



**The following *draft* Minutes of the meeting of the Toronto Police Services Board held on October 20, 2011 are subject to adoption at its next regularly scheduled meeting.**

**The Minutes of the meeting held on September 14, 2011 and the special meeting held on October 05, 2011, previously circulated in draft form, were approved by the Toronto Police Services Board at its meeting held on October 20, 2011.**

**MINUTES OF THE PUBLIC MEETING** of the Toronto Police Services Board held on **OCTOBER 20, 2011** at 1:30 PM in the Auditorium, 40 College Street, Toronto, Ontario.

**PRESENT:**

**Dr. Alok Mukherjee**, Chair  
**Mr. Chin Lee**, Councillor & Member  
**Ms. Frances Nunziata**, Councillor & Member  
**Mr. Andrew Pringle**, Member

**ABSENT:**

**Ms. Judi Cohen**, Member  
**Dr. Dhun Noria**, Member  
**Mr. Michael Thompson**, Councillor & Vice-Chair

**ALSO PRESENT:**

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

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 20, 2011**

**#P256. INTRODUCTIONS**

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

To the position of Executive Assistant, Legal Services:

Ms. Lynne McCart

To the rank of Staff Sergeant:

Daniel Bell

To the rank of Sergeant:

Richard Baker

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 20, 2011**

**#P257. TORONTO POLICE SERVICE – REVISED 2012 OPERATING BUDGET  
REQUEST**

The Board was in receipt of the following report October 18, 2011 from William Blair, Chief of Police:

Subject: TORONTO POLICE SERVICE – REVISED 2012 OPERATING BUDGET  
REQUEST

Recommendations:

It is recommended that:

- (1) the Board approve the Toronto Police Service's 2012 net operating budget request of \$936.3 Million (M), which achieves \$43.1M of the \$93M (or 4.6 of the 10%) City reduction target;
- (2) the Board defer the increased contribution to the City's Sick Pay Gratuity Reserve, on the condition that any Service surpluses in 2011 (up to \$6.5M) be allocated to the City Sick Pay Reserve;
- (3) the Chief of Police, in consultation with the Board, develop terms of reference and a selection process to engage an external consultant to conduct an assessment of the Toronto Police Service to help identify opportunities for additional budget reductions that could be achieved in 2013, in order to meet the remaining 2012 budget reduction target;
- (4) the Board forward a copy of this report to the City's Deputy City Manager and Chief Financial Officer for information; and
- (5) the Board forward a copy of this report to the City Budget Committee for approval.

Financial Implications:

The Toronto Police Service's (Service) 2012 operating budget request is a net amount of \$936.3M (\$1,011.9M gross). This request includes the 2012 estimated impact of all labour contract settlements, although not all contract negotiations have been concluded. The 2012 starting budget was \$979.4M. This budget request achieves \$43.1M, or 46%, of the \$93M reduction target identified by City Finance.

The operating budget request presented to the Board at its' October 5, 2011 meeting included a reduction of \$34.7M. This request includes a further reduction of \$8.4M, achieved primarily as a result of updated information from City Finance:

- The City Caretaking chargeback has been reduced by \$0.5M as a result of information received from City Facilities on October 13, 2011, indicating that implementation of outsourcing of custodial services at some Service facilities will begin part-way through 2012;

- City Finance staff have confirmed (e-mail dated October 17, 2011) that the cost-per-litre assumed for gasoline for budget development can be reduced from \$1.35 to \$1.20, resulting in a budget reduction of \$0.7M;
- As a result of further discussions with the City Manager and the City Chief Financial Officer, the increased contribution to the Sick Pay Gratuity Reserve has been deferred for one additional year, resulting in a budget reduction of \$6.5M, on the understanding that any 2011 Service surplus will be allocated to this Reserve, to a maximum allocation of \$6.5M.

In addition, the Service has reviewed its Vehicle and Equipment Reserve status, and based on more up-to-date information, has determined that contributions can be maintained at the 2011 level, resulting in a reduction of \$0.75M.

Table 1 summarizes the total reductions of \$43.1M achieved to date during the 2012 operating budget development process.

**(Table 1 ... over page)**

**Table 1. Reductions Achieved to Date**

2012 Starting Budget	979,416,900
<b><u>Changes:</u></b>	
- Adjustments to hiring strategy	(6,235,700)
- Premium pay (flatlined to 2011 levels)	(1,900,000)
- Benefits (new provider, changes in estimates)	(2,190,300)
- Reserves (pressures avoided)	(2,340,000)
- Sick pay Gratuity - full funding added	6,500,000
- Deferral in operating impact from capital	(3,619,400)
- Net other changes (various accounts)	<u>102,300</u>
Sub-total of net reductions	(9,683,100)
<b>Preliminary request, May 30, 2011</b>	<b>969,733,800</b>
<b><u>Changes to preliminary request:</u></b>	
- Reduction in Senior Management (due to VEIP)	(2,828,800)
- Defer uniform hiring in 2012	(8,400,000)
- OMERS rate change	(3,000,000)
- Reduce non-fixed non-salary accounts	(4,400,000)
- Reduce premium pay 10%	(3,900,000)
- Other various changes (includes Deputy Chief position reduction)	<u>(2,457,700)</u>
Sub-total of net reductions	(24,986,500)
<b>2012 Request presented on October 5, 2011</b>	<b>944,747,300</b>
<b><u>Changes to October 5, 2011 request:</u></b>	
- Reduction in City Caretaking chargeback (from outsourcing)	(500,000)
- Reduction in contribution to Vehicle & Equipment Reserve	(750,000)
- Reduction due to revised City rate for gasoline	(669,400)
- Adjustment to Sick Pay Gratuity	(6,500,000)
Sub-total of net reductions	(8,419,400)
<b>2012 Request presented on October 13, 2011</b>	<b>936,327,900</b>
<b>Total net reductions achieved to date</b>	<b>(43,089,000)</b>

**Background/Purpose:**

The Service's 2012 net operating budget request was presented to the Board at its special meeting on October 5, 2011. The Board received the Chief's report on the 2012 operating budget request and approved the following motions:

- (2) The Board approve a target of reducing the TPS Operating Budget by 10%, equating to a 2012 budget of \$886.4M;
- (3) In adopting motion #2, the Board recognizes the constraints in achieving this target, and the Board requests the Chief to provide options for achieving this target over two years, for the Board's consideration; and
- (4) The Chief submit a revised 2012 Operating Budget and any options to the Board for approval no later than Thursday, October 13, 2011.

An in-camera Board meeting was held on October 14, 2011 to discuss various options related to the Service's 2012 operating budget request.

This report provides a revised 2012 budget request for the Board's consideration.

Discussion:

*City-Identified Target:*

City Finance's 2012 budget guidelines include a specific target reduction for each Agency, Board, Commission and Department (ABCD). Table 1 summarizes the Service's 2012 operating budget target calculation. City Finance has reviewed and concurs with the information provided in Table 1.

**Table 2. 2012 Target**

2011 Approved Budget		906,201,900
2011 Salary Settlement		24,204,500
2011 Adjusted Budget / 2012 Starting Point		<u>930,406,400</u>
2012 Pressures Identified During 2011	Plus:	25,836,600
2012 Salary Settlement Impact	Plus:	23,173,900
2012 Starting Budget		<u>979,416,900</u>
Less Reduction - 10% of 2011 Adjusted Budget		(93,040,600)
2012 Target Net Budget		<u><u>886,376,300</u></u>

*2012 Operating Budget Request:*

The Service has now achieved a net reduction of \$43.1M (or 46%) of the \$93M required to meet the City's 2012 target. This leaves the Service approximately \$50M short of achieving the City target. At this point, the 2012 operating budget includes:

- estimated uniform attrition of 200 staff;
- no uniform hiring for a second year;
- a 10% reduction of senior management positions;
- increased civilian gapping and filling only critical positions (estimated net civilian attrition of 40);
- additional premium pay reduction of 10%;
- reduction as a result of the City outsourcing caretaking at some Service facilities
- flat lining of contributions to the Vehicle and Equipment Reserve;
- deferral of the increased contribution to the City's Sick Pay Reserve;
- further non-salary / non-fixed accounts reduction of 16%;
- maximized cost recoveries; and
- an estimated \$5.5M increase in revenue from expected uploading of court security costs.

### *Achieving City Target in 2012:*

The Service's ability to reduce the 2012 request any further, without incurring significant operational implications and risk, is limited. The budget is comprised of four main categories of expenditures:

- Salary and benefit budgets (\$860.1M): These budgets are directly related to the number of staff on payroll and reflect an increase of \$23.2M related to the funding requirement to meet collective agreement increases in 2012. Based on attrition assumptions, and assuming no uniform hiring in 2012, it is estimated that there will be 5,368 officers on strength as at year-end 2012 (236 below the Board-approved target deployment level).

Based on attrition assumptions, and taking into consideration the requirement to replace court officers, communication operators, and other critical civilian functions, it is estimated that there will be 1,945 civilian members on strength as at year-end 2012 (117 below the Board-approved establishment).

Salaries are determined by the collective agreements. Benefits are determined by collective agreement and statutory requirements. All accounts that can be affected by policy (e.g., level of acting pay or stand-by pay) have been reviewed and minimized. No further reductions in these accounts are possible unless there is a reduction in staffing levels through a Board-approved initiative. There is no mechanism or authority by which the Chief of Police can reduce staffing levels beyond temporary gapping, as the Service operates within a legislative framework governed by the *Police Services Act*. Essentially any reduction to the size of the Service would require review by the Ontario Civilian Police Commission (OCPC). This review process could take significant time to complete and is unprecedented, particularly considering the reduction that would be required to the size of the Service to achieve the City's 10% target. Attachment A provides an outline of the process to be followed.

- Premium pay budgets (\$39.8M): The 2011 premium pay budget was reduced by \$1.9M. The 2012 premium pay budget has been reduced by a further \$3.9M. The combined impact of reductions in 2011 and 2012 represents a decrease of approximately 13% from 2010 (after adjusting for salary settlements, and excluding the impact of off-duty court attendance).

More than 50% of premium pay is incurred as a result of required court attendance. Officers are required to attend court, and if officers are off-duty when court is scheduled, the collective agreement requires that they be paid at time-and-a-half.

As a result, the 2012 reduction of \$3.9M will primarily affect overtime and callback. This reduction will impact the operational effectiveness of officers, as there will be fewer available hours to complete investigative work. In addition, the Service's ability to absorb the impact of major unplanned events (e.g. demonstrations, emergency events, high profile homicide/missing person cases) will be significantly reduced. Significant unplanned events could result in a budget shortfall in premium pay and place a pressure on the Service's

overall 2012 budget. Any further reductions in this category would significantly increase the risk exposure of the Service.

- Non-salary budgets (\$112.1M): The majority of the non-salary budgets are based on contractual requirements. 29% (\$32.6M) is required for reserve contributions, to ensure current and future commitments can be met.

Other fixed accounts (\$57M) include caretaking and maintenance (\$20.5M), gasoline (\$10.6M), computer maintenance contracts (\$11.9M), and other contractual requirements such as clothing reimbursement, cleaning vouchers, and other costs (total of \$14M). These budgets are determined based on known factors. All budgets have been set as low as possible taking into account operational and contractual obligations that must be met. The caretaking and maintenance budget is based on projected costs provided by City Facilities.

Other non-fixed accounts (\$22.4M) include office supplies, training, rental of photocopiers, etc. These budgets have been reduced by \$4.2M in 2012.

- Revenue budgets (\$75.6M revenue): Revenues are derived from grant funding (contractually determined), fees and recoveries (levels determined based on historical information and known changes). A review of fees has been conducted by the Service and new fees approved by the Board, to ensure that the Service is recovering all of its costs. Changes to fees have been incorporated in the 2012 budget request.

#### *Achieving City Target Reduction by 2013:*

\$50M of service reductions or efficiencies would have to be identified in 2013 to address the Board's recommendation that the target budget of \$886.4M be achieved over two years. At this time, City Finance is unable to confirm a target for 2013. Attachment B provides information regarding the 2013 and 2014 outlook, taking into account pressures known at this time, excluding any budget reductions that may be identified through the 2013 process.

#### *External Assessment of the Toronto Police Service:*

The Service has been undertaking continuous improvement initiatives to identify efficiencies and reduce expenditures. We have participated in various City-led reviews including the KPMG Core Service Review and the Ernst & Young (E&Y) Service Efficiency Review (looking at staffing levels, shift schedules, emergency management, call taking and dispatch, towing and pounds management, and school crossing guard program), as well as various function-specific reviews. In an effort to find additional savings to meet the City's 10% budget reduction target in 2013, the Service will engage an external consultant to examine administrative and business processes to identify any potential efficiencies which could be achieved without impacting service levels. Information and conclusions from the KPMG, E&Y and other external consultant reviews will be considered by the external review, to ensure there is no duplication of efforts. Results from this study will be provided to the Board. Funding has been included in the 2012 request for this review.



Conclusion:

This report provides the Board with a revised operating budget request of \$936.3M, which achieves \$43.1M (or 46%) of the City's 10% target reduction. The Service will continue to refine the budget request if more up to date information becomes available.

The Service will continue to work with the Board immediately after the 2012 process, to identify any further options for achieving the remaining \$50M budget reduction for the 2013 net operating budget request. An external consultant will also be engaged by the Service to conduct an independent assessment to identify any further action that can be taken to reduce the budget in 2013. It is important to note that the Service, like other police services in Ontario, works within a legal framework that stipulates the authorities and process for reducing the size of the Service. Consequently, any reductions to the size of the Service must comply with these legislative requirements.

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

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

**Chief Blair reiterated that the Service will continue to work with the Board to identify any further options for achieving the remaining budget reduction.**

**The Board approved the foregoing report and the following Motion:**

**THAT the Board establish a working group comprised of three members of the Board, with a quorum of two members, to start preparations for the 2013 budget process immediately; such preparations to include a comprehensive review of literature on alternative models of policing, consultation with appropriate stakeholders and experts from different policing and non-policing jurisdictions, and development of a framework for consideration of the 2013 operating and capital budget requests from the Toronto Police Service and the Parking Enforcement Unit.**

**Councillor Frances Nunziata recommended that Chair Mukherjee, Vice-Chair Thompson and Mr. Pringle participate on the abovenoted working group.**

**The Board also noted that it had previously considered the foregoing 2012 operating budget request at a special in-camera meeting that was held on October 19, 2011 (Min. No. C305/11 refers).**

## Staffing Reductions – Considerations

If a Board felt it would be appropriate to reduce officer strength, consideration of the following would be required:

- Section 40 of the *Police Services Act (PSA)* – this governs how the Board may reduce the size of the Service;
- Application to Ontario Civilian Police Commission (OCPC) – Section 40 also requires the Commission to review the termination of a member of a police service where the termination occurs for the purpose of reducing the size of the service
- *Employment Standards Act (ESA)* – various provisions of the ESA apply in cases of termination and layoff of civilian employees
- Collective agreement requirements

### Section 40 of the PSA:

Section 40 of the *PSA* states that “a board may terminate the employment of a member of the police force for the purpose of abolishing the police force or reducing its size if the Commission consents and if the abolition or reduction does not contravene this Act.”

OCPC will only consent to termination of employment if there is an agreement between the board and the member dealing with severance pay, or agreement to submit to arbitration, or OCPC has imposed arbitration.

### Application to OCPC:

The OCPC addresses two primary issues:

- Does the proposed reduction impair the ability of the Service to provide adequate and effective police services that meet the needs of the community? If, in the view of the Commission, it does, the reduction will not be approved.
- Will the terminated members of the police service be dealt with on a fair and reasonable basis? If the members have not either reached a settlement on severance terms, or agreed to submit the matter to arbitration, the Commission has the authority to order arbitration.

There is an extensive process to be followed for obtaining OCPC approval. The OCPC considers at a minimum:

- Historical levels of policing
- Comparative levels of policing in similar communities of similar size
- Anticipated growth or other changes that warrant an increased investment in policing
- Other means available to the Board to provide a similar level of service at a lower cost

The process for obtaining approval is:

1. Forward to the Commission a copy of the resolution or other document passed or enacted by the Police Services Board indicating the desire to reduce the size of the Police Service. Attach 3 copies of the relevant materials, including:

- a. A copy of the proposed reduction to the Police Service and a description of how it is to be achieved.
  - b. An outline of the process followed by the local authorities to obtain public input on the proposal.
  - c. Other materials that may be relevant or useful to the Commission in determining the issues outlined above.
2. The Commission will convene a public meeting in the community. Two or three members of the Commission will preside. The meeting will be advertised in the local news media. At this meeting, the Commission invites the following to make presentations or respond to questions.
- a. Representatives for the Municipality and the Police Services Board - to describe the proposal, its anticipated impact on the community, the public consultation process employed to help develop the initiative; and their acceptance of the agreement.
  - b. Representatives of the Ontario Provincial Police, if OPP contract policing is proposed - to describe the new policing arrangements.
  - c. Representative of the Police Services Board - to describe what arrangements, if any, are in place to deal with members whose employment may be terminated.
  - d. Representative of the Police Association - to confirm what employment or severance arrangements have been made for their members.
  - e. Chief of Police - to respond to any questions from the Commission on the adequacy of the proposed services and to confirm the status of his or her proposed termination or employment.
  - f. Zone Police Services Advisor, Policing Services Division, Ministry of Public Safety and Security - to discuss the adequacy of the proposed police service.
  - g. Members of the public - to address issues related to the adequacy of the proposed service.

In addition to the parties listed above, the Commission informs other groups of its plan to hold the public meeting, such as the Police Association of Ontario, the Ontario Senior Officers Police Association, the Ontario Association of Police Services Boards, the Ontario Association of Chiefs of Police and the Ministry of Public Safety and Security and welcomes any relevant submission from those organizations at the meeting.

3. Upon receiving the above information, the Commission will issue a written decision. Decisions are typically issued in due course after the Commission receives all the pertinent information.

ESA:

The *ESA* does not apply to police officers in the event of layoff or termination, but does apply to civilian members of the service who are entitled to various protections set out in that Act. The *ESA* requires notice of termination to each employee, or pay in lieu thereof, and also provides for severance pay. Various notice provisions apply.

Collective Agreement Requirements

The Service's Collective Agreements with the various bargaining units for uniform and civilian employees reference layoff, seniority, service, recall and job security in greater or lesser detail. Where the Collective Agreement is silent, the *ESA* provisions govern.

**2012 OPERATING BUDGET REQUEST - TORONTO POLICE SERVICE**  
**2012 Request, 2013 and 2014 Outlook**

	# unif.	# civ.	2012 Request	% chg	2013 Outlook	% chg	2014 Outlook	% chg
<b>2011 Approved Budget (March 2011 Approval), after in-year insurance adj.</b>	5,617	2,068	<b>906,201.9</b>					
Estimated impact of salary settlement (for discussion purposes only)			24,204.5					
			<b>930,406.4</b>					
				2012 Req:	936,327.9	2013 Out:	981,741.3	
<b>Salary Requirements</b>								
U1 Annualized impact of 2011 separations (projected at 180; was budgeted @ 220)			(6,837.3)	2012 seprn:	(10,486.6)	2013 seprn:	(10,000.0)	
U2 Annualized impact of 2011 replacements (projected and budgeted @ 0)			0.0	2012 rept:	0.0	2013 rept:	0.0	
U3 Savings from 2012 Separations (200)			(10,180.8)	2013 seprn:	(10,180.8)	2014 seprn:	(10,000.0)	
U4 Cost of 2012 Hires (previously planned at 366)			0.0	2013 rept:	10,102.9	2014 rept:	10,000.0	
U5 Annualized impact of 2011 reclassification costs			3,498.5		2,418.4		2,500.0	
U6 Part-year 2012 reclassification costs			5,121.4		5,141.7		5,200.0	
U7 Leap year			1,600.0		(1,600.0)		0.0	
C1 Year-over-year change in estimate for increments			180.5		0.0		0.0	
U9 Voluntary Exit Incentive Program (VEIP) savings	-13	-6	(2,262.8)		0.0		0.0	
U8 Net Other Changes (e.g., in-year job reclassifications, chg in leaves, etc.)			(473.9)		0.0		0.0	
			<b>(9,354.4)</b>	-1.01%	<b>(4,604.4)</b>	-0.49%	<b>(2,300.0)</b>	-0.23%
<b>Premium Pay</b>								
P1 Net Other			(3,865.2)		0.0		0.0	
			<b>(3,865.2)</b>	-0.42%	<b>0.0</b>	0.00%	<b>0.0</b>	0.00%
<b>Fringe Benefits</b>								
F1 Medical / dental / admin changes			(365.5)		1,370.7		1,476.4	
F2 EHT, EI, CPP, OMERS - estimated rates for budgeted salaries			773.6		500.0		500.0	
F4 OMERS - rate increase continuing in 2012 and 2013			2,751.4		6,600.0		0.0	
F5 Retiree - medical / dental			(23.1)		23.8		129.3	
F6 Group life insurance			(551.4)		67.2		78.5	
F7 WSIB Medical, Pension, Admin			528.4		725.7		801.0	
VEIP Savings (benefits portion)			(566.0)		0.0		0.0	
F9 Net Other			342.7		(81.2)		15.8	
			<b>2,890.1</b>	0.31%	<b>9,206.2</b>	0.98%	<b>3,001.0</b>	0.31%
<b>Contributions to Reserve</b>								
R1 Contribution to Sick Pay Gratuity Reserve (to be discussed with City staff)			0.0		6,500.0		0.0	
R2 Change to Central Sick Bank contribution			1,230.0		500.0		0.0	
R3 Health Care Reserve Contribution			(300.0)		1,000.0		100.0	
R4 Contribution to Reserve - Vehicle & Equipment			0.0		750.0		750.0	
R5 Contribution to Legal Reserve			580.0		0.0		0.0	
			<b>1,510.0</b>	0.16%	<b>8,750.0</b>	0.93%	<b>850.0</b>	0.09%
<b>Other Expenditures</b>								
O1 Caretaking / maintenance / utilities (facilities)			160.2		1,260.9		1,336.7	
O2 Gasoline (assumes average increase)			1,186.2		263.0		359.3	
O3 Gasoline (EMS) (offset by revenue)			1,220.6		0.0		0.0	
O3 Uniforms			(843.0)		864.0		(27.3)	
O4 Other equipment			(409.3)		0.0		0.0	
O5 Cleaning Contract (uniform)			(685.6)		(25.1)		52.2	
O6 Computer hardware / software			(199.8)		618.7		649.6	
O7 Computer maintenance			(176.6)		0.0		0.0	
O8 Telephone			(156.3)		311.0		326.6	
O9 Consulting (various)			(163.6)		0.0		0.0	
O10 Courses, seminars, training			(695.0)		14.0		(38.3)	
O11 Conferences, business travel			(187.1)		0.0		0.0	
O12 Vehicles (Prep, parts, tires, rental)			(344.2)		0.0		25.0	
O15 Fixed, other			(954.8)		0.0		0.0	
Operating Impact from Capital (other than salaries)			(296.4)		260.0		1,514.7	
Non-fixed, other			(668.8)		0.0		0.0	
			<b>(3,213.5)</b>	-0.35%	<b>3,566.5</b>	0.38%	<b>4,198.5</b>	0.43%

**2012 OPERATING BUDGET REQUEST - TORONTO POLICE SERVICE**  
**2012 Request, 2013 and 2014 Outlook**

	# unif.	# civ.	2012 Request	% chg	2013 Outlook	% chg	2014 Outlook	% chg
<b>Revenues</b>								
Rv1 Court Services' uploading			(5,515.0)		(3,676.7)		(2,451.1)	
Rv2 Gasoline recovery (EMS) (offset)			(945.9)		0.0		0.0	
Loss of PORF			0.0		2,800.0		0.0	
Grants (reduction due to non-hiring)			1,335.9		3,683.8		0.0	
Changes in fees for records checks			(141.0)		0.0		0.0	
Rv3 Miscellaneous Revenue			46.6		0.0		0.0	
			<b>(5,219.4)</b>	-0.56%	<b>2,807.1</b>	0.30%	<b>(2,451.1)</b>	-0.25%
<b>BUDGET INCREASE, prior to Salary Settlement Impact</b>	(13)	(6)	<b>(17,252.4)</b>	-1.85%	<b>19,725.4</b>	2.11%	<b>3,298.4</b>	0.34%
<b>TOTAL BUDGET REQUEST, prior to Salary Settlement impact</b>	5,604	2,062	<b>913,154.0</b>		<b>956,053.3</b>		<b>985,039.7</b>	
Estimated salary settlement impact			23,173.9	2.49%	25,688.0	2.74%	27,595.7	2.81%
<b>TOTAL BUDGET REQUEST, including all approved items</b>	5,604	2,062	<b>936,327.9</b>	0.64%	<b>981,741.3</b>	4.85%	<b>1,012,635.4</b>	3.15%

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 20, 2011**

**#P258. TORONTO POLICE SERVICES BOARD – 2012 OPERATING BUDGET  
REQUEST**

The Board was in receipt of the following report October 13, 2011 from Alok Mukherjee, Chair:

Subject: TORONTO POLICE SERVICES BOARD - 2012 OPERATING BUDGET  
REQUEST

Recommendation:

It is recommended:

1. THAT the Board approve a net 2012 operating budget request of \$2,251,600 which is a decrease of 5.2% over a projected 2011 budget of \$2,374,100,
2. THAT the Board forward this report to the City's Deputy City Manager and Chief Financial Officer for information; and,
3. THAT the Board forward this report to the City's Budget Committee for approval.

Financial Implications:

At its meeting on May 30, 2011 the Board considered its preliminary operating budget (Minute P139/11 refers). The Toronto Police Services Board's 2012 preliminary operating budget request, which was a net amount of \$2,319,600 and \$2,819,600 gross (a 2.3% reduction) was received by the Board.

The revised operating budget outlined in this report includes the estimated impact of the contract settlements, although only the TPA contract has been ratified at this time. To assist in the Board's consideration of the budget, the 2011 approved budget has been adjusted for the impact of the contract settlements and the 2012 operating budget request is compared to the adjusted 2011 budget.

The 2012 operating budget request recommended in this report represents a decrease of \$122,500 (5.2%) over a projected 2011 budget of \$2,374,100.

Background/Purpose:

The Toronto Police Services Board's 2012 operating budget target is estimated to be \$2,172,200, which is \$200,800 less than the 2011 projected operating budget and \$147,400 less than the 2012 preliminary request considered by the Board at its meeting on May 30, 2011 (Board Min. P139/00 refers).

At its meeting on May 30, 2011 the Board received the preliminary budget submission and approved the following motion (the preliminary budget is appended to this report):

*THAT Board staff be directed to review the legal service chargeback with the City in order to determine how the fees or rates can be lowered.*

The Board's Budget Sub-Committee (BSC), at its meeting on July 11, 2011, requested that the Chair provide a report on the impact of achieving the City's reduction target, a reduction of a further \$147,400.

A report recommending a revised net operating budget request of \$2,251,600 (a 5.2% decrease over 2011) was deferred by the Board at its in camera meeting on July 21, 2011 (Board Min C229/11 refers) At its meeting on August 17, 2011, the BSC received this report.

At its meeting on October 5, 2011 the Board referred my report recommending a net operating budget of \$2,251,600 (a 5.2% decrease over 2011 and \$79,400 short of the City's target) to a special meeting to be held on October 14, 2011.

#### Discussion:

##### *Inter-departmental Chargeback (IDC) for City of Toronto Legal Services*

As requested by the Board, some discussion occurred with the City of Toronto Legal Services Department with respect to the appropriate inter-departmental chargeback for its services; however, no conclusion was reached with respect to the optimum amount for the chargeback.

In both 2009 and 2010, the chargeback was set at \$680,000. In both years, the actual expenditures were \$595,732.99 and \$545,312.78, respectively. I am proposing that, based on actual expenditures for 2009 and 2010, the City accept a reduced IDC that is more reflective of past actuals, for a total 2012 chargeback of \$612,000.

Should the IDC be reduced by \$68,000 as I propose, a further \$79,400 in reductions would be required to meet the City's 2012 target for the Police Services Board.

##### *Impact of Further Reductions: Non-salary Accounts*

The Board has very limited options in terms of achieving this reduction. In terms of non-salary accounts, when the amounts allocated for the City Legal chargeback and for external labour relations counsel are factored out of the budget, the actual administrative costs proposed in the 2012 budget total \$47,500.

Every administrative account in the Board's budget has been reduced substantially to arrive at this amount. For example, the proposed 2012 budget will restrict professional development and learning opportunities for Board members because the budget will only provide sufficient funds for the attendance of one individual at the Ontario Association of Police Services Boards'



conference and one individual at the Canadian Association of Police Boards' conference. Funds will continue to be available, however, to allow the Chair to fulfil his responsibilities to the OAPSB, CACOLE and CAPB Boards of Directors. Catering at full-day Board meetings will be scaled back and will be eliminated at all other meetings. There will be no funds available to support any succession planning or executive recruitment initiatives that the Board may be required to undertake. Funds will not be available in the event that the Board requires legal advice other than that which is available from the City of Toronto Legal department or from the Board's contracted labour relations law firm. Similarly, no funds will be available should the Board require any external consulting advice.

If the Board elects to achieve the City Budget target by a further reduction of \$79,400 in the budget for external labour relations counsel, in the view of Human Resources Management which administers these accounts on behalf of the Board, it is unlikely that the Labour Relations Unit could meet its anticipated financial obligations. Although recent settlement statistics related to labour disputes and grievances do indicate that fewer matters proceed to hearings, the matters that do proceed to hearings are increasingly complex. These matters tend to consume substantial legal resources, including time for preparation and arbitration. I am also advised that the Board should anticipate new grievances and proceedings arising from any efforts to downsize the organization as well as potentially, as a result of the numerous working groups that were established as an outcome of recent collective bargaining with the Toronto Police Association.

Human Resources Management is anticipating that the costs of labour relations legal matters will rise in 2012. The Board must consider that it cannot prevent grievances or other disputes, and if the current fiscal climate continues, the Board may experience another escalation in grievance rates similar to that which occurred in 2008.

*Impact of Further Reductions: Salary and Benefit Accounts*

The budget request in the Board's salary and benefit accounts, totalling \$972,410, includes:

\$778,800	staff salary and benefits
\$ 2,000	premium pay
\$ 50,700	COLA
\$140,600	Board Members' remuneration

At the Board meeting on May 30, 2011, I responded to the Board's question as to whether staffing efficiencies could be achieved (Board Minute P139/11 refers). As I indicated, the introduction of document management technology and electronic agendas would increase staff efficiency. This option will be pursued but the initial cost of implementation and potential annual operating costs may be prohibitive.

Board staff members provide the administrative support to ensure the Board's provision of civilian oversight to the community. As such, the work performed by the staff is fundamentally linked to the Board's ability to provide adequate and effective police services to the community.

Board staff must not only deal with the significant volume of work generated by the Board on a day-to-day basis but also manage ongoing strategic, proactive policy initiatives; both are areas that are critical in meeting the Board's legislative mandate.

Currently, with the Board's limited staff, it is often challenging to meet the existing demands.

The premium pay account has been reduced by \$7,800 over 2011; however, no further reduction in this account area is recommended.

Conclusion:

If the Board accepts the reductions to the City Legal Services IDC for a budget of \$2,251,600, the Board will have achieved a 5.2% overall reduction. In order to meet the City's 2012 target, a further reduction, in the amount of \$79,400, to the Labour Relations legal accounts would be required, as discussed in this report. I do not recommend this reduction because there is significant risk that Human Resources Management may not be able to work within a further reduced budget.

It must also be emphasized that these are one-time reductions. Negotiated increases for TPA members and the potential for changes to the Senior Officers' collective agreement will put pressure on the Police Services Board budget in future years. The overall reduction achieved for 2012, therefore, will not be entirely sustainable.

**The Board approved the foregoing report and the following Motion:**

**THAT the Board undertake a review of its own budget at the same time as the review that is being conducted by the Toronto Police Service in order to examine additional reduction opportunities for the 2013 operating budget.**

**The Board also noted that it had previously considered the foregoing 2012 operating budget request at a special in-camera meeting that was held on October 19, 2011 (Min. No. C306/11 refers).**

TORONTO POLICE SERVICES BOARD						
2012 OPERATING BUDGET						
DETAILED REQUEST						
	2009 Final	2010 Final	2011 Budget	2012 Request	2012 Req over 2011 Bud	
1	CIVILIAN SALARIES	632,546	658,820	671,500	671,500	0
1a	BOARD MBR REMUNERATION	140,563	126,829	140,600	140,600	0
2	ALTERNATE RATE	1,825	0	0	0	0
3	SHIFT BONUS	6	12	0	0	0
	<b>TOTAL REGULAR SALARIES</b>	<b>774,940</b>	<b>785,661</b>	<b>812,100</b>	<b>812,100</b>	<b>0</b>
4	CIVILIAN OVERTIME	0	0	0	0	0
5	CIVILIAN CALLBACK	0	0	0	0	0
6	CIV LIEU TIME CSH PM	9,788	8,940	9,800	2,000	(7,800)
	<b>TOTAL PREMIUM PAY</b>	<b>9,788</b>	<b>8,940</b>	<b>9,800</b>	<b>2,000</b>	<b>(7,800)</b>
7	EMPLOYMENT INSURANCE	8,317	8,177	8,600	8,600	0
8	CANADA PENSION PLAN	18,297	18,513	20,800	20,800	0
9	OMERS	57,377	60,508	69,800	77,900	8,100
	<b>TOTAL BENEFITS</b>	<b>83,991</b>	<b>87,198</b>	<b>99,200</b>	<b>107,300</b>	<b>8,100</b>
10	STATIONERY AND OFF	2,534	4,433	7,400	5,400	(2,000)
11	PRINTED MATERIAL	0	2,100	1,900	1,900	0
12	BOOKS & MAGAZINES	443	0	500	0	(500)
14	MISC MATERIALS	0	218	0	0	0
15	FURNISHINGS	1,814	824	0	0	0
16	COMPUTER HARDWARE	0	709	0	0	0
18	OTHER OFFICE EQUIPMENT	0	1,515	0	0	0
	<b>TOTAL SUPPLIES/EQUIPMENT</b>	<b>4,791</b>	<b>9,799</b>	<b>9,800</b>	<b>7,300</b>	<b>(2,500)</b>
19	PUB REL/PROMOTIONS	15,183	17,823	16,600	6,000	(10,600)
20	CONSULTING - LEGAL	833,816	446,672	407,100	450,000	42,900
20a	CONSULTING - OTHER	41,760	26,873	229,200	50,000	(179,200)
21	TRAVEL - OTHER EXP	3,721	6,765	4,500	4,500	0
22	CONF.-OTHER EXPENSES	18,137	27,097	26,500	6,500	(20,000)
23	COURSES/SEMINARS	0	0	8,500	1,500	(7,000)
24	ADVERTISING & PROMOTION	10,001	8,885	10,300	0	(10,300)
25	RENTAL, OFF. EQUIP.	1,346	877	2,300	2,300	0
26	REIMB.-MEMBERSHIP FEES	11,167	11,218	11,200	11,200	0
27	TELEPHONE	141	263	500	500	0
28	CELLULAR TELEPHONES	5,989	4,363	8,400	7,000	(1,400)
29	INTERNET	299	299	1,000	500	(500)
30	RENTAL OF VEHICLES	7,317	7,105	8,700	7,500	(1,200)
31	SERVICE & RENT GENERAL	1,422	2,002	2,100	2,100	0
32	CONTRIBUTION TO RESERVES	0	600,000	610,600	610,600	0
33	IDC - LEGAL SERVICES	595,733	545,313	680,000	612,000	(68,000)
	<b>TOTAL SERVICES</b>	<b>1,546,032</b>	<b>1,705,555</b>	<b>2,027,500</b>	<b>1,772,200</b>	<b>(255,300)</b>
34	MISCELLANEOUS REVENUE	(11,815)	0	0	0	0
35	CONTRIBUTION FROM RESERVES	0	(463,545)	(610,600)	(500,000)	110,600
	<b>TOTAL REVENUE</b>	<b>(11,815)</b>	<b>(463,545)</b>	<b>(610,600)</b>	<b>(500,000)</b>	<b>110,600</b>
	<b>TOTAL</b>	<b>2,407,727</b>	<b>2,133,608</b>	<b>2,347,800</b>	<b>2,200,900</b>	<b>(146,900)</b>
	ESTIMATED COLA VS 2010			26,300	50,700	24,400
	<b>TOTAL</b>			<b>2,374,100</b>	<b>2,251,600</b>	<b>(122,500)</b>
	2012 TARGET			2,172,200		
	DIFFERENCE TO TARGET			79,400		

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 20, 2011**

**#P259. SEMI-ANNUAL REPORT: DOMESTIC VIOLENCE REPORT:  
JANUARY – JUNE 2011**

The Board was in receipt of the following report August 25, 2011 from William Blair, Chief of Police:

Subject: SEMI-ANNUAL DOMESTIC VIOLENCE REPORT: JANUARY 1, 2011 –  
JUNE 30, 2011

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

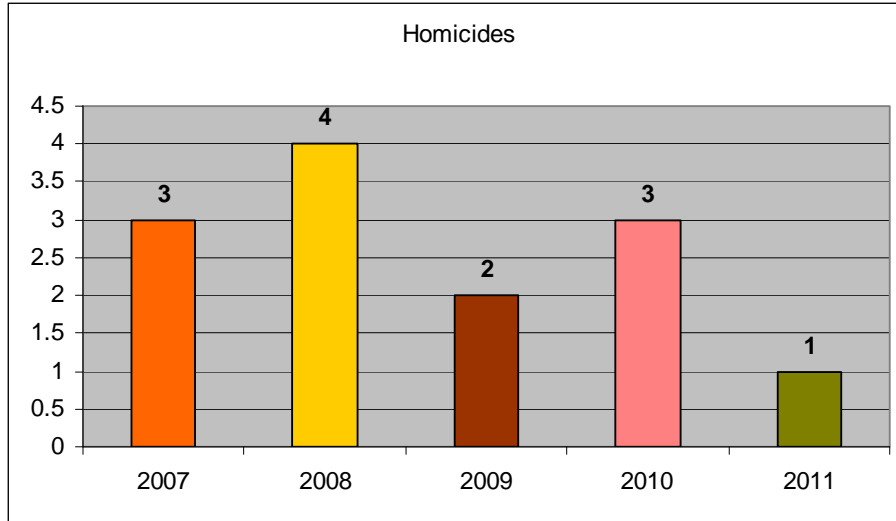
The Toronto Police Service has been providing quarterly Domestic Violence Quality Control Reports to the Ministry of Community Safety and Correctional Services (MCSCS) since 2002.

At its meeting of April 26, 2007, the Board approved a recommendation to revise the reporting schedule for Domestic Violence Quality Control Reports to be provided semi-annually, accompanied by a short presentation by the Domestic Violence Coordinator, from the Community Mobilization Unit (CMU) (Min. No. P145/07 refers). This report provides the Board with a review of the first two quarters of statistical information from the Domestic Violence Quality Control Reports for the period of January 1, 2011 to June 30, 2011.

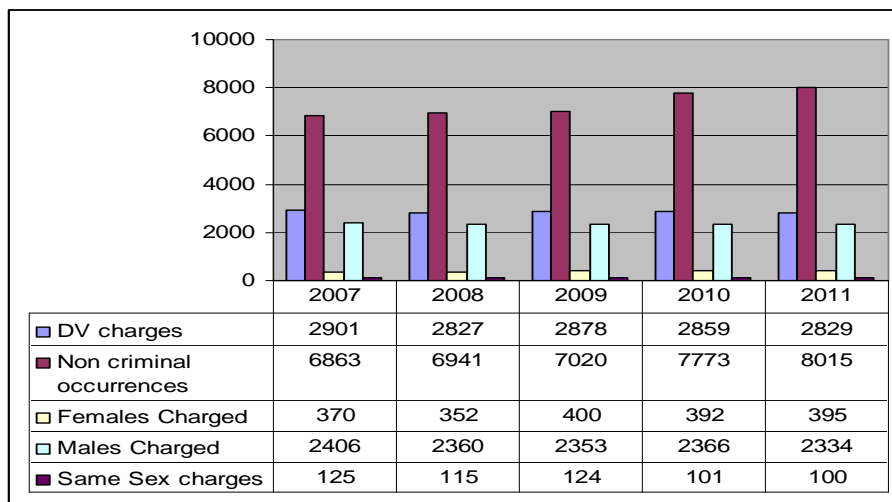
Appended to this report are the statistics for this period. This report also includes graphic comparisons of domestic violence charges and complaints for multiple years 2007 - 2011 (Min. No. P274/10 refers).

Discussion:

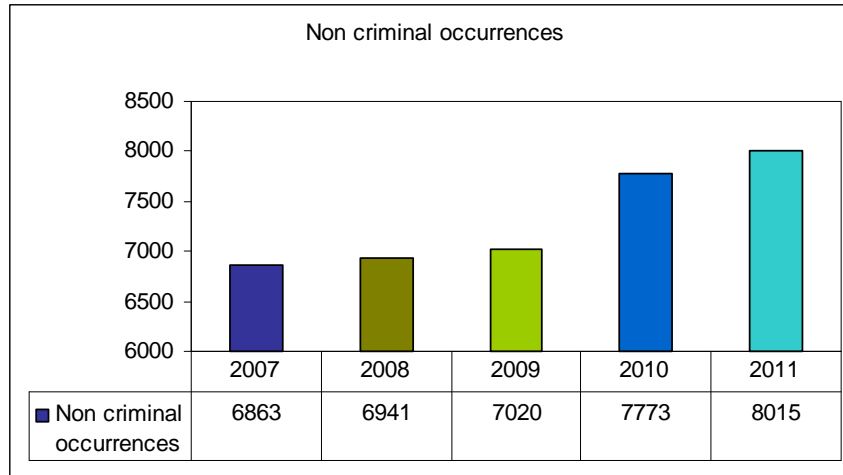
The following chart compares the homicide numbers for Q1 and Q2 for the years 2007 to 2011. In the first half of 2011, there was 1 homicide involving 1 female victim, compared to 3 for this same time period in 2010.



The following chart compares domestic violence charges and genders for Q1 and Q2 from 2007 to 2011.



The following chart compares the non-violent intimate partner complaints for Q1 and Q2 from 2007 to 2011.



Although the number of charges laid for this reporting period has decreased by 30 cases, the non-criminal domestic incidents have increased by 251 cases. This can be attributed to the increase of awareness in the community and the reaching out to policing services earlier in the domestic violence cycle.

Fail to Comply charges (Breaches) have steadily increased in the last 3 years as a result of a focus on offender management and the enforcement of release and probation orders by the new Bail Compliance Units in each division. This demonstrates a positive outcome which addresses the Service Priority of reducing re-victimization and increasing victim safety.

It is significant to note that Dual Charges have been reduced by 36% for this reporting period.

At its meeting of November 15, 2007, the Board approved a request that the Chief of Police include cultural initiatives that have been developed by the Service (Min. No. P351/07 refers).

From January 1 to June 30, 2011, the Service continued to engage several ethnic and business communities in domestic violence awareness and educational presentations. For example, CMU, along with members of Divisional Policing Command (DPC), participated in the following activities:

- Forty three multi-cultural lectures with an average attendance for these lectures of approximately 45 people in Division Nos. 31, 43, 54, 55 and 53.
- Thirteen lectures for new immigrant groups and English as a Second Language (ESL) students in Division Nos. 33, 23 and 53.
- Seven lecture/information sessions to local faith groups in Division Nos. 23, 53 and 43 addressing the following groups: Somali, South Asian, Francophone, African and Muslim.
- Two information sessions were held in 53 Division for the Aboriginal community with approximately 25 participants.
- Sixteen lectures addressing both genders of youth in Division Nos. 23, 53, 55.
- 22 Division delivered an all day domestic violence seminar with over 100 participants and community partners in attendance.

- 53 Division officers attended all 26 secondary schools and 2 universities / colleges and delivered domestic violence awareness pamphlets and other supporting documents.

Conclusion:

The Service is committed to community mobilization strategies that actively engage Violence Against Women (VAW) service providers and the greater community through ongoing education, public presentations and awareness campaigns, continued outreach, and progressive partnerships.

Effective policing can only be achieved by the partnership of the police and the community it serves. Complex social issues, such as domestic violence, cannot be addressed successfully through enforcement measures alone. The collaboration between law enforcement personnel, VAW service providers, education officials and corporate entities, is critical to the success of these initiatives.

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

**Sergeant Lorna Kozmik, Domestic Violence Coordinator, was in attendance and delivered a presentation to the Board. A paper copy of the PowerPoint presentation is on file in the Board office.**

**The Board received the foregoing report and noted that future reports could be submitted on an annual basis rather than semi-annually.**

**TORONTO POLICE SERVICE**  
**DOMESTIC VIOLENCE QUALITY CONTROL REPORT**  
**January – June 2011**  
**2010/2011 COMPARISONS**

	2010				2011				2010		2011	
	MALE		FEMALE		MALE		FEMALE		TOTAL		TOTAL	
	6 mth Total	YTD	6 mth total	YTD	6 mth Total	YTD	6 mth Total	YTD	6 mth Total	YTD	6 mth Total	YTD
<b>1. Domestic Occurrences</b>												
(a) Total Number of Occurrences where charges were laid or warrants sought	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	2859	<b>2859</b>	2829	<b>2829</b>
(b) Number of accused where one party was charged	2413	<b>2413</b>	396	<b>396</b>	2384	<b>2384</b>	413	<b>413</b>	N/A	<b>N/A</b>	N/A	<b>N/A</b>
(c) Number of accused where both parties were charged	25	<b>25</b>	25	<b>25</b>	19	<b>19</b>	13	<b>13</b>	N/A	<b>N/A</b>	N/A	<b>N/A</b>
(d) Number of Occurrences where accused held for bail/show cause	M	M	M	M	M	M	M	M	M	M	M	M
(e) Number of occurrences where offences alleged but charges not laid	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	456	<b>456</b>	501	<b>501</b>
(f) Number of occurrences where no offence alleged	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	7317	<b>7317</b>	7514	<b>7514</b>
<b>2. Reasons Charges Not Laid</b>												
(a) No reasonable grounds	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	224	<b>224</b>	500	<b>500</b>
(b) Offender deceased	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0	<b>0</b>	1	<b>1</b>
(c) Diplomatic Immunity	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0	<b>0</b>	0	<b>0</b>
(d) Offender in foreign country	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0	<b>0</b>	0	<b>0</b>
<b>3. Relationship Between Accused &amp; Victim</b>												
(a) Female victim – male accused	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	2366	<b>2366</b>	2334	<b>2334</b>
(b) Male victim – female accused	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	392	<b>392</b>	395	<b>395</b>
(c) Same sex male	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	76	<b>76</b>	70	<b>70</b>
(d) Same sex female	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	25	<b>25</b>	30	<b>30</b>

**\*LEGEND**

M – System does not generate these statistics

N/A – Not Applicable



**TORONTO POLICE SERVICE**  
**DOMESTIC VIOLENCE QUALITY CONTROL REPORT**  
 January – June 2011  
 2010/2011 COMPARISONS

4. Type of Charges Laid	2010				2011				2010		2011	
	MALE		FEMALE		MALE		FEMALE		TOTAL		TOTAL	
	6 mth Total	YTD	6 mth Total	YTD	6 mth Total	YTD	6 mth Total	YTD	6 mth Total	YTD	6 mth Total	YTD
<b><u>Assault</u></b>												
(a) Common Assault	1861	<b>1861</b>	295	<b>295</b>	1776	<b>1776</b>	299	<b>299</b>	N/A	N/A	N/A	N/A
(b) Assault with Weapon or Cause Bodily Harm	408	<b>408</b>	128	<b>128</b>	368	<b>368</b>	121	<b>121</b>	N/A	N/A	N/A	N/A
(c) Aggravated Assault	8	<b>8</b>	13	<b>13</b>	14	<b>14</b>	4	<b>4</b>	N/A	N/A	N/A	N/A
<b><u>Sexual Assault</u></b>												
(a) Sexual Assault	62	<b>62</b>	0	<b>0</b>	61	<b>61</b>	1	<b>1</b>	N/A	N/A	N/A	N/A
(b) Sexual Assault with Weapon or Cause Bodily Harm	4	<b>4</b>	0	<b>0</b>	2	<b>2</b>	0	<b>0</b>	N/A	N/A	N/A	N/A
(c) Aggravated Sexual Assault	1	<b>1</b>	0	<b>0</b>	0	<b>0</b>	0	<b>0</b>	N/A	N/A	N/A	N/A
<b><u>Breaches</u></b>												
(a) Breach of Recognizance	97	<b>97</b>	11	<b>11</b>	136	<b>136</b>	18	<b>18</b>	N/A	N/A	N/A	N/A
(b) Breach of Undertaking	20	<b>20</b>	5	<b>5</b>	30	<b>30</b>	3	<b>3</b>	N/A	N/A	N/A	N/A
(c) Breach of Remand (CC-s.516 / CC-s.517)	0	<b>0</b>	0	<b>0</b>	0	<b>0</b>	0	<b>0</b>	N/A	N/A	N/A	N/A
(d) Breach of Peace Bond (CC-s.810)	16	<b>16</b>	1	<b>1</b>	13	<b>13</b>	1	<b>1</b>	N/A	N/A	N/A	N/A
(e) Breach of Probation / Parole	85	<b>85</b>	4	<b>4</b>	92	<b>92</b>	10	<b>10</b>	N/A	N/A	N/A	N/A
(f) Breach of Restraining Order <i>Family Act-s.46(2), Children's Reform Act-s.35(2), CC-515(4)</i>	3	<b>3</b>	0	<b>0</b>	3	<b>3</b>	1	<b>1</b>	N/A	N/A	N/A	N/A
<b><u>Other Charges</u></b>												
(a) Uttering Threats	572	<b>572</b>	44	<b>44</b>	538	<b>538</b>	55	<b>55</b>	N/A	N/A	N/A	N/A
(b) Criminal Harassment	207	<b>207</b>	16	<b>16</b>	208	<b>208</b>	17	<b>17</b>	N/A	N/A	N/A	N/A

**TORONTO POLICE SERVICE**  
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	2010				2011				2010		2011	
	MALE		FEMALE		MALE		FEMALE		TOTAL		TOTAL	
Other Charges (cont'd)	6 mth Total	YTD	6 mth Total	YTD	6 mth Total	YTD	6 mth Total	YTD	6 mth Total	YTD	6 mth Total	YTD
(c) Mischief	154	<b>154</b>	39	<b>39</b>	181	<b>181</b>	36	<b>36</b>	N/A	N/A	N/A	N/A
(d) Attempted Murder	1	<b>1</b>	1	<b>1</b>	5	<b>5</b>	1	<b>1</b>	N/A	N/A	N/A	N/A
(e) Choking	42	<b>42</b>	0	<b>0</b>	43	<b>43</b>	1	<b>1</b>	N/A	N/A	N/A	N/A
(f) Forcible Confinement	90	<b>90</b>	0	<b>0</b>	98	<b>98</b>	1	<b>1</b>	N/A	N/A	N/A	N/A
(g) Firearms	3	<b>3</b>	0	<b>0</b>	6	<b>6</b>	0	<b>0</b>	N/A	N/A	N/A	N/A
(h) Other charges not listed above												
i. Weapons Dangerous C.C.	24	<b>24</b>	7	<b>7</b>	27	<b>27</b>	8	<b>8</b>	N/A	N/A	N/A	N/A
ii. Break & Enter C.C.	21	<b>21</b>	2	<b>2</b>	22	<b>22</b>	1	<b>1</b>	N/A	N/A	N/A	N/A
iii. Theft C.C.	49	<b>49</b>	4	<b>4</b>	52	<b>52</b>	0	<b>0</b>	N/A	N/A	N/A	N/A
iv. Forcible Entry C.C.	12	<b>12</b>	3	<b>3</b>	9	<b>9</b>	1	<b>1</b>	N/A	N/A	N/A	N/A
v. Total Other Charges	100	<b>100</b>	11	<b>11</b>	76	<b>76</b>	2	<b>2</b>	N/A	N/A	N/A	N/A
<b>5. Weapons Used to Commit an Offence</b>												
(a) Firearms	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	12	<b>12</b>	16	<b>16</b>
(b) Other weapon	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	526	<b>526</b>	495	<b>495</b>

**TORONTO POLICE SERVICE**  
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	2010				2011				2010		2011	
	MALE		FEMALE		MALE		FEMALE		TOTAL		TOTAL	
	6 mth Total	YTD	6 mth Total	YTD	6 mth Total	YTD	6 mth Total	YTD	6 mth Total	YTD	6 mth Total	YTD
<b>6. Previous Charges (Excluding Breaches)</b>												
Number of accused with previous charges relating to domestic violence	M	<b>M</b>	M	<b>M</b>	M	<b>M</b>	M	<b>M</b>	M	<b>M</b>	M	<b>M</b>
<b>7. Domestic Violence Adult Homicides</b>												
(a) Total Number of Domestic Violence adult homicide occurrences	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	3	<b>3</b>	1	<b>1</b>
(b) Number of domestic violence homicide adult victims	1	<b>1</b>	2	<b>2</b>	0	<b>0</b>	1	<b>1</b>	N/A	N/A	N/A	N/A
(c) Number of accused that had prior domestic violence charges involved in domestic violence homicides.	1	<b>1</b>	0	<b>0</b>	0	<b>0</b>	0	<b>0</b>	N/A	N/A	N/A	N/A
(d) Number of homicides involving the use of a weapon	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	3	<b>3</b>	1	<b>1</b>
<b>8. Domestic Violence Related Child Homicides</b>												
(a) Total number of domestic violence related child homicide occurrences	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0	<b>0</b>	0	<b>0</b>
(b) Number of domestic violence related child homicide victims	0	<b>0</b>	0	<b>0</b>	0	<b>0</b>	0	<b>0</b>	N/A	N/A	N/A	N/A

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 20, 2011**

**#P260. ANNUAL REPORT: PROFESSIONAL STANDARDS: 2010**

The Board was in receipt of the following report August 30, 2011 from William Blair, Chief of Police:

Subject: ANNUAL REPORT: PROFESSIONAL STANDARDS - 2010

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

The Professional Standards Annual Report fulfils Toronto Police Service compliance with reporting requirements regarding public complaints, civil litigation, charges under the *Police Services Act*, use of force, Special Investigations Unit (SIU), and suspect apprehension pursuits. It also reports on the achievements of members of the Service as recognized through Service awards. Attached is the Professional Standards Annual Report 2010.

Professional Standards is responsible for promoting a competent, well disciplined, professional police service. It does so by investigating allegations of misconduct pertaining to members of the Service, collecting and analyzing data related to various aspects of a member's duties and recognizing member's achievements with formal awards. To fulfil those functions Professional Standards is comprised of two pillars; the Investigative Unit and the Risk Management Unit, each with a diverse group of sub-units responsible for a variety of functions. The attached annual report includes a short description of each unit and the initiatives undertaken by each of those units over the reporting period.

Discussion:

The Professional Standards Annual Report will show a significant increase in public complaints received. This increase can partially be attributed to the number of complaints received relating to the G20 Summit that took place on June 26 and June 27, 2010. For consistency in trend analysis, the G20 related complaints were excluded from the year-to-year comparison and discussed in a separate section of the report. Another contributing factor to the increase in public complaints was the introduction of the Office of the Independent Police Review Director (OIPRD) in October 2009 as the criteria for reporting complaints was expanded to areas

previously not considered. Prosecution Services saw a decrease in the number of cases initiated at the Tribunal which can, in part, be attributed to a new approach to disciplinary actions that includes a close collaboration with the Toronto Police Association to explore alternatives to lengthy and costly Tribunal matters.

Other trends the report will detail are; decreases in both use of force incidents and suspect apprehension pursuits. This speaks to the concerted training efforts of the Toronto Police College to educate members on safe practices. The number of incidents in which the SIU invoked its mandate decreased in 2010. This number includes seven G20-related incidents.

Conclusion:

In summary, this report provides the Board with an overview of the statistics gathered between January 1 and December 31, 2010. Attached is the Professional Standards Annual Report 2010.

**Staff Superintendent Rick Stubbings, Professional Standards, was in attendance and delivered a presentation to the Board.**

**The Board referred to *Figure 5.2: Reasons for SIU Investigations* and asked whether or not the Service had identified any lessons learned from the number of in-custody incidents that have resulted in SIU investigations. S/Supt. Stubbings said that the Use of Force Committee regularly reviews the use of force training and use of force reporting and that he is satisfied with the current procedures and level of training provided to Service members with respect to this issue.**

**The Board received the foregoing report.**

**The Executive Summary for the Professional Standards Annual Report is appended to this Minute for information. A copy of the complete report is on file in the Board office.**

## EXECUTIVE SUMMARY

Professional Standards (PRS) provides effective support to the Toronto Police Service (TPS), ensuring that prescribed Service standards concerning the administration, promotion and support of professionalism are upheld. These standards include the practices, conduct, appearance, ethics and integrity of its members, with a goal to strengthen public confidence and co-operation within the community.

PRS is comprised of the Investigative Unit and the Risk Management Unit. The Investigative Unit investigates all forms of complaints (criminal and conduct) alleged against Toronto Police members and is comprised of the following sub-units: Complaints Administration; Conduct Investigations; Criminal Investigations and Investigative Support Unit. The Risk Management Unit is comprised of Awards, Information Security, Inspections Unit, Prosecution Services, SIU Liaison, Analysis & Assessment and the Duty Desk. The unit performs a number of essential duties for the organization including: pro-actively analysing and reviewing trends and patterns in relation to high risk behavioural factors; conducting inspections; liaising with the province's Special Investigations Unit (SIU) and preparing and prosecuting disciplinary charges against police officers. Professional Standards also provides a liaison function to other TPS units and committees (Legal Services, Disciplinary Hearings Office, Crime Information Analysis, the Use of Force committee), as well as other external agencies (The Office of the Independent Police Review Director, SIU).

### **G20 Risk Management**

The G20 Summit was held in downtown Toronto on June 26 and June 27, 2010. PRS was actively engaged prior to, during and after the Summit to provide advice and guidance regarding the handling of public complaints and SIU investigations.

#### *Public Complaints*

The Office of the Independent Police Review Director (OIPRD) is an independent agency responsible for receiving, managing and overseeing all public complaints about police in Ontario. On May 13, 2010, the TPS OIPRD liaison (a member of PRS-Investigative Unit) met with the Director of the OIPRD and members of his team to discuss the process for dealing with public complaints against police arising from the G20 Summit. The TPS also extended an invitation to members of the OIPRD to tour the temporary Prisoner Processing Centre (PPC) that was constructed to facilitate large numbers of arrests that could occur during the Summit. On June 22, 2010, the Director and the Manager of Investigations of the OIPRD met with the TPS OIPRD liaison officer and site lead of the PPC for an extensive tour of the facility. This provided OIPRD members with an understanding of the facility, including its layout and physical conditions.

PRS responded to the influx of complaints assigned to the TPS by the OIPRD following the G20 Summit by augmenting its investigative staff. Four officers — one Detective Sergeant and three Detectives — were temporarily assigned to PRS to investigate these complaints. Each officer received training on PRS investigations and was provided with a PRS external investigation process document. In 2010, 272 public complaints were received concerning the conduct of TPS

officers and/or the policy/service of the TPS related to the G20 Summit. PRS anticipates additional G20 related complaints will be received in 2011.

### *Special Investigations Unit*

The Special Investigations Unit (SIU) is a civilian law enforcement agency, independent of the police, that investigates circumstances involving police and civilians across Ontario which have resulted in serious injury, including sexual assault, or death. In advance of the G20 Summit, the PRS-SIU Liaison office recognized the need to establish a coordinated and systematic response to any SIU-related incident. The TPS SIU Liaison had several meetings with the SIU prior to the G20 Summit and formed an agreement which would provide guidance to all the involved police services.

On May 28, 2010, members of the PRS-SIU Liaison office met with representatives of all of the Ontario police services involved in the G20 Summit. Matters such as the reporting of injuries/deaths, evaluation of notification, memo books, access to events and legal representation was discussed and agreements were established. All of the out of province police services were notified and provided with guidance with respect to their role and our responsibilities should an SIU-related incident occur.

The SIU invoked its mandate in seven incidents that occurred during the G20 Summit. At the time of writing: the SIU withdrew their mandate in one case; officers were exonerated in three cases; one case resulted in the officer being charged criminally and two cases are ongoing. The SIU Liaison Unit has facilitated the coordination of notes, documents and other evidence between the TPS, the SIU and partner police agencies in order to fulfil our obligation to the SIU.

## **Risk Management Initiatives**

### *Investigative Unit*

In 2010, the Investigative Unit modified its complaint intake and investigations to incorporate legislative changes made to the Occupational Health & Safety Act. Bill 168 came into effect June 15, 2010 and requires all employers in Ontario to prepare written policies with respect to workplace violence and workplace harassment. PRS, with assistance from Occupational Health & Safety, Toronto Police College and Corporate Planning, developed two new procedures — (8-11) Workplace Violence and (8-12) Workplace Harassment — to ensure the TPS is in compliance with the legislation. Bill 168 also requires employers to assess risks of workplace violence that may arise and develop procedures to control these risks. To that end, the Investigative Unit has designated a Workplace Violence & Harassment Coordinator who is responsible for reviewing all reports and complaints of workplace violence within the Service and reporting on this information when required.

### *Prosecutions*

In 2010, Prosecution Services participated in a more enlightened approach to discipline that considers alternatives to lengthy and costly prosecutions before the Tribunal. The goal of this approach is to have the officer return to work earlier as a positive productive employee, while also satisfying the principles of specific and general deterrence.

The process employed by Prosecution Services includes monthly information meetings between the Investigative Unit and prosecutors to discuss both trends and conduct issues. Prosecutors also meet frequently with the RMU Unit Commander to communicate the identified trends in misconduct and relative penalties both from within the Service and from police services from across the province. This sharing of information informs the decision-making process determining the appropriate paths for conduct while keeping in mind the overarching need to correct behaviour (such as suspension, diversion, pursuit of dismissal, etc).

The successful development of an electronic database of decisions from PSA matters both internal and external to the TPS in 2010 has enhanced the ability of prosecutors to identify trends. The database is searchable with keywords and provides consistent information in a timely basis that informs the decision process both before during and after a path of internal discipline. Efforts are constant in updating the database with new decisions to increase the value of this tool.

### *Inspections*

The Inspections Unit continued to deliver risk management lectures to frontline officers on divisional training days. In addition, risk management lectures were given at the Toronto Police College (TPC) to attendees at the Advanced Leadership course and to cadets in-training at Headquarters on the cadet orientation days. An additional lecture was provided to senior officers on the senior officer training day at the TPC. The risk management information provided included information on Inspections Unit protocol when attending stations and the long list of items examined in the course of Inspections. Attention was drawn to members properly securing all issue equipment, and the safe storage and handling of firearms and conducted energy weapons, as well as the use of electronic Service equipment. The theme of guaranteed arrival was also addressed.

As a result of information received in a divisional lecture, a business case was prepared and turned over to the Marine Unit for their consideration to commence training in making officers aware of the dangers of all types of water rescue.

The Inspections Unit continued with divisional inspections which led to reports that ultimately informed unit commanders of the status of their units with regard to risk management issues dealing with firearms, conducted energy weapons, seized property, other police issue property, station security and other building issues and concerns.

### *Information Security*

During 2010, Information Security developed and delivered a proactive computer security education and awareness strategy. Netpresenter was used each month to publish security posters relating to information privacy, identity theft, passwords, viruses and other topical security issues. Additionally, posters, pamphlets and a display at Headquarters were used to bring awareness to Cyber Security Month, in October, and in November over 100 members attended the Headquarters auditorium for "Computer Security Day," an event dedicated to identity theft, internet security and Facebook privacy presentations. Throughout the year, Information Security delivered educational sessions to the Advanced Leadership course at the TPC, Unit Complaint Coordinators and the OACP Corporate Security Seminar.



### *Awards*

In 2010, the Awards section continued to administer the TPS awards program, recognizing outstanding contributions and achievements by Service members and the public. The TPS, in partnership with the Toronto Board of Trade, created the Business Excellence Award in 2010 to recognize Service members who have made significant contributions to the TPS and the city of Toronto based on innovation, community service, technical achievement and customer service & reliability.

### *SIU Liaison*

In 2010, the SIU Liaison Unit worked with the provincial SIU to ensure the TPS was in compliance with legislative changes to O. Reg. 673/98, the regulation governing SIU investigations. Effective July 5, 2010, O. Reg. 267/10 states that officers appointed under the Interprovincial Policing Act 2009 can be the subject of SIU investigations. They continue to proactively educate members of the Service, particularly those involved in high risk areas.

### *Duty Desk*

The Duty Desk Inspectors continued to visit police facilities to inspect unit operations and had meetings with other police services to discuss topics of mutual operational relevance including conduct investigations and wellness issues. By its very nature, the duty desk is a unit which is in a state of constant flux as it relates to staffing. This phenomenon, if not properly managed, can place inordinate stress on field units who are requested to assign personnel to the duty desk in this capacity. Accordingly, a system has been developed which incorporates headquarters personnel to provide replacements.

### *Analysis & Assessment*

The Analysis & Assessment Unit introduced an Early Intervention Program that identifies and assists officers with performance problems in a non-disciplinary format. To facilitate the program, upgrades were made to the Professional Standards Information System (PSIS) software, and the unit underwent a restructuring of personnel. Testing of early intervention capabilities in the database software was completed and a prototype Early Intervention Package developed in the first half of the year. The first phase of the project was initiated in the second half of 2010.

## **Trends**

The PRS Annual Report provides statistical comparisons and trend analysis on the following topics: awards, public complaints, civil litigation, Police Service Act charges, use of force reporting, SIU investigations, and suspect apprehension pursuits.

### *Awards*

In 2010, 391 awards were presented to members of the TPS, the community and other police services by the Toronto Police Services Board. While this is a decrease from the 493 awards given in 2009, and 578 given in 2008, it should be noted that two awards presentations were cancelled in 2010. TPS members also received 284 awards from external agencies in 2010.

### *Public Complaints*

Complaints made against Toronto Police officers are processed by the PRS-Complaints Administration. In 2010, a total of 1134 public complaints were received concerning the conduct of uniform members and/or the policy/service of the Toronto Police Service. Of this total, 272 complaints related to the G20 Summit. The remaining 862 complaints show a significant increase from 712 complaints received in 2009. Contributing factors influencing this increase include the establishment of the OIPRD in October 2009, which established new criteria for accepting complaints. The majority of complaints were received in the months following the G20 Summit where there was an increase in public awareness of the public complaints process.

### *Civil Litigation*

Civil actions against TPS members are processed by Legal Services. The number of civil actions has increased steadily over the past three years. Changes to the Small Claims Court process may have contributed to the increase in 2010, with a monetary limit increase imposed and court forms and rules improved to make the process of filing claims simpler to complete. As well, ten Statements of Claim were received by the TPS that related to the G20 Summit.

### *Police Services Act Charges*

Prosecution Services reviews disciplinary investigations to determine the appropriateness of holding a hearing and prosecutes disciplinary charges against officers. In 2010, there was a decrease in the number of new cases and officers charged. Of charges dealt with at Tribunal, there was a decrease in the number of findings of guilt and a corresponding increase in the number of charges withdrawn. This is indicative of Prosecution Services' initiative to seek resolution for misconduct issues at the unit-level where appropriate in order to avoid lengthy and costly Tribunal matters.

### *Use of Force*

Officers are required to submit the Ministry standard Use of Force Form 1 report when they use force in the performance of their duties. In 2010, there was a significant decrease in the number of incidents in which officers reported force used, but only a slight decrease in the number of Form 1's submitted, indicating an increase in the number of incidents involving more than one officer. Considering the overall number of encounters police have with the public (such as arrests, calls for service, and contact cards), an extremely low proportion of encounters result in the use of force.

### *SIU Investigations*

There was a decrease in the number of incidents involving TPS officers where the SIU invoked its mandate in 2010. This decrease is consistent with a decrease of SIU investigations province-wide. The SIU invoked its mandate to investigate eight deaths, compared to five deaths in 2009. Of the deaths investigated by the SIU in 2010, officers were exonerated in four incidents, the SIU withdrew its mandate in two incidents, one incident resulted in criminal charges laid against the officer involved and one incident is still under investigation.

### *Suspect Apprehension Pursuits*

The Ontario Ministry of the Solicitor General has established detailed guidelines regarding police pursuits, including when and how pursuits are to be commenced and continued. In these

instances, officers are required to submit the ministry standard Fail to Stop Report. In 2010, there was a decrease in the number of fail to stop reports submitted, which is consistent with a 3 year decreasing trend. This trend can be attributed to training initiatives undertaken by the Police Vehicle Operations unit to educate TPS members of the risks involved with pursuing vehicles and to offer alternative strategies to engaging in pursuits. Subject officers and/or supervisors continue to discontinue the majority of pursuits in the interest of public safety.

## **Moving Forward**

Professional Standards will continue to be proactive in identifying strategic issues, goals and actions to build upon the initiatives embarked upon this year. PRS will continue to educate members to raise their awareness of the potential risk exposures they face and ways to mitigate that risk.

PRS is committed to identifying and rectifying areas of risk exposure to the Service. To that end, the Analysis & Assessment unit will expand the Early Intervention program in 2011 to include more performance indicators and criteria for the identification and assistance of at-risk members. To ensure continued alignment with the TPS mandate, PRS plans to conduct a number of reviews of our policies and processes. As a result of new case law relating to Level 3 searches, the Inspections Unit — in conjunction with the Central Field Command and Area Field Command Planners — is developing a monitoring tool to assist in the audit of Level 3 searches authorized.

Several members of PRS will sit on working groups as part of the Executive Command Strategic Plan (2011-2013). These groups will work towards various goals including: improved risk management programs; enhanced customer service and increased public trust. The initiatives mentioned, and the many others that the unit is planning, support the commitment Professional Standards has made to promote safety for both TPS members and the citizens we serve.

## HIGHLIGHTS

In 2010, The Toronto Police Service distributed a total of 391 awards to members of the TPS, the community and other police services. In addition, Toronto Police Service members received 284 awards from external agencies. (pg. 11 & 12).

The Toronto Police Service received 75 Statements of Claim in 2010, a significant increase from 52 in 2009 (pg. 13). 10 Statements of Claim received related to the G20 Summit.

1134 public complaints were received concerning the conduct of uniform members and/or the policies/services of the Toronto Police Service in 2010, a significant increase from 2009. Of those complaints, 272 directly related to the G20 Summit. Note, G20 related complaints were excluded from year-to-year comparisons to maintain consistency in trend analysis (pg. 15 & 19).

466 (54.1%) of (non-G20 related) complaints were investigated, of which 385 pertained to officer conduct of a less-serious nature, 64 pertained to officer conduct of a serious nature and 17 concerned the policies or service of the TPS (pg. 15).

396 (34.9%) complaints did not meet the criteria for investigation established by the OIPRD and were not subject to investigation, a decrease of 6.0% from 2009 (pg. 15).

Of the 272 G20 related public complaints received in 2010, 179 (65.8%) were categorized as conduct of a serious nature, 78 (28.7%) were categorized as conduct of a less-serious nature and 2 (0.7%) were categorized as Service complaints (pg. 19).

Prosecution Services charged 60 officers in 2010, a 10.4% decrease from 67 officers in 2009. 46.7% of the officers were charged with on-duty offences, a 5.5% decrease from 2009 (pg. 21).

The Disciplinary Hearings office concluded cases involving 48 officers in 2010. Of those charged, 19 officers were found guilty or pled guilty (39.6%) compared to 48.2% of officers convicted in 2009 (pg. 22).

Use of Force incidents totalled 1355 in 2010, compared to 1551 in 2009. A total of 2127 Use of Force reports were submitted in compared to 2194 in 2009. Use of force continues to be used in a very small number of interactions between the police and members of the public. The most frequent use of force option reported continues to be pointing a Service issued firearm (pg. 24).

Use of Force incidents in which subjects were perceived to be armed with a weapon increased to 77.9% of use of force incidents in 2010 from 73.6% in 2009 (pg. 26).

Use of Force Form 1 reports indicated that 64 officers received injuries in 2010, compared to 116 in 2009 (pg. 26).

The Provincial Special Investigations Unit invoked its mandate to investigate 70 incidents, a decrease from 76 in 2009. Of the incidents investigated in 2010, officers were exonerated in 40 incidents, the SIU withdrew their mandate in 21 cases, officers were charged in 4 incidents and 5 are currently ongoing (pg. 27).

Suspect Apprehension Pursuits were initiated on 153 occasions in 2010, which is the same number initiated in 2009. In 2010, there was a significant decrease in the percentage of pursuits initiated relating to stolen vehicles, from 26.8% of pursuits in 2009 to 15.7% in 2010 (pg. 30).

1 person received injuries as a result of initiated pursuits, a decrease from 19 people injured in 2009. There was 1 fatality resulting from initiated pursuits in 2010 (pg. 31).

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 20, 2011**

**#P261.           2011 ENVIRONMENTAL SCAN**

The Board was in receipt of a report dated September 27, 2011 from William Blair, Chief of Police, with regard to the 2011 Environmental Scan. A copy of the report is on file in the Board office.

**The Board deferred consideration of the foregoing report to its next meeting.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 20, 2011**

**#P262. NEW RECORDS MANAGEMENT SYSTEM – AWARD OF CONTRACT  
FOR PRODUCT AND SERVICES**

The Board was in receipt of the following report September 07, 2011 from William Blair, Chief of Police:

Subject: NEW RECORDS MANAGEMENT SYSTEM – AWARD OF CONTRACT FOR  
PRODUCT AND SERVICES

Recommendations:

It is recommended that:

- (1) the Board approve the contract for the supply and delivery of software, maintenance, and professional services in relation to the acquisition and implementation of a new records management system to Versaterm Inc. at a cost not to exceed \$10.5 million (inclusive of applicable taxes), in accordance with the Statement of Work and terms and conditions which are acceptable to the Service; and
- (2) the Board authorize the Chair to execute all required agreements and related documents on behalf of the Board, subject to approval as to form by the City Solicitor.

Financial Implications:

Funding in the amount of \$24.4M (adjusted for HST) for the implementation of a new Records Management System (RMS) is included in the Toronto Police Service's approved Capital Program. This project now is titled the Integrated Records and Information System (IRIS).

The portion of the project's capital funding that is attributable to the Versaterm Inc. contract award is not expected to exceed \$10.5M, and funds for this purpose are available in the approved capital budget for this project.

There is an estimated operating impact for application/server maintenance and server lifecycle replacement costs. This operating impact will commence in 2014 at an amount of \$1.65M and fully annualize to \$1.8M in 2015.

All costs relating to this project are being captured to ensure that estimated operating impacts are monitored on an ongoing basis and remain within the original business case projections. The Board will be apprised of any significant changes in this regard.

Background/Purpose:

The Board approved the acquisition and implementation of a new RMS at its September 2008 meeting as part of the 2009-2013 Capital Program (Min. No. P273/08 refers). The Capital Program was subsequently approved by City Council. Following the issuance of a request for proposals and an evaluation of the vendors' responses and proposed solutions, at its May 2010 meeting the Board approved the Chief's recommendation that Versaterm Inc. be awarded the contract for the supply and delivery of software, maintenance and professional services in relation to a new records management system, subject to the completion of a statement of work acceptable to the Service (Min. No. P144/10 refers).

Specifically, the Board approved the following motions at its May 2010 meeting respecting this contract award:

1. THAT, subject to the completion of a Statement of Work that is acceptable to the Service, the Board approve Versaterm Inc. as the vendor for the supply and delivery of software, maintenance, and professional services in relation to the acquisition and implementation of a new records management system at an estimated cost of \$10.5 million (inclusive of applicable taxes);
2. THAT the Board authorize the Service to engage in a Statement of Work process with Versaterm Inc.;
3. THAT the Chief of Police submit a further report to the Board setting out the terms and conditions of the proposed agreement with Versaterm Inc., for its approval; and
4. THAT the Board receive the foregoing report (dated April 28, 2010) from the Chief of Police.

In February 2011, the Board was requested to approve the award of the contract to Versaterm Inc. in accordance with the statement of work that was acceptable to the Service. The Board deferred consideration of this request (Min. No. P27/11 refers). A revised report was submitted to the Board for consideration at its April 7, 2011 meeting. At that meeting, the Board referred the report to the City's Auditor General (AG) and City's Chief Information Officer (CIO) for comment (Min. No. P73/11 refers).

*Results of City Auditor General and City Chief Information Officer Reviews:*

The AG and CIO have completed their reviews of the IRIS project and have submitted their respective reports for consideration by the Board at its September 14, 2011 meeting.

Both the AG and CIO have concluded that procuring a commercial off-the-shelf system is a best practice that reduces the risk of implementing a new information system when compared with in-house developed software. They also indicate that the project's management and oversight framework is thorough and well-structured and has taken into account many of the recommendations from the AG's review of the eCOPS project in 2005. In addition, the CIO



found that the procurement process for the new system appeared to be fair and well-structured. However, both have made recommendations to further strengthen the management and governance framework of the project. The Service agrees with their recommendations and best practices, and many of the CIO's recommendations/best practices are already in place or are in the process of being implemented.

The Service's response to the AG's and CIO's recommendations have been provided in separate reports to the Board's September 14, 2011 meeting.

The purpose of this report is to obtain the Board's approval of the contract award to Versaterm Inc., provided that the Board is satisfied with the reports from the AG and CIO, as well as the Service's response to each report.

The cost impacts on the project from the delay in the contract award will be determined once the Board makes its decision on the award, and report to the Board accordingly.

#### Discussion:

The new RMS project (IRIS) is being managed in two distinct phases; procurement and implementation. Following approval of the project by the Board in September 2008, work commenced on a procurement process that would enable the acquisition of a commercial off-the-shelf solution.

The procurement process, evaluation results and main components of the agreement with recommended vendor are outlined below, followed by the project management framework.

#### 1. The Procurement Process

The process and results of the procurement phase for the acquisition and implementation of a new RMS are outlined below.

##### *Issuance of Request for Proposals:*

On July 16, 2009, a Request for Proposals (RFP #1109408-09) was issued by the Service's Purchasing Support Services unit to select a vendor for the supply of a new RMS. The original closing date of August 24, 2009 was extended due to requests for clarification from interested vendors and the subsequent issuance of addendums. The amended RFP submission deadline was September 28, 2009.

Three proposals were received and reviewed by Purchasing Support Services, one of which did not meet the mandatory requirements. The two proposals that met the mandatory requirements were Niche Technology Inc. and Versaterm Inc., and their respective proposals were released to the proposal evaluation team for review and scoring against pre-determined evaluation criteria.

*Evaluation Process:*

The evaluation team was comprised of subject matter experts, uniform and civilian, representing various specialized units across the Service, including:

- Field Officers
- Operational Systems Support Group
- Records Management Services
- Property and Evidence Management Unit
- Court Services
- Forensic Identification Services
- Crime Information Analysis Unit
- Risk Management Unit
- Information Technology Services
- Project Management Office

The weighted evaluation criteria were included in the RFP, and are summarized below:

- Functional Requirements (30%)
- Cost (20%)
- Technical Requirements and Technical Analysis (15%)
- Proponent's Record of Performance and Stability (5%)
- Reference checks with other policing organizations that have implemented the vendors' products (5%)
- Project Management Approach (5%)
- Lab Evaluation (20%)

The evaluation was essentially comprised of two phases. Phase I involved the evaluation of the proposals against the first six criteria outlined above. Phase II involved an evaluation of the two products in a lab environment.

*Phase I - Proposal Evaluation Component*

The functional, technical, and project management criteria examined the degree of compliance with specified requirements in each of the respective areas, including evaluation of the quality and availability of support services. The cost component addressed software licensing, software

maintenance and support, technical and user instructor training, and the provision of project management services.

Evaluation of the proponent's record of performance and stability encompassed a review of the vendor's past history of delivery, quality of service execution, post sales support, and willingness to work with the customer for effective problem resolution. The proponents' corporate vision, product investment focus, customer base, and pricing strategy were also assessed.

The evaluation team was comprised of subject matter experts with extensive knowledge of the respective criteria being assessed. During the first phase, appropriate members of the team were assigned to perform the evaluation and scoring of the specific criteria for each vendor. This process resulted in the scoring of 80 out of a total of 100 points. The remaining 20 points were scored based on the lab evaluation as described below.

#### *Phase II - Lab Evaluation Component:*

Niche Technology Inc. and Versaterm Inc. were asked to showcase their products in a lab environment. Desktop and mobile work stations were set up at 23 Division and 43 Division for product evaluations commencing mid-December 2009 to the end of February 2010, with the objective of engaging ten percent of the Service in the evaluation process.

A total of 765 Service members submitted evaluation workbooks either through the lab evaluation or a vendor-led information fair. The information fair encompassed demonstrations and informal discussion sessions where subject matter experts were given the opportunity to ask vendor representatives more specific questions relating to their respective areas of expertise.

The lab evaluation phase encompassed a number of scripted scenarios that demonstrated common workflow processes, allowing many unit representatives, subject matter experts, and key stakeholders to have hands-on experience with each application and to subsequently provide scoring and written feedback regarding each vendor's product. Each participant was required to complete a scoring workbook for subsequent tabulation and summarization as to members' preferences and identification of common themes.

Participants were also asked to record which system best met their expectations, would require the least amount of training, provided the most intuitive report structure, and offered a preferred mobile work station component. Finally, participants were asked to indicate which application they would recommend for purchase by the Service.

#### *Results of the Evaluation:*

Based on the results of the Phase I and Phase II evaluation process, Versaterm Inc. obtained the highest overall score and is the recommended vendor for the supply of a new RMS for the Service.

It is anticipated that the Versaterm product (commercially known as Versadex) will replace the current functionality available through the Enterprise Case and Occurrence Processing System (eCOPS), the Criminal Information Processing System (CIPS), Field Information Reports (FIR),

the Repository for Integrated Criminalistic Imaging (RICI), Unified Search, and the Property and Evidence Management System (PEMS).

## 2. The Agreement

When the Board deferred approval of the contract in February 2011, the negotiations with Versaterm were in their final stages and very advanced draft documents therefore exist for all parts of the Agreement. Although there may be some modifications to the final form of the Agreement, the structure and fundamental content is clear.

There will be a Master Agreement addressing the overarching terms and conditions for the provision of Versaterm's services, as well as a series of Schedules that deal with specific aspects of the arrangements and the provision of services in more detail.

Representatives from the IRIS project team, in consultation with the Service's Purchasing Support Services and the City's Legal Division, have been actively involved in the preparation of the Master Agreement and the supporting documentation. The key aspects of these documents are as follows:

### (i) Master Agreement

The Master Agreement sets out the general principles governing the contractual relationship between the Board and Versaterm.

Key provisions of the Master Agreement are:

- Definitions of the standard of care and skill to be used by Versaterm in performing the services;
- Identification of the responsibility of Versaterm for its personnel and subcontractors, if any;
- Establishment of both parties' confidentiality and security obligations;
- Identification of Versaterm's insurance requirements;
- Establishment of the high level structure for payments and invoicing;
- Identification of the right to use of the software source code in specified circumstances;
- Requirements for acceptance testing of the system;
- Change control process to ensure documentation of any changes to the scope of the project;
- Establishment of a process to resolve disputes, including escalation of disputed matters from the project managers to the executive level;
- Establishment of warranties on the standards of services and the meeting of the Service's requirements;
- Provisions of indemnity obligations for Versaterm for harm to the Service in carrying out the project (subject to limitations of liability) and violation of a third party's intellectual property rights;
- Identifying termination rights in the event of breach of the Agreement; and

- Establishment of a right for the Service to audit Versaterm's records associated with the project.

(ii) The Schedules to the Master Agreement

The Master Agreement with Versaterm includes the following Schedules, which form part of the Agreement but deal with its various aspects in a more detailed way than the Master Agreement:

- Price List and Payment Schedule

In consideration of Versaterm installing and supplying the system and services in accordance with the terms and conditions of the Master Agreement, Versaterm will be compensated at specific project milestones for parts of the total Agreement price.

- Vendor's Statement of Work

A Statement of Work has been developed with Versaterm to define the scope of work, vendor resource requirements, functional, operational, and technical business requirements, equipment needs and associated costs. As reported to the Board in May 2010, the vendor has completed the Statement of Work at no additional cost to the Service (Min. No. P144/10 refers).

The Statement of Work outlines the roles and responsibilities of all parties during and post implementation of the Versadex solution. The Statement of Work also addresses implications of the new system installation, including software and hardware acquisition, RMS integration testing, production system installation, RMS functional acceptance testing, training course outlines, production rollout plan, and RMS response and reliability testing.

- Project Implementation Schedule

This Schedule sets out a detailed timetable for the entire project to guide the timing and completion of the project. This would have to be updated to reflect the delay in moving forward with the project since last February.

- Interface Control Document

This document identifies all required and potential interfaces that will be developed in order to ensure that the Versaterm software will effectively interact with relevant existing Service systems and databases.

- Customization and Enhancements Control Document

This Schedule identifies the requirements for customization and enhancement of the standard Versaterm software to address the additional specific needs of the Service.

- Conversion Control Document

This document identifies the requirements of the Service with respect to the conversion of existing Service records into records under the new RMS. Given the significance of the RMS, this is an important part of the Agreement to ensure continuity in records management.

- Change Control Log

This Schedule establishes a form for recording all changes in the project that are commonly required in a project of this magnitude. Given the scope of the project, modification of the project by agreement between the parties is important, and maintaining an accurate record of such changes is the purpose for the log.

- Acceptance Testing

The Schedule sets out the parameters for acceptance testing of the system at various stages of the project and upon completion. The acceptance tests are the basis for the Service's acceptance of the system and making milestone payments. Therefore, the test plan is designed to ensure that no aspect of the system is accepted without thorough testing to ensure that it performs in accordance with the Service's requirements.

- Training

The type and range of training that Versaterm will provide as part of the services are described under this section of the Agreement. Given that the new RMS will necessitate training for members of the Service in order for the system to work effectively, the training component is an important part of the overall services.

- Application Software Licence Agreement

This Schedule contains the form of the Application Software Licence Agreement. This is the agreement between Versaterm and the Board for the perpetual licence to use Versaterm's proprietary software programs and manuals.

- Application Software Support Agreement

This Schedule contains the form of the Application Software Support Agreement. This Agreement identifies the maintenance and support services that will be provided by Versaterm, including assistance with data manipulation, periodic reviews of all products to identify and resolve issues on a preventive basis, responding to outstanding inquiries and usage issues and, in a timely manner, providing all product updates and upgrades.

Following execution of the Master Agreement with Versaterm, the Versaterm suite of products, along with ancillary hardware and third party software, will be configured, tested, and implemented Service-wide.

### 3. The Project Management Framework

The Service's project management framework is being used to manage the new RMS project. This framework was included in the Service's original contract award report to the May 2010 meeting of the Board. It consists of the following:

- Project Charter

The Project Charter provides a high level framework and roadmap for the remaining phases of the project and will serve as a term of reference for ongoing project management. The document addresses areas such as project objectives, measurements of success, overall approach and timelines, deliverable descriptions, resources and governance, and project procedures.

The scope of the deliverables addressed in the Project Charter includes:

- Requirements Management Plan
  - Functional and Technical Requirements Documents
  - Configuration Design Document (including workflow, access control, audit component)
  - Conversion/Archiving/Decommissioning Strategy (legacy systems and data)
  - Quality Assurance/Testing Strategy
  - Business and Technology Target Operating Models
  - Organizational and Business Change Management Strategy (marketing and communications)
  - Policy and Procedure Change Management Plan
  - Training and Support Strategy
  - Implementation and Deployment Strategy
  - Business Intelligence Strategy
- Project Phases

The major activities for the Versadex implementation are outlined below. The Board will be apprised of the timelines for the project phases after the Service revisits the project plan and schedule, as a result of the project delay and taking into account the City AG and City CIO reviews of the IRIS project.

- i. Design and Planning

During the design and planning phase, the target operating model will be developed with input from key stakeholders and subject matter experts across the Service. The technical infrastructure and system integration topology required to support the business architecture will be examined, along with the Versadex and third party application configurations to achieve the Service's vision of an integrated RMS solution. Procurement of hardware and third party software will be initiated.

ii. Configuration and Information Technology Build

This phase will encompass the configuration and testing of Versadex and third party applications to determine optimal configuration, the building of system interfaces and conversion capabilities to migrate specified data to Versadex, and the configuration and building of operational and analytical reporting capabilities. User roles and access rights will be configured in accordance with information security requirements.

iii. Testing and Staff Training

This phase of the project will involve system performance testing with production volumes; functional and work flow testing to ensure acceptance by stakeholders and end users; system, operability, and integration testing with respect to interfaces; infrastructure, failover, and security aspects of the implementation; and model office testing of the system in its final configured form. At this time, final defect or configuration corrections will be made.

Training will begin in this phase, followed by a production pilot rollout to a predetermined division and designated centralized units.

iv. Staged Functional Implementation

Staged Service-wide production implementations will take place rolling out functionality in 4 logical groupings (waves). The implementations will be coordinated in a manner that aims to minimize disruptions to business activities, while ensuring that training delivery and rollout timing are closely aligned.

v. Production Stabilization

The production stabilization period will follow the Service-wide application rollout and will continue through 2014 to ensure the stable and efficient operation of the system, maximum benefits realization, and overall stakeholder and end user acceptance.

vi. Decommissioning, Transition to Sustainment Team, and Project Closeout

Decommissioning of existing applications and the transition to the Sustainment Team will take place in 2014, followed by project closeout targeted for completion Q4, 2014. This is subject to change following the project team's revisit of the project schedule.

- Project Governance and Controls

i. Executive Sponsor



The Deputy Chief – Divisional Policing Command as Executive Sponsor will champion the project on behalf of the Service and has ultimate accountability for approving the Project Charter, project plan and deliverables. The Executive Sponsor will review major changes in project scope, objectives, and timelines, and will ensure a timely resolution to escalated issues and risks.

ii. IRIS Project Steering Committee

An executive Steering Committee was established in April 2009 as the formal governing body for the IRIS capital project. Issues that may potentially impact project scope, schedule, and budget will be addressed and approved at the Steering Committee level.

iii. Project Sponsor

The Project Sponsor (Director, Corporate Services) is accountable for the project's financial resource allocation, for reviewing and directing the Project Charter, project plan and deliverables, for monitoring project progress, and for escalating issues and risks, if warranted.

iv. Executive Management Team

The Service's Executive Management Team will serve as the Design Authority for the IRIS project. In this role, the Executive Management Team will review and approve the business architecture as it relates to defining the target operating models. This group will participate in scope management to support integrated solutions consistent with the project objectives and strategic organizational goals.

v. Business Project Manager

The Business Project Manager is responsible for the delivery of the project, and for managing all aspects of the project work to achieve organizational goals. The Business Project Manager also manages operational resource requirements, relations with internal stakeholders, and the financial components of the project. Issues will be escalated by the Business Project Manager, as appropriate.

vi. IRIS Advisory Board

An Advisory Board comprised of stakeholders from across the Service meets on a monthly basis to discuss the project status, seek clarification from the IRIS project management team, and provide a forum for members to identify issues of concern and opportunities for improvements within their designated units or Command areas.

vii. IRIS Sustainment Committee

The Advisory Board is a precursor to the establishment of a Sustainment Team that will assume responsibility for the maintenance, development, and enhancement of corporate level information systems, including Versadex, post implementation.

#### viii. Project Manager

A dedicated external project manager has been retained by the Toronto Police Service to oversee the IRIS capital project through to target completion (Min. No. P145/10 refers). The IRIS Project Manager will liaise with the IRIS project management team, the Service's Project Management Office, and internal stakeholders to successfully administer and govern the execution of the project plan, coordinate and oversee the development of all contracted interfaces and enhancements, and resolve obstacles that may impede the progression of the project. The IRIS Project Manager will prepare project status reports, and will ensure that a project artefact library is maintained.

A Risk Management Log will be maintained to ensure that all identified issues are appropriately logged, assessed, prioritized, assigned, tracked, and resolved in a timely manner. Checkpoints will be built into the project schedule to ensure that project scope, timelines, and cost projections are validated at designated milestone target points.

Any changes that affect scope, cost, or key milestone dates identified throughout the course of the project will be documented using a change request form and will be tracked in accordance with the Change Control Procedure, which is outlined in the Project Charter.

Versaterm will also provide project management and technical expertise, and will support the Service through the configuration, testing, implementation, and post-cutover phases of the project to ensure that identified business requirements and deliverables outlined in the Statement of Work are achieved.

The Versaterm Project Manager will assist the IRIS Business and Delivery Project Managers in managing and resolving technology related issues, risks, and change requests in accordance with the project timelines. Versaterm will provide onsite training to designated personnel in preparation for production rollout.

#### ix. Information Technology Services – Project Management Office

Project status continues to be reviewed on a monthly basis by the Information Technology Steering Committee.

In addition, there is ongoing liaison with representatives from the Service's Project Management Office who provide oversight with respect to roles and responsibilities, contract and change order management, project schedule maintenance, scope and deliverables, identification of risks to be managed, the budget/cost monitoring process, and to ensure that project management best practices are adhered to (Min. No. P35/07 refers).

#### x. Audit and Quality Assurance

A member of the Service's Audit and Quality Assurance (A&QA) unit is on the project's steering committee in an advisory capacity.

The role of Audit and Quality Assurance (A&QA) is to provide independent, ongoing consulting service/advice throughout the project in accordance with the project management framework (e.g., procurement process, contract management, budgetary control, change management) by identifying key risks and issues early, so that the IRIS Steering Committee and the Project Team can operate proactively to mitigate these risks.

Conclusion:

The selection of a vendor for a new commercial off-the-shelf records management system is an important decision and represents a significant investment by the Service. Following a thorough procurement process, the Service is recommending that the contract for this solution be awarded to Versaterm Inc.

The IRIS project will achieve significant improvements Service-wide in terms of records and information management, silo reduction, and interoperability through the implementation of the Versadex suite of products to be supplied by Versaterm, and the associated process changes that accompany such a large scale system migration. The transition towards a future generation records and information management system will enhance police service delivery and support the strategic goals of the Service.

At the request of the Board, the City AG and City CIO have completed their respective reviews of the project and their reports and recommendations will be tabled at the September 14, 2011 meeting of the Board. The Service agrees with the recommendations/best practices identified by the AG and CIO. Several of the recommendations/best practices are already in place and the Service will take the necessary action to implement those still outstanding, to further strengthen the IRIS project's management and governance framework.

Deputy Chief Peter Sloly, Divisional Policing Command, and Mr. Tony Veneziano, Chief Administrative Officer, Administrative Command, will be in attendance to answer any questions from the Board on this report.

**Chief Blair and Mr. Tony Veneziano, Chief Administrative Officer, responded to questions about the status of the implementation of the recommendations by the City's Chief Information Officer.**

**The Board approved the foregoing report.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 20, 2011**

**#P263. AXA INSURANCE – INTERNATIONAL PEACE OPERATIONS**

The Board was in receipt of the following report August 03, 2011 from William Blair, Chief of Police:

Subject: AXA INSURANCE - INTERNATIONAL PEACE OPERATIONS

Recommendation:

It is recommended that:

- 1) the Board provide the Chair with authority to sign AXA Master Application Policy No. 9228872 retroactive to March 25, 2011; and
- 2) the Board provide the Chair with signing authority to execute any future agreements with AXA Insurance in relation to international policing missions.

Financial Implications:

The Service is required to initially pay the AXA group insurance premiums; however, the premiums are 100% reimbursed to the Service according to the Memorandum of Understanding (MOU) between the Service and the Royal Canadian Mounted Police (RCMP) that governs the deployment of Toronto police personnel to international peace operations.

Background/Purpose:

The Service re-commenced deploying police officers on international peace missions in 2009 under the auspices of the RCMP. Officers on missions continue to be covered by all standard Manulife policies in effect with the Service, and that coverage is adequate. However, a recent audit by the RCMP found that the coverage of officers from some other police agencies was less than adequate. As a result, the RCMP contracted with AXA Insurance to provide a standard level of coverage, mandatory for all officers deployed on missions from all services. The AXA policy provides coverage for Health and Dental Care, Life Insurance, Accidental Death and Dismemberment (AD&D) and Long Term Disability.

Discussion:

AXA Insurance is additional benefit coverage for Toronto officers deployed abroad that is mandatory according to the MOU agreement between the Service and the RCMP governing the deployment of Toronto police officers to international peace operations. The Service is required to pay the premiums initially, which are then 100% reimbursed by the RCMP.

The Board continues to provide standard Manulife insurance coverage for members deployed to international peace operations. The Service also notifies Workplace Safety and Insurance Board (WSIB) when members are away on mission. As a result the officers continue to be covered by WSIB for the deployment period.

AXA Insurance will be the first payer in the event of a claim.

On March 25, 2011, the Chair signed AXA Master Application Policy No. 9228872 in keeping with the agreement between the RCMP and Toronto Police Service. However, the requirement that the Board delegate specific authority to the Chair to sign this agreement was inadvertently overlooked at the time of signing.

In order to meet the terms of the agreement with the RCMP and to recoup costs associated with claims the Board is required to authorize the Chair to sign the aforementioned AXA insurance policy retroactive to March 25, 2011.

The agreement between the RCMP and the Toronto Police Service will continue to be in effect as long as there are active international peace operations involving members of the Service. The Chair will be able to execute future agreements with AXA Insurance without delay if the Board were to delegate that authority to the Chair.

Conclusion:

While the Board maintains adequate insurance coverage for members deployed on international peace missions, the RCMP now mandates that coverage also be provided by AXA Insurance in order to standardize coverage for all officers deployed on missions. The policy is now in effect for Service members currently on deployment.

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

**The Board approved the foregoing report.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 20, 2011**

**#P264. TORONTO POLICE SERVICE – PARKING ENFORCEMENT REVIEW**

The Board was in receipt of the following report October 03, 2011 from Jeff Griffiths, Auditor General, City of Toronto:

**SUMMARY**

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Over the past number of years, the Auditor General's annual work plan has included a systematic review of City revenue sources. Parking tag revenue is one of the City's major revenue sources and, as such, was selected for audit. The annual value of parking tags issued is approximately \$110 million.

The administration of parking tag revenue is comprised of two separate components:

- Issuance of parking tags by the Toronto Police Service through its Parking Enforcement Unit and Municipal Law Enforcement Officers.
- Processing of parking tag information and the collection of parking tag revenue by the Revenue Services Division of the City's Finance Division.

While both organizations operate independently, there is a certain degree of coordination between the two functions particularly in the area of reporting requirements. The Revenue Services Division because of its processing role has the capability of providing a significant number of management information reports for use by the Police Service in managing the parking tag issuance process.

The objective of our review was to assess controls over the issuance, cancellation and processing of parking tags at the Parking Enforcement Unit of the Toronto Police Service.

This review is the second of a two-part review of parking tag revenues. The first report was a review of parking tag revenue practices at the City Revenue Services Division. This report was considered by City Council at its meeting of February 2010 and is available at [www.toronto.ca/audit/reports2010\\_jan27.htm](http://www.toronto.ca/audit/reports2010_jan27.htm).

This current review relates to the issuance of parking tags by police parking enforcement and municipal law enforcement officers.

This report identifies additional revenue opportunities of over \$2.8 million. The realization of certain revenue is dependent on amendments to provincial legislation. The audit results are presented in the attached report entitled "Toronto Police Service, Parking Enforcement Review."

## **RECOMMENDATIONS**

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### **The Auditor General recommends that:**

1. The Chief of Police review the current management reporting process in order to identify areas where reporting could be improved. Periodic reports should be produced identifying both parking tag errors for individual officers and officers not submitting tickets for processing on a timely basis. Further, reporting should be established to immediately identify malfunctioning electronic hand held ticket issuing equipment.
2. The City Manager, in consultation with the City Solicitor and the Chief of Police, consider the feasibility of amending the parking tag form to exclude the expiry month of each vehicle license plate. If required a request be made to the Province to amend legislation.
3. The Chief of Police periodically review parking ticket inventory to identify missing parking tags. Missing parking tags identified should be traced to individual officers responsible and explanations documented. Appropriate action should be taken in circumstances where explanations are inadequate or in circumstances where missing tags are identified on a recurring basis.
4. The City Treasurer, in consultation with the Chief of Police review and update the "Reason Code" listing. Cancellation reason codes should be specific, relevant and clear enough to facilitate analysis and reporting.
5. The Chief of Police take steps to ensure compliance with the process for maintaining and reviewing Parking Enforcement Officer and Municipal Law Enforcement Officer court attendance records. The Chief of Police, in consultation with the Deputy City manager responsible for Court Services develop a reporting process for Officer court attendance validation.
6. The City Treasurer in consultation with the Chief of Police implement a process to identify and correct parking tag management information system data entry errors in a timely manner.
7. The Chief of Police evaluate the need to continue with the alternate parking tag management information database.
8. The City Manager, in consultation with the City Solicitor and the Chief of Police, consider initiating a request to the Province to amend legislation to allow parking enforcement officers the authority to issue tickets for expired licence plates. Any amendments to legislation provide for a revenue sharing arrangements with the City.

## **FINANCIAL IMPACT**

The implementation of recommendations in this report will result in reducing the number of parking tag cancellations. The City could realize additional revenue in the range of over \$2.8

million. However, the realization of certain revenue is dependent on amendments to provincial legislation.

## **ISSUE BACKGROUND**

The Parking Enforcement Unit of the Toronto Police Service enforces the Provincial Offences Act and City parking by-laws deterring illegal parking and facilitating the free flow of traffic. The unit issues approximately 2.8 million tags annually with a value in the range of \$110 million. However, approximately \$80 million is realized as revenue when adjusting for tags that are cancelled, uncollectible, dismissed or reduced during court trial.

## **COMMENTS**

This report contains eight recommendations to improve parking enforcement, reduce the number of cancellations and potentially collect additional revenue. The report addresses the cancellation of parking tags over which the Toronto Police Service has direct control. Key issues identified in this report include:

- Parking tag cancellations due to parking tag errors
- Parking tag cancellations due to processing delays
- Parking tag inventory management
- Improving court attendance tracking

The audit report entitled “Toronto Police Service, Parking Enforcement Review” is attached as Appendix 1. Management’s response to each of the audit recommendations is attached as Appendix 2.

## **CONTACT**

Alan Ash, Director, Auditor General’s Office

Tel: 416-392-8476, Fax: 416-392-3754, E-mail: [aash@toronto.ca](mailto:aash@toronto.ca)

Syed Ali, Senior Audit Manager, Auditor General’s Office

Tel: 416-392-8438, Fax: 416-392-3754, E-mail: [sali4@toronto.ca](mailto:sali4@toronto.ca)

**The Board was also in receipt of the following report October 07, 2011 from William Blair, Chief of Police:**

**SUBJECT:                   RESPONSE TO CITY AUDITOR GENERAL’S PARKING ENFORCEMENT REVIEW**

Subject:                   TORONTO POLICE SERVICE'S RESPONSE TO THE CITY AUDITOR GENERAL'S PARKING ENFORCEMENT REVIEW



### Recommendations:

It is recommended that:

- (1) the Board receive this report; and
- (2) the Board forward a copy of this report to the City of Toronto Audit Committee for information.

### Financial Implications:

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

### Background/Purpose:

At its meeting of June 29, 2010, the Board was in receipt of a report from Mr. Jeffrey Griffiths, Auditor General, City of Toronto, entitled, "Proposed Audit of Parking Tag Issuance System." The Board approved this report and agreed to forward a copy to the City of Toronto – Audit Committee for information. (Min. No. P171/10 refers).

As a result, the City of Toronto Auditor General's Office commenced an audit relating to the parking enforcement program. The terms of reference were aligned with the results of an audit previously conducted on the City of Toronto Revenue Services Division with respect to the cancellation of parking tags. The complete audit terms of reference were received on August 13, 2010.

The purpose of this report is to provide the Board with the Service's response to the City Auditor General's review of the parking enforcement program.

### Discussion:

The City Auditor General has completed his audit, and his report containing eight recommendations will be tabled at the October 20, 2011 meeting of the Board.

Of his eight recommendations, four are directed to senior City staff. Of these, two require legislative change in order to be implemented and any savings realized.

The remaining four recommendations are directed to the Chief of Police, of which three require the development of reports from the City of Toronto court services and parking tag management systems. Implementation of these recommendations will therefore require the assistance of the City Revenue Services and Court Services divisions.

The Service's response to each of the Auditor General's recommendations has been provided to the Auditor General's office for inclusion in his report.

Acting Deputy Chief Jeff McGuire, Specialized Operations Command, will be in attendance to answer any questions the Board may have concerning this report.

**The Board approved the following Motions:**

- 1. THAT the Board receive the report from the Auditor General and that:**
  - the Board send recommendation nos. 2 and 8 to the City Manager for consideration;
  - the Board send recommendation nos. 4 and 6 to the City Treasurer for consideration; and
  - the Board receive recommendation nos. 1, 3, 5 and 7, given that the Chief has already responded to each of the recommendations and they are included in Appendix 2 of the report.
- 2. THAT the Board receive the foregoing report from Chief Blair; and**
- 3. THAT the Board send copies of the reports from the Auditor General and Chief Blair to the City of Toronto – Audit Committee for information.**

**APPENDIX 1**

**TORONTO POLICE SERVICE  
PARKING ENFORCEMENT REVIEW**

**April 26, 2011**



**Auditor General's Office**

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Jeffrey Griffiths, C.A., C.F.E.  
Auditor General  
City of Toronto

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## EXECUTIVE SUMMARY

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*The annual value of all parking tags issued is approximately \$110 million*

Over the past number of years, the Auditor General's annual work plan has included a systematic review of City revenue sources. Parking tag revenue is one of the City's major revenue sources and, as such, was selected for audit. The annual value of parking tags issued is approximately \$110 million at an average tag value of \$40. However, approximately \$80 million is realized as revenue when adjusting for tags that are cancelled, uncollectible, dismissed or reduced during court trial.

*Toronto Police Service through its Parking Enforcement Unit issues parking tags. Revenue Services Division of the City administers Collection of parking tags*

The administration of parking tag revenue is comprised of two separate components:

- Issuance of parking tags by the Toronto Police Service through its Parking Enforcement Unit and Municipal Law Enforcement Officers.
- Processing of parking tag information and the collection of parking tag revenue by the Revenue Services Division of the City's Finance Division.

While both organizations operate independently there is a certain degree of coordination between the two functions particularly in the area of reporting requirements. The Revenue Services Division because of its processing role has the capability of providing a significant number of management information reports for use by the Police Service in managing the parking tag issuance process.

***Opportunities to reduce parking tag cancellations***

In 2010, the Auditor General issued a report entitled "Controls over Parking Tags needs Strengthening". This review focused on the roles and responsibilities of the Revenue Services Division with particular emphasis on the administrative process relating to the cancellation of a significant number of parking tags. The cancellation of these tags for the most part were outside the control of the Police Service and pertained to tags issued to out of province vehicles as well as tags issued to "drive away" vehicles.

Specific information on these particular cancellations is outlined in our 2010 report. We performed additional audit work in these areas in 2011 and will report the observations not directly related to Toronto Police Service, in a separate report to the City.

***Key Issues***

This report addresses the cancellation of parking tags over which the Police Service has direct control. Key issues identified in this report include:

- Parking tag cancellations due to parking tag errors
- Parking tag cancellations due to processing delays
- Parking tag inventory management
- Improving court attendance tracking

***Additional \$2.8 million is potentially collectible***

There are opportunities identified in this report to reduce the level of parking tag cancellations. Implementation of the recommendations included in this report could result in additional revenue in the range of over \$2.8 million. An analysis of this amount is included in Appendix 2 attached to this report. There are three recommendations that require development of reports from parking tag management system and court services system, implementation of these recommendations would be dependent on the coordination and resources from City's Revenue Services and Court Services divisions. In addition, the realization of certain revenue is also dependent on legislative changes at the provincial level.

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## BACKGROUND

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*Approximately 2.8 million tags issued annually by the parking enforcement unit and municipal law enforcement officers*

The Parking Enforcement Unit of the Toronto Police Service enforces the Provincial Offenses Act and City parking by-laws deterring illegal parking and facilitating the free flow of traffic. The unit along-with Municipal Law Enforcement Officers issues approximately 2.8 million tags annually with a value in the range of \$110 million.

*2011 Parking Enforcement and operations budgeted cost is \$55 million. This includes cost of shared services of other division*

The majority of parking tags issued carry a \$30 fine. Fines for parking near a fire hydrant on a fire route or in a disabled parking space can be as high as \$450. In general, we have used an average value of \$40 a tag in this report. The average value has been arrived based on the total number of tags issued under various types of violations during 2009 and 2010.

The 2011 budgeted operating cost for Parking Enforcement and Operations is \$55 million. This amount also includes shared service costs for the Court Services Division and the City Revenue Services Division to administer court processes, the parking tag management information system and revenue collection.

*Parking enforcement officers issue the majority of parking tags*

The Toronto Police Service employs 306 parking enforcement officers who issue the vast majority of parking tags. A number of municipal law enforcement officers hired independently by private sector organizations issue approximately ten per cent of parking tags. These tags are generally for parking infractions on private property. Municipal Law Enforcement Officers are trained by the Toronto Police Service and revenue related to tickets issued by them accrue to the City.

Most parking enforcement officers use electronic hand-held devices to issue parking tags. A small percentage are issued manually. Municipal Law Enforcement Officers use pre-printed parking tag books to issue parking tags manually.

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## AUDIT OBJECTIVES, SCOPE AND METHODOLOGY

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***Why we  
conducted this  
review***

Our 2009 Audit Work Plan included a systematic review of major City revenue streams over a number of years.

We selected parking tag revenues because of the significant amount of funds involved. This review is the second of a two-part review of parking tag revenues. The first report was a review of parking tag revenue practices at the City Revenue Services Division. This report was considered by City Council at its meeting of February 2010 and is available at [www.toronto.ca/audit/reports2010\\_jan27.htm](http://www.toronto.ca/audit/reports2010_jan27.htm).

This current review relates to the issuance of parking tags by police parking enforcement officers and to a lesser extent parking tags issued by Municipal Law Enforcement Officers.

***Audit Objectives  
and Scope***

The objective of our review was to assess controls over the issuance, cancellation and processing of parking tags at the Parking Enforcement Unit of the Toronto Police Service.

Due to the inter-relationship between the issue of parking tags by the Toronto Police Service and the processing of tags and the collection of revenue by the City Revenue Services Division, we also reviewed where applicable, certain aspects of the City Revenue Services Division.

The audit covered the period from January 1, 2009 to December 31, 2010.



***Steps in the review***

Our audit methodology included:

- Review of parking enforcement policies and procedures
- Review of Provincial Offences Act Part II and City Parking By-Laws
- Review of various Council reports
- Interviews with Parking Enforcement Unit staff and other relevant City staff
- Review of parking tag cancellation documentation
- Extraction, review and analysis of data from the parking tag management information system.

***Audit conducted in accordance with generally accepted government auditing standards***

We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

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## AUDIT RESULTS

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*Approximately 60,000 tags valued at \$2.4 million cancelled each year due to tag errors or processing delays*

Parking Enforcement Officers issue the majority of parking tags with electronic handheld devices. A small number of tags are issued manually on pre-printed parking tag forms. All tags issued by Municipal Law Enforcement Officers are issued manually.

Approximately 60,000 tags valued at \$2.4 million each year are cancelled due to parking tag errors and processing delays.

### **Parking Tag Cancellations Due to Parking Tag Errors**

*Various errors identified during our review*

In 2006, the Toronto Police Service Parking Enforcement Unit introduced electronic handheld devices for issuing parking tags. After the introduction of electronic hand-held devices, parking tag errors such as incorrect date and time entries and street names were significantly reduced. However, manual data entry errors entered into electronic handheld devices continue to result in tag cancellations. In addition, parking tags which are manually written continue to contain errors. The type of errors identified during our review are varied. Lost revenue relating to these cancellations is significant.

Details of parking tag cancellations as a result of errors are shown in Table 1.

Table 1: Parking Tag Cancellations Due to Tag Errors

	Number of Tags	Amount
2007	46,000	\$1,600,000
2008	50,000	\$1,900,000
2009	50,500	\$2,100,000
2010	48,500	\$2,000,000

***In 2010 data entry errors resulted in over \$2 million parking tag cancellations***

In 2010, errors resulted in over 48,500 parking tag cancellations valued at \$2 million. Errors include:

- Incorrect license plate expiry date
- Missing officer signatures
- Incomplete tags
- Incorrect vehicle make and model entries

***A 75% reduction in tag errors would result in an additional \$1.5 million***

The Toronto Police Service has developed various management reports to monitor cancellations by officers. Additional detailed reporting and analysis along with establishing or revising performance standards should assist in the reduction of parking tag errors. A 75 per cent reduction in parking tag errors would result in additional revenue of approximately \$1.5 million.

A significant number of cancellations, 30,000 parking tags valued at \$1.2 million, were the result of vehicle license plate expiry date errors. Expiry dates entered on parking tags did not match Ministry of Transportation records. The Provincial Offences Act requires the expiry month be entered on all parking tags issued. We have been advised that the entry of the expiry month provides additional validation that the vehicle was in fact involved in the violation.

Considering the number of errors and related revenue losses, the City should review the feasibility of requesting an amendment to the Provincial Offences Act to eliminate the requirement to enter the expiry month on the parking tag. The license plate number together with vehicle make and model should in our view be adequate information to process a parking tag.

## **Parking Tag Processing Delays**

### **Parking Tags Issued Manually**

Internal procedures require municipal law enforcement and parking enforcement officers to submit manually issued tags within 48 hours of issuance. City staff scan paper forms and process parking tag data into the Parking Tag Management Information System within three to five days of issuance. The three to five days has been established internally to ensure tags are processed within the legislated timeframe.

***35,000 tags  
valued at \$1.4  
million were  
delayed by 10 or  
more days***

In 2010, approximately 35,000 manually issued tags valued at \$1.4 million were delayed in processing. These tags were processed 10 or more days after the issue date. In a number of instances, delays were over a year. Out of these 35,000 delayed tags, 10,000 tags valued at \$400,000 were cancelled due to lack of adequate processing time to meet legislative requirements.

***10,000 tags  
valued at  
\$400,000 were  
cancelled due to  
lack of adequate  
processing time  
to meet  
legislative  
requirements***

Due to time constraints in meeting legislated requirements, staff generally cancel parking tags not processed within 10 days. The loss of revenue is significant and potentially the result of officers failing to submit tags on a timely basis.

There is a need to ensure that management information reports identify officers who continually submit parking tags late. A reporting process should be established to identify cancelled tickets due to delays in submission of parking tags. An explanation should be provided for all tickets cancelled where the established processing schedule is not met.

A 75 per cent reduction in parking tag processing delays would result in additional revenue of approximately \$300,000.

## **Parking Tags Issued Through Handheld Electronic Devices**

Hand-held devices provide electronic updates for tags issued to the Parking Tag Management Information system each hour.

***Malfunctioning  
handheld devices  
result in update  
delays***

Malfunctioning handheld devices result in update delays. We noted delays in the electronic tag update process from one day to over 50 days resulting from malfunctioning handheld devices. Due to time constraints in meeting legislated requirements staff generally cancel parking tags not processed within 10 days.

Cancellations resulting from malfunctioning handheld devices result in revenue loss in the range of \$30,000. A lack of adequate controls to identify update delays could result in larger discrepancies.

Status reports providing information on data transmission delays or where handheld devices failed to transmit data to the Parking Tag Management Information System would assist in identifying delayed or missing parking tag data updates on a timely basis.

## **Recommendations:**

- 1. The Chief of Police review the current management reporting process in order to identify areas where reporting could be improved. Periodic reports should be produced identifying both parking tag errors for individual officers and officers not submitting tickets for processing on a timely basis. Further, reporting should be established to immediately identify malfunctioning electronic hand held ticket issuing equipment.**
- 2. The City Manager, in consultation with the City Solicitor and the Chief of Police, consider the feasibility of amending the parking tag form to exclude the expiry month of each vehicle license plate. If required a request be made to the Province to amend legislation.**

## **Parking Tag Inventory Management Requires Improvement**

***The Toronto Police Service distributes 12,500 pre-printed parking tag books annually***

Each year, the Toronto Police Service distributes 12,500 pre-printed parking tag books to parking enforcement officers and municipal law enforcement officers. Each book contains 25 tags. Municipal Law Enforcement Officers are the primary users of these books. Inventory control over pre-printed parking tag books needs improvement.

***A number of missing parking tag sequences identified out of 50 parking tag books sampled***

Our review of 50 manual pre-printed parking tag books indicated a number of missing parking tags. Initially, staff advised that these particular tags were a part of the inventory of books held by Municipal Law Enforcement Officers. However, our further verification of missing parking tag inventory identified that these tags had been issued and in fact had not been accounted for.

Due to the elapsed time from the date of issuance of these particular tags, we were unable to determine the reason why these tags were not processed.

***Missing pre-printed parking tags present risk of misuse***

Missing pre-printed parking tags present the risk of misuse of pre-printed parking tag books and revenue loss. A periodic review of parking tag ticket inventory and investigation into missing parking tags would strengthen controls over pre-printed parking tag forms.

**Recommendation:**

- 3. The Chief of Police periodically review parking ticket inventory to identify missing parking tags. Missing parking tags identified should be traced to individual officers responsible and explanations documented. Appropriate action should be taken in circumstances where explanations are inadequate or in circumstances where missing tags are identified on a recurring basis.**

**Updating Cancellation Reason Code List Will Improve Analysis and Reporting**

***Updating the Cancellation "Reason Code" list will result in better analysis of cancellations and assist in identifying staff training needs***

The Parking Enforcement Unit and Revenue Services Division, both use a parking tag cancellation "Reason Code" list. The actual cancellation list outlines specific reasons for ticket cancellations. The information on the list is used as a basis for reporting reasons why tags are cancelled.

The cancellation list is over 10 years old and has not been periodically reviewed. The addition of new cancellation reasons over the last number of years has resulted in vague, redundant and duplicate codes.

Certain codes do not adequately describe the reason the tag was cancelled. The original intent of the list was to simplify the reporting process and to provide management with detailed information as to why tags were cancelled and to address areas requiring additional review.

In addition, there is no easy way to determine whether the Police Service or the City Revenue Services Division originated the cancellation request because the reporting process does not have this capability.

*Approximately 50,000 tags valued at \$2 million are included in the "Officers Request to Cancel" category*

The Parking Enforcement Unit staff also use a reason code described as "Officer's Request to Cancel". This reason code is of limited use when attempting to categorize and analyze ticket cancellations. Approximately 50,000 tags valued at \$2 million were included in the "Officer's Request to Cancel" category.

The only way to determine the specific reason why cancellation was requested is to review each and every ticket. For the most part, this is impractical and time consuming and makes the identification of cancellation trends extremely difficult.

Updating the cancellation code list will result in improved analysis of parking tag cancellations and assist in identifying staff training needs.

**Recommendation:**

- 4. The City Treasurer, in consultation with the Chief of Police review and update the "Reason Code" listing. Cancellation reason codes should be specific, relevant and clear enough to facilitate analysis and reporting.**

## **Court Attendance Tracking Requires Improvement**

### **Parking Enforcement Officers**

Parking enforcement officers are required to provide evidence in court for tags contested by vehicle owners. Officers receive additional pay when court attendance is required during off duty hours. In 2010, officers received additional pay of approximately \$750,000 for off duty court appearances.

*Records for officers not attending court do not exist*

The process of tracking court attendance needs improvement. Parking Enforcement Unit procedures require that records of officers not attending scheduled court dates be maintained and receive supervisory review. These records do not exist.

***In 2010, over 14,000 tags valued at \$1.1 million were cancelled due to officer non-attendance***

The lack of accurate court attendance records results in inadequate supervisory review of court attendance. In 2010, over 14,000 tags valued at \$1.1 million were cancelled due to officer non-attendance at court hearings. Officer court attendance trends and related ticket cancellations should be analyzed and acted upon.

The City Court Services System may have the capability to generate reports indicating tag cancellations due to officer non-attendance at court hearings. This report can be used to monitor trends in officer non-attendance and to validate court attendance records and related payments.

### **Municipal Law Enforcement Officers**

Parking enforcement policies and procedures require a year-end review of Municipal Law Enforcement Officer (MLEO) court attendance. This review is not taking place.

***Review of MLEO court attendance will improve efficiency and effectiveness of enforcement efforts***

According to staff, this review does not occur because extensive paperwork and manual processes make it difficult to manage and review court attendance. The existing City Court Services System may have the capability of generating MLEO court attendance reports. Consequently, this information should be requested. A review of MLEO court attendance will improve the efficiency and effectiveness of MLEO enforcement.

#### **Recommendation:**

- 5. The Chief of Police take steps to ensure compliance with the process for maintaining and reviewing Parking Enforcement Officer and Municipal Law Enforcement Officer court attendance records. The Chief of Police, in consultation with the Deputy City Manager responsible for Court Services develop a reporting process for Officer court attendance validation.**



## **Parking Tag Computer Data Entry Errors**

### ***Data errors result in cancellation of parking tags***

The Parking Tag Operations Unit at the City Revenue Services Division manually enters data for tags issued in paper form. As data entry errors result in parking tag cancellations, data entry controls are an important consideration.

During our review, we noted a variety of parking tag error types. One example relates to incorrect officer badge numbers. We reviewed certain officer badge numbers that obviously did not exist. We noted over 500 tags entered which contained incorrect badge numbers. The most common data error was an incorrect badge number of '99999'. In addition to cancellation of parking tags, data entry errors also result in incorrect management information reports.

### ***Evaluate the need for an alternate database maintained at an annual cost of \$90,000***

In early 2010, the Parking Enforcement Unit developed a separate database for maintaining manually issued parking tags. At the time of our review, three members of the police service devote a half day on a daily basis to maintaining the alternate database at an annual cost of approximately \$90,000.

According to management, the development of the alternate parking tag database was necessary. The existing parking tag management information system produced reports which contained errors.

We understand there may have been data integrity issues with reports generated from the existing system and the need for additional reports. However, the development and maintenance of duplicate systems generally result in additional data integrity issues and inefficiencies. Improvements to the existing system are a better solution as they result in greater resource efficiencies and minimize the risk of data integrity issues.

## Recommendations:

6. **The City Treasurer in consultation with the Chief of Police implement a process to identify and correct parking tag management information system data entry errors in a timely manner.**
7. **The Chief of Police evaluate the need to continue with the alternate parking tag management information database.**

## Other Issues

### Vehicles Operating with Expired Vehicle Registration Plates

***25,000 vehicles operating with expired license plates identified during 2010***

Our analysis of parking tags issued to vehicles during 2009 and 2010 identified approximately 23,500 and 25,000 vehicles operating with expired license plates. Further analysis indicated that 3,000 vehicles operating with expired plates during 2009 continued to do so in 2010.

***Provincial legislation restricts parking enforcement officers to issue tickets for expired license plates***

Provincial legislation does not provide the authority for parking enforcement officers to issue tickets for expired license plates. Only uniformed police officers have the legislative authority to issue tickets for expired license plates.

With the significant number of vehicles operating with expired licence plates and parking enforcement officers in a position to identify expired licence plates, consideration should be given to pursuing legislative changes to allow parking enforcement officers to enforce license renewal legislation.

Providing parking enforcement officers with the authority to ticket vehicle owners operating with expired license plates would improve the efficiency of enforcing license renewal laws.

***Potential revenue in the range of \$2.75 million from expired license tag fines***

The fine for operating a vehicle with an expired license plate is \$110. Improved enforcement will generate additional revenues in the range of \$2.75 million. While this revenue will accrue to the Province, a revenue sharing arrangement could be negotiated which would provide for a percentage of the revenue collected being forwarded to the City. This additional revenue is revenue which neither the Province nor the City would otherwise collect.

On a conservative basis assuming that approximately 75 per cent of the fines were collected, the Province would still receive \$2.1 million. As the process would be managed by the City, a revenue sharing agreement between the City and the Province where the two parties shared 50 per cent of revenue collected, additional revenue in the range of \$1.0 million would accrue to the City.

**Recommendation:**

- 8. The City Manager, in consultation with the City Solicitor and the Chief of Police, consider initiating a request to the Province to amend legislation to allow parking enforcement officers the authority to issue tickets for expired licence plates. Any amendments to legislation provide for a revenue sharing arrangements with the City.**

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## CONCLUSION

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Key audit recommendations included in this report are as follows:

- Action is required to minimize tag cancellations caused by errors and processing delays
- Additional management reporting is required to identify the source and type of errors
- Missing parking tags require analysis and follow up
- Court attendance tracking should be improved
- Options for providing legislative authority to parking enforcement officers to enforce motor vehicle license plate laws should be pursued.

This report contains eight recommendations related to improvements in the management, administration and enforcement of the Provincial Offense Act II and City parking by-laws regulating traffic movement and ensuring public safety. There are three recommendations that require development of reports from parking tag management system and court services system. Implementation of these recommendations would be dependent on the coordination and resources from City's Revenue Services and Court Services divisions.

The adoption of the recommendations in this report could result in additional revenue of over \$2.8 million. However, the realization of certain revenue is also dependent on legislative changes at the provincial level.

**Toronto Police Services  
Parking Enforcement Review**

**Estimated Potential Additional Revenue**

	<b>Maximum Revenue</b>	<b>Conservative Estimated Revenue</b>
	<b>\$ M</b>	<b>\$M</b>
Correction of Errors	2.0	1.5 (75%)
Processing Delays	0.4	0.3 (75%)
Expired Plates	1.0	1.0 (100%)
	<b>3.4</b>	<b>2.8</b>

APPENDIX 2

Management's Response to the Auditor General's Review of  
Toronto Police Service – Parking Enforcement Review

Rec No	Recommendation	Agree (X)	Disagree (X)	Management Comments: (Comments are required only for recommendations where there is disagreement.)	Action Plan/ Time Frame
1.	<p>The Chief of Police review the current management reporting process in order to identify areas where reporting could be improved. Periodic reports should be produced identifying both parking tag errors for individual officers and officers not submitting tickets for processing on a timely basis. Further, reporting should be established to immediately identify malfunctioning electronic hand held ticket issuing equipment.</p>	X		<p>As the City maintains the book of record, implementation is contingent upon receipt of the City reports on processing delays or other identified items.</p> <p>Verbal reporting of malfunctioning of hand held devices is in place based on officer's observations. TPS knows immediately through officer reporting when a handheld device is malfunctioning and steps are taken to retrieve the data. Time is required for the data retrieval process.</p>	<p>The Chief will Review the current management reporting process and identify required reports.</p> <p>Timeline: Q1-2012</p> <p>The Chief will utilize the reports as part of the management reporting process.</p> <p>Timeline: Upon receipt of reports from City</p> <p>The Chief of Police will review the opportunity, feasibility, viability, costs and benefits of potential software amendments to allow for electronic reporting.</p> <p>Timeline: Q2-2012</p>

APPENDIX 2

Management's Response to the Auditor General's Review of  
Toronto Police Service – Parking Enforcement Review

Rec No	Recommendation	Agree (X)	Disagree (X)	Management Comments: (Comments are required only for recommendations where there is disagreement.)	Action Plan/ Time Frame
2.	<p>The City Manager, in consultation with the City Solicitor and the Chief of Police, consider the feasibility of amending the parking tag form to exclude the expiry month of each vehicle license plate. If required a request be made to the Province to amend legislation.</p>	X		<p>Validation tag information is a legislated requirement as noted in O. Reg 949, Form 1, Certificate of Parking Infraction. This is a Provincial standard and makes sense to assist in prosecutions.</p> <p>City of Toronto staff use this entry as a quality control check to ensure effective, efficient and fair business practices.</p> <p>TPS produces Risk Management Reports every five weeks. One category is wrong validation and cancellations by officer are reviewed and appropriate action is taken.</p>	<p>The Chief of Police will participate in discussions at the request of the City Manager.</p> <p>The Chief of Police will continue with Risk Management reporting.</p>

APPENDIX 2

Management's Response to the Auditor General's Review of  
Toronto Police Service - Parking Enforcement Review

Rec No	Recommendation	Agree (X)	Disagree (X)	Management Comments: <i>(Comments are required only for recommendations where there is disagreement.)</i>	Action Plan/ Time Frame
3.	<p>The Chief of Police periodically review parking ticket inventory to identify missing parking tags. Missing parking tags identified should be traced to individual officers responsible and explanations documented. Appropriate action should be taken in circumstances where explanations are inadequate or in circumstances where missing tags are identified on a recurring basis.</p>	X		<p>As the City maintains the book of record, implementation is contingent upon receipt of a City report relating to gaps in serial numbers.</p> <p>This report will provide opportunity for spot checks, especially with MLEO agencies, to ascertain the reasons for gaps, which may be a result of a data entry issue, an officer issue or scanning issues with the City scanning equipment and will allow for appropriate action to be taken.</p>	<p>The Chief will utilize the report as part of the management reporting process.</p> <p>Time Frame: Upon receipt of reports from City.</p>
4.	<p>The City Treasurer, in consultation with the Chief of Police review and update the "Reason Code" listing. Cancellation reason codes should be specific, relevant and clear enough to facilitate analysis and reporting.</p>	X		<p>The City of Toronto programs and maintains the cancellation codes within their Parking Tag Management System.</p> <p>The City of Toronto is currently reviewing the cancellation code listing with a view to consolidating all reason codes, such that certain reason codes can be grouped for enhanced reporting and for greater efficiency.</p>	<p>The Chief of Police will participate in reviewing and updating the reason code list at the request of the City Treasurer.</p>



APPENDIX 2

Management's Response to the Auditor General's Review of  
Toronto Police Service – Parking Enforcement Review

Rec No	Recommendation	Agree (X)	Disagree (X)	Management Comments: (Comments are required only for recommendations where there is disagreement.)	Action Plan/ Time Frame
5.	<p>The Chief of Police take steps to ensure compliance with the process for maintaining and reviewing Parking Enforcement Officer and Municipal Law Enforcement Officer court attendance records. The Chief of Police, in consultation with the Deputy City manager responsible for Court Services develop a reporting process for Officer court attendance validation.</p>	X		<p>As the City maintains the book of record, implementation is contingent upon receipt of the City report relating to court attendance.</p> <p>The Deputy City Manager responsible for Court Services to review the possibility of providing a report which indicates officer non-attendance to court, based on docket disposition, as they hold the book of record. The book of record would include both PEO and MLEO court reporting.</p>	<p>The Chief of Police will validate and analyze trends and take appropriate action to ensure compliance.</p> <p>Time Frame: Upon receipt of reports from City.</p>
6.	<p>The City Treasurer in consultation with the Chief of Police implement a process to identify and correct parking tag management information system data entry errors in a timely manner.</p>	X		<p>Manual tags issued by MLEOs which are processed manually by City data entry staff are the concern.</p>	<p>The Chief of Police will participate at the request of the City Treasurer.</p>

APPENDIX 2

Management's Response to the Auditor General's Review of  
Toronto Police Service – Parking Enforcement Review

Rec No	Recommendation	Agree (X)	Disagree (X)	Management Comments: (Comments are required only for recommendations where there is disagreement.)	Action Plan/ Time Frame
7.	The Chief of Police evaluate the need to continue with the alternate parking tag management information database.	X		Staff assigned to these duties are restricted duty and on workplace accommodation plans and as such opportunity costs for enforcement are not lost.	The Chief of Police will continue to capture errors and "lates" in the database as a basis for comparison to PTMS and business continuity pending implementation and experience with City reports as described in Number 6 above.  Time Frame: Consider upon completion of 6 by the City Treasurer.

APPENDIX 2

Management's Response to the Auditor General's Review of  
Toronto Police Service – Parking Enforcement Review

Rec No	Recommendation	Agree (X)	Disagree (X)	Management Comments: (Comments are required only for recommendations where there is disagreement.)	Action Plan/ Time Frame
8.	<p>The City Manager, in consultation with the City Solicitor and the Chief of Police, consider initiating a request to the Province to amend legislation to allow parking enforcement officers the authority to issue tickets for expired licence plates. Any amendments to legislation provide for a revenue sharing arrangements with the City.</p>	X		<p>The processing of all offences relating to vehicle operations fall under Part I of the POA. The processing of all offences relating to the parking of a vehicle fall under Part II of the POA.</p> <p>The Expired License Plate Offence is processed under Part I of the POA. In order to enforce under Part I the officer must demand identification as the Offence Notice is issued to the operator of the vehicle and not the vehicle itself.</p> <p>As such, there is a requirement for the officer to demand identification which would require additional authority in the form of a potential Special Constable status which could potentially result in job evaluation and salary impacts, not to mention could result in a distraction from the primary unit mandate of parking enforcement.</p>	<p>The Chief of Police will participate in discussions at the request of the City Manager.</p>

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 20, 2011**

**#P265. SEARCH OF PERSONS PROCEDURE**

The Board was in receipt of the following report October 03, 2011 from William Blair, Chief of Police:

Subject: SEARCH OF PERSONS PROCEDURE

Recommendations:

It is recommended that Board receive this report.

Financial Implications:

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

Background/Purpose:

At its meeting of July 21, 2011, the Toronto Police Services Board (Board) was in receipt of a report from the Chief of Police entitled "Search of Persons Procedure" (Minute No. P183/11 refers). The Board approved the following motions:

3. *THAT the Chief of Police provide a report to the Board on:*

- *Whether or not there is an opportunity to use videotape when individuals are advised of the reasons for conducting a search*
- *The number of complaints that are filed about searches compared to the number of searches that are conducted*

4. *THAT the Board's policy and the Service Procedure regarding searches of persons be reviewed.*

Discussion:

Opportunity to use videotape when individuals are advised of the reasons for conducting a search

High resolution colour cameras, monitors, and digital video disc (DVD) recording equipment have been installed in booking halls, sally ports and cell areas of all divisions. This equipment records the booking and release of all prisoners as they enter and leave a division /police facility.

The use of this recording equipment is mandatory and is used:

- to monitor and record the condition of persons in police custody
- to ensure their safety; and
- for court purposes

The lawful authority for searching a person comes from statute or common law. The appropriate level of search must be determined on a case-by-case basis.

As an incident to arrest a police officer may search for:

- weapons
- anything that could cause injury (including drugs and alcohol)
- anything that could assist in a person's escape
- evidence

There are four levels of search starting with the least intrusive (level 1) and progressing to the most intrusive (level 4). A Search of Person Template must be completed for all level 3 and level 4 searches. This template records information about the search including the location of the search, the date and time of the search, the officers conducting the search, the Officer in Charge (OIC) approving the search and the authority for the search. This template is recorded in the Criminal Information Processing System (CIPS).

Procedure 01-03 "Persons in Custody" outlines the requirements for police officers when arriving at a police station with a person in custody. Police officers are required to take the person before the OIC and advise the OIC of:

- the reasons for the arrest
- the reasons for continued detention
- any other pertinent information relating to the person or to the arrest including, but not limited to:
  - i. known or suspected suicidal tendencies
  - ii. violent tendencies
  - iii. serious medical conditions

The determination of the level of search is normally made by the OIC during the booking process. As a matter of best practice, divisions currently utilize the recording equipment to advise individuals on camera of the reasons for conducting a search, the level of search to be performed, and the manner in which it will be carried out.

When, for safety or logistical reasons, an individual is not advised on camera, the reasons, details of the search, searching officers, and supervisor approving the search are still recorded on the Search of Person Template in CIPS, and in the memorandum books of the involved officers.

Procedure 01-02 "Search of Persons" will be updated to reflect the best practice of recording the reasons for the search on camera at all times, when operationally feasible.

The number of complaints filed about searches compared to the number of searches that are conducted:

The Professional Standards Information System (PSIS) is used by the Toronto Police Service (Service) to manage information relating to public complaints. The PSIS system categorizes complaints based on the *Police Services Act* 'Code of Conduct' offences. While there is no specific offence or flag exclusive to 'search of person', a synopsis of each complaint allegation is entered into PSIS. This synopsis does not contain all details that may be found within the hard copy complaint files (letter of complaint, investigative notes, etc), and it should be noted that complex complaints may include a wide range of allegations, of which search may only be one component.

In order to respond to the Board's request, an electronic search of the synopsis field within the PSIS system was performed for 2009 and 2010 records. The key phrases searched for were:

“Complete Search”, “Strip Search”, “Level 3”, “Level 4”, “Body Cavity Search”

The resulting electronic PSIS incidents were filtered by Professional Standards to ensure that there was a relation between the resulting data and the context of the query of 'search of person'. As such, the statistics may or may not reflect all complaints that contain a 'search of person' element. A manual search of all hard copy complaint files for 2009 and 2010 would be required in order to provide a more accurate account of complaints containing a 'search of person' component and would require additional time and resources to complete.

The following chart shows the total number of level 3 and level 4 searches conducted during 2009 and 2010 and the number of complaints identified using the above noted search parameters in the database.

	2009			2010		
	Level 3	Level 4	Total	Level 3	Level 4	Total
Number of Searches	29789	32	29821	31072	38	31110
Number of Complaints	2	0	2	17	0	17

**Level 3 Search:** means a search that includes the removal of some or all of a person's clothing and a visual inspection of the body. More specifically, a Level 3 search involves the removal of clothing that fully exposes the undergarments or an area of the body normally covered by undergarments.

**Level 4 Search:** means a body cavity search. For the purposes of the Search of Persons Procedure, a Level 4 search means a search of the rectum and/or vagina. This type of search is conducted by a qualified medical practitioner.

## Review of Service Procedure 01-02 “Search of Persons”.

Service procedures are reviewed on an ongoing basis. Procedure 01-02 “Search of Persons” is the subject of regular and ongoing reviews to ensure continued compliance with legislation, relevant court decisions, and to ensure it accurately reflects the needs of the public and the Service.

At the Board meeting held on May 18, 2006, following a lengthy review, Service Procedure 01-02 was found to be in full compliance with the direction provided in *R. v. Golden* (Min. No. P148/06 refers).

The Service has continued to review and update the procedure to ensure compliance with *R. v. Golden*, and adjust to any legislative changes or newly identified best practices. Since that time, the following amendments and updates have been made:

- 2009 Search of Persons Template updated
- 2010 Direction to members regarding the handling of items of religious significance added
- 2011 Search of Persons Procedure Information Sheet located on the Service Internet website amended to better articulate existing compliance with *R. v. Golden*.

### Conclusion

Procedure 01-02 “Search of Persons” was reviewed as a result of the Board’s motion. The procedure remains in compliance with the direction provided by the Supreme Court of Canada in *R. v. Golden*.

Service Procedure 01-02 “Search of Persons” will continue to be reviewed and evaluated on an ongoing basis.

Deputy Chief, Mike Federico, Corporate Command, will be in attendance to answer any questions the Board may have.

**The Board received the foregoing report.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 20, 2011**

**#P266. ENFORCEMENT OF CYCLING INFRACTIONS IN THE CITY OF  
TORONTO**

The Board was in receipt of the following report September 29, 2011 from William Blair, Chief of Police:

Subject: ENFORCEMENT OF CYCLING INFRACTIONS IN THE CITY OF  
TORONTO

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 held on July 21, 2011, the Board received the Harmonization and Enforcement of Sidewalk Cycling By-laws in the City of Toronto report (Min. No. P182/11 refers).

The Board approved the following motions:

- (1) That the Board receive the foregoing report and forward a copy to the City's Public Works and Infrastructure Committee for information; and
- (2) That the Chief of Police provide a report to the Board outlining the laws that apply to cyclists in Toronto and that this report include statistics with respect to Toronto Police Services enforcement of these laws over the past two years.

Discussion:

Presently, there are seven by-law zones covering the City with similar wording and charges for bicycle by-law offences. The infractions and fines are based on pre-amalgamation by-laws of the seven former boroughs and cities. The by-law fines range from \$3.75 in some areas, to \$85.00 in others. These by-laws are in the process of being updated, clarified and harmonized to permit effective enforcement to improve pedestrian and cycling safety.



There are approximately 275 *Highway Traffic Act (HTA)* offences that are enforceable for cyclists. Most of the charges for a cyclist are also applicable to motor vehicle drivers as they deal with moving violations, traffic controls and signs. Most moving violation offences for a cyclist carry the same status and fines as would apply to the driver of a motor vehicle. Cyclists are considered drivers under the *HTA*.

The *HTA* laws and Municipal by-laws that govern bicycle riding and equipment are quite extensive. Listed below is the statistical data for years 2009, 2010 and 2011 to date. There are limitations with the Service's data system in the collection of particular statistics when trying to separate *HTA* infractions from Municipal by-laws offences for specific cyclist violations.

The Service data system combines most of the moving violation charges for cyclists with those of motorists, as they share identical infraction wordings and section numbers.

There are a small number of specific *HTA* laws that apply to cyclists only and they normally come under an equipment or specific designated road area that is captured separately, as outlined in the chart below.

<b>Enforcement Totals</b>		<b>2009</b>	<b>2010</b>	<b>2011 to date</b>
<b>HTA - Cyclist Specific</b>				
Improper bicycle lighting	HTA 62(17)	3629	4362	2248
Improper brakes on bicycle	HTA 64(3)	932	1047	760
No horn or bell bicycle	HTA 75(5)	4366	4959	2922

The limitations within the Service data collection system are problematic when trying to separate Municipal by-laws offences for specific cyclist violations. There is consistent duplication with similar offences and section numbers from the seven existing by-law zones across the City, making tracking of similar offences inaccurate.

Listed below are the enforcement totals collected for the most prevalent By-law offence of "Bicycle with over 61cm wheels on sidewalk", for the years 2009, 2010 and 2011 to date.

<b>Enforcement Totals</b>		<b>2009</b>	<b>2010</b>	<b>2011 to date</b>
<b>By-law - Bicycle with over 61cm wheels on sidewalk</b>				
Metropolitan Toronto	By-law 32/92 sec17 (1)	515	792	465
East York	By-law 92/93 sec14	x	x	x
Etobicoke Municipal Code	By-law 240 sec 6D	10	20	12
North York	By-law 31001 sec 14	x	x	x
Scarborough	By-law 23949 sec 14	x	x	x
Toronto Municipal Code	By-law 400 sec 400-15C	142	209	66
York	By-law 2958-94 sec 14	x	x	x

A uniform by-law with one Chapter and offence number/section would simplify the data analysis collection and enhance the accuracy of the information when required.

Conclusion:

The Toronto Police Service continues to be an active partner in consultation with the City and other cycling stakeholders on the development of new or amended cycling related by-laws that are clear, uniform and enforceable across the City.

This continued partnership will also allow for expanded awareness and education campaigns as well as the creation of future enforcement strategies that involve all road users.

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

**In response to questions by the Board, Chief Blair described the challenges that police officers experience when trying to enforce the provisions of the *Highway Traffic Act* that apply to cyclists. Chief Blair also said that, as an example, there is no licensing regime for bicycles which makes it difficult for police officers to identify cyclists as opposed to their ability to identify drivers of vehicles given that drivers are required to have a licence.**

**The Board received the foregoing report and approved the following Motion:**

**THAT the Board request Toronto City Council to prepare a comprehensive policy on bicycle use and regulations in the City of Toronto including a plan for education, implementation and enforcement.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 20, 2011**

**#P267. CHANGES TO THE TORONTO POLICE SERVICE PROCEDURES OR  
PROCESSES DUE TO THE NEW AMENDING REGULATION  
REGARDING THE SPECIAL INVESTIGATIONS UNIT**

The Board was in receipt of the following report October 07, 2011 from William Blair, Chief of Police:

Subject: CHANGES TO TORONTO POLICE SERVICE PROCEDURES OR  
PROCESSES REQUIRED DUE TO THE NEW AMENDING REGULATION  
REGARDING THE SPECIAL INVESTIGATIONS UNIT

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

At the Toronto Police Services Board Meeting on July 21, 2011, Chair Alok Mukherjee recommended that the Toronto Police Service Board request the Chief of Police report any changes to Toronto Police Service (Service) procedures or processes required due to the new amending Regulation regarding the Special Investigations Unit (SIU) (Minute No. P178/11 refers).

On August 1, 2011, Ontario Regulation 283/11 came into effect which amended Ontario Regulation 267/10, Conduct and Duties of Police Officers Respecting Investigations by The Special Investigations Unit.

These amendments focus on the following three issues:

- 1) Officers shall not communicate directly or indirectly with any other police officer concerning their involvement until the SIU has completed its interviews.
- 2) Witness officers may not be represented by the same legal counsel as subject officers.
- 3) Officers will complete their notes by the end of their tour of duty unless excused by the chief of police.

Discussion:

The Service routinely makes revisions to its procedures and other governance to comply with new or amended legislation and best practice. The Service was made aware of the coming into effect of Ontario Regulation 283/11 and on July 20, 2011, the Service published a Routine Order (2011.07.20-0814 refers) that set out the above amendments for the information of all members.

Service Procedure 13-16, Special Investigations Unit, outlines the responsibilities of members regarding investigations where the SIU mandate has been or may be invoked.

Procedure 13-16 has been amended to reflect members responsibilities contained in the new Ontario Regulation 283/11 verbatim (RO 2011.09.30-1075 refers).

Conclusion:

The Service has incorporated the amendments set out in Ontario Regulation 283/11 into Procedure 13-16, Special Investigations Unit, ensuring compliance with the current legislation.

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

**The Board received the foregoing report and approved the following Motion:**

**THAT the Chief of Police submit an in-camera report to the Board detailing the changes that have been made to the TPS Procedures.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 20, 2011**

**#P268. ABORIGINAL POLICING – UPDATE ON THE IMPLEMENTATION OF  
THE STATEMENT OF COMMITMENT AND GUIDING PRINCIPLES**

The Board was in receipt of the following report September 14, 2011 from William Blair, Chief of Police:

Subject: ABORIGINAL POLICING – UPDATE ON THE IMPLEMENTATION OF THE  
STATEMENT OF COMMITMENT AND GUIDING PRINCIPLES

Recommendation:

It is recommended that the Board receive the following report.

Financial Implications:

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

Background/Purpose:

In early 2007, the Aboriginal Issues sub-committee of the Saving Lives Implementation Group (SLIG) completed its report, which included a recommendation for the Board to establish a policy in relation to Aboriginal policing. The SLIG membership was comprised of three members of the Board, three representatives of the Service, and six community representatives on issues of race and mental health. This sub-committee's report was subsequently approved by the SLIG membership as a whole, and was received by the Board at its meeting of March 22, 2007 (Min. No. P104/07 refers).

At its meeting of February 12, 2009, the Board received a draft document entitled – Aboriginal Policing – Statement of Commitment & Guiding Principles. The Board approved the report and requested that:

“.....the Chief deliver a presentation of the Aboriginal Peacekeeping Unit at a future meeting” (Min. No. P30/09 refers).

At its meeting of May 21, 2009, the Board received a document entitled – Aboriginal Peacekeeping Unit Overview, as well as a presentation on the responsibilities, roles and functions of Community Mobilization Unit (CMU) - Aboriginal Peacekeeping Unit (APU). The purpose of this report was to provide the Board with an update on the operational implementation of that document. The Board approved the report and presentation (Min. No. P120/09 refers). The purpose of this report was to provide the Board with an update on the operational implementation of that document.

At its meeting of December 17, 2009, the Board received a document entitled – Aboriginal Policing – Implementation of the Statement of Commitment and Guiding Principles outlining the Service’s commitment to working with the Aboriginal community in keeping with the Statement of Commitment and Guiding Principles (Min. No. P340/09 refers).

At its meeting of July 21, 2011, Chair Alok Mukherjee submitted a document to the Board entitled – Statement of Commitment and Guiding Principles for Aboriginal Policing. In that document, it was recommended that the Board request the Chief to report as to how the *Statement of Commitment and Guiding Principles for Aboriginal Policing* is being fulfilled by the Service, including a description as to how the principles are being reflected in both recruiting and in-service training (Min No. P179/11 refers).

### Discussion:

In September 1992, the Toronto Police Services Board approved the establishment of the Aboriginal Peacekeeping Unit (APU). The Toronto Police Service (Service) became the first major urban police Service in Canada to establish a unit to deal specifically with the issues faced by the Aboriginal community. The APU is the corporate expression of the Service’s commitment to the Aboriginal community.

The objective of the APU in part is to bridge the gap between the Service and the Aboriginal community of Toronto, ensuring that the Service is sensitive to their cultural background and unique needs. The APU has long been the focal point and conduit through which both the Service and Aboriginal people of Toronto continue to work together, in a partnership based on mutual understanding and respect. The APU is committed to promoting internal and external awareness, as well as cultural diversity training. This approach will ensure increased levels of culturally competent officers both present and in the future.

Traditionally, the Service has been committed to respecting and recognizing the unique position of the Aboriginal community as the original peoples of this land. Keeping true to that legacy, the Service has reaffirmed its commitment to progressively working with our Aboriginal community by adopting into operational practice the document entitled *Aboriginal Policing – Statement of Commitment and Guiding Principles*. In keeping with the fundamental components of this document, the Service is dedicated to working both collectively and individually with members of the Aboriginal community to provide inclusive, bias-free service in an atmosphere of mutual respect, understanding and trust. Components of the APU which support the Aboriginal community can be broadly divided into four categories:

- Supporting community led efforts;
- Policing initiatives to engage youth;
- Building community capacity, representation; and the
- Delivery of training, ensured consultation and promotion of partnerships.

The Aboriginal Policing Statement of Commitment and Guiding Principles document addresses three critical areas:

- Representation and Accountability;
- Training; and
- Accountability: Participation, Consultation and Information Sharing.

Having regard to the commitment stated in the document, the Service through the APU has adopted the following guiding principles in order to ensure the provision of adequate and effective police services to the members of Toronto's Aboriginal community:

#### Representation and Accountability

The Aboriginal Consultative Committee (ACC) and the APU continue to partner with the Service's Employment Unit in an effort to ensure that the Service is inclusive and reflective of the Aboriginal community.

In the summer of 2008, the ACC, APU and 43 Division implemented a pilot project to address the needs of the Aboriginal community at the divisional level. This project was a holistic approach that involved a dedicated officer working with the Aboriginal community within Gabriel Dumont (Non Profit Housing) Complex for a period of six months. The project entailed culturally competent officers assisting with community led initiatives, encouraging youth engagement and promoting partnerships. The project manifested itself in the Aboriginal community through a community barbeque, a significant presence at the 43 Division open house festivities and application of various crime prevention initiatives.

As a direct result and positive impact of this pilot project, members from the ACC, the APU and Area Field and Central Field, met in March 2011 with a view to discussing the implementation of divisional liaison officers being assigned to reach out and work within the Aboriginal community. The preliminary discussions included selecting those divisions with high concentrations of Aboriginal populations and agencies, identify an aboriginal liaison. However, due to the demographic distribution of the community it ultimately evolved to having divisional liaison officers assigned in all divisions throughout the city reaching out and working with the Aboriginal community.

The discussion points that resulted from this meeting included:

- the position will not be a sole position and will be in addition to the regular duties already assigned to the officer;
- the officer will be a resource to the Aboriginal community building trust between the Aboriginal community and the TPS at the divisional level;
- the officer will become a divisional outreach for the APU as well as an outreach for the Aboriginal Agencies within their division; and
- the Aboriginal Consultative Committee (ACC) will have input into the content of the specialized training that the Aboriginal Liaison Officer receives.

Discussions on this initiative are continuing with the view to implementing it city-wide.

The APU continues to invite service members to attend and participate in their ongoing annual outreach initiatives such as cultural celebrations, including but not limited to the following: National Aboriginal Day and the Annual Christmas Tree Decorating Event at Police Headquarters, Sunrise Ceremony at New City Hall, youth programs, community events, and Traditional Pow Wows.

The APU continues to participate and assist with organizing the annual “Cops and Kids – Keeping the Circle Strong” camps held at Grundy Lake Provincial Park. The Service has been working in partnership with Native Child and Family Services of Toronto (NCFST) in organizing these camps for the past nine years. Forty youth between the ages of 7-15 years attend each year. Funding for these camps is provided through a number of community partners including Pro Action, Ministry of Children and Youth Services and Toronto Star Fresh Air Fund.

Since April 2010, these camping initiatives have also included the Tim Horton’s camps at the Onondaga Farms in Guelph and the camp in Parry Sound. Typically, these camps occur three to four times each year depending on the availability of space. The Tim Horton’s Charitable Foundation funds these camps. The Service has and continues to work with (NCFST) in being able to provide forty youth ages 7-18 years the opportunity to attend and participate in these camps.

It is imperative to recognize that the Aboriginal youth population is increasing at more than two times the rate of the general population. The APU and identified agencies have developed partnerships to address the Service’s priority focusing on child and youth safety while recognizing the increasing Aboriginal youth population in Toronto.

The APU remains located on the ground floor of Police Headquarters adjacent to the main doors of the Greenville lobby to ensure ease of access. The unit maintains its open door policy allowing for continued youth mentoring. APU officers provide guidance and direction regarding the challenges and opportunities in society. This ongoing initiative exposes them to officers as positive role models and fosters relationship-building with Aboriginal youth in a culturally sensitive and welcoming environment.

The Service supports the formation of Internal Support Networks. Aboriginal members of the Service are developing an Aboriginal Internal Support Network (A-ISN). Both civilian and uniform members are interested in a process that connects people through open lines of communication and information sharing. Service members have met with the Diversity Management Unit (DMU) and a survey has been designed and sent out through the DMU to all Aboriginal officers in order to determine the role and structure of A-ISN.

### Training

The APU continues to deliver training to members of the Service through the and Front Line Supervisor Course, Civilian Diversity Course and Community Mobilization Course. This is an initiative identified as a need to improve service delivery. Since 2010, the APU and ACC



members have delivered nine presentations to the Civilian Diversity Course, four to the Community Mobilization Course, and seven to the Front Line Supervisor Course.

In June 2011, Aboriginal Legal Services of Toronto delivered a presentation to the Front Line Supervisor's Course. Topics presented included community council, Diversion Courts, and the role of Aboriginal court workers. This provided the frontline supervisors with enhanced training on the Aboriginal court processes within the City of Toronto.

APU officers, in partnership with members from the ACC continue to provide in-service training at the divisional level to frontline officers, including new recruits as well as veteran officers. Cross-training continues to be delivered to Service members both civilian and sworn in 13, 14 and 43 divisions by Aboriginal organizations located within these divisions. This partnership will not only introduce the agency and the services they provide, it will also help foster positive relationships between the community and the police.

#### Accountability: Participation, Consultation and Information Sharing

Partnerships between the ACC and the Service continue to evolve through enhanced participation, consultation and information sharing. This is exemplified through a collaborative effort by co-hosting the National Aboriginal Day celebration, participation in creation of the Statement of Commitment and Guiding Principles.

The 2011 edition of the ACC is comprised of twenty-one members, including one youth who is a 2009 Youth in Policing Initiative (YIPI) student, a dedicated Superintendent and a Community Liaison Officer. Currently, the committee is represented by various agencies dedicated to issues of homelessness, housing, elderly, youth from the elementary, secondary and post secondary schools, men's and women's issues, mental health, social gathering organizations, and the business sector. The ACC meet at least ten times per year and engage in meaningful dialogue on some of the key human resource, education, consultation and relationship building issues between the Aboriginal community of Toronto and the Service. Through its leadership, the committee continues to act as a mentor, counsellor, advisor and partner to the Service providing guidance on Aboriginal issues such as demonstrations, rallies and other political events.

In partnership with local agencies, the Service continues to develop and improve service delivery to the Aboriginal community while engaging its members in a traditional and culturally sensitive setting through many events. This component continues to be critical to enhancing the relationship between the Aboriginal community of Toronto and the Service.

These ongoing partnerships have garnered positive results for both the Aboriginal community of Toronto and the Service.

Conclusion:

The Service remains committed to the implementation of the document's guiding principles and concepts in support of the Aboriginal community. To ensure the integrity of the document, the Service will continue to consult with the ACC and other representatives of the Aboriginal community regarding its guiding framework and implementation.

Constructive partnerships and positive outcomes that occur as a result of community-police interaction remain the cornerstone of a successful police service, leading to a safer, more secure and healthier community.

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

**The Board received the foregoing report.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 20, 2011**

**#P269. DRY CLEANING, PRESSING AND LAUNDERING SERVICES**

The Board was in receipt of the following report September 16, 2011 from William Blair, Chief of Police:

Subject: DRY CLEANING, PRESSING AND LAUNDERING SERVICES

Recommendation:

It is recommended that the Board approve The Dry Cleaner-1639181 Ontario Inc. to provide dry cleaning, pressing and laundering services at a cost of \$2.75 per voucher (plus applicable taxes) for a three year period commencing January 1, 2012 to December 31, 2014, with an option to renew for an additional two one-year periods at the Board's discretion.

Financial Implications:

The cost of \$2.75 per voucher for 2012, 2013 and 2014 is a 35% decrease from the current 2011 voucher cost of \$4.25. This cost results in a 2012 estimate for dry cleaning, pressing and laundering services of \$1.4M based on projected staffing and average voucher redemption. The 2012 estimate is \$0.7M less than the 2011 budget for these services. The 2012 preliminary operating budget request will be updated to reflect the revised estimate. The 2013 and 2014 operating budget requests will be based on the \$2.75 per voucher cost.

Background/Purpose:

Under the collective agreement between the Toronto Police Services Board and the Toronto Police Association (TPA), the Service is required to provide dry cleaning and related laundering services for eligible articles of clothing utilised by members to perform their duties. The collective agreement specifies the annual allotment of cleaning vouchers to be provided to eligible Service members. These vouchers are issued quarterly to each member and are redeemed based on the article of clothing being cleaned.

In order to ensure that Service members have access to clean clothing to perform their duties, vendors providing cleaning services must have the ability to provide a two day turn-around service, and have sufficient outlets so that access to service is reasonably convenient for members.

The current contract for dry cleaning, pressing and laundering services is with 2145128 Ontario Inc. (operating as Cadet Cleaners) and 1611895 Ontario Inc. (operating as Sketchley Cleaners) and expires on December 31, 2011. This report provides information on the results of the Request for Quotation (RFQ) process conducted to establish a new contract.

Discussion:

A Request for Quotation (RFQ) for dry cleaning, pressing and laundering services was issued by the Service on August 26, 2011 and closed on September 14, 2011. Two quotations were received: a joint submission from 2145128 Ontario Inc. (operating as Cadet Cleaners) and 1611895 Ontario Inc. (operating as Sketchley Cleaners); and one from The Dry Cleaner-1639181 Ontario Inc. (The Dry Cleaner). The two submissions were reviewed by Purchasing Support Services and deemed to be compliant with the Service's specifications.

The Dry Cleaner submitted the lowest bid meeting specifications. It operates 83 outlets in the Greater Toronto Area, and all locations offer the required two-day turn around service. Therefore, The Dry Cleaner is being recommended to provide dry cleaning, pressing and laundering services.

Conclusion:

The current contract for dry cleaning, pressing and laundering services expires on December 31, 2011. As a result, the Service issued a RFQ to establish a new contract. Two submissions were received and the evaluation resulted in The Dry Cleaner being recommended to provide dry cleaning, pressing and laundering services for a three year period commencing January 1, 2012 and ending December 31, 2014, with two one-year options at the discretion of the Board. The 2012 to 2014 cost per voucher is \$2.75 which is 35% less than the current voucher cost of \$4.25.

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

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

**The Board was advised that the decision to set the 2012 estimate at an amount which is \$0.7M less than the 2011 budget was based on a reduction in the number of cleaning vouchers which have been redeemed by Service members.**

**The Board approved the foregoing report.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 20, 2011**

**#P270. VENDOR OF RECORD FOR SERVER HARDWARE, SOFTWARE,  
SOFTWARE MAINTENANCE SERVICES AND PROFESSIONAL  
TECHNICAL SERVICES**

The Board was in receipt of the following report October 03, 2011 from William Blair, Chief of Police:

Subject: VENDOR OF RECORD FOR SERVER HARDWARE, SOFTWARE,  
SOFTWARE MAINTENANCE SERVICES AND PROFESSIONAL  
TECHNICAL SERVICES

Recommendations:

It is recommended that:

- (1) the Board approve OnX Canada Inc. as the vendor of record, for the period January 1, 2012 to December 31, 2015, for:
  - the supply of computer server hardware, software and components,
  - the provision of software maintenance, upgrade protection on software releases for the installed server hardware and server related software products,
  - professional technical services required; and
- (2) the Board authorize the Chair to execute all required agreements and related documents on behalf of the Board, subject to approval by the City Solicitor as to form.

Financial Implications:

The estimated cost of the Toronto Police Service's (TPS) current server lifecycle replacement plan over the four year vendor of record term is \$18.2 Million (M) (\$4.7M in 2012, \$4.8M in 2013, \$4.2M in 2014 and \$4.5M in 2015), and is funded from the TPS Vehicle and Equipment Reserve. The lifecycle replacement plan enables the TPS to replace and augment the existing aged equipment with modern supportable equipment.

The estimated software maintenance cost for the current inventory of installed base equipment, associated software and professional services for the four year period beginning January 1, 2012 is \$9.8M (approximately \$2.2M in 2012, \$2.4M in 2013, \$2.5M in 2014 and \$2.7M in 2015). Funding for this purpose is included in the TPS annual operating budget request.

The actual cost of equipment acquisition as well as maintenance costs for both hardware and software will change as new hardware and software products are deleted, consolidated or added to meet project and/or operational requirements.

## Background/Purpose:

The Toronto Police Service requires a reliable and cost-effective supply of equipment, maintenance and services to maintain its infrastructure in a state of good repair, in order to support its use of information technology and ensure business requirements are met.

The TPS has an installed base of 505 servers as part of its computing infrastructure. These servers provide the core computing resources linking all workstations with local services, centralized information repositories and external agencies (such as the Royal Canadian Mounted Police). As well, these servers form the basis of TPS security and network management systems.

The TPS technology strategy for computing server hardware and software is based on an “open” and standards based architecture. An “open” and standards based architecture provides the necessary flexibility to allow multiple third party vendor applications to integrate. The selection of IBM X-Series Intel and IBM P-Series Unix–AIX based server platforms for the replacement programs meets the demand for information technology and services for daily policing and support activities.

The current vendor of record agreements for server hardware equipment and software maintenance and required professional services expire on December 31, 2011 (Min. No. P307/10 refers).

The purpose of this report is to establish a vendor of record for the acquisition of required computer server hardware, software and components, as well as software maintenance, and professional services.

## Discussion:

On June 21, 2011, a Request for Proposal (RFP) #1122067-11 was issued by the TPS Purchasing Support Services unit to select a vendor(s) of record for the acquisition and software maintenance of IBM P-Series Unix-AIX based servers, IBM X-Series Intel based servers, related server software, and professional technical services in support of the TPS’ information systems technology strategy.

### *RFP Process:*

Respondents had the option to submit responses to all or selected components of this RFP.

The RFP was intended to identify a vendor or vendors who:

- can provide the breadth of new technology, support and services that are required by the TPS, and at competitive rates;
- is an authorized reseller of IBM equipment and capable of providing timely supply of equipment, software and services; and

- is capable of assisting the TPS with the challenges of implementation, operation and support of a complex environment.

*Proposal Evaluation Process:*

Responses to the various components of the RFP were reviewed and evaluated by an evaluation team comprised of Information Technology Services staff.

The criteria and weighting for the evaluation of the proposals were as follows:

- Proponent Stability (15%);
- Proponent's Record of Performance (15%);
- Understanding of Requirements (15%);
- Value Added Services (5%); and
- Cost (50%).

The RFP process resulted in two (2) compliant responses:

- Agilysys Inc.; and
- Softchoice Corporation.

In the period subsequent to the submission of its proposal, Agilysys Canada Inc. was acquired by the OnX Corporation through a share purchase, and Agilysys Canada Inc. was renamed OnX Canada Inc. There has been no assignment of the proposal to a different corporation, but simply a change in the underlying ownership of Agilysys Canada Inc. and a new name being used to identify the corporation.

To ensure that the TPS continues to receive competitive pricing, three options were considered (i.e. one year term, three year term and a four year term) for the various equipment, maintenance and services requested in the RFP. Based on the analysis, the TPS is recommending a four year term for the vendor of record agreement for all of the components requested in the RFP. The four year term will also enable this agreement to coincide with the existing hardware maintenance contract, and will be aligned with the on-going server lifecycle replacement program (Min. No. P307/10 refers).

Details on the results for each component of the RFP are provided below.

*Acquisition of Hardware, Software and Server Components:*

The RFP requested costs for representative configurations of hardware, software and components in common use by the TPS. The actual configurations to be purchased are dependent on project requirements and budget approvals. Additionally, operational needs and requirements in maintaining server hardware in a state of good repair will require the purchase of components such as disk, memory and other component upgrades to meet the demands for information technology and services for daily policing and support activities. The proposals were evaluated based on the ability to configure and provide a reliable source for IBM server equipment.

Two compliant proposals, OnX Canada Inc. (formerly Agilysys Inc.) and Softchoice Corporation, were submitted for this component. Based on the evaluations, the submission from OnX Canada Inc. achieved the highest score and provided the lowest overall cost.

OnX Canada Inc. is therefore being recommended as the vendor of record for the supply of this equipment for the period January 1, 2012 to December 31, 2015.

*Software Maintenance and Upgrade Protection for Installed Equipment:*

The RFP requested costs for the maintenance of software and upgrade protection for all existing components of the TPS infrastructure. An evaluation of the proposals received for the provision of these services resulted in OnX Canada Inc. achieving the highest overall score.

OnX Canada Inc. is therefore being recommended as the vendor of record for the supply of software maintenance for the period January 1, 2012 to December 31, 2015.

*Professional Technical Services:*

The TPS requires technical services on an as need basis to analyze and resolve complex problems as they arise in the server infrastructure. These technical services require an in-depth knowledge of the system software components.

Two compliant proposals were submitted. Based on the evaluations, the submission from OnX Canada Inc. achieved the highest score and was also the lowest cost.

OnX Canada Inc. is therefore being recommended as the vendor of record of these professional technical services.

Conclusion:

This report requests approval for the selection of a Vendor of Record for the supply of computer server hardware, software and components, software maintenance and upgrade protection, and ad hoc professional technical services required.

The TPS is recommending that OnX Canada Inc. be approved as the vendor of record for the supply of server equipment, software and components, software maintenance and professional technical services for a four year period ending December 31, 2015.

Managing the server lifecycle replacement program along with the related hardware and software services required is a complex process, as equipment is added, deleted, consolidated and replaced. It is therefore important that the procurement of this equipment and related services are aligned with the TPS's lifecycle replacement program.



The four year term for this vendor of record agreement avoids the need to conduct a formal RFP process annually and reduces administration and time required in this regard. Processes will be incorporated into the agreement to ensure the TPS continually receives competitive pricing during the term of the agreement.

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

**The Board approved the foregoing report.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 20, 2011**

**#P271. INDEPENDENT CIVILIAN REVIEW INTO MATTERS RELATING TO  
THE G20 SUMMIT – ACCOUNT FOR PROFESSIONAL SERVICES**

The Board was in receipt of the following report October 12, 2011 from Alok Mukherjee, Chair:

Subject: INDEPENDENT CIVILIAN REVIEW INTO MATTERS RELATING TO THE  
G20 SUMMIT (ICR) - ACCOUNT FOR PROFESSIONAL SERVICES

Recommendation:

It is recommended that the Board approve payment of an account dated September 22, 2011, in the amount of \$100,448.00 and that such payment be drawn from the Board's 2011 operating budget.

Financial Implications:

The total amount invoiced to date is \$607,512.91. The balance of the Special Fund as at August 31, 2011 is estimated at \$257,691.00.

Background/Purpose:

At its meeting on September 23, 2010, the Board approved the appointment of Justice John W. Morden to conduct the Independent Civilian Review (ICR) into matters relating to the G20 Summit. The Board also approved the use of the Special Fund as the source of funding for the ICR (Board Minute P271/10 refers).

Discussion:

The amount of money that has been expended by the Board to date on the ICR is \$607,512.91. As stated above, the Board approved the use of its Special Fund as the source of funding for the ICR.

One of the requirements of the Special Fund policy is that the Special Fund must maintain a minimum balance of \$150,000 in order to meet its corporate recognition obligations. Given the state of the Special Fund, at this time, the Board will not be able to fulfill those obligations in 2012.

Based on projections the Special Fund balance will be \$16,875.00 as at December 31, 2011. As a result, at its meeting of October 4, 2011, the Board agreed to pay for services rendered for the ICR from the Board's approved 2011 operating budget during the period October 4, 2011 to November 15, 2011.

Since September 2010, Justice Morden has submitted the following invoices for services rendered for the ICR:

<b>Period Ending</b>	<b>Amount</b>
October 14, 2010	\$24,008.99
November 14, 2010	\$45,402.32
December 17, 2010	\$42,462.62
January 14, 2011	\$19,899.15
February 10, 2011	\$43,165.19
March 14, 2011	\$84,775.57
April 14, 2011	\$64,935.58
May 13, 2011	\$28,365.43
June 13, 2011	\$64,385.37
June 28, 2011*	\$3,295.00
July 14, 2011	\$58,990.88
August 15, 2011	\$27,378.81
September 22, 2011	\$100,448.00

\* Invoice from the City of Toronto related to the rental of a room for the public hearings.

I have attached a copy of Justice Morden's most recent account for services rendered up to and including September 22, 2011, in the amount of \$100,448.00. A detailed statement is included on the in-camera agenda for information. It should be noted that a reduction of \$12,976.96 for fees and disbursements have been applied to this account.

Conclusion:

It is, therefore, recommended that the Board authorize payment in the amount of \$100,448.00, from the Board's 2011 operating budget for professional services rendered by Justice John W. Morden.

**The Board approved the foregoing report and noted that a detailed statement of account was considered by the Board during its in-camera meeting (Min. No. C318/11 refers).**

# Heenan Blaikie

**Via Email and Regular Mail**

**Of Counsel**  
The Right Honourable Pierre Elliott Trudeau, P.C., C.C., C.H., O.C., FRSC (1984 - 2000)  
The Right Honourable Jean Chrétien, P.C., C.C., O.M., Q.C.  
The Honourable Donald J. Johnston, P.C., O.C., Q.C.  
Pierre Marc Johnson, G.O.Q., FRSC  
The Honourable Michel Bastarache, C.C.  
The Honourable René Dussault, O.C., O.Q., FRSC, Ad. E.  
The Honourable John W. Morden  
Peter M. Blaikie, Q.C.  
André Bureau, O.C.

October 5, 2011

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

File No. 058057-0001

Dear Dr. Mukherjee:

**Re: Independent Civilian Review of Matters Related to the G20 Summit**

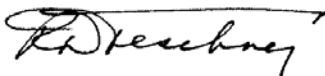
Enclosed please find our account for services rendered up to and including September 22, 2011 which we trust you will find satisfactory. Please note that we have provided the Toronto Police Services Board with a reduction of \$12,976.96 for fees and disbursements with respect to this account.

Ryan Teschner  
T 416 643.6890  
F 1 866 615 8283  
rtaschner@heenan.ca

Bay Adelaide Centre  
333 Bay Street, Suite 2900  
P.O. Box 2900  
Toronto, Ontario  
Canada M5H 2T4  
heenanblaikie.com

Yours truly,

Heenan Blaikie LLP



Ryan Teschner

RT/dk  
Encl.

- c.c. Joanne Campbell [Toronto Police Services Board]  
[By email and regular mail]
- c.c. Sheri Chapman [Toronto Police Services Board]  
[By email and regular mail]

HBdocs - 11207826v1

Heenan Blaikie LLP Lawyers | Patent and Trade-mark Agents  
Toronto Montreal Vancouver Quebec Calgary Sherbrooke Ottawa Trois-Rivières Victoria  
Paris Singapore

# Heenan Blaikie LLP

Bay Adelaide Centre  
333 Bay Street, Suite 2900  
P.O. Box 2900  
Toronto, Ontario M5H 2T4  
T. 416 360.6336  
F. 416 360.8425

LAWYERS

N° 23018125

Page 1

September 23, 2011

## PRIVATE & CONFIDENTIAL

Toronto Police Services Board  
40 College Street  
Toronto, ON  
M5G 2J3

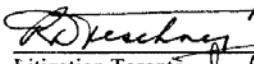
Attention : Joanne Campbell

Reference: File: 058057-0001 Confidential

**FOR PROFESSIONAL SERVICES RENDERED** for the period ending September 22, 2011

<b>FEES</b>	\$ 87,399.50
<b>DISBURSEMENTS (TAXABLE)</b>	\$ 1,492.53
<b>SUB-TOTAL</b>	<u>\$ 88,892.03</u>
HST (13%)	\$ 11,555.97
<b>AMOUNT DUE</b>	<u>\$ 100,448.00</u>

HEENAN BLAIKIE LLP

  
Litigation Toronto

**TERM:**

Payment due upon receipt in accordance with section 33 of the *Solicitors Act*. Interest will be charged at the rate of 3.3% per annum on unpaid fees, charge or disbursements calculated from a date that is one month after this statement is delivered

We have made every effort to include fees and disbursements incurred on your behalf for the current billing period. In the event additional fees or disbursements are subsequently incurred and/or recorded, a subsequent account will be forwarded.

Reference / File: 058057-0001

GST / HST N° 864865936

Initials: Tlit

**PAYABLE UPON RECEIPT**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 20, 2011**

**#P272. SPECIAL CONSTABLES: UNIVERSITY OF TORONTO – ST. GEORGE  
CAMPUS: RE-APPOINTMENTS**

The Board was in receipt of the following report September 01, 2011 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 on June 9, 2011, to re-appoint the following individuals as special constables.

**James DICKS  
Stephen HERTEL  
Stephen TOLLAR**

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 a background investigation on these individuals and there is nothing on file to preclude them from being appointed as special constables for a five year term.

The U of T has advised that these individuals satisfy all the re-appointment criteria as set out in the agreement between the Board and the U of T for special constable appointments. The U of T approved strength of special constables is 34; the current complement is 27.

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.

Acting Deputy Chief Jeff McGuire, Specialized Operations Command, will be in attendance to answer any questions that the Board may have.

**The Board approved the foregoing report.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 20, 2011**

**#P273. QUARTERLY REPORT: OCCUPATIONAL HEALTH & SAFETY  
UPDATE: APRIL – JUNE 2011**

The Board was in receipt of the following report September 29, 2011 from William Blair, Chief of Police:

Subject: QUARTERLY REPORT - OCCUPATIONAL HEALTH AND SAFETY  
UPDATE: APRIL 1, 2011 TO JUNE 30, 2011

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

At its meeting on January 24, 2005, the Board received an update on occupational health and safety matters relating to the Service (Min. No. C9/05 refers). Following consideration of the report, the Board requested the Chief of Police to provide quarterly updates on matters relating to occupational health and safety. The Board, at its meeting on August 21, 2008, further requested public quarterly reports for occupational health and safety matters (Min. No. C224/08 refers).

Discussion:

This quarterly update report is for the period from April 1 to June 30, 2011. This public report corresponds to additional information provided in the confidential agenda.

Accident and Injury Statistics

From April 1 to June 30, 2011, 278 members reported that they were involved in 316 workplace accidents/incidents resulting in lost time from work or health care which was provided by a medical professional. These incidents were reported as claims to the Workplace Safety and Insurance Board (WSIB). During this same period, 58 recurrences for previously approved WSIB claims were reported. Recurrences can include, but are not limited to, on-going treatment, re-injury and medical follow-ups ranging from specialist appointments to surgery.



A workplace incident may have several attributes and can be reported in more than one category. For example, an officer can be assaulted and sustain a laceration injury at the same time. Each attribute would be reported. For this reporting period, the 316 workplace or work-related accidents/incidents were categorized according to the following attributes:

- 48 arrest incidents involving suspects
- 5 vehicle incidents (member within vehicle as driver or passenger)
- 13 bicycle accidents (falls)
- 21 assaults
- 30 cuts/lacerations/punctures
- 11 traumatic mental stress incidents
- 15 slips and falls
- 188 communicable diseases and possible exposures
- 4 inhalations of other substances.

As a Schedule 2 Employer, the Toronto Police Service paid \$95,114.48 in health care costs for civilian members and \$201,694.85 in health care costs for uniform members for the second quarter of 2011. The costs represent an increase of 41.9% for civilian members and a decrease of 23.8% for uniform members from the first quarter of 2011.

### Critical Injuries

The employer has the duty to report but not adjudicate the seriousness of injuries and pursuant to *Section 51* of the *Occupational Health and Safety Act (OHS)* and *Regulation 834*, must provide notice to the Ministry of Labour (MOL) of all critical injuries which occur in the workplace.

For the second quarterly report for 2011, there were ten “Critical Injury Incidents” reported to the Ministry of Labour. Eight incidents were confirmed by the MOL to be “Critical Injury Incidents” as defined in *Regulation 834*, which resulted from a cause in a workplace. Two incidents were not deemed to be from a cause in the workplace by the MOL.

### Communicable Diseases

As part of the Communicable Disease Exposure Surveillance Program, members of Occupational Health and Safety Unit (OHS) reviewed reported exposures during the months indicated. The majority of these reports did not result in claim submissions to WSIB; however, there is an obligation to ensure the surveillance program maintains its administrative requirements and that there is a communication dispatched to members of the Service from a qualified “designated officer” from the Medical Advisory Services (MAS) team.

<b>Reported Exposures</b>	<b>April</b>	<b>May</b>	<b>June</b>	<b>Q2 Total</b>
1. Hepatitis A, B, & C & HIV	12	21	9	42
2. Influenza	0	0	0	0
3. Tuberculosis (TB)	2	2	7	11
4. Meningitis (All)	0	8	0	8

5. Lice and Scabies	5	0	17	22
6. Other*	59	74	42	175
<b>Total</b>	<b>78</b>	<b>105</b>	<b>75</b>	<b>258</b>

\* This category can include, but is not limited to exposures to:

- infectious diseases not specified above including smallpox, severe acute respiratory syndrome (SARS), rubella, and measles;
- respiratory condition/irritations;
- bites (human, animal or insect);
- varicella (chickenpox);
- Methicillin-Resistant Staphylococcus Aureus (MRSA, also known as multidrug-resistant bacteria); and,
- bodily fluids (blood, spit, vomit, etc.).

As a result of a determination made at the Central Joint Health and Safety Committee (CJHSC) meeting of March 29, 2010, OHS monitors incidents where members report exposure to bed bugs. There were 33 reported exposures to bed bugs in the second quarter.

#### Medical Advisory Services

The statistics identified below relate to non-occupational cases of illnesses and/or injuries of both civilian and uniform members. The statistics will vary and become relatively stable as the parameters of the data base become more clearly defined.

The MAS functions with ill and/or injured members, their health care providers and their units to facilitate a healthy, safe and timely return-to-work with or without medical accommodations or restrictions.

The statistics are divided into Short Term and Long Term absences. Short Term Disability refers to members that are absent from work for greater than fourteen days but less than six months. Long Term Disability refers to members that have been absent from work for greater than six months.

<b>Disability</b>	<b>April</b>	<b>May</b>	<b>June</b>
*Short Term	155	170	180
*Long Term	89 (**78)	88 (**77)	88(**77)
Total Disability per Month	244	258	268

\* The above reported statistics are cumulative.

\*\* Members on Central Sick Leave Bank.

## Workplace Violence and Harrasment

In the second quarter of 2011, there was one documented complaint which has been categorized by Professional Standards to meet the criteria of workplace harassment as defined in the *OHSA*. This investigation is ongoing.

## Ontario Police Health and Safety Association

On June 16, 2011, a meeting of the Ontario Police Health and Safety Association was hosted by the University of Waterloo in Guelph. Dr. Jack Callaghan, of the Department of Kinesiology, presented his research in regards to lower back pain as it relates to police vehicle ergonomics and workstations. Attendees were given a tour of his laboratory. The meeting was concluded with a round table discussion of issues prevailing in the respective jurisdictions.

## Section 21 Committee

The quarterly meeting of the Section 21 Ontario Police Health and Safety Committee was held on May 13, 2011. The following were items of interest on the agenda:

- Musculoskeletal Disorders Prevention (MSDs) in police services was discussed. The University of Waterloo is studying vehicle ergonomics, police officer activities in police vehicles, including emerging trends such as e-briefings and on-line training.
- Members of the committee agreed that the focus of the draft advisory regarding 'Police First Response and Health Risks at Emergencies involving Hazardous Materials' must be replaced with "First Responders" and that it should reinforce the role of police at emergencies involving hazardous materials.
- A new Draft Advisory regarding 'Hazards at Construction Projects' was discussed. Concerns were raised about the provision of personal protective equipment for first responders at construction projects and for police officers on planned visits such as paid duty work.

## Ministry of Labour Orders, Charges & Issues

There were no new Ministry of Labour Orders or Charges during the second quarter of 2011.

## Conclusion:

In summary, this report will update the Board on matters relating to occupational health and safety issues for the second quarter in 2011.

The next quarterly report for the period of July 1 to September 30, 2011 will be submitted to the Board for its meeting in December 2011.

Deputy Chief Mike Federico, Corporate Command, will be available to respond to any questions the Board may have regarding this report.

**The Board received the foregoing report.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 20, 2011**

**#P274. CENTRAL JOINT HEALTH & SAFETY COMMITTEE**

The Board was in receipt of a copy of the Minutes from the Central Joint Health and Safety Committee meeting held on June 29, 2011. A copy is appended to this Minute for information.

Chair Mukherjee noted that the foregoing Minutes were to be considered in conjunction with confidential Minutes that were also prepared for the same meeting (Min. No. C324/11 refers).

**The Board received the Minutes from the Committee meeting held on June 29, 2011.**



## *Central Joint Health and Safety Committee*

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### **- MEETING MINUTES -**

**Toronto Police College  
70 Birmingham Street, Room 205  
Toronto, Ontario**

**Wednesday  
June 29, 2011  
at 10:30 AM**

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Meeting No. 41

**PRESENT:** Dr. Alok Mukherjee, Co-Chair  
Mr. Larry Molyneaux, Co-Chair  
Mr. Rick Perry, Member  
Deputy Chief Mike Federico, Member

**ALSO PRESENT:** Inspector Riyaz Hussein, Manager, Occupational Health and Safety  
Ms. Sheri Chapman, Recording Secretary

**GUESTS:** Inspector Scott Baptist, 23 Division  
D/Sgt. Les Stasiak, 23 Division  
PC Sue Correia, 23 Division  
Inspector Gord Jones, Traffic Services  
S/Sgt. Steve Reynolds, Traffic Services  
P.C. Greg Durst, Training and Education  
Mr. Ed Costa, Toronto Police Association

**OPENING OF THE MEETING:**

The Committee observed a moment of silence in memory of Police Constable Garrett Styles, York Regional Police Service, who was killed in the line of duty on June 28, 2011.

Mr. Molyneaux welcomed the Committee members and guests to the meeting and provided them with a brief overview of the work and structure of the Central Joint Health and Safety Committee (“the Committee”). Mr. Molyneaux explained the process of how items addressed at Local Joint Health and Safety Committees (“LJHSCs”) meetings are placed on the Committee agenda.

The Committee approved the public and confidential Minutes from the March 2, 2011 meeting and the special confidential meeting held on March 17, 2011.

**QUARTERLY UPDATE:**

2. Wellness Initiatives

Updated by: Deputy Chief Mike Federico, Member

Deputy Federico advised the Committee that the Service’s wellness initiatives encompass physical, psychological, spiritual and emotional health and that the current focus is on nutrition, fitness, fatigue management and work/life balance.

Deputy Federico also explained that wellness training is a mandatory component of the Use of Force requalification training.

Deputy Federico also advised the Committee that the wellness program is supported by TPS – Psychological Services and TPS – Occupational Health and Safety (OHS) and that there is a steering committee that meets quarterly on matters pertaining to health and safety.

In response to an inquiry, Deputy Federico said that information on wellness initiatives is provided to members through annual reports on wellness activities, internet/intranet, wellness surveys, wellness committees and postings in the workplace and in the Badge.

Deputy Federico explained that Chaplaincy Services is also part of the wellness program, divisional training sessions take place and that Internal Support Networks are also in place to assist members.

Mr. Molyneaux said that it is important for LJHSCs to discuss wellness initiatives on an ongoing basis and that their members should be encouraged to participate in wellness programs.

<b>Status:</b>	<b>Wellness Initiatives: <u>Resolved.</u></b>
<b>Action:</b>	<b>Inspector Hussein will contact the LJHSCs to ensure that wellness initiatives are included on agendas as regular discussion items.</b>  <b>The Committee agreed that this matter is resolved but will continue to discuss this item on a quarterly basis.</b>

**SEMI-ANNUAL UPDATE:**

- 3. Critical Injuries – Awareness and Education  
Updated by: Deputy Chief Mike Federico, Member

Details of the Committee’s discussion and decision regarding this matter have been recorded in confidential Minutes.

**ANNUAL REVIEWS:**

- 4. Occupational Health and Safety Policy – 2011 Review (copy attached)  
Review by: All Members

The Committee considered a report dated June 28, 2011 from Dr. Alok Mukherjee, Co-Chair (copy attached). Dr. Mukherjee advised the Committee that the Board conducted its annual review of the Occupational Health and Safety policy at its June 9, 2011 meeting and approved the revised policy.

The Committee endorsed the policy.

<b>Status:</b>	<b>Occupational Health and Safety Policy – 2011 Review: <u>Resolved.</u></b>
<b>Action:</b>	<b>To be considered at the January 2012 meeting as part of the Committee’s annual reviews.</b>

- 5. Committee Agendas – Format of Discussion Items  
Update by: Dr. Alok Mukherjee, Co-Chair

Dr. Mukherjee suggested that, as an ongoing practice, Committee members provide updates in written form so that the written documents can form part of the Minutes.

<b>Status:</b>	<b>Committee Agendas – Format of Discussion Items – <u>Resolved.</u></b>
<b>Action:</b>	<b>The Committee agreed that members will provide updates in a written format so that it may form part of the Minutes.</b>



6. Terms of Reference – 2011

Review by: All Members

The Committee considered a report dated April 20, 2011 from Dr. Alok Mukherjee, Co-Chair (copy attached). Dr. Mukherjee advised the Committee that the Board approved the revised Terms of Reference (“Terms”) and authorized him to sign the revised Terms on behalf of the Board. Mr. Molyneaux advised the Committee that the TPA Board also approved the revised Terms.

The Committee agreed to the revised Terms and agreed that the Chair, Toronto Police Services Board, would forward them, jointly with the President, Toronto Police Association, to the Ministry of Labour for approval.

<b>Status:</b>	<b>Terms of Reference - 2011: <u>Resolved.</u></b>
<b>Action:</b>	<b>To be considered at the January 2012 meeting as part of the Committee’s annual reviews.</b>

7. Fall Arrest Systems

Update by: Deputy Chief Mike Federico, Member

Deputy Federico advised the Committee that representatives from OHS met with the rappelling technician and lead trainer from the Emergency Task Force (ETF), the Public Safety Unit and with the fall arrest operators and fall arrest specialist from Honeywell International, as part of a review to identify units where members might be at greater risk of falls in the workplace.

Deputy Federico advised the Committee that other external agencies were also contacted as part of the review and included the Advanced Rescue Techniques School of Canada, Levitt Safety, and North Safety.

Deputy Federico said that the ETF’s fall arrest program is suitable and that the ETF will continue to develop its rappelling instructor course.

Deputy Federico also advised the Committee that one member from Forensic Identification Services (FIS) is trained in fall arrest, together with one member from OHS and the Honeywell fall arrest specialist.

Deputy Federico further explained that an assessment was conducted at FIS, Property and Evidence Management Unit, Video Services, the Marine Unit and Radio and Electronic Services to confirm the level of training and equipment required for each unit.

<b>Status:</b>	<b>Fall Arrest Systems: <u>On-Going.</u></b>
<b>Action:</b>	<b>Deputy Federico will report to the Committee in the 3<sup>rd</sup> Quarter of 2011.</b>

8. Planning for the 2011 Occupational Health and Safety Awareness Day

**Date:** Wednesday, October 5, 2011

**Location:** Toronto Police College

Update by: Deputy Chief Mike Federico, Member

Deputy Federico informed the Committee that invitations will be extended to a management representative and a worker co-chair from the 38 local LJHSCs. Deputy Federico also informed the Committee that OHS is considering inviting guest speakers from the Ministry of Labour to deliver a presentation on construction safety for first responders, Toronto Public Health to deliver a presentation on the Smoke Free Ontario Act, and that there will also be an update on *Bill 168, Violence and Harassment in the Workplace*.

<b>Status:</b>	<b>Planning for the 2011 Occupational Health and Safety Awareness Day: <u>On-Going.</u></b>
<b>Action:</b>	<b>Deputy Federico will update the Committee following the 2011 OHS Awareness Day.</b>

**UPDATE:**

9. Potential Health Implications of Diesel Exhaust

Update by: Deputy Chief Mike Federico, Member

Deputy Chief Federico advised the Committee that this matter was addressed at the worksite and that members of Traffic Services have been directed to limit the idling of vehicles.

<b>Status:</b>	<b>Potential Health Implications of Diesel Exhaust: <u>Resolved.</u></b>
<b>Action:</b>	<b>The Committee agreed that this matter is resolved and that no further action is required at this time.</b>

**NEW ITEMS:**

10. *Bill 160, Occupational Health and Safety Statute Law Amendment Act, 2011*

Update by: Mr. Larry Molyneaux, Co-Chair

Mr. Molyneaux informed the Committee that the OHS Act is being amended as a result of *Bill 160*, and said that, at this time, this is for the Committee's information only.

<b>Status:</b>	<b><i>Bill 160, Occupational Health and Safety Statute Law Amendment Act, 2011:</i> <u>Resolved.</u></b>
<b>Action:</b>	<b>The Committee agreed that this matter is resolved and that no further action is required at this time.</b>

11. Blood Pressure Kiosks – Smartcards

Update by: Mr. Larry Molyneaux, Co-Chair

Mr. Molyneaux advised the Committee that he was contacted by a TPS member who inquired whether or not information contained on Smartcards could be accessed by OHS.

Inspector Hussein advised the Committee that each Smartcard has a unique number and when the cards are issued to members, OHS records the names and the numbers of the cards for tracking purposes only and that OHS cannot access members' personal information.

Inspector Hussein also advised the Committee that he has contacted the owner of the company that issues the Smartcards and was advised that the information cannot be downloaded without receiving consent from members.

<b>Status:</b>	<b>Blood Pressure Kiosks – Smartcards: <u>Resolved.</u></b>
<b>Action:</b>	<b>The Committee agreed that this matter is resolved and that no further action is required at this time.</b>

12. Safety Planner & Program Coordinator – Occupational Health and Safety

Update by: Mr. Larry Molyneaux, Co-Chair

Mr. Molyneaux asked whether or not the current vacant position of the Safety Planner and Program Coordinator position, would be filled.

Deputy Federico said that the process to fill this position is being developed by the Service.

<b>Status:</b>	<b>Safety Planner &amp; Program Coordinator – Occupational Health and Safety: <u>Resolved.</u></b>
<b>Action:</b>	<b>The Committee agreed that this matter has been resolved and that no further action is required at this time.</b>

**DISCUSSION:**

Mr. Perry advised the Committee that Mr. Molyneaux attended this year's National Occupational Health and Safety Conference.

Mr. Molyneaux advised the Committee that the conference was in Newfoundland and that, next year, it will be held in Winnipeg from June 20-22, 2012.

Mr. Molyneaux further advised the Committee that bedbugs were a topic at this year's conference and that Police Constable Natalie Hiltz, Peel Regional Police, presented a model to combat communicable diseases.

<b>Status:</b>	<b>Communicable Diseases: <u>On-Going.</u></b>
<b>Action:</b>	<b>Inspector Hussein will invite Police Constable Natalie Hiltz, Communicable Disease Coordinator, Peel Regional Police, to deliver a presentation at the next meeting.</b>

**OBSERVERS' COMMENTS:**

The guests expressed their appreciation to the Committee for its work and for the opportunity to attend the meeting and said that it is important that the concerns of members are being looked at the corporate level.

Mr. Molyneaux expressed his thanks to Inspector Hussein for his work as the new Unit Commander of OHS.

**LOCATION OF NEXT MEETING:**

The Committee discussed possible venues for the next meeting. Inspector Hussein will look into the possibility of having the next meeting at the new 11 Division facility.

**\*\*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: October 11, 2011  
Time: 10:00 AM  
Location: 11 Division

**Members of the Central Joint Health and Safety Committee:**

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



## Toronto Police Services Board

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



June 28, 2011

To: Members,  
Central Joint Health and Safety Committee

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

Re: Occupational Health and Safety Policy – 2011 Annual Review

**Background:**

At its meeting held on March 2, 2011, the Central Joint Health and Safety Committee conducted its annual review of the Board's Occupational Health and Safety policy. During the course of its review, the Committee discussed various administrative changes to the policy.

As required under section 25(2)(j) of the *Occupational Health and Safety Act*, and in accordance with the Committee's decision, and the Board conducted its annual review of the policy at its meeting held on June 9, 2011.

**Conclusion:**

A copy of the revised policy and the Board Minute regarding this matter are attached to this report.

Yours truly,

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

File: ohs policy report.doc  
Reference: TPSB Minute No. P148/11

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JUNE 09, 2011**

**#P148. OCCUPATIONAL HEALTH AND SAFETY POLICY – 2011 ANNUAL  
REVIEW**

The Board was in receipt of the following report May 17, 2011 from Alok Mukherjee, Chair:

Subject: OCCUPATIONAL HEALTH AND SAFETY POLICY – 2011 ANNUAL  
REVIEW

Recommendation:

It is recommended that the Board approve the amended Occupational Health and Safety policy appended to this report.

Financial Implications:

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

Background/Purpose:

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

The Central Joint Health and Safety Committee ("the Committee"), was established jointly by the Board, as the "employer" of the members of the Toronto Police Service, and the Toronto Police Association, which represents the "workers."

Since 2003, the Committee has met regularly to consider a number of Service-wide health and safety issues and to provide a forum for the review of issues addressed by the local committees operating throughout the Service. Members of the Committee have also referred specific health and safety issues to the Committee for consideration.

As a result of discussions at previous meetings, the Committee decided to conduct a review of the Board's Occupational Health and Safety policy at its first meeting in each new year.

Discussion:

During an annual review conducted in March 2011, the Committee discussed various administrative changes to the policy.

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As the policy was already in the course of being revised, I thought that this was the opportune time to conduct the annual review as required under s. 25(2)(j) of the *Occupational Health and Safety Act*.

You will note that one of the amendments removes the requirement for the Chief to review the policy as the review will now be conducted by the Chair.

Pursuant to the above, the Board's policy has been reviewed, in consultation with Service staff, and the following changes are recommended:

Current	Proposed Amendment/Addition
Reporting Requirement: Chief to report to Board annually.	Reporting Requirement: Chair to review the policy annually and report to Board  Chief to report to Board quarterly and as needed with respect to urgent matters
<i>Occupational Health and Safety Act</i> , R.S.O. 1990, c O.1, ss.25 (2)(j)(k), 32.	<i>Occupational Health and Safety Act</i> , R.S.O. 1990, c O.1, ss. 25 (2)(j)-(k), 32.0.1-32.0.7.
The Chief of Police will review annually the Occupational Health and Safety policy as required by the <i>Occupational Health and Safety Act</i> . Any recommended amendments are to be reported to the Board for approval as soon as it is practicable thereafter.	The Chair will review annually the Occupational Health and Safety policy as required by the <i>Occupational Health and Safety Act</i> . Any recommended amendments are to be reported to the Board for approval.
The Chief of Police will establish a complaints policy in relation to workplace harassment issues.	Deleted - This requirement is captured in point number 8 in the policy.
"...Workplace violence and harassment is serious conduct that may constitute a violation of Canada's <i>Criminal Code</i> or the Ontario <i>Human Rights Code</i> ..."	"...Workplace violence and harassment is serious conduct that may constitute a violation of Canada's <i>Criminal Code</i> , the Ontario <i>Human Rights Code</i> and/or the <i>Occupational Health and Safety Act</i> ..."
	<b>**New**</b> The Chief of Police will post at a conspicuous location in the workplace a copy of the Occupational Health and Safety policy.
	<b>**New**</b> The Chief of Police will provide quarterly Occupational Health and Safety reports to the Board (Minute No. C9/05 refers).
	<b>**New**</b> It is recognized that from time to time, occupational health and safety matters may arise that must be brought to the Board's attention on an urgent basis. The Chief of

	Police will report such matters to the Board in a timely fashion (Minute No. C9/05 refers).
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Conclusion:

It is, therefore, recommended that the Board approve the amended Occupational Health and Safety policy appended to this report.

**The Board approved the foregoing report.**





## TORONTO POLICE SERVICES BOARD

### OCCUPATIONAL HEALTH AND SAFETY

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

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

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

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

1. The Chief of Police will promote efforts that lead to a safe and healthy environment through the provision of initiatives, information, training and through ongoing program evaluation to assess the effectiveness of the Toronto Police Service's efforts to ensure compliance with occupational health and safety legislation;
2. The Chief of Police will ensure that members with supervisory responsibilities are held accountable for promoting and implementing available health and safety programs, for complying with the *Occupational Health and Safety Act* and for ensuring that workplaces under their supervision are maintained in a healthy and safe condition;

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

#### Workplace Violence and Harassment

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

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

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



**Toronto Police Services Board's Occupational Health and Safety Policy**

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

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

The Board recognizes that the local Joint Health and Safety Committees and the Central Joint Health and Safety Committee play an integral role in helping the Board achieve this goal. Joint Health and Safety Committees throughout the Service will be the framework within which Management and the Toronto Police Association will work cooperatively to develop and

implement the internal responsibility system that is the key to an effective health and safety program.

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

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

#### Workplace Violence and Harassment

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

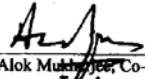
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It is the policy of the Toronto Police Services Board that:

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

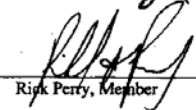
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Endorsed by the members of the Central Joint Health & Safety Committee, on June 29, 2011.

  
Alok Muthyiah, Co-Chair

  
Larry Molyneaux, Co-Chair

  
Mike Federico, Member

  
Rick Perry, Member





## Toronto Police Services Board

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



April 20, 2011

To: Members,  
Central Joint Health and Safety Committee

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

Re: Terms of Reference – 2011 Review

#### Background:

At its meeting on March 02, 2011, the Central Joint Health and Safety Committee conducted its annual review of the Terms of Reference ("Terms") and approved the proposed amendments to the Terms in order to reflect the new format for preparing Committee Minutes.

The Committee agreed to the proposed amendments and noted that both Co-Chairs would be required to bring the draft revised Terms to their respective Boards for approval.

#### Discussion:

At its meeting on April 7, 2011, the Board approved the revised Terms and authorized me to sign the revised Terms on behalf of the Board and that I forward it, jointly with the President, Toronto Police Association, to the Ministry of Labour for approval.

#### Conclusion:

A copy of the revised Terms and the Board Minute regarding this matter are attached to this report.

Yours truly,



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

file: terms of reference report.doc  
reference: TPSB Minute No. P91/11

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**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON APRIL 07, 2011**

**#P91. REVISED TERMS OF REFERENCE FOR THE CENTRAL JOINT  
HEALTH AND SAFETY COMMITTEE**

The Board was in receipt of the following report March 24, 2011 from Alok Mukherjee, Chair:

Subject: REVISED TERMS OF REFERENCE FOR THE CENTRAL JOINT HEALTH  
AND SAFETY COMMITTEE

Recommendations:

It is recommended that:

- (1) the Board approve the attached revised Terms of Reference for the Central Joint Health & Safety Committee; and
- (2) the Board authorize me to sign the revised Terms of Reference on behalf of the Board and that I forward it, jointly with the President, Toronto Police Association, to the Ministry of Labour for approval.

Financial Implications:

There are no financial implications with regard to the approval of the recommendations contained in this report.

Background/Purpose:

At its meeting held on September 18, 2003, the Board approved Terms of Reference for a multi-workplace Joint Health and Safety Committee ("the Committee") that was established in accordance with section 9(3.1) of the *Occupational Health and Safety Act* (Min. No. P240/03 refers).

The Committee, which is called the Central Joint Health and Safety Committee, was established jointly by the Board, as the "employer" of the members of the Toronto Police Service, and the Toronto Police Association, which represents the "workers". The Committee consists of four members. Mr. Larry Molyneux, Director of Member Benefits, Toronto Police Association, and I currently act as Co-Chairs. Deputy Chief Mike Federico, Human Resources Command, is a member representing the Toronto Police Service Command and Mr. Rick Perry, Director of Legal Services, Toronto Police Association, is a member representing the Toronto Police Association Executive.

---



Since 2003 the Committee has met regularly to consider a number of Service-wide health and safety issues and to provide a forum for review of issues addressed by the local committees operating throughout the Service. Members of the Committee have also referred specific health and safety issues to the Committee for consideration.

As a result of discussions at previous meetings, the Committee decided to conduct a review of the Terms of Reference at its first meeting in each new year to determine if any changes were required.

Discussion:

During an annual review conducted in early March 2011, the Committee approved one amendment to the Terms of Reference. The amendment reflects the Committee's March 2010 decision to produce public Minutes and, when necessary, confidential Minutes, compared to the previous practice of producing confidential Minutes only. Copies of both the public and confidential meeting Minutes are provided to the Board for information.

Attached to this report, as "Appendix A", is a table with the current term in the left column and the proposed revised term in underlined bold text in the right column. Also attached, as "Appendix B", is a complete copy of the proposed revised Terms of Reference.

Following the Committee's approval of the amendment, Mr. Molyneux and I agreed to forward the revised Terms of Reference to our respective boards for approval.

Conclusion:

Any changes to the Terms of Reference agreed upon by the Board and the Association are subject to the approval of the Ministry of Labour under section 9(3) of the *Occupational Health and Safety Act*. If the Board approves the recommendations contained in this report, Mr. Michael McCormack, President, Toronto Police Association, and I will jointly send correspondence to the Ministry seeking its approval of the new Terms of Reference for the Central Joint Health of Safety Committee and the Ministry's response will be provided to the Board for information.

It is, therefore, recommended that:

- (1) the Board approve the attached revised Terms of Reference for the Central Joint Health & Safety Committee; and
- (2) the Board authorize me to sign the revised Terms of Reference on behalf of the Board and that I forward it, jointly with the President, Toronto Police Association, to the Ministry of Labour for approval.

**The Board approved the foregoing report.**

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"Appendix A"

Current Term	Proposed Term/Addition
<b><u>MINUTES OF MEETINGS</u></b>	<b><u>MINUTES OF MEETINGS</u></b>
<p>It is the responsibility of the Co-Chair chairing each meeting to take Minutes or cause Minutes to be taken. The Co-Chairs are responsible for having the Minutes typed and circulated to each member, the members' assistants and the Board Administrator in a timely fashion.</p> <p>The Board Administrator will place a copy of the Minutes from each Committee meeting on the Board's <i>in-camera</i> meeting agenda for information.</p>	<p>It is the responsibility of the Co-Chair chairing each meeting to take Minutes or cause Minutes to be taken. The Co-Chairs are responsible for having the Minutes typed and circulated to each member, the members' assistants and the Board Administrator in a timely fashion.</p> <p><u>Minutes will be prepared as a public document and, when necessary, separate Minutes will be prepared that record discussions involving confidential matters.</u></p> <p>The Board Administrator will place a copy of the Minutes from each Committee meeting on the Board's <u>public</u> meeting agenda for information <u>and, when applicable, will place confidential Minutes on the Board's corresponding confidential meeting agenda for information.</u></p>

"Appendix B"



\*\*\*DRAFT\*\*\*

**Terms of Reference**

**For the Structure and Function of**

**The Central Joint Health and Safety Committee**

**As Agreed Between**

**The Toronto Police Services Board and the Toronto Police Association**

**March 2011**

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**PREAMBLE**

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

#### **STRUCTURE OF COMMITTEE**

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

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

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

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

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

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

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

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### FUNCTION OF THE COMMITTEE

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

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

### INSPECTIONS

It is jointly agreed that the Committee is not:

1. Responsible for workplace inspections as defined in Section 9(23) of the Act.
  2. Required to be present during testing as described in Section 9(18)(c) of the Act, except where such testing may reasonably be expected to have Service-wide implications.
-

#### **RECOMMENDATIONS OF THE COMMITTEE**

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

#### **MEETINGS**

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

#### **MINUTES OF MEETINGS**

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

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

#### **QUORUM**

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

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### MEETING AGENDA

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

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

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

### GENERAL

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

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

All Committee members will keep medical information strictly confidential.

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

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

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Signed in Toronto, Ontario.

\_\_\_\_\_  
Alok Mukherjee  
Chair  
Toronto Police Services Board

\_\_\_\_\_  
date

\_\_\_\_\_  
Michael McCormack  
President  
Toronto Police Association

\_\_\_\_\_  
date

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**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 20, 2011**

**#P275. SPECIAL FUND REPORT: MIXED COMPANY THEATRE – DISS  
PROGRAM FINAL REPORT**

The Board was in receipt of the following report September 07, 2011 from Alok Mukherjee, Chair:

Subject: SPECIAL FUND REPORT: MIXED COMPANY THEATRE - DISS  
PROGRAM FINAL REPORT

Recommendation:

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

Financial Implications:

There are no financial implications associated with the recommendation in this report.

Background/Purpose:

Mixed Company Theatre (MCT) is nationally recognized for its work in schools, the community and the workplace. Since 1983, MCT has made an impact on over 350,000 middle and secondary school students throughout Ontario. MCT uses many collaborative methods to engage, educate and empower its audiences to create solutions to challenges in their daily lives. MCT uses a unique Forum Theatre style to create discussions on gang violence within the Greater Toronto Area.

In 2010 the Board contributed \$46,500.00 from the Board's Special Fund to support the Mixed Company Theatre's DISS initiative. The objective of the DISS initiative was to bring communities together to create possible alternatives, options and solutions for youth to solve gang violence. The DISS initiative which included 25 half day performances was to be delivered to priority neighbourhood schools throughout Toronto from January 15 to April 29, 2011.

Discussion:

Some of the themes addressed by DISS included anger management, gang exit procedures, peer pressure, community police relationships, snitching and conflict resolutions. In addition, post DISS, MCT utilized a number of social media sites to continue to connect with students.

Ms. Maureen Verboom, General Manager, MCT has submitted a final report which provides an overview of the effectiveness and success of DISS, as well as a statistical breakdown of schools and audience participation.

Conclusion:

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

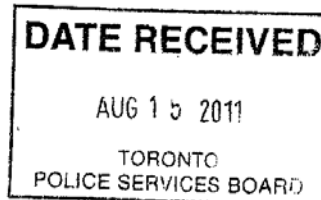
**The Board received the foregoing report.**

Prepared for: Toronto Police Services Board  
ATTN: Alok Mukherjee, Chair



From the Streets to the Stage  
FINAL REPORT

**ENGAGE, EDUCATE AND  
EMPOWER YOUTH**



---

**Mixed Company Theatre | [www.mixedcompanytheatre.com](http://www.mixedcompanytheatre.com)**

157 Carlton Street, Suite 201  
Toronto ON | M5A 2K3  
Tel: 416.515.8080  
Fax: 416.515.9251

Charitable Registration # 11903 1870 RR0001



## ***DISS – reaching students in innovative and engaging ways***

I am writing on behalf of Mixed Company Theatre to express our sincere gratitude for the extremely generous donation of \$46,500 made by the Toronto Police Services Board!

Mixed Company Theatre is committed to tackling a wide range of social issues. This past May, June 2011 our gang violence production of *DISS* engaged and empowered students across priority neighbourhoods throughout Toronto to great success!

*DISS* is Mixed Company's acclaimed production that focuses on gang presence in our neighbourhoods and the pressures youth face in finding social connection and identity. Aimed at students in grades 9 through 12, *DISS* was created in collaboration with Mixed Company's theatre artists, Toronto Police Service, and youth who have experienced violence. Presenting the worst-case scenarios of gang involvement, *DISS* catalyzes audience members to express their voices to make our communities safer.

This year's tour was an amazing success as not only did we exceed our goal of 25 shows, but we received rave reviews from students, and teachers, we were nominated for 2 Dora Awards (TAPA), and we piloted two new methods to reach out to students creating conversations about using art as a tool for social change.

As an extended bonus to our performance we held hip hop workshops during our *Open Space Event* in select schools for students that were interested in taking their skills and applying them to their community. In addition, through use of our website and social media pages, we created a social hub for students to access should they require more information about the topic, or continue to get involved in their community.

This report contains statistical, testimonial and additional information on just how effective your support was in engaging the lives of Ontario's youth.



## The Stats prove that Toronto Police Services Board's Support helped Youth... *Act for Change*

### 2011 School and Audience Statistics

Total number of DISS educational performances:	27
↳ Audience Members (15-):	3,080
↳ Audience Members (15+):	3,181
↳ Audience Members (Adult):	350
↳ Average Audience size:	245
↳ Total Audience Members Reached	6611

\* TAVIS Police initiative contributed 2 DISS performances: reaching 620 YOUTH

### Toronto Priority Neighbourhoods Served:

↳ Greenwood-Coxwell (Danforth & Coxwell)	↳ Westmount/Weston (Jane & Weston)
↳ Agincourt North (Finch E & Midland)	↳ Bloor West Village/Junction (Bloor & Runnymede)
↳ Mount Denis (Black Creek Drive & Weston)	↳ Flemingdon Park (Don Mill & DVP)
	↳ Woburn (Lawrence & Markham Rd.)

### Open Space Statistics

Total numbers of Open Space events at Schools: 10

↳ Open Space Attendee (15-):	350
↳ Open Space Attendee (15+):	300
↳ Open Space Attendee (Adult):	20

### Artists engaged as workshop leaders:

↳ Jay 'O'Shawn' Njoku	<i>beat boxing/rap workshop</i>
↳ Roney Lewis	<i>Hip hop Dance Workshop</i>
↳ Matt '7keyz' Cooke	<i>Music Producing Workshop</i>
↳ Eytan Millstone	<i>Spoken Word Workshop</i>
↳ Marcel 'Frost' DaCosta	<i>Bboy (breakdancing) Workshop</i>

### Community Organizations involved with Open Space Events:

↳ Kids Help Phone	↳ Friends In Trouble
↳ L.O.V.E.	↳ Breaking the Cycle



### Facebook Insights

↳ MCT Page - Likes (prior to DISS)	390
↳ MCT Page - Likes (Post DISS)	458
<i>- an increase of approximately 17%</i>	
↳ MCT Page - Active users (average over last year)	134
↳ MCT Page - Active Users (average over project duration)	336
<i>- an increase of approximately 150%</i>	

### Changes in the *target population and community*

Through DISS, youth audiences developed critical thinking skills, communication skills, and an appreciation for how theatre is an effective tool for social change while exploring issues that effected themselves, including;

- |  |                                    |
|--|------------------------------------|
| ↳ Anger Management                       | ↳ Community & Police relationships |
| ↳ Gang exit procedures                   | ↳ Conflict resolutions             |
| ↳ Peer Pressure                          | ↳ Snitching                        |
| ↳ Co-dependant relationships             |                                    |
| ↳ Effects of gangs on friends and family |                                    |

Various participant members have showed interested in the project, having experienced the value and impact of their voice on creating change in the city and their communities. Participants are now linked into Mixed Company Theatre's network and have since been able to make choices and contacts that have improved their quality of life.

The show struck a chord with our youth audiences as well as the various educators at the schools and community organizations where we performed. Audience members were incredibly engaged and we were told over and over again how much they identified with the characters depicted and how these stories were familiar to their own. Through improvisations, audience members used their own strengths and experiences to rehearse for reality and test out options that they could use when confronted with similar situations in the future. The show also opened up communication and understanding between educators and youth in a very positive way, and discussion surrounding the issues continued after we left.



As an extra step to engage the youth in dialogue about the issues we extended our reach into the lunch periods of certain schools where we performed. This was called the **Open Space Event** - where students could casually meet the performers, access community resource materials and take part in various workshops. Our hope was to further the learning in our presentation through personal connection and one-on-one mentorship of the youth. We found that this was an incredible success, and we were asked by several teachers to come back into the school solely for this interaction.

Lastly as a way to extend our connection with our audience the MCT troupe made ourselves available for dialogue and discussion via Facebook and Twitter. At the end of our performances we would announce: "Should students wish to further discuss the issues or find resources concerning the issues in the play our staff would be available via Facebook and Twitter for discussion and comment." This created several opportunities to build relationships with youth that are interested in using Theatre as a tool for Social change and for students wishing to change their school's social atmosphere. With the amount of success we saw from this service we have decided to continue to offer it as an alternative communication source with students in need, teachers and administration.

### ***Testimonials from the Source***

This section includes a selection of testimonials MCT's *DISS* troupe received from our 2011 School Tour, which help to illustrate just how effective the show was for students, teachers and administrators.

*Mixed Company Theatre -- LOVED IT!! It was great to watch and just those 2 scenes got everybody thinking. It was great to have the young student come up on stage -- lucky there was someone so brave -- to really hit home the power of peer pressure. That theatre troop is really skilled and I thought the teen was going to end up going to the Jiffy Burger. It demonstrated just how hard it is to say "no" even when you want to -- and I think the company got that point across brilliantly.*  
Dee, Program Teacher for Alternatives-York Region - May 11, 2011

*Our grade 8's came out to see presentation. Teachers and students were very pleased with your performance and wanted to know if you present at schools? It would be great to get some information on mixed company theatre, so that I can either book you in to come next year, or plan a trip to see you.*  
Teacher, Grade 8 LA/MST, May 2011





The two performances here at R. H. King Academy have just concluded and I would like to thank you for the tremendous learning experience that you brought our students. What made the production so engaging its gritty yet responsible presentation of the issues. Moreover, the calibre of the performers acting was first class. We really appreciate the work and dedication of the Mixed Company Theatre.  
Tommy Jutcovich, Principal, R. H. King Academy - May 2011

"I just wanted to let you know how much we enjoyed the DISS show on Monday. It was such a fantastic performance and the follow-up facilitation was great. It was so nice to be entertained with the rapping as students were entering the gymnasium. They were immediately engaged in the show. The grade 9's can sometimes be a tough audience but this performance certainly kept their attention. We really appreciate you bringing us the show at such a discounted rate. I just wish we weren't into final evaluations so that more of our students could have enjoyed it. Again, many thanks. I am continually impressed with all the Mixed Company Theatre productions."

McIntyre, Karen, Northern SS, Toronto - May 2011

"Great performances today. The students and staff really enjoyed the performances, students loved the lunch time workshop-rapping and dancing. I wish I could have them out once a week to engage our students in the arts."

Maria Ariganello Araujo, CYW, Archbishop Romero, Toronto - May 2011

"It was amazing very hard hitting and in your face just what these kids respond to. Lots of positive comments from both staff and students."

Mary, Norfinch Campus - May 2011

I thought the show was amazing! I loved how the actors combined rapping with the story, while teaching us about life. I really didn't want the show to end.

Mary (grade 9) Northern SS, Toronto - May 2011

"heey guys, it's the girl who wouldn't stop laughing at the mgci performance:\$ ahaha, just wanted to say, you guys were amazing and i hope i can see more of your work soon! :) come again!"

Facebook Post- Student

"hi MCT,

I really enjoyed ur DISS show at CALC today..ur performers did good job, as a newcomer, I learned lots of things about neighborhood and gang formation that ruins our younger generation..I realized wat is our responsibility to protect our future kids..once again hats off to your show..."

Facebook Post - Student

"Just caught ur show at my school,c.a.l.c,great show ladies n gents! Definitely helped me set better sights on my path to where I'm going,maybe we'll do a show together sometime! Have a great one! "

Facebook Post - Student



"Heyy there,  
Great show at garneau enjoyed it! Luvd all of u guys performance and was  
wondering if i could get all of the performers facebook and twitter?  
Thanks soooo much, one again Awesome show and act! Luvd it all"  
Facebook Post - Student

"@MixedCTheatre u guys rocked ur play at marc garneau ☺ hope u guys had fun :D"  
Twitter Post - Student

"@MixedCTheatre you guys did soo well today at archbishop remeroo!! Comee  
backkk ☺"  
Twitter Post - Student

"@MixedCTheatre your performance today was amaazinggg!! (:"  
Twitter Post - Student

"Awesome presentation!!! @mixedctheatre come to Romero again! (:"  
Twitter Post - Student

"@mixedctheatre that was truly an epic performance, especially the part of Tyrone  
ringing the Bell :D"  
Twitter Post - Student

"@mixedctheatre, loooooooved the performance today #twothumbsup  
#awesome"  
Twitter Post - Student

"@mixedctheatre was at my school today they got me to sing :/ but it was fun ☺  
you guys are amazing actors☺KEEP IT UPPP!"  
Twitter Post - Student

"@mixedctheatre awesome presentation at Archbishop Romero! ☺"  
Twitter Post - Student

"@mixedctheatre your performance today was amaazinggg!! (:"  
Twitter Post - Student



**A lasting Image – Photos from the Road**









## **Continuing the cause – *Spreading the word***

MCT is currently looking to develop relationships with other police boards, community centres, and school boards in urban centers throughout North America. Our hope is to bring *DISS* directly to other communities that are experiencing difficulties with youth gangs. Having performed the production to numerous communities over the past three years we have seen the amazing power of the show, and know that if we could build bridges to other neighbourhoods in need, the production would continue to push boundaries and open minds to its range of themes.

Furthermore we are starting a new play creation series this coming Fall 2011 entitled *Showdown 2.0* which focuses on the quickly changing social media community and how the internet can be used to torment and ridicule. Our youth communities have seen a sharp rise in *cyber bullying* behaviours so we feel that it is incredibly important to target this issue in our schools and educational centres.

Focusing on how Web 2.0 is altering the communication methods and behaviours of our society, the play will unravel the human oppression and manipulation behind *cyber-bullying* through use of live feed projection, playback video, and forum theatre performance. We intend on experimenting with new technologies such as direct text and twitter interaction for performance, to advance the effective interactive techniques we have used for the last 27 years.

To do this we will require continued support from generous granting bodies like the Toronto Police Services Board. Your investment in *DISS* has helped us reach our mutual goal of providing innovative, practical programs to engage, educate and empower young persons whose lives are unfortunately impacted by youth violence, bullying, sexual assault prevention, harassment, etc. These individuals have and will continue to gain self-esteem, become more independent, and in the long-term, their newly gained knowledge will help their educational and civic engagement goals.



Attached you will find additional information about how your support has been utilized. I thank you for your time, support and generosity. If you require additional information please do not hesitate in contacting me at (416) 515-8080, or by email at [maureen@mixedcompanytheatre.com](mailto:maureen@mixedcompanytheatre.com).

Many thanks.

Sincerely,

Maureen Verboom  
General Manager





**APPENDICES**

Appendix A ..... Press Releases  
Appendix B ..... Promotional Material for Schools  
Appendix C ..... *DISS* Study Guide



**APPENDIX A:**

**Press Releases**



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**For Immediate Release**

## **Gang Violence: From the Streets to the Stage**

Toronto, May 4, 2011-

"We're gonna tell a story, lay it all out for you, see. But first I gotta tell you something. This is a story about youth gangs and gun violence." Says Emjay, as MCT's *DISS* takes the stage in the GTA.

Mixed Company Theatre's production of *DISS* reaches out to youth through partnership with Toronto Anti-Violence Intervention Strategy (TAVIS) and the Toronto Police Service.

Created in collaboration with Chalmers Award-winning playwright, Rex Deverell and youth affected by gang violence, *DISS - an interactive presentation about the risks of gang involvement* - kicks off its 3<sup>rd</sup> annual tour season on May 11<sup>th</sup> at the 2011 W.A.V.E. (Working Against Violence Everyday) Empowering Youth Day at Mississauga's Living Art Centre.

Directed by MCT's newly appointed Associate Artistic Director, Duncan McCallum, the *DISS* troupe tours Toronto priority neighbourhoods - May 11<sup>th</sup> - June 10<sup>th</sup> - offering public performances:

**May 13<sup>th</sup> 3:30 PM** Lower Ossington Theatre, Toronto: Special 'Pay What You Can' afternoon performance inviting area school youth, educators and associate Toronto artists.

**May 13<sup>th</sup> 6-10 PM** Lower Ossington Theatre, Toronto: *DISS* troupe shares the stage with featured acts during a special presentation at MCT's 2<sup>nd</sup> Annual STARS Awards Gala.

McCallum shares his vision for the youth audience experience:

"*DISS* weaves together the socio-political elements of hip hop and forum theatre to create dialogue about youth gangs. My desire is to create an engaging show that reaches students with language they can relate to and then challenges them to get involved in their communities to create safer places for everyone to live."  
*Duncan McCallum, Director, Mixed Company Theatre*

Support from project sponsors the Toronto Police Services Board, CIBC and the Catherine and Maxwell Meighen Foundation have helped make performances of *DISS* more accessible to priority neighbourhood schools in Toronto.

- 30 -

*Mixed Company Theatre produces innovative, socially relevant drama as a tool to educate, engage and empower for positive change.*

Media Contact:  
MAUREEN VERBOOM  
OUTREACH & COMMUNICATIONS COORDINATOR, MIXED COMPANY THEATRE  
416-515-8080  
[maureen@mixedcompanytheatre.com](mailto:maureen@mixedcompanytheatre.com)  
[www.mixedcompanytheatre.com](http://www.mixedcompanytheatre.com)

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*For Immediate Release*

## **MCT'S DISS HITS THE STREETS THIS WEEK!**

Toronto, May 11 2011-

"Hard to find your VOICE when you have to make a CHOICE!"

*Emjay, DISS*

Profound, hard-hitting and explicit dialogue meets a rhythmic and hypnotic beat of hip hop style as audiences are engrossed in the tension and interplay of Mixed Company Theatre's production of *DISS*, hitting Toronto streets today - launching its 3<sup>rd</sup> annual season tour!

*DISS* reaches out to youth through partnership with Toronto Anti-Violence Intervention Strategy (TAVIS) and the Toronto Police Service.

Created in collaboration with Chalmers Award-winning playwright, Rex Deverell, Duncan McCallum and youth affected by gang violence, *DISS - an interactive presentation about the risks of gang involvement* - performs to 1,500 youth at today's ( May 11<sup>th</sup> )2011 W.A.V.E. (*Working Against Violence Everyday*) Empowering Youth Day at Mississauga's Living Art Centre.

Directed by MCT's newly appointed Associate Artistic Director, Duncan McCallum, the *DISS* troupe tours Toronto priority neighbourhoods - May 11<sup>th</sup> -June 10<sup>th</sup> - offering public performances:

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*Duncan McCallum, Director, Mixed Company Theatre*

Support from project sponsors the Toronto Police Services Board, CIBC and the Catherine and Maxwell Meighen Foundation have helped make performances of *DISS* more accessible to priority neighbourhood schools in Toronto. "The show is nearly sold out!" McCallum excitedly reported but shares: "There are a few booking dates available if you hurry!"

- 30 -

*Mixed Company Theatre produces innovative, socially relevant drama  
as a tool to educate, engage and empower for positive change.*

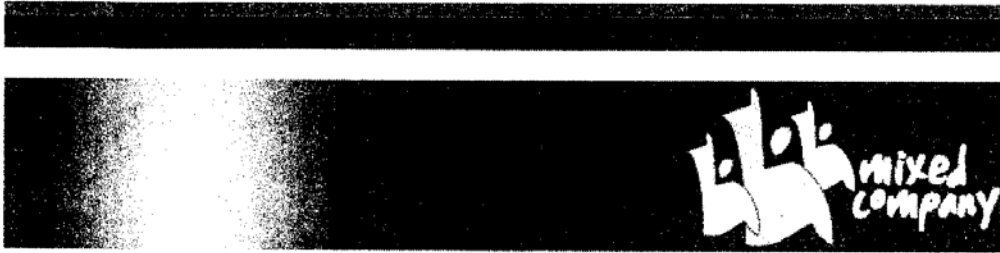
**Media Contact:**

MAUREEN VERBOOM

OUTREACH & COMMUNICATIONS COORDINATOR, MIXED COMPANY THEATRE  
416-515-8080

[maureen@mixedcompanytheatre.com](mailto:maureen@mixedcompanytheatre.com)  
[www.mixedcompanytheatre.com](http://www.mixedcompanytheatre.com)

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*For Immediate Release*

### **AUDIENCES ARE TALKING ABOUT MIXED COMPANY THEATRE'S "DISS" -**

Toronto, May 30, 2011- Entering the 3<sup>rd</sup> week of its 5 week sold out tour, Mixed Company Theatre's *DISS - an interactive presentation about the risks of gang involvement* - in partnership with Toronto Anti-Violence Intervention Strategy (TAVIS) and the Toronto Police Service has students and teachers talking!

*"I thought the show was amazing! I loved how the actors combined rapping with the story, while teaching us about life. I really didn't want the show to end!"*

- Mary (grade 9) Northern SS, Toronto

*"-- LOVED IT!! It was great to watch the young student come up on stage -- the power of peer pressure really hit home! MCT's troupe is really skilled and demonstrated brilliantly just how hard it is to say "no" even when you want to!"*

- Dee, Program Teacher for Alternatives-York

*"I would like to thank MCT for the tremendous learning experience that you brought our students. What made the production so engaging is its gritty yet responsible presentation of the issues. The calibre of the acting was first class! We really appreciate the work and dedication of the Mixed Company Theatre."*

- Tommy Jutovich, Principal, R.H. King Academy

*"I am continually impressed with all the Mixed Company Theatre productions. DISS was a fantastic performance and the follow-up facilitation was great. Being entertained with the rapping as students entered the gymnasium immediately engaged them in the show."*

- Karen McIntyre, Northern SS

Created in collaboration with Chalmers Award-winning playwright, Rex Deverell, Duncan McCallum and youth affected by gang violence, *DISS* - tours until June 10, 2011. While the tour is sold out, individual seats are available for media, community members and educators. Call MCT offices to book your seat!

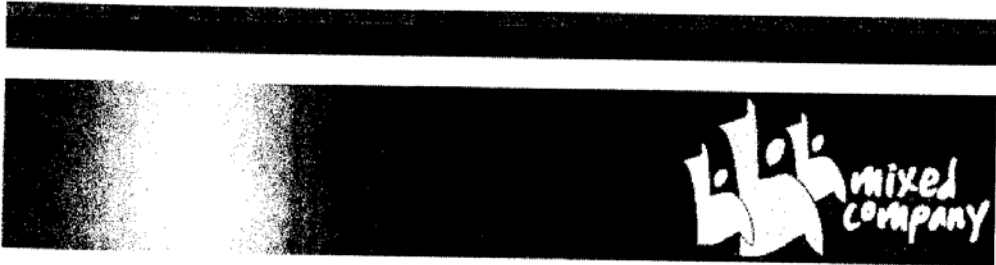
*Support from project sponsors the Toronto Police Services Board, CIBC and the Catherine and Maxwell Meighen Foundation have helped make performances of DISS more accessible to priority neighbourhood schools in Toronto.*

- 30 -

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MAUREEN VERBOOM  
OUTREACH & COMMUNICATIONS COORDINATOR, MIXED COMPANY THEATRE  
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[maureen@mixedcompanytheatre.com](mailto:maureen@mixedcompanytheatre.com)  
[www.mixedcompanytheatre.com](http://www.mixedcompanytheatre.com)

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**For Immediate Release**  
**MIXED COMPANY THEATRE'S "DISS" - 2 TAPA AWARD NOMINATIONS!**

Toronto, June 8, 2011- Mixed Company Theatre's *DISS* received two nominations at the June 7<sup>th</sup> Toronto Alliance for the Performing Arts (TAPA), 2010/2011 DORA Mavor Moore Award nomination press conference!

Nominated in the Theatre for Young Audiences Division: **Outstanding Production and Outstanding Performance - The Ensemble**, the *DISS* troupe received the much deserved news just prior to taking the stage in their 5<sup>th</sup> and final sold out week, touring Toronto priority neighbourhood schools.

*DISS*'s interactive presentation about the risks of gang involvement reaches out to youth through partnership with Toronto Anti-Violence Intervention Strategy (TAVIS) and the Toronto Police Service.

Created in collaboration with Chalmers Award-winning playwright, Rex Deverell, Duncan McCallum and youth affected by gang violence, McCallum today enthused over the nominations:

"*DISS* weaves together the socio-political elements of hip hop and *interactive forum theatre* to create dialogue about youth gangs. My vision was to create an artistically engaging and educational show that reaches students with language they can relate to challenging them to get involved and create safer places to live. Yesterday's nominations point to the public recognition of *DISS* and acknowledgement by the arts community of MCT's brand of interactive theatre - as a powerful artistic and educational medium for social change."

*Duncan McCallum, Director, MCT*

When asked to comment, MCT's Founder and Artistic Director, Simon Malbagot reflected,

"This is our 3<sup>rd</sup> nomination, honouring MCT's work as Toronto's foremost forum theatre company. Other nominations include *Showdown* - focusing on bullying, *HIV Toolbox* Sexually Transmitted Disease (STD) Education in and now for our exploration of gang involvement in *DISS*. MCT productions are characterized by a marriage of artistry and education. It is an enormous honour to have our work recognized."

Support from project sponsors the Toronto Police Services Board, CIBC and the Catherine and Maxwell Meighen Foundation have helped make performances of *DISS* more accessible to priority neighbourhood schools in Toronto.

- 30 -

*Mixed Company Theatre produces innovative, socially relevant drama  
as a tool to educate, engage and empower for positive change.*

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MAUREEN VERBOOM

OUTREACH & COMMUNICATIONS COORDINATOR, MIXED COMPANY THEATRE

416-515-8080

[maureen@mixedcompanytheatre.com](mailto:maureen@mixedcompanytheatre.com) [www.mixedcompanytheatre.com](http://www.mixedcompanytheatre.com)

416 515 8080 • [mixedcompanytheatre.com](http://mixedcompanytheatre.com) • [info@mixedcompanytheatre.com](mailto:info@mixedcompanytheatre.com)

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 20, 2011**

**#P276. INTERIM RESPONSE TO REQUEST FOR APPROVAL OF AMENDED  
TERMS OF REFERENCE FOR THE CENTRAL JOINT HEALTH AND  
SAFETY COMMITTEE**

The Board was in receipt of the attached correspondence dated September 02, 2011 from Ken Fox, Regional Director, Central Region Operations Division, Ministry of Labour, containing an interim response to the request to approve amendments to the Terms of Reference for the Central Joint Health and Safety Committee.

**The Board received the foregoing correspondence.**

**Ministry of Labour**

Regional Director  
Central Region  
Operations Division

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

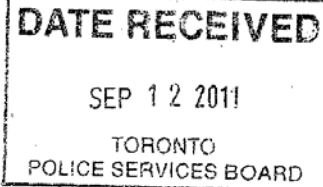
Telephone: 647-777-5005  
Fax: 647-777-5010

**Ministère du Travail**

Directeur Régional  
Région du Centre  
Division des opérations

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

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



September 2, 2011

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

Dear Messrs. Mukherjee and McCormack:

Thank you for your letter requesting approval of your updated Terms of Reference for your Joint Health and Safety Committee Multi site.

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

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

Thank you for writing.

Yours truly,

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

Ken Fox  
Regional Director

c: Mr. Len May, Ministry of Labour



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 20, 2011**

**#P277. LIST OF PUBLIC REPORTS REQUESTED BY THE BOARD**

The Board was in receipt of a copy of the list of public reports requested by the Board as of the September 14, 2011 meeting. A copy of the list of reports is on file in the Board office.

**The Board received the foregoing and requested that, in future, copies of the lists be provided to the Board on a quarterly basis rather than each month.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 20, 2011**

**#P278. IN-CAMERA MEETING OCTOBER 20, 2011**

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. Chin Lee, Councillor & Member  
Ms. Frances Nunziata, Councillor & Member  
Mr. Andrew Pringle, Member

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 20, 2011**

**#P279.       ADJOURNMENT**

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Alok Mukherjee  
Chair