <p>TPS liaison PC Marc Rainford</p>	<p>Reading initiative</p>	<p>Chief’s town Hall event \$452.00</p> <p>Planning and materials for Town Hall event \$96.32</p> <p>End of Year dinner \$103.00</p> <p>TOTAL: \$651.32</p>

Group	Initiatives	Expenditures
<p><u>Chinese CCC</u></p> <p>Superintendent Dave McCormack</p> <p>Ben Lau</p> <p>TPS liaison PC Bill Chan</p>	<ul style="list-style-type: none"> • Cops & Community Charity Event with a net proceed of \$13,000 donated to social agencies, youth leadership development group and senior agency. Sept 9, 2013 • Asian Heritage Month celebration in East Chinatown with attendance of more than 150. May 2, 2013 • Sedan Chair Race Charity with \$500 donated • Utilizing Youth Group as focus group (Power Unit Org) 	<p>TOTAL \$900</p>
<p><u>French CCC</u></p> <p>Director Kristine Kijewski</p> <p>Gerard Parent</p> <p>TPS liaison PC Tina Trepanier</p>	<ul style="list-style-type: none"> • Held 3rd Internationale la Journee de la Francophonie – March 20, 2013 • Participation in CCC Strategic Planning Group (19 meetings) • November Conference presenting CPLC/CCC White Paper (4 members) • Attend 41 Division CPLC Networking Breakfast • Fundraising Cabaret – October 26, 2013 • Presentation at Le Club Canadien – raising profile of FCC 	<p>Fundraising incidentals (including: advertising printing brochure/posters/ stamps)</p> <p>\$638.32</p> <p>Outreach event Toronto</p> <p>\$174.00</p> <p>Honorarium - La Journee Brochure</p> <p>\$150.00</p> <p>TOTAL \$962.32</p>
<p><u>LGBT CCC</u></p> <p>Superintendent Hugh Ferguson</p> <p>Matt Cutler</p> <p>TPS liaison PC Danielle Bottineau</p>	<ul style="list-style-type: none"> • Coffee With Cops • International Day of Pink – York Memorial Collegiate Institute • International Day Against Homophobia & Transphobia – Church Wellesley Village • Report Homophobic Violence Period training in Montenegro – 54 Officers trained • “Two Spirits One Voice” – Educational & Awareness Campaign for members of the two-spirit aboriginal community to report Hate Crimes. • LGBT ISN BBQ – HQ 40 College St • Encouraging and strengthening relationships with annual Board & Chief’s Pride Reception at headquarters 	<p>Big Mouth Promotions– LGBT CCC Flashlight/keychains, December 16, 2013</p> <p>Total \$1005.00</p>

Group	Initiatives	Expenditures
<p><u>Muslim CCC</u></p> <p>Superintendent Mario DiTommaso</p> <p>Osman Khan</p> <p>TPS liaison Jenifferjit Sidhu</p>	<ul style="list-style-type: none"> • MCC Facebook page • MCC Twitter • Members teach at the Community Mobilization Practitioners Course • Crime Prevention Forum at Turkish Mosque • Lectures to community on Bullying, Youth Depression, Elder Abuse, Domestic Violence, New Comers Guide, Crime Prevention 	<p>Supplies \$100.24</p> <p>Townhall Meeting \$250.00</p> <p>Law Enforcement Recruiting \$75.00</p> <p>MCC Yearly End Meeting \$574.76</p> <p>TOTAL \$1000.00</p>
<p><u>South & West Asian CCC</u></p> <p>Staff Superintendent Rick Stubbings</p> <p>Zul Kassamali</p> <p>TPS liaison PC Johnny Bobbili</p>	<ul style="list-style-type: none"> • Tamil Info Session/Sex Assault Investigation in St. Jamestown • Khalsa Day Parade • Coptic Egyptian youth outreach • Coptic Egyptian DV info session • Multiculturalism school presentations • 911 Info session • Tamil Walk-a-thon • D41 CPLC Networking Breakfast 	<p>Refreshments \$87.48</p> <p>Uniforms \$428.31</p> <p>TOTAL \$515.79</p>

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON APRIL 10, 2014**

**#P96. PRE-QUALIFIED GENERAL CONTRACTORS FOR CONSTRUCTION
SERVICES FOR VALUES OF \$50,000 TO \$500,000**

The Board was in receipt of the following report March 26, 2014 from William Blair, Chief of Police:

Subject: PRE-QUALIFIED GENERAL CONTRACTORS FOR CONSTRUCTION
SERVICES FOR VALUES OF \$50,000 TO \$500,000

Recommendation:

It is recommended that the Board approve the nine pre-qualified general contractors listed below for the provision of construction services for renovation values of \$50,000 to \$500,000 for a three year period commencing on May 1, 2014 and concluding on April 30, 2017.

1. A.G. Reat Construction Company Limited
2. Mettko
3. West Metro Contracting Incorporated
4. Struct-Con
5. Steelcore
6. Dixon
7. Atlas
8. P&C Contracting
9. Brown Daniels Associates

Financial Implications:

There are no financial implications relating to the recommendation contained within this report. The listing of pre-qualified contractors provides the Service with a pool of construction contractors meeting specifications, who can provide quotations to projects with a value less than \$500,000.

Background/Purpose:

The Service currently has five pre-qualified general contractors for the provision of construction services. A list of pre-qualified contractors enables the Service to more expeditiously award construction/renovation work required. The current pre-qualified general contractors' agreement expired on December 31, 2013. An extension was granted to March 31, 2014.

The purpose of this report is to establish a new list of pre-qualified vendors for a three year period starting on May 1, 2014.

Discussion:

On December 19, 2013, Purchasing Services issued a Request for Proposal (RFP) #1137099-13 to select pre-qualified general contractors for construction services. As a result, the Service advertised the RFP to interested vendors using MERX, an electronic tendering service, designed to facilitate the procurement of goods and services worldwide. Forty four (44) vendors downloaded the RFP package.

Having pre-qualified contractors allows the TPS to avoid the administrative burden of tendering every renovation project to the full market and enables projects to be completed in a more efficient manner. The renovation services required are tendered on a project by project basis, and the pre-qualified contractors have the opportunity to bid on each project. The work is, therefore, still subject to a competitive bidding process.

The RFP closed on January 29, 2014, and 25 responses were received. The intent of the RFP was to identify eight contractors who can provide construction/renovation services required by the TPS from time to time. Although a pool of five had been selected in the past, it was felt that a larger group would provide for a greater number of actual bids when work was tendered.

The submissions were subsequently reviewed by the members of the evaluation committee, using the following evaluation criteria:

- experience in ICI Construction over the past 5 years (25 points);
- experience in law enforcement/ high security/government facilities (25 points);
- bonding(10 points);
- financial references (10 points);
- insurance (10 points);
- project manager assigned (30 points);
- site superintendent assigned (30 points);
- scheduling methodology (20 points);
- quality assurance/control program (20 points);
- references (10 points) and;
- safety qualification/policy (30 points).

The committee's evaluation resulted in the selection of the nine pre-qualified general contractors listed below achieving the highest overall score:

1. A.G. Reat Construction Company Limited;
2. Mettko;
3. West Metro Contracting Incorporated;
4. Struct-Con;
5. Steelcore;
6. Dixon;
7. Atlas;
8. P&C Contracting; and
9. Brown Daniels Associates.

For this process, the score between the 8th and 9th place general contractor was negligible. The evaluation committee, therefore, recommended the inclusion of one additional company, bringing the total number of pre-qualified contractors on the listing to nine.

Conclusion:

A list of pre-qualified contractors enables the TPS to more expeditiously award construction/renovation work required.

As a result of a competitive purchasing process conducted by the TPS, nine general contractors are recommended as pre-qualified construction contractors for a three year term ending on April 30, 2017.

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

The Board approved the foregoing report.

Moved by: D. Noria

Vice-Chair Thompson requested to be noted in the negative with regard to the Board's foregoing decision.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON APRIL 10, 2014**

**#P97. SPECIAL FUND REQUEST: ONTARIO ASSOCIATION OF POLICE
SERVICES BOARDS 2014 SPRING CONFERENCE – FINANCIAL
SUPPORT**

The Board was in receipt of the following report April 07, 2014 from Alok Mukherjee, Chair:

Subject: SPECIAL FUND REQUEST: ONTARIO ASSOCIATION OF POLICE
SERVICES BOARDS 2014 SPRING CONFERENCE

Recommendation:

It is recommended that the Board approve \$7,500.00 from the Board's Special Fund to support the Ontario Association of Police Services Board's ("OAPSB") 2014 Conference.

Financial Implications:

If the Board approves the recommendation contained in this report, the Special Fund will be reduced by \$7,500.00. As at March 5, 2014, the Special Fund balance is \$1,745,312.00.

Background/Purpose:

The OAPSB will be holding its spring conference, in Toronto, from May 21 – 24, 2014. The theme of this year's conference is "Integrated Community Safety."

The OAPSB conference is one of only two annual opportunities for professional development for Board members and networking with fellow police board members from across Ontario. As such, it is important that the Board provide financial assistance to help ensure success of the conference.

An email from Mr. Ken East, OAPSB President, requesting that we consider providing financial support to the conference, is attached for your consideration.

Conclusion:

It is, therefore, recommended that the Board approve \$7,500.00 from the Board's Special Fund to support the OAPSB 2014 Conference.

The Board approved the foregoing report and noted that the recommendation is an exception to the Special Fund policy.

Moved by: M. Thompson

Sheri Fulton

From: Wallace, Kathy <Kathy.Wallace@oapsb.ca>
Sent: Tuesday April 1, 2014 09:44
To: Wallace, Kathy
Subject: Sponsorship for OAPSB 2014 Conference
Attachments: PSB Member Sponsorship Opportunities - OAPSB 2014.doc

On behalf of President Ken East,

It is my pleasure to advise you that the Ontario Association of Police Services Boards will be holding the 2014 Spring Conference, Section 10 Seminar & Annual General Meeting in Toronto from May 21st – May 24th, 2014. The theme of the conference will be *"Integrated Community Safety"*.

We have put together what promises to be another topical and indeed exciting program. Highlights include:

- **Dr. Hugh Russell on the newest ground-breaking model for policing**
- **A sampling from around the province of local initiatives that are transforming the way that policing is occurring**
- **This year's Section 10 Seminar**
- **Updates regarding advocacy, coordinated bargaining, and what the Ontario Ombudsman has been up to!**

As in years past, the success of the 2014 Conference will be due to the cooperation and support of all policing agencies. To assist the OAPSB, I ask your Police Services Board to **consider a donation in support of this conference**. Your financial support will be utilized effectively to support the OAPSB mandate and to help defer some of the conference costs. Your sponsorship will be duly recognized at the conference. All contributions should be payable to the Ontario Association of Police Services Boards and forwarded to our office located at 10 Peel Centre Drive, 1st Floor, Suite A, Brampton, ON, L6T 4B9.

Whether your board is in a position to contribute to the 2014 OAPSB Conference or not, I encourage you and your members to attend the conference as delegates. Detailed conference information is available OAPSB website at www.oapsb.ca.

On behalf of the OAPSB, I thank you and your Board members for your consideration of this matter and I look forward to seeing you in Toronto in May 2014.

Yours sincerely,

Ken East
OAPSB President

**2014 SPRING CONFERENCE & ANNUAL GENERAL MEETING
MEMBER SPONSORSHIP OPPORTUNITIES**

LEVELS	DONATION RANGE	RECOGNITION/BENEFITS
Diamond	\$10,000 +	Corporate logo and material on OAPSB website, recognition on OAPSB website, letter of appreciation, video recognition at banquet, display booth and banners authorized, four reserved seating tickets to President's Banquet.
Gold	\$5,000 to \$9,999	Recognition on OAPSB website, letter of appreciation, video recognition at banquet, display booth and banners authorized and two reserved seating tickets to President's Banquet.
Silver	\$2,000 to \$4,999	Recognition on OAPSB website, letter of appreciation, video recognition at banquet, display booth and banners authorized and one ticket to President's Banquet.
Bronze	Up to \$2,000	Recognition on OAPSB website, letter of appreciation, video recognition at banquet.

LEVELS OF SPONSORSHIP

<hr/> Sponsorship Amount	<hr/> Sponsorship Level
<hr/> Name of Organization	
<hr/> Contact Person	<hr/> Title
<hr/> Phone	<hr/> Email

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON APRIL 10, 2014**

#P98. MOMENT OF SILENCE

During its meeting today, the Board learned of the sudden death of the Honourable Jim Flaherty, Member of the Queen's Privy Council for Canada, Member of Parliament for Whitby-Oshawa, and Former Finance Minister.

The Board observed a moment of silence in memory of Mr. Flaherty.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON APRIL 10, 2014**

#P99. INTRODUCTION

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

To the rank of superintendent:

Scott Baptist
Gordon Jones
William Neadles
Kim Yeandle

To rank of inspector:

Frank Barredo
Mike Ervick
Barbara McLean
Suzanne Walsh

To the rank of staff/detective sergeant:

Shane Brar
Blair Falkinson
Timothy Gallant
Douglas Hart
Andrew Richardson
Joseph Roulette

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON APRIL 10, 2014**

#P100. IN-CAMERA MEETING – APRIL 10, 2014

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. Michael Del Grande, Councillor & Member
Ms. Marie Moliner, Member
Dr. Dhun Noria, Member
Mr. Andrew Pringle, Member

Absent: Ms. Frances Nunziata, Councillor & Member

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#P101. ADJOURNMENT

Alok Mukherjee
Chair