



The following *draft* Minutes of the meeting of the Toronto Police Services Board held on July 17, 2014 are subject to adoption at its next regularly scheduled meeting.

The Minutes of the meeting held on June 19, 2014, previously circulated in draft form, were approved by the Toronto Police Services Board at its meeting held on July 17, 2014.

MINUTES OF THE PUBLIC MEETING of the Toronto Police Services Board held on **JULY 17, 2014** at 1:30 PM in the Auditorium, 40 College Street, Toronto, Ontario.

PRESENT:

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

ABSENT:

Dr. Dhun Noria, 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 JULY 17, 2014**

#P152. INTRODUCTIONS

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

Appointed to the position of Assistant Manager, Employment:

Vera Chiovitti

Promoted to the position of Manager, Facilities Management:

Mr. Enrico Pera

Promoted to the rank of Superintendent:

Shaun Narine

Promoted to the rank of Staff/Detective Sergeant:

Nunziato Tramontozzi

Promoted to the rank of Sergeant/Detective:

Todd Carefoot

Frank Lazzaro

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**#P153. COMMUNITY CONTACTS POLICY: COMMUNITY SATISFACTION
SURVEY**

The Board was in receipt of the following report June 23, 2014 from Alok Mukherjee, Chair:

Subject: COMMUNITY CONTACTS POLICY: COMMUNITY SATISFACTION
SURVEY

Recommendation:

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

Financial Implications:

As an exception to its Special Fund Policy, the Board approved an amount not to exceed \$75,000 to cover the cost of conducting a community satisfaction survey, which will result in the Special Fund being reduced by \$75,000, Min. No. P102/14 refers.

Background/Purpose:

As a part of the implementation plan for the Board's Community Contacts Policy, the Board authorized the Chair to invite proposals to design and conduct a community satisfaction survey during the summer of 2014, in accordance with item 9 of the Community Contacts Policy "Recording Contacts: Data Retention for Accountability and Transparency Purposes," which reads:

The Chief, in consultation with the Board, will commit to collecting data about Contacts that can be used to evaluate the effectiveness of police services in Toronto. The community's level of satisfaction with police services will be a measure of effectiveness.

This survey is to be carried out in 31 Division during June to August 2014, with a report to the Board in October 2014.

Discussion:

On May 23, 2014, the Board issued a "Request for Proposal" (RFP), which closed on June 6, 2014. On May 27, 2014, the Board held an information session for interested members of the community to explain the project and answer questions. The Board received two proposals in response to the RFP.

A Board Selection Panel (Selection Panel) comprised of Chair Mukherjee and Board Member Moliner reviewed and scored each proposal. The resulting scores warranted an additional interview with each candidate.

To assist the Board with its decision making process, the Selection Panel interviewed candidates separately on June 18th. Interviews were structured in the form of a 10 minute presentation by the candidate, followed by Q & A. Prior to the interview the candidates were provided with a document which outlined expectations for the presentation and included three questions for their response. Based on the results of the interviews, the Selection Panel chose LogicalOutcomes as the successful candidate.

Mr. Neil Price, Executive Director, LogicalOutcomes will make a presentation to the Board outlining the project and methodology.

Conclusion:

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

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

Subject: COMMUNITY CONTACT POLICY - COMMUNITY SATISFACTION SURVEY "ARTIST IN RESIDENCE"

Recommendation:

It is recommended that the Board approve an additional \$25,000, as an exception to its Special Fund policy, to expand the Community Satisfaction Survey project to include the retention of an "Artist in Residence".

Financial Implications:

At its meeting on April 24, 2014 the Board approved the expenditure of \$75,000 from the Special Fund to retain a researcher to conduct a community satisfaction survey related to community contacts (Minute 102/14 refers). If the Board approves the recommendation in this report, the total budget for the community satisfaction survey project will be increased to an amount, not to exceed \$100,000.

Background/Purpose:

The Board has retained LogicalOutcomes Canada to conduct the community satisfaction survey.

Discussion:

I have received the appended proposal, dated July 3, 2014, from Mr. Neil Price, Executive Director of LogicalOutcomes Canada in which he recommends that the Board expand the community satisfaction project to include an “Artist in Residence”. Mr. Price advises that the purpose of this initiative is “...to capture and share research findings visually, thereby increasing the overall impact of the survey”. Further, “...a visual representation of our research will add an important layer of community engagement and expression to the project”. Mr. Price’s proposal is attached for Board Members’ review.

Conclusion:

I recommend that the Board approve an additional \$25,000, as an exception to its Special Fund policy, to expand the Community Satisfaction Survey project to include the retention of an “Artist in Residence”.

Mr. Neil Price, Executive Director, LogicalOutcomes, was in attendance and delivered a presentation to the Board with respect to the community satisfaction survey. During his presentation, Mr. Price provided the Board with a document about the Community Assessment of Police Practices, a community-based research initiative that is examining community satisfaction with police-community interactions in the City of Toronto. A copy of the document is on file in the Board office.

Following the presentation, Mr. Price responded to questions by the Board about the community satisfaction survey and the proposed artist-in-residence project.

The Board approved the following Motions:

- 1. THAT the Board receive the presentation by Mr. Price and the Chair’s report dated June 23, 2014; and**
- 2. THAT the Board approve the Chair’s report dated July 03, 2014.**

Moved by: M. Moliner

LogicalOutcomes

3 July 2014

Chair Alok Mukherjee
Toronto Police Services Board
40 College St., 7th floor
Toronto, ON
M5G 2J3

RE: Community Satisfaction Survey – Artist(s) in Residence Initiative

Dear Dr. Mukherjee,

LogicalOutcomes is pleased to present this proposal concerning the Community Satisfaction Survey – Artist in Residence Initiative for your review.

As you are well aware, one of our main focuses for the upcoming Community Satisfaction Survey in 31 Division is genuine community engagement. As such, we are committed to working alongside community members in order to elicit their concerns, perspectives and insights regarding police contacts. This engagement is essential in ensuring that our research activities have credibility and legitimacy in the eyes of the community. To further this commitment, we propose including an artist-in-residence component to our research activities over the coming months. The central aim of this initiative is to capture and share research findings visually, thereby increasing the overall impact of the survey. We feel that a visual representation of our research will add an important layer of community engagement and expression to the project.

The field of arts-based research has emerged alongside traditional qualitative research as a powerful, evocative and valuable practice area. Creative approaches to research can bring about a deeper level of analysis which often heighten levels of inclusion, accessibility, introspection and storytelling. Caputo argues that the arts based researcher allows processes “to keep a watchful eye for the ruptures and the breaks and irregularities in existence” (p. 6). This watchfulness implies a willingness to return to the “original difficulty of things” (p. 6) by peering beneath the surface of the familiar, the obvious, the orthodox in a re-scrutinizing (re-searching) of the world. It is in adopting this interrogative disposition that arts based research (like much art) promotes a level of dislocation, disturbance, disruptiveness, disequilibrium that renders it sufficiently—even highly—useful, and therefore, in this unusual sense of the word, truthful” (Barone & Eisner, 2012).

The artist(s) in residence will be commissioned to create and deliver a visual report that provides viewers with a comprehensive sense of both the research process and its findings. The visual report will be an artwork that captures participant responses, major research themes and community perspectives. The artist(s) will attend and work within several public forums, focus groups and meetings to capture, in real time, the essence of these community gatherings. Preference will be given to qualified artists who work/reside or have personal history in 31 Division. The artwork will accompany the project's Final Report, which will be delivered to the TPSB in the fall of 2014.

Our proposal requests an additional \$25,000 in funding to successfully deliver the 31 Division Community Satisfaction Survey-Artist in Residence Initiative described above. This funding will allow LogicalOutcomes to compensate the selected artist(s) at rates that are reasonable and in line with similar community arts projects. The funding will also be used to purchase supplies, and to present the visual report in a manner that is of high quality and relevance to the community. Presentation options may include documenting the work via digital video, or presenting the work publically as a visual narrative in a 31 Division gallery space.

We greatly appreciate the Board's decision to contract LogicalOutcomes to lead this important project, and we thank you in advance for considering this proposal. Please do not hesitate to contact me if you have any questions.

Regards,

Neil Price, Executive Director
LogicalOutcomes Canada
100 Wells St.
Toronto, ON
M5R 1P3
1-647-478-5634 ext. 105
neil@logicaloutcomes.net

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
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**#P154. AGREEMENT WITH TORONTO TRANSIT COMMISSION
REGARDING SPECIAL CONSTABLES**

The Board was in receipt of the following report June 19, 2014 from Albert Cohen, City of Toronto – Legal Services Division:

Subject: Agreement with Toronto Transit Commission Regarding Special Constables

Recommendation:

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

Background:

At its meeting held on December 12, 2013, the Board authorized the Chair to execute a new agreement with the Toronto Transit Commission (TTC) regarding the appointment and governance of TTC special constables (Minute No. P289/13 refers). The execution of the agreement was subject to the Minister of Community Safety and Correctional Services' approval of the draft agreement.

This report is to update the Board on the status of the Agreement and the final changes made to the agreement prior to its execution.

Discussion:

The Agreement was executed on behalf of both parties in May 2014.

Prior to the agreement being executed, it was forwarded to the Minister as directed by the Board. While the Minister declined to officially comment on the document on the basis that it is an agreement exclusively between the TTC and the Board, Ministry staff made two suggestions for changes to the Agreement. First, Ministry staff suggested that in section 5.3, the indication that a special constable "is a police officer" for the purposes of specified statutes, should be changed to "has the powers of a police officer" to more accurately reflect the situation. Second, in Article 15, dealing with TTC indemnification of the Board, Ministry staff requested that the Ministry be added to the list of persons the TTC is required to indemnify as a result of the actions of its special constables. Both those changes were made.

In addition, the City Ombudsman agreed to conduct reviews of whether the TTC has complied with the complaints procedure under the Agreement, as requested by the Board. However, the Ombudsman raised concerns about the possible loss of confidentiality for information provided to the TTC about a special constable as part of the Ombudsman's exercise of her official functions

under the *City of Toronto Act, 2006* (COTA), rather than under the agreement. Accordingly, the words "subject to any applicable laws" were added to section 10.6 of the agreement to clarify that if COTA rendered certain information confidential as part of the Ombudsman's COTA functions, it would remain so despite her role under the TTC agreement.

The Board was also in receipt of correspondence (dated May 29, 2014) from Fiona Crean, Ombudsman, City of Toronto, with respect to the protection of confidential information arising from the review of any complaints about special constables. A copy of Ms. Crean's correspondence is appended to this Minute for information.

The Board received the foregoing report and Ms. Crean's correspondence.

Moved by: M. Thompson



Office of the
MBUDSMAN

Fiona Crean, Ombudsman
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Toronto, Ontario M5G 2J5
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May 29, 2014

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

DATE RECEIVED

JUN 02 2014

TORONTO
POLICE SERVICES BOARD

Dear Mr. Mukherjee,

RE: Complaints about Toronto Transit Commission Special Constables

Thank you for your letter dated February 6, 2014. Since that time, we have had an opportunity to meet with representatives of the Toronto Transit Commission ("TTC") to discuss the special constables' agreement between the Toronto Police Services Board ("the Board") and the TTC, as well as the draft Complaints Procedure for Transit Enforcement Officers and the Transit Enforcement Officer Program.

As you may be aware, further to our discussions with the TTC, both the Toronto Police Service and the Board have agreed to make changes to section 10.6 of the Agreement as well as paragraph 8 of the draft Complaints Procedure to address my concerns relating to information that may be in the Ombudsman's possession and that is disclosed on a confidential basis to the TTC.

With these amendments in place, my office is prepared to review complaints relating to the TTC's compliance with the Complaints Procedure.

Thank you for confirming in your letter, the Board's understanding that my office's assumption of this additional role will not impact or restrict my authority under the *City of Toronto Act, 2006* to investigate the conduct of the TTC [and its employees] in the course of administering TTC services.

Should you wish to discuss this matter further, please do not hesitate to contact me.

Yours sincerely,

Fiona Crean
Ombudsman

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**#P155. INQUEST INTO THE DEATH OF PETER FLORES-LUMANGLAS,
VERDICT AND RECOMMENDATIONS**

The Board was in receipt of a report dated June 18, 2014 from Albert Cohen, City of Toronto – Legal Services Division, containing the verdict and recommendations from the inquest into the death of Peter Flores-Lumanglas. A copy of Mr. Cohen’s report is attached.

The Board approved the following Motion:

THAT the Board receive the foregoing report and request the Chief to provide a report to the Board containing a response to the jury recommendations.

Moved by: M. Moliner



Anna Kinastowski, B.A., LL.B.*
City Solicitor
Legal Services
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** Certified by the Law Society as a Specialist in
Municipal Law: Local Government / Land
Use Planning & Development*

Reply To: Michele Wright
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Fax: 416-397-5624
E-Mail: mwright4@toronto.ca

File No. 6700.A60.0371.14

June 18, 2014

To: Chair and Members of the Toronto Police Services Board ("TPSB")

From: Albert H. Cohen
Director Litigation
City of Toronto, Legal Services

Reference: The Inquest into the Death of Peter Flores-Lumanglas ("Lumanglas")
Verdict and Recommendations of the Jury

Recommendation:

We recommend that the Board receive the recommendations of the Jury and consider whether any action or report from the Chief of Police is required.

Background/Purpose:

This report summarizes the outcome of the inquest into the death of Lumanglas.

The inquest was held from May 13 to May 20, 2014. The inquest was presided over by Dr. Bonnie Burke, Coroner. The Chief of Police, the TPSB and PC Jeffrey Blair ("Blair") were each granted standing.

The Jury heard from 18 witnesses, including PC Blair, two police experts, a pathologist, a toxicologist, two paramedics, and a number of civilians and Toronto Police Service officers.

Executive Summary:

The jury delivered a verdict of death by complications from multiple gunshot wounds by means of homicide, which is not a finding of legal culpability and was expected.

The parties and Coroner's Counsel each submitted to the Jury that it should make no recommendations. The Jury nonetheless returned three recommendations. The first relates to eliminating solo patrols. The second and third relate to examining, developing and implementing a tool/device to secure items found in police searches.

The Verdict:

A copy of the Jury's verdict, delivered on May 20, 2014, is attached for your review. We have summarized it below.

A. *The 5 Statutory Questions*

The Jury answered the 5 statutory questions as follows:

1. **Name of the Deceased:** Peter Flores-Lumanglas
2. **Date and Time of Death:** April 20, 2012 at 10:35 a.m.
3. **Place of Death:** Sunnybrook Health Sciences Centre
4. **Cause of Death:** Complications from multiple gunshot wounds
5. **By What Means:** Homicide*

* [This is not a finding of legal culpability, but simply a categorization of the death as one resulting from the act of another person as opposed to suicide, natural cause or accident.]

B. *The Jury Recommendations*

In addition to determining the five statutory questions, the Jury was authorized to make recommendations directed to the avoidance of death in similar circumstances or respecting any other matter arising out of the inquest.

In this case, it was the view of all parties that the evidence did not establish any gaps or failures in policy, procedure, training or equipment that if corrected could avoid death in similar circumstances. In light of the evidence, none of the parties submitted any recommendations for the Jury's consideration and each of the parties submitted that this case did not warrant any recommendations from the Jury.

Despite the submissions that they were unnecessary, the Jury made three recommendations, specifically:

Recommendations to the Toronto Police Service (TPS), the Ministry of Community Safety and Correctional Services (MCSCS) and Toronto Police Services Board (TPSB):

1. **TPS officers shall always be partnered on active patrol.**
2. **Examine, develop and implement a tool/device for all TPS officers to secure item(s) gathered upon search of civilian and/or person under arrest.**
3. **The MCSCS, TPS and TPSB approve appropriate funding for the examination, development and implementation of a tool/device to secure item(s) gathered upon search of civilian and/or person under arrest.**

We the undersigned / Nous soussignés,

Gillian GORDON of / de Toronto
Gary COBURN of / de Toronto
Chane CLARKE of / de Toronto
Simone BENTLEY of / de Toronto
Joe ROCHA of / de Toronto

the jury sitting on the inquest into the death(s) of / membres d'unent assermentés du jury à l'enquête sur le décès de :

Sumame / Nom de famille
FLORES-LUMANGLAS Given Names / Prénoms
Peter

aged / 38 held at / 25 Morton Shulman Ave., Toronto, Ontario
à l'âge de / l'adresse à /

from the / 13th day of May to the / 20th day of May 20 14
du / au

By / Dr. / Dr. Bonnie BURKE Coroner for Ontario
Par / coroner pour l'Ontario

having been duly sworn/affirmed, have inquired into and determined the following:
avons fait enquête dans l'affaire et avons conclu ce qui suit :

Name of Deceased / Nom du défunt
Peter FLORES-LUMANGLAS
Date and Time of Death / Date et heure du décès
April 20, 2012 10:35 a.m.
Place of Death / Lieu du décès
Sunnybrook Health Sciences Centre
Cause of Death / Cause du décès
Complications from multiple gunshot wounds.

By what means / Circonstances du décès
Homicide

Gillian Gordon Original signed by: Foreman / Original signé par: Président du jury
Gary Coburn
Chane Clarke
Simone Bentley
Joe Rocha Original signed by jurors / Original signé par les jurés

The verdict was received on the / 20th day of / May 20 14
Ce verdict a été reçu le / (day / jour) / (Month / Mois)

Coroner's Name (Please print) / Nom du coroner (en lettres moulées) / Date Signed (or printed) / Date de la signature (à l'écriture)
Bonnie Burke / May 20/14

Bonnie Burke
Coroner's Signature / Signature du coroner

We, the jury, wish to make the following recommendations: (see page 2)
Nous, membres du jury, formulons les recommandations suivantes: (voir page 2)

Office of the
Chief Coroner
Bureau du
coroner en chef

**Verdict of Coroner's Jury
Verdict du jury du coroner**

Coroners Act – Loi sur les coroners
Coroners Act – Loi sur les coroners – Province de l'Ontario

Inquest no. of:
Enquête sur le décès de :
PETER FLORES-LUMANGLAS

**JURY RECOMMENDATION
RECOMMANDATIONS DU JURY**

Recommendations to the Toronto Police Service (TPS), the Ministry of Community Safety and Correctional Services (MCSCS) and the Toronto Police Services Board (TPSB):

1. TPS officers shall always be partnered on active patrol;
2. Examine, develop and implement a tool/device for all TPS officers to secure item(s) gathered upon search of civilian and/or person under arrest; and
3. The MCSCS, TPS and the TPSB approve appropriate funding for the examination, development and implementation of a tool/device to secure item(s) gathered upon search of a civilian and/or person under arrest.

SB Flores-Lumanglas

Personal information contained on this form is collected under the authority of the Coroners Act, R.S.O. 1990, C.C. 37, as amended. Questions about the collection should be directed to the Chief Coroner, 26 Grenville St., Toronto ON M5A 2G9, Tel. 416 314 4000 or TDD Fax: 1 877 993 9959.
Les renseignements personnels contenus dans cette feuille sont recueillis en vertu de la Loi sur les coroners, L.R.O. 1990, Chap. C.37, telle que modifiée. Si vous avez des questions sur la collecte de vos renseignements, veuillez les adresser au coronier en chef, 26, rue Grenville, Toronto ON M5A 2G9, tél. 416 314 4000 ou sans frais 1 877 993 9959.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 17, 2014**

**#P156. IMPACT OF CIVILIANIZATION WITHIN THE TORONTO POLICE
SERVICE**

The Board was in receipt of the following report July 02, 2014 from William Blair, Chief of Police:

Subject: IMPACT OF CIVILIANIZATION WITHIN THE TORONTO POLICE
SERVICE

Recommendations:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

The purpose of this report is to provide information on the civilianization of various uniform positions, including timelines and financial implications, as requested at the closed meeting of the Toronto Police Services Board (Board) on April 10, 2014 (Min. No. C67/14 refers).

Discussion:

Definition of Civilianization:

The term “civilianization,” as used by the Toronto Police Service (Service), refers to assigning civilian employees to perform police-related activities that do not require the authority or special training of a police officer. Civilianization generally results in the reduction of uniform authorized establishment, with a concurrent increase in civilian authorized establishment.

Typically, civilianization is preferred wherever a civilian can do the job as well as, or better than, a uniform officer, with a lower compensation. Civilianization may also be appropriate because a civilian may have specific education, training and experience (for example, in data analysis).

Attachment A provides a list of all civilianization initiatives since 1993.

Benefits of Civilianization:

There are several benefits associated with civilianization. These include:

- Program cost savings: In most situations, civilianization leads to program cost savings as the equivalent civilian position pays less than the police position that is being replaced. Police officers' compensation is based on their special training and the authority invested in them through the *Police Services Act*. For example, court officers perform a specialty function that requires training in prisoner and cell management, prisoner transportation and court processes. However, it is not necessary to bear firearms. Court officers are compensated at a lower rate than police officers, resulting in lower program costs.

It should be noted however, that there are some situations where the equivalent civilian may command a higher salary due to the education and professional expertise that is required of the position.

- Increased expertise: With the passage of time, some functions that police officers perform have become much more complex and require more specialized training and expertise to perform than when they were originally staffed. In these situations, it may be possible to hire civilian staff with specialized training and education. For example, the civilianization of a Forensic Identification Services (FIS) role will allow for the hiring of skilled laboratory technicians with the necessary experience and educational background.
- Organizational continuity: Police officers are frequently moved between positions or promoted to higher ranks. This works well with police-specific activities, but can become a detriment in some areas. Civilians, on average, tend to stay in the same function much longer, allowing them to build years of experience. For example, several Unit Commander positions that were traditionally filled by uniform officers are now civilian-equivalent positions. This helps promote and maintain operational continuity in the area or function.

Limitations of Civilianization:

There are also reasons in a policing organization why civilianization cannot be implemented in all viable situations:

- Accommodation: At any given time, there are a certain number of uniform members that cannot perform the full duties of a police officer. These limitations could be temporary (e.g. broken limb) or permanent (e.g. long-term mobility issues) in nature. When these situations occur, the Service is usually obligated to accommodate these officers due to the *Police Services Act*, human rights and labour legislation, and collective agreement requirements. As a result, sufficient positions must be maintained within the Service so that these officers can be accommodated in job functions that might have otherwise been civilianized.

- Peak officer strength: The Service is staffed to a level of front-line policing that is sufficient for day-to-day requirements. Large-scale events and emergencies can occur that require maximum police-officer deployment. In these events, police officers assigned to training, corporate planning, quality assurance, etc. may be called upon to respond to these emergencies and or special events. Civilianization erodes peak officer strength, and increases the risk of not adequately staffing public-safety emergencies.
- Career development and specialized experience: Some functions may appear “easily civilianized,” but benefit from the knowledge and years of experience that come with being a police officer. In addition, some functions help provide career development opportunities for future senior officers.

Process for Civilianizing Positions in the Service:

The process for civilianizing positions is outlined below, including the timelines applicable to the civilianization of 99 Chief’s Internal Organizational Review (CIOR)-related positions:

- Identification of positions to be civilianized: Civilianization opportunities are identified through the Service’s various program reviews, operational studies and on-going evaluation of activities. Most recently, the CIOR identified several positions that could be civilianized. These positions were identified over the course of reviews during 2012 and 2013. Civilianization opportunities are evaluated and presented to the Chief and Command for approval.
- Board approval for change in establishment: Once the Chief and Command approve the civilianization initiative, approval must be sought for a change in establishment. There are budget implications as a result of civilianization. Therefore, recommendations to approve civilianization are generally included in the annual operating budget process. Information is included regarding the planned implementation for civilianization. Generally, this includes part-year costs for the hiring of civilians, and a planned reduction to recruit classes, in order to achieve the Service’s authorized strength.

In an ideal year, recruit classes would be reduced in the same year that civilianization is occurring. The 2014 year was anomalous, in that the Service is well below the approved uniform establishment level. Consequently, although the uniform establishment was reduced by 99 positions, this had no impact on 2014 recruit classes because the Service is still projecting to be well below approved uniform establishment even at the end of 2014.

- Confirmation of civilian ranks: Once the establishment has been changed, the Service must conduct a job-evaluation process to identify the appropriate classification for the newly created civilian positions. Once the new job descriptions have been developed, and the classifications identified, they are submitted to the Board for approval, prior to filling the position. Consequently, during 2014, the Board will continue to see job descriptions for approval, related to the civilianization opportunities already approved through the 2014 operating budget.

- Posting and filling of positions: Once the job description has been approved, the Service proceeds with its approved process for filling any civilian job vacancy – internal/external (if appropriate) posting; screening; interviews; selection; and appointment/promotion. Although the budget may assume filling of the civilian position half-way through the year, the exact timing is dependent on many factors in the process.
- Reassignment of uniform staff: Once the civilianized job has been filled, the police officer in the position that has been civilianized, is reassigned to an existing uniform vacancy.

Impact on Budgets:

As stated above, civilianization will generally lead to cost savings. However, in any given year, civilianization could have a short-term negative impact on the budget. When a position is civilianized, the Service increases the civilian establishment and decreases the uniform establishment. However, the police officer in the civilianized position is not laid off, but rather redeployed. Typically, the uniform savings are achieved by replacing one less police officer in the next recruit class. For 2014, however, the recruit classes as planned prior to civilianization will not achieve approved uniform establishment level. Therefore, the reduction in recruit classes and associated budget savings is not realized until future years.

The following table goes through the budget impact of civilianization (over 7 years), using, as an example, the specifics of one uniform position civilianized to a court officer position. Salary figures are rounded, and no collective bargaining impacts are assumed.

No civilianization: The *status quo* scenario for hiring a police officer is outlined in Table 1 below. Police officers are hired at a recruit level, and then proceed through the ranks from recruit → PC4 → PC3 → PC2 → PC1. Recruits are hired three times during the year; Table 1 assumes the recruit is hired in the April 2014 class.

Table 1 – Cost Of Hiring One Police Officer

	2014	2015	2016	2017	2018	2019	2020
Recruit/PC	42,500	66,000	75,500	84,600	90,600	90,600	90,600

Civilianization of one position: Assuming the Service were at its approved uniform establishment, the civilianization of one position would result in the reduction of one recruit in the April 2014 class, and the hiring of one court officer effective July 1, 2014. As can be seen in Table 2, even under a “ideal” scenario, the Service does not achieve sustained budget savings until 2016.

Table 2 – Civilianization of One Position (Ideal Scenario)

	2014	2015	2016	2017	2018	2019	2020
	<i>(part year)</i>						
Court Officer	32,700	67,500	72,300	74,900	74,900	74,900	74,900
Recruit/PC	(42,500)	(66,500)	(75,500)	(84,600)	(90,600)	(90,600)	(90,600)
Cost(Saving)	(9,800)	1,000	(3,200)	(9,700)	(15,700)	(15,700)	(15,700)

Civilianization of one position in 2014: When the Service implemented the CIOR civilianization initiative, it was already several hundred uniform officers below its authorized establishment. The 2014 hiring strategy seeks to stabilize deployments in 2014 and restore front-line strength to the Board-approved establishment by 2016. As a result, the Service is not in a position to reduce police officer hiring until 2016. Table 3 depicts the 2014 actual scenario and shows that civilianization budget savings are not achieved until the end of 2018. However, lower program costs result almost immediately, as the incumbent police officer is redeployed to another funded police-specific position.

Table 3 – Civilianization of One Position – 2014 Budget Year

	2014	2015	2016	2017	2018	2019	2020
Court Officer	32,700	67,500	72,300	74,900	74,900	74,900	74,900
Recruit/PC	0	0	(42,500)	(66,500)	(75,500)	(84,600)	(90,600)
Cost(Saving)	32,700	67,500	29,800	8,400	(600)	(9,700)	(15,700)

Savings will also continue to grow in the long term, as civilians are not entitled to retention pay.

Conclusion:

The Service continuously seeks opportunities to reduce costs and improve service delivery. Civilianization is a long term cost reduction strategy and has been an ongoing initiative within the Service.

Most recently, in order to reduce program costs and improve service delivery, the Service civilianized 99 positions as part of the CIOR initiative. While there is an initial budget pressure in 2014 to hire these staff, the Service will ultimately achieve sustainable annual savings of approximately \$2.3M as a result of this civilianization initiative. The Service will also continue to identify other civilianization opportunities with the goal of civilianizing all positions that require specialized knowledge, experience and education, and do not require the authorities of the uniform officer.

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

The Board received the foregoing report.

Moved by: M. Thompson

Attachment A

Summary of Civilianization – 1994-2014

YEAR	UNIT	RANK	CIVILIAN POSITION
1994	Court Services	Constables (12) Sergeants/Detectives (15)	Court Officers (27)
	Freedom of Information	Sergeants (2)	Disclosure Analysts, Class 7 (2)
	Employment Office	Sergeant (1)	Civilian Recruiter, X15 (1)
1995	Court Services	Sergeant (1) Detective Sergeants (3)	Court Officer (1) Location Supervisors, Class C9 (3)
	Central Traffic	Constable (1) Constables (5)	Paid Duty Admin Clerk, Class 4 (1) Station Duty Clerks (5)
	North Traffic	Constables (5)	Station Duty Clerks (5)
	East Traffic	Constables (5)	Station Duty Clerks (5)
	West Traffic	Constables (5)	Station Duty Clerks (5)
	Corporate Planning	Sergeant (1) Sergeant (1)	Analyst, Class 10 (1) Planning Analyst, Class 10 (1)
	Occupational Health & Safety	Staff Sergeant (1)	Workers Compensation Coordinator, Class 10 (1)
	Parking Enforcement Unit	Constable (1)	Shift Supervisor (1)
	Summons Bureau	Sergeant (1)	Senior Document Officer, Class C7 (1)
1996	Court Services	Detective Sergeant (1)	Location Supervisor, Class 9 (1)
	Human Resources	Superintendent (1)	Director, Class EX4 (1)
	Communications Centre	Constables (6) Sergeants (5)	Operations Supervisors, Class 10 (11)
1997	Legal Services	Staff Sergeant (1)	Civil Liaison Co-ordinator , Class 6 (1)
	Court Services	Detective Sergeants (2) Detectives (7) Constables (9)	Court Officers (18)
	Intelligence	Plainclothes Constables (3)	Project Reader Analyst, Class 6 (3)

Attachment A

Summary of Civilianization – 1994-2014

<i>YEAR</i>	<i>UNIT</i>	<i>RANK</i>	<i>CIVILIAN POSITION</i>
	Human Resource Services	Staff Inspector (1)	Manager, Employment (1)
1998	Compensation & Benefits	Sergeant (1)	Retirement/Benefit Counsellor, X26 (1)
	Corporate Information Services	Staff Sergeant (1)	Co-Ordinator, FOI, Class 11 (1)
	Parking Enforcement	Staff Sergeant (1)	Section Administrator, Class 10 (1)
2000	Training & Education	Inspector (1)	Manager, Training & Development, Z32 (1)
2003	Occupational Health & Safety	Detective Sergeant (1)	Manager (1)
	Occupational Health & Safety	Detective (1)	Safety Officer (1)
	Employment	Staff Inspector (1)	Manager (1)
	Court Services	Detective Sergeant (1)	Locational Administrator (1)
	Community Programs	Constable (1)	Volunteer Co-ordinator (1)
	Training & Education	Constable (1)	Technical Advisor (1)
2010	Communications	Staff Inspector (1) Staff Sergeant (1)	Manager, Z30 Supervisor, Class 12
2011	Quality Assurance	Police Constable (1)	IT Auditor (1)
2014	Prisoner Management	Constable (85)	Court Officer (85)
	Forensic Identification	Constable (4)	Laboratory Specialist, Class 10 (2) Property Clerk, Class 5 (1) AFIS Supervisor (1)
	Scene of Crime Officer	Constable (10)	Scene of Crime, Class 7 (10)
	Total:	208	208

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 17, 2014**

#P157. NEW 14 DIVISION – CLOSE OUT REPORT

The Board was in receipt of the following report July 03, 2014 from William Blair, Chief of Police:

Subject: NEW 14 DIVISION - CLOSE OUT REPORT

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

The approved gross project budget for the new 14 Division facility was \$35.5 Million (M), excluding land costs. This cost was funded through the issuance of debt by the City and the Federal Infrastructure Stimulus Fund (ISF) program, which was in effect at the time. The final project cost was \$34.2 M, which is \$1.3 M underbudget. This amount was returned to the City.

Background/Purpose:

The Toronto Police Service's (Service) project management framework requires the completion of a close-out report for all major projects. The project close-out report documents the final results of the project and provides:

- confirmation that project objectives and deliverables were successfully completed;
- an analysis of project performance in terms of budget, schedule and use of resources;
- a summary of any key success factors and/or lessons learned; and
- any outstanding items that need to be resolved.

Discussion:

The construction of a new 14 Division at 350 Dovercourt Road (formerly 11 St. Annes Road) was a complex project. The project included the demolition of an existing 90,000 square foot school originally constructed in 1965 on a 1.69 acre lot located in a residential community, where many of the neighbouring homes are approximately 100 years old.

Despite the complex nature of this project, the Service's project team delivered all of the requirements of the project, under budget. Details on the project deliverables, budget and schedule are provided in this report.

Project Management Framework/Project Steering Committee:

The use of a formal project management framework was adopted by the Service in 2006, to ensure that large facility and information technology projects are properly managed and successfully implemented. This framework requires the establishment of a project steering committee, comprised of senior Service members and key stakeholders, to provide oversight and guidance to the project. It also requires the completion of a project charter that documents the project deliverables, in and out-of scope items, known or anticipated risk and mitigation strategies, cost estimates and related assumptions, schedule, and the role and responsibilities of project team members.

The steering committee for the 14 Division project proved to be effective in ensuring the project remained on course, and achieved its objectives from a scope, schedule and budget perspective. It also made key decisions and ensured that various issues that arose during the project were properly considered and effectively addressed.

Project Scope and Deliverables:

Property searches for the replacement of 14 Division commenced in the late 1990s. However, finding a suitable site within the City proved to be very challenging. Working with City Real Estate, two unused schools were finally acquired from the Toronto District School Board for the new 11 and 14 divisional facilities. As a result, the old Heydon Park Public School at 11 St Annes Road became the site of the new 14 Division facility.

The scope, as identified within the project charter, included the construction of a 56,000 square foot building at 11 St. Annes Road. The design team was challenged to develop a floor plan with the required functional adjacencies and parking for 180 vehicles while designing an exterior façade that complemented the century homes in this established residential neighbourhood, all on a small 1.69 acre site.

The site size presented a variety of challenges, as it was smaller than required (approximately three acres). The site was bordered by three residential roadways and residences to the south. Due to the small site size, the team needed to facilitate a controlled demolition of a 50 year old, three storey facility including a three storey smoke stack, as well as a variety of logistical construction challenges which included shoring, excavating, soil removal, concrete deliveries, forming and overall access to and from the site.

Project Schedule:

An initial schedule was developed with a targeted construction substantial completion date in the fourth quarter of 2011. This date was derived based on the assumption that the construction time required was 18 months. The construction actually covered 24 months due to site restrictions and limitations. Furthermore, there was a six week delay to the start of demolition of the existing structure as additional abatement was required, since asbestos not noted in the designated substance report was discovered. As a result, construction of the facility was not

substantially completed until July 2012. Staff moved into the new facility in late September 2012.

Project Budget:

The original capital budget for the new 14 division was \$35.5M, excluding the cost of land. Land was funded by the City's Land Acquisition Reserve Fund (LARF) in accordance with City policy at that time.

As requested by City of Toronto Finance, the Service/City applied for the Federal Infrastructure Stimulus Funding (ISF) available to municipalities at that time. Although the conditions to obtain the ISF were contingent upon an initial substantial completion date of March 31, 2011, (later changed to October 2011), the Service/City applied and obtained a portion of the funding based on the progress of the construction completed within the established federal timelines.

The final project cost was \$1.34M below the project budget.

Key Success Factors and Lessons Learned:

The new 14 Division was a unique and complex project and lessons learned will assist the Service to mitigate risks on future projects.

(i) Key Success Factor: Community Consultative Process

The Service's continued commitment to community consultation in the facility design process proved invaluable to the success of this project. The Service included a community consultative process in the design process for the new 14 Division facility. Members of the community initially had some concerns with relocating the 14 Division facility across the street to 350 Dovercourt Road. However, several meetings with the community to respond to their issues and questions as well as community involvement in the design of the facility alleviated many of their concerns. The Service ensured that all members who were on the design committee had opportunities to express their opinion, communicate with their neighbours and share all non-confidential portions of the design. As an example, when the exterior façade material selection was discussed at the design meetings, the Service provided the Heydon Park Residents Association an opportunity to canvass their community with respect to the colour of brick for the building.

It is important to note that the construction manager (CM) was introduced to the community members at the design meetings. This allowed the CM to hear directly from the residents about the uniqueness of their community, and the challenges they face as a downtown urban neighbourhood. This information exchange was also beneficial from the perspective that the community would better understand the logistical challenges that would be encountered with a large construction project in a small and congested residential community.

In an effort to provide up- to- date site activity information, the Service updated the community via the 14 Division website as well as hand delivering letters to the local residents of upcoming and potentially disruptive construction activities. The Service also installed a community board adjacent to the construction entrance notifying residents of any major disruptions and contact information.

As the Service has done with other projects, engaging the community in the design of the facility and addressing their concerns and questions was instrumental to ensuring overall community satisfaction with the facility.

(ii) *Lesson Learned - Build to “Ghost LEED”:*

When the 14 Division facility project commenced, the Service was committed to achieving LEED Silver Certification for the facility. Obtaining LEED certification for projects is a onerous, labour intensive and costly process.

As a result and as reported to the Board previously, the Service will forego the LEED accreditation process for future capital projects. Instead the service will build to what is referred to as “Ghost LEED”. Ghost LEED ensures that design criteria savings used to apply for LEED accreditation are utilized for optimum environmental and energy conservation. This will allow the Service to achieve environmental protection goals and energy savings, without having to incur the time, paperwork and related costs that are necessary to obtain LEED Certification.

(iii) *Lesson Learned - The inclusion of community space:*

As a result of the Community Consultative Process, the Service recognizes the importance of including an area within the divisional facility site where members of the community are welcome. The landscape buffer that sets the building back from St. Annes Road was designed with a small parkette so that area residents can sit, read a book, enjoy a quiet moment or engage our members on a more casual basis. This type of collaborative space fosters relationships and strengthens bonds between the community and the Service, and will be considered for future projects as appropriate and possible.

Conclusion:

The new 14 Division facility is another example of what can be achieved when the Service works cooperatively with the community to design a police facility that meets the Service’s operational requirements but also fits well into the neighbourhood. Respecting an established neighbourhood by working with the community and including citizens in the design are key elements to a successful partnership.

The new facility has received positive feedback from the community, members of the Service and the City of Toronto. It is important to note that this project received the 2013 Pug Award Honourable Mention for Outstanding Achievement in the field of architecture and design, for inspiring civic beauty, upholding the urban aesthetic and enhancing Toronto’s reputation for creating and maintaining high standards of architectural integrity.

All of the planned requirements and scope of the project were met and it was delivered under budget. The facility is energy efficient and has a reduced carbon footprint. The new building is anticipated to meet the Service's requirements for the next 50 years.

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

The Board received the foregoing report.

Moved by: M. Thompson

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 17, 2014**

#P158. WINDOWS 7 UPGRADE PROJECT – CLOSE OUT REPORT

The Board was in receipt of the following report July 02, 2014 from William Blair, Chief of Police:

Subject: WINDOWS 7 UPGRADE PROJECT - CLOSE OUT REPORT

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

The 2011-2020 capital budget approved at the April 7, 2011 meeting of the Board, (Min.No. #P83 refers) included a project to upgrade the operating system for all desktop, laptop and mobile workstations in the Service to a new version of operating system for Toronto Police Service (TPS), Microsoft Windows 7.

The approved budget for this project was \$1,652,000. Actual spending on the project was \$826,669, resulting in underspending of \$825,331 which was returned to the City.

Background/Purpose:

In 2011, the Service initiated the Microsoft Windows 7 Upgrade project to replace the existing Microsoft Windows XP operating system on all desktop, laptop and mobile workstations in the Service. The upgrade was required as the Windows XP operating system would no longer be supported by Microsoft after April 8, 2014. It also ensured that all the Service workstations remained current and usable, could continue to receive critical security updates, as well as operate new software products and devices. The upgraded operating system will be supported by Microsoft until the year 2020.

The Service's project management framework requires that a project closeout report be provided to the Board, upon completion of the capital project. This report complies with that requirement.

Discussion:

The business case for the Windows 7 Operating System Upgrade project had two key objectives:

- to implement Windows 7 on all of the Service's desktop, laptop, and mobile workstations;
- and

- to implement a software tool to allow ongoing remote management of the operating system software.

Implementation of Key Objectives:

The transition to the Windows 7 operating system from Windows XP required not only changes to the operating system software, but also adjustments to many existing software applications to ensure technical compatibility and reliable operation. Some hardware, specifically peripheral devices like digital voice recorders and scanners, had to be replaced to make them compatible with Windows 7.

The implementation of a desktop management software tool for the operating system, provides the Service’s Information Technology Services (ITS) pillar with the ability to remotely deploy changes to the workstations without the use of an on-site technician. This tool will deliver ongoing benefits anytime an adjustment is required to the operating system software of a workstation. The project acquired, tested and piloted the use of the tool before installation, as part of the operating system on the workstations.

Project Budget and Actual Spending:

Funding in the amount of \$1,652,000 was approved in the Service’s 2011-2020 capital program. Actual spending totalled \$826,669, and the savings of \$825,331 was returned to the City. As the chart below shows, the main reason for the underspending was due to ITS’s ability to save \$591,000 by developing and using an improved, automated migration process. This reduced the requirement for actual on-site interaction with the workstations by technicians and therefore the number of contractors needed.

Cost Elements	Project Funding	Project Actual	Savings
Contractors	\$971,600.00	\$380,540.00	\$591,060.00
Software	\$468,000.00	\$432,477.00	\$35,523.00
Peripherals	\$186,400.00	\$917.00	\$185,483.00
Materials	\$26,000.00	\$12,735.00	\$13,265.00
Total	\$1,652,000.00	\$826,669.00	\$825,331.00

Project Scope and Schedule:

The project used the Service’s standard project management principles to meet and maintain the project’s scope and schedule. Planning and development work took place in 2011 through to early 2012. The later part of 2012 delivered the upgrade of the operating system on all desktop and laptop workstations. In 2013, the mobile workstations were upgraded to Windows 7.

Conclusion:

The Windows 7 Operating System Upgrade project was successfully implemented within the scheduled timeframes and under budget. The project met its objectives, will deliver efficiencies in managing the operating system software, and was delivered with minimal disruption to the business of the Service. The project is completed and should be closed.

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

The Board received the foregoing report.

Moved by: M. Thompson

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 17, 2014**

#P159. LETTER OF APPRECIATION

The Board was in receipt of a letter of appreciation dated May 21, 2014 from Glenn MacDonell, President & Chief Executive Officer, Special Olympics Ontario, in response to a financial contribution that the Board made to Special Olympics Ontario. A copy of Mr. MacDonell's correspondence is attached.

The Board received Mr. MacDonell's correspondence.

Moved by: M. Thompson



21st May, 2014

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

Dear Supporter,

On behalf of Special Olympics Ontario, I would like to acknowledge the receipt of your contribution in the amount of \$5,000.00.

The Ontario Law Enforcement Torch Run is the largest grassroots fundraising component which directly supports and funds Special Olympics. We are extremely fortunate to have this wonderful relationship and camaraderie with police services and agencies across Ontario.

This is another busy year at Special Olympics Ontario. We have two major games and multiple community events. Toronto Police Services Board should take pride in the growth of the movement, our chapter now has over 19,000 athletes. Your donation will continue to make a significant difference in the lives of individuals with an intellectual disability.

Toronto Police Services Board continues to be a staunch and enthusiastic supporter of this organization. We are deeply grateful for your confidence and encouragement.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Glenn MacDonell', with a stylized flourish at the end.

Glenn MacDonell
President & C.E.O.

c.c. Staff Supt. Jim Ramer – Detective Operations
Detective M. Puterbaugh – LETR Committee
Cody Jansma – Manager, LETR

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 17, 2014**

**#P160. REQUEST FOR A REVIEW OF A COMPLAINT INVESTIGATION
PERTAINING TO SERVICE PROVIDED BY THE TORONTO POLICE
SERVICE – PROFESSIONAL STANDARDS CASE NO. PRS-051326**

The Board was in receipt of the following report April 17, 2014 from William Blair, Chief of Police:

Subject: REQUEST FOR A REVIEW OF A COMPLAINT INVESTIGATION
PERTAINING TO SERVICE PROVIDED BY THE TORONTO POLICE
SERVICE - PROFESSIONAL STANDARDS CASE NUMBER PRS-051326

Recommendations:

It is recommended that:

- (1) the Board receive the complaint summarized in this report;
- (2) the Board determine whether to concur with the decision that no further action be taken with respect to the complaint; and
- (3) the complainant, the Independent Police Review Director and I be advised, in writing, of the disposition of the complaint, with reasons.

Financial Implications:

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

Background/Purpose:

The Toronto Police Services Board has received a request to review the disposition of a complaint about service provided by the Toronto Police Service (TPS).

Legislative Requirements:

Section 63 of the *Police Service Act (PSA)* directs the Chief of Police to review every complaint about the policies of or services provided by a municipal police force that is referred to him or her by the Independent Police Review Director.

The Chief of Police shall, within 60 days of the referral of the complaint to him or her, notify the complainant in writing of his or her disposition of the complaint, with reasons, and of the complainant's right to request that the Board review the complaint if the complainant is not satisfied with the disposition. A complainant may, within 30 days after receiving the notice, request that the board review the complaint by serving a written request to that effect on the board.

Review by Board:

Section 63 of the *Police Services Act* directs that upon receiving a written request for a review of a complaint previously dealt with by the Chief of Police, the Board shall:

- (a) advise the chief of police of the request;
- (b) subject to subsection (7), review the complaint and take any action, or no action, in response to the complaint, as it considers appropriate; and
- (c) notify the complainant, the Chief of Police and the Independent Police review Director in writing of its disposition of the complaint, with reasons

Nature of Complaint and Discussion:

The complainant had requested a police check and upon receiving the response filed a complaint with the Office of the Independent Police Review Director (OIPRD) reporting that she was named as a suspect in a Sudden Death investigation and that she wanted her name removed from this record and an apology from the Service.

The OIPRD classified this complaint as a service complaint and on March 7, 2013, assigned the matter to the Toronto Police Service (Service) for investigation.

The sudden death occurrence involves the complainant's step-father. He was admitted to hospital on December 28, 2009, following what was believed to be a stroke, and passed away on January 4, 2010, at 64 years of age.

Following the death, family members of the deceased attended 12 Division to report that the complainant may have poisoned the deceased. The officer completed a sudden death occurrence (occurrence number 3669664 refers) and based on the information provided by the family, this occurrence included the complainant as a person of interest.

An investigator from 12 Division followed up with the Coroner's office and the cause of death was ruled as Pneumococcal Meningitis and Diabetes. The next of kin was informed and were satisfied with this finding and as a result no further investigation was required and the occurrence was parked (closed).

The complaint investigator explained to the complainant that she had not been included as a suspect but rather as a Person of Interest which the Ontario Major Case Management manual defines as *a person whose background, relationship to the victim or the opportunity to commit the offence(s), warrants further investigation, but no evidence currently exists to suggest culpability in the commission of the offence.*

The complainant was not satisfied with the Person of Interest status as she felt it carried the same stigma as being identified as a suspect and advised the complaint investigator that she wanted her designation changed in the sudden death occurrence, that she wanted an apology from the Service, and that she wanted the officer counselled who parked the occurrence without changing her status.

The complaint investigator had the complainant's status changed to that of witness in the sudden death occurrence. The original investigating officer had updated the occurrence with the information that the cause of death was Pneumococcal Meningitis and Diabetes and then parked the occurrence. There was no misconduct by the investigator by her doing this. The complaint investigator did speak with the investigator about the occurrence with the suggestion that as well as listing the cause of death she could consider next time including information when a Person of Interest has been eliminated but by not doing so was not misconduct. The unit commander of 12 Division also prepared a letter of apology but this letter was not accepted by the complainant.

The complaint investigator updated the complainant about the steps that had been taken and she was agreeable to withdrawing her complaint. The withdrawal form was provided to the complainant but it was not returned to the investigator. As a result, the complaint investigator continued the investigation and concluded it as unsubstantiated.

The complainant was informed of this finding and on March 5, 2014, the Toronto Police Services Board received a request for a review of this matter.

The Chief's Decision

The complainant filed a complaint reporting that she was incorrectly classified as a suspect in the sudden death of her step-father.

When the male passed away after a short hospital stay, family members attended at 12 Division to report that they felt that the complainant had poisoned him. A Sudden Death occurrence was completed and, because of the family's allegations, the complainant was recorded in that occurrence as a Person of Interest.

12 Division followed up with the Coroner's office and determined that the cause of death was not suspicious and informed the family. The family were satisfied with the Coroner's findings. Supplementary information was added to the original occurrence and the occurrence was then parked.

The complaint investigator had the occurrence updated to change the complainant's status from Person of Interest to Witness. The unit commander of 12 Division also wrote a letter to the complainant about what he called a 'regrettable situation' in which he closed by thanking her for bringing this to his attention and that he regrets the inconvenience caused in her attempts to have this matter addressed. The complaint investigator also spoke with the investigating officer as requested by the complainant.

The complainant and the complaint investigator entered into discussions about withdrawing the complaint and the withdrawal form was sent to the complainant but was not returned. The complaint investigator then completed a Report of Investigation and the complaint was concluded as unsubstantiated.

The complainant, in her request for a review, stated that she wants an ‘unmitigated apology for the oversight the officer made in tagging her as a Person of Interest’.

It was the complainant’s family that came to the police to report that they believed the complainant had poisoned her step-father and that this contributed to his death. The officer receiving this information completed an occurrence and correctly included this information.

The investigator assigned to follow up on this matter contacted the Coroner’s office and determined that there was no foul play and that the male had passed away due to Pneumococcal Meningitis and Diabetes. This information was added to the original occurrence as a supplementary report. The complaint investigator then had the original occurrence changed so that the complainant no longer showed as a Person of Interest.

In this case I am satisfied with the investigator’s findings and the review by Professional Standards. Officers from 12 Division responded correctly to the information reported by the complainant’s family and I concur that the policing services provided for this event were appropriate under the circumstances

Conclusion

This complaint was classified by the OIPRD as a service complaint involving the Toronto Police Service. As such, the scope of the investigation was limited to an examination of the service provided to the complainant during the investigation of this incident.

Pursuant to the notice provided, the complainant requested that the Board review my decision. It is the Board’s responsibility to review this investigation to determine if they are satisfied that my decision to take no further action was reasonable.

In reviewing a policy or service complaint, the Board may:

- Review the complaint and take action, or no action, in response to the complaint, as it considers appropriate; or
- Appoint a committee of not fewer than three Board members, two of whom constitute a quorum for the purpose of this section, to review the complaint and make recommendations to the Board after the review and the Board shall consider the recommendations and shall take any action, or no action, in response to the complaint as the Board considers appropriate; or
- Hold a public meeting with respect to the complaint.

To assist the Board in reviewing this matter, Board members will receive confidential information in a separate report.

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

Chair Mukherjee advised the Board that the complainant in this case had requested an opportunity to deliver a deputation to the Board.

Ms. Sim Frayne was in attendance and delivered a deputation to the Board. During her deputation, Ms. Frayne referred to information that was contained in a written submission that she had provided to the Board for consideration during its *in camera* meeting (Min. No. C129/14 refers).

Following her deputation, Ms. Frayne responded to questions by the Board.

Chief Blair also responded to questions by the Board.

The Board approved the following Motions:

- 1. THAT the Board receive the deputation by Ms. Frayne;**
- 2. THAT the Board receive the foregoing report;**
- 3. THAT the Board does not concur with the Chief's decision that no further action be taken with respect to the complaint;**
- 4. THAT the Board request the Chief to consider providing a clarification letter to Ms. Frayne;**
- 5. THAT the Board recognizes that this has been very difficult for Ms. Frayne; and**
- 6. THAT the Board advise the complainant, the Independent Police Review Director and the Chief, in writing, of the disposition of the complaint, with reasons.**

Moved by: M. Thompson

Additional information provided by Chief Blair and Ms. Frayne with regard to the review of this complaint investigation was considered during the *in camera* meeting (Min. No. C129/14 refers).

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 17, 2014**

**#P161. REQUEST FOR A REVIEW OF A COMPLAINT INVESTIGATION
PERTAINING TO A POLICY OF THE TORONTO POLICE SERVICE –
PROFESSIONAL STANDARDS CASE NO. PRS-054473**

Declaration of Potential Interest: Mr. Andy Pringle indicated that he may have an interest in this item as he has knowledge of the complainant due to a previous matter and, therefore, did not participate in the review of this complaint.

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

Subject: REQUEST FOR A REVIEW OF A COMPLAINT INVESTIGATION
PERTAINING TO A POLICY OF THE TORONTO POLICE SERVICE -
PROFESSIONAL STANDARDS CASE NUMBER PRS-054473

Recommendations:

It is recommended that:

- (1) the Board receive the complaint summarized in this report;
- (2) the Board determine whether to concur with the decision that no further action be taken with respect to the complaint; and
- (3) the complainant, the Independent Police Review Director and I be advised, in writing, of the disposition of the complaint, with reasons.

Financial Implications:

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

Background/Purpose:

The Toronto Police Services Board has received a request to review the disposition of a complaint about a policy of the Toronto Police Service (Service).

Legislative Requirements:

Section 63 of the *Police Service Act (PSA)* directs the chief of police to review every complaint about the policies of or services provided by a municipal police force that is referred to him or her by the Independent Police Review Director.

The chief of police shall, within 60 days of the referral of the complaint to him or her, notify the complainant in writing of his or her disposition of the complaint, with reasons, and of the complainant's right to request that the board review the complaint if the complainant is not satisfied with the disposition. A complainant may, within 30 days after receiving the notice, request that the board review the complaint by serving a written request to that effect on the board.

Review by Board:

Section 63 of the *Police Services Act* directs that upon receiving a written request for a review of a complaint previously dealt with by the chief of police, the board shall:

- (a) advise the chief of police of the request;
- (b) subject to subsection (7), review the complaint and take any action, or no action, in response to the complaint, as it considers appropriate; and
- (c) notify the complainant, the chief of police and the Independent Police Review Director in writing of its disposition of the complaint, with reasons

Nature of Complaint and Discussion:

On November 29, 2010, the complainant submitted a request to the Service's Access and Privacy section for copies of his personal records. On May 2, 2011, the Service responded by informing the complainant that partial access was granted and that portions were also denied pursuant to the *Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)*.

Also included in the response to the complainant was the following information:

Please note that effective immediately the Toronto Police Service will not release conviction/non-conviction Criminal Records without verification by fingerprints.

To proceed, you must first obtain a copy of your fingerprints. A number of private agencies provide this service and further information is also available on the RCMP (Royal Canadian Mounted Police) web-site at <http://www.rcmp-grc.ca/cr-cj/fing-empr2-eng.htm>. Submit your fingerprints to the RCMP.

The complainant filed a complaint with the Information and Privacy Commissioner (IPC) regarding this policy. The IPC followed up with the following question to the Service's Access and Privacy section:

Can you please clarify whether the requirement to provide fingerprints applies to an access request for one's own personal information submitted to the Toronto Police Service under the Act? Alternatively, was the inclusion of this requirement in the access decision an oversight?

The Service responded that it was an oversight. The complainant had requested personal information and the Service complied and gave what was permitted by the *MFIPPA*. The Service also included the requirement that fingerprints would be necessary in order to obtain a criminal record. The complainant had not requested a criminal record check but the information provided by the Service was accurate, and in compliance with the RCMP directive, but was not relevant in this matter.

The results of the IPC decision are not included in this investigation but the complainant subsequently filed a complaint with the Office of the Independent Police Review Director (OIPRD) on February 4, 2014, about the Service's fingerprint policy and in that complaint he describes the IPC's investigation as not satisfactory.

In his complaint, the complainant describes the Service's fingerprint policy as:

not only unreasonable and vexatious, but, in being obstructive, unfair, and unreasonable, falls outside of the mandates of the legislation governing the MFIPPA [Section 2(3) of O Reg 823 or Order M-937] and needlessly infringes on access and privacy rights for an improper purpose.

The complaint further states that:

I sought from the Commissioner an investigation of this TPS policy to be opened, and a report provided to me as to the background, source and purpose of this oppressive and obstructive measure contrary to the Act, by which all citizens seeking records under the MFIPPA from the Toronto Police Service must now, by this "fingerprint Policy", be subject to the impediments and substantial costs and delays of obtaining and having verified by the RCMP their fingerprints, prior to being given the responsive records as the Act directs.

The policy complaint was investigated by the Service's Records Release section and on April 7, 2014, the complainant was informed that his complaint had been concluded as unsubstantiated. On May 23, 2014, the Toronto Police Services Board received a request from the complainant for a review of this matter.

The Chief's Decision

The complainant has requested a review of the Service's fingerprint policy when submitting a request for records.

The Service has a policy which states:

A recent RCMP national broadcast has directed all Police Services that fingerprints be required for positive identification before criminal records are released. Therefore, should any criminal history about you be on file, your application will be returned back to you. It will then be necessary for you to have your fingerprints taken as a confirmation of identification. To do this, please attend one of the various private RCMP accredited

fingerprinting agencies listed in your local telephone book or on-line under fingerprinting services. When you have received your confirmation of your identity back from the RCMP, please attach it to your application and mail to the Toronto Police Service.

The requirement for fingerprints is only in place when the Service releases a criminal record. The RCMP put this directive in place on August 4, 2010, and, as a criminal record is an RCMP document, the Service must comply with this directive.

The Service did comply with the complainant's 2010 request for personal information and provided what was permitted under the *MFIPPA* legislation. The reply also included a notice about the requirement for fingerprints when obtaining a criminal record. Although the complainant did not request a criminal record, this information is accurate and in compliance with the RCMP's directive and the Service's policy.

In this case I am satisfied with the investigator's findings and the review by Professional Standards.

Conclusion

This complaint was classified by the OIPRD as a policy complaint involving the Toronto Police Service. As such, the scope of the investigation was limited to a review of the Service's policy requiring the production of fingerprints prior to the release of a criminal record.

Pursuant to the notice provided, the complainant requested that the Board review my decision. It is the Board's responsibility to review this investigation to determine if they are satisfied that my decision to take no further action was reasonable.

In reviewing a policy or service complaint, the Board may:

- Review the complaint and take action, or no action, in response to the complaint, as it considers appropriate; or
- Appoint a committee of not fewer than three Board members, two of whom constitute a quorum for the purpose of this section, to review the complaint and make recommendations to the Board after the review and the Board shall consider the recommendations and shall take any action, or no action, in response to the complaint as the Board considers appropriate; or
- Hold a public meeting with respect to the complaint.

To assist the Board in reviewing this matter, Board members will receive confidential information in a separate report.

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

Mr. Kris Langenfeld was in attendance and delivered a deputation to the Board with regard to this report.

Following the deputation, Chief Blair responded to questions by the Board.

Chair Mukherjee noted that the complainant in this case had provided two written submissions which were considered by the Board during its *in camera* meeting when the Board considered the Chief's confidential report with regard to this matter (Min. No. C130/14 refers).

The Board approved the following Motions:

- 1. THAT the Board receive the deputation by Mr. Langenfeld;**
- 2. THAT the Board receive the foregoing report;**
- 3. THAT the Board concur with the Chief's decision that no further action be taken with respect to the complaint given that the Board is satisfied that the TPS's fingerprint policy was developed in compliance with, and is implemented under, the direction of the Royal Canadian Mounted Police; and**
- 4. THAT the Board advise the complainant, the Independent Police Review Director, and the Chief, in writing, of the disposition of the complaint, with reasons.**

Moved by: M. Del Grande

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 17, 2014**

**#P162. REQUEST FOR A REVIEW OF A COMPLAINT INVESTIGATION
PERTAINING TO A POLICY OF THE TORONTO POLICE SERVICE –
PROFESSIONAL STANDARDS CASE NO. PRS-054230**

The Board was in receipt of the following report May 14, 2014 from William Blair, Chief of Police:

Subject: REQUEST FOR A REVIEW OF A COMPLAINT INVESTIGATION
PERTAINING TO A POLICY OF THE TORONTO POLICE SERVICE -
PROFESSIONAL STANDARDS CASE NUMBER PRS-054230

Recommendations:

It is recommended that:

- (1) the Board receive the complaint summarized in this report;
- (2) the Board determine whether to concur with the decision that no further action be taken with respect to the complaint; and
- (3) the complainant, the Independent Police Review Director and I be advised, in writing, of the disposition of the complaint, with reasons.

Financial Implications:

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

Background/Purpose:

The Toronto Police Services Board has received a request to review the disposition of a complaint about a policy of the Toronto Police Service (TPS).

Legislative Requirements:

Section 63 of the *Police Service Act (PSA)* directs the Chief of Police to review every complaint about the policies of or services provided by a municipal police force that is referred to him or her by the Independent Police Review Director.

The Chief of Police shall, within 60 days of the referral of the complaint to him or her, notify the complainant in writing of his or her disposition of the complaint, with reasons, and of the complainant's right to request that the Board review the complaint if the complainant is not satisfied with the disposition. A complainant may, within 30 days after receiving the notice, request that the board review the complaint by serving a written request to that effect on the board.

Review by Board:

Section 63 of the *Police Services Act* directs that upon receiving a written request for a review of a complaint previously dealt with by the Chief of Police, the Board shall:

- (a) advise the chief of police of the request;
- (b) subject to subsection (7), review the complaint and take any action, or no action, in response to the complaint, as it considers appropriate; and
- (c) notify the complainant, the Chief of Police and the Independent Police review Director in writing of its disposition of the complaint, with reasons

Nature of Complaint and Discussion:

On March 30, 2012, the complainant accessed the TPS website and requested a Clearance Letter. A Clearance Letter will inform an applicant whether or not they have any criminal convictions and if they do, the convictions are listed.

On the webpage there is a box which must be checked which states *I have read, understood and agree to the terms and conditions*. There is then a *Proceed with the Application* button which must be clicked in order to proceed.

The terms and conditions referred to above that must be agreed to are also on the webpage and they state in part:

A recent RCMP national broadcast has directed all Police Services that fingerprints be required for positive identification before criminal records are released. Therefore, should any criminal history about you be on file, your application will be returned back to you. It will then be necessary for you to have your fingerprints taken as a confirmation of identification. To do this, please attend one of the various private RCMP accredited fingerprinting agencies listed in your local telephone book or on-line under fingerprinting services. When you have received your confirmation of your identity back from the RCMP, please attach it to your application and mail to the Toronto Police Service.

This is to ensure that criminal record is confirmed by fingerprints and to ensure that the information is only released to the person whose record has the convictions.

Also included in the terms and conditions is a line written in red which states:

As the processing fee is NON-REFUNDABLE, please ensure you have read the full disclaimer prior to accessing the application.

This webpage also includes information which states in part:

Please read the following CAREFULLY and have the following Information ready. The second item below this heading is:

2. CAD \$20.00 administration fee **which is non-refundable.**

Prior to the application being submitted electronically there is a notice which reads in part:

I have read the above and understand that the Administrative fee or any additional fees paid are non-refundable and that this screening is not a Vulnerable Sector Search.

I authorize the Toronto Police Service to conduct a record check of the national criminal records repository maintained by the RCMP that will be based on the name(s) and date of birth provided by the applicant.

The complainant submitted his application along with his credit card information for the processing fee. The Service commenced the clearance process of the complainant and discovered that he had a Fingerprint System (FPS) number which is indicative of a criminal record.

As a result, the Service sent the complainant an email advising:

Based on a name and date of birth search, we are not able to proceed with your Clearance Letter. To proceed, you must obtain a copy of your fingerprints. A number of private agencies provide this service and further information is also available on the RCMP web-site at <http://www.recm-grc.gc.ca/cr-cj/fing-empr2-eng.htm>. Submit your fingerprints to the RCMP.

DO NOT CALL the Toronto Police Service as we are not authorized to submit fingerprints for this purpose.

Once you have received the results back from the RCMP you have completed a criminal record search.

If you still require a letter from the Toronto Police Service send the original Fingerprints and RCMP results along with a letter advising us of your original confirmation number 2012/9990 received at the time of your on-line clearance letter request to (Service address listed).

The Service did not receive the fingerprints and RCMP results from the complainant so a Clearance Letter was not issued.

The complainant contacted the Service for a refund of his \$22.60 application fee but was informed that the process had been started and because he had not complied with the instructions to submit his fingerprints to the Service he was not entitled to a refund.

On December 30, 2013, the Office of the Independent Police Review Director (OIPRD) received a complaint from the complainant regarding the refund. It was classified as a policy complaint and on January 14, 2014, assigned to the Service for investigation.

The matter was investigated by Professional Standards and concluded as unsubstantiated.

The complainant was informed of this finding and on May 9, 2014, the Toronto Police Services Board received a request for a review of this matter.

The Chief's Decision

The complainant has requested a refund of the payment submitted for his Clearance Letter because, as he stated in his complaint, *the process was never started and I was not ordered by TPS to send it back to them to complete the process. TPS said not to call them about this at all because they don't do this police reference check. The 3rd party for the finger prints and results sent to the RCMP and what I would get in the mail completes the entire process.*

The Service's webpage advises in several places that the Clearance Letter fee (\$20 plus HST) is non-refundable. The Service received the complainant's application and commenced the Clearance Letter process and in doing so discovered that the complainant had an FPS number which indicates the presence of a criminal record. The Service then informed the complainant that he was now required to obtain his fingerprints and submit them to the RCMP and then, if a Clearance Letter was still required, the fingerprints and RCMP response were to be submitted to the Service. The complainant did not follow through with submitting the fingerprints and RCMP response to the Service so as a result no Clearance Letter was prepared.

In this case I am satisfied with the investigator's findings and the review by Professional Standards.

The Service has recognized that the language on the response sent to the complainant could be clearer so, in the spirit of providing quality customer service, the complainant has been issued a refund as requested and the Service has undertaken to improve the language surrounding Clearance Letters.

Conclusion

This complaint was classified by the OIPRD as a policy complaint involving the Toronto Police Service. As such, the scope of the investigation was limited to an examination of the refund policy surrounding Clearance Letters.

Pursuant to the notice provided, the complainant requested that the Board review my decision. It is the Board's responsibility to review this investigation to determine if they are satisfied that my decision to take no further action was reasonable.

In reviewing a policy or service complaint, the Board may:

- Review the complaint and take action, or no action, in response to the complaint, as it considers appropriate; or
- Appoint a committee of not fewer than three Board members, two of whom constitute a quorum for the purpose of this section, to review the complaint and make recommendations to the Board after the review and the Board shall consider the recommendations and shall take any action, or no action, in response to the complaint as the Board considers appropriate; or
- Hold a public meeting with respect to the complaint.

To assist the Board in reviewing this matter, Board members will receive confidential information in a separate report.

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

Mr. Kris Langenfeld was in attendance and delivered a deputation to the Board with regard to this report.

The Board approved the following Motions:

- 1. THAT the Board receive the deputation by Mr. Langenfeld;**
- 2. THAT the Board receive the foregoing report;**
- 3. THAT the Board concur with the Chief's decision that no further action be taken with respect to the complaint, given that the Board is satisfied that the TPS has recognized that the information on its website pertaining to the "Online Clearance Letter System" was not clear and it will take appropriate steps to clarify the language for future applicants and, in the spirit of providing quality customer service, the TPS has extended a full refund to the complainant as requested; and**
- 4. THAT the Board advise the complainant, the Independent Police Review Director, and the Chief, in writing, of the disposition of the complaint, with reasons.**

Moved by: F. Nunziata

Additional information with regard to the review of this complaint was considered by the Board during its *in camera* meeting (Min. No. C131/14 refers).

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 17, 2014**

**#P163. TORONTO POLICE SERVICE – 2014 OPERATING BUDGET
VARIANCE REPORT ENDING MAY 31, 2014**

The Board was in receipt of the following report July 02, 2014 from William Blair, Chief of Police:

Subject: OPERATING BUDGET VARIANCE REPORT FOR THE TORONTO POLICE
SERVICE – PERIOD ENDING MAY 31, 2014

Recommendations:

It is recommended that:

- (1) the Board receive this report; and
- (2) the Board forward a copy of this report to the City of Toronto's (City) Deputy City Manager and Chief Financial Officer for information and for inclusion in the variance reporting to the City's Budget Committee.

Financial Implications:

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

Background/Purpose:

The Toronto Police Services Board (Board), at its November 7, 2013 meeting, approved the Toronto Police Service (Service) 2014 operating budget at a net amount of \$957.7M (Min. No. P255/13 refers). Subsequently, Toronto City Council, at its January 30, 2014 meeting, approved the Service's 2014 operating budget at the same amount.

The purpose of this report is to provide information on the Service's 2014 projected year-end variance.

Discussion:

As at May 31, 2014, a favourable variance of \$1.0M is anticipated. Given the significant size of Service's operating budget, many components require several months of lead time and planning before expenditures can be made responsibly. As noted in the March variance report, the Service is evaluating some of the plans originally approved as part of the 2014 operating budget to ensure that spending can be made in the most effective and economical way possible.

The following chart summarizes the variance by expenditure and revenue category. Details of each major expenditure category and revenue are discussed in the sections that follow.

Category	2014 Budget (\$Ms)	Actual to May 31/14 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Salaries	\$727.1	\$266.4	\$725.1	\$2.0
Premium Pay	\$45.6	\$13.1	\$46.6	(\$1.0)
Benefits	\$192.4	\$80.4	\$192.8	(\$0.4)
Materials and Equipment	\$23.7	\$7.0	\$23.7	\$0.0
Services	\$98.9	\$22.1	\$98.9	\$0.0
Total Gross	\$1,087.7	\$389.0	\$1,087.1	\$0.6
Revenue	(\$130.0)	(\$35.3)	(\$130.4)	\$0.4
Net	\$957.7	\$353.7	\$956.7	\$1.0

It is important to note that expenditures do not all follow a linear pattern and therefore year-to-date expenditures cannot be simply extrapolated to year-end. Rather, the projection of expenditures to year-end is done through an analysis of all accounts, taking into consideration factors such as expenditures to date, future commitments expected and spending patterns. In addition, the Service receives significant amounts of in-year grant funding, therefore, the revenue and expense budgets are adjusted when receipt of funds is confirmed.

Salaries:

A favourable variance of \$2.0M is projected in the salary category.

Expenditure Category	2014 Budget (\$Ms)	Actual to May 31/14 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Uniform Salaries	\$558.2	\$204.2	\$556.2	\$2.0
Civilian Salaries	\$168.9	\$62.2	\$168.9	\$0.0
Total Salaries	\$727.1	\$266.4	\$725.1	\$2.0

At this time, the Service is projecting 200 uniform officer separations for the year, compared to the 165 separations included in the 2014 budget. As a result, a favourable variance of \$2.0M is projected. The Service will continue to analyse the year-end estimate and any changes will be reported in future variance reports.

Premium Pay:

An over expenditure of \$1.0M is projected in the premium pay category.

Expenditure Category	2014 Budget (\$Ms)	Actual to May 31/14 (\$Ms)	Projected Year-End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Court	\$12.3	\$4.4	\$12.3	\$0.0
Overtime	\$4.6	\$1.9	\$4.9	(\$0.3)
Callback	\$8.7	\$3.0	\$9.4	(\$0.7)
Lieutime Cash Payment	<u>\$20.0</u>	<u>\$3.8</u>	<u>\$20.0</u>	<u>\$0.0</u>
Total Premium Pay	<u>\$45.6</u>	<u>\$13.1</u>	<u>\$46.6</u>	<u>(\$1.0)</u>

* Approx. \$0.7M is attributed to grant-funded expenditures (revenue budget has been increased by same amount)

Additional premium pay is incurred as units address critical workload issues resulting from a significant number of civilian staff vacancies across the Service. Overtime and call-backs are authorized where required to ensure deadlines are met, to properly maintain services, to ensure risks are mitigated and additional hard dollar costs are avoided. As vacancies are filled, the Service will place less reliance on premium pay. At this time, the projected premium pay variance has not been offset by a corresponding savings in civilian salaries as there was a significant gapping reduction already included in the 2014 operating budget.

The Service continues to strictly monitor and control premium pay. Overtime is authorized by supervisory personnel based on activities for protection of life (i.e., where persons are at risk), protection of property, processing of arrested persons, priority calls for service (i.e., where it would be inappropriate to wait for the relieving shift), and case preparation (where overtime is required to ensure court documentation is completed within required time limits). It must be noted that uniform premium pay is subject to the exigencies of policing and uncontrollable events can have an impact on expenditures.

Benefits:

An unfavourable variance of \$0.4M is projected in the benefits category.

Expenditure Category	2014 Budget (\$Ms)	Actual to May 31/14 (\$Ms)	Projected Year-End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Medical/ Dental	\$39.2	\$11.8	\$39.2	\$0.0
OMERS / CPP / EI / EHT	\$122.9	\$56.5	\$122.9	\$0.0
Sick Pay / CSB / LTD	\$17.3	\$8.2	\$17.7	(\$0.4)
Other (e.g., WSIB, life ins.)	<u>\$13.0</u>	<u>\$3.9</u>	<u>\$13.0</u>	<u>\$0.0</u>
Total Benefits	<u>\$192.4</u>	<u>\$80.4</u>	<u>\$192.8</u>	<u>(\$0.4)</u>

The budget for Medical/Dental is based on the costs of drugs and services, dental fee schedule, utilization rates and administrative fees. The 2014 cost estimates for drugs and dental services were based on the average increase experienced over the last four years. In 2013, the Service observed a marked decline in the annual rate of increase for these benefits. This was reflected in the 2014 request and, as a result, 2014 spending will be monitored closely to ensure this trend continues.

Historically, the expenditures for the Central Sick Bank are funded through draws from a reserve, and this reserve is funded through budgeted contributions equal to 1/6 of 1% of salaries plus the value of the EI rebate. At the time of budget development for 2014, a small 2013 year-end reserve balance had been projected. Final 2013 year-end entries have resulted in a \$0 balance for this reserve, and a projected \$0.4M unfavourable variance in 2014.

Materials and Equipment:

A net zero variance is projected in this category.

Expenditure Category	2014 Budget (\$Ms)	Actual to May 31/14 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Vehicles (gas, parts)	\$13.2	\$4.2	\$13.2	\$0.0
Uniforms	\$3.8	\$1.0	\$3.8	\$0.0
Other Materials	\$4.6	\$1.0	\$4.6	\$0.0
Other Equipment	\$2.1	\$0.8	\$2.1	\$0.0
Total Materials & Equipment*	\$23.7	\$7.0	\$23.7	\$0.0

* Approx. \$0.1M is attributed to grant-funded expenditures (revenue budget has been increased by same amount)

The Service obtains gasoline through consolidated procurement with the City. The budget for gasoline is the largest component in this category, and is based on the cost per litre as provided by City Finance. At this time, no variance from budget is projected. Although gas prices have increased recently, gas prices were lower than budgeted in the early part of the year. As a result, no variance is projected in gasoline at this time. However, gas prices can fluctuate significantly. Therefore, this account will continue to be monitored closely.

Services:

A net zero variance is projected in this category.

Expenditure Category	2014 Budget (\$Ms)	Actual to May 31/14 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Legal Indemnification	\$0.6	\$0.2	\$0.6	\$0.0
Uniform Cleaning Contract	\$1.3	\$0.3	\$1.3	\$0.0
Courses / Conferences	\$1.4	\$0.4	\$1.4	\$0.0
Clothing Reimbursement	\$1.6	\$0.0	\$1.6	\$0.0
Computer / Systems Maintenance	\$12.1	\$9.8	\$12.1	\$0.0
Phones / cell phones / 911	\$5.6	\$2.0	\$5.6	\$0.0
Reserve contribution	\$38.3	\$0.0	\$38.3	\$0.0
Caretaking / maintenance utilities	\$19.2	\$4.0	\$19.2	\$0.0
Other Services	\$18.8	\$5.4	\$18.8	\$0.0
Total Services	\$98.9	\$22.1	\$98.9	\$0.0

The City provides caretaking and maintenance services for the Service, and administers the Service's utility costs. During the 2014 operating budget process, City and Service staff reviewed the costs for all facilities in detail. Taking into consideration appropriate service levels for caretaking and maintenance, as well as historical spending for utilities, the 2014 budget request was reduced by \$1.3M. Service and City staff will closely monitor expenditures and service levels during the year to ensure this spending level is not exceeded and service remains unchanged and at expected levels.

Revenue:

A favourable variance of \$0.4M is projected in this category.

Revenue Category	2014 Budget (\$Ms)	Actual to May 31/14 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Recoveries from City	(\$21.7)	(\$11.3)	(\$21.7)	\$0.0
CPP and Safer Comm'y grants	(\$17.4)	(\$1.0)	(\$17.4)	\$0.0
Other Gov't grants	(\$24.1)	(\$10.5)	(\$24.1)	\$0.0
Fees (e.g., paid duty, alarms, ref.)	(\$11.4)	(\$4.1)	(\$11.4)	\$0.0
Secondments	(\$4.0)	(\$0.9)	(\$3.1)	(\$0.9)
Draws from Reserves	(\$18.5)	\$0.0	(\$18.5)	\$0.0
Other Revenues (e.g., pris return)	(\$32.9)	(\$7.5)	(\$34.2)	\$1.3
Total Revenues	(\$130.0)	(\$35.3)	(\$130.4)	\$0.4

The Service is projecting an unfavourable variance of \$0.9M in the secondments category. There has been a significant reduction on United Nations deployments overseas secondments and as a result, revenues are expected to be much lower than budgeted.

Since 2003, the provincial government has been reimbursing the Service for the additional cost of transporting prisoners from the Maplehurst Detention Centre and Vanier Centre for Women from Milton to Toronto. When the 2014 budget was prepared, it was anticipated that the Ministry would be relocating these prisoners from Milton to the new Toronto South Detention Centre starting in April 2014, and the 2014 revenue budget was reduced accordingly. However, the Toronto South Jail is not fully open and the Service is still transporting prisoners from Milton to Toronto, resulting in a favourable variance of \$1.3M in other revenues.

Conclusion:

As at May 31, 2014, the Service is projecting a \$1.0M favourable variance by year-end. Expenditures and revenues will continue to be closely monitored throughout the year.

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

The Board approved the foregoing report.

Moved by: M. Thompson

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 17, 2014**

**#P164. TORONTO POLICE SERVICE – PARKING ENFORCEMENT UNIT:
2014 OPERATING BUDGET VARIANCE REPORT ENDING MAY 31,
2014**

The Board was in receipt of the following report July 02, 2014 from William Blair, Chief of Police:

Subject: OPERATING BUDGET VARIANCE REPORT FOR THE TORONTO POLICE
SERVICE PARKING ENFORCEMENT UNIT – PERIOD ENDING MAY 31,
2014

Recommendations:

It is recommended that the Board forward a copy of this report to the City of Toronto's (City) Deputy City Manager and Chief Financial Officer for information and for inclusion in the variance reporting to the City's Budget Committee.

Financial Implications:

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

Background/Purpose:

The Toronto Police Service Parking Enforcement Unit (PEU) operating budget is not part of the Toronto Police Service's (Service) operating budget. While the PEU is managed by the Service, the PEU's budget is maintained separately in the City's non-program budgets. In addition, revenues from the collection of parking tags issued accrue to the City, not the Service.

The Board, at its November 7, 2013 meeting, approved the PEU 2014 operating budget at a net amount of \$44.6 Million (M) (Min. No. P256/13 refers). Subsequently, Toronto City Council, at its January 30, 2014 meeting, approved the Service's 2014 operating budget at the same amount.

The purpose of this report is to provide information on the PEU 2014 projected year-end variance as at May 31, 2014.

Discussion:

The following chart summarizes the variance by category of expenditure.

Category	2014 Budget (\$Ms)	Actual to May 31/14 (\$Ms)	Year-End Actual Expend (\$Ms)	Fav/(Unfav) (\$Ms)
Salaries	\$28.77	\$10.77	\$28.77	\$0.00
Premium Pay	\$2.71	\$0.66	\$2.71	\$0.00
Benefits	\$7.05	\$1.84	\$7.05	\$0.00
Total Salaries & Benefits	\$38.53	\$13.27	\$38.53	\$0.00
Materials	\$1.62	\$0.39	\$1.62	\$0.00
Equipment	\$0.05	\$0.00	\$0.05	\$0.00
Services	\$5.78	\$1.23	\$5.31	\$0.47
Revenue	(\$1.35)	(\$0.14)	(\$1.35)	\$0.00
Total Non-Salary	\$6.10	\$1.48	\$5.63	\$0.47
Total Net	\$44.63	\$14.75	\$44.16	\$0.47

It is important to note that expenditures do not all follow a linear pattern and therefore year-to-date expenditures cannot be simply extrapolated to year-end. Rather, the projection of expenditures to year-end is done through an analysis of all accounts, taking into consideration factors such as expenditures to date, future commitments expected and spending patterns.

As at May 31, 2014, a favourable variance of \$0.47M is projected to year end. Details are discussed below.

Salaries & Benefits (including Premium Pay):

No variance is projected in salaries and benefits at this time. PEU schedules one recruit class per year and hires the appropriate number of officers to ensure that, on average, it is at its full complement of officers during the year. The size of the recruit class is based on projected separations in 2014. Current trends indicate that the 2014 attrition will be greater than the budgeted amount. As a result, PEU may be scheduling its 2014 class earlier in the year than planned to ensure the average complement of officers engaged in enforcement duties is maintained. Depending on the timing of this class, PEU may experience a favourable variance by year end.

Nearly all premium pay at the PEU is related to enforcement activities, attendance at court and the backfilling of members attending court. With respect to enforcement activities, premium pay is utilized to staff special events or directed enforcement activities. The opportunity to redeploy on-duty staff for special events is minimal, as this will result in decreased enforcement in the areas from which they are being deployed. Directed enforcement activities are instituted to address specific problems. All premium pay expenditures are approved by supervisory staff and carefully controlled. Attendance at court while off duty is trending lower than budgeted; however, it is still too early in the year to project a savings and spending will be monitored accordingly. No premium pay variance is projected at this time.

Non-salary Expenditures:

The Parking Enforcement East (PKE) and Parking Headquarters Management (PHQ) operation will be relocating from its current leased facility to the Progress Avenue site. The current PKE and PHQ lease has a five-year term, expiring June 30, 2014. At the time of budget preparation, the exact move date was not confirmed and therefore, the 2014 lease budget was not reduced.

The substantial completion of the space for Parking Enforcement at 330 Progress Avenue was achieved on May 15, 2014, and fit up of the space is well underway with a move scheduled for mid July. City of Toronto Real Estate, on behalf of the Service, has negotiated a two-month extension to the lease at a cost comparable to the existing rent of approximately \$50,000 per month. The cost of the lease extension was accommodated within the capital project. PKE and PHQ worked with members of the Service's Facilities Management and Information Technology Services to plan the move to the new facility by the end of July. As a result, PEU is projecting a favourable variance of \$0.47M in its facility lease budget.

No other variances are projected at this time.

Conclusion:

As at May 31, 2014, the PEU operating budget is projected to be \$0.47M under spent at year end.

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

The Board approved the foregoing report.

Moved by: M. Thompson

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 17, 2014**

**#P165. TORONTO POLICE SERVICES BOARD – 2014 OPERATING BUDGET
VARIANCE REPORT ENDING MAY 31, 2014**

The Board was in receipt of the following report June 23, 2014 from Alok Mukherjee, Chair:

Subject: OPERATING BUDGET VARIANCE REPORT FOR THE TORONTO POLICE
SERVICES BOARD – PERIOD ENDING MAY 31, 2014

Recommendation:

It is recommended that the Board forward a copy of this report to the City of Toronto's (City) Deputy City Manager and Chief Financial Officer for information and for inclusion in the variance reporting to the City's Budget Committee.

Financial Implications:

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

Background/Purpose:

The Board, at its November 7, 2013 meeting, approved the Toronto Police Services Board's 2013 operating budget at a net amount of \$2,358,200 (Min. No. P254/13 refers). Subsequently, Toronto City Council, at its January 30, 2014 meeting, approved the Board's 2014 operating budget at the same amount.

The purpose of this report is to provide information on the Board's 2014 projected year-end variance.

Discussion:

The following chart summarizes the variance by category of expenditure.

Expenditure Category	2014 Budget (\$000s)	Actual to May 31/14 (\$000s)	Year-End Actual Expend (\$Ms)	Fav / (Unfav) (\$000s)
Salaries & Benefits (incl. prem.pay)	\$1,022.1	\$361.8	\$954.2	\$67.9
Non-Salary Expenditures	<u>\$1,336.1</u>	<u>\$631.2</u>	<u>\$1,336.1</u>	<u>\$0.0</u>
Total	<u>\$2,358.2</u>	<u>\$993.0</u>	<u>\$2,290.3</u>	<u>\$67.9</u>

It is important to note that expenditures do not all follow a linear pattern and therefore year-to-date expenditures cannot be simply extrapolated to year-end. Rather, the projection of expenditures to year-end is done through an analysis of all accounts, taking into consideration factors such as expenditures to date, future commitments expected and spending patterns.

As at May 31, 2014, a favourable variance of \$67,900 is anticipated. Details are discussed below.

Salaries & Benefits (including Premium Pay)

A favourable variance of \$67,900 is projected. This favourable variance is a result of the elimination of the Chauffeur position at the start of the year.

Non-salary Budget

The majority of the costs in this category are for arbitrations / grievances and City charge backs for legal services.

The Toronto Police Services Board cannot predict or control the number of grievances filed or referred to arbitration as filings are at the discretion of bargaining units. In order to deal with this uncertainty, the 2014 budget includes a \$610,600 contribution to a Reserve for costs of independent legal advice. Fluctuations in legal spending will be dealt with by increasing or decreasing the budgeted reserve contribution in future years' operating budgets.

The Board is seeking \$300,000 additional funding for a Board-led organizational review of the Toronto Police Service. At its meeting of April 10, 2014, the Board approved a recommendation to contribute \$300,000 of the Toronto Police Service's 2013 operating budget surplus to the City's Tax Stabilization Reserve as the source of this funding. This request will have to be approved City Council. The Board will only draw on the reserve to the extent needed to fund the review, currently projected to be \$249,000.

No variance is anticipated at this time.

Conclusion:

A favourable variance of \$67,900 is projected to year end.

The Board approved the foregoing report.

Moved by: M. Thompson

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 17, 2014**

#P166. SCHOOL CROSSING GUARDS – SALARY AND BENEFITS REVIEW

The Board was in receipt of the following report June 16, 2014 from Alok Mukherjee, Chair:

Subject: SCHOOL CROSSING GUARDS - SALARY AND BENEFITS REVIEW

Recommendation:

It is recommended that the Board approve a 2% increase to the hourly rates of School Crossing Guards effective September 1, 2014.

Financial Implications:

The estimated cost to the Board of the salary increase is \$54,700 in 2014. Funding is available in the 2014 operating budget to cover the 2014 impact. The 2015 salary plus benefit impact annualizes to approximately \$136,700. The 2015 impact has been included in the 2015 operating budget request.

Background/Purpose:

At its meeting on December 15, 2011, the Board approved a 3% increase to the hourly rate of pay for School Crossing Guards, effective January 1, 2012.

The purpose of this report is to update the Board with respect to the compensation of School Crossing Guards, and to recommend approval of an increase effective September 1, 2014.

Discussion:

The Service currently appoints and pays approximately 783 School Crossing Guards. These individuals are not unionized and have no access to collective bargaining. Typically, the Chair and either the Manager of Labour Relations or the Director, Human Resources enter into informal discussions with representatives of the School Crossing Guards Association and then report the discussion to the Board, including any recommendation respecting remuneration.

On March 17, 2014, Tony Veneziano, Chief Administrative Officer, Corporate Services Command, Jeanette May, Director, Human Resources, and I met with Mona Piper and Ida Baan, President and Secretary respectively, of the School Crossing Guards Association. They requested a salary increase for the School Crossing Guards as well as additional clothing items, such as winter boots, rain pants, orange mittens with liners, longer winter coats, and the placement of an 'X' on the back of their coats.

A review conducted in May 2014 of School Crossing Guard salaries of surrounding jurisdictions demonstrated that the Toronto salaries are lower at the start of the salary scale, and mid-range at the maximum of the salary scale. The hourly rate for School Crossing Guards ranged from \$12.48 (Oakville) to \$17.00 (Markham). Most are paid a flat hourly rate that, in some jurisdictions, increases slightly after a short term of probation. Few include a salary scale with steps like that in Toronto.

For comparison purposes, the minimum wage pursuant to the Employment Standards Act, 2000 was increased on June 1, 2014 from \$10.25 to \$11.00 per hour.

Given the low-end rates for School Crossing Guards, and in order to ensure that the Toronto salaries for School Crossing Guards remain competitive, it is recommended that the Board approve an increase to the hourly rate of 2%. Such an increase would result in the following hourly rates:

<u>Years of Service</u>	<u>Current Hourly Rate</u>	<u>Hourly Rate 2014</u>
1 st year	\$11.67	\$11.90
2 nd year	\$12.76	\$13.01
3 rd year	\$13.86	\$14.13
20+ years	\$14.15	\$14.44

School Crossing Guards in Toronto are paid for a minimum of three hours per day. In addition to salary, they receive 4% vacation pay, as required by the Employment Standards Act, and a transportation allowance of 12% of salary. While this does not pay the full cost of a Metropass, it does provide a significant contribution toward it, depending on the number of hours actually worked per month.

Conclusion:

It is recommended that the Board approve an increase of 2% to the hourly rates for School Crossing Guards effective September 1, 2014.

I will be in attendance to answer any questions the Board members may have regarding this report.

The Board approved the foregoing report.

Moved by: M. Thompson

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 17, 2014**

**#P167. NEW JOB DESCRIPTION: ASSISTANT MANAGER, LABOUR
RELATIONS**

The Board was in receipt of the following report July 03, 2014 from William Blair, Chief of Police:

Subject: NEW JOB DESCRIPTION IN LABOUR RELATIONS – ASSISTANT
MANAGER, LABOUR RELATIONS

Recommendation:

It is recommended that the Board approve the attached job description and classification for the excluded position of Assistant Manager, Labour Relations (X34002) and delete the Labour Relations Analyst Z26 position

Financial Implications:

The vacant Labour Relations Analyst Z26 (35 hour) position (with a salary range of \$92,156 to \$106,889) will be deleted and replaced with the Assistant Manager position (salary range of 106,799 to \$123,629). This establishment change will result in additional salary costs of approximately \$16,000 annually. This increase will be partially offset by savings (\$14,000) that will be achieved by another establishment change (SAP Support Analyst) being recommended to the Board at its July 2014 meeting.

Background/Purpose:

At its meeting on December 12, 2013, the Board approved that the functions of collective bargaining, resolving collective agreement disputes (grievances), and employment related human rights complaints become the sole responsibility of the Manager of Labour Relations (Min. No. C293/13 refers). In addition, the Board approved the following motion:

THAT the Chief of Police provide a report to the Board addressing whether the current staffing model in Labour Relations includes sufficient resources to fill the requirements of the Board, as outlined in the following report (Min. No. C293/13 refers).

The purpose of this report is to advise the Board of the organizational change recommended to assist Labour Relations to better carry out its mandate and meet the Board's labour relations requirements.

Discussion:

At the Board meeting held on December 12, 2013, it was agreed that the dual reporting relationship and excluded status of the Director, Human Resources was no longer required by the Board and that the Director, Human Resources would no longer participate in and/or direct labour relations matters (in particular, collective agreement negotiations). As a result of that recommendation, the Board determined that the Manager of Labour Relations would perform the above-noted functions, in addition to providing labour relations advice and support to the Board with respect to excluded members (Board staff, Chief and Command officers).

The Manager of Labour Relations will continue to have a dual reporting relationship and excluded status. For participation in and direction of labour relations matters, the Manager will advise and work directly with the Board.

The City of Toronto's shared services recommendation to provide representation to the Board in collective bargaining through its Human Resources division will require that the Manager take a more strategic and consultative role on current and emerging bargaining issues, reducing the availability of the Manager to supervise the daily activities of Labour Relations staff. The increased responsibility inherent with the Board's recommendation and the City of Toronto's shared services recommendation will require a greater percentage of the Manager of Labour Relations' focus and resources than was necessary in the past.

In addition, the Chief's Internal Organizational Review in 2013 recommended a better alignment of the Service's functions and support structures as a result of a number of changes which were implemented within Labour Relations. The positions of Legal Indemnification Coordinator (Z22) and Job Evaluation Analyst (Z24) were transferred to the Labour Relations establishment, effective January 1, 2014. This realignment has created an expanded scope of responsibility for the Labour Relations unit, which now oversees the legal indemnification process, in addition to the job evaluation process, for the Service.

As a result of these changes, an operational review of the unit's job functions and workload was conducted to determine its staffing and management requirements. Labour Relations manages grievances, arbitrations, human rights, job evaluation, legal indemnification and secondary employment, in addition to advising on civilian discipline.

The review concluded that the Manager requires the support of an Assistant Manager in order to properly supervise and maintain effective operations within the expanded unit. The role of Assistant Manager has been designated as an excluded position in order for it to assist the Manager with various union negotiations and joint union/management Job Evaluation Committees. Further, the Assistant Manager will provide counsel, advice and training to Unit Commanders and management regarding the application and interpretation of the collective agreements, policies and procedures, the application of civilian discipline, and directly supervise the activities of the Labour Relations Analysts, Job Evaluation Analyst and Legal Indemnification Coordinator. The establishment for this new position will be achieved through

the deletion of one senior officer position at a Z26 classification (Labour Relations Analyst) which became vacant through a promotion in 2012.

The job description for the new position of Assistant Manager, Labour Relations is attached. The position was evaluated and it was determined that it is properly classified as X34 (35 hour). The current salary range for this position is \$106,799 to \$123,629 per annum, effective January 1, 2014.

Conclusion:

The Manager of Labour Relations is now solely responsible for participation in and direction of labour relations matters without the direct management of the Director, Human Resources. In addition, one of the objectives of the Chief's Internal Organization Review was to identify opportunities for service realignment. To this end, it was identified that the functions of legal indemnification and job evaluation were best aligned with Labour Relations and that moving these functions to Labour Relations would result in more efficient operations. The resultant increase in responsibilities within Labour Relations requires the creation of the position of Assistant Manager to ensure that all responsibilities in the portfolio are efficiently managed and that the unit is able to provide optimal advice, assistance and service to the Board.

Accordingly, the Board is being requested to approve the job description and classification for the position of Assistant Manager, Labour Relations (X34002). Subject to Board approval, this position will be staffed in accordance with established procedure.

Mr. Tony Veneziano, Chief Administrative Officer, Corporate Services Command, will be in attendance to answer any questions that the Board may have regarding this report.

Mr. Kris Langenfeld was in attendance and delivered a deputation to the Board with regard to this report.

Following the deputation, Mr. Tony Veneziano, Chief Administrative Officer, responded to questions by the Board.

The Board approved the following Motions:

- 1. THAT the Board receive Mr. Langenfeld's deputation; and**
- 2. THAT the Board approve the foregoing report.**

Moved by: A. Mukherjee



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved:
Board Minute No.:
Total Points:
Pay Class

JOB TITLE:	Assistant Manager	JOB NO.:	
BRANCH:	Corporate Services Command – Human Resources	SUPERSEDES:	NEW
UNIT:	Labour Relations	HOURS OF WORK:	35 SHIFTS: 1
SECTION:		NO. OF INCUMBENTS IN THIS JOB:	1
REPORTS TO:	Manager	DATE PREPARED:	2014.01.28

SUMMARY OF FUNCTION:

Plans and organizes the activities within the Labour Relations unit; ensures the efficient and timely management and administration of labour relation services, legal indemnification invoices and compensation plans and systems, in accordance with established policies, collective agreements and legislative requirements.

DIRECTION EXERCISED:

Directly supervises the activities of the Labour Relations Analysts, Job Evaluation Analyst and Legal Indemnification Coordinator.

DIRECTION EXERCISED:

TPS workstation with associated software and other office equipment as required.

DUTIES AND RESPONSIBILITIES:

1. Manages, co-ordinates and supervises the activities of the various functional support groups within the unit: Labour Relations, Compensation and Job Evaluation, and Legal Indemnification.
2. Under the direction of the Manager, manages and supervises the administration of the grievance, arbitration, human rights, discipline, legal indemnification, secondary employment, and job evaluation processes.
3. Counsels and advises Unit Commanders, Managers and Supervisors in the application and interpretation of the collective agreements, policies and procedures, and the application of civilian discipline.
4. Oversees the development and delivery of training to all levels of management regarding disciplinary strategies and labour relations issues, policies and procedures.
5. Ensures the provisions of the collective agreements and related articles under the Police Services Act, Employment Standards Act, and Human Rights Code are administered appropriately.
6. Coordinates the provision of statistical and cost data for use during negotiations. Participates in negotiations, as required.
7. Establishes and maintains policies and procedures relating to labour matters such as civilian discipline, complaints and salary administration.
8. Contributes to the establishment of the Labour Relations budget and manages unit expenses.

The above statements reflect the principal functions and duties as required for proper evaluation of the job and shall not be construed as a detailed description of all the work requirements that may be inherent in the job or incidental to it.



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved:
Board Minute No.:
Total Points:
Pay Class

JOB TITLE:	Assistant Manager	JOB NO.:	
BRANCH:	Corporate Services Command – Human Resources	SUPERSEDES:	NEW
UNIT:	Labour Relations	HOURS OF WORK:	35
SECTION:		SHIFTS:	1
		NO. OF INCUMBENTS IN THIS JOB:	1
REPORTS TO:	Manager	DATE PREPARED:	2014.01.28

DUTIES AND RESPONSIBILITIES: (cont'd)

9. Participates as assigned by the Manager, Labour Relations, as a management member and represents the Toronto Police Services Board (TPSB) on the Services' various joint union/management Job Evaluation Committees to ensure the provision of fair and accurate job evaluations and the maintenance of consistent internal equity within each of the civilian ranking structures.
10. Ensures the provision of appropriate TPSB representation with respect to the handling of compensation and job evaluation related issues in accordance with the collective agreements, the Labour Relations Act, Police Services Act, Employment Standards Act, and Pay Equity Act.
11. Assists, as assigned by the Manager, Labour Relations, with job audits for the purpose of the preparation of position descriptions, and with pay research.
12. Performs other related duties, as required.

.../2

The above statements reflect the principal functions and duties as required for proper evaluation of the job and shall not be construed as a detailed description of all the work requirements that may be inherent in the job or incidental to it.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 17, 2014**

#P168. NEW JOB DESCRIPTION: SAP SUPPORT ANALYST, ACCOUNTING SERVICES

The Board was in receipt of the following report July 03, 2014 from William Blair, Chief of Police:

Subject: NEW JOB DESCRIPTION – SAP SUPPORT ANALYST, ACCOUNTING SERVICES

Recommendation:

It is recommended that the Board approve the attached new civilian job description and classification for the position of SAP (Systems, Applications and Products in Data Processing) Support Analyst, Accounting Services (A08070) and delete the SAP Administrator A10 position.

Financial Implications:

The vacant SAP Administrator A10 (35 hour) position in Accounting Services (salary range \$75,813 to \$87,548), will be deleted and replaced with the SAP Support Analyst position (salary range \$64,684.94 to \$73,182.31).

Total annualized savings from this establishment change will be approximately \$14,000.

Background/Purpose:

The Service uses the City's financial system (SAP) for its financial, accounting and reporting requirements. In 2013, the Director, Finance & Administration (now Finance & Business Management) began reviewing all positions within the pillar. The goal was to make the pillar more effective and efficient and achieve cost savings where possible. This review included the two SAP Administrator A10 (35 hour) positions located in the Finance & Administration area reporting to the Director.

Discussion:

After reviewing the duties and reporting structure, it was determined that:

- One of the SAP Administrator A10 (35 hour) positions should be moved to Accounting Services and report to the Manager who would be responsible for SAP system governance, in conjunction with other stakeholders, users and the Director; and
- there was a need to develop a new support position, entitled SAP Support Analyst, Accounting Services.

In order to realize the pillar goals, Accounting Services will replace a vacant SAP Administrator A10 (35 hour) position, with a SAP Support Analyst A08 (35 hour) position. The intent is for the SAP Support Analyst A08 (35 hour) position to report to and receive work related guidance from the SAP Administrator A10 (35 hour) position. The SAP Support Analyst A08 (35 hour) position would be responsible for the day to day system support, testing, training, etc. The SAP Administrator A10 (35 hour) would continue to be the strategic position relating to governance, in partnership with the City of Toronto, and would also be involved in new development, training and testing as required.

The SAP administration staffing changes will allow both positions to become more effective in the governance role, by having the SAP Support Analyst A08 (35 hour) position concentrate on the daily work and interaction with users and having the SAP Administrator's A10 (35 hour) position continue to work with major stakeholders and the City of Toronto.

The new job description for the SAP Support Analyst, Accounting Services is attached. The position has been evaluated within the Service's job evaluation plan and has been determined to be a Class A08 (35 hour) position within the Unit "A" Collective Agreement. The current salary range for this position is \$64,684.94 to \$73,182.31 per annum, effective January 1, 2014.

Conclusion:

While the SAP administration restructuring has not impacted the overall civilian establishment, it has resulted in the creation of a new position description that reflects the change in job function and unit reorganization. The salary and classification for this position description is lower than the former position resulting in a cost savings of approximately \$14,000 to the Service.

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

The Board approved the foregoing report.

Moved by: A. Mukherjee



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved:
Board Minute No.:
Total Points: 422.5
Pay Class: A8

JOB TITLE:	SAP Support Analyst	JOB NO.:	A08070		
BRANCH:	Corporate Services Command - Finance & Business Mgmt.	SUPERSEDES:	NEW		
UNIT:	Accounting Services	HOURS OF WORK:	35	SHIFTS:	1
SECTION:		NO. OF INCUMBENTS IN THIS JOB:	1		
REPORTS TO:	SAP Administrator	DATE PREPARED:	2014.05.26		

DUTIES AND RESPONSIBILITIES: (cont'd)

9. Supports the year end audit function related to system and data integrity.
10. Maintains current knowledge of Service organizational structure, financial and purchasing policies and the SAP application.
11. Acquires knowledge as it relates to interfaces to and from SAP and other corporate administrative systems.
12. Performs duties of the SAP Administrator as required. Participates at system governance meetings within the Toronto Police Service and at the City of Toronto.
13. Performs all other duties, functions and assignments inherent to the position.

.../2

The above statements reflect the principal functions and duties as required for proper evaluation of the job and shall not be construed as a detailed description of all the work requirements that may be inherent in the job or incidental to it

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 17, 2014**

#P169. LEGAL INDEMNIFICATION – CASE NO. 1445/2011

The Board was in receipt of a report dated July 04, 2014 from Alok Mukherjee, Chair, with regard to legal fees incurred by four officers arising from a matter involving the Special Investigations Unit. A copy of the report is on file in the Board office.

Chair Mukherjee advised the Board that, given that the matter had recently been resolved, he would withdraw the report and submit a revised report for a future meeting.

The foregoing report was withdrawn by Chair Mukherjee.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 17, 2014**

#P170. LEGAL INDEMNIFICATION – CASE NO. 1392/2011

The Board was in receipt of a report dated July 02, 2014 from William Blair, Chief of Police, with regard to legal fees incurred by a former police officer arising from a criminal matter. A copy of the report is on file in the Board office.

Chief Blair requested that the foregoing report be withdrawn and said that he would submit a revised report which reflects additional information that he recently received from the City of Toronto – Legal Services Division.

The foregoing report was withdrawn as requested by Chief Blair.

The related confidential report was also withdrawn at the request of Chief Blair (Min. No. C128/14 refers).

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 17, 2014**

**#P171. REQUEST FOR SPECIAL FUNDS: 2014 URBAN ALLIANCE ON RACE
RELATIONS COMMUNITY AWARDS AND FUNDRAISING DINNER**

The Board was also in receipt of the following report June 27, 2014 from Alok Mukherjee, Chair:

Subject: REQUEST FOR SPECIAL FUNDS: 2014 URBAN ALLIANCE ON RACE
RELATIONS COMMUNITY AWARDS AND FUNDRAISING DINNER

Recommendation:

It is recommended that the Board approve an expenditure from Special Fund in an amount not to exceed \$2,000.00 to sponsor the 2014 Urban Alliance on Race Relations Community Awards Dinner.

Financial Implications:

If the Board approves the recommendation contained in this report the Board's Special Fund will be reduced by an amount not to exceed \$2,000.00. The Special Fund balance as at March 2014 is \$1,794,106.

Background/Purpose:

The Urban Alliance on Race Relations (UARR) is a non-profit charitable organization that works primarily and proactively with the community, public and private sectors to provide educational programs and research, which is critical in addressing racism in society.

Discussion:

The UARR was formed in 1975 and continues to respond to racism and other forms of discrimination in the community. This year, UARR will be celebrating its 39th Anniversary and Community Awards Dinner on Thursday, September 18, 2014.

The Board is in receipt of a letter and sponsorship forms from UARR seeking support from the Board in the form of purchasing a table at its annual event. The proceeds from the event will help support UARR's anti-racism work in the community. The cost of the Silver Sponsor Level is \$2,000.00 and includes official designation in the awards program. As well, the Board will be listed as one of the sponsors of the event on some of the awards dinner marketing materials and includes a dinner table at the event.

Given the Board's commitment to community engagement and anti-racism programs, I recommend that we approve the Silver Sponsor package in the amount of \$2,000.00.

Interested Board Members that wish to attend the event are asked to contact the Board office to confirm their attendance.

Conclusion:

It is therefore recommended that the Board approve an expenditure from Special Fund in an amount not to exceed \$2,000.00 to sponsor the 2014 Urban Alliance on Race Relations Community Awards Dinner.

The Board approved the foregoing report.

Moved by: F. Nunziata



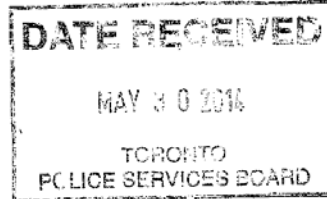
May 22th, 2014

Urban Alliance on Race Relations

2 Carlton Street, Suite 1001, Toronto, Ontario M5B 1J3
Tel: (416)703-6607 Fax: (416)703-4415 e-mail: info@urbanalliance.ca
Charitable Registration 11928-0022 RR0001

Visit us @ www.urbanalliance.ca

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



Dear Mr. Mukherjee:

The Urban Alliance on Race Relations came into being in 1975 through community and labour partnerships in response to a series of racist incidents. This year, we celebrate our 39th Anniversary. UARR continues to respond to racism and other forms of discrimination in our community. Check out our website and twitter feed on our wide ranging activities and alliances.

We invite you to join us on our 2014 UARR Community Awards Dinner at **Dim Sum King Restaurant, 421 Dundas Street West, 3rd Floor** on **Thursday, September 18th, 2014**. This space is wheelchair accessible.

The keynote speaker for the evening will be Chief Commissioner Barbara Hall, from the Ontario Human Rights Commission, who will reflect on her 10 years as Chief Commissioner. The Emcee will be Steven D' Souza, Reporter, CBC Toronto.

We will be celebrating Anti-Racism Activists working in the community – you can make a nomination for UARR Race Relations Awards to honour a Changemaker; there will also be a UARR Media award to recognize excellence in reporting or writing (print journalism) on raising awareness about Human Rights issues.

Dinner tickets are \$100.00 per person. The proceeds from the evening will contribute to our anti-racism work in the community. We hold a fundraising dinner every 2 years. We would appreciate it very much if you, your colleagues, family and friends could join us for this special evening.

✦ Would you and your organization consider taking a sponsorship role in our signature dinner? For \$2,000-\$5,000, as a Sponsor, your organization will be promoted in the 2014 Program. Your message will be viewed by more than 250 UARR supporters and community leaders. Sponsorship advertising also provides an opportunity for your organization to demonstrate itself as a leader in promoting positive race relations.

Please review the enclosed sponsorship and advertising package. We would be pleased to discuss and work with you in developing a sponsorship or advertising package to maximize the benefits to your organization. One of us will contact you shortly to discuss this further.

Thank you in advance for your consideration. We value your ongoing support.

Sincerely,

Gordon Pon, Margaret Hageman, Malika Mendez
Co-Chairs, 2014 UARR Community Awards Dinner Committee

Gary Pieters
President

Enclosure



Urban Alliance on Race Relations

**39th Anniversary and Community
Awards Dinner**

**Thursday, September 18th, 2014
Dim Sum King Restaurant
421 Dundas Street West, 3rd Floor, Toronto
This space is wheelchair accessible.**

SPONSORSHIP PACKAGE

**Be a sponsor; partner with us!
www.Urbanalliance.ca**



Urban Alliance on Race Relations

(1) OFFICIAL EVENT SPONSOR \$5,000.00

- Designation as the Official Event Sponsor (Dinner, Reception or Silent Auction). There is only one official sponsor.
- Full-page ad/message in the Program, offered either the inside back cover or the back cover.
- Organization listed as the first of all sponsors of the event with company logo on all marketing and communications pieces.
- Announcement made at the event.
- Receive ten dinner tickets for your organization (one table).
- Tax receipt upon request.



Urban Alliance on Race Relations

(2) GOLD SPONSOR \$3,000.00

- Designation as a Gold Sponsor (2 sponsorships available).
- Half-page ad/message in the Program.
- Organization listed as one of the main sponsors of the event with company logo on all marketing and communications pieces.
- Announcement made at the event.
- Receive ten dinner tickets for your organization (one table).
- Tax receipt upon request.



Urban Alliance on Race Relations

(3) **SILVER SPONSOR \$2,000.00**

- Official designation as a Silver Sponsor.
- Quarter-page ad/message in the Program.
- Organization listed as one of the sponsors of the event with company logo on some of the marketing materials.
- Receive ten dinner tickets for your organization (one table).
- Tax receipt upon request.



Urban Alliance on Race Relations

Event Program Advertising Rates For Supporters (*non-sponsors*)

- Full-page, Black & White (4" x 10.5")\$750.00
- Half-page, Black & White (4" x 5.25")\$400.00
- Business Card, Black & White.....\$150.00

Artwork Requirements for Ads for Sponsors and Supporters:

All advertisements must be **camera ready, or in Quark Express format or in .eps format with either outlines or fonts embedded**. In the event that artwork preparation is required, this expense will be extra.

Advertisements may be e-mailed to: yumei@urbanalliance.ca; please put 2014 Anniversary Dinner Program as the subject.

Camera-ready artwork may be mailed to:
2014 Awards Dinner Committee
c/o Urban Alliance on Race Relations
Suite 1001, 2 Carlton Street
Toronto, Ontario M5B 1J3

Deadline for receiving advertisements is Monday **September 1st, 2014**.
Please pay for the advertisement at the time of submission of the artwork.



Urban Alliance on Race Relations

Please send in this form, with a cheque for your desired sponsorship:

Your Name/Title: _____

Organization: _____

Level of Sponsorship/Support: _____

Your preferred contact information (phone, email):

For inquiries, ticket sales:

Yumei Lin, UARR Administrative Assistant

yumei@urbanalliance.ca

UARR

2 Carlton Street, Suite 1001,

Toronto, ON M5B 1J3

416-703-6607 x 5

If you wish to speak with a Dinner Committee member, leave a message and a UARR Board volunteer will follow up.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 17, 2014**

#P172. ADJOURNMENT

Alok Mukherjee
Chair