



The following *draft* Minutes of the meeting of the Toronto Police Services Board held on January 21, 2015 are subject to adoption at its next regularly scheduled meeting.

The Minutes of the meeting held on December 15, 2014, previously circulated in draft form, were approved by the Toronto Police Services Board at its meeting held on January 21, 2015.

MINUTES OF THE PUBLIC MEETING of the Toronto Police Services Board held on **JANUARY 21, 2015** at 1:30 PM in the Auditorium, 40 College Street, Toronto, Ontario.

PRESENT:

Dr. Alok Mukherjee, Chair
Mr. Andrew Pringle, Vice-Chair
Dr. Dhun Noria, Member
Ms. Marie Moliner, Member
Ms. Shelley Carroll, Councillor & Member
Mr. Chin Lee, Councillor & Member
Mr. John Tory, Mayor & Member

ALSO PRESENT:

Mr. William Blair, Chief of Police
Mr. Karl Druckman, 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 JANUARY 21, 2015**

#P1. MOMENT OF SILENCE

The Board observed a moment of silence in memory of Police Constable David Matthew Wynn of the RCMP – St. Albert Detachment who died today following injuries he received while on duty on January 17, 2015.

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#P2. ELECTION OF THE CHAIR AND VICE-CHAIR

Election of the Chair, Toronto Police Services Board

In accordance with section 28 of the *Police Services Act*, which provides that the Board is required to elect a Chair at its first meeting in each year, the Board Administrator requested nominations for the position of Chair of the Toronto Police Services Board.

Mr. Andy Pringle nominated Dr. Alok Mukherjee which was seconded by Councillor Shelley Carroll. Dr. Mukherjee indicated that he accepted the nomination. There were no further nominations and nominations were closed.

A request for a recorded vote on the foregoing nomination was submitted to the Board 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>
Mr. Pringle Ms. Moliner Mayor Tory Councillor Carroll Councillor Lee Dr. Mukherjee	Dr. Noria

Dr. Mukherjee was declared elected Chair of the Board for the year 2015 and until his successor is appointed.

Election of the Vice-Chair, Toronto Police Services Board

In accordance with section 5(4) of the Toronto Police Services Board Procedural By-Law No. 107 which provides that the Board shall elect a Vice-Chair at its first meeting in each year, the Board Administrator requested nominations for the position of Vice-Chair of the Board.

Dr. Dhun Noria nominated Mr. Andy Pringle which was seconded by Councillor Shelley Carroll. Mr. Pringle indicated that he accepted the nomination. There were no further nominations and nominations were closed.

The Board voted and, based upon there being only one nomination for the office of Vice-Chair, Toronto Police Services Board, Mr. Pringle was declared elected Vice-Chair of the Board for the year 2015 and until his successor is appointed.

At the conclusion of the election, Chair Mukherjee proposed the following Board representation on its committees and sub-committees for the year 2015:

- Community Contacts Sub-Committee: Ms. Marie Moliner, Mr. Andy Pringle
- Mental Health Issues Sub-Committee: Mr. Andy Pringle, Dr. Dhun Noria
- Mental and Psychological Health in the Workplace Sub-Committee: Dr. Dhun Noria
- Bargaining Committee: Councillor Shelley Carroll, Mr. Andy Pringle
- Budget Sub-Committee: Councillor Shelley Carroll, Councillor Chin Lee, Mayor John Tory
- Governance Committee: Dr. Dhun Noria, Mr. Andy Pringle, Ms. Joanne Campbell (advisory) and Mr. Karl Druckman (advisory).

The Chair will be *ex-officio* member of all committees

The Board approved the foregoing committee and sub-committee membership.

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#P3. SEARCH OF PERSONS - REVIEW BY CHIEF

The Board was in receipt of the following report December 09, 2014 from William Blair, Chief of Police:

Subject: SEARCH OF PERSONS - REVIEW BY CHIEF

Recommendation:

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

Financial Implications:

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

Background/Purpose:

At its meeting on May 13, 2014, the Board approved a motion in relation to search of persons, which contained three recommendations (Min. No. P116/14 refers). This report addresses those three recommendations, specifically that the Chief of Police:

1. Undertake an examination of the practice of searches of persons in order to determine specifically, whether the Board's policy and the Service's procedure are being operationalized appropriately with the examination to include a focus on the training of officers and supervisors, the rigour exercised by supervisors in authorizing level three and four searches, and the quality of the articulation of reasonable and probable grounds to conduct a search;
2. Conduct a two month process of random "spot checks" of how searches of persons are being carried out in the field; and
3. Provide a complete report to the Board containing the results of the examination and the "spot checks," including the data collected and findings made, for its October 9, 2014 meeting.

In the course of this examination, the following six questions raised by the Board were also addressed:

- How are relevant policies and procedures being communicated to officers and how are they being interpreted?
- What factors are being taken into account by officers in establishing the reasonable and probable grounds for conducting a search?

- How is this concept taught at the College and how is it reinforced by supervisors in the Divisions?
- How rigorously do supervisors scrutinize requests for authorization to conduct level three and four searches from officers?
- What steps do supervisors take if and when they find the policies and procedures are not being followed?
- Is the threshold that is being used to justify searches of persons under the current procedures too low?

Discussion:

Assignment of Search of Persons Examination

The examination of the practice of searches was assigned to Audit & Quality Assurance (A&QA) in order to conduct a thorough and impartial examination of level three and four searches. A&QA assists the Chief of Police in fulfilling duties and responsibilities as prescribed by the *Police Services Act* and supports the governance and oversight functions of the Executive Assurance Committee by:

- providing independent, objective assurance and consulting activities within the Toronto Police Service to add value and promote risk management, value for money in service delivery, compliance with legislation and regulation and the stewardship of assets in a systematic and disciplined approach, and
- ensuring all programs and units' mandates are consistent with and properly address the Service's priorities, goals and objectives and they are implemented effectively, efficiently, economically and environmentally in response to community needs.

The Service has formally adopted the International Professional Practices Framework of the Institute of Internal Auditors (IIA) which includes International Standards, Definition and Code of Ethics. Members must conform to this mandatory guidance when conducting assurance and consulting services.

The conclusions within the report are based on a comparison of the conditions, as they existed at the time, against pre-established audit criteria. Conclusions are applicable only to areas examined and for the time period specified.

A&QA practices in conformance with the International Standards for the Professional Practice of Internal Auditing, the Definition and Code of Ethics. This is confirmed by our Quality Assurance and Improvement Program, including an independent external Quality Assessment at least every five years.

Methodology

The audit methodology included:

- Obtaining from the Toronto Police College (TPC), a list of courses containing a search of person component and reviewing the corresponding course syllabi, materials and in some cases, attending classroom instruction or taking a Canadian Police Knowledge Network (CPKN) course to examine whether procedural elements governing searches of persons are being sufficiently addressed in training,
- Benchmarking the search of persons procedures of other GTA police services in an effort to determine if Service governance and the threshold for level three and four searches is comparable,
- Judgementally selecting 175 level three searches for the time period June 15 to August 15, 2014. This was done to ensure that searches conducted at all the Divisions and Traffic Services were chosen for detailed examination,
- Analyzing the sample and preparing descriptive statistics in order to summarize the findings related to this sample,
- Examining the two level four searches occurring during the time period under review,
- Reviewing the Human Resources Management System (HRMS) training records of all 88 members identified as primary Booking Hall Officers to determine if they had received sufficient training to perform this function,
- Reviewing the HRMS training records of the 78 members responsible for authorizing the 175 level three searches selected by A&QA, to determine if they had received sufficient training to perform this function,
- Examining all available Booking Hall recordings and Search of Person text templates (templates), and selected memorandum book notes and General Occurrence files within Versadex, relating to the 175 level three and two level four searches in the sample to assess quality of articulation, rigour exercised by the Officer in Charge (OIC) and compliance with Service Procedure,
- Developing checklists to ensure the consistent evaluation of member compliance with Service Procedure 01-02, Search of Persons (search procedure), the quality of the articulation and the rigour exercised by the OIC,
- Reviewing the Service's disciplinary process and requesting all documentation pertaining to internal and external complaints relating to a level three or four search conducted, for analysis,
- Conducting a review of all search-related complaints received by Professional Standards between June 15, 2014 and August 15, 2014, and any other disciplinary process related to a search of persons issue, to identify trends in non-compliance and areas for improvement,
- Reviewing relevant Board reports, case law, a legal opinion on level three searches prepared by Legal Services, relevant provisions of the Canadian Charter of Rights and Freedoms, Routine Orders, and other related Service procedures, forms and pertinent documents, and
- Conducting interviews and meetings with members from Legal Services, Professional Standards, TPC, Business Intelligence and Analytics, GO Review Team, Video Services, Court Services, Community Safety Command and Governance.

The review of occurrences, memorandum book notes, search templates, Booking Hall recordings, and corresponding documents were limited to the period between June 15 and August 15, 2014. Findings contained within this report are applicable only to the areas examined and for the time period specified and should be viewed as a snapshot of what occurred on the dates selected.

Scope Limitations

Level three and level four searches of persons are not captured on camera for privacy reasons. A&QA members examined compliance by viewing Booking Hall recordings and supporting documentation and were not present in the search room during the search as this would interject the member into the investigation and potentially influence the manner in which the search was conducted. In some cases, the audio of the search was captured on the Booking Hall recording and these were assessed by A&QA for compliance with Service Procedure.

Officers are required to conduct a search of an arrested person prior to arrival or after arrival at the police station and advise the OIC that the person has been searched. The search procedure does not specify the manner in which the OIC is to be advised, nor does it indicate that it has to be done on camera or recorded in the memorandum book. Therefore, compliance with this search procedure requirement was not examined during the audit.

Discipline issues can be dealt with in various ways depending on the severity of non-compliance. Less severe issues can be dealt with through verbal reprimands which are not captured in any Service-wide manner. More severe issues are documented and then captured by the Professional Standards Unit. As a result, the audit team was restricted to reviewing only those discipline matters that are recorded within the Professional Standards Information System (PSIS) for the time period under review.

General Information

Under present case law, as an incident to arrest, an officer may search for weapons, anything that could cause injury (including drugs or alcohol), anything that could assist in a person's escape and evidence. To establish reasonable and probable grounds for conducting a level three search, the officer is required to articulate their reason for believing that the accused may be in possession of one or more of these items. The specific factors taken into account by officers can be placed into one of the following categories:

- a) The nature of the offence. For example, if the accused was arrested for Pointing a Firearm or Possession of a Schedule II Substance, the officer may use this as a basis for requesting a level three search, either to ensure the accused does not have an item that could cause harm to themselves, the officers or the public, or to obtain evidence of the offence.
- b) The circumstances of the arrest. For example, an individual may be inside a vehicle stopped for a *Highway Traffic Act* offence in which a firearm or drug was seized.

- c) Items found during a level one or level two search. Location of items such as illicit drugs or counterfeit money may provide grounds for requesting a level three search and that in turn, may lead to a level four search.
- d) The past history of the accused. An accused who has a history of violence, is known to carry a weapon or has a history of using weapons in the commission of offences, has attempted or successfully escaped custody, who has a history of drug use or a history of mental illness or has attempted suicide, may influence an officer's decision to request a level three search.
- e) The present physical, mental and emotional condition of the accused is relevant and may have a bearing on whether a level three search is conducted. Considerations such as whether the accused appears to be impaired or admits to having consumed drugs prior to their arrest. An admission from the accused that he is feeling suicidal or evidence of self harm, such as fresh scarring. An accused that appears out of control and is combative, acting violently or threatening to harm someone may also influence the officer in articulating the reasons for requesting a level three search.
- f) The demeanour, evasiveness and actions of the accused. An accused who refuses to identify themselves, answer risk related questions posed by the OIC or attempted to discard evidence should also be considered a pertinent factor.
- g) Potential risks to the arrested person, other detainees, the police and other persons the arrested person may come into contact with, such as unarmed court officers, lawyers, etc. if a level three search is not conducted. Officers must assess the potential risk associated with the opportunity to hand off contraband or items that could be used as weapons or to effect an escape.

For a level four search, the officer must have reasonable grounds to suspect the arrested person has secreted a weapon or evidence in a body cavity.

Within the search process, the parading officer, the search officer, the Booking Hall officer, the OIC and the investigative officer assigned to a detective function each have a role to play. These roles occasionally overlap depending on the circumstances of the arrest and exigencies of the Service. Below is a brief summary of the roles of these officers:

The Booking Hall officer ensures the camera in the sally port is activated upon arrival of the accused and switched to the Booking Hall to capture the booking process. The Booking Hall Officer works alongside the OIC and assists with the booking process by entering data into the Versadex system, assisting with property seizure and participating in the search if required.

The parading officer(s) brings the accused before the OIC and may, or may not be, the arresting officer. The parading officer provides standard information such as the name of the accused, the reason for the arrest and the reason the accused has been brought to the station (such as to prevent the continuation of the offence, to ensure attendance at court, etc.). If the parading officer believes there are reasonable and probable grounds for conducting a level three search, they are responsible for verbalizing this request and articulating these grounds to the OIC.

The OIC is an officer holding the rank of Staff Sergeant or a designated Sergeant or Detective acting in the capacity of an OIC during the booking process. The OIC's first task in regard to the search process is to consider the lawfulness of the arrest. If the arrest is not lawful, then any subsequent search would not be lawful. Once the lawfulness of the arrest has been determined, the OIC must decide the level of search appropriate, based on the information provided by the parading officer, the accused and the circumstances of the arrest. The OIC is responsible for advising the accused of the level of search to be performed and the manner and location it will be carried out. OICs are responsible for ensuring a search template is completed for every level three and four search conducted.

The search officers are responsible for performing the search. They may have no connection to the arrested person prior to conducting the search. For example, female officers may be called in to conduct the search if the arresting/parading officers involved are both male and the accused is female. Furthermore, if an arrested person does not speak English, an officer with appropriate linguistic skills may be called in to assist with the search. Service Procedure dictates the manner and where a level three search is to be conducted. Once the search has been performed, the search officer is responsible for completing the search template and recording their grounds and all relevant details in their memorandum book.

The investigative officer assigned to the detective function is responsible for interviewing the accused, further investigating the offence and completing the required documents for court. While conducting their investigation, they may become aware of facts not available at the time the accused was originally paraded before the OIC. If the investigative officer determines there are sufficient grounds to conduct a level three search and one had not been performed, they must present their grounds to the OIC who would then determine if a level three search is appropriate at that time.

FINDINGS

A. Training Methods and Courses with a Search of Persons Component

As new recruits, cadets-in-training receive instruction with respect to search of persons at the Ontario Police College (OPC). This training is reinforced through coach officers and various courses provided by the Toronto Police College. As officers progress through their careers they receive annual training during the In-Service Training Program (ISTP), as well as additional specific instruction on a variety of skill upgrading courses that also address the topic of level three and four searches, as previously indicated to the Board (Min. No. P25/14 refers).

A variety of methods are used by the Service to communicate and reinforce policies and procedures with front line officers:

- Service Procedures, Routine Orders, and messages from the Chief available to all Service members through the Service's Intranet. These are reinforced by divisional training sergeants and in the case of newer members, coach officers.
- Case Alert emails from the Ministry of Community Safety and Correctional Services are reviewed, summarized and distributed by members of the Learning Development and Standards section of TPC on an ad hoc basis.

- Annual in-service training programs (ISTP) provide instruction on high risk topics, and in 2013, specifically addressed search of persons.

Through a review of course syllabi and training materials in courses identified as having a search of persons component, and observation of TPC classroom instruction in the Front-line Supervisor and Booking Hall Safety Procedure courses, A&QA identified key teaching points, practices and concepts relating to search of persons. The following is a brief summary of the key teaching points:

- General Investigator's Course: a one week course for officers entering the investigative field. Based on Service's Search of Person Procedure and case law, the course contains a 180 minute session on warrantless search and seizure which covers: the impact of an intrusive search on an arrested person; the need to assess the appropriateness of a search on a case by case basis; relevant case law (R. v. Golden, R. v. Flintoff, Coutier v. Langlois, Hunter v. Southam, R. v. Collins); the legality of searches and determination of the lawfulness of an arrest; proper justification, articulation and documentation of grounds and search details; the manner in which a search is to be performed; the objects that can be searched for; the requirement for searches to occur at a police facility unless there is a necessity/urgency to search for weapons/objects that could threaten the safety of others; and the circumstances where a level three search is not justified, such as in the case of a short term detainee.
- Frontline Supervisor Course: a five week course for constables being promoted to the rank of Sergeant. Depending on the year this course was taken, the length of time devoted to the booking hall process was either 90 minutes or 180 minutes. Points addressed in both courses include: the need for a case by case analysis in determining the appropriate level of search; the importance of articulation and memorandum book notes; the function of booking; role of the OIC; lawful arrests and release provisions; potential grounds for conducting level three searches; heightened safety concerns for persons held for a show cause; exceptions and options for consideration with regard to arrested persons entering the prison population; the effect of a level three search on an arrested person; suggested questioning for assessing the physical, mental and emotional condition of an accused; dealing with items of religious significance; and transgendered searches. Following this training, all officers participate in simulated booking hall scenarios employing hired actors.
- In-Service Training Program (ISTP): Search of persons was one of the high risk topics included in the ISTP training delivered in 2013. Approximately 22 minutes were dedicated to booking hall issues and search legalities such as: the impact of searches on arrested persons; the manner in which a search is to be conducted; risk factors for consideration in ensuring officer and prisoner safety; handling religious items; the booking process; lawful arrests/release provisions; heightened safety concerns and exceptional circumstances/options for consideration; OIC questions designed to protect the safety of the accused; potential grounds for level three searches; the need for officers to advise the OIC on the level of search already conducted; the importance of articulation and documentation; objects that can be searched for; the connection between the purpose

of the search and the offence; relevant case law; the Charter of Rights and Freedoms; and risks associated with unreasonable/unlawful searches. Issues surrounding search are also incorporated into the scenario based training portion of ISTP. The 2014 ISTP training focused on other high risk topics and did not include a search of person's component.

- Booking Hall and Safety Procedure Course: an intense three-day course which is mandatory for Booking Hall Officers. The length of time devoted to search was 65 minutes with a focus on in-custody legal issues, search technique and prisoner control. The following key points are addressed: the three tier test which assesses whether the search is legal, justified and articulable; evaluating the physical and mental state of an arrested person; the need to explain the search process to an arrested person; considering the medical and criminal history of an accused; search template completion; importance of recording the grounds and search details in memorandum books; the four levels of search defined; the manner in which searches are to be conducted; dealing with items of religious significance; transgendered search options; the search conducted prior to arrival at the Booking Hall; the impact of Charter infringements on criminal prosecutions; inquests related to the booking process; short-term detainees and heightened safety concerns associated with entering the general prisoner population; professionalism; the effect of a search on an arrested person; suggested OIC questions for obtaining relevant information; and Booking Hall policy and procedure.
- 2014 Court Officer's Use of Force Recertification Program: a one day training course which devotes 45 minutes on proper search techniques, the different levels of search, Canadian case law and statute law regarding searches.
- CPKN - Advanced Patrol Training – Search and Seizure Without Warrant is a one hour on-line course which covers Section 8 of the Charter of Rights dealing with unreasonable search and seizure and case law developments pertaining to searches of persons, search incident to arrest, objective and subjective grounds, and articulation of search and seizure authority. This course is not compulsory.
- CPKN - Search and Seizure: Warrantless Authorities is an in-depth, four hour on-line course which addresses the fundamental knowledge required to lawfully conduct an effective search. Based upon the Charter of Rights and Freedoms, this course provides the knowledge required to conduct warrantless searches without violating an individual's right of privacy. This course is not compulsory.

Additional search training is available in the Uniform Coach Officer course intended for constables coaching new recruits in frontline uniform operations. Approximately 20 minutes are devoted to: a review of case law and the search procedure; how to conduct a level three search; justification of grounds; note taking; and show cause/prisoner population issues.

A&QA determined that the concepts and practices related to the search procedure are adequately addressed in the Service's training programs, with the exception of Search Template completion, which is only addressed in the Booking Hall and Safety Procedure course. This issue is addressed further in the section dealing with search templates on page 12 of this report.

B. Training of Booking Hall Officers

A review of the HRMS training records of the 60 Court Officers identified as primary Booking Hall Officers revealed that all had completed the Booking Hall and Safety Procedure course (59 in 2012 and 1 in 2014), all had completed the Court Officer's 2014 Use of Force Recertification Program.

A review of the HRMS training records of the 28 Constables identified as primary Booking Hall Officers revealed 27 (96%) had completed the Booking Hall and Safety Procedure Course and 27 (96%) had completed the 2013 ISTP training. The single officer that had not completed this course is scheduled to attend the next available session.

A&QA noted that a primary Booking Hall Officer was absent for eight of the 175 searches examined. The officers acting as Booking Hall Officers for five of the eight booking processes had completed the Booking Hall and Safety Procedure course and three had not. All officers had completed the 2013 ISTP.

C. Training of OICs Authorizing Searches in the Cases Reviewed

A&QA examined the HRMS training records of the 78 OICs who authorized the 175 searches that were reviewed. Only 2 (3%) of the 78 OIC's had not completed the mandatory 2013 ISTP as one was seconded to Afghanistan and the other was restricted due to an injury. Both officers have since completed the 2014 ISTP. The Booking Hall and Safety Procedure Course had been completed by 25 (32%) of OICs and several had completed the Front Line Supervisor Course. Two additional non-mandatory CPKN courses dealing with the topic of search of persons are also available to all members until mid-2016.

D. Examination of Sample

The team selected 175 level three searches conducted between June 15 and August 15, 2014, by members assigned to 17 Divisions and Traffic Services for review. The Booking Hall recordings for 173 of the 175 were obtained for review and checklists were developed and utilized to ensure a consistent assessment by A&QA members. Two Booking Hall recordings did not exist due to the Digital Video Asset Management System (DVAMS) not functioning properly, and the audit team relied upon other sources of information, such as memorandum books, search templates and information contained within the Versadex system.

To determine whether the Board's policy and the Service's procedures are being operationalized appropriately with regard to searches of persons, A&QA identified the following factors for detailed examination:

- a) Requirement to advise OIC of level of search already conducted,
- b) Requirement to advise arrested persons, on camera, of the level of search to be performed and the manner and location in which it will be carried out,
- c) Special considerations/actions to be taken in relation to religious items, assistive/prosthetic devices, interpretation required, and transgendered persons,

- d) Quality of articulation provided,
- e) Rigour exercised by the OIC authorizing a level three or four search, and
- f) Search template completion.

E. Requirement to advise all arrested parties, on camera, of the level of search to be performed and the manner and location in which it will be carried out

The OIC did not comply with the search procedure requirement to advise the accused person on camera of the level of search and the manner and location where it will be carried out in 19 (11%) of the 173 recordings reviewed by A&QA.

The following table indicates the OICs’ compliance in dealing with the remaining 154 accused persons in the sample:

Responsibility of the OIC to advise the accused of:	Compliance		Noncompliance	
	#	%	#	%
• the level of search to be performed	146	95%	8	5%
• the manner the search will be conducted	86	56%	68	44%
• the location the search will be conducted	94	61%	60	39%

A&QA noted that 65 (42%) OICs were in total compliance having advised the accused of the level, manner and location on camera.

F. Special Considerations

A&QA assessed compliance with Service procedure with regard to the handling of items of religious significance and assistive devices. There were four accused persons who identified items of religious significance and these items were handled with respect. One accused was using an assistive device and this device was treated with care and provided to the accused whenever it was required.

There was no basis for evaluating officer compliance with regard to prosthetic devices, transgendered search options or interpreters as these were not a factor in the Booking Hall recordings reviewed.

G. Articulation by the Parading Officer

Service Procedure 01-02 – Appendix B, Risk Assessment – Level of Search identifies the items an officer may search for and the common risk factors that should be considered in determining whether a level three search is necessary. Through a review of Booking Hall recordings, A&QA determined that in 130 (75%) of the 173 Booking Hall recordings reviewed, a Parading/Search Officer requested a level three search. In 129 of these, the OIC authorized the search on camera and the remaining search was authorized a number of hours later due to the lack of a segregation cell at court.

The Parading/Search Officer requested a level two search in 15 (9%) of the searches reviewed, and in 28 (16%) of the samples reviewed, the officers did not request any search. The 43 cases where the officer did not request a level three search were examined in detail as part of A&QA's assessment of rigour exercised by OICs authorizing level three searches and the results are discussed in section H of this report.

In three of the 130 cases, the OIC ordered a level three search to be conducted before the parading officer articulated the grounds. A&QA excluded these three cases from this assessment as the parading officer was not required to articulate their grounds. These three cases were also examined in depth while assessing the degree of rigour exercised by the OIC. Therefore, A&QA reviewed a total of 127 Booking Hall recordings to assess the quality of officer articulation.

A&QA determined that in 121 (95%) of the 127 cases, the parading officers had adequately articulated the grounds for conducting a level three search in front of the OIC and on camera.

In the remaining six cases (5%) the officer did not adequately articulate their grounds for conducting a level three search. In five of these the OIC authorized the level three search on camera and in one case, the OIC's authorization was not observed by audit team members in the Booking Hall recording. These six cases have been examined further under the section below dealing with the rigour exercised by the OIC and were found to be in compliance.

H. Rigour Exercised by the Officer in Charge

A&QA identified the following behaviours which, unless there was evidence to the contrary, would indicate that an OIC had been "rigorous" in authorizing a level three search:

- the OIC was present and listening when the parading officers adequately articulated their grounds for requesting a level three search and subsequently authorized the search,
- the OIC asked specific questions of the officer(s) or the accused and the responses provided adequate grounds to conduct a level three search, following which the OIC approved the level three search, and
- the OIC ordered the officers to conduct a level three search and adequately articulated the grounds for doing so in the Booking Hall recording and/or in their memorandum book notes.

If one or more of these three behaviours were found to exist, as evidenced by the A&QA team, the OIC was deemed to have used rigour in authorizing a level three search.

As a result, in the 121 (69%) of the 175 cases where the parading officer adequately articulated their grounds for requesting a level three search and the OIC subsequently authorized the search, the OIC was deemed to have exercised rigour.

Of the 54 (30%) remaining cases, the OIC made the decision to conduct a level three search without the benefit of any articulation from the parading officer in 31 searches. Twenty three of the 54 level three searches were not captured in the Booking Hall recordings. As a result, A&QA conducted a detailed examination of the 54 searches to determine whether there was a basis for the level three searches. This examination encompassed a review of the nature of the

offence, the circumstances of the arrest and relevant documents, such as memorandum books and information contained in the Versadex system. In 53 cases, A&QA found that the OIC exercised sound judgement in authorizing a level three search. In the remaining one case, the search was authorized by a Detective in the investigative office instead of the OIC. The level three search was lawful, although the Detective was not in compliance with the search procedure which requires the approval of an OIC.

I. Search Template Completion

Service Procedure 01-02, Search of Persons stipulates that a Search of Person text template must be completed once a level three or four search has been completed or partially completed.

A search template for one of the 175 searches conducted could not be located. A&QA noted that in several cases, search templates which had been completed were not found in the GO occurrence text file where they should have been filed. It is possible that this template was completed, but misfiled. The officer that conducted the search has been notified and a search template has since been completed.

A search template for one of the 175 searches was located, but the officer did not complete the justification section. The officer that conducted the search has been notified and the missing information entered.

Over the course of the audit, A&QA identified the following issues with the search template itself and its completion:

- i. There appears to be inconsistent recording of officer's articulated justification within the template. Since the Search Officer is responsible for completing the search template, A&QA compared the justification provided by the officers at the time of the booking with the justification noted on the search template for the 121 cases where the officer requested a level three search and that search was authorized in the Booking Hall recording. Of the 121 templates reviewed, only 19 (16%) reflected the justification articulated at the time of the booking.
- ii. Officers are incorrectly completing the "Items found during Level 3/4 search only" portion of the template. Some officers are recording items such as belts and shoe laces which should be properly recorded under the "Property" folder in Versadex, rather than on the template since a level three or four search is not required to seize these items. Other officers are seizing items during the level three search that should have been recorded in this section, but were not.
- iii. A&QA noted that there are inaccuracies in the search template specifically when the arrested person is going to be detained for court, commonly referred to as being "Show Caused". In these situations, officers tend to check off the "Heightened safety concerns applicable to Show Cause/Detention Order" box as well as the remaining five boxes contained in the justification section of the template. Therefore, the

factors articulated by the officers requesting the search are not accurately reflected in the search template.

The purpose of the search template is to collect statistical information for reporting purposes. It is therefore essential that they be completed accurately and consistently. The inconsistencies and errors identified in template completion may be due to insufficient training as A&QA were unable to find coverage of this topic in the training materials reviewed, except for the Booking Hall Safety Procedure Course which is intended for Booking Hall Officers and OICs. Officers responsible for conducting searches do not generally fall in this category. Training on how to properly complete the search template and the importance of completing it fully and accurately should be provided to these officers.

J. Memorandum Book Notes

Officers are required to record the details of all searches in their memorandum books, including the grounds for the level of search conducted. That said, OICs, in determining whether to authorize a level three search, must rely on what officers verbally articulate (the circumstances of the case and the information provided by the accused) as in most cases, the officer has not yet completed their memorandum book notes by the time the accused is paraded before the OIC. Therefore, in determining if there was adequate articulation, A&QA first reviewed the Booking Hall recordings. If the articulation provided on camera was insufficient or no articulation for a level three search was captured on camera, memorandum book notes were obtained and reviewed.

A&QA reviewed 174 memorandum books, comprised of 119 search officer books and 55 OIC books, in the cases where a booking hall recording was not available or was insufficient. In conducting the assessment, A&QA deemed the memorandum book notes were adequate if they contained the grounds for requesting the search and details of the search as required by the search procedure.

Of the 119 Search Officer notes reviewed, 54 (45%) were found to be adequate, and of the 55 OIC notes reviewed, 36 (65%) were found to be adequate. Overall, 90 (52%) of the memorandum books reviewed by A&QA were compliant with the search procedure. However, to address the percentage of memo book notes that could have been more complete, the involved members were notified; a routine order will be published; and more emphasis on note taking has been incorporated into the 2015 ISTP curriculum.

K. Level Four Searches

Of the 175 searches reviewed, two went on to become level four searches. In both cases, the officers were performing a level three search, which had been authorized by the OIC, when they observed an object protruding from a body cavity. This observation provided the officers with reasonable grounds to believe that evidence had been secreted in a body cavity. The involved officers adequately articulated the grounds to the OIC and the OIC utilized rigour in approving the two level four searches.

The search procedure states that level four searches must be conducted by a qualified medical practitioner at a medical facility, and a search template must be completed. Following an analysis of the Booking Hall recording and a review of the OIC and search officer's memorandum books, it was confirmed that both arrested persons were escorted to a hospital and the secreted substances removed by a medical professional. Therefore, both level four searches were conducted in compliance with the search procedure.

L. Threshold for Level Three Searches

To address the question of whether the Service's threshold for conducting level three searches is too low, A&QA contacted six police services throughout the Province. The six police services contacted provided the A&QA team with their policies/procedures related to search of persons. The requirements of these policies/procedures were examined with regard to the level of authorization, articulation, search form/template completion, and memorandum book notation. This review determined that Service governance and threshold for level three searches is comparable to that of these other police services.

M. Disciplinary Process

A&QA reviewed Service Procedures and Chapter 13 Appendices which provide guidance to supervisors on how to initiate an internal conduct complaint against a police officer and outline in detail the Service's disciplinary process. A breach of the search procedure during the booking process could be regarded as a conduct issue and an internal investigation initiated to determine the seriousness of the breach.

Substantiated conduct complaints are resolved based on the seriousness of the breach. Minor breaches can be handled by way of a verbal reprimand, specified counselling/treatment/training, a specified program or activity or any combination of these three. More serious breaches may be referred to the Chief and may culminate in the officer appearing before the Police Tribunal.

N. TPS Form 901 - Policy, Service or Conduct Report

Discipline that is tracked by TPS can be found through an examination of TPS Form 901, Policy, Service or Conduct Reports. Discussions with Professional Standards revealed that no TPS Form 901s, relating to searches of persons, were generated between June 15 and August 15, 2014.

O. OIPRD and External Complaints

A&QA requested information on any civil matters currently facing the Service as a result of level three or level four searches, or public complaints made through Professional Standards or the Office of the Independent Police Review Director (OIPRD). Between June 15, 2014 and August 15, 2014 there were no complaints received by Professional Standards relating to level three or level four searches.

P. Allegations of Police Dishonesty

The Ontario Ministry of the Attorney General, Criminal Law Division's policy on allegations of police dishonesty while under oath requires a Crown Counsel, where there is a judicial finding or comment that an officer has been deliberately untruthful under oath or if they become aware of credible and reliable information that an officer has been deliberately untruthful under oath, to direct the matter to their Crown Attorney for review. The Crown Attorney has 30 days to review the information received and determine if there are grounds to believe the officer was deliberately untruthful under oath. If there are grounds, the Crown Attorney must forward the matter to the Director of Crown Operations, who determines whether the matter should be forwarded to the corresponding Chief of Police for further investigation.

A&QA requested all incidents between June 15, 2014 and August 15, 2014 and Corporate Risk Management reported that none had been referred to the Chief during this time period.

Conclusion:

The Service was asked by the Board to review the practice of search of persons with a focus on level 3 searches with particular attention on the threshold, policy, procedures, training, and the rigour of supervision. The Audit and Quality Assurance Unit undertook the review. To conduct this review, A&QA reviewed 175 instances of level 3 searches.

A&QA determined that all searches were justified and lawful and no misconduct was found. The audit confirmed that the threshold used by TPS conforms to the law and is consistent with the threshold used by other services.

The audit also found that the Service procedure governing search of persons provides appropriate instruction and guidance for Toronto police officers and that the training curriculum is adequate. However, the audit revealed a degree of non-compliance with the procedures. Some OICs did not record on camera that prisoners were to be level 3 searched, nor inform them of the manner and location of the search, while some parading officers and OICs could have made more detailed notes in their memo books regarding the search. Finally, the audit noted that some search officers were not clear on what should be recorded on the search report or in the officer's memo book. These deficiencies have been remedied by informing the involved officers, and by incorporating greater emphasis on note taking and record keeping in the 2015 ISTP. A routine order will soon be published.

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

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

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

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

Chief Blair responded to questions about the foregoing report.

The Board approved the following Motion:

THAT the Board receive the Chief's report, the depositions by Mr. Sewell and Mr. Langenfeld and the written submissions.

Moved by: A. Pringle

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JANUARY 21, 2015**

#P4. ADULT SCHOOL CROSSING GUARD PLACEMENT

The Board was in receipt of the following report November 26, 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 May 15, 2014 (Min. No. P106/14 refers) the Board approved the following motions:

1. THAT the Chief review the TPS's Traffic Services School Crossing Guard Evaluation Program Policy, Criteria and Procedure with the intention of establishing a new procedure, if required;
2. THAT the Board defer the foregoing report from the Chief and consider it at the August 2014 meeting;
3. THAT the Board request the Chief, or his designate, to meet with Councillor Matlow; and
4. THAT the Board receive the deputation by Councillor Matlow and Ms. Buck.

Discussion:

The Ministry of Transportation (MTO) / Ontario Traffic Council (OTC) guidelines outline the procedures for investigating requests for school crossing guard placements. The School Crossing Guard Review 1992, published by the MTO and the OTC, is used in nearly all police jurisdictions across Ontario. The placements of school crossing guards hinge on the existence of adequate gaps in traffic to permit students to safely cross the roadway. The evaluation procedure involves site investigations, which include measurement of gaps in traffic, sightline and stopping sight distance measurements. The investigations apply to requests for school crossings at mid-block locations, intersections with 2-way stop control, 4-way stop control and signalized intersections. They are scheduled for the half hour prior to school entry and for the half hour after school dismissal.

According to the MTO/OTC Guide, it is the responsibility of the Site Inspection Authority to ensure the safety of students by implementing a uniform and consistent reference that will apply to all site inspections. In Toronto, the Site Inspection Authority rests with the Toronto Police Service, Traffic Services Unit (TSV).

The School Crossing Guard Program is administered under the direction of the Unit Commander of TSV. When a request for a school crossing guard is received, it is assigned to the Survey Team at TSV.

The Toronto Police Service's (Service) policy requires one full day (10 hours) of evaluation for school crossing guard placements and three full days of evaluation for removals. Requests are assessed in the order in which they are received. Surveys must be conducted on a regular school day. Weather is a factor that affects traffic volume as well as the number of students walking to school. As such, surveys are not conducted in poor or severe weather conditions. When the placement of a school crossing guard is recommended by the Survey Team, a guard is placed immediately on a temporary basis until a permanent one is approved by the Chief of Police.

At present, the Service has 598 school crossing guard locations. Requests for school crossing guard placements have been increasing in recent years: 46 requests for surveys in the 2011-2012 school year; 53 requests for surveys in the 2012-2013 school year; 62 requests for surveys in the 2013-2014 school year and 31 requests for surveys in the current school year.

On July 14, 2014, a meeting was held between Deputy Chief Mark Saunders, Superintendent Gord Jones of Traffic Services and Councillor Josh Matlow. During the meeting, an overview of the Service's Adult School Crossing Guard Placement Program was provided. School crossing guard placement issues and concerns at the Davisville Public School were also discussed. A further meeting was convened on October 8, 2014 with Councillor Matlow, a representative from the City of Toronto Transportation Department, Davisville Public School officials, parent representatives and TSV representatives in attendance. The request for a school crossing guard was discussed and explanations were provided by TSV on the methodology and criteria to have a school crossing guard placed.

To enhance the overall efficiency and the ability of the Service to deliver the School Crossing Guard Program, the following initiatives are underway:

1. Chief's Internal Organizational Review (CIOR) – The Civilianization and Centralization of the School Crossing Guard Program.

Through the approved CIOR - Civilianization and Centralization of the School Crossing Guard Program, recommendations were made for an increase of surveying duties by civilian school crossing guard supervisors. Civilianization will provide the ability to perform more surveys, which will improve the efficiencies of the program, since locations with redundant crossing guards can be removed and those requiring crossing guards can be staffed. This will enhance public safety and improve customer service by increasing the capacity to not only survey new

requests, but also conduct the requisite three day survey in order to identify unnecessary school crossing guard placements.

2. Closer Liaison between the Survey Team and the Toronto School Boards to analyse the potential number of students in the requested schools catchment area.

Under normal circumstances, if a survey is conducted and the numbers of children do not warrant the placement of a guard, a crossing guard will not be approved. However, if the Survey Team liaises with the School Boards and is able to more accurately determine the number of students in the catchment areas, the analysis may indicate the need for the temporary placement of a school crossing guard.

3. Exploring cost recovery options for situations in which a school crossing guard is temporarily required at a location due to construction or roadwork.

The MTO/OTC guidelines do not make provision for construction or roadwork guard placement. In Toronto, requests to study potentially unsafe locations due to construction and roadwork are handled like all other requests. If recommended by the Survey Team, a temporary crossing guard will be assigned until the end of construction.

As such, during the planning stages of construction and roadwork, in addition to city department requirements already included, consideration should be given to incorporate the TPS School Crossing Guard program.

4. Forming a School Crossing Guard Advisory Committee for the purpose of reviewing the Survey Team recommendations, if the original requestor wishes to appeal the decision.

The advisory committee would be responsible for reviewing the identified school crossing guard survey and would, after a fulsome review, provide a decision to either support or overturn the Survey Team recommendation. Similar committees already operate in other GTA jurisdictions.

Members should include:

- Survey Team, Toronto Police Service – Traffic Services Unit
- School Crossing Guard Supervisor
- Traffic Operations Manager – City Transportation
- Parking Enforcement Manager, TPS – Parking Enforcement Unit
- Principal/Vice Principal - Toronto District School Board
- Principal/Vice Principal - Toronto District Catholic School Board
- Student Transportation Representative

5. Conducting a review and a survey of all school crossing locations every five years at a minimum.

The MTO/OTC guidelines propose that for reasons such as school closures, bussing or boundary changes, it may be necessary to review the need for an existing school crossing guard placement. If in monitoring existing school crossings, it is observed that traffic patterns have changed or it appears that the minimum number of student criteria is no longer met, it may be necessary to conduct a site inspection and gap study to fully evaluate whether there is a basis for removing the school crossing guard function. The requests for removal of a school crossing guard are normally initiated by a divisional school crossing guard coordinator. Upon receiving the request, the site is surveyed to determine if the existing school crossing guard is still necessary. The same factors and criteria considered for the placement of school crossing guards are also considered in removal. The removal studies require a three day survey to be conducted. The findings of the Survey Team are presented to the Chief of Police for final approval.

As neighbourhood demographics are continuously evolving, the changes may leave guards in positions where they are no longer warranted or required. A five year cycle review would be sufficient to make an objective evaluation of the site and remove and relocate unnecessary guards.

6. Reviewing the School Crossing Guard Program placement criteria every five years, to ensure that the methodology used remains current.

The MTO/OTC guidelines do not make provisions for a review of methodology and criteria used for the placement of a school crossing guard. Advances in technology have made possible the potential for technological solutions such as automated speed measuring devices or Red Light Cameras for certain locations to assist in such evaluations.

Conclusion:

The Service currently has an all-encompassing program relating to the placement and removal of school crossing guards. These initiatives will further enhance this program and enable the Service to provide a more efficient and effective service to the City of Toronto, the school boards and the communities that we serve. These initiatives will also allow for the Service to include more community based partners in the decision making process for adult school crossing guard placements, allowing for more accountability and the sharing of the responsibility when it comes to pedestrian safety.

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

Cont...d

Ms. Naomi Buck was in attendance and delivered a deputation to the Board about the foregoing report.

The Board was also in receipt of a copy of Minute No. P106/14 from the meeting held on May 15, 2014. A report from the Chief dated March 20, 2014 contained within the Minute had been deferred by the Board on May15, 2014. A copy of Minute No. P106/14 is appended to this Minute for information.

The Board approved the following Motions:

- 1. THAT the Board receive the deputation by Ms. Buck;**
- 2. THAT the Board receive the Chief's report dated November 26, 2014; and**
- 3. THAT the Board receive the Chief's report dated March 20, 2014 contained in Minute No. P106/14.**

Moved by: D. Noria

- COPY -

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MAY 15, 2014**

#P106. 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.

The following persons were in attendance and delivered a joint deputation to the Board:

**Josh Matlow, Councillor, City of Toronto; and
Naomi Buck**

Following their deputation, Councillor Matlow responded to questions by the Board.

Chief Blair also responded to questions by the Board.

The Board approved the following Motions:

- 1. THAT the Chief review the TPS's Traffic Services School Crossing Guard Evaluation Program Policy, Criteria and Procedure with the intention of establishing a new procedure, if required;**
- 2. THAT the Board defer the foregoing report from the Chief and consider it at the August 2014 meeting;**
- 3. THAT the Board request the Chief, or his designate, to meet with Councillor Matlow; and**
- 4. THAT the Board receive the deputation by Councillor Matlow and Ms. Buck.**

Moved by: A. Pringle



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 JANUARY 21, 2015**

#P5. CENTRAL JOINT HEALTH AND SAFETY COMMITTEE MEETING

The Board was in receipt of the Minutes from the Central Joint Health and Safety Committee meeting held on October 14, 2014. A copy of the Minutes is appended to this Minute for information.

The Board received the Minutes from the CJHSC Meeting held on October 14, 2014.

Moved by: S. Carroll



Central Joint Health and Safety Committee

- MEETING MINUTES -

Meeting Room
Toronto Police Association
Toronto, Ontario

Tuesday,
October 14, 2014
at 11:00 AM

Meeting No. 53

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

Also Present: Mr. Rob Duncan, Safety Planner & Program Coordinator, OH & Safety
P.C. Christian Pelletier, Safety Officer, Occupational Health & Safety
Ms. Deirdre Williams, Recording Secretary

Guests: Ms. Dawn Lipop, Office Administrator, TPA
Ms. Tanis Hurst, Executive Assistant, TPA*

* Staff representative on the Toronto Police Association - Health and Safety Committee

Chair for this Meeting: Mr. Keith Bryan, TPA, Committee Co-Chair

Opening of the Meeting:

1. Mr. Bryan extended a welcome to everyone attending the meeting at the Toronto Police Association's new facility at 2075 Kennedy Road.

Ms. Lipop and Ms. Hurst described some of the work that they perform as employees of the TPA.

2. The Committee approved the public and confidential Minutes from its meeting held on July 04, 2014.

The Committee considered the following matters:

3. Improvements to Internal Communication and Education with Respect to Workplace Violence and Harassment
Update by: Mr. Tony Veneziano, TPS Command Representative

Mr. Veneziano advised the Committee that the OHS Unit will work with the Diversity Management Unit to develop a plan to improve the way in which information about workplace violence and harassment is communicated to TPS members internally. Mr. Veneziano said that the plan will include a component on accountability and that TPS members will have a responsibility to report any alleged instances of workplace violence and harassment.

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

Status:	Improvements to Internal Communication and Education with Respect to Workplace Violence and Harassment: <u>Ongoing</u>
Action:	Mr. Veneziano will provide an update on this matter at the next Committee meeting.

4. Initiatives for Broader and Ongoing Communication and Education with Respect to Health, Safety and Wellness
Update by: Mr. Tony Veneziano, CAO, Command Representative

Mr. Veneziano described some of the new initiatives that the OHS Unit is currently working on to improve the way in which information about health, safety and wellness is communicated to TPS members internally.

P.C. Pelletier said that Local Joint Health and Safety Committees (LJHSCs) are operating at 38 TPS facilities across the City of Toronto and that part of his role is to attend meetings of LJHSCs at various TPS facilities throughout the course of the year in order to determine whether there are any common issues or concerns, and to act as a resource for the LJHSC members.

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

Status:	Initiatives for Broader and Ongoing Communication and Education with Respect to Health, Safety and Wellness: <u>Ongoing</u>
Action:	Mr. Veneziano will provide an update on this matter at the next Committee meeting.

5. Police Dog Services: Installation of a Washing Machine/Dryer and Request for Wide Brim Sun Protection Hats
Update by: Mr. Tony Veneziano, TPS Command Representative

- Installation of a Washing Machine/Dry:

Mr. Veneziano advised that he had consulted with Deputy Chief Mark Saunders, Specialized Operations Command, and conveyed the Committee's opinion that there is a need to install a washing machine and a dryer at Police Dog Services (PDS) to enable the officers to clean or decontaminate their uniforms. Mr. Veneziano said that the request for a washing machine will be included in the TPS 2015 State of Good Repair. In response to an inquiry by Dr. Mukherjee, Mr. Veneziano confirmed that, while funds are currently available to support the purchase and installation of a washing machine and dryer at PDS, the expenditure must be approved by the TPS Command through the State of Good Repair process. Mr. Veneziano said that, hopefully, a decision will be made by the TPS Command in early 2015.

- Request for Wide Brim Sun Protective Hats:

Mr. Veneziano said that he had consulted with Deputy Chief Mark Saunders, Specialized Operations Command, and it was agreed that wide brim sun protection hats would be issued to all of the officers working at PDS as opposed to the current practice of providing wide brim hats solely to training officers.

Written notes provided by Mr. Veneziano with respect to these two matters are attached to the Minutes for information.

Status:	Installation of a Washing Machine/Dryer at PDS: <u>Ongoing</u>
Action:	Mr. Veneziano will provide an update at the next Committee meeting on the status of installing a washing machine and a dryer at PDS.

Status:	Request for Wide Brim Sun Protection Hats: <u>Resolved.</u>
Action:	The Committee agreed that this matter has been resolved and that no further action is required at this time.

6. List of Healthy Takeaway Meals for Members Who Are Working Shifts
Update by: Mr. Tony Veneziano, TPS Command Representative

No information regarding this matter was provided to the Committee at this time. Mr. Veneziano said that he would provide a response at the next meeting.

Status	Request for a List of Healthy Takeaway Meals for Members Who Are Working Shifts: <u>Ongoing</u>
Action	Mr. Veneziano will provide a response at the next Committee meeting.

7. Occupational Health and Safety Awareness Day – Preliminary Summary of Results
Update by: Mr. Rob Duncan, Safety Planner & Program Coordinator, OHS

Mr. Duncan provided a brief update on the preliminary participant survey results following the Occupational Health and Safety Awareness Day that was held at the Toronto Police College on Thursday, October 02, 2014. He also indicated that a full report would be provided to the Committee at its next meeting.

Mr. Duncan said that approximately 160 participants had attended the Awareness Day. The Committee discussed the feasibility of increasing the number of available spots for the 2015 Awareness Day and inquired as to whether the event could accommodate the additional participants. Mr. Duncan said he would review this matter and provide a response in the full report.

Noting that the TPSB and TPA are currently contributing \$2000 each towards the costs of hosting the Awareness Day, Dr. Mukherjee asked Mr. Duncan to review whether the amount is adequate. He said that if the amount is not sufficient, Mr. Duncan's full report should include a recommendation to increase the financial assistance to an amount that he believes would be appropriate. Mr. Bryan said that the TPA would continue to match any amount of financial assistance that is provided by the TPSB.

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

Status:	Results of the 2014 OHS Awareness Day: <u>Ongoing</u>
Action:	Mr. Duncan will provide a full report to the Committee at its next meeting.

Quarterly Update:

8. TPS Wellness Initiatives & Wellness Information on the Intranet
Update by: Mr. Tony Veneziano, TPS Command Representative

Mr. Veneziano delivered the quarterly wellness update, including the results of recent wellness initiatives. He also provided details of the updates that have been made to the TPS Intranet wellness site to include broader information about wellness issues and opportunities.

Written notes provided by Mr. Veneziano with respect to these issues are attached for information.

Status:	Quarterly Update: TPS Wellness Initiatives: <u>Ongoing</u>
Action:	Mr. Veneziano will provide a further update at the next meeting.

New Matters:

9. Barn Swallows at the Marine Unit
Update by: Dr. Alok Mukherjee, TPSB, Committee Co-Chair

Dr. Mukherjee provided a report which contained a recommendation that the Committee re-open the matter of barn swallows at the Marine Unit; a matter that the Committee had previously considered to be resolved. The Committee agreed to re-open the matter. Dr. Mukherjee drew the Committee's attention to an article that was published in the *Toronto Star* on August 13, 2014 in which it was reported that the barn swallows continue to nest in the rafters of the boat house. A copy of Dr. Mukherjee's report is attached to these Minutes for information.

Mr. Duncan advised the Committee that, to date, the barn swallows have not been discouraged by the efforts that the TPS and the City of Toronto have made to block the passages through which the swallows can enter the boat house. He said that the barn swallow is a bird that is identified as a species at risk in Ontario and, therefore, its status in the province as a threatened species prohibits any attempts to disrupt their nests once they have been established.

Mr. Duncan said that OHS is aware that members of the Marine Unit had been concerned about the possibility of contracting histoplasmosis from potential exposure to bird feces, and that these concerns had been discussed with members. He said that the boat house is cleaned and power-washed regularly and, currently, the risk of contracting histoplasmosis is estimated to be low.

Mr. Duncan also said that the City of Toronto is attempting to determine whether there may be a provision in the *Species at Risk Act* to permit a regulatory exemption at the Marine Unit given the importance of the work that is performed at that facility. Mr. Veneziano said that the City is seeking advice from wildlife consultants.

The Committee also approved recommendation no. 3 contained in Dr. Mukherjee's report in which it was requested that Mr. Veneziano provide a full report on this matter for its next meeting.

Status:	Barn Swallows at the Marine Unit: <u>Ongoing</u>
Action:	Mr. Veneziano will provide a report to the Committee at its next meeting.

10. Mental Health in the Workplace
Update by: Dr. Alok Mukherjee, TPSB, Committee Co-Chair

Dr. Mukherjee advised that on October 09, 2014, the TPSB approved the establishment of a Joint Sub-Committee on Mental Health in the Workplace to address issues related to the mental health of TPS members and to ensure that the TPS is a psychologically healthy and safe workplace for all its members. Dr. Mukherjee said that the TPSB believes the implementation of a standard to achieve a psychologically healthy workplace is a shared responsibility, therefore, the

composition of the Joint Sub-Committee will allow for the inclusion of the perspective of several key stakeholders, including representatives of the TPA. An invitation would be sent to the TPA shortly seeking the names of any representatives that the TPA may delegate to participate on the Joint Sub-Committee.

Dr. Mukherjee said that the new Joint Sub-Committee will work parallel to the (CJHS) Committee.

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

Status:	Establishment of a TPSB Mental Health in the Workplace Joint Sub-Committee: <u>Resolved.</u>
Action:	The Committee agreed that this matter has been resolved and that no further action is required at this time.

Other Matters:

11. Mr. Veneziano provided written details of the following additional matters:

- x-ray equipment & baggage scan devices– refresher training will be provided to all TPS members who operate x-ray equipment at Headquarters and baggage scan devices at the courts; and
- Ebola virus disease – the TPS is monitoring new developments about Ebola virus disease in the event that it is identified in Canada and is reviewing the TPS pandemic plan to ensure that it includes the appropriate steps that will be required if there is a need to respond to a situation which involves a person who is suspected of having Ebola virus disease.

Written notes provided by Mr. Veneziano with respect to these issues are attached for information.

Tour of the Toronto Police Association:

12. At the conclusion of the meeting, Mr. Bryan conducted a tour of the TPA facilities for the Committee members.

****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. Keith Bryan, Co-Chair Toronto Police Association
Mr. Tony Veneziano, Command Representative, Toronto Police Service	Mr. Jon Reid, Executive Representative Toronto Police Association

Central Joint Health & Safety Committee (CJHSC)

Notes for Minutes

Date of Meeting: Tuesday, October 14, 2014
Time: 10:00 hrs
Location: Toronto Police Association, 2075 Kennedy Rd.

Public Agenda Items

#	Item	Notes
4	Workplace Violence & Harassment Communication	<ul style="list-style-type: none"> ▪ The OHS Unit will engage with the Diversity Management Unit to develop a communication plan with respect to workplace violence and harassment. ▪ This topic will also feature in some of the health and safety communication currently being planned due to its relevance to occupational health and safety.
5	Communication with respect to health, safety, and wellness	<ul style="list-style-type: none"> ▪ The 7th Annual Occupational Health & Safety Awareness Day drew over 170 participants and was an important means by which OHS information was communicated to Service members. ▪ The OHS Unit has assigned the new Safety Officer as the Joint Health & Safety Committee liaison. He will be attending JHSC meetings across the Service throughout the year to share key messages and act as a resource for local committee members. ▪ A monthly OHS Bulletin is being developed to enhance communication with local JHSC members and therefore by extension, with all Service members. ▪ The OHS Unit is working to improve its internal website to include topical news items, useful resources, and other information.
6	Police Dog Services: Installation of washer/dryer and request for wide-brim hats	The possibility of installing a washer and dryer is under discussion with Facilities Management. It has been determined that there is no obstacle to providing wide-brim hats to members in Police Dog Services.
11	Quarterly Wellness Update	Quarterly statistics for May to August, 2014 are summarized below:
	TPS Yoga Program Biweekly sessions (on-going) at the Toronto Police College. Number of people attending: 5-15 per session.	

ISTP Wellness

Topic: Building Resiliency & Post-Traumatic Stress Disorder
984 members attended the ISTP Wellness Presentation.

Nutrition Presentations

(including Pre + Post OPC Recruits and Platoon Training)
Presentations: 25 People attended/reached: 480

Nutrition Consults

Number of consults/members reached: 71

Fitness Pin Incentive

Number of tests: 557 fitness pin tests (536 passes, 21 fails)

Fitness Consults

Number of consults/members reached: 38

UPCOMING & CURRENT WELLNESS INITIATIVES

Fitness Consults/Fitness Pin Testing Continuing

Nutrition Consults/Nutrition Presentations Continuing

TPS Yoga Program to be offered Service-wide

- Currently running at 14 Division (twice a week for 8 weeks with platoon training yoga sessions to be booked for the New Year).
- Yoga is currently running at the Toronto Police College and Headquarters.
- Yoga to be offered at other locations across the Service.

Fall 2014:

- Trauma and Building Resiliency Presentation for Civilians
- Meditation program (10 weeks) to be run at Headquarters beginning in October

Wellness Website

The Wellness Team has continued to develop and generate content for the sections which include Eat Right, Think Right, Move Right, Heart Right and Sleep Right. New content includes fitness articles as well as nutrition articles on digestion, healthy eating for shift workers and weight management. The Wellness Website has been a practical way for members sign up for Fitness Pin Testing. The on-line process is easy to use and also provides preliminary Fitness Pin instructions. The Wellness Website also has a recipe section, which includes Breakfast, Lunch and Dinner options, as well as Dairy and Gluten Free meal ideas. Average monthly visits: 350

Additional Items:

- The Occupational Health and Safety Unit is facilitating refresher training for all members and Court Officers who operate X-ray equipment in TPS Headquarters and Courts with baggage scan devices. The training is conducted every three years to ensure that members understand and apply safe operating procedures. This training will take place in December, 2014. The annual OHS safety inspection of all X-ray equipment will also take place in December, 2014.
- In response to the situation in Africa with respect to Ebola virus disease, the Service has taken steps to enhance monitoring and ensure preparedness in the event that the disease should be identified in Canada. The Emergency Management & Public Order (EM-PO) Unit has assigned an analyst to track any new developments, and the Service pandemic plan is being reviewed to ensure that it addresses factors specific to Ebola. OHS and EM-PO are in regular communication, and updates are provided to the Toronto Police Operations Centre as required.



TORONTO POLICE SERVICES BOARD REPORT



October 10, 2014

To: Members,
Central Joint Health and Safety Committee

From: Alok Mukherjee, Co-Chair, Central Joint Health & Safety Committee
Chair, Toronto Police Services Board

Re: Barn Swallows at the Marine Unit

Recommendations:

It is recommended that:

- (1) the Central Joint Health and Safety Committee (CJHSC) open the matter of barn swallows at the Marine Unit; a matter that the CJHSC had considered to be resolved at its meeting on November 08, 2013;
- (2) the CJHSC review the article published by the *Toronto Star* on August 13, 2014 which reports that the barn swallows continue to nest in the rafters of the Marine Unit facility (copy attached); and
- (3) request Mr. Tony Veneziano, Command Representative, Toronto Police Service, to provide an update on the work that has been accomplished since November 2013 in order to fully resolve the concerns that had been expressed by members of the Marine Unit as well as any other new matters that have arisen with regard to the barn swallows.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Alok Mukherjee".

Alok Mukherjee
Co-Chair, Central Joint Health & Safety Committee
Chair, Toronto Police Services Board

file: barnswallows_reopenOctober2014.docx

Birds pack marine headquarters to the rafters

Police unit still battling nesting barn swallows two years after infestation began

TIM ALAMENCIAK
STAFF REPORTER

The police marine unit's headquarters is so full of barn swallows that officers have to keep the unit's 1941 Toyota craft wood-covered with a tarp to prevent droppings from crushing on the hull.

The birds have nested each year since about 2008, setting up in the rafters of the downtown base for the summer. The police first asked the city for help in 2012, according to police board minutes, requesting that work be installed to prevent the birds from nesting and protect not only the boats but also officers' health. Two years later, the birds are still free to nest in the rafters of the building.

"Obviously, left unaddressed, the issues with the swallows and droppings become very problematic. (The wood boat) would be covered within a day," said Staff Sgt. Greg Macdonald. "The point is that, to date, the issue is still as it was two years ago. To date there's been no further update that's been brought to our attention."

The police are tenants in the building at 299 Queens Quay, which is owned by the city, he said. The building has large garage-style doors that allow boats to dock directly inside it. The department is in charge of managing the property but has been pondering the request for at least two years. Deterred by the high cost of the netting, pegged at more than \$200,000,



The Toronto police marine unit must dock some of its boats under tarps to protect them from bird droppings.

and application process with the Ministry of Natural Resources. The RFP will be issued as soon as possible," Brown wrote in an emailed response.

It's a sensitive issue because there's been a rapid drop in the population of barn swallows and the species is threatened, but the Ministry of Natural Resources and Forestry is able to grant exemptions that would al-

low the city to prevent birds from nesting in the marine unit.

According to Jolanta Kowalski, spokeswoman for the ministry, they have not been contacted about the marine unit headquarters.

"If a property owner needs to make repairs, maintain, replace, cap or demolish a building or structure that is the habitat for barn swallows, they may be eligible to register with the

The point is that, to date, the issue is still as it was two years ago. To date there's been no further update that's been brought to our attention."

STAFF SGT. GREG MACDONALD
ON BARN SWALLOWS IN THE POLICE
MARINE UNIT HEADQUARTERS

Ministry of Natural Resources for an exemption," said Kowalski.

Under the law, the ministry must be contacted before any work that would affect the habitat of barn swallows begins. Any more that would destroy habitat for barn swallows must be matched by the creation of new habitat, according to the province's Endangered Species Act.

A report in 2012 warned of the possibly toxic effect that dust from the birds' droppings could have on officers.

Dick Cummings, a biologist with Biol Studies Canada, said the garage provides a perfect habitat for the birds.

Cummings said the population of barn swallows has dropped by about 80 per cent in the just 40 years, landing the birds on the threatened species list in Canada. On top of that, they are a migratory species, making it against the law to disturb their active nests, said Cummings. But it is possible to discourage the birds from nesting in certain environments.

"The population has shrunk and gone down to these prime nesting sites," said Cummings. "The nesting urge is very strong. Birds like to nest in those sites; they like to nest where they've always nested."

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**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JANUARY 21, 2015**

**#P6. PROVINCIAL RESPONSE - RECOMMENDATION TO AMEND THE
POLICE SERVICES ACT - PARKING INFRACTION NOTICE**

The Board was in receipt of correspondence dated November 17, 2014 from Madeleine Meilleur, Attorney General, containing a response to a recommendation to amend the *Police Services Act* to allow service by first-class mail when the operator of a motor vehicle drives away during the issuance of the parking infraction notice. A copy of the Attorney General's correspondence is appended to this Minute for information.

The Board received the correspondence from the Attorney General.

Moved by: A. Pringle

Attorney General
McMurtry-Scott Building
720 Bay Street
11th Floor
Toronto ON M7A 2S9
Tel: 416-326-4000
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Our Reference #: MC-2014-5819

November 17, 2014

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

Dear Mr. Mukherjee:

Thank you for your letter regarding the Toronto Police Services Board's recommendation to provide for mail service of Parking Infraction Notices where the operator of the vehicle drives away while the officer is issuing the ticket.

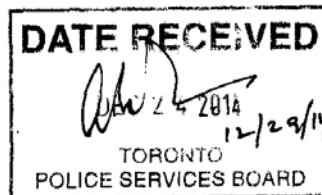
The issue of mail service of parking infraction notices has been considered a number of times in the Ministry. One of the key concerns raised is the difficulty in defending against a ticket received by mail days after the offence, when memories have faded or parking authorization receipts have been discarded.

I certainly appreciate the need to maintain the safe and smooth flow of rush hour traffic in Toronto, and I will direct my officials to examine this issue again, particularly in the context of Chief Blair's report.

Thank you again for writing.

Sincerely,


Madeleine Meilleur
Attorney General



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JANUARY 21, 2015**

**#P7. BI-MONTHLY REPORT: TORONTO 2015 PAN AMERICAN/PARAPAN
AMERICAN GAMES – STATUS REPORT**

The Board was in receipt of the following report January 06, 2015 from William Blair, Chief of Police:

Subject: TORONTO 2015 PAN AMERICAN/PARAPAN AMERICAN GAMES -
STATUS REPORT

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

The Province will be funding all salary and non-salary incremental expenses related to the planning, operational, and demobilization phases of the Pan American/Parapan American Games (Games). This funding will be provided through a Cost Contribution Agreement (CCA) between the Toronto Police Service (Service) and the Ministry of Community Safety and Correctional Services. All police services involved in providing security for the Games have been negotiating a commonly worded agreement with the Province. As a result, it has taken longer than expected to arrive at a mutually agreeable CCA. The one outstanding issue for some police services concerns the legal indemnification of the Province. At the time of writing this report, it appears this issue will be resolved and a CCA will be brought to the Board for approval at the January 2015 meeting.

In consultation with City Finance and City Legal staff, the Service's 2015 operating budget will incorporate budget projections for staffing and all authorized expenditures through to October 31, 2015.

The Service's Finance liaison for the Games has consulted with the City's Insurance and Risk Management Division with respect to the purchase of additional insurance for the Games. City Insurance and Risk Management has advised that at this time, there is no justification to acquire Games' specific liability coverage, as the existing insurance coverage provided by the City is adequate.

Background/Purpose:

The Toronto 2015 Pan American/Parapan American Games (Games) will be held in the City of Toronto and surrounding municipalities in July and August of 2015. Toronto hosts the largest portion of the Games' training and competition venues, including Athletes' Village where the

visiting athletes, coaches, and team officials from the 41 participating countries will be housed during the Games.

The Toronto Police Service Pan Am Games Planning Team remains focussed on preparing for the Games' operational phase (June 24 to August 21, 2015), working in conjunction with numerous stakeholder groups and representatives from the police services comprising the Integrated Security Unit (ISU).

Discussion:

This report provides a progress update with respect to business continuity and staffing strategies for the Games, development of a scheduling system to manage the volume of uniform and civilian work assignments, venue operational planning, traffic/transportation coordination, training, and the business and community liaison communication strategy.

Business Continuity and Staffing Strategies for the Games

Progress has been made with respect to the implementation of proposed strategies to increase the number of Service personnel available for deployment to Games' work assignments while maintaining sufficient staffing levels for business continuity.

Following extensive consultations with Human Resources and the Toronto Police Association, Service members have been given direction with respect to the reduction in the allowable percentage of uniform and civilian members who may draw vacation during the three-week period when demand for resources is at its highest (July 6 to 26, 2015, inclusive).

Confirmation has been received from the Director of Toronto Court Services that the scheduling of Provincial Offences Court attendance for police and parking enforcement officers will be suspended during the peak demand dates in July 2015. Training at the Toronto Police College will also be suspended during the peak dates noted above and college resources will be redeployed to support the Games.

Discussions have taken place with senior members from specialized units within the Service (Organized Crime Enforcement, Public Order, Traffic Services Motor Squad, Toronto Anti-Violence Intervention Strategy (TAVIS) officers, and Transit Patrol) to provide consistent staffing at Athletes' Village, as well as to ensure that mobile squads are available to provide a quick response to emerging situations that have the potential to disrupt the Games or the transportation of athletes.

Representatives from the City of Toronto have indicated that the issuance of permits for capital works projects, special events, and filming that necessitate road closures impacting the Pan/Parapan routes and surrounding venues will be kept to a minimum during the Games' operational phase. Discussions have also commenced with Accounting Services regarding the dissemination of information to companies that regularly request paid duty officers with the aim to reduce the number of these requests in July 2015.

Pan Am Scheduling System

The Pan Am Scheduling System (PASS) is an event management system specifically developed to manage the magnitude of work assignments (currently estimated at 26,000) at the multiple venues, traffic points, Games Route Network (GRN), Command Posts, and staging areas that will be located across the City of Toronto.

Personnel transportation details, GRN, traffic specialists, logistics management, technical support staff, security sweep requirements, rapid response teams, and other specialized resources can be prepopulated into PASS for assignment to Service members who possess the required training or skill sets to perform the identified job functions. The utilization of auxiliary members and Youth in Policing students is also being explored to determine if some job functions can be assigned to these individuals during the Games.

Members of the Service's Pan Am Games Planning Team will be validating staffing numbers and assignments for the traffic/transportation plan and for each venue to capture the specifics of every work detail prior to January 19, 2015, at which time the PASS system will be available on the Service's intranet for members to voluntarily self-select from the numerous work assignments. PASS also provides the capability for the Pan Am Games Planning Team to assign personnel to the tasks that may remain unfilled following the period of voluntary selection.

PASS will produce timesheets and a detailed copy of members' work assignments. A team comprised of Time and Resource Management System subject matter experts from within the Service will be established for the operational phase of the Games to enter this timekeeping data from approved deployment records.

The Service's Pan Am Games Planning Team – Business Continuity analysis of resource obligations to meet the policing and security requirements for the Games indicates that compliance with the staffing strategies noted above will provide sufficient internal uniform and civilian members to staff the Games and maintain business continuity. However, contingency plans will be in place to respond to unexpected issues or events that impact resource demands.

Detailed staffing plans are based primarily on the utilization of off-duty personnel with provisions for the use of on-duty and specialized resources where appropriate. If unforeseen circumstances arise and it should become necessary to draw from on-duty resources, the focus will be on all non-front-line units within the Service prior to drawing on any officers who fall within Community Safety Command. It is not anticipated that front-line operations will be impacted by the Games.

Operational Planning

The venue sites are divided into distinct areas within the City of Toronto, encompassing the West, North and East Zone, the Downtown Zone, and the CIBC Pan Am Park Zone (Canadian National Exhibition grounds and Ontario Place West Channel).

Venue planners are liaising with ISU partner agencies, Toronto 2015, and Contemporary Security Canada with respect to private security staffing numbers and the articulation of roles and responsibilities for private security and police personnel. They are also communicating with these stakeholders regarding vehicle and pedestrian screening area layout and staffing, and the provision of security equipment.

The team's plan writers have completed the first version of the draft operational plans for each venue within the different zones, addressing the fluctuating requirements throughout the Games' operational phase. Operational plans are also being prepared for the traffic/transportation plan, ceremonies and festivals, road events, Athletes Village, specialized units, logistics, business continuity, and the security sweep component. It is intended that the operational plans will be finalized in Q1 2015.

Competition and training venues remain fluid, however, and schedules are adjusted accordingly by Toronto 2015; therefore, operational plans, resource deployment, and associated logistics requirements will be reviewed, amended, and validated to incorporate changing information as it becomes available.

Traffic and Transportation

The Pan Am Transportation Team (PATT) is comprised of a number of stakeholder groups involved in the development of the traffic and transportation plan for the Games, as well as representatives from the various municipalities impacted by the GRN. The GRN is an approximate 770 kilometre route of streets and highways that connect the competition venues to Athletes' Village and other venues. There are 63 kilometres of GRN that fall under the Service's jurisdiction, of which 33 kilometres are priority lanes. The priority lanes will be embedded in temporary High Occupancy Vehicle (HOV) lanes that will be used for the reliable, timely and safe transport of athletes, team officials, Games' family members, dignitaries, media and general purpose vehicles that meet the HOV criteria.

The Don Valley Parkway, the Gardiner Expressway, and sections of Lakeshore Blvd. West are encompassed in the priority lane plans. The Traffic Team will play a vital role in keeping this system moving utilizing high visibility proactive patrols for enforcement and compliance, as well as enhanced response capabilities to clear the lanes should movement be impeded (Min. No. P195/14 refers). Transportation stakeholders have agreed to commence priority lane enforcement early in the operational phase (June 29, 2015) to allow time for public education, increased awareness of the temporary HOV lanes, and the modification of driver behaviour.

With the projected increase in the use of public transit systems, the Service's Traffic Team is working with representatives from the Toronto Transit Commission, GO Transit and railway stakeholders to establish an Enhanced Rail Response Team to develop mitigation strategies and facilitate quick response to transit stoppages and delays.

Venue Transport Working Groups have been formed for each venue and are tasked with developing the local area transportation plans for spectators, Games' family members, workforce, and volunteers. The local area plans will require some temporary road closures and

parking restrictions, turn prohibitions, and temporary City by-law amendments within the vicinity of the venue. The road race events will also impact the transportation network due to transit rerouting, road closures, access restrictions for vehicles and pedestrians, and spectator travel demands. Service traffic leads are active participants in stakeholder and working groups involved in traffic and transportation planning for the Games to minimize the impact on local area businesses and residents.

The Service is also a stakeholder in the Torch Relay planning, as the Pan American and Parapan American Torch Relays will pass through and culminate in the City of Toronto. There will be temporary road closures as the convoy progresses along the Torch Relay route. Four Service members have been selected for secondment to the Torch Relay Close Protection Team.

Pan Am Games Planning Team members continue to work on the development of traffic and transportation operational plans, as well as the operational plan and equipment/technical requirements for the Traffic Command Post.

Training

The Pan Am Games Planning Team continues to consult with subject matter experts from the Toronto Police College and the Public Safety Unit to assist in the development of the Games' training curriculum (Min. No. P195/14 refers).

Members of the Integrated Security Unit Training Working Group have reviewed the proposed content for the Canadian Police Knowledge Network (CPKN) self-directed training modules and have provided feedback to CPKN for incorporation into the design of the on-line training package that will be available for use by all participating ISU police agency members. A handbook is being developed for distribution to all personnel that will explain the accreditation process, provide answers to frequently asked questions, and supply them with a printed copy of training material covered in the on-line modules.

Games and venue specific training will be developed by each ISU partner police agency. This instructor led component will be delivered in units and divisions across the Service through the units' Training Sergeants, and will incorporate applicable Service Policies and Procedures. Anticipated delivery of the Games and venue specific training is Q2 2015.

As the Board was informed at its September 2014 meeting, the Service has scheduled scribe training in accordance with the Incident Management System (IMS) doctrine to increase the availability of scribes for the Games (Min. No. P195/14 refers). Service officers have been identified to participate in motorcycle training in the spring of 2015 to bolster the Traffic Services contingent, as required for the Games Route Network. Security sweep training will be offered at the Toronto Police College with the intent that the training content will be shared with other ISU partner agencies.

Service members have participated in a multi-agency table top exercise, as well as a practical training exercise for the Service only. Planning is underway for subsequent training and test events that will be held in 2015.

Community and Business Liaison – Communications Plan

The Service's Pan Am Games Planning Team – Community and Business Liaison pillar has been presenting material at units and divisions across the Service to provide members with information about the Pan Am and Parapan Am Games and how the Service and its membership will be impacted.

The presentation material encompasses information and a training video about the Pan Am Scheduling System (PASS) to encourage members to voluntarily register for assignments when the system is available for on-line task selection.

As of December 5, 2014, 107 presentations have been delivered. Additional presentation dates are planned for Headquarters and the Toronto Police College. In 2015, presentations to community groups will expand and will include representatives from the City of Toronto, the Ministry of Transportation, and Toronto 2015.

A key area of focus for information dissemination to external stakeholders is the subject of road event closures that impact local area businesses. To date, business notification meetings have been well received. Business and Community Liaison team members will continue to attend meetings with the Ministry of Transportation, Toronto 2015, and City of Toronto staff to acquire up-to-date information and communicate as appropriate to affected business and community groups.

A Service Pan Am website has been created and is updated weekly to provide current information to Service members about the Games, participating nations, the ISU, venue details, answers to frequently asked questions, and access links to external websites that provide additional Games' related documents. An internal Pan Am email account has also been established for Service members to ask specific questions about the Games.

In July 2014, a Toronto Police 2015 Pan/Parapan Am Games Facebook page was created, which is being accessed by a growing number of internal and external followers. As the Games draw nearer, the Facebook page will be utilized to communicate more detailed and timely information such as times of events and applicable road closures. A Toronto Police 2015 Pan/Parapan Am Games Twitter account has also been established and will be used to disseminate information to members and the public commencing in May 2015.

Command and Control:

The province has designated the Ontario Provincial Police as the lead for security, planning, and coordination of the Games with an established ISU comprised of representation from each of the participating municipal police services (Min. No. P275/12 refers).

As outlined in the ISU Concept of Operations, the Service will be responsible for and will retain authority for all security planning, operations, and demobilization at venues located within the City of Toronto, including traffic management decisions within the jurisdiction of the Service.

Service traffic leads will be assigned to the Unified Traffic Coordination Centre (UTCC) for the purposes of traffic command. The UTCC will monitor transportation issues on Pan Am travel routes, evaluate the potential impact of any transportation concerns, disseminate information to involved stakeholders, and coordinate the response of participating partners (Min. No. P134/14 refers).

Command Posts will also be set up to provide oversight and command and control for the North, East and West Zone, the Downtown Zone, CIBC Pan Am Park, Athletes' Village, and Traffic Services. These command posts will report to the Service's Major Incident Command Centre (MICC). Each venue will have a dedicated Venue Site Commander during peak hours and a designated responsible lead in off hours when there is little activity at the venue.

There will be one Unified Command Centre (UCC) that will be operational throughout the Games security operations phase. The UCC will be comprised of Commanders from all agencies participating in the ISU to facilitate information sharing and to provide a strategic level of command over the Games (Min. No. P134/14 refers).

Conclusion:

The Service's Pan Am Games Planning Team is actively engaged with Toronto 2015, City of Toronto divisions and agencies, ISU agency partners, and a number of stakeholder groups that are major contributors to the Games' planning, and ultimately, the success of the Games.

Pan Am Games Planning Team leads meet weekly with the team's project manager to review outstanding action items, and to provide status updates regarding items and timelines documented on the issue and risk logs. Critical issues that have the potential to impact the project's milestone dates are addressed at the management level, and where necessary, escalated by the Pan Am Project Lead to the Service's Command, the ISU, or respective stakeholder groups for resolution.

The Service's Pan Am Games Planning Team is currently validating data entered into the Pan Am Scheduling System to meet the target go-live date in January 2015. This will allow members an approximate three-month period to voluntarily select from available assignments, as well as provide sufficient time to initiate alternate strategies to ensure the assignments are filled well in advance of the operational phase.

Identified Service members will participate in a number of training/test exercises coordinated by the Service, as well as with City of Toronto and external stakeholder representatives. The Planning Team Community and Business Liaison will continue to disseminate timely, up-to-date information to the Service's membership and to local business and community groups.

Deputy Chief Mark Saunders, Specialized Operations Command, will be in attendance to answer any questions from the Board.

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

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

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

Chief Blair responded to questions about the foregoing report.

In response to an inquiry about the status of the body-worn camera pilot project, Chief Blair said that there are significant legal, community, technological, cost and storage issues to resolve and that it is highly unlikely that body-worn cameras would be used by officers during the Games.

The Board approved the following Motions:

- 1. THAT the Board receive the deputations by Mr. Sewell and Mr. Langenfeld and the written submission;**
- 2. THAT the Chief provide monthly reports on the preparation for the Games commencing in February 2015;**
- 3. THAT the Chair contact the Chairs of the other nine Police Services Boards and the OPP to identify issues of concern related to Board oversight of policing of the Games; and**
- 4. THAT the Chief deliver a presentation at the February 19, 2015 meeting on the integrated model of policing and the specific responsibilities of the TPS within that model drawing distinctions of the roles between those of the OPP, other police services and private security and the TPS.**

Moved by: A. Pringle

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JANUARY 21, 2015**

**#P8. ANNUAL REPORT – 2014 AWARDS GRANTED BY THE TORONTO
POLICE SERVICES BOARD**

The Board was in receipt of the following report December 03, 2014 from Alok Mukherjee, Chair:

Subject: AWARDS GRANTED BY THE TORONTO POLICE SERVICES BOARD:
JANUARY TO DECEMBER 2014

Recommendation:

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

Financial Implications:

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

Background/Purpose:

The following Toronto Police Services Board awards were presented to members of the Toronto Police Service during the period from January to December 2014:

MEDAL OF HONOUR:

Sgt.	ALDERDICE, Jeffery (5046)	22 Division
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MERIT MARK:

PC	ARSHAD, Sheraz (9560)	Intelligence Services
PC	MC MAHON, Joseph (2356)	22 Division
PC	POOLE, Anita (9936)	43 Division

COMMENDATION:

PC	BROMWICH, Nelofer (9888)	Community Safety Command
PC	BULMER, Warren (1406)	Toronto Police College
PC	HIBBITS, Diane (10783)	14 Division
Sgt.	HICKS, Stephen (4700)	31 Division
PC	HUANG, David (9467)	41 Division
PC	JOHNSTON, Jeffrey (30)	SCI-Forensic Identification Services
Sgt.	O'DOHERTY, Frank (399)	HR & Performance Management –

		Staff Planning
PC	PETERSON, Clifford (9160)	51 Division
PC	ROBB, Paul (8210)	SCI – Sex Crimes
PC	ROSSI, Marcelo (9046)	31 Division
PC	STAMPLECOSKIE, Dwayne (9410)	41 Division
PC	VANDERHART, Gregory (4761)	22 Division
PC	WESLEY, Jeffrey (7788)	51 Division

TEAMWORK COMMENDATION:

PC	ADAMS, Khary (8605)	Intelligence Services
Civ.	AGIUS, Deborah (89733)	Communications Services
PC	AKESON, Aaron (8315)	SCI-Sex Crimes
PC	ALBERGA, Pasquale (5481)	SCI-Sex Crimes
PC	ALLDREAD, Suzanne (5325)	42 Division
PC	ANGUS, Darren (10082)	Traffic Services
PC	ARBUS, Paul (8642)	SCI-Sex Crimes
PC	ARRUDA, Sandra (87970)	SCI-Sex Crimes
Sgt.	ARSENAULT, Richard (5187)	SER-Marine
PC	ASHMAN, Craig (5314)	SER-Emergency Task Force
PC	BAKER, David (5362) (x2)	43 Division
PC	BAIATI, Tash (10474)	51 Division
PC	BALACHOREK, Daniel (99798)	51 Division
PC	BARNHARDT, Timothy (9682)	12 Division
PC	BARRETTO, Bertrand (99746)	51 Division
PC	BARTLEY, Ryan (10794)	12 Division
PC	BARTZ, Hannah (8747)	SCI-Sex Crimes
PC	BIALECKA, Marta (10342)	43 Division
PC	BEGBIE, Blair (8401)	52 Division
PC	BIGA, Mircea (65719)	51 Division
Sgt.	BOBBIS, Richard (5180)	52 Division
PC	BODDAERT, Warren (7500)	SER – Emergency Task Force
PC	BOHONIS, Kristopher (8558)	51 Division
Civ.	BOLDUC, Kevin (8476)	Community Safety Command
PC	BORG, Susanne (5057)	Intelligence Services
PC	BORUN, Stephanie (88938)	Emergency Management
Insp.	BOTT, Bryan (6653)	SCI - Homicide
Sgt.	BOURQUE, Douglas (3938)	51 Division
Sgt.	BOWKER, Colleen (7559)	23 Division
PC	BOZZER, Andrew (7842)	SER-Emergency Task Force
PC	BRADY, Jason (9610)	43 Division
PC	BRADY, Peter (10011)	SCI-Sex Crimes
PC	BRETT, Tyler (10254)	51 Division
PC	BROUGHTON, Peter (7855)	53 Division
PC	BROWN, Matthew (9366)	OCE – Drug Squad

Civ.	BRUNTON, Sandra (82223)	Communications Services
Civ.	BUNKER, Darlene (87952)	Communications Services
Det.	BURKE, Christopher (3015)	54 Division
PC	BURNSIDE, Sean (9014)	Traffic Services
Civ.	BURTON, Cheryl-Ann (88355)	Communications Services
PC	CAIN, James (8683)	43 Division
PC	CAMPBELL, Nicole (305)	Intelligence Services
Civ.	CAMPBELL, Roderick (88715)	Communications Services
PC	CANNATA, David (4688)	Intelligence Services
Civ.	CARDOZO, Paul (88135)	Communications Services
Civ.	CARON, Mary (9847)	Community Safety Command
PC	CARTER, Shawn (10454)	43 Division
Det.	CHAPMAN, Karen (5108)	54 Division
Civ.	CHERRY, Wendy (88055)	Communications Services
PC	CHONG, Wilson (10553)	43 Division
Sgt.	CLARK, Jamie (7483)	33 Division
Civ.	CLARKE-ADAMS, Dione (86437)	Communications Services
Det.	CLENDINNING, Mark (1298)	OCE-Bail & Parole
PC	COFFEY, Charles (9841)	51 Division
PC	COMISSION, Christopher (8218)	Intelligence Services
PC	CORCORAN, Jay (5283)	43 Division
D/Sgt.	COSENTINO, Salvatore (4495)	Corporate Risk Management
Sgt.	COTE, Kevin (8380)	14 Division
PC	COUGHLAN, Adrienne (9922)	43 Division
Civ.	CRACKNELL, Christopher (87974)	Communications Services
Sgt.	CRAWFORD, Corey (99913)	51 Division
PC	CRONIN, Michael (8440)	43 Division
Civ.	DAKU, Cathleen (86656)	Communications Services
PC	DANCE, Ryan (8409)	Organized Crime Enforcement
PC	DAOUST, Michael-Lee (7878)	OCE – Drug Squad
PC	DARNLEY, Steven (7909)	Intelligence Services
PC	DAS GUPTA, Onil (1433)	SER – Emergency Task Force
PC	DE COSTE, Lisa (7888)	Intelligence Services
PC	DE HARTOG, Callum (7697)	SER – Emergency Task Force
Civ.	DESROCHERS, Colleen (87614)	Communications Services
Civ.	DINNER, Cheryl (87485)	Communications Services
PC	DORAZIO, Nickolas (9113)	51 Division
PC	DOWDING, Jeffrey (10732)	43 Division
PC	DOYLE, Brian (9013)	11 Division
PC	DULATAS, Jose (90303)	43 Division
PC	DUNLOP, James (8531)	Organized Crime Enforcement
Det.	DUNSTAN, Douglas (3255)	SCI - Homicide
PC	ENTWISTLE, Warren (5497)	OCE – Drug Squad
PC	ESSERT, Justin (9516)	43 Division
PC	ESTEVEZ, Rui (9154)	51 Division

Civ.	EVEREST, Michelle (88004)	Communications Services
PC	FABISZEWSKA, Agnes (9376)	Traffic Services
PC	FAIZI, Hassanain (10321)	43 Division
Civ.	FELDER, Jessica (82220)	Communications Services
PC	FERREIRA, Mark (5844)	52 Division
PC	FITKIN, Christopher (7804)	52 Division
PC	FLUMIAN, Tracy Lynn (8892)	52 Division
PC	FOLEY, Katharine (9174)	51 Division
Civ.	FOLKES, James (82437)	Communications Services
PC	FORD, Andrew (9781)	42 Division
PC	FORSYTHE, Ross (5712)	Intelligence Services
Sgt.	FOTOPOULOS, George (4827)	SER – Emergency Task Force
PC	FOX, Jennifer (10284)	43 Division
PC	FRANKLIN, Richard (6525)	Intelligence Services
PC	FURZECOTT, Mark (9480)	31 Division
PC	FYFE, John (4339)	Intelligence Services
PC	GALLAGHER, John (99864)	43 Division
PC	GARCIA, Christopher (10494)	42 Division
PC	GARDA, Darius (10220)	51 Division
PC	GARVEY, Andrew (8893)	OCE – Drug Squad
D/Sgt.	GIBSON, Graham (4304) (x2)	SCI - Homicide
PC	GILL, Leanna (10688)	43 Division
PC	GILLMAN, Sandra (99904)	43 Division
Civ.	GOMERSALL, Jonathon (88664)	Communications Services
Det.	GOMES, Susan (1004)	SCI - Homicide
PC	GOW, Michael (10759)	43 Division
PC	GRACEY, David (8797)	Emergency Management
PC	GRANDE, Pietro (99504)	43 Division
PC	GRANT, Matthew (9908)	43 Division
Det.	GRANT, Patricia (5214)	43 Division
Civ.	GRAY, Lisa (86969)	Communications Services
PC	GREWAL, Dharmendra (8070)	52 Division
PC	GREWAL, Narinderpal (9615)	53 Division
PC	GRIEVE, Trevor (9073)	SCI-Homicide
PC	HALL, Neil (8129)	52 Division
PC	HAMEED, Mohamed (9502)	51 Division
PC	HAMPSON, Scott (8144)	Traffic Services
D/Sgt.	HARRIS, Debbie (4847)	SCI - Homicide
PC	HARRIS, Leun (10775)	43 Division
PC	HART, Christopher (8475)	33 Division
PC	HAWLEY, Christopher (99930)	51 Division
PC	HEFFERNAN, Sean (10372)	55 Division
PC	HENRY, Drew (10395)	43 Division
Civ.	HILL, Daniel (89380)	Communications Services
PC	HODGSON, Scott (10003)	51 Division

PC	HOLDER, Paul (4693)	OCE-Bail & Parole
PC	HREBENAK, Vladimir (9171)	Traffic Services
PC	HU, Yi (9708)	55 Division
Det.	HUTCHINGS, Daniel (7640)	OCE – Drug Squad
PC	IMRIE, Sean (90130)	51 Division
Civ.	ING, Kelly (82255)	Communications Services
PC	ITO, Christopher (9924)	51 Division
PC	JACKSON, Davis (5290)	SER – Emergency Task Force
PC	JAMES, Brian (7511)	51 Division
Det.	JANSZ, Gawain (5330)	14 Division
PC	JEFFREY, Michael (8596)	51 Division
Civ.	JONES, Sarah-Jane (89734)	Communications Services
PC	JOSEPH, Trevor (7668)	43 Division
PC	JUGPALL, Hermail (9693)	12 Division
Sgt.	KARAGAN, Panayiotis (5260)	22 Division
PC	KARIMLOO, Shervin (7663)	53 Division
PC	KARKOULAS, Trevor (8780) (x2)	SCI – Hold Up
PC	KARMALI, Faizal (99876)	51 Division
PC	KELLOWAY, Trevor (10224)	42 Division
PC	KELLY, Michael (7999)	55 Division
PC	KEVEZA, Ryan (9110)	OCE – Drug Squad
Det.	KHAN, Omar (7545)	SCI-Homicide
PC	KLIMTSCHUCK, Joseph (8254)	Intelligence Services
PC	KRAJAEFSKI, Cory (9279)	11 Division
D/Sgt.	KULMATYCKI, Joel (389)	Intelligence Services
Sgt.	LA FOSSE, Jeffery (7704)	41 Division
PC	LADURANTAYE, Ryan (10272)	51 Division
PC	LAFRANCE, Jean-Guy (7700)	42 Division
PC	LAMB, Michael (10754)	43 Division
PC	LAMPIRIS, Chris (99764)	52 Division
Det.	LARAMY, Stephen (7524)	22 Division
PC	LAVALLEE, David (8663)	Traffic Services
PC	LEANO, Alexander (8985)	Traffic Services
PC	LEARY, Derek (8853)	SER – Emergency Task Force
PC	LEBLANC, Adam (8263)	43 Division
Civ.	LEE, Nelson (87949)	Communications Services
PC	LEFORT, Kenton (8411)	SER – Emergency Task Force
PC	LEVY, Garth (9711)	42 Division
PC	LEYVA, Sharon (8966)	52 Division
PC	LI, Raymond (10320)	51 Division
PC	LIANG, Jian (10665)	52 Division
PC	LINDALE, Michael (1901)	52 Division
Insp.	LITTLE, Arthur (935)	43 Division
Sgt.	LITTLE, David (469)	42 Division
PC	LOMBARDO, Paolo (9717)	51 Division

PC	LOU, Bing (7600)	32 Division
Sgt.	LOWE, Scott (3181)	SER-Emergency Task Force
Det.	MAC DONALD, Leo (6423)	52 Division
Civ.	MAC LEAN, Nicole (82124)	Communications Services
Sgt.	MAC LEAN, Roderick (472)	43 Division
PC	MAC NAUGHTON, Mary (10796)	51 Division
PC	MAHMODIAN, Mehrdad (10092)	53 Division
PC	MANCUSO, Anita (3518)	Intelligence Services
PC	MARTIN, Ryan (88146)	43 Division
Det.	MATTHEWS, Stephen (8345)	SCI - Homicide
PC	MC CAHERY, Shaun (99829)	Records Management Services
Civ.	MC CORMICK, Beth-Ann (86998)	Communications Services
PC	MC COURT, Kevin (3568)	Intelligence Services
PC	MC FADYEN, Christopher (10506)	14 Division
PC	MC GREGOR, Jordan (9059)	Traffic Services
Det.	MC INTOSH, Daniel (4982)	Intelligence Services
PC	MC LEOD, Shelley (10486)	52 Division
PC	MIDDLETON, Laura (9607)	43 Division
PC	MILLER, Prince (9907)	43 Division
PC	MILLS, Brad (10523)	51 Division
Det.	MIRON, Bruno (5020)	22 Division
Sgt.	MOORE, Steven (5819)	SER – Police Dog Services
PC	MORRISON, Melissa (9399)	51 Division
Det.	MORRISON, Michael (99477)	Intelligence Services
Civ.	MURAKAMI, Steven (82321)	Communications Services
Det.	MURPHY, Daniel (1796)	14 Division
PC	MUSIAL, Bartosz (90298) (x2)	43 Division
Det.	NEWTON, Deedee (4373)	51 Division
PC	NGUYEN, Quoc (8548)	SER – Emergency Task Force
PC	NICKERSON, Brandon (10204)	42 Division
PC	NOONAN, Timothy (2668)	Intelligence Services
PC	NORMAN, Darryl (9998)	43 Division
PC	O’BRIEN, Jason (9871)	52 Division
Sgt.	OSAGIE, Bassey (99814)	Divisional Policing Support Unit
PC	OSOTEO, Eugene (10330)	53 Division
PC	PANESAR, Sarabhjeet (9297)	54 Division
PC	PARRO, Joseph (10766)	42 Division
PC	PATEL, Juneid (10238)	43 Division
Civ.	PATERSON, Heidi (86022)	Communications Services
Sgt.	PAYNE, Karl (6833)	42 Division
Civ.	PERRON, Dinah (86421)	Communications Services
PC	PETERSEN, Kathleen (5490)	42 Division
PC	PIRAISOODY, Balakumaran (10243)	43 Division
PC	POIRIER, Alexandre (9992) (x2)	43 Division
PC	POPOV, Alexander (9153)	43 Division

PC	PRECHOTKO, Lisa (88666)	55 Division
PC	PROCTOR, Kelly (9718)	11 Division
PC	QUINN, Ana Daniela (8063)	52 Division
Sgt.	RANDLE, Mark (2372)	52 Division
PC	REDICK, Amanda (8883)	OCE – Drug Squad
PC	REEVES, Sean (6401)	52 Division
PC	REITSMA, Dana (10527)	52 Division
PC	RENNIE, Brian (7521)	SER – Emergency Task Force
PC	RIBEIRO, Reuben (9506)	42 Division
PC	RICE, Julie (8737)	51 Division
Det.	RIPCO, Mark (1093)	Corporate Risk Management
PC	ROMAIN, Phillip (5394)	51 Division
PC	ROTH, Michael (10719)	43 Division
PC	ROZARIO, Conrad (5360)	OCE-Bail & Parole
Det.	RYAN, Jennifer (5542)	43 Division
PC	SADRZADEH, Mir (9843)	Traffic Services
Civ.	SAMS, Dawn (88779)	Communications Services
Civ.	SANDHU, Parveen (82430)	Communications Services
Civ.	SCARLINO, Matthew (88761)	Toronto Police College
PC	SCHERBEY, Ronnie (7556)	Intelligence Services
Det.	SCHERTZER, Joyce (3952)	SCI - Homicide
Det.	SCHOFIELD, Glenn (6865)	Intelligence Services
PC	SENYK, Janna (9227)	SCI-Sex Crimes
PC	SHAW, William (4282)	Intelligence Services
Sgt.	SHETTY, Vijay (5206)	Toronto Police College
PC	SHIN, Jay (7701)	31 Division
PC	SHREERAM, Amar (7672)	Intelligence Services
Det.	SINGH, Angadvir (8091)	SCI-Homicide
PC	SLAVEN, William (1570)	Intelligence Services
PC	SMITH, Dean (1254)	Intelligence Services
Det.	SMITH, Hunter (5153)	SCI-Sex Crimes
PC	SMITH, Stephen (8071)	SER-Emergency Task Force
PC	SO, Christopher (5120)	Intelligence Services
Sgt.	SOMERS, Craig (7489)	51 Division
PC	SOTELO, Troy (90398)	51 Division
Sgt.	SOVA, Daniel (2328)	52 Division
PC	SPITZIG, Gerard (3595)	Intelligence Services
Civ.	STOCKWELL, Jason (88691)	Communications Services
PC	STONE, Carolyn (8920)	42 Division
PC	SWAN, David (9028)	55 Division
Sgt.	SWEENIE, Paul (5076)	43 Division
Civ.	TAYLOR-SHIELDS, Laura (99394)	Communications Services
Det.	THOMAS, Robert (3917)	SCI – Sex Crimes
Det.	THOMSON, Allan (2957)	Intelligence Services
PC	TORRANCE, Steven (9277)	52 Division

D/Sgt.	TRIMBLE, Peter (1614) (x2)	SCI - Homicide
D/Sgt.	VANDER HEYDEN, Justin (5018)	SCI - Homicide
PC	VAYANI, Shafiq (9733)	22 Division
PC	VILLAFLOR, Rogelio (5310)	SCI-Sex Crimes
PC	VINCENT, Jason (9889)	43 Division
Civ.	WALKER, Kelly (87320)	Communications Services
PC	WANG, Chuan (10095)	43 Division
Det.	WARD, Paul (4549)	52 Division
PC	WARNOCK, Martin (7963)	13 Division
Det.	WATKINS, Kerry (3284)	Toronto Police College
PC	WATSON, Errol (8385)	SER-Emergency Task Force
PC	WATT, Jermaine (9729)	22 Division
Det.	WEHBY, Peter (7965)	Intelligence Services
Civ.	WHEELER, Lindsay (89416)	Communications Services
Det.	WHITE, Marilyn (87601)	SCI-Sex Crimes
Det.	WILLAN, Summer (5138)	33 Division
PC	WILLERS, Ronald (4249)	SER-Emergency Task Force
PC	WILSON, Shane (8711)	51 Division
PC	WINDLE, Tracy (9254)	31 Division
PC	WINDSOR, David (8277)	SCI-Sex Crimes
PC	WONG, Vincent (8456)	52 Division
PC	WOOD, John (8088)	52 Division
PC	WOOTTON, Ryan (9389)	43 Division
PC	YAN, Peter (8660)	55 Division
PC	YOUNG, Jennifer (9219)	53 Division
Civ.	ZAFIRIADIS, Ifigenia (86797)	Communications Services

Members who were unable to attend the ceremonies were presented with their awards at the unit level.

In summary, there were a total of 1 Medal of Honour, 3 Merit Marks, 13 Commendations and 292 Teamwork Commendations during 2014.

The following Toronto Police Services Board awards were presented to members of the community during the period from January to December 2014:

COMMUNITY MEMBER AWARD

NAME	SUBMITTED BY:
ALI, Anthony	32 Division
ALSAMENEH, Salah	55 Division
ANDERSON, Karis	51 Division
BADAWY, Essam	33 Division
BEAULIEU, Bradley	32 Division
BINNEY, Lisa	51 Division

BLAGROVE, Kanika	22 Division
BROWN, Dennis	54 Division
BROWN, James Angus	43 Division
CHAMBERLAIN, Matthew	54 Division
CHEN, Tony	Divisional Policing Support Command
COHEN, Eleanor	11 Division
COX, Lynda	43 Division
DIAKUN, Marcia	31 Division
DILLON, Kaitlynd	32 Division
DILLON, Terri	32 Division
DILLON, Tom	32 Division
FAHIM, Hashimi	55 Division
FAUCHER, Jenny	Emergency Management - Mounted Unit
FAUCHER, Patrick	Emergency Management - Mounted Unit
FLYNN, Bryan	12 Division
FRANK, Jamie	53 Division
GUIZZO, Omelia	53 Division
HAFEEZ, Jennifer	22 Division
HOCK, Jonathan	Traffic Services
KARAMIAN, Rahmatullah	51 Division
KING, Les	33 Division
KINGHAM, Michael	41 Division
LAMANNA, Tony	54 Division
LIANG, Wen-Chiang	13 Division
LOVELL, Pamela	54 Division
MACHADO, Jonathan	14 Division
MAHAR, Gloria	SCI - Homicide Squad
MAKI, Jon	14 Division
MARTINEZ, Tanisha	13 Division
MAYENGE, Keishawonna	42 Division
MAYNARD, Gerard	33 Division
MAZEWSKI, Elzbieta (Ella)	51 Division
MC DONALD, Ryan	14 Division
MC INTOSH, Sheena	22 Division
MEADOWS, David	55 Division
MENDES, Kevin	22 Division
MERSEREAU, Michel	Traffic Services
MOROZ, Steve	41 Division
MORRISON, Kerry	32 Division
MURENGERA, Bertrand	54 Division
NICHOLS, Shawn	42 Division
NSABE, Regis	54 Division
PACAYRA, Michael	22 Division
PARNELL, Clara	31 Division
PECK, Mandy	51 Division

PETERS, Linda	23 Division
PLITT, Robert	Divisional Policing Support Unit
POCE, Benjamin	42 Division
POLLOCK, Kenneth	Divisional Policing Support Unit
POST, Anna	41 Division
POWELL, Jennifer	22 Division
RAI, Rahul	Organized Crime Enforcement
ROBINSON, Mark	12 Division
ROBINSON, Shelu	33 Division
RODERICK, Daffyd	11 Division
RUKARA, Arafath	41 Division
SEBHATU, Henock	SCI - Homicide Squad
SLADE, Rayphal	43 Division
SMITH, Tracy	33 Division
SMUDJA, Mina	55 Division
SOLONENKO, Tyler	14 Division
STRICKLAND, Matt	14 Division
TASSONE, Biagio	55 Division
USMAN, Musab	23 Division
UWIMANA, Oliver	54 Division
WAHBA, Mark	41 Division
WHYNOT, Andrew	14 Division
WILLIS, Shannon	41 Division
WONG, Calvin	33 Division
WOOD, Lindsay	14 Division
ZARUDNY, Allan	43 Division
ZASOWSKI, Mark	Chief's Office

PARTNERSHIP AWARD

NAME	SUBMITTED BY:
ANTONIO, Judea	OCE - Financial Crimes
ARORA, Neeraj	OCE - Financial Crimes
ATLETICO, Erika	OCE - Financial Crimes
BAKER, Randy	11 Division
BARRETT, Joan	Corporate Risk Management
BOUCHER, Norm	Corporate Risk Management
BOYES, Michelle	OCE - Financial Crimes
CHAN, Gordon	OCE - Financial Crimes
CRISP, Tristan	OCE - Financial Crimes
D'ADDARIO, Adriana	OCE - Financial Crimes
DANZIG, Georgina	OCE - Financial Crimes
DRAPER, Amanda	OCE - Financial Crimes
EVANS, Samantha	OCE - Financial Crimes
GLORIOSO, Carlos	OCE - Financial Crimes

GOULET, Peter	Corporate Risk Management
GRANT, Stayce	12 Division
HOSSEINI, Seyedehnassima	OCE - Financial Crimes
IAFRATE, Mario	OCE - Financial Crimes
IFTIKHAR, Taskeen	OCE - Financial Crimes
JOHNSON, Suzanne	OCE - Financial Crimes
JONES, Mark	OCE - Financial Crimes
JONES, Rod	OCE - Financial Crimes
KOGAN, Ella	OCE - Financial Crimes
KOUMANEEVA, Kristina	OCE - Financial Crimes
KUBES, Evan	OCE - Financial Crimes
LEANO, Laura	OCE - Financial Crimes
LIPKUS, David	OCE - Financial Crimes
LIPKUS, Lorne	OCE - Financial Crimes
LOGAN, Gary	OCE - Financial Crimes
LYON, Helen	OCE - Financial Crimes
MC CULLOUGH, Simon	OCE - Financial Crimes
MC GILL, Carole	11 Division
MUTHU, Thiveya	OCE - Financial Crimes
NGUYEN, Peter	OCE - Financial Crimes
PEARSON, John	Corporate Risk Management
PEREIRA, Andreia	OCE - Financial Crimes
PHILLIPS, James	OCE - Financial Crimes
REID, Susan	Corporate Risk Management
RONIN, Dana	OCE - Financial Crimes
ROSE, Kristen	OCE - Financial Crimes
RUPIC, Milan	Corporate Risk Management
SEIDMAN, Daryl	OCE - Financial Crimes
SHECTER, Paul	OCE - Financial Crimes
SOMES, Daryl	OCE - Financial Crimes
TORTORICE, Chris	OCE - Financial Crimes
VALLEJOS, Romina	OCE - Financial Crimes
VARANO, Catherine	OCE - Financial Crimes
VELIKOVSKAIA, Olga	OCE - Financial Crimes
VOGEL, Tracey	33 Division
WEINTRAUB, Robyn	OCE - Financial Crimes
WOOLF, Phillip	OCE - Financial Crimes

In summary, there were a total of 78 Community Member Awards and 51 Partnership Awards presented during 2014. Members of the community who were unable to attend the ceremonies were presented with their awards by the units who had submitted them for nomination.

Conclusion:

The purpose of the report is to provide a record of awards granted by the Toronto Police Services Board during the period from January to December 2014.

The Board received the foregoing report.

Moved by: J. Tory

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JANUARY 21, 2015**

**#P9. ANNUAL REPORT – 2015 COMMUNITY EVENTS FUNDED BY THE
SPECIAL FUND**

The Board was in receipt of the following report November 25, 2014 from William Blair, Chief of Police:

Subject: ANNUAL REPORT: 2015 COMMUNITY EVENTS FUNDED BY THE
SPECIAL FUND

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

The Board's Special Fund will be reduced by \$81,800.00, which is the total cost of expenditures related to the annual events listed in this report. The costs are based on the funding requests for 2014, as well as any projected increases in costs.

Background/Purpose:

The Board at its meeting on July 22, 2010, granted standing authority to the Chair and the Vice Chair to approve expenditures from the Board's Special Fund for a total amount not to exceed \$10,000.00 per individual event for internal and community events annually hosted in whole or in part by the Board and the Service. The Standing Authority would only apply to events that are to be identified in a list which is provided to the Board for information at the beginning of each calendar year (Min. No. P208/10 refers).

This report provides the internal and community events that are scheduled to take place in 2015.

Discussion:

The Board and the Toronto Police Service participate in and / or organize many community events and / or initiatives, both internally and externally throughout the year. These events serve to increase public awareness of significant contributions made by community members in Toronto. They also provide a unique opportunity for members of the Service and members of the public to join together and celebrate the diversity that makes Toronto a vibrant city.

The Service's participation in these community events serves to increase awareness amongst Service members about the traditions and contributions of the many diverse communities.

The Service also participates in raising money for worthwhile charitable causes such as the United Way. The consultative groups have contributed financially to these events through funding that they receive from the Board and donations. They are permitted to generate supplementary funds by way of committee approved fundraising initiatives in accordance with the stipulations outlined in the Community Volunteer and Consultation Manual.

The Board and the Service recognize the importance of engaging members of the community along with police officers in various programs, initiatives, and events that provide opportunities for community members to interact with police officers in positive ways.

The Divisional Policing Support Unit (DPSU) is responsible for co-ordinating many events at Police Headquarters and other locations throughout the City during the year. These events are intended to promote positive relations between the police and the diverse communities which showcase our advancements and continued partnerships in these areas.

The community events coordinated by DPSU for which funding has been provided by the Board are:

- Black History Month
- Asian Heritage Month
- Board and Chief’s PRIDE Reception
- National Aboriginal Day
- Scotiabank Caribbean Carnival Kick-Off Celebration and Float
- LGBT Youth Justice Bursary Award
- Caribbean Carnival Kick-off Event and Float
- Annual Community Police Consultative Conference
- International Francophonie Day
- National Victims of Crime Awareness Week

2015 Events:

The following chart provides a list of annual events hosted / co-hosted by the Service that are scheduled to take place in 2015, as well as a breakdown of the historical requests for funding for the years 2013 and 2014.

Event	2013	2014	2015
Black History Month Celebration	6,000	6,000	6,000
Torch Run / Special Olympics	5,000	5,000	5,000
United Way Campaign	10,000	10,000	10,000
Asian Heritage Month Celebration	5,000	5,000	5,000
Board & Chief’s Pride Reception	3,000	3,000	3,000
National Aboriginal Day	5,000	5,000	5,000
LGBT Youth Justice Bursary Award	3,000	3,000	3,000
Scotiabank Caribbean Carnival Kick-off Event & Float	10,000	10,000	10,000
Youth in Policing Initiative Luncheons	2,800	2,800	2,800
Annual Community Police Consultative Conference	8,500	8,500	8,500
International Francophonie Day	5,000	5,000	5,000
National Victims of Crime Awareness Week	500	500	500

Toronto Police Cricket Club	0.00	9,000	9,000
Chief of Police Fundraising Gala / Victim Services Toronto	4,000	4,000	4,000
Auxiliary Appreciation Event	3,000	3,000	3,000
Volunteer Appreciation Event	2,000	2,000	2,000
Total	72,800	81,800	81,800

All requests for funding have remained consistent with the immediately preceding years having regard to the financial constraints imposed on expenditures from the Special Fund (Min. No. P100/11 and P337/11 refer). In 2011, due to the budget restraints, the Board was only able to provide funding for Black History Month, Asian Heritage Month and International Francophonie Day (Min. No. P307/11 refers). Those events that received no funding from the Board, although still hosted and / or supported by the Service, had to be scaled back significantly, creating considerable disappointment within the respective communities, who look forward to the opportunity to celebrate partnerships with the Service through an expression of cultural heritage, diversity and community building. In 2012 and 2013, events were organized on a lesser scale attributable to the continuing fiscal uncertainty, respective timelines, and operational and personnel pressures.

Changes to Annual Requests

At its meeting held on March 27, 2013, the Board approved an amendment to the Special Fund Policy granting standing authority to the Chair and Vice-Chair to approve an annual contribution of up to \$25,000 from the Special Fund for Victim Services Toronto (Min. No. P73/13 refers). Therefore, the Victim Services Program annual request of \$8,000.00 has been removed from the annual request for funds as it will be subsumed in the new annual funding.

In addition, the Service hosted its first National Victims of Crime Awareness Week in 2013. The Board, at its meeting of April 25, 2013, approved funding of \$500.00, and requested that the event be added to the list of community events which will receive funds from the Special Fund on an annual basis (Min. No. P118/2013 refers). Also, at its meeting held on June 20, 2013, the Board approved \$9,000.00 from the Special Funds to help offset the 2013 maintenance cost of the Toronto Police Service Cricket Club (TPSCC) playing field and that effective 2014, the cost of maintaining the TPSCC playing field be included in the list of annual requests for funding (Min. No. P162/13 refers).

The Native Child and Family Services of Toronto Annual Children in Care Holiday Party has been removed from the list of events as it no longer meets the criteria for funding (Min. No. P73/2013 refers).

The 2015 list of annual events has been amended to reflect the aforementioned changes.

The following list includes the areas that are considered when establishing a budget for a particular community / cultural event:

- Venue
- Food and Refreshments
- Posters, Frames & Printing

- Exhibits & Displays
- Speakers / Presenters
- Entertainment
- Honourariums
- Transportation
- Incidentals

Any funds not utilized will be returned to the Board. The Service also considers alternative sources of funding to help offset the costs that are incurred when hosting a particular community event. For example, when an event has been held in a particular community, in addition to funding from the Board, the Community Consultative Committee, where one exists, has contributed funds towards the cost of the event from monies received by the Board for their respective Consultative Committee. Community members have also absorbed some of the cost associated with a particular event.

All of the above noted requests for funding from the Board's Special Fund have been reviewed to ensure that they meet the criteria set out in the Board's Special Fund Policy and that they are consistent with the following Service Priorities:

- Safe Communities and Neighbourhoods
- Economic Sustainability and Operational Excellence
- High Quality, Professional Service to the Public

The Service will notify the Board office six weeks in advance of each event approved to receive funds, so that a cheque can be issued.

Conclusion:

Strong community / police partnerships are based on mutual trust, respect, understanding and are essential for the safety and well-being of all members of our community. The Board and the Service's participation in these events reinforces a continued commitment to working with our diverse communities and it also aims at fostering mutually respectful and beneficial relationships.

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

The Board approved the following Motion:

THAT the Board receive the foregoing report and, at the request of the Chief, approve an additional annual expenditure not to exceed \$4000 for construction materials, decorations and the rental of sound equipment that may be required to maintain for the TPS Pride Parade float.

Moved by: J. Tory

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JANUARY 21, 2015**

#P10. MEDAL OF MERIT – CHIEF OF POLICE WILLIAM BLAIR

The Board was in receipt of the following report January 07, 2015 from Alok Mukherjee, Chair:

Subject: Medal of Merit – Chief of Police William Blair (7311)

Recommendation:

It is recommended that the Board award a Medal of Merit to Chief of Police William Blair (7311).

Financial Implications:

A Medal of Merit will be withdrawn from the Board's inventory. The cost of engraving the medal and preparing an accompanying framed certificate will be approximately \$400.00 excluding tax. Funds related to the presentation of medals and awards are available in the Board's Special Fund – Recognition Program.

Background/Purpose:

The Toronto Police Services Board presents a number of awards in recognition of various achievements, acts of personal bravery or outstanding police service. These awards, which can be awarded to police officers or civilian members of the Toronto Police Service, are all individually approved by the Board under the Awards Program.

A Medal of Merit is the second highest award that can be granted to a police officer or civilian member. It can be awarded in response to an outstanding act of personal bravery or in recognition of highly meritorious police service. On the occasions when the Board has approved Medals of Merit for highly meritorious service, the recipients have been concluding active police service with the Toronto Police Service after long and outstanding careers characterized by dedication to providing the best policing service possible.

Discussion:

Chief of Police William Blair has devoted over 38 years with the Metropolitan Toronto Police Force, as it was known when he joined in November 1976 and the Toronto Police Service as it is known now. He began his career as a constable working in downtown Toronto and, after working in drug enforcement, organized crime and major criminal investigations, he began the rise through many promotions to senior positions in Community Policing, Detective Operations and as a Divisional Commander. In April 2005, he was appointed to the position of Chief of Police.

Awarding the Medal of Merit:

Chief Blair has had a long and distinguished policing career with the Toronto Police Service and is widely viewed as a leader in community policing and law enforcement around the world. Chief Blair has also demonstrated an extraordinary commitment to issues of human rights, diversity and integrity, among many others, and has served the citizens in the City of Toronto admirably and tirelessly.

In recognition of his dedicated and honourable service to our community, I am recommending that the Board award Chief Blair with a Medal of Merit for highly meritorious police service. It is a rare distinction of which Chief Blair is highly deserving and I hope that it can be presented to him at a fitting tribute during which we can extend our sincere gratitude for his outstanding record of public service and inspiring leadership.

Conclusion:

It is therefore recommended that the Board award a Medal of Merit to Chief of Police William Blair.

Chair Mukherjee advised the Board that this medal is the highest award that can be presented solely in recognition of long and meritorious police service. There is only one higher award and that is the Medal of Honour which is presented in recognition of a specific distinguished act of personal bravery. The Medal of Honour is usually a posthumous award.

The Board approved the foregoing report.

Moved by: A. Pringle

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JANUARY 21, 2015**

#P11. NEW CORE VALUE

The Board was in receipt of the following report January 15, 2015 from William Blair, Chief of Police:

Subject: NEW CORE VALUE

Recommendation:

It is recommended that the Board approves the new Core Value.

Financial Implications:

While incorporating the new core value within the Toronto Police Service will be primarily achieved, without financial impact, through electronic publications some existing signage, posters, and physical mediums may require replacement.

Replacement of the majority of hard copy publications will be achieved through the usual process of modifying existing templates in order to simply replenish supplies as they are consumed. Some signage and posters across the Service will require reprinting and replacement with a nominal anticipated cost of less than \$5,000 for both internal and external printing expenses. This cost will be incorporated within the existing 2014 operating budget.

Background/Purpose:

Background

In 1995, the Toronto Police Service was moving through a period of significant change. As such, it was deemed important that members of both the Service and the community were aware of the direction in which the Service was moving. As such, a Mission Statement and Core Values Project Team was established to create, as the name suggests, a meaningful Mission statement and set of Core Values.

The process by which these were created was lengthy and involved significant internal and external consultation. Every Service member was given the opportunity to voice their opinion and suggestions. Externally, feedback was incorporated from a Community Advisory Committee, and the Mission statement was created in collaboration with a Professor of Organizational Management from the University of Toronto.

To ensure the Mission statement and Core Values aligned with organizational needs, Then-Chief Boothby and a team of Senior Officers presented a Vision Statement for the Toronto Police Service in 1996:

Our Service is committed to being a world leader in policing through excellence, innovation, continuous learning, quality leadership, and management.

We are committed to deliver police services which are sensitive to the needs of our communities, involving collaborative partnerships and teamwork to overcome all challenges.

We take pride in what we do and measure our success by the satisfaction of our members and our communities.

The Vision statement formed the framework and provided direction for the Service, and the Project Team worked off of it to create the Mission statement and Core Values after lengthy consultation, both internally and with subject matter experts externally.

Speaking specifically to the Core Values, they were defined as follows:

Values are the general and abstract ideas that guide behaviour, of individuals and of organizations. They are the qualities and characteristics that are deemed important, those taken seriously, as opposed to those that are seen as irrelevant or inappropriate. An organization's Core Values are intended to illustrate the beliefs that are shared by members of that organization and which will guide how the organizational goal set out in the Mission Statement will be achieved. The organizational Values serve as a basis for action (Board Min. No. 4/99).

The Core Values represent the desirable characteristics of Service members and provide a standard for which they should aspire. Although initially they consisted of just seven words, brief definitions were created prior to being finalized in order to ensure their meanings were clear. The finalized Core Values read as follows:

- **Honesty**

We are truthful and open in our interactions with each other and with members of our communities.

- **Integrity**

We are honourable, trustworthy, and strive to do what is right.

- **Fairness**

We treat everyone in an impartial, equitable, sensitive, and ethical manner.

- **Respect**

We value ourselves, each other, and members of our communities; showing understanding and appreciation for our similarities and differences.

- **Reliability**

We are conscientious, professional, responsible, and dependable in our dealings with each other and our communities.

- **Teamwork**

We work together within the Service and with members of our communities to achieve our goals, making use of diverse skills, abilities, roles, and views.

- **Positive Attitude**

We strive to bring positive and constructive influences to our dealings with each other and our communities.

The Mission statement and Core Value were presented to the Board's Policy Subcommittee in May 1997. A few changes were proposed and in January 1999, the Toronto Police Service's Board approved the passing of the Mission statement and Core Values (Board Min. No. 4/99).

New Core Value

In August of 2013, stemming from the Chief's Internal Organizational Review on Field Information Reports, the issue of bias in policing was addressed in the Police and Community Engagement Review (PACER) Report delivered to Chief Blair.

PACER was an undertaking that looked at all levels of the organization to find ways for widespread advancement in the area of bias-free police service delivery. As such, the review grew to be a comprehensive undertaking which resulted in 31 recommendations to assist the Service with continuing to improve public safety while reducing social costs incurred during community engagements.

In September of 2013, Chief Blair approved all 31 recommendations for implementation. The first of these recommendations was:

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

The fourth recommendation was:

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

In November of 2013, an External Advisory Committee (EAC) was founded with representatives from various sectors of the community at large. The EAC was formed as a consultative group to provide a communication forum where the valued input of community members could be garnered to assist with implementation of the 31 PACER recommendations and the progress of the implementations could be reported back to the community. The EAC is comprised of

individual community members, advocates and representatives from organizations including, but not limited to:

- Aboriginal Legal Services of Toronto
- AfriCanadian Mediation and Community Services
- Black Consultative Committee
- Centre for Addiction and Mental Health
- For Youth Initiative
- Information and Privacy Commissioner of Ontario
- Jamaican Canadian Association
- National Ethnic Press and Media Council of Canada
- Office of the Independent Police Review Director
- Ontario Human Rights Commission
- Policing Literacy Initiative

Purpose

The purpose of this report is to introduce the new core value to the Board, provide an explanation of the inception and development of the core value, and explain how it will be incorporated within the Toronto Police Service.

Discussion:

In October of 2013, as part of the implementation of the 31 recommendations approved by Chief Blair, members of the Service began researching the crafting of a new core value. Once the EAC was established they readily embraced the task of crafting the new core value. The EAC recognized the opportunity to create an indelible symbol of cooperation and collaboration while supporting the Service's commitment to being a world leader in bias-free police service delivery.

In January of 2014, the EAC crafted an initial concept of a proposed new core value for bias-free police service delivery. The draft was subjected to extensive review and revision between the EAC and the Service in order to ensure consistency with the purpose, function and language of the existing core values.

As a result of the comprehensive efforts of the EAC, facilitated by members of the Service, the following new core value is to be incorporated into Service Governance and introduced across the Service.

- **Freedom from Bias**

We respect and uphold the rights and freedoms of all individuals and ensure, in all of our interactions and in the exercise of our discretion, we are not influenced by any prejudice or stereotype.

Conclusion:

The new core value is to be incorporated across the Service wherever the existing core values are utilised. A copy of the existing core values with the new core value appended is attached hereto.

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

The Board approved the foregoing report.

Moved by: C. Lee



Vision Statement

Our Service is committed to being a world leader in policing through excellence, innovation, continuous learning, quality leadership, and management.

We are committed to deliver police services which are sensitive to the needs of our communities, involving collaborative partnerships and teamwork to overcome all challenges.

We take pride in what we do and measure our success by the satisfaction of our members and our communities.

Mission Statement

We are dedicated to delivering police services in partnership with our communities to keep Toronto the best and safest place to be.

Core Values

Honesty

We are truthful and open in our interactions with each other and with members of our communities.

Integrity

We are honourable, trustworthy, and strive to do what is right.

Reliability

We are conscientious, professional, responsible, and dependable in our dealings with each other and our communities.

Team Work

We work together within the Service and with members of our communities to achieve our goals, making use of diverse skills, abilities, roles, and views.

Fairness

We treat everyone in an impartial, equitable, sensitive, and ethical manner.

Respect

We value ourselves, each other, and members of our communities; showing understanding and appreciation for our similarities and differences.

Positive Attitude

We strive to bring positive and constructive influences to our dealings with each other and our communities.

added in 2014:

Freedom from Bias

We respect and uphold the rights and freedoms of all individuals and ensure, in all of our interactions and in the exercise of our discretion, we are not influenced by any prejudice or stereotype.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JANUARY 21, 2015**

**#P12. CITY COUNCIL REPORTING REQUIREMENT – ACCESS, EQUITY
AND HUMAN RIGHTS ACTION PLANS, INITIATIVES AND
ACCOMPLISHMENTS**

The Board was in receipt of the following report December 29, 2014 from Alok Mukherjee,
Chair:

Subject: CITY COUNCIL REPORTING REQUIREMENT - ACCESS, EQUITY AND
HUMAN RIGHTS ACTION PLANS, INITIATIVES AND
ACCOMPLISHMENTS

Recommendation:

It is recommended:

1. THAT the Board direct the Chief to provide the Annual Human Rights Report to the Board's March 2015 meeting; and
2. THAT the Board forward a copy of the Annual Human Rights Report to the City of Toronto City Manager for inclusion in the access, equity and human rights reporting to City Council.

Financial Implications:

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

Background/Purpose:

In 2008, City Council adopted the Auditor General's report and the following recommendations contained in his report "Audit of City Performance in Achieving Access, Equity and Human Rights Goals":

#27: The City Manager establish a formal process whereby access, equity and human rights initiatives and accomplishments by the City's major Agencies, Boards, Commissions and Corporations is systematically tracked and reported to City Council on a periodic basis.

#28: City Council request the City's major Agencies, Boards, Commissions and Corporations to complete an access, equity and human rights action plan consistent with divisional action plans by 2010. The City Manager should facilitate the planning process and report to City Council on implementation status.

In order to fulfil the outstanding Auditor General's recommendations, all Agencies, Boards, Commissions and Corporations (ABCs) are being asked to report out to Council regarding their access, equity and human rights action plans, initiatives and accomplishments.

Discussion:

The City of Toronto has developed a strategic plan with respect to access and human rights which includes objectives to ensure that City services, programs and policies are responsive to the needs of Toronto's diverse communities. One component of the strategic plan requires that ABCs report their equity, access and human rights programs and initiatives to City Council (recommendation no. 27). ABC's programs/initiatives should align with the City's goals. As well, their effectiveness should be measured against the following three indicators: employer of choice, customer service excellence and increased public confidence. The City Manager's office has provided a template that could be used by ABCs as a reporting tool. However, ABCs are not bound to use the template or the indicators captured in the template, but can include indicators specific to their own organizations. The deadline for ABCs to submit their report to the City Manager's Office (CMO) is March 27, 2015. The CMO will compile the reports and intends to submit a report to City Council in July 2015.

Toronto Police Services Board established a Human Rights Policy in 2012. The Board's Policy requires that the Chief develop a Human Rights Strategy (HRS) that sets clear targets and objectives and includes initiatives related to public education and outreach, continuous training and education of uniform and civilian Service members, and related future plans. The Chief is required to submit an annual report on human rights which should include performance measures with respect to the relevant procedures and practices to be used to assess the effectiveness and impact of the implementation of the Board's Human Rights Policy, as well as information about the Service's HRS.

The Human Rights Annual Report, as outlined in the Human Rights Policy, can form part of the Board's reporting out of the Service's access, equity and human rights action plans, initiatives and accomplishments as requested by the City Manager.

Conclusion:

The Board's Human Rights Policy was approved on June 15, 2012. However, to date the Board has not received an annual human rights report. Therefore, it is recommended that the Board direct the Chief to provide the Annual Human Rights Report to the Board's March 2015 meeting. Further, it is recommended that the Board forward a copy of the Annual Human Rights Report to the City Manager for inclusion in the access, equity and human rights reporting to City Council.

A copy of the correspondence from Mr. Joseph Pennachetti, City Manager, dated February 18, 2014, as well as a copy of City Council's motion regarding this issue is attached to this report.

The Board approved the foregoing report.

Moved by: D. Noria

City Hall
100 Queen Street West
East Tower, 11th Floor
Toronto, Ontario M5H 2N2Tel: 416-392-3551
Fax: 416-392-1827
jpennac@toronto.ca
toronto.ca

February 18, 2014

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

Re: AG recommendations re Agencies and Corporations:

On December 1, 2 and 3, 2008, City Council adopted the Auditor General's report and recommendations in Item AU9.4 "Audit of City Performance in Achieving Access, Equity and Human Rights Goals":

- **#27: The City Manager establish a formal process whereby access, equity and human rights initiatives and accomplishments by the City's major Agencies, Boards, Commissions and Corporations is systematically tracked and reported to City Council on a periodic basis.**
- **#28: City Council request the City's major Agencies, Boards, Commissions and Corporations to complete an access, equity and human rights action plan consistent with divisional action plans by 2010. The City Manager should facilitate the planning process and report to City Council on implementation status.**

As a follow up to City Council's request that the City's major Agencies and Corporations complete an access, equity and human rights action plan, I am writing to remind you of the outstanding Auditor General's recommendations stated above.

In order to fulfil the outstanding Auditor General's recommendations, it is requested that all major Agencies and Corporations report to Council on their access, equity and human rights action plans, initiatives and accomplishments.



HOST CITY

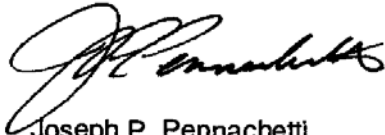


The Equity, Diversity and Human Rights Division (EDHRD) in the City Manager's Office will support and facilitate the planning and reporting process by:

- providing major Agencies and Corporations with tools, templates and advice to develop your action plans, report on your initiatives and accomplishments, and align your measurement processes and reporting format with that of City Divisions (see attachment);
- sharing our Corporate EDHR Framework and revised Equity Lens Tool later this year so that major Agencies and Corporations can align their action plans with that of City Divisions;
- including progress on compliance by major Agencies and Corporations in the City's 2014 EDHR Achievements Report to Council in September 2015 and on an ongoing basis; and
- providing information to the major Agencies and Corporations as part of their new board orientation in 2015.

Enclosed you will find a template that has been adapted for Agencies and Corporations. It is based on the template that is used by all City Divisions to report on their equity, diversity and human rights achievements. The EDHRD uses this information to develop the City's Annual EDHR Achievements Report. In November 2014, the EDHRD will be in contact with all major Agencies and Corporations to begin the process of collecting information for the 2014 report mentioned above. You will need to provide us with your 2014 accomplishments by March 2015 for the report to Council in September 2015. You may find the template useful in developing your action plan and tracking your access, equity and human rights initiatives and accomplishments.

If you need further information, please contact Uzma Shakir, Director, Equity, Diversity and Human Rights Division at 416-392-1108 or ushakir@toronto.ca.



Joseph P. Pennachetti
City Manager

cc: William Blair, Chief of Police
Joanne Campbell, Executive Director
Stu Eley, Executive Officer

Tracking Status

- City Council adopted this item on December 1, 2008 with amendments.
- This item will be considered by Audit Committee on November 4, 2008. It will be considered by City Council on December 1, 2008, subject to the actions of the Audit Committee.

City Council consideration on December 1, 2008

AU9.4	ACTION	Amended		Ward:All
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Audit of City Performance in Achieving Access, Equity and Human Rights Goals
City Council Decision

City Council on December 1, 2 and 3, 2008, adopted the following motions:

1. The City Manager review the organizational placement of the Human Rights Office, with a view to identifying opportunities for enhancing its level of independence and authority recognizing:
 - a. the importance attached to the Human Rights Office;
 - b. the need for the independence of the Office; and
 - c. recent changes to the Ontario Human Rights Code.

Further, the City Manager report to City Council, by June 2010, on the impact of the changes to the Ontario Human Rights Code. Such information to include the number of complaints filed at the Human Rights Tribunal of Ontario involving the City, complaint resolutions and the associated costs.
2. City Council request all agencies, boards, commissions and corporations to report to Council, by June 2009, on whether they have developed a human rights policy and related complaint procedures, whether the policy and procedures are in keeping with provisions in the City's policy and procedures, and implementation of these policies and procedures.
3. City Council request the major agencies, boards, commissions and corporations to provide an annual human rights report to Council detailing the numbers and types of human rights complaints received by the Human Rights Tribunal of Ontario involving the respective agency, board, commission and corporation, and the complaint resolutions and associated costs.
4. The City Manager, in consultation with the City Solicitor, review the existing complaint protocol of the Integrity Commissioner, in order to ensure that Councillor-related

human rights and harassment complaints are dealt with in a manner consistent with other complaints and are in the best interest of the public.

5. The Executive Director of the Human Resources Division, in view of current changes to the Ontario Human Rights Code, review the current level of resources in the City's Human Rights Office to ensure that it is adequately resourced to carry out its responsibilities.
6. The Executive Director of the Human Resources Division consider adapting the Fraud and Waste Hotline complaint management system for use by the Human Rights Office, to improve efficiency in complaint in-take and management functions.
7. The City Manager increase the profile of the Human Rights Office, in order to ensure the general public and City employees are aware of its role and mandate. The increased profile be accomplished by providing additional information on the Human Rights Office via the City's Web site. Consideration also be given to revising the Web page to accommodate a process whereby human rights complaints can be submitted online.
8. The City Manager, in consultation with the City's agencies, boards, commissions and corporations, consider creating a consolidated Human Rights Office Web page for receiving human rights or harassment-related complaints or enquiries concerning services and practices of the City's divisions, agencies, boards, commissions and corporations.
9. The City Manager report back to the Executive Committee, as requested by City Council in 2006, on methods by which members of the community can be more actively engaged and how Council can better interact with community groups that reflect the changing demographics across Toronto.
10. The City Manager complete the development of a City-wide civic engagement strategy, as recommended by the Governing Toronto Advisory Panel in 2005. The civic engagement strategy should address issues including:
 - a. defining the term "civic engagement" in the context of City operation and service;
 - b. developing an inventory of civic engagement activities; and
 - c. developing performance indicators.
11. The City Manager, in developing a corporate civic engagement strategy, explore the feasibility and cost-benefit of adding an annual public survey to the City's civic engagement methods. The public survey should collect information relating to improving City services and decision-making. Survey results should be available to the public via the City Web site.
12. The City Manager, in developing a corporate civic engagement strategy, identify and advise Council on the need for establishing formal civic engagement mechanisms connecting the City's diverse population groups with City government. Steps to be undertaken should include but not be limited to:

- a. review and address past operational issues encountered by the Community Advisory Committees, the Working Groups and the Roundtable on Access, Equity and Human Rights;
 - b. assess current needs for providing opportunities for specific population groups to advise City Council of issues specific to the groups; and
 - c. periodically evaluate formal civic engagement structures to identify and address issues affecting their effectiveness.
13. The City Manager undertake a review of public suggestions and expert advice from previous public consultations and commissioned research on civic engagement, and incorporate review results into the development of a corporate civic engagement strategy. Future public consultations should focus on obtaining public input related to City services, efforts and decision-making rather than how best to obtain public input.
14. The City Manager consider establishing a formal process to seek employee input, on a proactive and regular basis, on equity and diversity issues related to the community and the workplace.
15. The Executive Director of the Human Resources Division provide a detailed report to Council, by March 2009, on results of the 2007 workforce survey for non-union employees, including information on representation of designated groups and comparative results with census data.
16. The Executive Director of the Human Resources Division review how other large organizations conduct workforce surveys and, where appropriate, adopt methods used by the other organizations to improve the response rate of the City workforce survey of unionized employees.
17. The Executive Director of the Human Resources Division take steps to increase the workforce survey response rate among new City employees. Such steps should include, but not be limited to:
 - a. improving the survey distribution method; and
 - b. improving the communication of the purpose and benefits of the survey to new City employees.
18. The Executive Director of the Human Resources Division consider posting workforce survey results on the City Web site to demonstrate the City's commitment to creating an inclusive workforce.
19. The Executive Director of the Human Resources Division take steps to develop a proactive employment equity plan. Such a plan should include but not be limited to:
 - a. establishing corporate objectives for equitable representation of diverse groups;
 - b. providing measures to remove barriers in achieving employment equity; and

- c. including mechanisms for measuring and monitoring progress.
20. The City Manager determine the feasibility and merit of establishing a corporate fund for employment accommodation. Where appropriate, divisional budgets be adjusted to reflect this change. Such a review take into account the practices of other organizations.
21. The Executive Director of the Human Resources Division develop strategies, objectives and action plans to increase employees' awareness of human rights and diversity issues in the workplace. Further, the Executive Director ensure diversity and human rights training is considered a corporate priority in developing training strategies, goals and objectives under the City's Learning Strategy 2008-2011.
22. The City Manager report to Council on the development of a Toronto Urban Aboriginal Strategy and an Aboriginal Office, by June 2009.
23. The City Manager report to Council on the pilot test results of the application of the Equity Lens and the Equity Impact Statement as directed by Council in 2006. The report should also provide clear recommendations on the next implementation steps of this initiative.
24. The City Manager direct all City divisions to develop their respective Access, Equity and Human Rights Action Plan in accordance with Council direction.
25. The City Manager consider the following for further improving divisional action planning in relation to access, equity and human rights:
 - a. shortening the planning cycle from three to two years; and
 - b. requesting divisions to link implementation status to planned activities on an annual basis.
26. The City Manager provide divisions with adequate staff training and corporate support to help improve the effectiveness of action plans, including the development of task-specific activities and measurable performance indicators relevant to corporate direction and divisional objectives.
27. The City Manager establish a formal process whereby access, equity and human rights initiatives and accomplishments by the City's major agencies, boards, commissions and corporations is systematically tracked and reported to City Council on a periodic basis.
28. City Council request the City major agencies, boards, commissions and corporations to complete an access, equity and human rights action plan consistent with divisional action plans by 2010. The City Manager should facilitate the planning process and report to City Council on implementation status.
29. The Executive Director of the Human Resources Division, in consultation with the City Manager, consider including specific access, equity and human rights performance indicators in the annual performance evaluation of management staff.

30. The City Manager be requested to report to the Executive Committee, every six months, on progress implementing the Auditor General's recommendations.

Background Information (Committee)

Audit of City Performance in Achieving Access, Equity and Human Rights Goals - report (October 14, 2008) from the Auditor General

(<http://www.toronto.ca/legdocs/mmis/2008/au/bgrd/backgroundfile-16435.pdf>)

Appendix 1 - Audit of City Performance in Achieving Access, Equity and Human Rights Goals - Auditor General's Office, October 14, 2008

(<http://www.toronto.ca/legdocs/mmis/2008/au/bgrd/backgroundfile-16436.pdf>)

Appendix 2 - Management's Response to the Auditor General's Audit

(<http://www.toronto.ca/legdocs/mmis/2008/au/bgrd/backgroundfile-16459.pdf>)

Presentation material submitted by the Auditor General

(<http://www.toronto.ca/legdocs/mmis/2008/au/bgrd/backgroundfile-17219.pdf>)

Audit Committee consideration on November 4, 2008

Source: Toronto City Clerk at www.toronto.ca/council

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JANUARY 21, 2015**

**#P13. SPECIAL CONSTABLES – TORONTO TRANSIT COMMISSION:
APPOINTMENTS**

The Board was in receipt of the following report December 30, 2014 from William Blair, Chief of Police:

Subject: APPOINTMENT OF SPECIAL CONSTABLES FOR THE TORONTO
TRANSIT COMMISSION

Recommendation:

It is recommended that the Board approve the appointments of the individuals listed in this report as special constables for the Toronto Transit Commission, 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 Transit Commission (TTC) for the administration of special constables (Min. No. P154/14 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 a request from the TTC to appoint the following individuals as special constables:

**Stephen Richards
David North
Phynix Lake
Catherine Osborne
Nicholas Milhomens
Glen MacNeill**

**Diana Marcon
Angelo Corvese**

Discussion:

The TTC 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 TTC property within the City of Toronto.

The agreement between the Board and the TTC 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 appointed as special constables for a five year term.

The TTC has advised that the above individuals satisfy all of the appointment criteria as set out in the agreement between the Board and the TTC for special constable appointment. The TTC's current approved complement is 12.

Conclusion:

The Toronto Police Service and the TTC 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 TTC property. The individuals currently before the Board for consideration have satisfied the criteria contained in the agreement between the Board and the Toronto Transit Commission.

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 following Motion:

THAT the Board approve the foregoing report with the exception of the appointment of Glen MacNeill who has been removed from the list at the request of the TTC.

Moved by: A. Mukherjee

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JANUARY 21, 2015**

**#P14. SPECIAL CONSTABLES – TORONTO COMMUNITY HOUSING
CORPORATION: RE-APPOINTMENTS**

The Board was in receipt of the following report December 09, 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 a request from the TCHC, to re-appoint the following individuals as special constables:

**Frederick Campbell
Malcolm Gabriel
Robert Izzard**

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 74.

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: C. Lee

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JANUARY 21, 2015**

**#P15. SPECIAL CONSTABLES – TORONTO COMMUNITY HOUSING
CORPORATION: APPOINTMENT**

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

Subject: APPOINTMENT OF SPECIAL CONSTABLE FOR THE TORONTO
COMMUNITY HOUSING CORPORATION

Recommendation:

It is recommended that the Board approve the appointment of the individual listed in this report as a special constable 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 a request from the TCHC to appoint the following individual as a special constable:

Joel Assaly

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 this individual and there is nothing on file to preclude him from being appointed as a special constable for a five year term.

The TCHC has advised that the individual satisfies all of the 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 74.

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 individual currently before the Board for consideration has 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: A. Pringle

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JANUARY 21, 2015**

#P16. TORONTO POLICE SERVICES BOARD – 2015 MEETING SCHEDULE

The Board was in receipt of the following report January 06, 2015 from Alok Mukherjee, Chair:

Subject: TORONTO POLICE SERVICES BOARD - 2015 MEETING SCHEDULE

Recommendations:

It is recommended:

1. THAT the Board approve the 2015 meeting schedule for the months of March to December, inclusive, outlined in this report; and
2. THAT, subject to the approval of recommendation no. 1, any requests to amend the schedule shall be proposed by the Board member seeking the amendment in the form of a Motion for consideration at an appropriate public meeting.

Financial Implications:

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

Background/Purpose:

At its meeting on December 15, 2014, the Board approved the dates for the first two meetings in 2015 as January 21, 2015 and February 19, 2015 (Min. No. P276/14 refers). It was agreed at that time that the dates for the remaining meetings would be considered at the January 2015 meeting.

The Board bases its annual schedule of meetings on a number of factors, including: days that are least likely to conflict with the City of Toronto schedule of council; standing committees of council; community councils and other committee meetings; annual key conferences for members of the Board; and other significant events at which members of the Board and the Chief of Police are expected to attend, such as police graduations.

Beginning in 2006, the Board also recognized culturally-significant days and a policy was approved in which the Board indicated that it would attempt to avoid scheduling any meetings involving the public on these days. A list of days formally recognized as culturally significant was also approved (Min. No. P358/05 refers).

Although the Board attempts to follow its schedule of meetings as much as possible once it has been established, there may be circumstances which result in changes on short notice during the year. Given the busy schedules of the Board members, it may be expected that not all dates will work for the entire Board, in that case, I believe, we should select new dates that work for the majority of Board members and the Chief of Police.

Discussion:

I have reviewed the current 2015 schedule of meetings approved by the City of Toronto; the dates upon which culturally-significant holidays will be observed in 2015; critical business-related dates which some Board members have requested be avoided, if possible; and dates for the following Board-related key events and conferences:

Canadian Association of Police Governance (CAPG) – Lobby Days
April 27 to May 01, 2015
Ottawa

Ontario Association of Police Services Boards (OAPSB) Annual Conference
May 27 to 30, 2015
Toronto

Canadian Association of Police Governance (CAPG) Annual Conference
August 27 to 29, 2015
Markham

Board Meeting Schedule – 2015:

Based on the foregoing review, I am proposing the following dates for the remaining Board meetings in 2015:

Thursday, March 19
Thursday, April 16
Thursday, May 14
Thursday, June 18
Thursday, July 16
Thursday, August 20
Thursday, September 17
Thursday, October 15
Thursday, November 12
Thursday, December 17

I know that as the year progresses, there may be a few dates when some Board members may not be able to attend a meeting due to new personal or business commitments. Unless a quorum of the Board cannot be achieved, I believe that the meeting dates, as proposed, should be confirmed in order to establish a regular cycle of meetings at this time. Once the schedule has been

approved, any requests to amend the schedule shall be proposed by the Board member seeking the amendment in the form of a Motion for consideration at an appropriate public meeting.

Times and Locations of Board Meetings:

It is anticipated that all *in camera* meetings will commence at 9:30 AM followed by a public meeting at 1:30 PM. The meetings will take place at Toronto Police Headquarters. Most public meetings are webcast live through a link on the Board's website, www.tpsb.ca, or through the Rogers TV website at www.rogerstv.com. The agenda for each public meeting is also posted on the Board's website.

Conclusion:

It is recommended that the Board approve the 2015 meeting schedule outlined above and, once the schedule has been approved, any requests to amend it shall be proposed by the Board member seeking the amendment in the form of a Motion for consideration at an appropriate public meeting.

The Board approved the foregoing report and the following Motion:

THAT, commencing with its meeting on February 19, 2015, the confidential meetings will begin at 8:30 AM and the public meetings will begin at 12:30 PM.

Moved by: A. Pringle

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JANUARY 21, 2015**

**#P17. APPROVAL OF EXPENSES: CANADIAN ASSOCIATION OF POLICE
GOVERNANCE 2015 SUMMIT SESSION – THE POLICE
GOVERNANCE PARADIGM**

The Board was in receipt of the following report January 08, 2015 from Alok Mukherjee, Chair:

Subject: APPROVAL OF EXPENSES: CANADIAN ASSOCIATION OF POLICE
GOVERNANCE 2015 SUMMIT SESSION– *The Police Governance Paradigm*

Recommendation:

It is recommended that the Board approve the session attendance and the estimated expenditures, for up to five Board Members or Board staff members to attend the Canadian Association of Police Governance (CAPG) Summit Session 2015: *The Police Governance Paradigm*.

Financial Implications:

This report recommends that the Board approve an expenditure from the 2015 operating budget to cover costs associated with attendance at the CAPG Summit Session 2015.

Background/Purpose:

The CAPG will be hosting a one-day session in Toronto on April 7, 2015. The summit will focus on effective police governance, in particular the increased demands on boards and commissions to strengthen their oversight capacity to exercise their responsibility for effective policing in their community. The emphasis of this executive-level discussion will be on how this can be effectively achieved.

This is an excellent opportunity for professional development for Board Members and networking with fellow police board members from across Canada.

A preliminary session program form received from the CAPG is attached for your information.

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 or educational sessions.

The approximate per person for this conference is the registration fee of \$452.00, which includes meals.

Conclusion:

It is recommended that the Board approve the attendance and the estimated expenditures, for up to five Board Members or Board staff members to attend the Canadian Association of Police Governance (CAPG) Summit Session 2015.

The Board approved the foregoing report.

Moved by: D. Noria

CAPG Summit Session 2015: The Police Governance Paradigm



Tectonic Shift or Timid Adjustments:

What will it take for board members and chiefs to succeed in the new paradigm?

April 7, 2015, Toronto, Ontario

Discussions Lead By:

- Ryan Teschner, Senior Council to the Morden Commission
- Matt Torigian, Deputy Minister of Public Safety and Corrections, ON
- Alok Mukherjee, Toronto Police Services Board

What is this about and why should you be involved?

The Toronto-based Morden Review and many other events across the country have increased the demand that boards and commissions strengthen their oversight capacity to exercise their responsibility for effective policing in their community. Further, the intense budgetary pressures on all police services have forced a shift in budgetary practices and oversight to demand a fundamental change in the policing business model. The old paradigm of separating policy and operations and ignoring outcomes has to change, while still protecting the police services from interference at the front-end. Similarly, while boards and commissions have an oversight responsibility with respect to various challenges, they also have a key role in advancing the success of their police service in achieving its goals. How these shifts are going to take place remains a challenge. This summit will initiate a conversation followed by specific actions that will affect members of boards and commissions, chiefs and other police executives, the actions of their related national organizations and the policy development in answer these issues.

Who should attend?

Police Board/Commission members and senior staff, Police Chiefs and Deputy Chiefs, Policing Policy Makers, Researchers, Academics.

Program

The conversation on governance will begin with a one-day dialogue intended to advance the discussion and give greater precision to the forward agenda, most notably the skills agenda. The day will provide many opportunities for participants to interact and provide insights for the development of the forward agenda. To stimulate discussion, some presentations will be made, but out of each will come a “So what?” sense-making session. Opportunities to put forward ideas and discuss various perspectives will be encouraged throughout the session.

Location

Toronto, ON. Meeting space coming soon!

Draft Flow of the Day

9:00 – 9:15:

Introduction by President, CAPG, Set up by Facilitator, Andrew Graham

9:15 -10:00:

Ryan Teschner, Senior Council to the Morden Commission – Morden: A Challenge to the Entrenched Paradigm: What it said, what it says and what it means

10:15 – 10:45:

Update from Alok Mukherjee, Chair, Toronto Police Services Board – The Toronto Response

10:15 – 11:30:

Sense-making Session: What does this mean? What are the consequences nationally? How does this link to other views on effective police governance gaps and issues?

11:30 – 12:00:

Andrew Graham – Around the World in 30 Minutes: Standing between you and lunch, Andrew Graham will provide a quick overview of police governance changes around the world.

12:00 – 13:00: LUNCH BREAK

13:00 – 14:00:

Matt Torigian, Deputy Minister of Public Safety and Corrections, Ontario – A Policy Perspective on Police Governance: Mr. Torigian, a former police chief, is now responsible for the policy framework affecting police governance. What does he see as the issues when we look at demands for more effective, outcome focusing governance? What has to change?

14:00 – 16:00:

Sense-making and Moving Forward: This session has two goals, separated with a break and a shift in tables:

1. What are the consequences of Mr. Torigian's views and input? Should the legislation be strengthened or clarified? What already exists that permits improved and more visibly effective governance that is more outcomes oriented? What has to change at the policy and board operations level?
2. Moving forward, what skills do we need to see in board members to be effective in their roles? What skills do we need of police executives to effectively serve their governance requirements not as a compliance measure but to leverage the success of their organization in achieving the strategic targets?

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TORONTO POLICE SERVICES BOARD HELD ON JANUARY 21, 2015**

#P18. ANNUAL REPORT: 2015 ORGANIZATIONAL CHART

The Board was in receipt of the following report December 16, 2014 from William Blair, Chief of Police:

Subject: ORGANIZATIONAL CHART

Recommendation:

It is recommended that the Board approve the new organizational chart for the Service.

Financial Implications:

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

Background/Purpose:

At its meeting on January 25, 2001, the Board requested that all organizational charts be submitted on an annual basis (Min. No. P5/01 refers).

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

THAT the Board approve the Chief's 2014 organizational chart as an interim measure through December 2014 (Min. No. P11/14 refers).

The purpose of this annual report is to request one amendment to the current organizational chart.

Discussion:

The amendment is requested for the following reason:

1. Name Change – HR & Performance Management has been renamed HR Performance Management & Administration to better reflect the functions of the unit. The HR Performance Management unit was established to streamline and enhance the performance evaluation process across the Service, so that it is value added and enables the development and high performance of our members; and to create accountability of enterprise wide talent management, performance management, succession planning, employee records and staff planning. The new name, HR Performance Management & Administration, more accurately reflects the functions and mandate of this unit

Conclusion:

In summary, this report provides the Board with the Service's new organizational chart for approval.

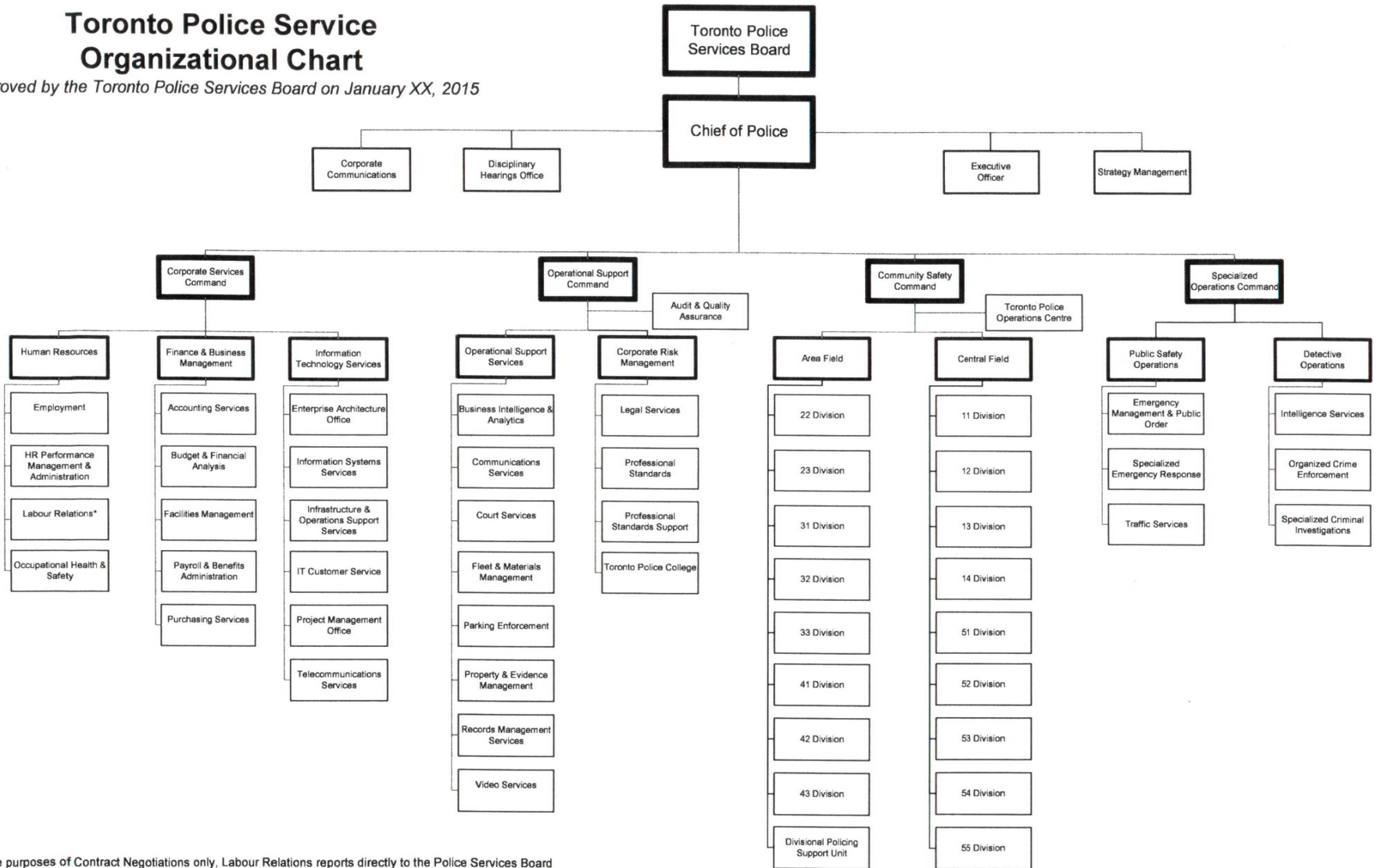
Deputy Chief Mike Federico, Operational Support Command, will be in attendance to answer any questions that the Board may have regarding this report.

The Board approved the foregoing report.

Moved by: A. Pringle

Toronto Police Service Organizational Chart

Approved by the Toronto Police Services Board on January XX, 2015



* For the purposes of Contract Negotiations only, Labour Relations reports directly to the Police Services Board

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JANUARY 21, 2015**

**#P19. SPECIAL CONSTABLES – TORONTO COMMUNITY HOUSING
CORPORATION: RE-APPOINTMENTS**

The Board was in receipt of the following report January 13, 2015 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 a request from the TCHC, to re-appoint the following individuals as special constables:

**Derek Anderson
Darlene Hurley
Henock Sebhatu
Crystal Teeter**

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 74.

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: C. Lee

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JANUARY 21, 2015**

**#P20. SPECIAL CONSTABLES – UNIVERSITY OF TORONTO:
RE-APPOINTMENTS**

The Board was in receipt of the following report January 13, 2015 from William Blair, Chief of Police:

Subject: RE-APPOINTMENT OF SPECIAL CONSTABLES FOR THE UNIVERSITY
OF TORONTO ST. GEORGE CAMPUS

Recommendation:

It is recommended that the Board approve the re-appointment of the individuals listed in this report as special constables for the University of Toronto, 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 University of Toronto (U of T) for the administration of special constables (Min. No. P571/94 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 a request from the U of T to re-appoint the following individuals as special constables:

**Michael Munroe
Leonardo Viveiros**

Discussion:

U of T 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 U of T property within the City of Toronto.

The agreement between the Board and the U of T 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 U of T has advised that the individuals satisfy all of the appointment criteria as set out in the agreement between the Board and the U of T for special constable appointment. The U of T, St. George Campus' approved strength of special constables is 34; the current complement is 31.

Conclusion:

The Toronto Police Service and the U of T 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 U of T property. The individuals currently before the Board for consideration have satisfied the criteria contained in the agreement between the Board and the University of Toronto.

Deputy Chief 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: J. Tory

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JANUARY 21, 2015**

**#P21. TORONTO 2015 PAN AMERICAN/PARAPAN AMERICAN GAMES –
2015 SECURITY OPERATING BUDGET AND COST CONTRIBUTION
AGREEMENT**

The Board was in receipt of the following report January 16, 2015 from William Blair, Chief of Police:

Subject: TORONTO 2015 PAN AMERICAN/PARAPAN AMERICAN GAMES – 2015
SECURITY OPERATING BUDGET AND COST CONTRIBUTION
AGREEMENT

Recommendation:

It is recommended that:

- (1) the Board approve the Security Cost Contribution Agreement between the Board and the Ministry of Community Safety and Correctional Services regarding funding for the Toronto 2015 Pan American/Parapan American Games (Games), and authorize the Chair to execute the agreement and related documents on behalf of the Board, subject to approval by the City Solicitor as to form;
- (2) the Board approve an increase to the Toronto Police Service's gross operating budget by \$64.9M, with a concurrent increase in revenues of \$64.9M (net impact of zero);
- (3) the Board forward a copy of this report to the City's Deputy City Manager and Chief Financial Officer for information; and
- (4) the Board forward a copy of this report to the City Budget Committee for approval.

Financial Implications:

It is currently estimated that the Toronto Police Service's (Service's) total cost for the planning, operational, and demobilization phases of the Toronto 2015 Pan American/Parapan American Games (Games) will be \$72.7M for the period from January 2011 to October 2015. This does not include the cost of private security, which is an Ontario Provincial Police (OPP) direct cost.

Planning expenditures incurred from February 2011 to March 2014 of \$2.2M have been reimbursed to the Service through previous Agreements with Toronto 2015, the organizing committee mandated to plan, coordinate, promote, finance, and stage the Games (Min. No. P20/14 refers).

The remaining \$70.5M planning budget, for the period from April 2014 to October 2015 in direct relation to the planning, operational, and demobilization phases of the Games, are covered under the Security Cost Contribution Agreement (Agreement) with the Ministry of Community

Safety and Correctional Services (MCSCS). Planning expenditures incurred from April 2014 to December 2014 are currently estimated at \$3.9M (final costs to be confirmed through the Service's year-end accounting process). Expenditures in 2015 are estimated to be \$66.6M. Since the Service's currently approved 2015 operating budget includes \$1.6M for the Games, an adjustment of \$64.9M for gross expenditures and revenue (with a net impact of zero) is required for 2015.

It should be noted that all estimates are based on planning principles and assumptions to November 2014 (at which time the budget was prepared for discussion with the MCSCS).

Background/Purpose:

The Games will be held in the City of Toronto and surrounding municipalities in July and August of 2015. Toronto will host the largest portion of the Games' training and competition venues, including Athletes Village where the visiting athletes, coaches, and team officials from the 41 participating countries will be housed during the Games.

The Service is one of the ten agency members that comprise the Integrated Security Unit (ISU). The ISU was established by the Ontario Provincial Police (OPP) in accordance with the Toronto 2015 Bid, identifying the OPP as the lead agency for overall Games security.

Discussion:

The Service's portion of the security costs related to the Games is currently estimated at \$72.7M. The Province has committed to funding all incremental costs relating to the Games. This report highlights details with respect to the Agreement, and provides a breakdown of costs related to the Games.

Cost Contribution Agreement

The purpose of the Agreement is to reimburse the Toronto Police Services Board (Board) for eligible costs directly associated with the Games in order to ensure the safe operations of the Games and the safety of participants, spectators, and the public. The term of the Agreement is from April 1, 2014 to October 31, 2015.

The Agreement formalizes the Board's cost recovery arrangement with the Province and allows for recovery of incremental salary and non-salary expenditures incurred by the Service for the planning, mobilization, and demobilization phases of the Games. The Agreement is the product of many months of negotiations between the Games planning team members, Service staff, representatives from other Services within the ISU, City Legal, and the Province. All Services involved in providing security for the Games have been negotiating a commonly worded Agreement with the Province. As a result, it has taken longer than expected to arrive at a mutually acceptable Agreement.

The Agreement outlines eligible expenditures. Funding by the Province is not meant to subsidize ongoing costs or any security infrastructure legacy, but rather to provide relief for

extraordinary, justifiable, and reasonable incremental security measures implemented in support of the security operations for the Games.

Expenditures eligible for 100 percent coverage include:

- Personnel costs (regular salaries, overtime and benefits) for the Service's Pan Am Games Planning Team members;
- Leased office support, telecommunication, and other equipment necessary for the planning or delivery of security operations. Purchased equipment is eligible for reimbursement if leasing is not an option, or if it can be demonstrated that leasing would be more expensive.
- Transportation, food and accommodation, if required for planning or operational activities, and according to parameters established by the MCSCS.
- Specialized training directly related to and incrementally required specifically for the 2015 Games.

There are some parameters for expenditures eligible for 50 percent coverage (such as the purchase of telecommunication infrastructure). There are also expenditures that are deemed ineligible (for example, hospitality costs, or expenditures considered to be part of normal service levels). The Service is anticipating that all of our expenditure claims will fall under the 100 percent eligibility guideline.

The Agreement also highlights other conditions for reimbursement by the Province, such as ensuring that the total of all government funding (municipal, provincial, or federal) will not exceed 100 percent of eligible costs. Eligible costs will be reimbursed according to the Service's collective agreement and there is a monetary cap for reimbursement based on the budget submitted by the Service.

The Agreement outlines appropriate controllership measures and reporting requirements. Detailed documentation must be provided on an ongoing basis for all eligible expenditures submitted for reimbursement. Upon receipt of monthly claims, the Province will take all reasonable efforts to pay with 30 days. At the conclusion of the program, the Service will be required to submit a final report on total incremental costs.

The Service's Pan Am Games Planning Team has established protocols to ensure that the conditions of the Agreement are addressed and that no issues have been identified. A copy of the Agreement has been submitted to the Board office and will be distributed to Board members for their information.

Detailed Breakdown of Security Costs Associated with the Games

The Service is responsible for security planning, operations, and demobilization at all venues located within the City of Toronto, and is a partner in the traffic management plan. Security operations are divided into three sections:

1. Planning phase – January 1, 2011 to June 23, 2015;
2. Deployment (operational) phase – June 24, 2015 to August 21, 2015;
3. Demobilization phase – August 22, 2015 to October 31, 2015.

Costs associated with the Games can be broken down into three main categories: (a) planning team costs (including demobilization); (b) venue security (including Command Posts); and, (c) staffing and expenditures for specialized functions (such as logistics and communications) related to the deployment phase.

- Planning team costs: Planning for the Games began in 2011. Two officers were initially dedicated to this exercise. Staffing levels have since grown to 39 members currently assigned to the project on a full-time basis, with additional subject-matter experts (SMEs) providing consultation and expertise as required. It is anticipated that a small number of members may be added to the planning team as the deployment phase approaches.

The MCSCS has agreed to fund salary costs for all members assigned to the project on a full-time basis, as well as the direct operating costs. This funding allows the Service to backfill vacancies through the use of temporary staff or overtime. The MCSCS has also agreed to provide funding for all SME-related costs where the Service can demonstrate that the use of the SME has avoided the assignment of another full-time planning team member. For example, the Service has identified two training liaison officers who spend part of their time on Pan Am-related training development.

For the purposes of this discussion, planning team costs include the cost of demobilization, which will begin after the Parapan Games conclude. Once the Games conclude, planning team members will be able to finalize all documentation pertaining to the Games to ensure that the After Action Report and financial reporting are fully documented. The planning team will gradually disperse, with core members working until October 31, 2015. Costs for planning and demobilization for the period from April 2014 to October 2015 are estimated at \$11.9M. The majority of this cost (\$11.1M) is attributed to salaries and benefits for the planning team. \$0.8M is attributed to the operational costs related to the planning team. The largest single operational cost is \$208,600 budgeted for the development of a Games-specific scheduling system. Other costs include costs for office equipment, travel costs related to observer programs, office supplies, and printing costs.

- Venue security, including Command Posts: There are currently 39 venues located within the City of Toronto. Some of these venues are significant in size and scope. For example, Athletes Village is active prior to the opening of the Pan American Games, through until after the closing of the Parapan American Games. Pan Am Park (on Exhibition Grounds) runs daily, from morning to night, throughout the Pan American dates. Other venues are active only during competition days for certain sports.

Regardless of size or scope of the venue, each venue must be made secure, and then maintained securely throughout the duration of its use. The Service will be providing security using off-duty personnel (on call back) wherever possible. In the event that staffing cannot be managed with off-duty personnel, on-duty personnel will be assigned. The

MCSCS has recognized the impact this would have on business continuity (i.e. policing the rest of the City), and that on-duty staffing is a less-expensive staffing model. As such, the MCSCS has agreed to fund the cost of deployed officers, whether on or off duty. The total number of work assignments currently exceeds 26,000 details.

It should be noted that police security will be supplemented through the use of private security. The OPP has contracted for private security, and will be paying the private security company directly. The Service is identifying where private security can be assigned, and will be providing oversight to private security functions.

Due to the dispersed nature of the venues throughout Toronto, several Command Posts will be established to ensure proper oversight of venue security. The cost of these Command Posts is included in the cost of venue-specific security.

The total Service cost associated with venues and Command Posts is \$22.9M, comprised primarily of salary costs for off-duty officers. Private security costs are currently estimated at \$33M, and will be borne by the OPP.

- Specialized Functions: The cost of specialized functions related to security for the Games includes salaries for members assigned to these functions, as well as equipment and supplies. Some of the more significant areas of expenditure include:
 - *Games Route Network (GRN):* The GRN is an estimated 770 kilometre route of streets and highways that connect the competition venues to Athletes Village and other venues, 63 kilometres of which fall under Service jurisdiction. The Service is one of many stakeholder members of the Pan Am Transportation Team (PATT) that oversees the GRN. The Toronto portion of the GRN is seen as one of the major challenges of the Games. The estimated cost for traffic control is \$5M.

Radio infrastructure and rental of radios: One of the Games' planning principles is to ensure as little disruption to business continuity as possible. The deployment of off-duty personnel, however, results in a requirement for an increased number of radios. In addition, there may be a requirement to enhance the current infrastructure to ensure Games requirements are met. Total radio infrastructure and rental cost, including staff time for telecommunication support, is estimated at \$7.1M.

The increased number of radios required for the Games requires the lease of an estimated additional 1,100 radios from Motorola (the Service's approved Vendor of Record for radio's and related equipment), at an estimated cost of \$2.9M plus taxes. The commitment for this acquisition must be made as soon as possible, to ensure that delivery can be received in time for the Games. The budget for security costs, including the lease cost for these radios will be included in the Service's revised 2015 operating budget, which Council will not be approving until March 2015. However, since the cost of these radios can be accommodated within the 2015 interim budget estimate provided by the City to the Service, and given that the Service has a Board approved Vendor of Record

(Motorola) for radios and related equipment, the Service will be entering into a commitment for the lease.

- *Training:* Another significant cost related to the Games is the cost of training. There will be many different officers assigned to the 26,000 details. All of these officers must be trained on the subject of the Games, security screening methods, accreditation, the role of private security, volunteers, and the workforce, venue specific details, and applicable Toronto Police Service Policies and Procedures. Specialized training for additional scribes, motorcycle officers, public order etc. has been identified. There are also exercises run by Toronto 2015 and by the ISU. The total cost of training is estimated at \$4.5M.
- *Transportation, vehicle rental and fuel:* As previously discussed, venue locations are dispersed throughout the City. There is a need to transport officers from staging areas to venues. The largest cost in this area is for the rental of buses (estimated at \$2.4M). Other vehicle costs include bicycles and rental of cars and vans for officer deployment and logistics requirements. The total cost for these requirements is currently estimated at \$2.8M.
- *Other areas with significant staffing requirements:* In addition to general venue security, the Service is ensuring that there are sufficient and appropriate staff identified for public order (\$2.6M), logistics (\$7.4M), intelligence (\$2.4M), communications (\$0.8M), information technology support (1.2M), security sweep teams (\$0.5M), and various other areas (\$2.1M).

Conclusion:

The Service's Pan Am Games Planning Team is actively engaged with Toronto 2015, City of Toronto divisions and agencies, ISU agency partners, and a number of stakeholder groups that are major contributors to the Games' planning, and ultimately, the success of the Games.

Security costs for the Games are currently budgeted at \$72.7M for the Service, broken down as follows:

	Up to March 2014 (funding received)	March 2014 - Dec 2014 (incurred, funding pending)	Jan 2015 - Oct 2015 (planned)	Total Budget
Planning team	\$ 2.2	\$ 3.9	\$ 7.2	\$ 13.3
Venues, incl. Command Posts	\$ -	\$ -	\$ 22.9	\$ 22.9
Specialized Functions	\$ -	\$ -	\$ 36.5	\$ 36.5
	\$ 2.2	\$ 3.9	\$ 66.6	\$ 72.7

Private security costs are estimated at \$33M. Service members will oversee private security staff, but the cost for private security will be borne by the OPP.

Planning for the Games continues, and all costs are being reviewed and refined. The current budget anticipates at net zero impact, as all of the Service's cost are expected to be fully reimbursed under the Cost Contribution Agreement (CCA) with the Province.

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 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 JANUARY 21, 2015**

#P22. IN CAMERA MEETING – JANUARY 21, 2015

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. Andrew Pringle, Vice-Chair
Ms. Marie Moliner, Member
Dr. Dhun Noria, Member
Ms. Shelley Carroll, Councillor & Member
Mr. Chin Lee, Councillor & Member
Mr. John Tory, Mayor & Member

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#P23. ADJOURNMENT

Alok Mukherjee
Chair