



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

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

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

**PRESENT:**

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

**ABSENT:**

**Mr. Chin Lee**, Councillor & Member

**ALSO PRESENT:**

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

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

**#P303. OPENING OF THE MEETING**

Presentation:

Mr. Harinder Takhar, MPP, presented Dr. Alok Mukherjee, Chair, Toronto Police Services Board, with the Queen's Diamond Jubilee Medal in recognition of his significant contribution to community service in the City of Toronto.

Moment of Silence:

Vice-Chair Michael Thompson advised the Board that details of a mass shooting which had occurred a few hours earlier at an elementary school in Newtown, Connecticut were being reported by the news media. The Board observed a moment of silence in memory of the victims of the shooting who were later identified as 20 young children and six adults.

Introductions:

The following members of the Service were introduced to the Board and congratulated on their recent promotion to the rank of Probationary Sergeant:

Christopher Beattie  
Brian Bennett  
Shawn Marshall  
Maureen Trueman  
Travis Clark

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**#P304. RECOMMENDATIONS FOR POLICING VULNERABLE INDIVIDUALS  
LIVING ON THE STREETS**

The Board was in receipt of correspondence dated December 01, 2012 from the Safer Streets for All Committee containing recommendations for policing vulnerable individuals who are living on the streets in the City of Toronto. A copy of the correspondence is appended to this Minute for information.

Mr. Greg Cook was in attendance and delivered a deputation to the Board on behalf of the Safer Streets for All Committee.

Following Mr. Cook's deputation, Chief Blair responded to questions by the Board.

Chief Blair advised the Board that panhandling is not an offence and most people who are engaged in panhandling are not aggressive. Chief Blair also said that the Toronto Police Service receives many complaints about panhandling and that, under the *Safe Streets Act*, tickets are only issued when an offence has been committed, such as aggressive panhandling or panhandling on roadways. Chief Blair further advised that the Service considers aggressive panhandling behaviour and panhandling on roadways to be significant safety issues.

Following a discussion on this matter, Ms. Susan Gupta delivered a deputation to the Board about panhandling.

**The Board received the foregoing deputations and the correspondence from the Safer Streets for All Committee.**

December 1, 2012.

To: Toronto Police Services Board

From: Safer Street for All Committee.

We wish to be listed as a deputation at the meeting scheduled for Friday December 14, 2012.

This brief requests the Board to amend its policies to ensure a better policing approach to some of the most vulnerable individuals using Toronto streets.

There are almost 5000 people in Toronto who can be categorized as homeless. Some spend their nights in the 4300 shelter beds in the city; some sleep 'rough' outside or use Out of the Cold arrangements in religious institutions.

There are perhaps an equal number of individuals who have some kind of precarious housing arrangement – sharing space with someone, paying to sleep on someone's couch, renting a very seedy room with poor facilities. Ontario Works provide less than \$600 per month for both housing and living expenses, and that is clearly far from what a person needs to survive in the city. Some are on the Ontario Disability Special Program, and they receive about \$1100 a month, but after paying rent of \$700 – 800 a month, not enough is left over to live reasonably well.

Compounding the problem is that very very few units of assisted housing have been built in the last fifteen years, and with house prices in Toronto going through the roof, inexpensive rooms are disappearing on a daily basis as less expensive houses are sold. Toronto City Council is making things worse by selling off some assisted housing units to generate funds to repair others.

The result is that that some people panhandle in order to get extra money. It would be good if these individuals could get jobs, but without regular housing it is impossible to work at a regular job. Once criminalized, a person finds it very difficult to get a job.

Panhandling isn't easy, and it isn't fun. Some retailers find panhandlers do not help business, and take actions to drive them from the street, often by calling the police. Society has laws that make it difficult for those who have no place to live to be on the street, or even to be outside. Police spend considerable time trying to

get them to move on from wherever they are conducting their activities. One could say there are fewer and fewer places where those with no money can be in a public place in the city without being stopped by police.

One significant action taken by Toronto police is the issuance of tickets under the Safe Streets Act. Sections of that act prevent 'aggressive' panhandling, and that is often given as the reason for the ticket.

In 2010, Toronto police issued more than 15,500 tickets under the Safe Streets Act. Police Chief Bill Blair said that \$831,774 was issued in tickets last year, but up to October 31 2011, only \$34,980 had been paid. Apparently the cost in police time issuing these tickets was \$190,000. (Toronto Star article, November 12, 2012.)

The ticketing approach involves others costs as well. Tickets are not paid since those who receive them do not have any money – that is why they are panhandling – so the matter ends up in court, which involves more police expense to attend, as well as the cost of court reporters, clerks, a justice of the peace, a crown attorney, security officers. Sometimes the person is arrested and put in jail, which is another expense.

The number of tickets issued by Toronto Police under the Safe Streets Act has increased significantly in recent years – from 6200 in 2007, to 10,000 in 2008, to 15,500 in 2010.

The report 'Can I see your ID', prepared by several professors at York University for social agencies in Toronto, looks at the problems faced by homeless youth in Toronto. That report talks about the 'criminalization' of homelessness. This happens in a number of different ways:

- \* new laws and statutes (such as the Safe Streets Act) that are intended to curtail or restrict the activities of people who are homeless;
- \* the disproportionate and discriminatory enforcement of existing laws and ordinances such as ticketing for minor offences or arrests;
- \* changing the physical environment to restrict its usage by people who are homeless (such as by designing park benches so that people cannot lie down and sleep on them;)
- \* increased surveillance and policing of public and semi-public spaces by police and private security, including stop and search;
- \* increased incarceration of people who are homeless; and

\* discharging prisoners, in the absence of adequate discharge planning and transitional supports, into homelessness.

Obviously, all government agencies at all levels have a role to play to make this bad situation better. No one gains by such a large number of people living on and begging on, the street.

The Toronto Police Service can play its part reducing the negative impacts of this situation on those most caught up in it, and it can do it in ways that save money. We believe there are three changes that the police service should make to its operations:

1. Police must use techniques which do not criminalize the behavior of individuals on the street, but instead should ensure that they interact in helpful ways. Police should work with city staff and relevant social agencies to develop protocols to interact with individuals on the streets to avoid the expense of criminalization, and instead seek more useful outcomes. This will require police training and instruction, but the cost of neither is significant, and many officers will feel much better about a job which sets out to help those who need it rather than enacting something which results in punishment. Most social agencies will be pleased at improving relationships with local police officers. Much money will be saved by the criminal justice system, including by the police.
2. Reduce the incidence of tickets issued under the Safe Streets Act by at least one half, to the level of three or four years ago. This will save time and money for the police – perhaps \$100,000 a year - and for the criminal justice system.
3. Substantially reduce the practice of stopping, frisking, demanding personal information and running names of the homeless through police systems. This practice seems entirely arbitrary and probably contrary to the Charter of Rights and Freedom. Further, it does not produce results which assist the police or the individuals except in very rare cases.

These are three important steps which will help improve the lives of individuals we work with on a daily basis, while not making the city more difficult for everyone else and perhaps even making it better.

Specifically we ask the board to:

- a) Request the chief to work with agencies serving street people to develop a protocol that accomplishes the first and third proposals above, namely to minimize criminalization procedures and report back to the Board within three months; and
- b) Request the Chief to consider different approaches to the Safe Streets Act as outlined in the second proposal above.

Our presentation will be made by Greg Cook.

Respectfully submitted

Safer Streets for All Committee.  
Sanctuary ([www.sanctuarytoronto.ca](http://www.sanctuarytoronto.ca))  
Street Health ([www.streethealth.ca](http://www.streethealth.ca))

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The group can contacted through John Sewell, 416 977 5097.

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**#P305. POLICE REFERENCE CHECK PROGRAM**

The Board was in receipt of the following report November 19, 2012 from William Blair, Chief of Police:

Subject: SUMMARY OF DISCUSSION - COUNCILLOR DEL GRANDE'S  
CORRESPONDENCE - POLICE CHECKS

Recommendation:

It is recommended that the Board receive this report for information

Financial Implications:

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

Background/Purpose:

At its meeting of September 13, 2012, the Board was in receipt of correspondence from Councillor and City Budget Chief Michael Del Grande. The letter was in reference to the Toronto Police Service (Service) budget and outlined various concerns and questions that he raised in his presentation to the Board on August 15, 2012 (Min. No. P191/12).

As a result the Board approved the following motion:

THAT the Board request the Chief of Police to provide a report to the Board on:

- fees for police background checks and a comparison of fees charged by other municipalities in Ontario;
- the possibility of increasing fees (excluding fee increases to seniors and students); and
- the possibility of contracting out this service (Min. No. P231/12 refers).

Discussion:

The City of Toronto Act allows the Board to implement a fee to recover the administrative costs incurred in providing these services. The fee instituted for a particular service must be based on cost recovery only and cannot generate a profit. The Service conducted a review of all fees to determine how much staff time is devoted to the development of record checks.



Actual costs are determined by analysing the staffing resources required to provide the service. The cost of fringe benefits (25%) and a standard administrative and operation overhead rate (30%) were added to labour costs to take into account indirect costs related to providing services. The 30% overhead rate accounts for supervisory staff, support staff for computing systems, maintenance of facilities, costs of supplies, office equipment and other related equipment and is consistent with the rate applied for other recoveries (Min. No.P157/11 refers).

With respect to the possibility of raising the fees for the Police Reference Check Program (PRCP): at its meeting on June 9, 2011 the Board approved recommended fee changes so that the services provided more closely reflected the actual cost of providing those services while taking into consideration the populations being served. The fee for clearance letters was reduced by \$5.00 from \$25.00 to \$20.00 and the fee for background checks for employment vulnerable sector screening was increased by \$5.00, from \$45.00 to \$50.00 (Min. No.P157/11 refers).

At its meeting on January 29, 1998, the Board approved the recommended fee of \$15.00 on checks performed for volunteers working in the vulnerable sector. The fees have remained at this cost in order to continue supporting the volunteer community (Min. No. P40/98 refers).

The chart below compares the fees charged by the Service with other police services in Ontario.

	TPS	Durham	Peel	York	Hamilton	London
Clearance Letter	\$20.00	\$28.57	\$45.00	\$40.00	\$15.00	\$10.00
Employment Vulnerable Sector	\$50.00	\$55.00	\$45.00	\$40.00	\$50.00	\$40.00
Volunteer Vulnerable Sector	\$15.00	\$20.00	\$0	\$15.00	\$25.00	\$10.00

Regarding the possibility of contracting out: at its meeting on December 15, 2011 the Board received a report on outsourcing services to a third party and February 16, 2012, the Board received a further report with additional financial information (Min. Nos. P321/11, P36/12 refers). These reports concluded that, at this time, outsourcing would not likely offer significant efficiencies or economies because the Service, pursuant to CPIC regulations, would still have to perform the checks but would then have to share the revenue from the checks with the third party.

Conclusion:

Since 1995, the Service has been providing clearance letters and vulnerable sector checks under the Police Reference Check Program. During this time the Service has frequently reviewed the program to determine the most efficient model and recommend the most appropriate fees. While, at this time, the Service is satisfied that the PRCP is efficiently, effectively, and economically serving the community, it continues to assess the program to identify opportunities for improvements.

Deputy Chief Mike 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 Board request the Chief to provide a report on the formula by which the fee charged for police reference checks is determined and that the report include a breakdown of all costs related to supervision of the program, salaries, vacation time, office supplies and/or equipment used, and any other expenses incurred.**

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**#P306. SERVICE LEVEL AGREEMENT BETWEEN THE TORONTO POLICE  
SERVICE AND CITY OF TORONTO FACILITIES MANAGEMENT**

The Board was in receipt of the following report November 13, 2012 from William Blair, Chief of Police:

Subject: SERVICE LEVEL AGREEMENT BETWEEN THE TORONTO POLICE  
SERVICE AND CITY OF TORONTO FACILITIES MANAGEMENT

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

There are no direct financial implications related to the recommendation contained within this report. However, the Toronto Police Service pays the City approximately \$15 million annually for facility management and real estate services, and \$6 million for utilities for a total annual cost of \$21 million.

Background/Purpose:

The Toronto Police Service (Service) and the City's Facilities Management Division (CFM) entered into a three year Service Level Agreement (SLA) for the first time, in 2003. The original SLA expired in 2006. However, the Service and CFM have been operating under a modified version of that SLA pending the approval of a revised SLA. Lessons learned from the original SLA, changes to processes, staffing changes and service delivery expectations all had an impact on developing a revised SLA. The Service and CFM have been able to address all of these issues and have incorporated them into a new SLA. This report provides highlights of the revised SLA that the Service and CFM have agreed to.

Discussion:

A CFM objective is to have a SLA in place with all its clients for the services they provide.

In November 2012, the Service and CFM were able to reach agreement for a new SLA that addresses issues/concerns identified with the original SLA. The new SLA will commence January 1, 2013 and expire December 31, 2015. The SLA has been signed by the Service's Chief Administrative Officer and by the Executive Director, City Facilities and Director, City Real Estate. The SLA details the services to be provided to the Service by CFM for:

- Real Estate;
- Design, Construction and Asset Preservation;
- Facility Operations;
- Custodial Services; and
- Energy and Waste Management.

The agreement is divided into three sections. Section 1 details the services to be provided in general terms. Section 2 details the annual cost of these services, and will be provided to the Service as part of the annual operating budget process. Section 3 details the services to be provided to each Service facility, and this section will be updated annually and/or as conditions require.

#### *SLA Highlights by Section*

- Real Estate - outlines the roles and responsibilities of the Service and CFM for property acquisitions, dispositions, leasing and property management services. City Real Estate Services will provide an annual hourly fee rate for their services. The Service only uses these services as required.
- Design, Construction and Asset Preservation (DCAP) - outlines the roles and responsibilities of the Service and CFM for new facility construction. The SLA allows the Service to determine if DCAP services are required and contains a listing of the construction services provided by DCAP. In the revised SLA, the Service and CFM have agreed to a flat fee of \$60,000 for use of DCAP resources on capital construction projects. The Service utilizes required resources from DCAP for major construction projects, but not for facility interior renovations.
- Facility Operations - outlines the roles and responsibilities of the Service and CFM as they relate to base building operations, repairs, inspections and utility costs. This section details the maintenance that will be provided by CFM for heating, ventilation and air-conditioning, electrical, plumbing, any required building repairs, and the process to be followed when requesting these services. In addition, details are also provided for building inspections including; fire protection, emergency generator testing, Electrical Safety Authority inspections, etc.
- Custodial Services - outlines the roles and responsibilities of the Service and CFM for the provision of custodial services. This section details the various cleaning schedules and standards which will be applied to each Service facility.
- Energy and Waste Management - outlines the roles and responsibilities of the Service and CFM for improvements in the areas of energy consumption and environmental initiatives. The majority of projects in this area are managed by CFM in conjunction with the Service. Periodic reporting on consumption and waste diversion is provided to the Service.

Conclusion:

The City's Facilities Management and Real Estate divisions provide and charge the Service for real estate and facility-related services.

The Service expects quality and timely services/work, whether the services are provided by an external provider or internally by the City.

To this end, the Service and CFM have recently concluded discussions for a new SLA which outlines the services to be provided to the Service by CFM, to assist the Service in achieving these requirements and expectations. This SLA is for a period of three years commencing January 1, 2013 and ending December 31, 2015. This SLA provides the basis for the delivery of services and ensures that accountability and responsibility are assigned appropriately, and understood by all parties.

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

**The Board received the foregoing report.**

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**#P307. PAID DUTY SYSTEM REVIEW – STATUS UPDATE**

The Board was in receipt of the following report November 29, 2012 from William Blair, Chief of Police:

Subject: PAID DUTY SYSTEM REVIEW - STATUS UPDATE

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

At its meeting of April 7, 2011 (Min. #P72 refers), the Board was in receipt of a report from the City Auditor General (AG) entitled “Police Paid Duty – Balancing Cost Effectiveness and Public Safety”. The report made a number of recommendations to improve the current paid duty process at the Toronto Police Service (TPS) and clarify paid duty requirements in City-issued permits and by-laws. As the administration of paid duties now resides within the TPS’s Financial Management Unit (FMT), the unit commenced a review of the current paid duty process with the objective of recommending system improvements focusing on best practices and implementation of an automated distribution process. The review and subsequent changes to business processes and system implementation took into account the City AG’s recommendations that had been directed to TPS.

At its meeting of June 15, 2012 (Min. #P142 refers), the Board was in receipt of the follow up report dated May 23, 2012 from the City AG, which included the recommendations made in the Paid Duty report. In its response, the TPS indicated that since the Board had only accepted the recommendations in April 2011, there had been a relatively short timeframe to fully consider and implement the audit recommendations prior to the 2012 follow-up process. Some recommendations had already been implemented at the time of the City AG’s follow up. All other recommendations were in the process of being reviewed in the context of a comprehensive review by the TPS’s FMT unit. In its response, the Board was also advised that the Chief would provide a report to the Board, by the end of the year, on the need to establish a maximum limit on the number of paid duty hours an officer can perform annually (Recommendation #6 from the City AG report).

The purpose of this report is to update the Board on the status of TPS's paid duty review and system implementation plans, and to report on the need to establish a maximum limit on the number of paid duty hours an officer can perform annually.

#### Discussion:

As a result of the City AG's report and further review by the TPS's Financial Management Unit (FMT), there are opportunities to improve both the operation and administration of the Service's paid duty program.

In September 2011, an in-depth review of the paid duty program was started by the FMT unit. While the review and subsequent implementation of changes has and will take longer to complete due to staff shortages, regular day to day responsibilities and other priorities, the following activities have been completed to date:

1. Surveys of various North American police agencies that performed paid duties;
2. Site visits at several police agencies to identify best practices;
3. Internal surveys of TPS units to determine how paid duties were administered and distributed; and
4. A review of the current paid duty procedure (20-01 Paid Duties) to determine where changes and improvements needed to be made.

#### *Recommended Process Changes:*

As a result of the surveys and visits to external police agencies, a number of best practices were identified, which formed the basis for process change recommendations made to the Chief of Police in July 2012. The review team recommended that:

1. the current procedure be altered to include: very clear definitions of the types of duties the TPS will perform including where mandatory officer involvement is required (such as where permits require paid duty officers); and well defined staff allocations for standardized events;
2. the TPS develop and implement a thorough and complete background check on customers prior to approving a paid duty request;
3. all paid duty requests be submitted to and approved by Central Paid Duty Office (CPDO), with involvement of specialized units only as required;
4. historical paid duties, performed only by officers in certain divisions, be discontinued.
5. the distribution of paid duties be centralized in the CPDO;
6. the TPS implement an on-line distribution system that fairly and equitably distributes duties directly to officers, and enables officers to select the paid duties they wish to perform;
7. payment to officers be made by the TPS, instead of the clients, through the TPS's payroll system, with appropriate statutory deductions; and

8. TPS assume the responsibility for the collection of charges for paid duty services provided by officers to various clients, in addition to the current charges for vehicles, equipment and administrative fee.

It should be noted that some of the City AG's findings will require further analysis after the implementation of the process, procedure and system changes.

*Peel Regional Police Paid Duty System:*

The review team had the opportunity to visit Peel Regional Police (PRP) to view their automated paid duty system in detail. PRP's system was created in-house and implemented service-wide in 2006. The system contains all of the elements which TPS would require for their on-line distribution system. Through a Memorandum of Agreement (MOA), the PRP will be providing its paid duty system software to TPS at no cost through a Memorandum of Agreement (MOA).

The system will require modification in order to be compatible with TPS' systems infrastructure, and TPS information technology staff will be reviewing the software to determine the cost and work effort of any changes required before proceeding. The software will also have to be modified to ensure alignment to TPS' business processes and ancillary systems such as the Time and Attendance, Payroll and Financial systems. Despite the required modifications, the system contains the basic building blocks for automated distribution directly to members, is user friendly and can be supported by TPS without the assistance of an external resource.

*Next Steps:*

A paid duty review working group (Working Group) comprised of a cross-section of TPS civilian and uniform members has been established to finalize procedural and business process changes.

Any issues arising from the Working Group meetings will be escalated to the Paid Duty Review Steering Committee, comprised of uniform and civilian senior management members and headed by the Chief Administrative Officer. Monthly meetings have been set for these groups so that decisions made regarding the policy and process changes will incorporate input from all key stakeholders.

In addition, the TPS has engaged the services of a retired Peel Regional Police Sergeant who managed the PRP Central Paid Duty Office until early 2012. This individual was part of the implementation team at PRP and has significant knowledge and experience on both creating the system, rolling it out to the entire uniform population and using it to actually book and staff paid duties. Her familiarity with the *Police Services Act* as it relates to paid duties, PRP's processes and client needs for paid duty events will allow the implementation team to be more efficient and effective during the project execution.

As previously indicated, the TPS's Information Technology Services Unit will review the source code of the PRP system to determine the extent of modifications and staffing resources required to implement the PRP system at TPS. Once this is completed and provided the implementation



of the PRP system is feasible, more definite timelines can be established with respect to the Service-wide roll-out. In the meantime, communications are being prepared to alert Service members and clients to the modifications which are planned for roll out by the beginning of 2014.

*Establishing a Maximum Limit on Annual Paid Duty Hours Performed:*

Recommendation No. 6 from the City AG's report indicated the following:

*“(6) The Chief of Police evaluate the need to establish a maximum limit on paid duty hours an officer can perform each year. Such an evaluation to take into account resource requirements and risks of interference with the performance of regular police duty.”*

This recommendation was assigned to TPS's Corporate Planning unit who have recently completed a review of the maximum hours that officers can work voluntary duties, such as paid duties. The review took employment standards and other legislation into account. Once the report has been considered by Chief and Command, it will be forwarded to the Working Group for consideration in the context of other process, procedural and system changes to be implemented.

Conclusion:

Building on the City Auditor General's findings, TPS has conducted a comprehensive review of its paid duty processes, procedures and practices. This review has identified opportunities to improve the efficiency and effectiveness of TPS's paid duty system, including the automation of the order intake and distribution processes.

The recommendations resulting from the review have been approved by the Chief and Command, and TPS is moving forward with procedural, process and system modifications that incorporate best practices from other police agencies. It has obtained the Peel Regional Police Service's paid duty system, and is working with TPS's information technology group with the objective of implementing an automated distribution system which will remove divisional personnel from the paid duty distribution process.

The next status update regarding this initiative will be provided to the Board's July 2013 meeting.

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

**The Board noted that, in a separate report on this meeting agenda, it would consider correspondence from the Toronto Police Association which sets out the hourly paid duty rates for the year 2013 (Min. No. P308/12 refers).**

**In response to a question by the Board about the reason that the hourly paid duty rates are established annually by the Toronto Police Association as opposed to the Board, Chair Mukherjee said that based on a suggestion by an Arbitrator many years ago, the Board agreed to language in the collective agreement which provides the Toronto Police Association with the authority to set the hourly rates.**

**Noting that there are many times during which police resources are utilized to administer paid duties and that paid duties often augment the delivery of policing services, the Board inquired whether there was an opportunity to review the manner in which paid duty rates are established.**

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

**THAT the Board direct the Chair and the Chief to work together and review the manner in which paid duty rates are set, the administration of the paid duties and to provide a report to the Board containing the results of the review.**

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

**#P308. PAID DUTY RATES – JANUARY 01, 2013**

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

Subject: PAID DUTY RATES - JANUARY 1, 2013

Recommendation:

It is recommended that the Board receive the attached notification from the Toronto Police Association dated November 8, 2012, with respect paid duty rates effective January 1, 2013.

Financial Implications:

There are no financial implications with regard to the receipt of this report.

Background/Purpose:

Article 20:01 of the uniformed collective agreement stipulates the following with respect to paid duty rates:

*“The rate to be paid to each member for special services requested of the Service for control of crowds or for any other reason, shall be determined by the Association and the Board shall be advised by the Association of the said rate when determined or of any changes therein”.*

Police Services Board records indicate that as at January 1, 2012, the rate for all classifications of police constables was \$65.00 per hour. The attached notice advises the Board that there will be no increase in the 2013 paid duty rates and that the 2012 rate of \$65.00 per hour will remain in effect.

Conclusion:

It is, therefore, recommend that the Board receive the attached notification from the Toronto Police Association dated November 8, 2012 with respect paid duty rates effective January 1, 2013.

**The Board received the foregoing report.**



**TORONTO  
POLICE  
ASSOCIATION**

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Uniform Field Services

November 8, 2012

**SENT BY FAX - 416-808-8082**

Ms. Joanne Campbell, Executive Director  
Toronto Police Services Board  
40 College St  
Toronto ON M5G2J3

Dear Ms. Campbell:

**Re: 2013 Paid Duty Rates - No Increase**

In conformance with Article 20:01 of the Uniform Collective Agreement, we are advising the Toronto Police Services Board there will be no increase in the 2013 hourly paid duty rates. The following 2012 rates will remain in effect for 2013.

**January 1, 2013**

**Constables** (All classifications) \$65.00  
(minimum \$195.00)

**REQUIREMENTS FOR PAID DUTY SUPERVISION:**

**Sergeants** \$73.50  
(When in charge of 4 or more police officers) (minimum \$220.50)

**Staff Sergeants** \$82.00  
(When in charge of 10 or more police officers) (minimum \$246.00)

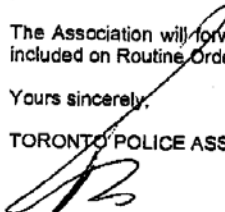
**Staff Sergeants** \$84.00  
(When in charge of 15 or more police officers) (minimum \$252.00)

Partial hours (beyond a minimum of three hours) that an officer performs at such paid duty are paid out at the established hourly rate.

The Association will forward this information to all units today. We ask that this information be included on Routine Orders and that Unit Commanders be advised of same.

Yours sincerely,

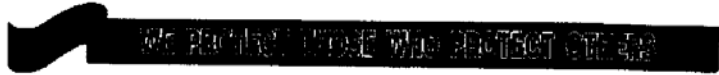
TORONTO POLICE ASSOCIATION

  
Dan Ross  
Vice President

DR:tk

- c. Chief W. Blair, TPS
- J. May, Manager, Labour Relations, TPS
- A. Ashman, Director, Human Resources Management, TPS
- TPA Board of Directors

[Vice President 2013 Paid Duty PSB]



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

**#P309. QUARTERLY REPORT: OCCUPATIONAL HEALTH AND SAFETY  
UPDATE: JULY 01, 2012 TO SEPTEMBER 30, 2012**

The Board was in receipt of the following report October 30, 2012 from William Blair, Chief of Police:

Subject: QUARTERLY REPORT: OCCUPATIONAL HEALTH AND SAFETY  
UPDATE: JULY 1, 2012 TO SEPTEMBER 30, 2012

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 July 01, 2012 to September 30, 2012. This public report corresponds with additional information provided in the confidential agenda.

Accident and Injury Statistics

From July 01, 2012 to September 30, 2012, 247 members reported that they were involved in 310 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, 41 recurrences of 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 247 workplace or work-related accidents/incidents were categorized according to the following attributes:

- 69 arrest incidents involving suspects
- 12 vehicle incidents (member within vehicle as driver or passenger)
- 17 bicycle accidents (falls)
- 26 assaults
- 41 cuts/lacerations/punctures
- 6 traumatic mental stress incidents
- 8 slips and falls
- 176 communicable diseases and possible exposures

The WSIB has increased the provisional administration rate by 5.4 % in 2012. As a Schedule 2 Employer, the Toronto Police Service paid \$46,254.08 in health care costs for civilian members and \$197,778.51 in health care costs for uniform members for the third quarter of 2012.

### 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 (OHSA)* and *Regulation 834*, must provide notice to the Ministry of Labour (MOL) of all critical injuries which occur in the workplace.

For the third quarterly report for 2012, there were five Critical Injury Incidents reported to the Ministry of Labour. All incidents were confirmed by the MOL to be Critical Injury Incidents as defined in *Regulation 834*, which resulted from a cause in a workplace.

### Communicable Diseases

As part of the Communicable Disease Exposure Surveillance Program, members of the 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>July</b>	<b>Aug</b>	<b>Sept</b>	<b>Q3 Total</b>
1. Hepatitis A, B, & C & HIV	19	19	11	49
2. Tuberculosis (TB)	0	2	4	6
3. Meningitis (All)	0	0	4	4
4. Lice and Scabies	5	0	6	11
5. Other*	64	96	56	216
<b>Total</b>	<b>88</b>	<b>117</b>	<b>81</b>	<b>286</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 34 reported exposures to bed bugs in the third quarter.

### Medical Advisory Services

The statistics provided below are limited to a consideration of non-occupational illness and/or injuries. By definition, short term refers to members that are off work for greater than fourteen days, but less than six months. Long term refers to members that have been off work for greater than six months.

An examination of disability distribution amongst Service members in the third quarter of 2012 revealed the following:

<b>Disability</b>	<b>July</b>	<b>Aug</b>	<b>Sept</b>
Short Term	68	52	55
Long Term – LTD	4	4	4
Long Term - CSLB	79	80	78
<b>Total Disability per Month</b>	<b>151</b>	<b>136</b>	<b>137</b>

### Implementation of Health and Safety Policies, Including Training Policies, by Various Departments or Divisions

During the week of September 24 to 28, 2012, 23 members participated in the Basic Certification and Sector Specific Training at the Toronto Police College. Twelve were worker representatives and eleven were management representatives.

Currently, the Service has 392 certified members comprised of 236 worker representatives and 156 management representatives. For administrative purposes, uniform management representatives consist of the rank of Staff/Detective Sergeant and higher.

## Other Occupational Health and Safety Matters

### Workplace Violence and Harassment

*Bill 168, the Occupational Health and Safety Amendment Act (Violence and Harassment in the Workplace) 2009*, came into force on June 15, 2010. As a result of the above amendment, the *Occupational Health and Safety Act* now includes definitions of workplace violence and workplace harassment and *Part III.0.1* refers specifically to *Violence and Harassment*.

- Workplace Violence/Harassment Complaints

In the third quarter of 2012, there was one documented complaint which has been categorized by Professional Standards to meet the criteria of workplace harassment as defined in the *OHSA*.

### Central Joint Health and Safety Committee

Members of the Central Joint Health and Safety Committee (CJHSC) toured the new No. 14 Division facility prior to occupancy. No safety issues were brought to the attention of the CJHSC.

### Ministry of Labour Orders, Charges & Issues

The employer has an obligation pursuant to *Section 57* of the *OHSA* to comply with orders issued by the MOL where a provision of the *Act* or its regulations have been contravened.

The Ministry of Labour issued two orders. Both orders were pertaining to a single incident within the third quarter of 2012. The orders were issued in response to a public complaint into an officer performing speed enforcement duties while not wearing issued high visibility clothing. The Service complied with the orders and no charges were laid.

### Conclusion:

In summary, this report will update the Board on matters relating to occupational health and safety issues for the third quarter in 2012.

The next quarterly report for the period of October 1, 2012 to December 31, 2012, will be submitted to the Board for its meeting in March 2013.

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 DECEMBER 14, 2012**

**#P310. ANNUAL REPORT: 2012 AWARDS GRANTED BY THE BOARD**

The Board was in receipt of the following report November 28, 2012 from Alok Mukherjee, Chair:

Subject: AWARDS GRANTED BY THE TORONTO POLICE SERVICES BOARD:  
JANUARY TO DECEMBER 2012

Recommendation:

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

Financial Implications:

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

Background/Purpose:

The following Toronto Police Services Board awards were presented to members of the Toronto Police Service during the period from January to December 2012:

MEDAL OF MERIT:

PC	STREIT, Jeffrey (99880)	14 Division
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MERIT MARK:

Det.	RENNIE, Alexander (6240)	Organized Crime Enforcement
PC	STRIBOPOULOS, Chris (9360)	55 Division
PC	ZHANG, Jian (9720)	55 Division

COMMENDATION:

Civ.	ARTINIAN, Inis (90146)	Court Services
PC	ASHKAR, Antoine (8819)	11 Division
PC	ATTOE, Ryan (87504)	51 Division
PC	BLACKADAR, Janelle (5016)	Sex Crimes Unit
Civ.	BLAKE, Martin (89232)	Video Services
PC	BOBBILI, Johnny (7302)	Community Mobilization
PEO	BOOTHE, John (65469)	Parking Enforcement East
PC	CAMPBELL, Andrew (9155)	41 Division

PC	EATON, Douglas (9454)	11 Division
PC	FADUCK, Bryon (10641)	41 Division
PC	FISCHER, David (8777)	41 Division
PC	FORDE, Dwayne (10584)	54 Division
PC	FUJINO, Alan (4658)	Communications Services
PC	GRAHAM, Charlene (10253)	12 Division
PC	GRAHAM, Jeffrey (9271)	
Sgt.	GURR, Jack (5407)	Central Field
PC	HARFMAN, Bradley (10348)	41 Division
PC	HIBBITS, Diane (10783)	14 Division
Det.	KRAWCZYK, Paul (7451)	Sex Crimes Unit
PC	LIPKUS, Andrew (65471)	Organized Crime Enforcement
PC	LOKENATH, Ramdial (10431)	41 Division
PC	MANHERZ, Joel (7962)	Sex Crimes Unit
PC	MOREL, Daniel (10803)	11 Division
Sgt.	MOYER, Jeffrey (4376)	55 Division
PC	MURPHY, Todd (9314)	42 Division
PC	OZOLS, John (4034)	12 Division
PC	PEPLINSKI, Eugene (10778)	52 Division
PC	SAMSON, Jeremy (8990)	32 Division
PC	SMITH, Jason (8755)	52 Division
PC	TEATERO, Frederick (8633)	14 Division
PC	TRAYNOR, Alison (9380)	41 Division

**TEAMWORK COMMENDATION:**

PC	AKIE, Joseph (10664)	55 Division
CTO	ALMEIDA, Miriam (90253)	Court Services
PC	ALTOBELLO, Domenic (9161)	51 Division
PC	AMAH, Malik (9253)	55 Division
PC	AMOS, Sean (201)	52 Division
PC	ARBUS, Paul (8642)	51 Division
PC	ARMSTRONG, Robert (7547)	Forensic Identification Services
PC	BALAGA, Artur (8390)	23 Division
PC	BARRETTO, Bertrand (99746)	51 Division
PC	BARTZ, Hannah (8747)	51 Division
PC	BELL, Brian (9629)	14 Division
Civ.	BENN, Jaelyn (82184) (Res.)	Marine Unit
Civ.	BENNETT, Michael (82198)	Marine Unit
PC	BERTIN, Geoffrey (10725)	55 Division
Sgt.	BESON, Mark (99653)	51 Division
PC	BROSKE, Peter (86775)	Mounted Unit
PC	BROUGHTON, Peter (7855) (x2)	Organized Crime Enforcement
Civ.	BROWSELL, Zoe (89188) (Res.)	Marine Unit
PC	BRUNELLE, Glen (8219)	12 Division

Det.	BURRY, Shawn (7553)	Forensic Identification Services
PC	CACCAVALE, Erasmo (1519)	Organized Crime Enforcement
PC	CAMPOLI, Adam (10129)	23 Division
Civ.	CARNELL, Natalie (86715) (Res.)	Marine Unit
PTCTO	CARUSO, Jonathan (90451)	Court Services
D/Sgt.	CHARLES, Anthony (50)	PRS-Investigative Unit
PC	CHAUDHARY, Nicholas (9420)	23 Division
PC	CHHINZER, Randeep (9402)	Divisional Policing Support Unit
Civ.	CHIU, Kristina (82050)	Marine Unit
Civ.	CHIU, Mark (86837) (Res.)	Marine Unit
PC	CHOE, Michael (9696)	14 Division
PC	CIOFFI, Michael (9832)	51 Division
PC	CLARK, Dana (8204)	Organized Crime Enforcement
PC	COMISSION, Christopher (8218)	Intelligence Division
Det.	COULTHARD, Jason (5151)	Organized Crime Enforcement
PTCTO	COUSIN, Austin (90445)	Court Services
D/Sgt.	CREWS, William (68)	Organized Crime Enforcement
Civ.	CUDDY, Craig (90076)	Court Services
PC	D'ALIMONTE, Steven (8891)	Organized Crime Enforcement
PC	D'ANGELO, Giuseppe (464) (x2)	Organized Crime Enforcement
PC	DARNLEY, Steven (7909)	Intelligence Division
Sgt.	DAVIES, Robert (8298)	51 Division
PC	DEAN, Jesse (9246)	51 Division
PTCTO	De FREITAS, Pedro (90385)	Court Services
Civ.	DESJARDINS, Juliann (89534)	Marine Unit
Sgt.	DEY, Robin (1099)	51 Division
Det.	Di POCE, Emilio (6958)	Organized Crime Enforcement
PC	DOBBS, Christian (9310)	51 Division
PC	DUNCAN, Melissa (7928)	23 Division
PC	DUNK, Lisa (88666)	51 Division
Det.	DUNLOP, John (1483) (x2)	Organized Crime Enforcement
PC	ESPIE, Glen (9346)	43 Division
Sgt.	FISHER, Bradley (6682)	12 Division
PTCTO	FITZGERALD, Sean (87823)	Court Services
PC	FREDERICK, Antonio (8224)	55 Division
PC	GARLAND, Marina (7694)	Organized Crime Enforcement
PC	GARROW, Patrick (5022)	Intelligence Division
PC	GAUTHIER, Keith (4302)	Organized Crime Enforcement
CTO	GIBBONS, Robert (99624)	Court Services
PC	GIBSON, Daryl (9555)	43 Division
Civ.	GIESEL, Madeline (89144)	Marine Unit
Det.	GLENDINNING, Gregory (3223)	Intelligence Division
PC	GRANDE, Pietro (99504)	43 Division
PC	GRAHAM, Robert (8281)	Mounted Unit
Det.	GREEN, John (3206)	Organized Crime Enforcement

PC	GREENLAW, Cynthia (4217)	55 Division
PC	GREGORIS, Derek (99655)	12 Division
Det.	GREGORY, Robert (3901)	Intelligence Division
PC	GRIFFIN, Lindsay (8662)	23 Division
Det.	HANCOCK, Kimberly (4523)	Sex Crimes Unit
PC	HANDY, Christine (3665)	Forensic Identification Services
PC	HARKER, Adam (8902)	Intelligence Division
CTO	HICKMAN, Michael (90296)	Court Services
PC	HILLIER, Jason (8992)	Organized Crime Enforcement
PC	HOCKADAY, Adam (9572)	23 Division
PC	HOELLER, Christopher (9022)	51 Division
PC	HOLLYWOOD, Neil (6286)	Intelligence Division
Civ.	HORODYSKI, Andrew (99926)	Court Services
PC	HOUSTON, Joel (5441)	Mounted Unit
PC	HOWARD, Trevor (10557)	51 Division
Det.	IRISH, David (1376)	Organized Crime Enforcement
Det.	IRISH, Timothy (1367)	Forensic Identification Services
PC	JACKSON, Scott (9301)	23 Division
PC	JANES, Dale (10814)	55 Division
PC	JENNINGS, Stacey (9353)	55 Division
PC	JOHNSTON, Brent (8744)	Organized Crime Enforcement
Det.	KAY, Brian (4291)	23 Division
PC	KORAC, Paul (7688)	Organized Crime Enforcement
Civ.	LANDELL, Thomas (86885)	Marine Unit
Civ.	LAWRIE, Sharon (89022)	Organized Crime Enforcement
Det.	LOMBARDI, Lorenzo (684)	Organized Crime Enforcement
Det.	LONG, Christine (6350)	Financial Crimes Unit
PC	LOUIE, Alison (9991)	23 Division
PC	MacDONALD, Christopher (10558)	41 Division
PC	MAHARAJ, Bryan (8453)	23 Division
PC	MALENFANT, Andrew (5488)	41 Division
PC	MARTIN, Paul (99719)	Organized Crime Enforcement
PC	MATHEWS, Brant (5358)	Organized Crime Enforcement
PC	MATTOS, Mouny (9934)	12 Division
Sg.	McCALL, Andrew (1278)	33 Division
Sgt.	McCARTHY, Kristopher (7519)	Mounted Unit
PC	McINERNEY, Patrick (8721)	23 Division
Det.	McINTOSH, Daniel (4982)	Intelligence Division
PC	McWILLIAM, Heather (9193)	23 Division
PTCTO	MELEROWICZ, Zachary (90459)	Court Services
Det.	MILLER, Ryan (8330)	55 Division
PC	MILLS, Brad (10523)	51 Division
PC	MONAHAR, Dion (5379)	Organized Crime Enforcement
PC	MOXHAM, Sean (9520)	23 Division
Civ.	MYERS, Gordon (86922)	Forensic Identification Services

PC	NASSER, Aman (9225)	23 Division
Det.	NEWTON, Deedee (4373)	51 Division
PC	NICHOLSON, Leonard (99646)	23 Division
Det.	NORTH, Robert (7560)	Homicide Squad
CTO	NUGARA, Diana (99339)	Court Services
PC	O'CONNOR, Mike (7765)	Organized Crime Enforcement
Civ.	OKHOTA, Pavlo (82180)	Marine Unit
PC	PABLO, Glen (9458)	55 Division
Sgt.	PATTERSON, Robert (1927)	52 Division
PC	PHILLIPS, Ryan (8870)	23 Division
PC	POLAK, Brandon (5463)	Organized Crime Enforcement
PC	POWRIE, John (10010)	55 Division
PC	RACETTE, Allan (9032)	51 Division
PC	ROMAIN, Phillip (5394)	51 Division
PC	ROMANO, Anthony (6097)	52 Division
Sgt.	ROSS, Jeffrey (7681)	33 Division
PC	RUSSELL, James (8391) (x2)	Financial Crimes Unit
PC	SAFARI, Mustafa (9701)	32 Division
PC	SANTARELLI, John (65544)	23 Division
PC	SARASUA, Joshua (9439)	23 Division
PC	SCOTT, Preston (9382)	51 Division
Det.	SEDORE, Kevin (7568)	23 Division
PC	SINGH, Ramindarjit (9763)	12 Division
PC	SMALL, Bryan (9249)	Organized Crime Enforcement
PC	SMITH, Brian (7423)	Mounted Unit
PC	SMITH, Dean (1254)	Intelligence Division
PC	SMITH, Kristy (99839)	Organized Crime Enforcement
Det.	SMITH, Stephen (5141)	51 Division
Det.	SOBOTKA, Janet (117)	Organized Crime Enforcement
PC	STACEY, Brian (6224)	Intelligence Division
Sgt.	STEWART, Colin (7573)	23 Division
Civ.	SUDBURY, Jeffrey (82412) (Res.)	Marine Unit
PC	SUNGHING, Kelly (7954)	43 Division
PC	SWART, Roger (5315)	Organized Crime Enforcement
PC	TAHIRAJ, Ali (8552)	Organized Crime Enforcement
Det.	TAKEDA, Robert (4043)	Intelligence Division
PC	TANOUYE, Jason (90187)	41 Division
PC	TAYLOR, Bryn (5377) (Res.)	Organized Crime Enforcement
PC	THAWER, Shafraz (9977)	55 Division
PC	Van OVERBEEK, Marisa (8603)	Mounted Unit
PC	WADDEN, Fred (7752)	42 Division
PC	WILLIAMS, Steven (8523)	23 Division
Civ.	YIM, Jonathan (82177)	Marine Unit
PC	ZELJKOVIC, Edin (9209)	23 Division
PC	ZETTLER, Mark (8634)	23 Division

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

In summary, there were a total of 1 Medal of Merit, 3 Merit Marks, 31 Commendations and 158 Teamwork Commendations during 2012.

The following Toronto Police Services Board awards were presented to members of the community during the period from January to December 2012:

COMMUNITY MEMBER AWARD

NAME	SUBMITTED BY:
ARGHANDEWAL, Nicole	14 Division
ARIAS, Ulises	42 Division
ARKELL, Jerohmie	Marine Unit
ATKINSON, Arwen	22 Division
AWAN, Mamoun	Sex Crimes Unit
BEECROFT, Leonard	31 Division
BONN, Stanley	Marine Unit
BREEN, Kent	Mounted Unit
BUDD, Mike	33 Division
BURNSIDE, Jonathan	54 Division
CAMPESE, Nicole	Organized Crime Enforcement
CHEN, Kai	41 Division
CHUMOVSKI, Anton	43 Division
CRILLY, Stephen	12 Division
CROUTCH, David	54 Division
CUNNINGHAM, Christopher	12 Division
DALE, Cameron	51 Division
DUGUAY, Paul	51 Division
EARLE, Gillian M.	Divisional Policing Support Unit
ELLIOT, Daryl	Marine Unit
EMERSON, Kent	23 Division
FORD, Diane	Professional Standards
GEAR, Zoë	Homicide Squad
GREEN, Desmond	14 Division
GRIMES, Mark	22 Division
GROSBECK, Philip	Sex Crimes Unit
HAMILTON, Thomas	54 Division
HAYMAN, Ryan	Homicide Squad
HEALY, Traci	14 Division
HOME, John	42 Division
HUM, Nathan	51 Division
HUTCHINSON, Daniel	54 Division

JACK, Jameal	31 Division
JACKMAN, Dawn	Court Services
JAKAL, Jakub	52 Division
JARAMILLO, Claudia	Traffic Services
KERR, Paul	Sex Crimes Unit
KING, Vashti	22 Division
KOSHI, Kabir	43 Division
LABANCZ, Adrienne	51 Division
LAZZER, Enio	32 Division
LEHMAN, Kris	Marine Unit
LENEEUW, Jason	43 Division
LEVICK, Mitchell	51 Division
LIA, Brian	33 Division
LILOTI, Frank	Forensic Identification Services
LIVINGSTON, Phillip	23 Division
LYNCH, Brendan	12 Division
MacGREGOR, Bruce	33 Division
MATHIAS, Phillip	Professional Standards
McCONNELL, Jean	51 Division
McQUADE, Karen	Sex Crimes Unit
MILLER, Luke	51 Division
MIRON, Deanna Elise	Homicide Squad
MORGAN, Dean	54 Division
MUNN, Cynthia	51 Division
NAFTLOLIN, David	Emergency Task Force
OKUBASU, Crispinus	54 Division
OLADIMEJI, Felix	12 Division
OLDHAM, Ross	43 Division
O'NEILL, Rory	Emergency Task Force
O'NEILL, Shawn	32 Division
PAINTER, Mark	Emergency Task Force
PALLADINO, Jason	22 Division
PEREIRA, Kate	14 Division
POTAPENKO, Ajex	Sex Crimes Unit
PRECOURT, Yves	51 Division
QUARTARONE, Charles	Emergency Task Force
ROBERTS-GRIFFITH, Pamela	51 Division
ROBESON, Trevor	Emergency Task Force
RUDDY, Stephen	Sex Crimes Unit
RUDOLPH, Ladislav	22 Division
SEBASTIAN, Andrew	Marine Unit
SERAPIO, Brian	33 Division
SMITH, Daniel	Traffic Services
STEPHAN, Sean	41 Division
THWAITES, Matthew	55 Division

TOLENTINO, Mercedes	Court Services
TOURABI, Yousif	41 Division
VANDEWATER, Jordan	42 Division
VICCARI, Aaron Alexander	13 Division
WALKER, Chris	Divisional Policing Support Unit
WALLACE, Thomas	23 Division
WILLIS, Shannon	Emergency Task Force
WONG, Sean	Traffic Services
WORTON, John	51 Division
ZAVAGNO, Lee	51 Division
ZINCHENKO, Yelena	54 Division
ZONOOZI, Darya Moslemi	32 Division

In summary, there were a total of 89 Community Member Awards presented during 2012. Members of the community who were unable to attend the ceremonies were presented with their awards by the units who had submitted them for nomination.

Conclusion:

The purpose of the report is to provide a record of awards granted by the Toronto Police Services Board during the period from January to December 2012.

**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 DECEMBER 14, 2012**

**#P311.           RESPONSE TO BOARD RECOMMENDATION FOR LEGISLATION TO  
DISABLE STOLEN MOBILE COMMUNICATION DEVICES**

The Board was in receipt of correspondence dated October 29, 2012 from M. Bourque, Executive Correspondence Officer, Office of the Prime Minister, in response to a recommendation that the Board had sent to the Prime Minister regarding the ability to disable a mobile communication device after it has been stolen. A copy of the correspondence is appended to this Minute for information.

**The Board received the correspondence.**

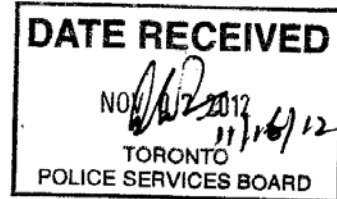
Office of the  
Prime Minister



Cabinet du  
Premier ministre

Ottawa, Canada K1A 0A2

October 29, 2012



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

Dear Dr. Mukherjee:

I would like to acknowledge receipt of your correspondence of September 5 regarding legislation to disable stolen mobile communication devices. I regret the delay in replying.

You may be assured that your comments, offered on behalf of the Toronto Police Services Board, have been carefully reviewed. As copies of your correspondence have already been forwarded to the Honourable Vic Toews, Minister of Public Safety, and to the Honourable Christian Paradis, Minister of Industry, I am certain that the Ministers will also have appreciated receiving this information.

Thank you for writing to the Prime Minister.

Yours sincerely,

M. Bourque  
Executive Correspondence Officer

Canada

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

**#P312.       RESPONSE TO BOARD EXPRESSION OF CONDOLENCE – DEATHS  
OF POLICE CONSTABLES KATIA HADOUCHI AND DONOVAN  
LAGRANGE**

The Board was in receipt of correspondence dated November 15, 2012 from Mario Laprise, Directeur général, Sûreté du Québec, in response to correspondence the Board had sent to him following the deaths of two police constables with the Sûreté du Québec. A copy of the Directeur général's correspondence is appended to this Minute for information.

**The Board received the foregoing.**



Directeur général

Le 15 novembre 2012

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



Monsieur Mukherjee,

Je tiens sincèrement à vous remercier au nom de la Sûreté du Québec pour tout le soutien que vous nous avez apporté à la suite des décès tragiques de l'agente Katia Hadouchi le 26 septembre et de l'agent Donovan Lagrange le 7 octobre derniers.

Le décès en service d'un policier est toujours un événement d'une grande tristesse. Il a bien sûr affecté les collègues proches de Katia et de Donovan, mais également l'ensemble du personnel policier et civil de notre organisation, sans oublier leur famille.

Votre soutien durant ces moments difficiles nous a été d'un grand réconfort et nous tenons à le souligner.

Veillez agréer, Monsieur Mukherjee, l'expression de mes sentiments distingués.

Mario Laprise

## TRADUCTION

Dear Mr Mukherjee,

I want to sincerely thank you on behalf of the Sûreté du Québec for all the support you have given us following the tragic death of Officers Katia Hadouchi on September 26 and Donovan Lagrange on October 7.

The death of an officer in the line of duty is always devastating. It has certainly affected agent Hadouchi's and Donovan's closest colleagues, but also the entire police and civilian employees of our agency and undoubtedly their families.

Your support during these difficult times has been of great comfort and we would like to thank you once again.

Sincerely,

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

**#P313. 2013 SERVICE PRIORITIES AND BUSINESS PLAN**

The Board was in receipt of the following report November 27, 2012 from Alok Mukherjee, Chair:

Subject: 2013 SERVICE PRIORITIES AND BUSINESS PLAN

Recommendations:

It is recommended that the Board:

1. approve the 2013 Service Priorities;
2. extend the 2012 Business Plan to December 31, 2013;
3. establish a Business Planning Steering Committee to oversee the preparation of the 2014 – 2016 Business Plan; and
4. forward a copy of the Business Plan and the 2013 Service Priorities to Toronto City Council.

Financial Implications:

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

Background/Purpose:

Section 30 (1) of the Adequacy and Effectiveness Regulation (O. Reg. 3/99) of the *Police Services Act* (the PSA) requires the Board to prepare a business plan, at least once every three years. In accordance with Ministry guidelines and the Board Business Plan Policy (attached), the Board, in partnership with the Chief of Police, prepares a strategy for the development of a business plan, consistent with the requirements of the Adequacy and Effectiveness Regulation.

At its meeting held on December 15, 2011, the Board approved the 2012 Service Priorities and approved the extension of the 2009 – 2011 Business Plan for one year and agreed that the Business Planning Steering Committee would continue to meet to establish the objectives, performance measures and indicators for inclusion in the 2013 – 2015 Business Plan (Min. No. P320/11 refers). The intent of the Board's decision was to give the Steering Committee an opportunity to continue to review and develop the current process, as well as to take into account the efficiency reviews and other initiatives in developing future Service priorities.

### Discussion:

In preparation for determining Service Priorities, the Toronto Police Service Corporate Planning Unit conducts an environmental scan with respect to policing in the city. The scan examines a number of policing issues such as types of crime, calls for service, crime prevention initiatives, public disorder trends, and or any other policing and public safety matter within the community. Data collected from the scan is analyzed and used to identify and develop Service priorities which are used to allocate resources. Corporate Planning's methodology includes community consultations, surveys, social media, focus groups, internal members, et cetera.

Further, the Board has engaged in a condensed consultation process with stakeholder groups prescribed in the PSA. Most agreed with the draft priorities as presented. However, there were some concerns expressed about police budget and resources, as well as suggestions regarding the priorities covering mental illness, violence against women, youth safety and people with distinct needs. A copy of the full submissions is on file in the Board office and is available for any Board members that may wish to view it.

Given that there are a number of ongoing initiatives such as the Chief's Internal Organizational Review (CIOR) and the City's Shared Services Review which could impact Service priorities, it is my recommendation that, at this time, we establish Service Priorities for 2013 only, and not beyond. This will give the Board an opportunity to engage in a much more focussed and strategic Business Planning process next year, taking into account any restructuring that might occur in 2013.

A copy of the draft 2013 Service priorities is attached for your consideration.

### Conclusion:

Therefore, it is recommended that the Board:

1. approve the 2013 Service Priorities;
2. extend the 2012 Business Plan to December 31, 2013;
3. establish a Business Planning Steering Committee to oversee the preparation of the 2014 – 2016 Business Plan; and
4. forward a copy of the Business Plan and the 2013 Service Priorities to Toronto City Council.

cont...d

**The Board was also in receipt of the following report December 11, 2012 from Alok Mukherjee, Chair:**

SUBJECT: 2013 SERVICE PRIORITIES AND BUSINESS PLAN

Recommendations:

It is recommended that the Board receive the attached Business Plan and 2013 Service Priorities.

Financial Implications:

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

Background/Purpose:

This report is an addendum to the Chair's November 27, 2012 report regarding the 2013 Service Priorities and Business Plan, which makes a number of recommendations regarding approving and extending the Business Plan to December 31, 2013. Although the Business Plan should have been attached to the November 27<sup>th</sup> report, at that time the Board was still engaged in the consultative process with respect to the addition of a Priority concerning mental illness. However, due to time constraints, as the Business Plan and Priorities must be approved before year end, it was necessary to put the report forward with the inclusion of only the draft proposed priorities.

At its meeting held on November 14, 2012, the Board approved that a priority entitled "*Focusing on Police Interaction with Individuals Experiencing Mental Illness*" be included in the list of priorities in the current Business Plan and recommended that the Board's Mental Health Sub-Committee meet with the Toronto Police Service's Corporate Planning Unit to provide input in developing the goals, performance objectives and indicators arising from this priority (Minute No. P282/12 refers).

The Board, Service and the Board's Mental Health Sub-Committee, through a collaborative process, have developed the goals, performance objectives and indicators arising from the new priority which is included in the proposed 2013 Service Priorities.

A copy of the proposed 2013 Service Priorities and a copy of the Business Plan are attached to this report and should be considered along with my November 27, 2012 report.

Conclusion:

Therefore, it is recommended that the Board receive the attached 2013 Business Plan which extends the existing Business Plan to 2013 and the 2013 Service Priorities.



The Board was also in receipt of a written submission dated December 13, 2012 from Geoff Kettel, Community Co-Chair, 53 Division CPLC. A copy of Mr. Kettel's written submission is appended to this Minute for information.

Chief Blair drew the Board's attention to the Human Resources Strategy outlined on page 26 of the 2013 Business Plan and noted that it would be revised as a result of the Toronto Police Service 2013 operating budget request that was approved by the Board at its meeting on December 10, 2012 (Min. No. P299/12 refers).

Chief Blair responded to questions by the Board about the 2013 Business Plan including, specifically, the extent to which the Toronto Police Service continues to protect youth and seniors from being victims of crimes by increasing resources, participating in community presentations and outreach programs and collaborating with social service agencies.

Chair Mukherjee referred to each of the three recommendations contained in Mr. Kettel's correspondence pertaining to the 2013 Service Priorities.

The Board approved the following Motions:

1. THAT *Priority: Ensuring Pedestrian and Traffic Safety* be revised as follows:  
*Priority: Ensuring Pedestrian, Cyclist and Driver Safety;*
2. THAT the Chair's report dated November 27, 2012 be approved with the amendment noted in Motion No. 1;
3. THAT the Chair and Vice-Chair contact Board members to determine the membership of the Business Planning Steering Committee; and
4. THAT the Board receive the Chair's report dated December 11, 2012 and Mr. Kettel's written submission dated December 13, 2012.

# 2013 Proposed Service Priorities

## Priority: Focusing on Child & Youth Safety

Violence committed upon and by youth continues to be an issue of great concern for the community and the Toronto Police Service. It is vital that we work to address the safety and security needs of children and youth. The safety of youth in schools, bullying, youth non-reporting of victimization, and the need to build trust and positive relationships with youth were all identified as issues of particular concern in the 2008 Environmental Scan and consultations.

### Goals:

Increase safety in and around schools and promote student trust and confidence in police.

#### Performance Objectives/Indicators:

- ◆ increase in student perception of safety in and around school
- ◆ increase in proportion of students who feel comfortable talking to police
- ◆ decrease in assaults, robberies, and weapons offences on school premises

Provide youth with crime prevention and safety information, and encourage reporting.

#### Performance Objectives/Indicators:

- ◆ increase in proportion of students who say they received some crime prevention/ safety information
- ◆ increase in proportion of students who would be willing to report a crime to police
- ◆ an increase in the number of crimes that are reported by youth
- ◆ increase in proportion of students who would be willing to provide information to police about a problem or a crime

Reduce the impact and effects of bullying and cyber-bullying.

#### Performance Objectives/Indicators:

- ◆ increase in proportion of students who received information on bullying and/or cyber-bullying
- ◆ decrease in proportion of students who say they were victims of bullying and cyber-bullying
- ◆ decrease in the proportion of student who say they are concerned about bullying in/around their school

Focusing on violent crime, prevent and decrease the victimization of children and youth.

#### Performance Objectives/Indicators:

- ◆ decrease in number of children (0-11 years) victimized by violent crime
- ◆ decrease in number of youth (12-17 years) victimized by violent crime

## Priority: Focusing on Violence Against Women

Women who have been victimized by violence remain a focus for the Toronto Police Service. Service goals will build on those of the previous Business Plan. The Service will continue to improve response to victims of sexual assault and domestic violence by providing needed supports and by increasing trust and confidence in the Police Service's ability to meet the diverse needs of victims. These goals address the Statistics Canada finding, noted in the 2008 Environmental Scan, that fewer than 1 in 10 sexual assault victims report to police, and address other issues raised in focus groups and telephone follow-up calls with victims of domestic violence.

### Goal:

Focusing on domestic violence:

- (a) Improve the provision of support, follow-up information, and referrals to victims, and
- (b) Increase reporting by victims.

#### Performance Objectives/Indicators:

- ◆ increase in perception of agency workers of improved provision of follow-up information by police
- ◆ increase in perception of agency workers of improved provision of referrals by police
- ◆ increase in perception of agency workers of trust/confidence in police
- ◆ increase in number of domestic occurrences reported to police
- ◆ increase in number of domestic, elder abuse, and child abuse occurrences reported to police
- ◆ increase the number of referrals to Victim Services (family violence involved)

## Priority: Focusing on People with Distinct Needs

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

### Goals:

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

#### Performance Objectives/Indicators:

- ◆ increase in perception of agency workers (dealing with each of the listed groups) of trust/confidence in police
- ◆ increase in perception of agency workers (dealing with each of the listed groups) of police understanding of the needs of their client population

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

#### Performance Objectives/Indicators:

- ◆ increase the number of referrals to Victim Services

## Priority: Targeting Violence, Organized Crime, & Gangs

In the Service's 2007 community survey, people identified guns and gangs as two of the most serious policing problems in Toronto. Drugs were identified as a serious problem for some neighbourhoods. In consultations with the public and with Service members, participants also stressed drug distribution and use as sources of violence and crime, and as having a strong negative impact on the quality of life in those affected communities. The perceived increase in crack houses and marijuana grow-ops in residential neighbourhoods was a particular concern for many in the community. Organized crime groups are frequently cited as using violence and facilitating drug production and distribution. The Police Service is committed to enforcement activities that will address these critical issues affecting community safety.

### Goals:

Reduce violent crime, especially shootings, and illegal gun activity.

#### Performance Objectives/Indicators:

- ◆ decrease in number of shootings
- ◆ decrease in number of robberies
- ◆ increase in number of firearms seized
- ◆ decrease in rate of violent crime
- ◆ increase in community perception of police effectiveness in dealing with gun crimes

Reduce the availability and impact of drug activity on neighbourhoods.

#### Performance Objectives/Indicators:

- ◆ increase in number of persons charged with drug offences
- ◆ decrease in proportion of community concerned about drugs in their neighbourhood
- ◆ increase in community perception of police effectiveness in enforcing drug laws

## Priority: Delivering Inclusive Police Services

Although the members of the Service generally enjoy the good opinion of our communities, we must always strive to preserve and improve this positive regard. The manner in which members interact with the community, and each other, can be a major factor in the success of a police service. The Toronto Police Service is committed to providing, internally and externally, equitable and professional services. Further, recognizing and valuing the diversity of the city, the Police Service must ensure that we continue to strive to be representative of the communities we serve.

### Goal:

Focusing on interactions with others:

- (a) Provide policing services to and/or interact with members of the community in a professional, non-biased manner, and
- (b) ensure interactions with other Service members are professional, non-biased, and respectful.

#### Performance Objectives/Indicators:

- ◆ increase in community perception of professionalism during contact with police
- ◆ decrease in proportion of community who believe that Toronto Police officers target members of minority or ethnic groups for enforcement
- ◆ decrease in member perception of internal discrimination
- ◆ decrease in number of internal complaints related to harassment and discrimination

## Priority: Focus on Service Delivery

### Goals:

Provide professional, high quality, customer-focused service to members of the community (or members of all communities).

#### Performance Objectives/Indicators:

- ◆ decrease in number of public complaints
- ◆ increase in community satisfaction with the time it took to respond to their call
- ◆ increase in community perception of police professionalism during contact
- ◆ increase in community satisfaction with police during contact

Manage community expectations of police service through communication and education.

#### Performance Objectives/Indicators:

- ◆ increase in proportion of community who say they are aware of the roles of front-line policing functions (PR, CR, TAVIS)
- ◆ increase in proportion of community who say they understand when to call the non-emergency line rather than 9-1-1
- ◆ increase in proportion of community who say they are aware of what services the TPS delivers/does not deliver

Continue to review services being delivered, business processes, and staffing levels/types within the context of resources available, community needs, and providing services of value to the public.

#### Performance Objectives/Indicators:

- ◆ number of services and/or business processes reviewed
- ◆ number of units or functions for which appropriate staffing levels and types have been determined
- ◆ *further objectives/indicators to be developed*

Ensure interactions with other Service members are professional, non-biased, and respectful.

#### Performance Objectives/Indicators:

- ◆ decrease in member perception of internal discrimination
- ◆ decrease in number of internal complaints related to harassment and discrimination
- ◆ increase in proportion of members who say they are satisfied with their work environment
- ◆ training on the revised performance appraisal form (Human Rights section) incorporated into Supervisory and Leadership courses

## Priority: Addressing Community Safety Issues

Members of the community should be able to move about and conduct their personal and business lives without fear of danger, crime, intimidation, or harassment. The Police Service must ensure that we have the ability and are prepared to deal with incidents that can affect a large number of people – large-scale emergency events, hate crime, crime facilitated by technology, or crimes which may affect entire communities. At the same time, the Service must strive to provide people with the information they need to realistically assess safety and levels of crime in their communities.

## Goal:

Improve the Service's ability to analyze crimes committed using technology (computer-assisted crimes), particularly frauds and identity thefts targeting seniors.

### Performance Objectives/Indicators:

- ◆ definitions determined
- ◆ Service capability to track and analyse crimes involving or using technology
- ◆ officer perception of Service ability to investigate crimes involving or using technology
- ◆ Service ability to track occurrences of computer-assisted frauds, computer-assisted identity thefts, and computer-assisted hate crimes
- ◆ increase in number of reported computer-assisted frauds
- ◆ increase in number of reported computer-assisted identity thefts definitions determined
- ◆ Service capability to track and analyse crimes involving or using technology
- ◆ officer perception of Service ability to investigate crimes involving or using technology

## Priority: Ensuring Pedestrian and Traffic Safety

The traffic on Toronto's roadways affects almost everyone within the City and was a consistent theme at public meetings held early in 2008. It was also identified in the Service's community survey as one of the most serious problems affecting neighbourhoods. The safety of pedestrians, cyclists, and drivers and the safe and efficient flow of traffic are, therefore, of significant concern to the Toronto Police Service. Mobilizing local communities to respond to local traffic problems will assist in sustaining successful efforts and improving neighbourhood roadway safety.

## Goal:


Increase traffic enforcement and education to better protect the safety of pedestrians, cyclists, and drivers.

### Performance Objectives/Indicators:

- ◆ decrease in number of road-related injuries to pedestrians
- ◆ decrease in number of road-related injuries to cyclists
- ◆ decrease in number of road-related injuries to drivers
- ◆ increase in pedestrian perception of safety
- ◆ increase in cyclist perception of safety
- ◆ increase in driver perception of safety

## Priority: Focusing on Police Interaction with Individuals Experiencing Mental Illness

*\*\*\*Goals and Performance Objective/Indicators to be determined.*

 Recommended to be added

# Toronto Police Service 2013 Business Plan







Toronto Police Services Board

Toronto Police Service



40 College Street  
Toronto, Ontario, Canada  
M5G 2J3

[www.tpsb.ca](http://www.tpsb.ca)  
[www.torontopolice.on.ca](http://www.torontopolice.on.ca)

## Vision Statement

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

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

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

## Mission Statement

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

## Values

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

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

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

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

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

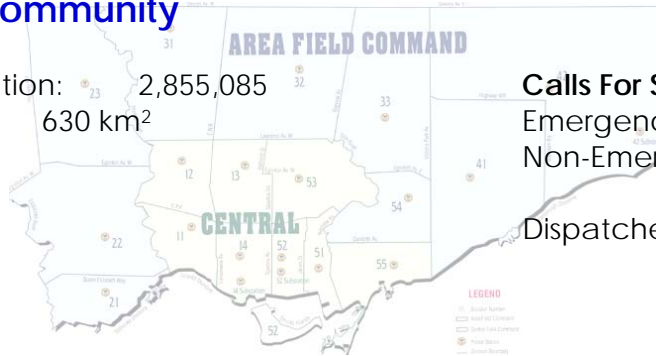
**Team Work:** We work together within the Service and with members of our communities to achieve our goals, making use of diverse skills, abilities, roles, and views.

**Positive Attitude:** We strive to bring positive and constructive influences to our dealings with each other and our communities.

## Quick Facts\*

### The Toronto Community

Estimated Population:	2,855,085	<b>Calls For Service:</b>	
Area:	630 km <sup>2</sup>	Emergency (911):	1,227,791
		Non-Emergency:	840,147
		Dispatched:	921,722



### The Toronto Police

**Personnel:**

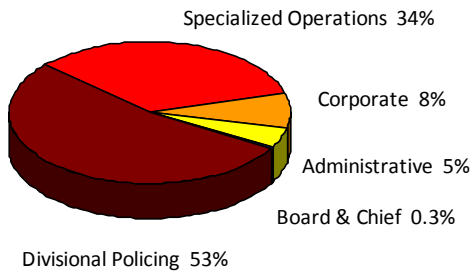
Total Strength	8,046
Uniform	5,629
Civilian	2,417
<i>(Incl. Cadets-in-Training)</i>	

**Resources:**

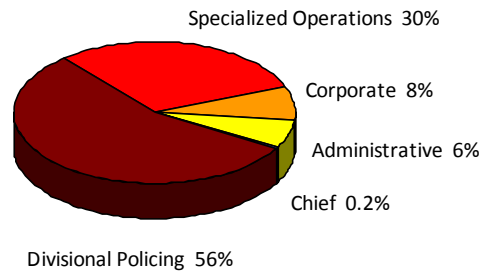
Actual Expenditures:	\$996,590,951
Per Capita Cost:	\$349

Population per Police Officer: 507

#### Distribution of Personnel by Command:



#### Distribution of Resources by Command:



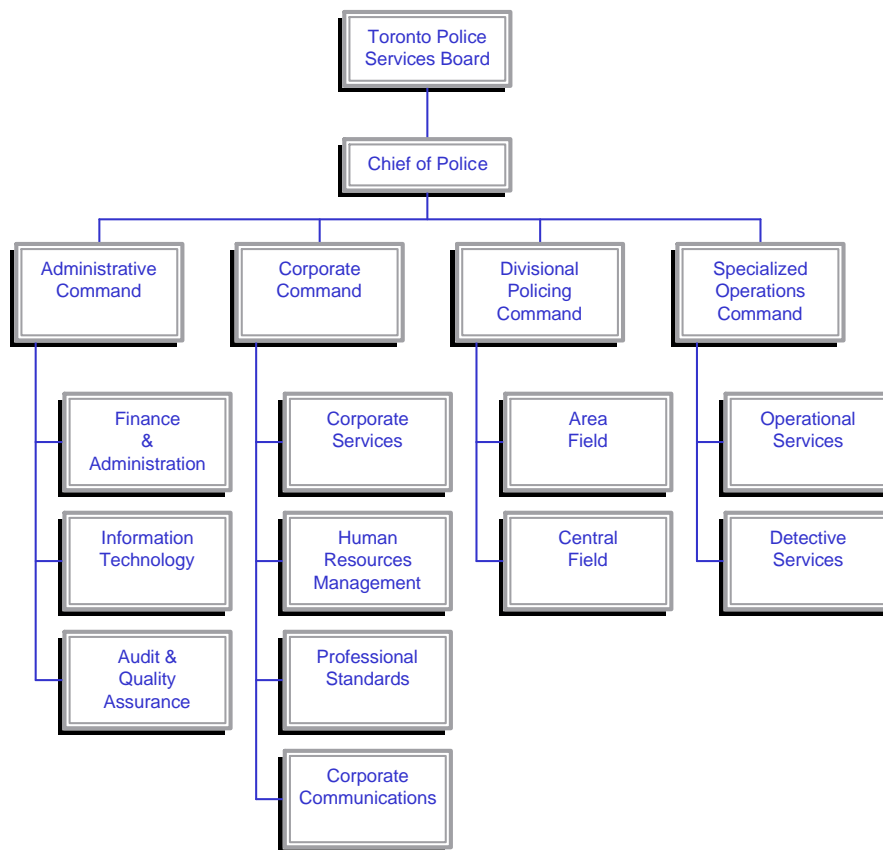
**Fleet:**

Cars	1,440	Motorcycles	69
Boats	22	Horses	28
Other	125		



\* Information as of December 31<sup>st</sup>, 2011, from 2011 Toronto Police Service Annual Statistical Report. 2012 year end information not available at time of writing.

# Toronto Police Service Organizational Chart



As established by the *Police Services Act*, the Police Services Board is responsible for the provision of adequate and effective police services in the municipality. The Board, in consultation with the Chief of Police, determines the priorities for police services and establishes policies for the effective management of the Police Service.

The Toronto Police Service is organized into four specific Command areas: Administrative Command, Corporate Command, Divisional Policing Command, and Specialized Operations Command. Each of these Command areas is led by a Deputy Chief, with the exception of Administrative Command, which is led by a civilian Chief Administrative Officer.

## Chief of Police:

In addition to the four Command areas, the Executive Officer and the Disciplinary Hearings Officer report directly to the Chief of Police.

## **Administrative Command:**

The Chief Administrative Officer in charge of Administrative Command and oversees the Audit & Quality Assurance unit, as well as two larger areas: Finance & Administration and Information Technology. The Finance & Administration area is comprised of Budgeting & Control, Facilities Management, Financial Management, Fleet & Materials Management, and Purchasing Support Services. The Information Technology Services area is comprised of Customer Service, Telecommunications Services, Infrastructure & Operations Support Services, Information System Services, Enterprise Architecture, and Project Management & IT Governance.

## **Corporate Command:**

The Deputy Chief in charge of Corporate Command oversees the Corporate Communications unit, and three larger areas: Corporate Services, Human Resources Management, and Professional Standards. The Corporate Services area is comprised of Corporate Planning, Property & Evidence Management Unit, Records Management Services and Video Services Unit. The Human Resources Management area is comprised of Labour Relations, Benefits & Employment, Human Resources Support Services (including Staff Planning), Occupational Health & Safety, and the Toronto Police College. The Diversity Management unit also reports to the Director of Human Resources Management. The Professional Standards area is comprised of the Investigative unit, the Risk Management unit, and Legal Services.

## **Divisional Policing Command:**

The Deputy Chief in charge of Divisional Policing Command is responsible for all uniform (including emergency, community, and traffic response) and investigative functions delivered by the 17 divisional police stations across Toronto. These 17 divisions are divided into Central Field (11, 12, 13, 14, 51, 52, 53, 54, and 55 Divisions) and Area Field (22, 23, 31, 32, 33, 41, 42, and 43 Divisions). The TAVIS/Divisional Policing Support (formerly Community Mobilization) unit also reports to the Staff Superintendent of Area Field.

## **Specialized Operations Command:**

The Deputy Chief in charge of Specialized Operations Command oversees two areas: Operational Services and Detective Services. The Operational Services area is comprised of the Mounted, Police Dog & Marine unit, the Emergency Task Force, Traffic Services, Communications Services, Public Safety & Emergency Management, Court Services, and Parking Enforcement. The Detective Services area is comprised of the centralized investigative units – the Homicide Squad, the Sex Crimes unit, the Financial Crimes unit, the Intelligence Division, and Organized Crime Enforcement – as well as Forensic Identification Services and the Provincial Repeat Offender Parole Enforcement (ROPE) Squad.

## Scanning the Toronto Environment

The Toronto Police Service is responsible for delivering policing services to a dynamic and very diverse community. To assess the demands and challenges of our community, as well as the Service's ability to respond to those demands and challenges, the Service performs a comprehensive environmental scan every three years and prepares a statistical update in the intervening years. The process includes extensive public and internal consultation, research, and statistical analysis. Some highlights of the identified trends, challenges, demands, and opportunities for service delivery from the Service's 2011 Environmental Scan and the 2012 Environmental Scan Update are presented below.

### Demographics:

- According to estimates, the population of the City of Toronto increased by 10% since 2001, reaching 2,855,085 in 2011. The population of Toronto is expected to grow slowly, to about 3.4 million people by 2036.
- According to the 2006 Census, 1 in 2 Toronto residents (50%) were born outside of Canada, up from 48% in 1996.
- Southern Asia, Eastern Asia, and West Central Asia & the Middle East were the largest sources of newcomers, representing 77% of total immigrants during 2001-2006. Newcomers from Southern and Eastern Asia were predominantly from India and China.
- Within Toronto, the total visible minority population increased 32% between 1996 and 2006, representing almost half the population in 2006 (47%). South Asians are now the largest visible minority group in Toronto, followed by the Chinese. Recent projections from Statistics Canada suggest that by 2031, the proportion of the Toronto CMA identifying as visible minority could increase to 63%.
- Mirroring the growing diversity of Toronto's population was a growing diversity in the religious makeup of the city. Much of the change in Toronto's religious profile was the result of the changing sources of immigration.
- According to the 2006 Census, median household income in Toronto increased to \$52,833 in 2005, up from \$42,752 in 1995; however, Toronto's median household income was lower than the median household income in each of the four outer GTA regions.
- Census income data for Toronto households reflected a growing income inequality: in 2005, while 21% of Toronto's households had an income of over \$100,000, almost half (47%) had an income under \$50,000.

### Crime Trends:

- In 2011, 161,385 non-traffic *Criminal Code* offences occurred in Toronto, representing a 4% decrease from 2010, and a 19% decrease from ten years ago in 2002. The overall number of crimes in 2011 was the lowest in the past ten years.

- Between 2010 and 2011, decreases were noted for all major categories of crimes, including a slight 1% decrease for violent crime, a 3% decrease for property crime, and a 6% decrease for other non-traffic *Criminal Code* offences.
- Crime decreased 19% between 2002 and 2011, with decreases in all major *Criminal Code* offence categories, including an 11% drop in violent crime, a 22% drop in property crime, and a 17% drop in other *Criminal Code* offences.
- With respect to the number of crimes per 1,000 population, a trend of decrease was seen over the past ten years. The overall rate of non-traffic *Criminal Code* offences dropped from 76.0 offences in 2002 to 59.1 offences in 2010, and dropped further to 56.5 offences in 2011, the lowest rate in the past ten years.
- Of the average 56.5 non-traffic *Criminal Code* offences that occurred per 1,000 population in 2011, 11 were violent crimes, 32.1 were property crimes, and 13.4 were other non-traffic *Criminal Code* offences.
- Fewer than half (49%) of the crimes that occurred in 2011 were cleared, a drop compared to 53% in 2007 and 50% in 2002.
- About one in five robberies and only a very small proportion of non-sexual assaults (2%) and sexual assaults (0.5%) involved the use of firearms in 2011. Over the past five years, the proportion of both robbery and sexual assault involving the use of firearms decreased, while the proportion for non-sexual assault increased slightly.
- The number of persons arrested and charged for *Criminal Code* offences in 2011 decreased 5% from 2010 and 12% from 2007. Compared to five years ago, charge rates decreased in all major *Criminal Code* offence categories, however, there was a 12% increase in persons charged for drug offences. Males in the younger age groups continued to have the highest arrest rates.
- Relative to twenty one other Canadian cities with a population over 250,000 in 2010, Toronto's crime rate ranked ninth in violent crime, seventeenth in property crimes, and fifteenth in overall crimes. In terms of the Crime Severity Index, which weights crime by both volume and severity, Toronto ranked eleventh in overall crime and fifth in violent crime.

## Youth Crime:

- In Toronto in 2011, 6,044 young persons, aged 12-17 years, were arrested for all types of *Criminal Code* offences, down 12% from 2010 and 25% from 2007.
- Compared to 2007, the number of youths arrested in 2011 for a violent offence decreased 24%. The number of youths arrested for a property crime or other *Criminal Code* offence also decreased 18% and 33%, respectively.
- In 2011, 35.3 of 1,000 young persons in Toronto were arrested for a *Criminal Code* offence, including 10.7 for a violent crime, 13.6 for a property crime, and 11.0 for other *Criminal Code* offences. The charge rate for youths was almost double that for adults.
- Male youths had an arrest rate of more than three times that of female youths.
- Overall, crimes on school premises decreased about 5% from the levels reported in 2010. Compared to 2007, however, there was a considerable decrease in number of crimes. Assaults and thefts were consistently the most common offences noted each year. While most students report feeling safe in school, bullying remains a cause for concern.

- A total of 852 youths were charged with drug-related offences in 2011. The youth charge rate for drug offences was 4.3 per 1,000 youths in 2011, compared to 4.1 in 2010 and 3.8 in 2007.

## Victimization:

- According to the 2009 General Social Survey (GSS) conducted by Statistics Canada, about 7.4 million Canadians, or just over one-quarter of the population aged 15 years and older, reported being a victim of a criminal incident in the previous year. This proportion remained basically unchanged from that reported in 2004.
- The Service's 2011 survey of Toronto residents found that 4% of respondents said they were the victim of crime in Toronto in the past year, down from 6% in 2010 and 7% in 2009.
- Toronto Police Service data indicate that the rate of victimization per 1,000 people decreased 1% in 2011 to 10.9 victims per 1,000, from 11.0 victims per 1,000 in 2010.
- For the first time in 2011, women accounted for the majority of victims of selected crimes of violence (*assault, robbery, sexual assault, and homicide*), increasing from 48% in 2002 to 51% in 2011.
- In Toronto, 18-24 year olds had the highest rates of violent victimization since 2004; those under 12 years of age and those 65 years of age and older consistently had the lowest violent victimization rates over the past ten years.
- According to the Service's communications database, officers attended 2% more domestic calls in 2011 than in 2010, but 5% fewer than in 2002. However, the average time spent by officers at these calls increased from 3.6 hours in 2002 to 4.8 hours in 2011.
- In Toronto, there were a total of 123 hate/bias occurrences reported in 2011, 7% fewer than in 2010, and 44% fewer than in 2002.

## Traffic:

- According to the Toronto Screenline count, on a typical 24-hour weekday, 1.3 million vehicles enter the City of Toronto.
- In 2011, there were 53,216 collisions, a 3% and 26% decrease from 2010 and 2002, respectively.
- The 16,075 property damage collision calls attended by police in 2011 reflected a 4% increase compared to the number attended in 2010, but a 32% decrease from 2002. The 14,340 personal injury collision calls attended by police in 2011 was a 3% decrease compared to the number attended in 2010, but very similar to the number attended by police in 2002.
- The average time spent on a personal injury collision showed an overall trend of increase since 2002, while the average time spent on a property damage collision, although more variable year over year, showed an overall decrease. In 2011, on average, an officer spent 4.3 hours at a personal injury collision and 1.7 hours at a property damage collision.
- In 2011, 35 people were killed in traffic collisions in Toronto, a 19% decrease from the 43 killed in 2009 and a 64% decrease from the 97 killed in 2002. As in most of the past ten years, pedestrians and seniors 65 years and older made up the largest portion of people killed in traffic collisions.



- In 2011, there were a total of 3,084 persons charged with drinking and driving offences in Toronto, an increase from 2,209 charged in 2010 and the 2,498 charged in 2002. On average over the past ten years, about 2,300 people have been charged with drinking and driving each year; only slightly more than one in ten of those charged each year were female.
- In 2011, 23,118 charges were laid for distracted driving, a 38% increase from 2010 when enforcement of the relevant sections of Bill 118 commenced.

## Calls for Service:

- A total of 2.07 million calls were received in 2011, a 7% increase from 2010, and an 8% increase from ten years ago. This level of calls represented the highest number of calls recorded over the past ten years.
- Between 2002 and 2011, the number of calls received via the non-emergency line dropped 5% and calls received via the emergency line increased 19%.
- In 2011, about 60% of the calls were received through the emergency line, with the rest received via the non-emergency line. These proportions represented an increase for the emergency line and a decrease for the non-emergency line compared with the past five and ten years.
- Fewer than half (45%) of the calls received in 2011 were dispatched for police response, which was a decrease from 2007 (48%) and 2002 (46%).
- The average response time for Priority 1 calls in 2011 (10.6 minutes) was a slight increase compared with the previous year and five years ago, but was similar to ten years ago.
- Service time for calls increased significantly between 2002 and 2011, but has remained relatively stable over the last five years.

## Technology & Policing:

- According to the 2009 Canadian Internet Use Survey, 21.7 million Canadians used the internet for personal reasons – an increase of 2.5 million from the 2007 data. Ontario ranked higher than the national average with 81% of the population using the internet.
- Social media has become an integral part of Web 2.0 and a popular tool for communication and information. In 2009, Toronto Crime Stoppers online tips increased over 180% from 2007 with the integration of technology and social media.
- While losses due to credit card fraud appear to be decreasing, possibly due to the implementation of chip-and-pin technology, debit card fraud has increased.
- In 2010, cybertip.ca received over 8,600 reports regarding 14,000 incidents of online sexual child exploitation, the highest levels experienced since the organization's inception in 2002.
- A recent challenge to the Service's 9-1-1 system was the phenomenon of 'pocket-dialling'. The 200 to 300 pocket dials received each day accounted for nearly 10% of all 9-1-1 calls.

## Police Resources:

- In 2011, the Toronto Police Service had 7,652 members, down 2% from 2010, but up 8% from ten years ago.

- Between 2010 and 2011, uniform strength decreased from 5,838 to 5,630 officers, while civilian strength increased from 1,954 to 2,022 members. Over the past ten years, uniform and civilian strengths increased 6% and 16%, respectively.
- Since 2002, officers between the age of 30 and 49 years consistently accounted for the majority of the uniform strength; within this group there was a distinct shift to the 30-39 age group.
- In 2011, three in ten uniform members had 20 or more years of service, while about half of all officers had less than ten years of service. The average uniform length of service was 13 years.
- In 2011, 204 officers separated from the Service, including 152 retirements and 52 resignations; of the officers that resigned, 23 did so to join other police services.
- The representation of the community in the Toronto Police Service was closer than in the past – in 2011, 21% of Service members were visible minorities, 1% were Aboriginals, and 29% were female.
- The proportional representation of women, Aboriginals, and visible minorities within the uniform strength increased dramatically over the past ten years. While the total uniform strength increased 6% over the past ten years, the proportion of female officers increased 36%, the proportion of Aboriginal officers increased 25%, and the proportion of visible minority officers increased 91%.

## Urban Trends:

- According to *Toronto's Agenda for Prosperity*, much of Toronto's infrastructure is now at, or beyond, the end of its useful life and is in need of urgent renewal, replacement, and expansion.
- The City of Toronto is working towards accommodating the residential growth expected to occur by 2031, with a number of key areas marked for growth in the Official Plan.
- Community revitalization projects in the city are critical to renew older neighbourhoods, however, large developments have and will involve relocation of community members, significant construction challenges, and require strong partnerships.
- There is increased interest in expanding public transit as the federal, provincial, and municipal governments have recognized the economic, social, and environmental costs of traffic congestion in major urban areas.
- Private security continues to grow. With many public policing agencies across North America facing severe financial constraints, partnerships with private security are being explored.
- Toronto is the official host city of the 2015 Pan/Parapan American Games; the Games are expected to draw approximately 10,000 athletes and officials, and up to 250,000 visitors.
- According to the key findings from the City of Toronto 2009 Street Needs Assessment, the overall number of Toronto homeless has remained relatively stable.
- Toronto's position as a global destination continued to rise in 2010. According to the latest statistics, 2010 showed a significant rebound from the prior year and important growth in key international markets.

## Public Perceptions:

- According to the 2011 community telephone survey conducted for the Toronto Police Service, almost everyone (96%) said they felt their neighbourhoods were safe in 2011, up from 93% in 2010 and 88% in 2002.
- Toronto residents were generally less concerned about crime and disorder issues in their neighbourhoods in 2011 than in 2010. People were, however, more concerned about disorder issues in 2011 than they had been in 2002.
- The proportion of Toronto residents who said they were very or somewhat satisfied with the Service overall in 2011 (97%) was a slight increase from both 2010 (95%) and 2002 (93%).
- The proportion of those satisfied with delivery of service to their neighbourhoods in 2011 (97%) was a notable increase from 2010 (75%) and 2002 (90%), and represented the highest level of satisfaction with delivery of service to neighbourhoods in the past decade.
- There was little change between 2010 and 2011 in the proportion of Toronto residents who said that they believed Toronto police officers targeted members of minority or ethnic groups for enforcement: 17% in 2011 and 18% in 2010. The proportion in both these years was lower than in 2002 when 23% felt this way.
- When asked in the Service's annual survey of high school students about the most serious policing problem in and around their schools, students consistently reported drugs and fighting. In 2010 and 2011, bullying/cyber-bullying was also a frequently noted problem, followed by robbery.
- Most students did not feel that their school or school grounds were generally violent places, and the proportion of students feeling that their school was not violent increased over the past ten years.
- More students in both 2011 and 2010, compared to 2002, felt that the relationship between police and students was good or excellent (43% in 2010, 46% in 2010, and 33% in 2002). One in four students in 2011 said the relationship between the police and students had gotten better over the past year.
- Just under half (45%) of the high school students in the 2011 survey said that their school had a School Resource Officer (SRO). There was no difference in feelings of safety at school between students in SRO schools and students in non-SRO schools: most students in both groups felt safe. Students in SRO schools were, however, more likely than students in non-SRO schools to say they felt comfortable talking to police about crime or other problems at the school, and to say that the relationship between students and the police was excellent or good.

## Implications for Policing

The above information provides a brief picture of the current and changing environment within which the Police Service operates, and signals many opportunities and challenges with implications for both the Service and the delivery of services. In particular, the following implications are noted:

- Tolerance and respect are vital in a city with such diverse cultures, ethnicities, languages, and religions. The Police Service must ensure that its officers and civilian members continue to interact with the community, and with each other, in a manner that is professional, respectful, fair, and without discrimination.
- The diverse population of the City presents both opportunities and challenges for the Toronto Police Service. The Service must take advantage of opportunities such as the potential for recruitment, volunteers, and community partnerships. It must also be prepared to meet challenges such as language barriers that could hinder crime prevention, information dissemination, and ability to access services.
- With more emphasis on accountability, contemporary policing is geared more towards results (in controlling crime) than the maintenance of policing programs for their own sake. For this reason, there is a need to conduct evaluations on both regular programs and innovative strategies in terms of their impact on crime and the community so as to identify those that are effective. Resources should only be directed to those police programs that are demonstrated to work or are promising in terms of their effect on preventing crime.
- Policing that focuses on crime risk factors (e.g. hard-core criminals or crime hot-spots) has been found to produce more promising results in controlling crime than other traditional policing programs, such as random patrol. Continued support should be given to the research and development of tools and methodologies that will enhance crime analysis, prediction, and management functions geared towards intelligence-led policing.
- Despite an overall decrease in crime over the past ten years, violent crime decreased to a lesser extent. Appropriate police initiatives should be maintained and new initiatives developed to address the issues presented by violent crime.
- To maintain and enhance community-oriented policing efforts, support should be given to the infrastructure for local problem solving, crime prevention, community mobilization, and community partnerships.
- A formalized process for pre-charge disposition would provide officers with flexibility in terms of alternatives other than charges to address the different needs of specific young offenders. Also, it would better capture information as to the extent of youth crime in Toronto. It is essential that resources are sought and allocated to establish and maintain a pre-charge diversion program.
- Juvenile delinquency and youth crime have a complicated network of root causes, and it is clear that no one agency alone can effectively deal with the problem. A multi-disciplinary approach is required, with the police, schools, government departments, and community agencies working in partnership to each deliver service in their area of specialization that matches the needs of young offenders at different stages of delinquency. It is essential that the infrastructure for such partnerships be maintained and enhanced.
- There is an identified need to encourage the reporting of youth violence and, in particular, gang related violence. The Service must continue to encourage and expand anonymous, low-risk reporting mechanisms across the city.

- The Toronto Police Service must continue to work with community partners and other government agencies to encourage seniors to report abuse and to enhance awareness with respect to scams, such as telemarketing fraud, to which seniors are especially vulnerable.
- It is important that the Service work with communities, and especially with youth, to create a safe and trustworthy environment that counters pressure to 'not snitch', feelings of being vulnerable, and/or reluctance to be involved in the justice system.
- The Service should continue to contribute to safe roads, safe walking routes, safe public transit, and safe parks, so that concerns for community members considering forms of transportation other than a personal car or vehicle, can be eased.
- The Service must continue to target education and traffic safety awareness campaigns at the most vulnerable members of our community, especially senior pedestrians who continue to constitute the majority of victims in fatal collisions.
- As more Canadians, youth in particular, participate in diverse activities on-line, and in response to cyber-bullying and cyber-crimes directed at school-age children and youth, the Service should continue to partner with school boards and communities in the education of Internet users on the potential dangers associated with social networking sites such as Facebook and MySpace.
- Technology-related crimes continue to be underreported. The Service must find a way to collect and communicate information on technology-facilitated frauds and identify cyber vulnerabilities. This will allow the public to be more aware of information security and, perhaps, decrease victimization.
- The Service must develop strategies to deal with new types of criminal activities facilitated by technology and social media, such as organized crime, flash robs, and swatting.
- The co-existence of diverse employee groups – young, inexperienced officers, older recruits with diverse prior employment experience, and older, more experienced officers – creates diverse and often conflicting employee needs. The Service will be required to address job content, training and development, lateral and vertical mobility, attrition, physical, emotional and personal (family accommodation, child care, retirement counselling, etc.) challenges for very different types of employees with very different priorities.
- The current overall age and service distribution illustrates the need for a constant annual recruit hiring level. If possible, the Service must target a more consistent intake of recruits year over year, in order to avoid gaps in available staffing requirements and massive turnovers in a future short time period.
- The increasing competition for new employees and the growing need to retain existing employees will necessitate raising the standards of the workplace environment; the organizational requirement to ensure a healthy and accommodating workplace must increase in order to promote employee effectiveness and reduce employee absenteeism and separation.
- Staff development will become a serious issue in the next few years. As a large number of senior, supervisory, and specialized officers become eligible to retire and hundreds of new officers are hired each year, there will be a critical need to quickly develop and promote qualified personnel to fill supervisory, management, and specialized positions, and to ensure that all officers, particularly new officers, are given proper direction, coaching and supervision.
- The importance of community representation on the Toronto Police Service, as a whole and at all ranks, will continue to increase. Given continued demographic changes in the city, the

Service must be prepared to provide policing services appropriate to a changing community.

- Fear of crime and perceptions of safety are important indicators of the way people feel about their cities and neighbourhoods, and can also be an indicator of confidence in their police services. Recognising this, it is important that police address perceptions of fear and safety.
- The public's perception of the police and their level of satisfaction with police services are also indicators of the quality and effectiveness of police in a community – the ability of the Service to perform is, in large part, dependent upon the relations between the police and the public. Public confidence and trust are vital to successful policing, and may ultimately be reflected back in community perceptions of crime and safety. The Service must, therefore, continue to build and strengthen relationships and partnerships with all communities in Toronto.
- Community engagement is essential to addressing issues of concern in neighbourhoods. While not necessarily the role of police to co-ordinate residents in addressing quality of life or disorder issues, the Service should provide whatever level of support is possible, including, where feasible, connecting community members with services or agencies that can more appropriately provide leadership and guidance. Given the current fiscally challenging environment, the Service should also further explore the factors that contribute to a person's decision as to whether or not to engage, to maximize this potential resource in communities.
- To continue to improve satisfaction levels for those who have contact with police, the Service must maintain efforts to ensure professionalism, integrity, and high quality service by members in any and all dealings with the public.
- Perceived levels of violence in schools can have wide-ranging affects, including students' feelings of safety as well as their interactions with police. Police, school boards, and the community must continue efforts to enhance safety, and perceptions of safety, in schools and to encourage positive interactions between police and students.
- The Service must continue to seek out further efficiencies in service delivery, while at the same time, identify services which are over-delivered and those that could be delivered more efficiently and effectively by another government or private agency.
- To the extent of services or service level reductions, the Service must clearly communicate the facts and implications to the community, to more closely align community expectations with Service capacity.

It should be noted that not all of the issues identified by the Environmental Scan and in public consultations can be given equal attention. The challenge is to balance the different and often conflicting demands and expectations of multiple stakeholders – politicians, interest/advocacy groups, a wide variety of community service agencies, other law enforcement agencies, Service members, members of our various communities, and the general public overall. Weighing the many issues and concerns, the Police Services Board and the Service's Chief and Senior Management Team have worked to determine which challenges will receive additional attention over the next year.

## Service Priorities

With the Service Priorities, the Toronto Police Services Board and the Toronto Police Service determine where to focus our resources and activities. This is done within the context of our commitment to community safety, the responsibilities mandated by the *Police Services Act* and other legislation, and within the framework provided by the Service's own Vision Statement, Mission Statement, and Values. Our Priorities do not represent all that the Service will work on in the next year. **Our Priorities represent those areas within our mandated responsibilities to which we will give extra emphasis.**

The Priorities are not restrictive or exclusive. While specific populations within the city are the focus of some of the Priorities, this does not mean that issues faced by these groups under other Priorities will not be addressed. Similarly, the needs of those who are not specifically identified in the Priorities will not be ignored.

Within each area of Priority, we have stated particular goals we wish to achieve. Partnerships will play a vital role in accomplishing these goals, and we will continue to work with other City departments, with schools and school boards, with community members and groups (including youth), with community service agencies and organizations, with the business community, with agencies and departments of the Provincial and Federal governments, with other police services and law enforcement agencies, and with many others. Partnerships will be essential since many issues and problems cannot be addressed solely by the Police Service – we are all responsible for ensuring that Toronto remains a good and safe place to live, work, and visit.

The Priorities and Goals reaffirm the commitment of both the Board and the Service to community policing and to the provision of equitable, non-biased policing services.

### **The Service's Priorities are:**

- ✓ *Focusing on Child & Youth Safety*
- ✓ *Focusing on Violence Against Women*
- ✓ *Focusing on People with Distinct Needs*
- ✓ *Targeting Violence, Organized Crime, & Gangs*
- ✓ *Delivering Inclusive Police Services*
- ✓ *Focusing on Service Delivery*
- ✓ *Addressing Community Safety Issues*
- ✓ *Ensuring Pedestrian & Traffic Safety*
- ✓ *Focusing on Police Interaction with Individuals Experiencing Mental Illness*



## Focusing on Child & Youth Safety

Violence committed upon and by youth continues to be an issue of great concern for the community and the Toronto Police Service. It is vital that we work to address the safety and security needs of children and youth. The safety of youth in schools, bullying, youth non-reporting of victimization, and the need to build trust and positive relationships with youth were all identified as issues of concern in the Environmental Scan and consultations.

### Goals:

Increase Safety in and around schools and promote student trust and confidence in police.

#### Performance Objectives/Indicators:

- increase in student perception of safety in and around school
- increase in proportion of students who feel comfortable talking to police
- decrease in assaults, robberies, and weapons offences on school premises

Provide youth with crime prevention and safety information, and encourage reporting.

#### Performance Objectives/Indicators:

- increase in proportion of students who say they received some crime prevention/ safety information
- increase in proportion of students who would be willing to report a crime to police
- an increase in the number of crimes that are reported by youth
- increase in proportion of students who would be willing to provide information to police about a problem or a crime

Reduce the impact and effects of bullying and cyber-bullying.

#### Performance Objectives/Indicators:

- increase in proportion of students who received information on bullying and/or cyber-bullying
- decrease in proportion of students who say they were victims of bullying and cyber-bullying
- decrease in the proportion of student who say they are concerned about bullying in/around their school

Focusing on violent crime, prevent and decrease the victimization of children and youth.

#### Performance Objectives/Indicators:

- decrease in number of children (0-11 years) victimized by violent crime
- decrease in number of youth (12-17 years) victimized by violent crime



## Focusing on Violence Against Women

Women who have been victimized by violence remain a focus for the Toronto Police Service. The Service will continue to improve response to victims of domestic and family violence by providing needed supports and by increasing trust and confidence in the Police Service's ability to meet the diverse needs of victims.

### Goal:

Focusing on domestic violence:

- (a) Improve the provision of support, follow-up information, and referrals to victims, and
- (b) increase reporting by victims.

### Performance Objectives/Indicators:

- increase in perception of agency workers of improved provision of follow-up information by police
- increase in perception of agency workers of improved provision of referrals by police
- increase in perception of agency workers of trust/confidence in police
- increase in number of domestic occurrences reported to police
- increase the number of referrals to Victim Services (domestic violence involved)

## Focusing on People with Distinct Needs

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

### Goals:

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

#### Performance Objectives/Indicators:

- increase in perception of agency workers (dealing with each of the listed groups) of trust/confidence in police
- increase in perception of agency workers (dealing with each of the listed groups) of police understanding of the needs of their client population

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

#### Performance Objectives/Indicators:

- increase in the number of referrals to Victim Services

## Targeting Violence, Organized Crime, & Gangs

In the Service's community survey, people have identified guns and gangs as two of the most serious policing problems in Toronto. Drugs have also been identified as a serious problem for some neighbourhoods. In consultations with the public and with Service members, participants also stressed drug distribution and use as sources of violence and crime, and as having a strong negative impact on the quality of life in those affected communities. The Police Service is committed to enforcement activities that will address these critical issues affecting community safety.

### Goals:

Reduce violent crime, especially shootings, and illegal gun activity.

#### Performance Objectives/Indicators:

- decrease in number of shootings
- decrease in number of robberies
- increase in number of firearms seized
- decrease in rate of violent crime
- increase in community perception of police effectiveness in dealing with gun crimes

Reduce the availability and impact of drug activity on neighbourhoods.

#### Performance Objectives/Indicators:

- increase in number of persons charged with drug offences
- decrease in proportion of community concerned about drugs in their neighbourhood
- increase in community perception of police effectiveness in enforcing drug laws

## Delivering Inclusive Police Services

Although the members of the Service generally enjoy the good opinion of our communities, we must always strive to preserve and improve this positive regard. The manner in which members interact with the community, and each other, can be a major factor in the success of a police service. The Toronto Police Service is committed to providing, internally and externally, equitable and professional services. Further, recognizing and valuing the diversity of the city, the Police Service must ensure that we continue to strive to be representative of the communities we serve.

### Goals:

Provide professional, high quality, customer-focused service to members of the community.

#### Performance Objectives/Indicators:

- decrease in number of public complaints
- increase in community satisfaction with the time it took to respond to their call
- increase in community perception of police professionalism during contact
- increase in community satisfaction with police during contact

Ensure interactions with other Service members are professional, non-biased, and respectful.

#### Performance Objectives/Indicators:

- decrease in member perception of internal discrimination
- decrease in number of internal complaints related to harassment and discrimination
- increase in proportion of members who say they are satisfied with their work environment
- training on the revised performance appraisal form (Human Rights section) incorporated into Supervisory and Leadership courses

## Focusing on Service Delivery

As is detailed in the *Police Services Act*; the Toronto Police Service is committed to providing a full range of policing services to our community. However, in this time of fiscal constraint, the Service must remain cognizant of the cost of providing services. The Service must therefore ensure that it adequately provides those services which are demanded by the community in the most efficient and effective manner possible. In addition, it is important that community members better understand the scope of policing services that can be provided and how to most effectively access these services.

### Goals:

Manage community expectations of police service through communication and education.

#### Performance Objectives/Indicators:

- increase in proportion of community who say they are aware of the different services offered by front-line policing functions
- increase in proportion of community who say they understand when to call the non-emergency line rather than 9-1-1
- increase in proportion of community who say they are aware of that the TPS provides an alternate form of response for some non-emergency calls

Continue to review services being delivered, business processes, and staffing levels/types within the context of resources available, community needs, and providing services of value to the public.

#### Performance Objectives/Indicators:

- number of services and/or business processes reviewed
- number of units or functions for which appropriate staffing levels and types have been determined

## Addressing Community Safety Issues

Members of the community should feel safe, without fear of danger, crime, intimidation, or harassment, as they go about their daily routines. While traditional safety concerns are still present in our communities, more and more, the threats posed and opportunities afforded by the ever increasing use of technology in society are of significant importance in the delivery of police services. The Toronto Police Service is committed to developing the necessary skills and processes to take advantage of the advancements in technology to better address the investigation of crimes which use or involve technology.

### Goal:

Continue to develop and improve the Service's ability to address and analyze crimes committed involving or using technology.

#### Performance Objectives/Indicators:

- definitions determined
- Service capability to track and analyse crimes involving or using technology
- officer perception of Service ability to investigate crimes involving or using technology

## Ensuring Pedestrian & Traffic Safety

The traffic on Toronto's roadways affects almost everyone within the City and is a consistent theme at public meetings. It has also been identified by members of the community in the Service's telephone survey as one of the most serious problems affecting neighbourhoods. The safety of pedestrians, cyclists, and drivers and the safe and efficient flow of traffic are, therefore, of significant concern to the Toronto Police Service. Mobilizing local communities to respond to local traffic problems will assist in sustaining successful efforts and improving neighbourhood roadway safety.

### Goal:

Increase traffic enforcement and education to better protect the safety of pedestrians, cyclists, and drivers.

#### Performance Objectives/Indicators:

- decrease in number of road-related injuries to pedestrians
- decrease in number of road-related injuries to cyclists
- decrease in number of road-related injuries to drivers
- increase in pedestrian perception of safety
- increase in cyclist perception of safety
- increase in driver perception of safety

## Focusing on Police Interaction with Individuals Experiencing Mental Illness

Dealing with individuals experiencing mental illness is a continuing challenge for police. The requirement for Service members to better understand and more effectively address the immediate and specific needs of these individuals is a priority for the Service. In addition to developing internal information systems and effective training, the Service is committed to building stronger and more collaborative partnerships with professional mental health service providers to ensure the safety and appropriate care of individuals experiencing mental illness.

### Goals:

Ensure safe outcomes for all emotionally disturbed persons during interactions with police.

#### Performance Objectives/Indicators:

- decrease in proportion of MHA interactions involving an injury (sustained either prior to or during apprehension)
- decrease in severity of injury during MHA interactions

Development of reliable data collection and analysis.

#### Performance Objectives/Indicators:

- identify data required for necessary and appropriate analysis
- identify process and system changes required
- assess feasibility of making recommended changes to processes and systems

Enhance member training for professional and respectful interactions with emotionally disturbed persons.

#### Performance Objectives/Indicators:

- revise training to reflect a broader understanding of mental health issues
- include consumer/survivor and stakeholder input into training
- increase in officer awareness of community resources for the purpose of referral
- increase proportion/number of officers aware of MCIT
- increase proportion/number of EDP-related calls where MCIT is dispatched
- increase in proportion/number of officers who say that the training they received helped them in interacting with emotionally disturbed persons

Enhance co-ordination of services offered by police and community service agencies.

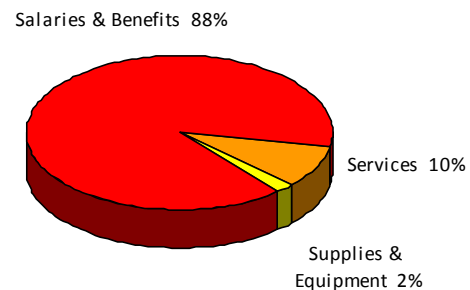
**Performance Objectives/Indicators:**

- increase in agency workers who say the working relationship between their agencies and the police service has improved
- increase in proportion/number of officers who say that support services for emotionally disturbed persons were readily available when required
- increase in proportion of agency workers who say that police and agency services are well co-ordinated



## Finances

The Toronto Police Service's approved gross operating budget for 2012 was \$935.7 million. As in previous years, over half of this funding will be spent in the Service's Divisional Policing Command for front-line policing across the city. In total, three-quarters of the Service budget is dedicated to policing operations, with the remaining budget allocated to support infrastructure. By far, the largest proportion of the Service's gross budget each year (approximately 90%) is allocated to salaries and benefits for the Service's members.



Each year's budget development process takes into consideration Service priorities for the coming year, the past year's experiences, city pressures, and any known external influences. The following financial pressures are anticipated for 2013 and beyond.

### Staffing Impacts:

The Service's approved establishment for 2012 is 5,604 officers and 2,062 civilians. The Service normally plans for recruit hiring with a goal of maintaining an average deployed strength equal to the approved establishment. In light of budget pressures, the Service has not hired any uniform officers since December 2010. Since separations (retirements and resignations) have continued to occur, the year-end deployed strength for 2012 is projected to be 5,378 (226 officers below the approved establishment). Hiring is resuming for a December 2012 recruit class, and then will again be on hold pending the results of a review to be conducted by an external consultant to determine the uniform strength required by the Service.

Civilian hiring has also been deferred wherever possible, the exception being those positions that must be filled to meet a critical operational, legislative, and or risk management need.

### Salary Increases and Contract Settlements:

The current collective agreement with the Toronto Police Association expires on December 31, 2014, while the agreement with the Senior Officer Organization expires on December 31, 2012. Contract increases in salaries and benefits and, in turn, employer contributions, create additional financial pressures in 2013 and future years.

## Other Costs:

The Service has been maintaining a status quo budget in recent years, with the majority of budget increases resulting from the impact of the collective agreement. As a result, non-collective agreement impacts on the Service's budget have been maintained at a minimum.

The Toronto Police Service's capital budget request for 2012 was \$24.7M (net debt). The majority of capital expenditures were focused on state-of-good-repair projects, including the replacement of 14 Division and the Property and Evidence Management Facility. Other capital projects focused on technology, maintenance, and equipment. The Service continues to be faced with the challenge of addressing its capital needs while recognizing on-going budget pressures.

## Human Resources Strategy

It is essential that we manage our human resources effectively and efficiently. Approximately 89% of the Police Service budget is dedicated to salaries and benefits and the management of these resources affects how well we achieve the Service's Priorities.

The Service's Human Resources Strategy sets out the expected number of uniform member separations and the hiring required to deliver quality service to ensure public and officer safety. The Strategy covers a three-year projection based on current year actuals and evolving issues, and is updated annually to ensure that all relevant considerations are addressed.

### Uniform Establishment:

The uniform approved establishment is 5,604. The deployed strength target of the Service is set annually and is currently 5,400 for 2013 budget development purposes. Uniform hiring is planned to achieve and maintain the Service's establishment.

The following is the Service's experience, to date, on actual separations and hires, as well as projected uniform separations and hires for 2013 to 2015:

	Actual (as of Nov. 30, 2012)	Projected 2013	Projected 2014	Projected 2015
Retirements	131	135	135	135
Resignations*	38	45	45	45
Total	169	180	180	180
Hires	0	261	146	202

*\*resignations include deaths*

### Civilian Establishment:

Since 2010, there has been a decrease in the civilian establishment from 2,068 to 2,062. Deployed strength varies based on retirements, resignations and hiring.

### Collective Bargaining:

The six Collective Agreements (1 Uniform and 5 Civilian) between the Police Services Board and the Toronto Police Association expire at midnight on December 31<sup>st</sup>, 2014. The two Senior Officers' Collective Agreements (1 Uniform and 1 Civilian) expire at midnight on December 31<sup>st</sup>, 2012. Negotiations for the Senior Officers' Organization contracts commenced in 2012 and are ongoing.

## **Cultural Competencies:**

In recent years, the Toronto Police Service has had continued success at recruiting and hiring visible and ethnic minorities and females to serve as police officers. In 2009/2010, 296 of the 561 officers (53%) that were hired met these organizational needs. In 2012, the Board approved a December recruit class in which 41 of the 84 officers (49%) meet the organizational needs. This success has been driven by targeted recruitment and a commitment to assess, problem solve, and improve all human resource systems within the Service. Targeted recruitment will continue to be a priority of Corporate Command.

## **Chief's Internal Organizational Review (CIOR):**

In October 2011, Chief William Blair initiated an internal organizational review to find new and innovative ways to deliver policing services that are efficient, effective, economical, and valued by the public. The purpose of the review is to re-examine services delivered and the manner in which the TPS delivers its policing, infrastructure, and administration services. The CIOR has been established as a temporary unit within Corporate Command and will continue to operate into 2013.

It is anticipated that outcomes from the CIOR may strain the capacity of human resources to effect the proposed changes in an efficient and timely manner. Any proposed changes to work allocation between uniform and civilian members will necessarily require ongoing discussion with the Toronto Police Association and the Senior Officers' Organization.

The CIOR is also overseeing external consultants contracted by the Service to examine organizational and rank structure, span of control, and potential civilianization of non-core functions.

The Service will contract external consultants to assist in determining the appropriate number of police officers necessary to police Toronto. This work is expected to begin in 2013.

## Information Technology Plan\*

### Strategic Objectives:

The strategic focus will be to implement a Service-Oriented Architecture (SOA) that will include innovative business processes, service agreements, governance, and technologies, aligning Information Technology Services (ITS) activities with the overall Service's Priorities and Goals. ITS will research promising emerging technologies to present as options for current and future business needs. ITS will also support the organization in its effort to move from isolated information repositories to a shareable business intelligence and knowledge management framework.

Operationally, ITS will continue to focus on improving its customer service by managing for value (doing the right things, the right way) in, but not limited to, the areas of: asset and contract management; desktop and mobile computing; network management; radio infrastructure management; data centre and storage management; enterprise portfolio and project management; implementation and integration of enterprise application solutions; security management; and the movement toward best practice in information technology governance.

ITS will continue to deliver on planned and scheduled software releases. ITS will support the organizational structure of the Service by aligning resources and systems support with the respective areas within each command. ITS will also support the changes required to all systems and informational repositories as a result of environmental or legislative pressures. These required changes, and all planned software releases, will be identified, quantified, and presented to the Information Technology Steering Committee (ITSC) for prioritizing and funding. While limited to the resource levels approved through the yearly operating budget process, ITS is committed to implementing urgently needed enhancements to core systems based on changing demands, enhancements, and the additional functionality required to satisfy policing and administration requirements.

The ITS key challenges will be: to realize requests to increase establishment to manage key and strategic skill gaps; to continue the efforts of our migration to a highly available Open Architecture; to manage a fully-functional peer data centre site and plan a move to an industry best practice location of at least 40 kms away from Headquarters; to replace an aging radio infrastructure; to support the business process changes of the Field units and Records Management Services and the implementation of a new records management system; and, to research new technologies that will further enable the organization to meet objectives and maintain a complex environment of multiple hardware platforms, operating systems, and systems software utilities.

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\* Information Technology Services was developing the next IT plan at time of writing; this section, therefore, reproduces the information outlined in the 2009-2011 Business Plan. The updated IT plan is expected to be completed in early 2013.

Our strategic objectives are to:

1. Provide reliable information and technology systems by completing all planned systems application and technical infrastructure releases within approved timelines and budgetary constraints.
2. Acquire or develop (when a commercial off-the-shelf product is not available), implement, and support application systems and TPS standard infrastructure technologies that, together with appropriate business process changes, will position TPS as a leader in policing and innovation.
3. Develop a long-term ITS human resources strategy that deals with impending retirements and hires, increasing service pressures, and staffing to defined service level agreements.

### **Critical Success Factors/Initiatives:**

- Provide information systems capabilities by focusing on ITSC-approved systems projects.
- Maintain initiative towards hardware and software currency.
- Maintain and enhance existing systems and/or acquire or build new systems based on business need and technology standards.
- Continue to enhance the security infrastructure to provide a secure access for common data sharing and system access in a wireless environment.
- Design, implement, and support the technology infrastructure roadmap, based on an SOA, required to operate the business systems of TPS.
- Update server and database software infrastructures.
- Continue with the Desktop and Server Refresh program.
- Continue research and implementation of web-based server and database software infrastructure.
- Research enhanced management reporting from a data warehouse available through the web.
- Continue through the identified phases of Information Technology Infrastructure Library (ITIL) best practices for customer service and operations.
- Staff training, development, and retention.

### **Key Plan Assumptions:**

This plan was developed based on the following assumptions:

- There will be no major initiatives begun by the Service that have not already been identified through the ITSC for prioritization and funding, or through the capital budget program.

- The additional resource levels needed to successfully implement the software releases and technical infrastructure initiatives, as identified through business cases and the annual operating budget process, are available and attainable in advance, where possible and appropriate, of project initiatives.
- The necessary capital funds will be available each year to support all planned and unplanned essential development and technical infrastructure plans.
- The necessary operating funds will be available each year to support planned training for staff and funds for consulting/contract services for planned and unplanned essential development and technical infrastructure objectives.
- The business will operate in a multi-platform system environment that must be upgraded and maintained to remain on currently supported hardware and software release levels.
- All systems, existing and planned, will comply with Service Enterprise Architecture technology standards.

### **Environment Influences:**

- Future industry convergence of voice and data communications, and the need for interoperability between emergency services, will need to be aligned with Project 25 compliance in voice radio equipment and infrastructure.
- The current voice radio infrastructure is aging and tending toward obsolescence. The Service's voice radio equipment will be replaced with state-of-the-art communications equipment, providing more reliable communication and setting the stage for a major replacement of the overall voice radio infrastructure used by all city emergency services (police, fire, and ambulance).
- This project will replace the current architecture with a standards-based architecture under the Project 25 specification as endorsed by the Ontario, Canadian, and International Associations of Chiefs of Police.
- The need to create a more resilient computing environment in the event of a disaster will continue to drive TPS to initiate the build of a Disaster Recovery site at least 40 kms from Headquarters, providing an infrastructure that will operate simultaneously from the two Service computing hubs for critical applications.
- Policing agencies in the United States and Canada have mandated an enhanced security posture for the continued sharing of criminal information. Strong electronic identification and authentication of all personnel requesting criminal information and the secure conveyance of this information over any network, including the Internet has been achieved. There is now a need to consolidate the mechanisms used within the Service in a single medium.
- The Service is expanding its use of the Internet, both as a means to convey information to the public and as a means for the public to request services from the police. This is in line with the marketplace, which has embraced the Internet as a means of reducing costs and generating revenue.

- The continued growth in the trend of sharing information with other police agencies will drive increased site visits to other police services in Ontario and across Canada.
- The speed at which technology (hardware and software) changes requires the Service to actively research new technologies, ensure that we remain current with software releases, and stay within a hardware lifecycle (desktop and server) in order to manage the risks of reliability and cost to the organization.

## Environment Challenges:

- Achieving continued funding for initiatives.
- Gaining approval and commitment to increase staffing to support the demand for delivery of services.
- Maintaining ongoing relationships to ensure that Field units are included in all testing phases that will affect them. Also, improve the efficiency and effectiveness of Service-wide technology-related programs to enhance service delivery for the front-line officer.
- Implementing ITIL best practices for service delivery for several areas: resolving incidents, fulfilling service requests, service level management for incidents and requests, and performance measurement:
  - Clarify roles, responsibilities, and processes across all ITS units to provide consistent and cohesive delivery of services;
  - consistently gather end-user feedback on the quality and speed of service; and
  - resource and support the enhancement and addition of service centre modules for processing service requests, change management, a configuration management database, and inventory.
- Balancing available resources (limited number of staff and funding) to continually increasing demands for service and priorities.
- Providing a secure infrastructure to mitigate the risk of cyber-attacks and breaches in security.
- Creating an infrastructure to migrate thick client applications (2-tier) to thin client applications (n-tier), for supportable and scalable systems.
- Funding and resources to move towards a Service-Oriented Architecture.
- Preparing applications to consolidate operational and reporting environments.
- Taking the first step toward a future data warehouse strategy that includes data integration, business capacity, and growth management.
- Creating a corporate standard for XML interfaces, design specifications, etc.
- Integrating and consolidating middle ware and hardware.
- Enhancing or consolidating security architecture using a two-factor Strong Identification and Authentication method.
- Constant infrastructure upgrades consuming too many resources, and not having enough capacity to do new projects.



- Being limited in selecting vendors who have the functionality required by users, because of the infrastructure their solutions are based on or getting involved in heavy customization, leading to support issues.
- Staff training in new technologies.

### **Risks:**

- Not getting buy-in for change as a result of not involving front-line members.
- Deferring equipment replacement leading to increased cost for maintenance and frequency of breakdowns due to aging equipment and to currency issues creating a frustrating environment for end users due to slow or limited computers.
- Hiring processes are bureaucratic and lengthy, creating long gaps between a position being vacated and a replacement being hired.
- The transition to ITIL practices:
  - If not adequately resourced, ITS will not be able to properly execute the transition, which will create significant resistance to the change.
  - We will continue with our non-existent or inconsistent measures of service delivery and will be unable to validate the need for more resources or funding.
- There are currently a number of projects, as well as 'ideas' for storage of digital images, videos, voice recordings, forms, and documents, that if carried out independently, may result in the creation of isolated systems.

### **Opportunities:**

- A comprehensive content management strategy, whether it is digital or textual content, would provide an opportunity for linking and retrieving information regardless of source, e.g. easily creating disclosure packages for courts.
- Ongoing contact and improved customer service could result in enhanced credibility of ITS.
- Availability of ITS resources would allow ITS to work with end-users to exploit the technology that is already available to them, as well as identify opportunities to use new or different technology to make their work faster, easier, and/or better.
- Support for the records information business transformation.
- Support for the property management business transformation.
- Support for the document management business transformation.
- Off-premises work for TPS personnel.
- On-line services for citizens.
- Voice recognition technology.

## Infrastructure Program

In order to provide a high level of service to the community and address the Priorities, it is important that Toronto Police Service facilities and infrastructure meet the needs of Service members. The Infrastructure Program combines elements of the Service Capital Building Program, the Service State of Good Repair Program, the City of Toronto (COT) State of Good Repair Program, the Services Life-cycle Replacement Program and the Service Tenant-Initiated Renovation Program. The TPS Infrastructure Program outlines the work planned for completion in TPS facilities over the next ten years (2013 - 2022), and outlines the capital and operating funds that have been approved to-date or forecast for the future. The Infrastructure Program is reviewed regularly by both the Service's Senior Management and the Police Services Board as part of the annual budget process. Those elements of the Program that will affect the Service at least until 2015 are summarized below.

	Spending approved or forecast (\$millions)		
	2013	2014	2015
TPS State of Good Repair	4.61	4.59	4.47
TPS Initiated Repairs/Renovations	0.79	0.79	0.79
TPS Life-cycle	1.06	1.06	1.06
COT State of Good Repair	0.82	2.81	2.76
PEMU	5.8		
Parking East	4.36	4.64	
54 Division		9.1	21.5

### TPS State of Good Repair:

This is an on-going, five-year program for the repair, maintenance, and enhancement of TPS facilities. The current approved funding extends to 2017. Funding beyond 2017 is based on the anticipated spending pattern of the previous five-year plan. The required funding is contained within the capital budget.

### TPS Initiated Repairs/Renovations:

This is an on-going program that provides funding for emergency repairs and minor renovations in TPS facilities. Approximately 45% of funds are used for emergency and contracted repairs. A further 20% is used to fund unforeseen operational changes. The remainder of the funding is used for minor internal renovations and Occupational

Health & Safety (OHS) issues. The annual budget is based on historical spending patterns. The required funding is contained within the operating budget.

### **TPS Life-cycle:**

This is an ongoing program that provides funding to replace furniture and equipment that has reached the end of its service life. The funding is specifically allocated to the replacement/modernization of office furniture and equipment including staff lockers.

### **City of Toronto State of Good Repair:**

This is an ongoing, five-year program for the replacement and enhancement of base building elements in TPS facilities. Funding is provided by the City of Toronto. Funding is used for roof replacement, HVAC replacement/upgrade, parking lot resurfacing, fire system upgrades, etc. The Toronto Police Service is consulted during the finalization of the work plan. This is a city program and the funding is not included in the Service budget.

### **Property Evidence Management Unit:**

This project is currently underway and will be completed in mid-2013. This new, renovated facility will replace the current facility, which no longer meets the operational requirements of the Service.

### **Parking East:**

This program is intended to renovate and retrofit an existing city-owned facility to meet the operational needs of the Service. This operation is currently located in a leased facility and its relocation will result in a financial saving to the Service. Design work is scheduled to commence early in 2013.

### **54 Division:**

The 54 Division program is intended to replace the current facility with a new building. Work on this project will commence early in 2014. Part of this program development may include a divisional boundary adjustment.



December 13 2012

Alok Mukherjee  
Chair  
Toronto Police Services Board

RE: Toronto Police Services Board Meeting, December 14 2012  
Item 14: 2013 Service Priorities and Business Plan

Dear Mr. Mukherjee:

The community members of the 53 Division CPLC have reviewed the proposed 2013 Service Priorities and the following comments are submitted for your consideration:

Overall we agree with the 2013 Service Priorities; however we have some specific comments:

**1. Priority: Focus on People with Distinct Needs** (page 2)

The goal to "develop trust" does not address the primary need of seniors, which is education. Seniors need education on how to protect themselves from becoming targets of fraud, scams, and other crimes such as elder abuse.

**2. Priority: Ensuring Pedestrian and Traffic Safety**

This Priority should be headed "**Ensuring Pedestrian, Cyclist and Driver Safety**" to match with the content of the section. We would note that the order of pedestrians, cyclists, and driver safety is entirely appropriate given the relative vulnerability of these users.

**3. Priority: Focus on Police Interaction with Individuals Experiencing Mental Illness.**

Individuals experiencing mental illness are a separate (new) priority (page 5) as well as being included under "People with Distinct Needs" (page 2). Their needs, while important, fall under the current service goal of Distinct Needs which suggests that a separate priority for this issue is not necessary.

Finally, given our experience at the Open Board Meeting on the 2013 Budget on December 10 and a subsequent conversation with yourself, we would request that the TPSB review and amend their Policy on Deputations (the "five minute rule") such that the Board would have the discretion to allow extensions.

Thank you for the opportunity to comment and respond on these matters.

*Geoff Kettel*

Geoff Kettel  
Community Co-Chair  
53 Division CPLC

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

**#P314. PROCESS TO REPORT JUDICIAL COMMENTS REGARDING  
OFFICER DISHONESTY OR MISCONDUCT**

The Board was in receipt of the following report November 27, 2012 from Alok Mukherjee, Chair:

Subject: PROCESS TO REPORT JUDICIAL COMMENTS REGARDING OFFICER  
DISHONESTY OR MISCONDUCT

Recommendations:

It is recommended that the Board request the Chief to:

- (1) Advise the Board as to the process the Service uses to respond to any reports that the Service may receive from Crown attorneys with respect to judicial comments regarding officer evidence that is characterized by the presiding judge as being in his or her view as being dishonest, misleading or fabricated;
- (2) In the event that no such process currently exists, develop such a process; and
- (3) Include in the annual Professional Standards report information with respect to such incidents, including information as to the number of incidents, the steps the Chief has taken in response, and the resolution in each case.

Financial Implications:

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

Background/Purpose:

At its meeting of November 24, 2011, the Board received correspondence and heard a deputation from Mr. Clayton Ruby, Q.C., with respect to judicial comments regarding police misconduct. (Min. No. P282/11 refers). Mr. Ruby requested that a procedure be developed to ensure that notification of such comments to the appropriate individuals or body (for example, Professional Standards, the Chief or the Board) takes place, along with a subsequent investigation of the named police officers.

At that time, the Board approved the following motions:

- 1. THAT the Board receive Mr. Ruby's deputation and refer it to the Chair;**
- 2. THAT the Board request the Chair to discuss with the Chief the issues raised by Mr. Ruby in his deputation and correspondence; and**

**3. THAT the Board request the Chair to report back to the Board on the results of his discussion with the Chief.**

*Toronto Star Series*

At its meeting of May 18, 2012, the Board, once again, considered this issue (Min. No. P110/12 refers). As the report from the Chair notes, in a series of investigative articles published in the *Toronto Star* in April 2012, the newspaper documented more than 100 criminal cases from across Canada in which judges made comments alleging that police officers had given false testimony under oath or otherwise acted improperly. Over 30 of these cases involved members of the Toronto Police Service. In the majority of these cases, no investigations were conducted by the relevant police service and, indeed, in some cases, the police service was never notified that the comments had been made as no formal policy or procedure is in place to ensure proper notification takes place.

On Monday April 30, 2012, following the *Toronto Star* series, Attorney General John Gerretson made an announcement that there would be a review of this issue, which would include the issuance of a report on findings and recommendations. It was stated that this review may include a process whereby police services are formally notified of allegations of false testimony so that they can be properly investigated.

Therefore, at that time, the Board approved my recommendation that the Board express its support for the review being undertaken by the Ministry of the Attorney General, concur that a new process is required and state its willingness to fully participate in any proposed process in this area.

*New Provincial Policy as reported in the Toronto Star*

On October 26, 2012, the *Toronto Star* reported that it had been informed by the government of a new policy, “which will take effect before the year’s end” which will require Crown attorneys to report cases in which they believe “police have lied under oath.” As the article states, “[t]he policy deals not only with deliberate dishonesty on the witness stand but in any situation where a police officer is under oath, such as in an affidavit to get a wiretap or a search warrants.”

The article goes on to say that, “[u]nder the new system, if a judge makes findings or comments that an officer was deliberately untruthful, or the Crown attorney has reasonable evidence that the officer was lying, the trial prosecutor must report it to his local manager.”

Subsequently, “[t]he supervising Crown will review the case file and court transcripts to see if there are grounds to believe the officer deliberately lied.” If it is found that there are grounds, “[t]he cases gets forwarded to a regional director, who makes the decision whether to send the case to the police for investigation.” Then, the article states, “[p]olice would decide whether the officer will be charged with a criminal offence.

The complete article is attached for your information.

It should be noted that while the information was published in the Toronto Star, there has been no general announcement made by the Attorney General at this point. However, a representative of the Attorney General has confirmed that it is anticipated that a “practice memorandum” on this issue will be released by the end of the year.

On November 16, 2012, I, once again, received correspondence from Mr. Clayton Ruby with respect to this issue. He indicated that while he was pleased that the Attorney General was adopting a process for reporting by Crown attorneys in these cases, he would also like to see changes made at the Board and Service level with respect to this issue. He reiterated the elements he would like to see in any Board policy, which include the following (paraphrased):

- Crown attorneys to report any judicial findings where police did not testify honestly or action in violation of constitutional rights
- Officer-in-charge or other officers present to report these findings to the Chief
- Chief should order the transcript of the judge’s reasons in every such case
- Chief should report to the Board every judicial finding of lack of honesty/integrity to the Board, also with the transcript
- Chief should report to the Board, within six months, any actions taken by the Chief, the reasons for those actions, and any justification if action was not taken
- Chief should report to the Board with annual statistics on the number and nature of judicial findings and the action taken in each case

Some of these elements are dealt with by the proposed steps taken by the Attorney General. Others fall under the Chief’s purview. However, the majority are addressed in my recommendations in this report.

#### Discussion:

At this time, neither the Board nor the Service has received any formal notice from the Ministry of the Attorney General of changes to obligations to examine judges’ findings or comments in relation to officers’ testimony. I also understand that there have been incidents in the past where the Service has been notified by Crown attorneys with respect to possible deceit by officers delivering testimony and where such reports have been made, the Service had investigated the allegations.

While this is a good practice, I believe that it is important that a consistent and formalized process be developed in order to respond to such incidents. As discipline falls under the purview of the Chief, the process to be followed, which will, in many cases, involve investigation and the imposition of discipline, and thus, should be developed by the Chief.

I also believe that it is critical that the Board be informed of these incidents in a regularized manner, and that the number of cases be included in these reports, along with any steps taken and the resolution in each case. I propose that this reporting be included in the annual Professional Standards report.

Conclusion:

Therefore, it is recommended that the Board request the Chief to:

- (1) Advise the Board as to the process the Service uses to respond to any reports that the Service may receive from Crown attorneys with respect to judicial comments regarding officer evidence that is characterized by the presiding judge as being in his or her view as being dishonest, misleading or fabricated;
- (2) In the event that no such process currently exists, develop such a process; and
- (3) Include in the annual Professional Standards report information with respect to such incidents, including information as to the number of incidents, the steps the Chief has taken in response, and the resolution in each case.

**Chief Blair responded to questions by the Board about the foregoing report.**

**Chief Blair said that the Attorney General had not yet formally announced the results of his review and emphasized that it would be prudent for the Board to respond at the time the results are released as opposed to relying solely on the information contained in the *Toronto Star* article which, he said, was grossly misleading.**

**Chief Blair also said that the Service has already established a formal process to deal with allegations about police officers who may not have been truthful in court. The Board was advised that Professional Standards will commence an investigation immediately upon receiving an allegation of untruthful testimony. Chief Blair said that crown attorneys are interviewed as part of the investigation and that, to date, there have been no concerns expressed by crown attorneys about the manner in which the Service responds to allegations of untruthful testimony by police officers in court. The Board was also advised that if a police officer believes that another officer was not truthful in court, or receives information alleging that another police officer was not truthful in court, he/she has a responsibility to formally report those concerns or allegations.**

**Chief Blair said that this was an important matter and he urged the Board to wait until the Attorney General has released the results of his review in the form of a practice memorandum which is estimated to take place in approximately two weeks.**

**The Board agreed to defer further consideration of this matter until the Attorney General releases the practice memorandum.**





Tuesday, December 4, 2012

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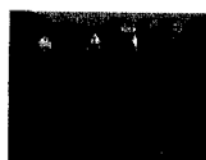
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# Star gets action: Crown must now report police who lie

Published on Friday October 26, 2012

David Bruser, Jesse McLean  
Staff reporter, Staff reporter

55 Comments | Recommend 283

Ontario's Crown attorneys will soon be required to report cases where they believe police officers have lied under oath.

The new policy comes after a Star investigation earlier this year that found more than 100 cases of police deception in Ontario and across the country.

The Star also found that Ontario, like most provinces, had no formal mechanism to investigate allegations of police lying in court.



News Vi



The policy deals not only with deliberate dishonesty on the witness stand but in any situation where a police officer is under oath, such as in an affidavit to get a wiretap or a search warrant.

Under the new system, if a judge makes findings or comments that an officer was deliberately untruthful, or the Crown attorney has reasonable evidence that the officer was lying, the trial prosecutor must report it to his local manager.

From there, the supervising Crown will review the case file and court transcripts to see if there are grounds to believe the officer deliberately lied.

If there are grounds, the case gets forwarded to a regional director, who makes the decision whether to send the case to police for investigation.

"It's sort of like another set of eyes looking at it," said Susan Orlando, deputy director of the Attorney General's criminal law division.

"It is a pretty significant thing to ask the police to investigate an offence, especially a police officer. You want to make sure you get it right."

Police would decide whether the officer will be charged with a criminal offence.

The police force may also internally discipline the officer.

The ministry will track the number of cases it forwards to police to investigate, Orlando said.

The Star's research looked at cases where a judge found a police officer lied, misled the court or fabricated evidence. In many cases, the judges then tossed out the evidence against suspects and they walked away.

After officers lied in court, possessors of child pornography, a major ecstasy manufacturer operating out of a Scarborough house, drug dealers carrying loaded handguns and others walked free.

Many of the officers were not disciplined for their courtroom conduct.

Defence lawyer Reid Rusonik said the new policy "is a step in the right direction," though he is concerned that prosecutors, who often rely on police testimony to build their cases, "are hardly in a position to be objective. I'd like to see some independent people hired to spot-audit cases."

Rusonik has exposed police fabrications in more than a dozen cases across the GTA in the past few years, six leading to the acquittal of clients charged with possession of a handgun.

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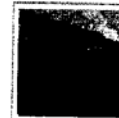
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Leora Shemesh, who recently had a case where two kilograms of cocaine were excluded as evidence because the judge found the police officers lied, is concerned the new policy will not fix the problem.

"Very few Crown attorneys will send a case off for a review — particularly since they have multiple cases with the same officers," she said. "And then we leave the ultimate review up to the police? I have no confidence in a system that does not allow an independent and impartial body to review it."

The Star's investigation also found a lack of police accountability to the public. Big-city forces, including those in Montreal and Calgary, refused to say whether their officers were disciplined.

At the time of the Star investigation, British Columbia appeared to be the only province with a formal reporting system. There, if a judge criticizes the truthfulness of a witness' evidence or testimony, the prosecutor should report it to a senior Crown attorney. The prosecutor should also recommend to the police force that it investigate alleged misconduct.

Before the Star stories were published in April, Toronto police spokesman Mark Pugash sent a combative statement to the Star in which he equated the language used by judges in the cases reviewed by the paper to "throwaway comments unsupported by evidence."

"You either don't understand, or you don't want your readers to understand, the fundamental distinction between a judge's comments and a judge's rulings," Pugash continued. "Without an understanding of such a basic point, your story cannot be taken seriously."

In a York Regional Police case where the force reviewed an officer's conduct after a court decision was brought to its attention by the Star, the force found there was "nothing identified in the officer's actions that caused our investigators concern."

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

**#P315. AUDITOR GENERAL'S RECOMMENDATIONS RELATED TO 311  
PROCUREMENT: IMPACT ON SERVICE PROCESSES AND  
PRACTICES**

The Board was in receipt of the following report November 05, 2012 from Alok Mukherjee, Chair:

Subject: AUDITOR GENERAL'S RECOMMENDATIONS RELATED TO 311  
PROCUREMENT: IMPACT ON SERVICE PROCESSES AND PRACTICES

Recommendations:

It is recommended that the Board request that the Chief:

- (1) review current Service procurement processes and practices in light of the Auditor General's report on the "Procurement of 311 Toronto's Information Technology System – Lessons for Future Procurement Processes" and advise the Board whether any changes to such Service processes and practices are required as a result; and
- (2) indicate to the Board whether any changes to Board By-law 147 are required as a result, and, if so, recommend that the Board make those changes.

Financial Implications:

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

Background/Purpose:

In 2004, the City of Toronto launched the 311 service, which provides access to non-emergency City services and information and responds to public inquiries about a wide variety of City services. The launch includes considerable planning and development including the procurement of an information technology solution.

Attached is a letter from Joseph P. Pennachetti, City Manager, dated October 22, 2012. As the letter indicates, "[t]he City's Auditor General conducted a review of the procurement of the 311 technology solution using a lessons learned approach. The key lesson, relevant to future procurement conducted by the City and its agencies and corporations, is to ensure that the evaluation includes the acquisition of maintenance and support costs over the estimated life of the IT solution as part of the total procurement value."

Discussion:

The Auditor General's report, on the "Procurement of 311 Toronto's Information Technology System – Lessons for Future Procurement Processes" was considered by Council on July 11, 12 and 13, 2012.

The Council Decision Document on this issue is also attached for your information. In the decision, it is noted that “Council requests City agencies and corporations to consider the Auditor General's recommendations in future procurement processes.”

As a result of the Council decision, the Board has been requested to consider the recommendations contained in the Auditor General's report. The procurement processes and practices of the Service fall under the jurisdiction of the Chief; however, any changes to the Toronto Police Services Board By-law 147 which governs procurement would require the approval of the Board.

Conclusion:

Therefore, it is recommended that the Board request that the Chief:

- (1) review current Service procurement processes and practices in light of the Auditor General's report on the “Procurement of 311 Toronto's Information Technology System – Lessons for Future Procurement Processes” and advise the Board whether any changes to such Service processes and practices are required as a result; and
- (2) indicate to the Board whether any changes to Board By-law 147 are required as a result, and, if so, recommend that the Board make those changes.

**The Board approved the foregoing report.**



**Joseph P. Pennachetti**  
City Manager

**City Manager's Office**  
**City Hall**  
100 Queen Street West  
East Tower, 11<sup>th</sup> Floor  
Toronto, Ontario M5H 2N2

## Memorandum

**Tel:** 416-392-3551  
**Fax:** 416-392-1827  
jpennac@toronto.ca  
www.toronto.ca

October 22, 2012

**TO:** Board Chairs and Agency Heads  
Agencies and Corporations

**FROM:** Joseph P. Pennachetti, City Manager

**SUBJECT:** **Auditor General's recommendations related to 311 Procurement**

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The City of Toronto achieved an important milestone in improving customer service when it launched 311 Toronto in 2009 following a significant period of planning and development including the procurement of an information technology solution.

The City's Auditor General conducted a review of the procurement of the 311 technology solution using a lessons learned approach. The key lesson, relevant to future procurement conducted by the City and its agencies and corporations, is to ensure that the evaluation includes the acquisition of maintenance and support costs over the estimated life of the IT solution as part of the total procurement value.

The Auditor General's report was considered by Council on July 11, 12 and 13, 2012 in Item 2012. AU7.13. I have included the Council Decision Document and all of the publicly released portions of the report for your information. In part 5 of its decision, Council requests City agencies and corporations to consider the Auditor General's recommendations in future procurement processes.

If you have any questions about procurement generally, I encourage you to contact Michael Pacholok, Director, Purchasing and Materials Management Division at [mpachol@toronto.ca](mailto:mpachol@toronto.ca) or by telephone at 416-392-7312.

Joseph P Pennachetti  
City Manager

**Attachments:**

- Council Decision Document of July 11, 12 and 13, 2012
- Report from the Auditor General on the Procurement of 311 Toronto's Information Technology System – Lessons for Future Procurement Processes with: Attachment 1: Procurement of 311 Toronto's Information Technology System - Lessons for Future Procurement Processes, and Attachment 2: Management's Response



## Tracking Status

- [City Council](#) adopted this item on July 11, 2012 without amendments and without debate.
- This item was considered by the [Audit Committee](#) on July 3, 2012 and adopted without amendment. It will be considered by City Council on July 11, 2012.

### City Council consideration on July 11, 2012

AU7.13	ACTION	Adopted on Consent		Ward:All
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## Procurement of 311 Toronto's Information Technology System – Lessons for Future Procurement Processes

### City Council Decision

City Council on July 11, 12 and 13, 2012, adopted the following:

1. City Council request the Acting Director, Purchasing and Materials Management Division, to review and enhance the existing Purchasing and Materials Management review process such that inaccurate or questionable information on purchase request documents is identified and addressed prior to approval of the purchase request documents.
2. City Council request the Acting Director, Purchasing and Materials Management Division, to define in all pertinent purchasing policies and procedures that the purchase amount for contract increases and sole-source approvals refers to the gross cost to the City (excluding taxes), not net costs after deductions, refunds, or credits.
3. City Council request the City Manager, in consultation with the Acting Director, Purchasing and Material Management Division, to take necessary steps to ensure that, where a contract service is not acquired under a fixed price agreement, the unit pricing, labour rates, and estimated labour hours are established prior to commencing the contract services, and the hours of contract services are tracked and documented.
4. City Council request the Acting Director, Purchasing and Materials Management Division, to take the necessary steps to ensure that divisions comply with the City purchasing policies regarding the timely submission of sole-source purchase requests for approval by the Purchasing and Materials Management Division.
5. City Council request the City Manager to forward the recommendations contained in the audit report entitled "Procurement of 311 Toronto's Information Technology System – Lessons for Future Procurement Processes" to the City's major Agencies and Corporations, for consideration in future procurement processes.
6. City Council adopt the recommendations contained in Confidential Attachment 1 to the report (June 13, 2012) from the Auditor General.
7. City Council authorize the public release of audit recommendations and management



responses contained in Confidential Attachment 1 at the discretion of the City Solicitor in consultation with the City Manager.

Confidential Attachment 1 to the report (June 13, 2012) from the Auditor General remains confidential in its entirety at this time in accordance with the provisions of the City of Toronto Act, 2006 as it pertains to litigation or potential litigation that affects the City or one of its agencies. The confidential audit recommendations and management responses contained in Confidential Attachment 1 will be made public at the discretion of the City Solicitor in consultation with the City Manager.

Confidential Recommendations 1, 2, 5, 6, 8, 9 and 10 and the management responses to Recommendations 5, 6, 9 and 10, were made public on September 14, 2012 on the advice of the City Solicitor and can be accessed under Background Information (City Council).

### **Confidential Attachment - Litigation or potential litigation that affects the municipality or local board**

#### **Background Information (Committee)**

(June 13, 2012) Report from the Auditor General on the Procurement of 311 Toronto's Information Technology System – Lessons for Future Procurement Processes

(<http://www.toronto.ca/legdocs/mmis/2012/au/bgrd/backgroundfile-48577.pdf>)

Appendix 1 - Procurement of 311 Toronto's Information Technology System – Lessons for Future Procurement Processes

(<http://www.toronto.ca/legdocs/mmis/2012/au/bgrd/backgroundfile-48582.pdf>)

Appendix 2 - Management's Response

(<http://www.toronto.ca/legdocs/mmis/2012/au/bgrd/backgroundfile-48583.pdf>)

Confidential Attachment 1 to the report (June 13, 2012) from the Auditor General

#### **Background Information (City Council)**

Confidential Information made public on September 14, 2012

(<http://www.toronto.ca/legdocs/mmis/2012/cc/bgrd/backgroundfile-50044.pdf>)

### **Audit Committee consideration on July 3, 2012**

Source: Toronto City Clerk at [www.toronto.ca/council](http://www.toronto.ca/council)

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

**#P316.       RESPONSE TO THE JURY RECOMMENDATIONS FROM THE  
CORONER'S INQUEST INTO THE DEATH OF JUNIOR ALEXANDER  
MANON**

The Board was in receipt of a report dated November 21, 2012 from William Blair, Chief of Police, containing a response to the jury recommendations from in the inquest into the death of Junior Alexander Manon. 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 DECEMBER 14, 2012**

**#P317. REVIEW OF THE EFFECTIVENESS OF COMMUNITY SAFETY ZONES**

The Board was in receipt of correspondence dated November 15, 2012 from Chin Lee, Councillor, City of Toronto, and Member, Toronto Police Services Board, containing a recommendation for a review of the effectiveness of community safety zones. A copy of Councillor Lee's correspondence is appended to this Minute for information.

**The Board approved Councillor Lee's correspondence.**



## Councillor Chin Lee

Scarborough Rouge River – Ward 41



Toronto City Hall  
100 Queen Street W., Suite A10  
Toronto, ON M5H 2N2

Tel: (416) 392-1375  
Fax: (416) 392-7433  
councillor\_lee@toronto.ca

November 15, 2012

Mr. Alok Mukherjee, Chair  
Toronto Police services Board  
40 College St.  
Toronto, Ontario  
M5G 2J3

Dear Chair and Members:

### Review of the Effectiveness of Community Safety Zones

On November 6, 2012 Scarborough Community Council passed a motion directing Toronto Transportation staff review the 2000 moratorium that was placed on Community Safety Zones in Toronto.

In light of the decision of Scarborough Community Council, I recommend:

- 1) That the Chief of Police be requested to undertake a comprehensive review of Community Safety Zones including best practices in other jurisdictions, and the cost and effectiveness of police enforcement within existing Community Safety Zones in Toronto, especially around schools.
- 2) That the Chief report back with his findings to the Toronto Police Services Board at his earliest convenience.

Sincerely,

Councillor Chin Lee  
Ward 41 – Scarborough Rouge River

CL/gc

Copy: Deirdre Williams, Board Administrator

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

**#P318. LEGAL INDEMNIFICATION – CLAIM NO. 1611/2012**

The Board was in receipt of the following report November 02, 2012 from William Blair, Chief of Police:

Subject: LEGAL INDEMNIFICATION CLAIM NO. 1611/2012

Recommendation:

It is recommended that the Board deny payment of the legal account from Mr. Joseph Markson dated May 31, 2012 in the amount of \$37,126.89 for his representation of a former police constable in relation to criminal charges.

Financial Implications:

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

Background/Purpose:

A former police constable has requested payment of his legal fees for \$37,126.89 as provided for in Article 23 of the legal indemnification clause of the uniform collective agreement. The purpose of this report is to recommend denial of the claim.

Discussion:

This report corresponds with additional information provided in the Confidential Agenda.

Conclusion:

Article 23:02 of the uniform collective agreement states:

*“Notwithstanding paragraphs 23:01 (a), (b) and (c), the Board may refuse payment otherwise authorized under paragraph 23:01(a), (b) or (c) where the actions of the member from which the charges or investigation arose amounted to a gross dereliction of duty or deliberate abuse of his/her powers as a police officer.”*

While the criminal charges were dismissed and the *PSA* charges withdrawn, the former officer abused his powers as an officer; and, therefore, was not acting in the attempted performance in good faith of his duties as a police officer. Since the former officer retired from the Service, jurisdiction for the *PSA* investigation and/or prosecution was lost.

Therefore, based on the foregoing, it is recommended that payment for the legal expenses incurred should be denied.

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

**The Board approved the foregoing report and noted that additional information regarding this matter was considered during the *in camera* meeting (Min. No. C354/12 refers).**

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

**#P319. REQUEST FOR APPROVAL OF EXPENSES: *EXECUTIVE SEMINAR ON NATIONAL POLICE COMPENSATION AND ITS CHALLENGES AND THE SUMMIT ON THE ECONOMICS OF POLICING: STRENGTHENING CANADA'S POLICING ADVANTAGE***

The Board was in receipt of the following report December 03, 2012 from Alok Mukherjee, Chair:

Subject: APPROVAL OF EXPENSES: EXECUTIVE SEMINAR ON NATIONAL POLICE COMPENSATION AND ITS CHALLENGES, AND SUMMIT ON THE ECONOMICS OF POLICING: STRENGTHENING CANADA'S POLICING ADVANTAGE - OTTAWA, ONTARIO

Recommendation:

It is recommended that the Board approve my attendance and estimated expenditures not to exceed \$1,700.00 for the Executive Seminar on National Police Compensation and Its Challenges hosted by the Canadian Association of Chiefs of Police (CACCP) and the Summit on the Economics of Policing hosted by Public Safety Canada (PSC) to be held from January 14 to 17, 2013, in Ottawa, Ontario.

Financial Implications:

Funds are available in the business travel account in the Board's 2013 approved operating budget.

Background/Purpose:

Public Safety Canada will host a National Summit on the Economics of Policing: Strengthening Canada's Policing Advantage on January 16 and 17, 2013, in Ottawa, Canada.

The objectives of the Summit are to increase awareness of the challenges and opportunities facing policing, provide practical information on improving efficiency and effectiveness, and strengthen the foundation for innovation and reform in Canadian policing.

The Summit agenda will be oriented around the following three pillars:

- Efficiencies within police services;
- New models of community safety; and
- Efficiencies within the justice system.

Approximately 250 individuals from across Canada and other countries – Ministers, government officials, police leaders and frontline police officers, representatives of policing associations, academics and other stakeholders – are being invited to the Summit.

The Summit will build on work already done by governments, police associations and other policing stakeholders. The Canadian Association of Chiefs of Police, the Canadian Police Association, the Canadian Association of Police Boards and other stakeholders are important partners in this undertaking.

Preceding this Summit, the Canadian Association of Chiefs of Police is organizing an Executive Seminar on National Police Compensation and Its Challenges, to be held in Ottawa on January 14-15, 2013.

The objectives of this seminar are to:

- Provide a discovery forum for police executives on historical and current compensation trends and processes and the emerging culture of policing;
- Through mutual information sharing and engaged dialogue with delegates, prepare Chiefs for their position in the bargaining process and management of a unionized workforce (efficiency and effectiveness);
- Determine if there is a need for a CACP national strategy and position on compensation, other major labour relations issues, and for Public Safety's National Summit on Economics of Policing.

The Seminar is limited to police executives and police board/commission members. Approximately 100 participants are expected to attend this event.

#### Discussion:

There is a growing debate and discussion taking place at the national level on the economics of police. This reflects an emerging consensus that for policing to be sustainable, all orders of government, police boards/commissions, police leaders and the community must work together to achieve transformational change in our current model of policing. The Toronto Police Services Board has, through the provincial and national associations of police boards and other forums, made a significant contribution to this important discourse. In the last few years, I have had the opportunity to participate in "invitation only" symposiums on the economics of policing hosted and/or co-hosted by Public Safety Canada, the Canadian Police College, the Canadian Association of Police Boards, the Canadian Association of Chiefs of Police, and the Police Sector Council.

The two events, to be held in Ottawa in January 2013, bring together key stakeholders from across Canada to engage in finding practical solutions to the issues that have emerged from these previous discussions.

I have been invited to attend the Executive Seminar on National Police Compensation and Its Challenges as well as the Summit on Economics of Policing as a speaker and presenter. Draft agendas of the two events are attached.



There is a registration fee of \$390 for the Executive Seminar but none for the Summit. I am seeking approval for expenses related to registration fee, hotel, flight and ground transportation, accommodation and per diem.

The approximate cost breakdown is as follows:

Registration Fee	\$390.00
Travel costs	\$400.00
Hotel accommodation:	\$550.00
Per Diem (4 days)	<u>\$300.00</u>
 TOTAL	 \$1640.00

Conclusion:

I request that the Board approve my attendance and estimated expenditures not to exceed \$1,700.00 for the Executive Seminar on National Police Compensation hosted by the Canadian Association of Chiefs of Police (CACP) and the Summit on the Economics of Policing hosted by Public Safety Canada (PSC) to be held from January 14 to 17, 2013, in Ottawa, Ontario.

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

**THAT the Board also approve an amount estimated at \$900.00 to permit the attendance of the Board's Executive Director at the Summit on the Economics of Policing to be held on January 16 and 17, 2013 in Ottawa.**

**DRAFT**

**Summit on the Economics of Policing:  
Strengthening Canada's Policing Advantage**

January 16-17, 2013  
Delta City Centre Hotel, Ottawa

**Day 1**

**Framing the Summit**

- 8:15**      **1) Summit Launch:** Facilitator's call to order and OPS Band
- 8:25**      **2) "Did You Know" video**  
            ▪ Automated audio-visual presentation of interesting, high-level, economic, fiscal and policing facts
- 8:35**      **3) Ministers' Welcoming Address:**  
            ▪ Hon. Vic Toews, Minister of Public Safety, Government of Canada
- 9:10**      **4) Framing the Dialogue:** Public Safety Canada  
            ▪ Outline the framework and objectives for the Summit
- 9:20**      **5) Introductory Comments:** Facilitator  
            ▪ Practical information for participants and orientation to "e-Voting"
- 9:30**      **6) Opening Address:** Royal Canadian Mounted Police
- 10:00**     BREAK
- 10:30**     **7) Evolution of Policing**  
            **Moderator:**  
            **Panel Speakers:** (3 speakers)
- 11:30**     **8) Collective Bargaining and Arbitration in Policing**  
            **Moderator:** Arbitrator  
            **Panel Speakers:** (2 speakers)
- 12:00**

- 9) Lunch**  
**Theme - International Perspectives:** Policing Developments in the U.K. & U.S.  
**Speakers:**  
U.K.:  
U.S.:

## Pillar #1: Efficiencies within Police Services

- 1:30 10) Engagement, Assessment and Implementation  
Moderator:  
Panel Speakers: (3speakers)
- 2:15 11) Finding the Right Balance: *Civilianization, Privatization and Tiered-Policing*  
Moderator:  
Panel Speakers: (4 speakers)
- 3:45 BREAK
- 4:15 12) Maximizing Human Resources: Recruitment, Training & Leadership  
Moderator:  
Panel Speakers: (3 speakers)

6:30

### 13) Reception & Dinner

*Reception: Emerging Police Research & Technology*

- Kiosks: academics/researchers, Public Safety Canada NIEM, Winnipeg crime mapping, StatsCan, Canadian Police Research Council, Canadian Police Knowledge Network, Industry Canada (700MHz), etc.

*Dinner: The Future of Policing / Policing in 2030*

## Day 2

- 8:30 Day 2 Launch: Facilitator  
▪ Recap of Day 1 & Outline of Day 2

## Pillar #2: New Models of Community Safety

- 8:40 14) Research, Policing and Crime Reduction  
Moderator:  
Panel Speakers: (3 speakers)
- 9:40 15) New Models of Community Safety  
Moderator:  
Panel Speakers: (4 speakers)
- 10:50 BREAK
- 11:20 16) Governance and Cooperation  
Moderator:  
Panel Speakers: (3 speakers)

**Pillar #3: Efficiencies within the Justice System**

12:30

**17) Lunch**  
*Theme: Justice and Policing*  
**Speaker:**

1:30

**18) Streamlining the Justice System to Reduce the Costs of Policing**  
**Moderator:**  
**Panel Speakers:** (3speakers)

**Moving Forward Together**

3:00

**19) Closing Session: Building a shared forward agenda for policing in Canada**  
**Facilitator**  
**Panellists:** (3 speakers)

4:00

**20) Keynote Closing Address:**

January 14-15, 2013  
Ottawa, ON

**Executive Seminar on National Police  
Compensation and its Challenges**

**Séminaire de direction sur la rémunération  
de la police au pays et les défis à relever**

14-15 janvier, 2013  
Ottawa (Ontario)

**Agenda**

**Conference Objective**

- Provide a discovery forum for police executives and police services board members on historical and current compensation trends and processes and the emerging culture of policing;
- Through mutual information sharing and engaged dialogue with delegates, prepare a learning foundation for Chiefs and Boards for their respective positions in the bargaining process and management of a unionized workforce (efficiency and effectiveness);
- Determine if there is a need for a CACP national strategy and position on compensation, other major labour relations issues, and for Public Safety's National Summit on Economics of Policing.

**Targeted Audience**

Limited to Police Executives & Police Board Members Only

**Monday January 14, 2013**

11:00-13:00

Registration

13:00

Opening Remarks: Conference Chairs and President CACP

SESSION 1

13:30-14:45

Session

Provincial Updates Part 1 - B.C. & Prairies

**Objective**

To describe provincial bargaining structures.

- Regional bargaining committee structure
- Legal role of province, city councils, boards, chiefs
- Bargaining/ Settlement/ Arbitration trends - (regional economy, wage, benefit, pension, work conditions)
- Legislative framework
- Positives and negatives

**Presenters**

- Provincial Representatives (Board Members/Chiefs)

**Moderator**

Chief Constable Bob Rich, Abbotsford Police Department

Updated on December 3, 2012

14:45-15:15 Network Break

SESSION 2  
15:15-16:30

**Session**

Provincial Updates Part 2 and Federal Update- Ontario, Atlantic & RCMP

**Objective**

To describe provincial bargaining structures.

- Regional bargaining committee structure
- Legal role of province, city councils, boards, chiefs
- Bargaining/ Settlement/Arbitration trends - (regional economy, wage, benefit, pension, work conditions)
- Legislative framework
- Positives and negatives

**Presenters**

- Provincial Representatives (Board Members/Chiefs)

**Moderator**

Director Shelagh Morris, Guelph Police Service

16:30 Closing Remarks

**Tuesday January 15, 2013**

07:30 Breakfast

08:30 Opening Remarks

SESSION 3  
08:30-09:30

**Session**

The Quebec Experience

**Objective**

Since the early 2000s, several chiefs of police have had to deal with major labour disputes in the context of the contract renewal process. Realizing that these pressure tactics had a significant impact on the services provided to citizens, as well as on organizational development, chiefs of police mobilized through their provincial association - the *Association des directeurs de police du Québec (ADPQ)* - and established a Labour Relations Committee.

The work of this Committee led to undertaking a study having the following goals:

Updated on December 3, 2012

1. To take a critical look at the legislative framework surrounding the labour relations regime.
2. To propose an objective analysis of the state of labour relations.
3. To formulate a series of recommendations aimed at improving the state of labour relations.

Over the course of this plenary session, Directeur Francis Gobeil will present the process undertaken by the ADPQ; talk about the relationships that were established with the Union des municipalités du Québec; and outline the discussions that took place with the *ministère du Travail* and the *ministère de la Sécurité publique* with a view to addressing this problem and proposing appropriate legislative changes.

**Presenter**

- Directeur Francis Gobeil, Service de police de Trois-Rivières, President of ADPQ

**Moderator**

Directeur Mario Harel, Service de police de Gatineau

SESSION 4  
09:30-11:00

**Session**

Managing the Bargaining Process

**Objective**

This session will discuss the the bargaining process and how to avoid issues with both government officials and unions, as well as how to deal with them when they inevitably come. The goal is to preserve one's job, hang onto management rights, and still function effectively as a leader.

**Presenter**

- Mr. Jack Collins, General Counsel, Massachusetts Chiefs of Police Association

**Moderator**

Chief Constable Jim Chu, Vancouver Police Department, President of CACP

11:00-11:30

Network Break

**SESSION 5**  
**11:30-12:30**

**Session**  
**Arbitrations & What is Coming**

**Objective**

- Ability to pay vs. cutting the baby in half
- Value of work vs. economic comparison with other public sector employees
- "Me too" demands
- Clauses, benefits
- Vacancies, budget cuts
- Policing is unaffordable

**Presenters**

- Mr. Paul Gardner, Chair, Ontario Police Arbitration Commission
- Mrs. Lynda Bordeleau, Partner, Perley-Robertson, Hill & McDougall LLP

**Moderator**

Chief Constable Bob Rich, Abbotsford Police Department

12:30-13:30

Lunch

**SESSION 6**  
**13:30-14:30**

**Session**  
**Reflections on Police Independence and Culture**

**Objective**

Provide an overview on the common interest between Chiefs and the police with respect to improving the independence of policing, perceived and real, as well as police culture. The bargaining relationship between the police and the different levels of government in Canada has often disproportionately been concerned with compensation issues. The issue of how to blend the "command and control" necessity of certain police work with the necessity to respect the Rule of Law as well as develop a more learned police culture and profession will be addressed.

**Presenter**

- Mr. A. Edward Aust, Counsel, Aust Legal Inc.

**Moderator**

Director Shelagh Morris, Guelph Police Service

14:30-14:45

Network Break



**SESSION 7**  
**14:45 -16:30**

**Session**

**Future Directions**

**Discussion Topics**

- CACP/CAPB role in education and information sharing
- Arbitration based on local settlements as comparator
- Legislation on wage increases - override police acts
- Coordination - employer bargaining groups
- Is there an advocacy role - CACP/CAPB national position?
- CACP/CAPB role with FCM

**Facilitator**

**Mr. Alok Mukherjee, President CAPB and Chief Constable Jim Chu, Vancouver Police Department, President of CACP**

**16:30**

**Closing Remarks**

**DRAFT**

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

**#P320. APPOINTMENT – ACTING VICE-CHAIR DURING THE PERIOD  
BETWEEN JANUARY 14, 2013 AND JANUARY 17, 2013, INCLUSIVE**

The Board was in receipt of the following report December 04, 2012 from Alok Mukherjee, Chair:

Subject: Appointment – Acting Vice-Chair During the Period Between January 14, 2013 and January 17, 2013, Inclusive.

Recommendation:

It is recommended that the Board appoint one member to act as Acting Vice-Chair during the period between January 14, 2013 and January 17, 2013, inclusive, for the purposes of the execution of all documents that would normally be signed by the Vice-Chair on behalf of the Board and to perform any other duties that may be required during that time.

Financial Implications:

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

Background:

I have been invited to participate in and speak at two significant upcoming national events related to economics of policing: an *Executive Seminar on National Police Compensation and Its Challenges*, organized by the Canadian Association of Chiefs of Police (CACCP) on January 14 and 15, 2013, and *The Summit on the Economics of Policing: Strengthening Canada's Policing Advantage* hosted by Public Safety Canada on January 16 and 17, 2013. Both events are scheduled to take place in Ottawa. I will, therefore, be unable to perform the duties of Chair during this period.

Given that Vice-Chair Michael Thompson would automatically assume the role of Acting Chair in my absence, and he is available to do so on this occasion, it will be necessary to appoint one member to act as Acting Vice-Chair during this period.

Conclusion:

It is, therefore, requested that the Board appoint one member to act as Acting Vice-Chair during the period between January 14, 2013 and January 17, 2013, inclusive, for the purposes of the execution of all documents, that would normally be signed by the Vice-Chair on behalf of the Board and to perform any other duties as may be required during that time.

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

**THAT the Board appoint Councillor Nunziata to act as Acting Vice-Chair during the period between January 14, 2013 and January 17, 2013, inclusive.**

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

**#P321. TORONTO POLICE SERVICE – 2013 OPERATING BUDGET**

The Board was in receipt of the following report December 13, 2012 from Alok Mukherjee, Chair:

Subject: TORONTO POLICE SERVICE'S 2013 OPERATING BUDGET

Recommendations:

It is recommended that:

- (1) The Chief prepare a report to the Board's January 23, 2013 public meeting, as a "walk on" report if necessary, providing details of the review that has been undertaken with respect to Divisional facilities, advising of the status and time lines of the review and including details of any public communications or consultations, to date, and details of those that may be planned in the future.
- (2) The Chief immediately take the necessary steps to include Board Members Mr Andy Pringle and Ms Marie Moliner in the various reviews currently being conducted by the Toronto Police Services (TPS) as proposed in Min. No. P272/12 and in the action item agreed to by the Budget Sub-Committee (BSC) at its meeting on October 23, 2012.

Financial Implications:

There are no financial implications arising from approval of this report.

Background/Purpose:

*Review of Divisional Facilities*

At the Board's Budget Sub-Committee (BSC) meeting on September 14, 2012, Chief Blair advised that he was reviewing the TPS Divisional structure to determine whether the consolidation of Divisions might be warranted. The BSC considered this and agreed to the following action item:

Chief will report to the Board in 2013 on the outcome of the TPS's review of the feasibility, potential operating and capital cost savings/avoidance and potential efficiencies of consolidating Divisional facilities. Board to consider a communications plan at that time.

At the Board meeting held on November 14, 2012, during consideration of the measures that might be required to further reduce the TPS 2013 proposed operating budget request, the Board approved (among others) the following:

2. THAT the Chief take into consideration implementing additional measures such as the following, and any others: .....

  - Consider a plan to operate premises only during the day time, such as any police divisions that do not have enough public demand after work hours, effective June 2013 (Min. No. P272/12 refers)

On December 12, 2012, at the City Budget Committee meeting, in response to a question from Councillor Janet Davis, Chief Blair indicated that the potential closure or consolidation of a Division or Divisions was under consideration. Subsequent to this meeting, there has been speculation in the media about potential closures of Divisions and Chief Blair has been quoted as questioning whether TPS can continue to operate with 17 Divisions.

This issue is causing concern among City Councillors and members of the community. Given that any changes to the TPS's Divisional structure may have operating or capital budget implications and given that these changes may also have an impact on the Board's ability to provide adequate and effective police service, it is imperative that the Board review any plans that may be under consideration with respect to consolidation of Divisions. The Budget Sub-Committee recommended that the Chief report to the Board in 2013. Given the level of public interest in this issue, it is my view that this report should be provided for the January 23, 2013 meeting of the Board.

#### *Chief's Internal Organizational Review*

In early 2012, Chief Blair advised the Board that he was conducting a comprehensive internal review of the Toronto Police Service, referred to as the Chief's Internal Organizational Review (CIOR). In July 2012, the Board began to receive monthly *in camera* updates with respect to the CIOR.

At its meeting on October 23, 2012 the BSC agreed to the following action item:

While acknowledging that the CIOR process is to be managed by the Chief of Police, the BSC wants to ensure that the Board is fully informed of the scope and progress of the CIOR on a timely basis. The BSC recommended that the Chief immediately establish a CIOR Steering Committee comprised of the Chief, Deputy Chiefs, CAO and 2 Board Members.

At its meeting on November 14, 2012, the Board approved (among others) the following:

2. THAT the Chief take into consideration implementing additional measures such as the following, and any others: .....

  - Include two Board members (Board Members Andy Pringle and Marie Moliner) to participate in the Chief's CIOR as well as the external reviews

to determine span of control and the desired uniform strength of the TPS  
(Min. No. P272/12 refers)

The Board anticipates that the recommendations from the CIOR and other reviews will be key tools for any future decisions by the Chief and the Board related to the delivery and cost of policing services in Toronto. It will assist us in identifying the changes that are necessary to transform the model of policing into one that allows the Chief and the Board to continue to deliver a high level of police service in a way that is financially sustainable. For this reason, it is imperative that Board members work closely and collaboratively with the Chief to provide input into the various reviews and to support the development of a transformational plan for the Service.

Conclusion:

I acknowledge that the 2013 TPS requested operating budget will challenge the Chief and the Board to work together to find innovative ways to provide the highest possible degree of public safety, officer safety and law enforcement. Collaboration between the Board and Chief with respect to both the review of Divisional policing and the CIOR and other organizational reviews is an important step in ensuring that the Board and the Service, together, fulfil their responsibilities with respect to the provision of adequate and effective police service.

**The Board noted that the potential closure of a division or the consolidation of divisions are being considered as part of the Chief's Internal Organizational Review (CIOR) and that the results of the CIOR had not yet been released by Chief Blair.**

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

- 1. THAT the Chair advise the City Councillors and members of the public who have expressed concerns about the potential closure or consolidation of specific divisions that extensive reviews are currently taking place and that no decision will be made by the Board until there has been full consultation with the community and a comprehensive report from the Chief; and**
- 2. THAT the Chair also be requested to post the information noted in Motion No. 1 on the Board's website.**

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

**#P322. IN-CAMERA MEETING – DECEMBER 14, 2012**

In addition to the public meeting conducted by the Board today, an in-camera meeting was held to consider a number of matters which were exempt from the public agenda in accordance with the criteria for considering confidential matters set out in s.35(4) of the *Police Services Act*.

The following members attended the in-camera meeting:

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

Absent: Mr. Chin Lee, Councillor & Member

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

**#P323.        ADJOURNMENT**

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Alok Mukherjee  
Chair