



**The following *draft* Minutes of the meeting of the Toronto Police Services Board held on May 14, 2015 are subject to adoption at its next regularly scheduled meeting.**

**The Minutes of the meeting held on April 16, 2015, previously circulated in draft form, were approved by the Toronto Police Services Board at its meeting held on May 14, 2015.**

**MINUTES OF THE PUBLIC MEETING** of the Toronto Police Services Board held on **MAY 14, 2015** at 12:30 PM in the Auditorium, 40 College Street, Toronto, Ontario.

**PRESENT:**

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

**ABSENT:**

**Mr. Chin Lee**, Councillor & Member  
**Dr. Dhun Noria**, Member

**ALSO PRESENT:**

**Mr. Mark Saunders**, Acting Chief of Police  
**Mr. Karl Druckman**, City of Toronto - Legal Services Division  
**Ms. Deirdre Williams**, Board Administrator

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MAY 14, 2015**

**#P112. PRESENTATION - OVERVIEW OF THE TORONTO POLICE  
SERVICES BOARD'S SPECIAL FUND POLICY**

Ms. Joanne Campbell, Executive Director, Toronto Police Services Board, delivered a presentation to the Board with regard to the Board's Special Fund. A paper copy of the presentation slides is on file in the Board Office.

Following the presentation, Ms. Campbell responded to questions.

**The Board received the presentation and requested that a copy of the slides be posted to the Board's website.**

**Moved by: S. Carroll**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MAY 14, 2015**

**#P113. SPECIAL FUND REQUEST: THE BLACK EXPERIENCE PROJECT**

The Board was in receipt of the following report March 18, 2015 from Alok Mukherjee, Chair:

Subject: SPECIAL FUND REQUEST: THE BLACK EXPERIENCE PROJECT

Recommendation:

It is recommended that the Board approve \$60,000 from the Special Fund to support the Black Experience Project.

Financial Implications:

If the Board approves the recommendation contained in this report, the Special Fund will be reduced in the amount of \$60,000. As at December 31, 2014, the balance in the Special Fund was \$2,194,710. .

Background/Purpose:

The Environics Institute for Survey Research, in partnership with Ryerson University's Diversity Institute, the United Way Toronto, and the YMCA of Greater Toronto, is undertaking a ground breaking research study focusing on the Black community in the Greater Toronto Area (GTA). The Black Experience Project (BEP) will explore the lived experiences of individuals within the GTA Black community to better understand their contributions, and the nature of challenges, opportunities, and the factors leading to success. The research is truly unique in that it focuses on positive aspects (e.g., achievements, aspirations) as well as challenges, rather than simply emphasize only problems and deficits as most previous research has done.

The results are intended to provide valuable insight and direction in identifying policies and other initiatives that will contribute to the health and vibrancy of the Black community, and by doing so, the health and vibrancy of the entire GTA community and beyond.

Discussion:

The BEP was launched in 2010 and includes the following three phases which are detailed in the attached proposal:

- Phase 1: Community engagement: to proactively engage the Black community to ensure the research focuses on issues of greatest relevance, and contributes to capacity building. This phase has been completed and a final report is available;

- Phase 2: Research design and execution to conduct an in-depth survey with a representative sample of individuals within the GTA Black community; and
- Phase 3: Post-study dissemination and public engagement: to broadly publicize the research findings and actively engage policy-makers and the Black community around implications and next steps.

The core funding for the study was confirmed early in 2014 (\$410K), and made it possible to launch Phase 2 with a base sample size of 1,000 across the GTA as a whole. Environics wishes to increase the sample size to 2000 in order to effectively capture the rich diversity of the Black community, not only by demographic and cultural dimensions but also by regional municipality. Environics has reached out to Regional Municipalities and the City of Toronto and has secured funding from Peel, York and Durham region (funding from York and Durham includes contributions from their respective police services). The City of Toronto has been supportive of the project from its inception and is currently a collaborating partner. As Toronto is home to more than 50% of the GTA Black population it is important to increase the sample size in Toronto as well. Increasing Toronto's sample size from 500 to 800 would increase the overall sample size to 2000.

I am in receipt of correspondence from Mr. Keith Neuman, Executive Director, The Environics Institute, seeking sponsorship support in the amount of \$60,000. The funds being sought from the Board would be used by Environics to cover the cost of increasing the City of Toronto sample size. The increased sample size will significantly strengthen the value of the project for local planning and outreach. As well, it will enhance the capacity building benefits by expanding the participation of local community members who will be managing and conducting the interviews.

Some of the specific research benefits to the Board noted in Environics' proposal includes:

- Better utilizing resources to more effectively promote policies and programs in such areas as employment services, housing, child care, and community safety;
- Providing valuable new insights into the community's perspective of, and experience with, community safety within the context of the overall "lived experience," as input into the delivery of police services
- Providing data and analysis from the study to the City for its further research and application in policy and program development

In 2014, the Board engaged a community-based research group to examine public satisfaction with police-community engagement, as it pertains to Board policy, in one of its police divisions. One of the recommendations made in the final report entitled Community Assessment of Police Practices (CAPP), supported ongoing funding of independent community-based research projects. The BEP, although tasked with exploring the lived experiences of the Black community broadly across the GTA, is the type of community based research that is in keeping with the CAPP recommendation. For example, one component of the BEP's phase 1 research examined issues around community safety. Consultations revolved around the need to build more positive relationships between Black people and the police, as well as engaging law

enforcement agents in community discussions as a way to break down stereotypes and improve police perceptions of, and engagement with, the Black community. Details of phase 1 findings are available online at <http://www.vironicsinstitute.org>.

The information garnered from the BEP research can provide valuable insight to the Board and City policymakers and can help to shape future policies and programs that will contribute to the health and vibrancy of the Black community and by so doing, the health and vibrancy of the entire GTA community.

A copy of the full proposal which provides a detailed description of the research and its expected outcomes is attached to this report for your consideration.

Conclusion:

Given recent Board policy and initiatives that examined issues of community engagement, and the Board's commitment to building public trust and confidence through community dialogue and addressing the needs of our community, it is beneficial to the Board to support this request.

Therefore it is recommended that the Board approve \$60,000 from the Special Fund to support the Black Experience Project.

**Ms. Suelyn Knight and Ms. Marva Wisdom, Black Experience Project – GTA, were in attendance and delivered a deputation to the Board in support of their request for financial assistance from the Special Fund. A copy of their deputation is on file in the Board office.**

**The Board approved the following Motions:**

- 1. THAT the Board receive the deputation; and**
- 2. THAT the Board approve the foregoing report.**

**Moved by: J. Tory**



March 23, 2015

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

Dear Chair Mukherjee:

**RE: The Black Experience Project - Request for Sponsorship Support**

I am pleased to submit the attached request for sponsorship support for a groundbreaking research project focusing on the Black community in the Greater Toronto Area (GTA). The Black Experience Project (BEP) is exploring the lived experience of individuals within this community to better understand their contributions, and the nature of the challenges, opportunities and factors that lead to success. It is truly unique in that it focuses on positive aspects (e.g., achievements, aspirations) as well as challenges, rather than simply emphasize only problems and deficits as most previous research has done. **The project results will have positive outcomes for the Black community and the broader Toronto community, and will almost certainly be of direct benefit to the delivery of policing services.**

The project that has been underway since 2010, starting with extensive engagement and outreach across the GTA to identify the issues of importance and to build community buy-in. Our Institute (a small non-profit that is separate from the commercial Environics companies) is the lead on the research, but the project is a community-wide effort. We are conducting the study in partnership with United Way Toronto, the YMCA of Greater Toronto and Ryerson's Diversity Institute. We have more than 20 Collaborating Partners (many of which are Black organizations), and the project has garnered widespread support among many community leaders.

The research consists of in-depth in-person interviews with a representative sample of 1,700 to 2,000 individuals who self-identify as Black or of African heritage. The interviews are being conducted by a trained team of Black youth from across the GTA, consistent with our goal of capacity building. **The survey covers a wide range of topics, including identity, life aspirations, education, employment, community involvement, leadership and community safety.**

Our lead partners self-funded the initial outreach and engagement phase (Phase 1), and we have secured core funding for the research itself (Phase 2) from TD Bank and the Ontario Trillium Foundation. We are looking to supplement this to support a thorough analysis of results for the City of Toronto and in each of the other GTA Regions, and have received the requisite support to do this from the Regions of Peel, York and Durham (including York and Durham Regional Police).

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THE ENVIRONICS INSTITUTE FOR SURVEY RESEARCH

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The City of Toronto is home to 50 percent of the GTA Black population, which makes it of great importance to ensure the research sample is large enough to generate results that are meaningful at the city level, and that fully capture the rich diversity of this community. **For this purpose, we are requesting from the Toronto Police Services Board sponsorship support in the amount of \$60,000 (net of taxes), which will boost the City of Toronto sample from 500 to 800.**

We are providing a detailed proposal in support of this request. We very much appreciate your consideration of our request, and would be pleased to provide further information as required.

Best regards,

A handwritten signature in blue ink that reads "Keith Neuman". The signature is fluid and cursive, with a long horizontal line extending to the right.

Keith Neuman, Ph.D.  
Executive Director





## THE BLACK EXPERIENCE IN THE GREATER TORONTO AREA

### REQUEST FOR SPONSORSHIP

### THE CITY OF TORONTO

#### Introduction

The Environics Institute for Survey Research, in partnership with Ryerson University's Diversity Institute, the United Way Toronto, and the YMCA of Greater Toronto, is undertaking a groundbreaking research study focusing on the Black community in the Greater Toronto Area (GTA). The Black Experience Project (BEP) will explore the lived experiences of individuals within the GTA Black community to better understand their contributions, and the nature of challenges, opportunities, and the factors leading to success.

#### Study Objectives

The purpose of this study is to conduct seminal research to better understand the lived experiences of individuals within this community, and the factors leading to their success and challenges. The results are intended to provide valuable insight and direction in identifying policies and other initiatives that will contribute to the health and vibrancy of the Black community, and by doing so, the health and vibrancy of the entire GTA community and beyond.

The project is founded on evidence demonstrating that survey research can serve as a powerful vehicle to give voice to individuals and groups who are not normally heard from. Such research offers a unique opportunity to articulate positive narratives and hopeful scenarios for the future that might not otherwise be properly heard. These stories will encourage personal initiative, stronger policies, and investment of public, private, and philanthropic resources.

Project results are expected to provide a focal point for the Black community to better harness its assets and expand its successes broadly throughout the entire community. It will help the community build on strategies to move forward, and it will also help the broader community (e.g., community leaders, decision-makers, public) understand and appreciate the vibrancy of the Black community within their vicinity.

#### Project Methodology

The study consists of three phases:

**Phase 1 – Community Engagement (2011 – March 2014).** The study partners have a strong commitment to community engagement to ensure that the research focuses on issues and questions of greatest relevance to the Black community, so as to contribute to strengthening capacity within this community. To meet this objective, the first phase involved extensive outreach, including group discussion sessions with community Trailblazers and individuals across the GTA. A final report on the community engagement is available at [www.environicsinstitute.org/bep-gta](http://www.environicsinstitute.org/bep-gta)

Major Project Sponsors:



Media Partners



ByBlacks

March 23-2015



Phase 2 – Research Design, Implementation, and Analysis (April 2014 – September 2015). The rich information captured through the community engagement process will guide the design of the research in Phase 2, which consists of an in-depth survey of a large representative cross-section of the Black community across the GTA. Interviews will be conducted in-person by individuals from the Black community (mostly youth) who will be trained and supervised by the BEP implementation team. An implementation team has now been assembled, led by Team Leaders and including community animators and interviewers.

Phase 3 – Post-study Dissemination and Engagement (October – December 2015). Once the research has been completed, the findings will be broadly publicized, and sessions/events will be organized to actively engage the Black community and policy makers around implications and next steps.

Collaborating partners and other supporters-at-large will have access to the study and its insights to help shape future plans and goals.

### **Project Sponsorship**

Phase 1 was self-funded by the Founding Partners, with generous contributions of in-kind support from Collaborating Partners and many volunteers across the GTA. Phases 2 and 3 are being funded by project sponsors, and the major sponsors to date include TD Bank and the Ontario Trillium Foundation. The project is also reaching out to other organizations interested in participating as project sponsors, to help realize the goal and objectives of this groundbreaking research.

General benefits of project sponsorship: In addition to supporting a groundbreaking research initiative that will contribute to a stronger GTA, the general benefits of sponsorship include:

- Prominent identification in materials and communications
- Formal recognition and participation at project events
- Customized briefings for internal audiences
- Customized analysis and reports once the study is completed

### **Municipal Sample Enhancement**

The core funding for the study was confirmed early in 2014 (\$410K), and made it possible to launch Phase 2 with a base sample size of 1,000. This sample size is sufficient to cover the Black population across the GTA as a whole, but a larger sample size remains an important objective in order to effectively capture the rich diversity of this community, not only by demographic and cultural dimensions but also by regional municipality.

With this goal in mind, the project is reaching out to the four Regional Municipalities and the City of Toronto, to contribute the necessary funds to enhance the study sample in their own jurisdictions. By significantly increasing the City and Regional samples, the Black Experience Project will provide a much more detailed understanding of the local community and make the study more tangibly useful from a policy and community organizing perspective.

Such funding has now been secured from the Regions of Peel, York and Durham that will make it possible to increase the sample sizes in those parts of the GTA (funding from York and Durham includes contributions from their respective Police services). Halton Region was not approached because it includes a very small percentage (3%) of the GTA Black population.

**Request to the City of Toronto.** The City of Toronto has been supportive of the Black Experience Project from its inception and is currently a Collaborating Partner. The City is now invited to expand this support to become a municipal sponsor to ensure the scope of the research fully represents the City's Black population and maximizes its value to the City for policy and programming applications.

Toronto is home to 50 percent of the GTA Black population, which is highly diverse in terms of neighborhood, socio-economic status, ethnic background and place of birth. Because a primary goal of this initiative is to fully capture the rich diversity of the Black community beyond what has ever been done before, the BEP can offer a unique data source and basis for insight that would be of significant value to the City in a number of areas.

The current base funding provides for a City of Toronto sample of 500, and this request is to expand the sample to 800 (a net increase of 300). This would require a financial contribution of \$60,000 (net of any applicable taxes).

This contribution will fully cover the incremental costs of increasing the City of Toronto subsample from 500 to 800 in-depth interviews (see itemized breakdown below). Not only will this expanded sampling significantly strengthen the value of the project for local planning and outreach, but it will also enhance the capacity building benefits by expanding the participation of local community members who will be managing and conducting the interviews. An itemized breakdown of the interviewing costs *per incremental interview* is as follows:

• Interviewing	\$45
• Training	\$20
• Supervision	\$35
• Quality control	\$20
• Data coding/tabulation	\$15
• Analysis	\$50
• Transportation	\$10
• Misc. expenses	\$ 5

Total cost per interview: \$200

**Specific benefits for the City of Toronto.** In addition to the general benefits of sponsorship, the Black Experience Project can specifically support the City of Toronto in terms of:

- Identifying the needs of the Black community to better connect funding supports and program implementation with desired outcomes in the community;
- Utilizing evidence from the research to support advocacy efforts in relation to federal and provincial legislation, and policies that impact outcomes in the GTA Black Community (e.g., increased municipal involvement in immigration planning);
- Utilizing the findings to promote further dialogue on the Black experience and explore opportunities to establish anchors for improved social and economic outcomes.
- Better utilizing resources to more effectively promote policies and programs in such areas as employment services, housing, child care, and community safety;
- Providing valuable new insights into the community's perspective of, and experience with, community safety within the context of the overall "lived experience", as input into the delivery of police services;
- Providing evidence to support City agencies generate successful applications with funders and bring resources into the Region; and
- Providing data and analysis from this study to the City for its further research and application in policy and program development.



## Project Partners

**Lead partners:** The Black Experience Study is a joint venture of the Environics Institute for Social Research, Ryerson University's Diversity Institute, the United Way of Greater Toronto and the YMCA of Greater Toronto. The Atkinson Charitable Foundation was a Founding partner in Phase 1.

**The Environics Institute for Survey Research** is a Toronto-based non-profit organization founded by in 2006 to promote relevant and original public opinion and social research on important issues of public policy and social change. The focus of the Institute's mandate is to survey individuals and groups not usually heard from, asking questions not normally asked ([www.environicsinstitute.org](http://www.environicsinstitute.org)).

**United Way of Greater Toronto** is a charity working to advance the common good and create opportunities for a better life for everyone in our city. Working in partnership with others, we mobilize people and resources to address the root causes of social problems and to change community conditions for the better. Established in 1956, United Way supports agencies that provide services to strengthen individuals, families and communities ([www.unitedwaytoronto.com](http://www.unitedwaytoronto.com)).

**YMCA of Greater Toronto** is a charity focused on community support and development. Our aim is to provide every individual in our community with opportunities for personal growth, community involvement, and leadership. By making connections, collaborating, and mirroring our region's diversity, we believe we can become the network that binds our many neighbourhoods into one city, one country, and one world ([www.ymcagta.org](http://www.ymcagta.org)).

**Ryerson University Diversity Institute** undertakes research on diversity in the workplace to improve practices in organizations. Using an ecological model of change, our action-oriented, evidence-based approach is driving social innovation across sectors and producing concrete results ([www.ryerson.ca/diversity](http://www.ryerson.ca/diversity)).

**Collaborating Partners.** The following organizations publicly endorse the project and are helping in different ways to support it's success. Other organizations are joining as the project proceeds.

- African Canadian Development Council
  - African Canadian Legal Clinic
  - Black Artists Network Dialogue (B.A.N.D.)
  - Black Business Professional Association
  - Black Leadership Health Network
  - City of Toronto
  - Heritage Toronto
  - Jamaica Canadian Association (JCA)
  - Macauley Child Development Services ("More than a Haircut" Project)
  - Midaynta Immigrant Settlement and Somali Immigrant Services
  - NIA Centre for the Arts (Youth)
  - Ontario Black History Society
  - Peel Social Planning Council
  - Redemption and Reintegration Services (Youth)
  - TAIBU Community Health Services
  - Tropicana Community Services
  - United Black Students Conference
  - United Way Peel/Black Council Advisory Committee
  - United Way Toronto
  - Urban Financial Services Coalition (USFC)
  - York Centre for Education and Community
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TORONTO POLICE SERVICES BOARD HELD ON MAY 14, 2015**

**#P114. PAID DUTIES UPDATE**

The Board was in receipt of the following report May 01, 2015 from Mark Saunders, Acting Chief of Police:

Subject: PAID DUTIES UPDATE

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

At its meeting of May 15, 2014, the Board established a sub-committee to address issues related to the practice of using off duty uniform officers, on paid duty, to perform certain public safety functions (Min. No. P125/14 refers). The Board sub-committee was comprised of Councillors Michael Thompson and Mike Del Grande, and Board member Andrew Pringle.

Following the May 15, 2014 Board meeting, the sub-committee held two meetings, the first on July 16, 2014, with the Chief of Police (Chief) and the Chief Administrative Officer, and on September 17, 2014, with members of the City of Toronto (City) and the Toronto Police Service (Service), the Chair of the Toronto Police Services Board (Chair) and members of the sub-committee. The Chair communicated the result of those meetings to the November 13, 2014 meeting of the Board (Min. No. P242/14 refers). At that meeting, the Board passed the following two motions:

1. *“The Chief of Police work in consultation with the City Manager to address the action items relating to paid duty that were discussed at the Board’s Paid Duty sub-committee meeting of September 17, 2014, and report back to the Board at its January meeting; and*
2. *The Paid Duty sub-committee, in consultation with the Chief, Board’s Legal Counsel, Toronto Police Association, City of Toronto and the Province, develop guidelines with respect to paid duties in accordance with Section 31(7) and Section 49 of the Police Services Act and provide guidelines to the Board for its consideration no later than March, 2015.*

The action items for the Service from the September 17, 2014 meeting are as follows:

1. Discuss the feasibility of TPS gathering and sharing information about paid duty clients who have a relationship with the City, particularly, utilities; TPS to identify what changes to the current administrative processes might be required to provide more data (i.e. changes to the electronic application form);
2. Discuss the feasibility of gathering data that would indicate whether the request for paid duty policing arises because of a statutory requirement in order to assess requests that are legally necessary versus those that are discretionary; TPS to identify what changes to the current administrative processes might be required to provide such data;
3. Review the status of the revised Memorandum of Understanding between City Transportation and TPS;
4. Discuss the feasibility of developing standardized roles, based on articulated legislative requirements, for paid duty officers required at construction sites and for traffic control; and
5. Prepare a briefing note for the next Paid Duty Working Group Meeting summarizing progress on the above-noted items.

In addition, the action item for the City was to:

1. Review City by-laws/permit applications, in all areas/divisions, to ensure that the requirement for the involvement of police officers is eliminated where it is unnecessary and to ensure that all references to “paid duty” police officers are eliminated.

After the September 17, 2014 meeting, the Working Group was to reconvene on October 23, 2014. However, this meeting was cancelled at the request of the Board office.

The purpose of this report is to address the two motions and provide an update on the action items directed at the Service.

#### Discussion:

Section 49 of the *Police Services Act (Act)* stipulates the restrictions placed on a member of a police force regarding secondary activities. Section 49(2) contains the only reference in the *Act* to paid duties, stating:

*“Exception, paid duty,...Clause (1)(d) does not prohibit a member of a police force from performing, in a private capacity, services that have been arranged through the police force.”*

By this statement, the *Act* implicitly treats paid duties arranged through a police service as secondary activities. In addition, Section 31(7) of the *Act* gives the Board the authority to establish guidelines with respect to secondary activities, and in so doing, establish which activities are permissible.

In his November 13, 2014 report, the Chair outlined a number of considerations which require addressing in order to establish such guidelines. These include:

- Fully understanding the functions currently performed on a paid duty basis;
- Determining whether those functions typically performed on a paid duty basis are obligatory under any applicable law;
- Determining the extent to which those functions typically performed on a paid duty basis contribute to adequate and effective policing; and
- Ensuring that the duties performed through paid duty do not erode the professional image of, and public confidence in, the Toronto Police Service and its uniform members.

This report contains information that addresses some of the considerations above, providing an overview of the requirements for paid duties and the system of governance applied by the Chief.

#### *Paid Duty System:*

The Service has implemented a centralized paid duty system to administer paid duty services provided to customers who request them. As Section 49(4) of the *Act* gives the Chief the authority to make decisions regarding whether a member is permitted to engage in an activity that is considered a secondary activity, the system has incorporated eligibility requirements that officers must meet before they are allowed to apply for, be selected for and ultimately perform a paid duty assignment. To support the system set-up, Procedure 18-19 Paid Duties, outlines eligibility requirements for officers as follows:

- Be an active member;
- Hold the appropriate rank required for the paid duty (the only exception applied is for a higher rank performing a paid duty when unfilled by a lower ranking member);
- Have current Use of Force certification;
- Not be assigned to recruit field training;
- Meet Service uniform and dress appearance requirements; and
- If a new recruit, have worked a minimum of two full cycles in their unit.

The new system contains many help features for the officers. These include an announcement board where specific information about upcoming events, requirements and reminders can be posted. Officers see the announcement board before moving on to other features of the system. In addition, a document titled *Uniform, Equipment and Training Requirements for Paid Duties* has been created, which provides both general and specific responsibilities when officers are performing paid duties. For example, the document includes officer obligations when performing construction, film, wide load escorts and funeral paid duties. In addition, the system also includes instructions related to City of Toronto, providing details of what officers should be looking for when performing a construction paid duty. The construction permit document includes a sample permit that highlights areas of the permit that the officer should review when initiating the paid duty.

#### *Legal Obligation to Perform Paid Duties:*

The Act does not outline the types of services that can or must be performed as paid duties. However, as outlined below, there are circumstances where the use of police officers is required or recommended as a best practice, as summarized below.

The *Highway Traffic Act (HTA)* of Ontario outlines circumstances under which only a sworn police officer can be used to direct vehicular or pedestrian traffic. Traffic control is one instance where paid duties are used rather than officers on regular duty. In 2014, over 30,000 of the almost 50,000 paid duty requests received (or 60%) were traffic control paid duties, some of which were requirements under this legislation. Examples of traffic control paid duties include services for the Metro Toronto Convention Centre, Air Canada Centre, utility contractors and shopping malls.

Book 7 – Ontario Traffic Manual does make recommendations that paid duties be used in instances where police officers are required for activities related to construction and roadwork. However, Book 7 is not provincial legislation. Rather, its purpose “*is to provide information and guidance for transportation practitioners and to promote uniformity of treatment in the design, application and operation of traffic control devices and systems across Ontario*”.

The City has implemented certain by-laws, and has instances where permits are issued, that require police officers. Examples include community events, the movement of oversized loads through city streets, construction, film shoots and other circumstances where a city road, park or other property will be occupied. Although some major community/City events are staffed with on duty officers, the majority are provided, where a police officer is required, by off duty officers performing paid duties. It should be noted that the City has guidelines that they publish and abide by when issuing permits and some of those communications and guidelines reference the need for paid duties.

The Service has provided paid duties for customers who have their own contractual obligations. The need to have paid duty officers present could be included in insurance clauses and rental or lease agreements required to hold an event or gathering in a particular facility, such as a banquet hall or school gym. These contractual obligations are self-imposed by the respective organization in order to mitigate risk or are the requirement of an outside party which a customer wishes to do business with. However, they are not required by any legislation or by the Service. Although the use of private security is an option both available and, if the Service is asked, recommended to these customers, these organizations prefer to mitigate their risk and potential legal liability with the presence of an armed, uniform officer.

Finally, paid duties are performed for customers who manage large scale public gatherings on a regular basis, such as the Air Canada Centre or the Rogers Centre. Officers are utilized on paid duties for traffic and crowd control and to provide enhanced security and public safety. In these instances, the customer, who is requesting the presence of uniformed officers, is a revenue-generating establishment. While these organizations have the option of utilizing private security or other measures for security and customer safety purposes, they have decided to utilize paid duty officers and have the ability and feel, from a risk management perspective that it is of value to pay for the services received.

As noted above, there is only one legal statute (*Highway Traffic Act*) that outlines activities that must be performed by “police officers”. Other documents, including permits, recommend the use of officers. The Service has made a decision to provide these services with paid duty officers



simply because of the lack of on-duty personnel to cover the requests. Since 80% of the paid duty requests received are from private organizations, providing officers on duty would not be a prudent use of Service resources and taxpayer funds.

#### *Categories of Paid Duty Requests:*

There are a number of activities that have been approved by the Chief as paid duties. These activities are communicated to customers on the Service's website and are contained on the form that customers use to make their paid duty requests to the Central Paid Duty Office (CPDO). These activities include:

##### a. Traffic Details

Paid duties for traffic control and direction are an approved activity. Permits issued by the City for construction work that inhabits a road or partial roadway may require that police officers be present, particularly if the occupation creates a hazardous condition or requires that pedestrians and/or vehicles be prevented from entering a closed road or area where a road or other hazard exists.

Traffic control may also be required where a large number of people or vehicles may be present for a major event, and the safe and orderly movement of traffic is beneficial to all participants. Police officers may be requested by the customer to assist vehicles or pedestrians to cross a roadway or enter/exit a parking area (e.g. a large shopping mall). The presence of a police officer in such situations may be required by a City permit, particularly where the authority to direct traffic is under the *HTA*. Under these conditions, paid duty officers are used in place of on duty officers.

##### b. Escort Services

The *HTA* stipulates that no one may drive a vehicle that exceeds the dimensions described in the *HTA* without receiving a permit from the City. When such oversized load permits are issued, the City includes the requirement for a police escort. In such instances, the escort is provided by paid duty officers.

Similarly, the film industry performs activities such as moving shots which requires a film permit issued by the City. Moving shots require an escort by paid duty officers and this requirement will be stated on the permit. It should be noted that most activities performed by film production companies require such permits.

Finally, paid duties are provided for customers requesting funeral escorts. Such requests are approved by the Chief or designate. However, there are no legislative authorities permitting or requiring paid duty officers for these processions. However, the use of paid duty officers does enable a safer and more orderly traffic flow and management of the funeral procession.

### c. Security

A police presence may be required on a City permit for events taking place in parks or other City properties. However, in most instances, where security is requested for such events, there is no legislative requirement for that presence to be provided by paid duty officers. These paid duties are provided only at the request of a customer and may include foot patrol, crowd control, or general police presence at a location or event where a large number of people may be gathered such as a community or private event, or a sporting venue etc. In such instances, paid duties are used rather than on duty officers.

### d. Film Industry Requests

Film production companies require a location permit issued by the City. CPDO's review of these permits shows that a reference to paid duty officers (PDO), is made for intermittent stops and travelling shots. In addition, specific reference to police officers with specialized skills is noted as "AHJ (Authority Having Jurisdiction) supervision". No reference to paid duties for special effect work is noted.

Service governance Procedure 20-02 Commercial Film Industry outlines the responsibilities of both the Service and filming companies to ensure the least amount of disruption to the public during filming. The procedure makes reference to the responsibilities of officers, performing requested activities in both an on duty and paid duty capacity.

Generally, paid duty officers are utilized for film-related activities as traffic control or to provide police presence in areas of high value equipment (security details). In certain circumstances, officers with specialized qualifications, such as Emergency Task Force members, are used on a stand-by basis during the use of pyrotechnics, the presence of firearms or for special effects. Again, if the Service is expected to provide the security/safety services to these revenue generating companies, the use of paid duty instead of on-duty officers is an appropriate and prudent way to manage and respond to these requests.

#### *Prohibited and Restricted Functions:*

The Service has determined that certain paid duty requests will be denied. These activities are included in Service Procedure 18-19 Paid Duties and communicated to customers on the Service's website. Paid duties are prohibited in the following circumstances:

- Where the presence of officers could be seen as putting the Service in a position of bias or leaving the perception that the officer is being used to intimidate;
- On behalf of an employer or union in relation to a labour dispute;
- At a function likely to promote a confrontation between participating groups including, but not limited to, annual general meetings, termination of employee(s) by an employer, protests and get belongings; and
- As bodyguard service.

Paid duties are restricted in the following circumstances:

- As an escort or security of money;
- As an escort or security of valuables;
- In plainclothes rather than uniform; and
- Events for political parties or politicians.

Restricted functions are performed only under exceptional circumstances and only with the approval of the Chief.

*Approval of Paid Duty Requests and Assignment Staffing:*

Requests for paid duties are now received on-line from customers. The CPDO Group Leaders are tasked with initially reviewing each request and either approving it as a permitted activity, denying it as a prohibited activity or escalating it as a restricted activity requiring the Chief's approval. Security paid duty requests are forwarded to the CPDO Sergeant, who is responsible for performing a thorough review of the risks. This assessment may include reaching out to specialized units or the paid duty request host unit, which is the location in which the paid duty assignment will occur. Paid duties for security events are not approved until all parties involved in the decision-making process have signed off on performing the activity.

Procedure 18-19 Paid Duties contains language that governs the use of paid duties for emergencies. The procedure states:

*“In the event of an emergency situation where public safety is an issue, and it is determined that the situation requires core policing, the use of paid duty officers should not be considered as long as there is a public safety concern.*

*The Service can only advise customers they must utilize a paid duty in situations or circumstances where the customer/organization is required to by law. Paid duties can be suggested as an option, if the situation is no longer considered a public safety concern.”*

Staffing for paid duties is not guaranteed. All requests are subject to the availability of officers who are eligible for and willing to work them. In addition, as there is a limited number of vehicles available for paid duties. As a result, requests for paid duties requiring vehicles will not be accommodated once vehicle availability has been depleted.

*The City of Toronto or Other Public Sector Organizations as a Customer:*

At its meeting of May 15, 2014, the Board was provided with a report that addressed City Council Motions pertaining to Paid Duties (Min No. P/125 refers). That report responded to the City's request for a briefing note on the annual costs incurred by the City for paid duty officers and what initiatives have been taken to reduce the cost on the City's capital projects.

The Service has defined the customer as the person or organization who orders and pays for the paid duty. However, there are many instances where the organization submitting the request is doing so on behalf of another organization. For example, a sub-contractor may be submitting a

request on behalf of a contractor doing work on a City construction project. Although the contractor may ultimately provide full reimbursement to the sub-contractor for all costs, if the sub-contractor submits the request for paid duties to the Service, the sub-contractor is recognized as the customer. The same would apply to a contractor doing work for a developer. In all these cases, the Service is not aware on whose behalf the work is being done.

Paid duty requests can be received directly from City departments and other City agencies, such as the Toronto Transit Commission. However, requests may also be received through other private sector organizations, as noted above. Prior to the implementation of the new paid duty system, information on City and other public sector organization paid duty requests was limited to where the City department or organization was the direct customer. However, the implementation of the new paid duty system enables the Service to better track information. As a result of requests for information from the City, a “City of Toronto” button was added to the on-line request form, allowing the CPDO to gather information, where the contractor or agent has provided it, for paid duties requested “on behalf of the City of Toronto”. It is important to note that this information can only be captured if the contractor or agent doing work on behalf of the City, provides it on the request form. As a result, the Service has highlighted the need for City departments to communicate this requirement to any organizations that are contracted to perform work on their behalf.

One of the action items resulting from the September 17, 2014 meeting was for the Service to identify any administrative process changes that might be required to provide more data to the City about paid duty requests coming from organizations with which they have a relationship. The Service has reviewed this request and has concluded that no further administrative enhancements can be made to the electronic form, since the “City of Toronto” button is available to any customer who submits an electronic request. As communicated to the City previously, it is imperative that City departments engaging contractors who may request paid duties, communicate that need for those contractors/developers to provide the information when they are submitting their request. As the majority of the Service’s paid duty customers are not public entities, the City is in the best position to communicate its requirements with respect to the use of paid duties to those organizations it does business with.

CPDO has started to request copies of permits with paid duty requests. In instances where the permit does not explicitly state that a police officer is required, CPDO advises the customer that the duty, if still desired by the customer, is considered discretionary and may not be filled. In many cases, the customer indicates that they still wish to proceed with the request even without a permit requirement. Given that some of the customers placing requests may be working on behalf of the City or other public sector organization, the Service proceeds with the arrangement with the individual or organization ultimately paying the bill. For this reason, the Service cannot directly impact the cost when it comes to paid duties requested directly for or on behalf of the City. It is ultimately the responsibility of City departments and other public sector organizations to manage requests for, and costs associated, with paid duties. In a letter to the City Manager from the Chief, dated September 11, 2012, the City Manager was advised that the management of paid duty needs and requests is not the Service’s responsibility, but rather that of the City department or public sector agency placing a direct, or indirect, order.

*Breakdown of Paid Duty Requests – Private versus Public:*

During 2014, the Service received and staffed 49,873 individual requests for paid duties, requiring at least one officer. Ten percent of those requests, based on direct and indirect information received from the request form were for City divisions and agencies. These paid duties totalled approximately \$2.6M, including officer payment, administrative fee and vehicle/equipment rentals. Another 10% of the requests came from other public sector organizations, such as the Ministry of Community Safety and Correctional Services (detention centres), and the Ministry of the Attorney General. The remaining eighty (80%) of the requests received in 2014 came from private individuals or organizations.

The chart below provides statistics related to paid duties for the last five years:

<b>Paid Duty Statistics</b>					
Year	2010	2011	2012	2013	2014
Number of Paid Duties	44,053	50,420	43,494	51,526	49,873
Number of Officers Performing paid Duty	3,529	3,413	3,229	3,047	3,037
Number of Hours	367,885.00	421,898.00	370,979.00	409,533.00	419,256.00
PC Paid Duty Rate	\$65.00	\$65.00	\$65.00	\$65.00	\$66.50 and \$68.00
Total Officer's Payment	\$ 24,018,869.00	\$ 26,961,168.70	\$24,464,184.98	\$ 26,011,077.50	\$ 27,055,555.54
Admin Fee	\$ 3,574,180.93	\$ 4,016,096.66	\$ 3,647,156.29	\$ 3,879,506.39	\$ 4,164,806.79
Equipment Revenue	\$ 908,709.32	\$ 1,043,322.51	\$ 1,076,316.67	\$ 1,157,059.14	\$ 1,110,010.77
Total	\$ 28,501,759.25	\$ 32,020,587.87	\$29,187,657.94	\$ 31,047,643.03	\$ 32,330,373.10

*Memorandum of Understanding with the City Transportation Services Division:*

One of the action items resulting from the September 17, 2014 meeting of the Board sub-committee on Paid Duties with the Service and City is a review of the status of the revised Memorandum of Understanding (MOU) between Transportation Services and the Service. The MOU is being considered by Service operations, in light of the significant operational impact the proposed change may make. No other update is provided at this time.

Conclusion:

The *Police Services Act* allows the Chief of Police to approve policing services in a private capacity, hence the provision of paid duties to customers. Although a requirement exists in the *HTA* to provide a police officer in certain instances, there are no known legislative provisions that indicate that paid duties must be provided. Rather, the Service addresses these requests with paid duty instead of on-duty officers, as it simply does not have the on-duty resources to fill these requirements. There are also instances where guidelines stipulate the need for paid duties. However, these guidelines reflect best practices rather than statute.

The Service has established a centralized system for the intake, review and distribution of paid duties, which is governed by Service procedure that includes the activities that are permitted, restricted or prohibited to be performed as paid duties. Permit requirements are given priority under the new system, while other requests are viewed as discretionary. In all instances, there is no guarantee that a uniformed member of the Service will accept a particular paid duty.

The paid duty system has been established to facilitate a need within the City of Toronto, as 80% of the requests received come from private organizations. These private organizations are prepared to cover the costs associated with private policing, given that officers are utilized to perform activities that directly benefit the requestor, particularly where the request is to cover an event that generates revenue for the organizer. Requests for paid duties are managed so that they are not a burden to taxpayers, even if not covered by legislative authority. Requests coming from the City or other public sector organizations, or any agent acting on their behalf, are entirely within their control, and are not denied when they are received by the Service.

The Service's primary responsibility is the fulfilment of its core policing requirements set out in the Act. Public safety and legislative requirements are paramount to those responsibilities. However, there are instances where staffing is not available to perform functions that may be required as a result of by-laws or legislation. For this reason, paid duty services are provided, as the services ultimately benefit individuals or organizations generating revenue or who have expressed a desire to pay for these services. By providing paid duties, the Service continues to contribute to public safety without creating a direct tax burden or utilizing on-duty personnel to perform non-core policing activities.

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

**Mr. Tony Veneziano, Chief Administrative Officer, was in attendance and, in response to questions by the Board, advised that:**

- **the TPS, when responding to an inquiry from a customer holding an event at a school with respect to whether paid duty services may be necessary at the event, will advise the event organizer that paid duties are not a requirement of the TPS. It is the school board which has incorporated the requirement for paid duties into their policy for school events and for event organizers who rent school facilities.**
- **in order to ensure that officers who perform a high number of paid duty assignments are maintaining a healthy work and life balance, supervisors evaluate an officer's fitness for duty when they report for regular duty. However, the TPS is reviewing whether the existing 15.5 hour rule pertaining to regular and paid duties worked in one day is reasonable.**

**cont...d**

- **the TPS continues to review the feasibility of distinguishing paid duty from on duty officers, including potential options, such as a jacket with the words “paid duty.”**

**The Board received the foregoing report.**

**Moved by: S. Carroll**



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MAY 14, 2015**

**#P115. EVALUATION OF THE IMPLEMENTATION OF THE HUMAN RIGHTS  
PROJECT CHARTER RECOMMENDATIONS**

The Board was in receipt of the following report April 28, 2015 from Mark Saunders, Acting Chief of Police:

Subject: EVALUATION OF THE IMPLEMENTATION OF THE HUMAN RIGHTS  
PROJECT CHARTER RECOMMENDATIONS

Recommendation:

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

Financial Implications:

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

Background/Purpose:

At its meeting on March 14, 2014, the Toronto Police Services Board (Board) approved the motion which contained four recommendations (Min. No. P39/14 refers). The last recommendation “requests the Chief to provide a report containing an implementation plan for the recommendations contained in the *Evaluation of the Human Rights Project Charter* and annual progress reports on the implementation of the recommendations.”

Attached to this report is a table that details the recommendations, the actions taken, and the implementation of the recommendations (Appendix A).

Discussion:

In 2007, following several race-based human rights complaints, the Ontario Human Rights Commission (Commission) required many public interest remedies as part of a proposed settlement with the Board and the Toronto Police Service (Service). In order to address the increasing number of public interest remedies, and to capitalize on on-going efforts addressing human rights concerns, the Board and the Service, in partnership with the Commission, launched the Human Rights Project Charter (Project Charter) in May 2007. Project Charter continued for three years and aimed to apply a human rights lens to all aspects of policing.

In December 2010, Ryerson University’s Diversity Institute was contracted to evaluate Project Charter.

In April 2011, due to financial constraints, the evaluation was suspended and was resumed in March 2012.

In December 2013, the Diversity Institute concluded the evaluation process and made twenty-two (22) recommendations.

To facilitate the implementation of these recommendations, they were categorized into four (4) headings: Strategy & Organizational Sustainability, Improve Data Collection & Analysis, Communications, and Training.

The Service commenced implementation of all 22 recommendations from January 2014. This report provides an update on the progress made. To date, eight (8) have been fully implemented, seven (7) are scheduled for full implementation in 2015, four (4) are implemented and on-going, while three (3) will not be implemented.

Under the heading 'Training' all five (5) recommendations have been fully implemented. The Service has demonstrated a strong commitment to ensuring that members receive human rights training through various formats. Mainstreamed in its learning initiatives are elements of diversity training, including representation and a focus on cultural competency and service delivery. This ensures that the Service is adequately addressing pertinent issues in all areas of human rights, including mental health and disabilities.

Under the heading 'Communications', two (2) recommendations have been implemented and require on-going annual evaluation and assessment to ensure the Service remains current in promoting its human rights efforts to the community. For example, the Service engages in the community consultative process with diverse groups to establish and maintain relationships, build trust, facilitate communication, and encourage collaboration. It also strives to publicize its human rights and diversity initiatives through various means including the "Know Your Rights" campaign.

Under the heading 'Improved Data Collection & Analysis' one (1) recommendation has been fully implemented while the other one (1) that deals with data collection is on-going in perpetuity. The Service has engaged in measuring and tracking initiatives, including survey instruments that record the demographics of current uniform and civilian members, new applicants' attendance at recruitment information sessions, and perceptions of discrimination within the Service.

Under the heading 'Strategy & Organizational Sustainability', two (2) recommendations have been fully implemented, with seven (7) expected to be implemented in 2015. One (1) recommendation implemented resulted in the Police and Community Engagement Report (PACER), which in itself includes thirty-one (31) recommendations that address issues specific to racial profiling. It is expected that the work of PACER will continue until the end of 2016. Three (3) recommendations will not be implemented after being reviewed and assessed and determined that they will replicate the benefits, duties and responsibilities of other initiatives that have a similar mandate. The Service has made progress in formalizing sustainable initiatives to ensure that it promotes inclusivity. For example, it amended its dress code to facilitate members'

cultural and religious clothing, successfully advocated for inclusion of the Sikh kirpan in courtrooms, and enacted a policy on how to implement physical searches of transgender persons, to participating in events such as the Pride Parade to promote inclusion.

Conclusion:

This report provides the Board with an overview of all recommendations currently in place, as well as those that are in the process of being implemented, in addition to the Service's Diversity & Inclusion initiatives, which fulfil the requirements in both the human rights and accommodation policies.

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

**Mr. John Sewell, Toronto Police Accountability Coalition, was in attendance and delivered a deputation to the Board. A copy of Mr. Sewell's deputation is on file in the Board office.**

**Deputy Chief Mike Federico, Operational Support Command, was in attendance and responded to questions by the Board.**

**The Board expressed concern about the decision not to implement a Disabilities Community Consultative Committee and noted that the City and the Toronto Transit Commission have established similar committees. The Board said that those committees are not onerous and provide examples of good models for a committee that could be established by the TPS, particularly given the City's philosophy to ensure access and services for people who require assistance. The TPS was asked to re-consider its decision regarding a disabilities committee and recommended that it be considered in conjunction with strategic planning.**

**The Board approved the following Motions:**

- 1. THAT the Board receive Mr. Sewell's deputation; and**
- 2. THAT the Board receive the foregoing report and request that future reports include the reasons for any decisions that are made not to implement a strategy.**

**Moved by: S. Carroll**

	<b>HUMAN RIGHTS PROJECT CHARTER</b>	<b>STATUS</b>	<b>COMPLETION DATE</b>
Strategy 1	Ensure leadership at the senior and middle management levels; continue to make human rights and diversity a strategic priority within the Service by continually promoting and sustaining these values and mainstreaming them through policing strategies, policies, procedures and performance metrics.	Embedded in all training; Diversity & Inclusion Unit (D&I) engaged regularly to articulate “diversity and inclusion” fits in training modules where human rights themes and issues are consistent.	IMPLEMENTED AND ON-GOING
Strategy 2	Continue to track and benchmark against leading practices in policing and other sectors to ensure the Service is a leader in the area of human rights and diversity.	D&I monitored and assisted assigned units and persons responsible for addressing the recommendations to ensure completion.	IMPLEMENTED
Strategy 3	Enhance efforts toward addressing issues of racial profiling by establishing a targeted strategy to combat racial profiling directly, including creating an agreed-upon definition of what racially biased policing is, how it may be identified, as well as accountability mechanisms. Develop appropriate training.	Policing and Community Engagement Report (PACER) made 31 recommendations in which seven are deemed completed, twenty-two are substantially completed and two are underway. The PACER team will file a separate report at the end of its mandate.	IMPLEMENTED AND ON-GOING
Strategy 4	Review all initiatives committed to during Project Charter. Prioritize and act upon those that have yet to be implemented. Specifically:  Language Guide	Content for the Language Guide developed in partnership with the Service’s Community Consultative Committees, D&I, and OHRC. In order to ensure consistency in training across the Service, Ethnicity terms in Versadex have been reviewed. Currently, Versadex and the associated Ethnicity Fields are under review by D&I. Once this review has concluded, the Language Guide can be finalized. It is anticipated this work will be completed in 2015.	ON-GOING

	<b>HUMAN RIGHTS PROJECT CHARTER</b>	<b>STATUS</b>	<b>COMPLETION DATE</b>
Strategy 5	Review all initiatives committed to during Project Charter. Prioritize and act upon those that have yet to be implemented. Specifically: Disabilities Community Consultative Committee (CCC)	The Chief's office has determined that all the Services' CCCs are already barrier-free and therefore establishing a Disabilities CCC would be duplicating the benefits and work of the CCCs.	NOT TO BE IMPLEMENTED
Strategy 6	Review all initiatives committed to during Project Charter. Prioritize and act upon those that have yet to be implemented. Specifically:  Human Rights/Anti-Racism Community Consultative Committee	The Chief's office has identified that the PACER Advisory Committee (consisting of internal and external stakeholders) is already addressing issues of Human Rights/Anti-Racism. The PACER team has also been working with the PACER Advisory Committee, in addressing the 31 PACER recommendations.	NOT TO BE IMPLEMENTED
Strategy 7	Review all initiatives committed to during Project Charter. Prioritize and act upon those that have yet to be implemented. Specifically:  Formal website analysis from human rights and anti-racist perspective	An entire website redesign has been underway since 2013. This redesign, beyond making the websites more culturally appropriate and mobile friendly, has included a complete integration of AODA legislative requirements. During this redesign, D&I advised on how best to move forward on a formal human rights analysis of the website. It is anticipated this work will be completed in 2015.	ON-GOING
Strategy 8	Review all initiatives committed to during Project Charter. Prioritize and act upon those that have yet to be implemented. Specifically:  Confidential Employee Database (CED)	This strategy is being implemented as part of a wider upgrade to the Human Rights Management System.	ON-GOING

	<b>HUMAN RIGHTS PROJECT CHARTER</b>	<b>STATUS</b>	<b>COMPLETION DATE</b>
Strategy 9	<p>Review all initiatives committed to during Project Charter. Prioritize and act upon those that have yet to be implemented. Specifically:</p> <p>Formal, inclusive design review with a focus on the needs of the disabled, racialized and religious groups, women and the LGBTQ community</p>	<p>The Service has undertaken several initiatives related to human rights awareness to ensure that Service systems and practices are free of religious bias, including:</p> <ul style="list-style-type: none"> <li>• created e-learning modules (Sikh, Islam, and Hindu),</li> <li>• amended and updated procedures using a human rights lens,</li> <li>• Procedure 14-19, which implements accommodation in the workplace for all grounds covered under the Code,</li> <li>• reviewed and updated Uniform procedure to include diverse cultural, spiritual and racial requirements,</li> <li>• recruiting with a focus on specific cultural, spiritual and racial communities,</li> <li>• diverse human rights perspectives and requirements continue to be included in decision making in corporate projects/initiatives,</li> <li>• Service Priorities continue to focus on professional, ethical, bias-free service, both to members of the public and within the organization</li> </ul>	NOT TO BE IMPLEMENTED
Strategy 10	<p>Review all initiatives committed to during Project Charter. Prioritize and act upon those that have yet to be implemented. Specifically:</p> <p>Regular, formal monitoring, tracking, and analysis of reasons for rejection or acceptance of applicants at each stage of the recruitment process</p>	<p>Monitoring, tracking and analysis of rejected or accepted applicants have been implemented since 2013. Further work continues on e-recruit and using better tracking technologies</p>	ON-GOING

	<b>HUMAN RIGHTS PROJECT CHARTER</b>	<b>STATUS</b>	<b>COMPLETION DATE</b>
Strategy 11	<p>Review all initiatives committed to during Project Charter. Prioritize and act upon those that have yet to be implemented. Specifically:</p> <p>Exit Survey/exit interview process</p>	The CAO, Tony Veneziano, determined that a comprehensive review is to be conducted on all human resource management process, including a robust exit interview process. This project is pending the recruitment of the Manager, HR & Performance Management.	ON-GOING
Strategy 12	<p>Review all initiatives committed to during Project Charter. Prioritize and act upon those that have yet to be implemented. Specifically:</p> <p>Streamlined, central complaint intake system</p>	The human rights coordinator has been established within Legal Services Unit to address streamlining complaint intake system	IMPLEMENTED
Strategy 13	Prioritize human rights, diversity & inclusion for all Service members by building capacity and ensuring adequate financial and staffing resources are allocated to support the goals.	Regular reviews are conducted by Human Resources and Finance to ensure resources are allocated to support goals.	ON-GOING
Strategy 14	Ensure that subsequent strategies/initiatives in the area of human rights are based on a strong logical model with evaluation tools built in. Establish baseline data prior to the implementation of new initiatives to allow complete assessments.	Strategic Planning Unit consulted with D&I and assisted in the development of a Logic Model and performance measurement tools for all human rights strategies and initiatives. This model was developed in response to the Board's Human Rights and Accommodation policies.	IMPLEMENTED
Strategy 15	Improve overall data collection and analysis systems, including strategies to improve self-identification rates and collecting demographic information on respondents (gender, racialized persons, Aboriginal peoples, LGBTQ, persons with disabilities) on both internal surveys (e.g., employee engagement surveys, complaint data) as well as external surveys (e.g., community surveys, focus groups, recruitment session, complaints).	Strategic Planning Unit is in process of formalizing an improved and updated data collection and analysis systems, including strategies to improve self-identification rates and collecting demographic information on respondents for both internal and external surveys.	IMPLEMENTED AND ON-GOING



	<b>HUMAN RIGHTS PROJECT CHARTER</b>	<b>STATUS</b>	<b>COMPLETION DATE</b>
Strategy 16	Improve overall internal communications related to human rights and diversity to ensure Service members are aware of the commitment to human rights and obligations. For example, an Intranet site centralizing all human rights resources, training modules, events, and initiatives from across the Service.	Re-design of the website is on-going, ensuring all diversity-related information is posted/archived on the (D&I) page in addition to the relevant unit/division page.	IMPLEMENTED AND ON-GOING
Strategy 17	Improve overall external communications related to human rights and diversity, especially with underrepresented communities. For example, partner with the community on education programs informing immigrant and newcomer communities of their rights and the role of policing in Canada; partner on the development of a strategy on disabilities and human rights; ensure the public is informed about the Service's human rights initiatives and progress.	Corporate Communications continues to promote the Service's efforts with regard to diversity and human rights. Partnering with community agencies has been referred to the Divisional Policing Support Unit for action	IMPLEMENTED AND ON-GOING
Strategy 18	Fill gaps in effective training on human rights and diversity to support strategy:  Increase collaboration with the Ontario Police College to further develop comprehensive, engaging in-service training around human rights and diversity.	The Toronto Police College (TPC) worked collaboratively with the Ontario Police College (OPC) Race Relations section on the development of the Items of Religious Significance on-line training modules. Applicable project collaboration between the TPC and the OPC will continue.	IMPLEMENTED

	<b>HUMAN RIGHTS PROJECT CHARTER</b>	<b>STATUS</b>	<b>COMPLETION DATE</b>
Strategy 19	<p>Fill gaps in effective training on human rights and diversity to support strategy:</p> <p>Partner with the community to design and implement disability training that would be delivered by community members with disabilities.</p>	<p>The TPC consulted and partnered with the following community agencies and community stakeholders in the design, development, and delivery of In-Service-Training addressing Mental Illness and Emotionally Disturbed People:</p> <ul style="list-style-type: none"> <li>• The Empowerment Council</li> <li>• Voices from the street</li> <li>• The center for addiction and mental health(CAMH)</li> <li>• The Mental Health Sub Committee</li> <li>• MCIT Nurses</li> <li>• Consumer Survivors</li> </ul>	IMPLEMENTED
Strategy 20	<p>Fill gaps in effective training on human rights and diversity to support strategy:</p> <p>Implement an in-class course in consultation with the Commission that familiarizes uniform members with cultures and religions throughout the City of Toronto, and that clarifies any human rights concerns that relate to them.</p>	<p>TPC hosted a training session on the issue of Black racism during a professional development day of all trainers. The TPC also incorporated training on the issue of racial bias based on the Fair and Impartial Policing training developed by Dr. Lori Fridell. The TPC also incorporated diversity and LGBTQ training into the curriculum delivered to the recruit officers. The TPC continues to work closely with the Commission on initiatives such as PACER.</p>	IMPLEMENTED

	<b>HUMAN RIGHTS PROJECT CHARTER</b>	<b>STATUS</b>	<b>COMPLETION DATE</b>
Strategy 21	<p>Fill gaps in effective training on human rights and diversity to support:</p> <p>Ensure all training programs appropriately address human rights and diversity.</p>	<p>All courses taught within the IST Section contain the following diversity components:</p> <p>Members are taught to treat everyone as individuals, without prejudice, supporting and acknowledging their rights to be different in their abilities, culture, values, lifestyles and beliefs. This is promoted within scenarios and in the classroom.</p> <ul style="list-style-type: none"> <li>• TPS Procedures</li> <li>• Decision-making skill development</li> <li>• Demonstrated competency in using good judgment</li> <li>• Understanding threat perceptions and proportional response.</li> <li>• Justification and articulation for use of force <b>ISTP-I and ISTP-U</b></li> <li>• In teaching the use of force options, instructors emphasize that the use of force must be employed with sound judgment and should reflect the proportional relationships that are illustrated within the Provincial Use of Force Model (2004). This is to ensure that citizens are treated with both respect and fairness and officers are working within the highest standards of integrity and the guidelines of the law. This includes covering. TPS procedures, justification for use of force, officer perceptions, and considerations of effectiveness of use of force and risk factors and communication skills.</li> </ul>	IMPLEMENTED

	<b>HUMAN RIGHTS PROJECT CHARTER</b>	<b>STATUS</b>	<b>COMPLETION DATE</b>
		<p><b>Crisis Resolution: EDP De- Escalation</b></p> <p>Crisis Resolution: EDP De-Escalation contains the following and community involvement:</p> <ul style="list-style-type: none"> <li>• The learners watch interviews with Co-Chairperson of the MHSC, Pat Capponi, as she relates personal experiences as a mental illness “survivor”, her challenges as a mental health community advocate, and community partnerships. Co-ordinator of the Empowerment Council, Jennifer Chambers, shares her understanding of patient needs that she works to meet through advocacy. MCIT Nurse, Sharon Lawler with six years as an MCIT nurse, explains in detail the purpose of the MCIT and challenges a number of possible misperceptions about their use on the front line. Ms. Lawler explains a number of useful tools to use in conjunction with de-escalation efforts for emotionally disturbed persons (EDP) in crisis. Stigmas associated with mental illness are challenged here. Furthermore, these interviews showcase various efforts community partners are engaged in that are intended to reduce police contact with emotionally disturbed persons (EDP).</li> <li>• The learners watch an interview of Forensic psychiatrist Dr. Mark Pearce, with his extensive clinical experience and understanding, who in his interview, delineates signs, symptoms, truths and misconceptions regarding common mental illnesses that police tend to encounter. Common stigmas associated with mental disorders are also addressed here.</li> </ul>	

	HUMAN RIGHTS PROJECT CHARTER	STATUS	COMPLETION DATE
		<p><b>Booking Hall Course</b></p> <p>Topics covered:</p> <ul style="list-style-type: none"> <li>• Response to EDP</li> <li>• Treatment by police officers without cultural bias in a fair and equitable manner</li> <li>• Professionalism while dealing with subjects</li> <li>• Cultural, gender &amp; religious sensitivity</li> <li>• Sensitivity to trans-gendered issues</li> <li>• Concern for health and safety of all individuals detained</li> <li>• Need for all officers and supervisors to treat everyone in an equitable manner</li> <li>• Ensuring everyone in custody is protected</li> <li>• Officers must be sensitive to cultural, economic and social conditions of prisoners being booked in order to reduce conflicts</li> <li>• Sensitivity to cultural and religious concerns</li> <li>• Ensure access to translating services if required</li> <li>• Sensitivity during search procedure</li> <li>• Treatment by police officers without cultural bias in a fair and equitable manner</li> <li>• Professionalism while dealing with subjects</li> <li>• Cultural, gender &amp; religious considerations</li> </ul>	

	<b>HUMAN RIGHTS PROJECT CHARTER</b>	<b>STATUS</b>	<b>COMPLETION DATE</b>
		<p><b>Plainclothes Tactical Course</b></p> <p>Topics covered:</p> <ul style="list-style-type: none"> <li>• The class will be instructed that the safety of the elderly, disabled and children must be considered in all operational takedowns.</li> <li>•The class will be instructed to utilize the service of officers with special language skills if required.</li> </ul>	
Strategy 22	<p>Fill gaps in effective training on human rights and diversity to support strategy:</p> <p>Regularly evaluate all existing diversity-related training to ensure human rights elements are pertinent and effective. Include a tracking system to measure levels of participation in all mandatory and elective courses.</p>	<p>The TPC annually reviews all training delivered on the In-Service-Training Program (ISTP) as a part of the Annual Report on Training prepared for the Police Services Board. All TPS Course Training Standards (CTS) are also reviewed annually, and each contains a specific requirement to identify all diversity related components of the course, and their respective evaluation methods.</p>	IMPLEMENTED

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF  
THE TORONTO POLICE SERVICES BOARD HELD ON MAY 14, 2015**

**#P116. TORONTO POLICE SERVICE – RESULTS OF 2015 FOLLOW-UP  
OF PREVIOUS AUDIT RECOMMENDATIONS**

The Board was in receipt of the following report April 30, 2015 from Beverly Romeo-Beehler, Auditor General, City of Toronto:

**SUMMARY**

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This report provides the results of our 2015 audit recommendation follow-up process. The purpose of the follow-up process is to determine the implementation status of audit recommendations made by the Auditor General to the Toronto Police Services Board.

Since 1999, the Auditor General has provided 14 audit reports to the Toronto Police Services Board. Based on the results of previous audit follow-up processes, recommendations from the following 11 audit reports have all been addressed:

- Parking Enforcement Review, 2011
- Second Follow-up Review on Police Investigation of Sexual Assaults, 2010
- Court Services Review, 2008
- Fleet Review, 2008
- Enterprise Case and Occurrence Processing System (eCOPS) Project Review, 2005
- Follow-up Review on the October 1999 Report Entitled: Review of the Investigation of Sexual Assaults, 2004
- Revenue Controls Review, 2002
- Vehicle Replacement Policy, 2000
- Review of Controls Relating to Overtime and Premium Pay, 2000
- Review of Parking Enforcement Unit, 2000
- Review of the Investigation of Sexual Assaults, Toronto Police Service, 1999

The 2015 follow-up process included the following three audit reports to the Board:

- Review of Integrated Records and Information System, 2011  
<http://www.toronto.ca/legdocs/mmis/2011/au/bgrd/backgroundfile-41473.pdf>
- Police Paid Duty – Balancing Cost Effectiveness and Public Safety, 2010  
<http://www.toronto.ca/legdocs/mmis/2011/au/bgrd/backgroundfile-37754.pdf>
- Review of Police Training, Opportunities for Improvement, 2006  
<http://www.toronto.ca/legdocs/mmis/2007/au/bgrd/backgroundfile-2617.pdf>

A total of six audit recommendations from the above three reports were assessed during the 2015 follow-up process. Of the six recommendations, two were verified as fully implemented and the remaining four recommendations were reported by staff as partially implemented. No audit work was conducted on the partially implemented recommendations.

The four outstanding recommendations in Attachment 2 will be reviewed in each future year until they are determined to be fully implemented.

### **Financial Impact**

There is no financial impact resulting from receipt of this report.

### **ISSUE BACKGROUND**

The Auditor General conducts an annual follow-up process to determine whether management has taken appropriate action to implement recommendations contained in previously issued audit reports. The follow-up process is part of the Auditor General's Annual Work Plan.

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

### **COMMENTS**

The Auditor General's follow-up review process requires that management provide a written response on the implementation status of each recommendation contained in audit reports. Where management indicated that a recommendation was not fully implemented, audit work was not performed. For those recommendations noted by management as implemented, audit staff conducted additional analysis and testing, and reviewed relevant information to verify management assertions.

Our verification is based on audit work conducted during the follow-up period usually between March and April of each year. For recommendations verified as fully implemented by audit staff, no further work will be conducted on those recommendations in subsequent audit follow-up cycles. Ongoing implementation and maintenance of the audit recommendations, such as policy and procedure enhancements or improved controls, will rely on management's continuous efforts beyond the audit follow-up process. The Auditor General may decide to initiate a new review on areas previously audited.



Table 1 outlines audit reports issued to the Toronto Police Services Board since 1999 that no longer have outstanding audit recommendations.

**Table 1: Previous Audit Reports with No Outstanding Recommendations**

Report Title and Date	Total	Previously Reported	
		Fully Implemented	Not Applicable
Parking Enforcement Review (October 3, 2011)	8	8	-
Review of the Investigation of Sexual Assaults (1999) and two subsequent follow-up reviews in 2004 and 2010*	60	60	-
Court Services Review (June 12, 2008)	5	5	-
Fleet Review (September 26, 2008)	4	4	-
Enterprise Case and Occurrence Processing System (eCOPS) Project Review (April 29, 2005)	32	31	1
Revenue Controls Review (January 8, 2002)	5	5	-
Vehicle Replacement Policy (June 21, 2000)	3	-	3
Review of Controls Relating to Overtime and Premium Pay (January 6, 2000)	16	15	1
Review of Parking Enforcement Unit (January 4, 2000)	27	26	1
<b>Total</b>	<b>160</b>	<b>154</b>	<b>6</b>

\* 57 recommendations from the initial 1999 review and 3 new recommendations from 2010 follow-up review

Table 2 outlines the results of our current follow-up review of the three audit reports provided to the Toronto Police Services Board.

**Table 2: Results of the Current Follow-up Review**

Report Title and Date	Total	Previously Reported		Results of Current Review		
		Fully Implemented	Not Applicable	Fully Implemented	Not Fully Implemented	Not Applicable
Review of Integrated Records and Information System (August 26, 2011)	7	3	-	1	3	-
Police Paid Duty – Balancing Cost Effectiveness and Public Safety (December 1, 2010)	10	7	2	-	1	-
Review of Police Training, Opportunities for Improvement (October 26, 2006)	39	37	1	1	-	-
<b>Total</b>	<b>56</b>	<b>47</b>	<b>3</b>	<b>2</b>	<b>4</b>	<b>-</b>

Attachment 1 shows the fully implemented recommendations. The partially implemented audit recommendations along with management’s comments are listed in Attachment 2.

The 2015 follow-up review results of the above three audit reports are summarized as follows:

Review of Integrated Records and Information System

In response to the April 7, 2011 Toronto Police Services Board request, the Auditor General conducted a review of certain actions taken to date regarding the development and implementation of the Police Integrated Records and Information System (IRIS). The report was adopted by the Board at its September 14, 2011 meeting.

The audit report contained seven recommendations for action required throughout the development and conclusion of the project particularly relating to the realization of benefits and the need to quantify, track and report expected benefits. Three of the seven recommendations were verified as fully implemented during previous follow-up processes. Of the remaining four recommendations, Recommendation 6 requires management to develop a process to define, articulate and measure anticipated project objectives and outcomes. This recommendation was determined to be fully implemented during the current follow-up process. The remaining three audit recommendations were reported by management as partially implemented and will be reassessed in next year’s follow-up process.

### Police Paid Duty – Balancing Cost Effectiveness and Public Safety

In response to the request of the Toronto Police Services Board, the Auditor General conducted a review of the police paid duty system and issued a report entitled “Police Paid Duty - Balancing Cost Effectiveness and Public Safety.” The report was adopted as amended by the Board at its April 7, 2011 meeting.

The audit report contained 10 recommendations to improve the operating effectiveness and efficiency of the system, and officer compliance with police paid duty policies. During our previous follow-up processes, seven of the 10 recommendations were verified as fully implemented and two recommendations were determined as no longer applicable. For the remaining one outstanding recommendation, which pertains to tracking and recovering paid duty equipment and rental costs, management reported in 2015 that it has been partially implemented. This recommendation will be reassessed in 2016.

### Review of Police Training – Opportunities for Improvement

In January 2007 the Auditor General issued a report entitled “Review of Police Training, Opportunities for Improvement” to the Toronto Police Services Board. The Board adopted the 39 recommendations included in the report.

As of 2014, Police Service has implemented nearly all of the audit recommendations with the exception of Recommendation 39 in the report. When the audit was conducted in 2006, the Service charged \$50 a day to each external police officer attending training courses at the Toronto Police College. Recommendation 39 requests the Service to review the level of tuition fees charged to external police officers with a view to charging amounts that are more in line with actual training costs.

During the current follow-up review process, police staff advised that they have implemented the audit recommendation. According to police staff, *"the Service allows, on a case-by-case basis, other police services to participate, space permitting, only in those courses that are already established for Service members."*

Police staff further indicated that *"the Chief of Police, or his designate, will exercise discretion on whether or not, on a case-by-case basis, to recover the additional costs resulting from other police services' participation in Toronto Police Service training program."*

Based on the latest police response, Recommendation 39 is considered fully implemented.

### Next Steps

The results of this follow-up on outstanding audit recommendations will be included in a consolidated report to the City Audit Committee at its June 2015 meeting. The consolidated report presented to the City Audit Committee will include a summary of our review of outstanding recommendations for all City Agencies and Corporations.

**The Board referred to the review of the police paid duty system and noted that the recommendation pertaining to tracking and recovering paid duty equipment and rental costs had been partially implemented.**

**Mr. Tony Veneziano, Chief Administrative Officer, advised the Board that the TPS should be able to recover all costs associated with paid duty assignments, including equipment and rental costs.**

**The Board received the foregoing report.**

**Moved by: S. Carroll**

## ATTACHMENT 1

### **Toronto Police Service Audit Recommendations – Fully Implemented**

**Report Title:** Toronto Police Service – Review of Integrated Records and Information System (IRIS)

**Report Date:** August 26, 2011

**Recommendation:**

- (6) The Chief of Police develop a process to define, articulate and measure anticipated project objectives and outcomes.

**Report Title:** Review of Police Training, Opportunities for Improvement – Toronto Police Service

**Report Date:** October 26, 2006

- (39) The Chief of Police review the level of tuition fees charged to police officers from other police services or from other organizations attending courses organized by the Toronto Police Service with a view to charging amounts which are more in line with actual training costs. In addition, any tuition fees waived for police officers attending from other police services or organizations be appropriately authorized in writing.

**Toronto Police Service  
Audit Recommendations – Not Fully Implemented**

**Report Title:** Toronto Police Service – Review of Integrated Records and Information System (IRIS)

**Report Date:** August 26, 2011

<b>Recommendation Not Fully Implemented</b>	<b>Management’s Comments and Action Plan/Time Frame</b>
<p>(3) The Chief of Police ensure that Privacy Impact Assessments are incorporated into all future information technology projects at the initial stages of project development. A Privacy Impact Assessment be completed at the earliest possible time in regard to the Integrated Records and Information System project.</p>	<p>The previous report stated that IRIS project team determined that 3 Privacy Impact Assessments (PIA) were in progress:</p> <ul style="list-style-type: none"> <li>• Preliminary-completed April 2013</li> <li>• Logical-completed June 2013</li> <li>• Business Intelligence &amp; Electronic Disclosure-in progress</li> </ul> <p>It should have been reported as:</p> <p>The project team identified the requirement for three Privacy Impact Assessments (PIA). The status is as follows:</p> <ul style="list-style-type: none"> <li>• Preliminary – completed May 2012</li> <li>• Logical – completed June 2013</li> <li>• Recommended PIA’s:               <ul style="list-style-type: none"> <li>- Legacy data &amp; Versadex data mart (BI)</li> <li>- eDisclosure (eJust)</li> </ul> </li> </ul> <p>In 2014, the project team determined that the Legacy Data &amp; Versadex data mart PIA was not required as the function was not activated.</p> <p>The current status is the eDisclosure PIA is in progress and the scheduled completion date is June 30, 2015</p> <p>As reported previously, the inclusion of a Privacy Impact Assessment requirement is in the project management framework. The requirement has been documented and published and that portion of the recommendation is complete.</p>

<b>Recommendation Not Fully Implemented</b>	<b>Management's Comments and Action Plan/Time Frame</b>
(5) Upon project completion, the Chief of Police report to the Toronto Police Services Board on the actual benefits achieved and where applicable, a description of anticipated benefits not realized.	The project status report (capturing activities until the end of 2014) has been completed and is currently with the Executive Sponsor for review and signature.
(7) Upon project completion, the Chief of Police report to the Toronto Police Services Board the objectives achieved and where applicable, a description of anticipated objectives not realized.	As indicated in our response to outstanding Recommendation #5, the project status report (capturing activities until the end of 2014) has been completed and is currently with the Executive Sponsor for review and signature.

**Report Title: Police Paid Duty – Balancing Cost Effectiveness and Public Safety**

**Report Date: December 1, 2010**

<b>Recommendation Not Fully Implemented</b>	<b>Management's Comments and Action Plan/Time Frame</b>
(5) The Chief of Police take steps to track paid duty equipment rental costs including direct and indirect costs, and ensure costs can be fully recovered from equipment rental revenue.	The implementation of the new system will make it easier to track costs. However, given that the new system was not fully implemented until the spring of 2014, there was not enough data to update the previous equipment costing as part of the 2015 budget process. The Service will endeavour to update the equipment costing as part of the 2016 budget process and if necessary, revise the equipment rates accordingly.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MAY 14, 2015**

**#P117. LEASE FOR HIGH SPEED PRINTERS – FINAL OPTION YEAR**

The Board was in receipt of the following report May 01, 2015 from Mark Saunders, Acting Chief of Police:

Subject: LEASE FOR HIGH SPEED PRINTERS – FINAL OPTION YEAR

Recommendation:

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

Financial Implications:

Total annual expenditures for the high speed printer lease from January 1, 2010 to December 31, 2014 were \$497,250, including taxes. The estimated annual expenditure for 2015, covering the final option year, is \$100,000. The approximate total value of the contract award is \$610,250, including taxes.

Funding for the final option year is included in the Service's annual operating budget.

Background/Purpose:

The purpose of this report is to advise the Board that the Service exercised the final option year of the contract with Xerox Canada for high speed printers, as the dollar value of the contract including the final option year, will exceed \$500,000.

Discussion:

On October 15, 2009, Purchasing Services issued RFQ #1111040-09 for the supply and delivery of the following equipment on a rental basis for a period of forty-eight (48) months, with the option to renew for an additional two (2) twelve-month rental periods:

- One (1) latest model high volume digital printer
- One (1) latest model high speed digital black and white printer
- One (1) latest model high speed colour production printer

The RFQ closed on November 10, 2009 and three (3) responses were received. These responses were reviewed by members of Records Management Services, and the contract was awarded to Xerox Canada Limited as the lowest bid meeting all specifications.



At the time of award, expenditures for the original four-year term were estimated to be \$125,000 annually for a total of \$500,000 over the initial four year term of the contract. The cost of the two option years was not factored into the total cost of the agreement, and as a result, Board approval was not sought since the award was for an amount within the financial authority limit delegated to the Chief for the award of a contract, under the terms of the Board's Financial Control By-law.

The first twelve-month option period was exercised to cover the period January 1 to December 31, 2014. At that time, it was determined that the actual expenditure during the initial term of the contract had been less than anticipated, and that, including the estimated expenditure for this first option period, the contract value was within the \$500,000 amount required for the exercise of the delegated authority previously mentioned. This approach also resulted in the exercise of the second option year in December 2014. At that time the total expenditure was still under the \$500,000 limit and the option for the final year was effectively exercised by continued payment of the required amounts to the vendor under the relevant purchase order. It was only in March 2015, when the total dollar value began to exceed the delegated limit, that it became evident that the value of the contract will exceed the \$500,000 delegated limit.

The Service has since reviewed how it deals with option years in terms of determining if Board approval is required. As a result of that review, it now takes into account the cost of any option years to determine the total potential cost of the agreement, and will seek Board approval if the cost, including the option years that can be exercised by the Service, is potentially over \$500,000.

Conclusion:

The lease agreement with Xerox Canada Limited for the supply and delivery of printer equipment has been extended for the final twelve-month option period ending December 31, 2015. The original agreement was awarded without Board approval because, at the time of that award, the option years were not taken into account in determining the total value of the agreement. The Service has since changed that practice and now includes the estimated cost of any option years that can be exercised in the calculation of the total contract value. The Service then obtains the necessary approval in accordance with Board's Financial Control By-law 147.

The Service's Purchasing Support Unit will be proceeding with a new competitive process later this year, so that a new agreement for the supply of this equipment will be in place for 2016. This next contract will include option years in the total overall spend, and will be reported to the Board should the total potential contract value exceed \$500,000.

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

**The Board received the foregoing report.**

**Moved by: A. Pringle**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MAY 14, 2015**

**#P118. MONTHLY REPORT: TORONTO 2015 PAN AMERICAN/PARAPAN  
AMERICAN GAMES – MAY 2015**

The Board was in receipt of the following report April 27, 2015 from Mark Saunders, Acting Chief of Police:

Subject: TORONTO 2015 PAN AMERICAN/PARAPAN AMERICAN GAMES –  
MONTHLY STATUS REPORT

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

At its January 2015 meeting, the Board accepted the Cost Contribution Agreement (CCA) negotiated between the Ministry of Community Safety and Correctional Services and the police service agencies comprising the Integrated Security Unit (ISU) for the 2015 Toronto Pan American/Parapan American Games (Min. No. C22/15 refers). The CCA will provide for reimbursement of all Games'-related salary and non-salary incremental expenditures through to October 31, 2015. At the time of writing this report, the Ministry of Community Safety and Correctional Services has advised that it is preparing the final Agreement, and anticipates it will be provided to the Board for execution by the end of April 2015.

Monthly invoices have begun to be forwarded to the Province for costs incurred by the Toronto Police Service (Service) in planning for the Games. These monthly invoices will be provided to the Province for cost recovery purposes for the remainder of the planning stage and throughout the operational and demobilization phases. It must be noted, however, that the Province will not reimburse the Service for these expenses until the Agreement has been executed (Min. No. P28/15 refers).

Background/Purpose:

The Toronto 2015 Pan American/Parapan American Games are rapidly approaching with less than three months remaining until the athletes, coaches, and team officials begin to arrive at Pan Am/Parapan Am Athletes' Village, along with Games' family members and spectators who will visit the City of Toronto.

In the last leg of the planning phase, all efforts are being made by the Toronto Police Service – Pan Am Games Planning Team to validate and solidify the Service's resource allocations and final preparations for the Games' operational phase.

## Discussion:

This report provides a progress update with respect to planning for the Toronto 2015 Pan American/Parapan American Games, which commence July 10, 2015, and continue through to August 21, 2015. Scheduling is also underway for the demobilization phase, which will follow the Parapan American Games. The demobilization phase is anticipated to conclude late October 2015.

### *Business Continuity and Staffing for the Games*

Business Continuity planning team members continue to upload work assignment details into the Pan Am Scheduling System (PASS), enter the badge number of each member assigned to a detail, and validate the entries and members' selections in accordance with the PASS Terms of Agreement. There are ongoing discussions with Emergency Management and Public Order subject matter experts regarding command post staffing assignments and scheduling, as well as the development of training content for members who will be assigned to command and control functions.

The planning team is monitoring the percentage of work details filled in PASS, and the number of details that remain outstanding. The final period for selection of PASS assignments has been extended to April 24, 2015. This will allow Service members additional time to choose from the available details. Subsequently, overall staffing in all areas will be reviewed.

Business Continuity planning team members and the Service's Pan Am Games project lead are continuing to liaise with the Service's Labour Relations unit with respect to the submission of an application to the Ministry of Labour to amend the hours of work for civilian members in order to meet the Games' staffing demands for civilian members who possess specific skill sets.

### *Logistics*

Procurement of goods and services for the Games is ongoing, including the timetable for the installation of information technology equipment at command posts and staging areas. The Logistics planning lead has also developed the schedule for demobilization and inventory removal following the Parapan American Games. The Logistics planning lead has worked cooperatively with the ISU to finalize the ISU venue requirements list.

Fleet requirements for rental vehicles and marked cars have been updated. Procurement processes for rental vehicles are underway with oversight from managers at the Service's Fleet and Materials Management unit.

Logistics planning team members are working on the identification of training requirements for transportation drivers and coordinators, the creation of driver handbooks, and the confirmation of drop off and pickup points at venues and staging areas.

A dashboard will be developed in PASS to ascertain the number of information brochures required at each venue, as well as meal requirements and allowances for Service personnel. PASS will also be utilized to generate parade sheets with hard copy sign-in sheets available if needed. Staging inventory control will be managed through PASS.

Discussions are ongoing with the Accreditation Screening Verification Team lead regarding the mandatory accreditation information package detailing the roles of all Service staff who must be accredited to meet the Games' staffing needs. The Logistics team is in the process of compiling the required information.

### *Operational Planning – Venues*

Planners are liaising with Toronto 2015 venue managers to finalize plans in preparation for the operational phase. Operational plans are being amended as revised training and competition schedules are released by Toronto 2015.

Venue planners continue to liaise with the private security firm contracted by the ISU to provide security for the Games. All private security roles and assignments will be reviewed and validated.

### *Training*

Development of the training package for those members who will be assigned to command posts during the Games' operational phase is ongoing. The ISU mandatory on-line Canadian Police Knowledge Network (CPKN) modules are complete and a communication strategy initiated for Service members (uniform and civilian) who are required to complete the training modules. A Service-specific Games' training component has been incorporated into CPKN.

Command post staff will be utilizing the RCMP's Event Management System (EMS) for information sharing and situational awareness. Training for members of specialized units within the Service is nearing completion.

There is a requirement for additional motorcycle officers for the Games Route Network (GRN), transportation routes, and road events that take place within the City of Toronto. Training sessions have been scheduled at the Ontario Police College.

### *Traffic/Transportation*

Cycling familiarization events have been confirmed and will require full road closures on two separate dates. The closures will be conducted in two portions in an effort to reduce the impact on local area residents and rush hour traffic. An information session for affected residents and businesses has been provided with further communications to follow.

The City has determined that eligibility to travel in the temporary High Occupancy Vehicle (HOV) lanes that will be in effect for the Games will require three plus persons in the vehicle for the Pan American Games, which will be reduced to two plus persons in the vehicle for the Parapan Games.

The infrastructure at the Traffic Services' command post will be expanded for Games, which will aid in monitoring and responding to traffic and transportation issues that arise, and facilitating information flow in accordance with the command and control structure for the Games.

The GRN is the route of streets and highways that connect the competition venues in the various participating municipalities to Athletes Village and other venues. Approximately 63 kilometres of the GRN fall within the City of Toronto boundaries. The City has determined that the operational period for the GRN will be June 29 to August 18, 2015, inclusive. Communication strategies, as well as high visibility policing, will aid in public education with respect to eligibility to travel on the GRN.

Meetings have taken place with company representatives from the tow truck firms currently on contract with the Service to ensure a timely response to collisions that impede the smooth flow of traffic on the GRN and transportation routes within the jurisdiction of the Service.

The Service's Traffic planning team members are participating in readiness exercises with transportation stakeholders and members who have been identified for command and control functions during the Games' operational phase.

The Traffic planning lead is researching the use of barricades as a potential enhancement of the security provisions for the road events. The lead is also monitoring the status of proposed City of Toronto by-law changes for temporary traffic and parking enforcement, as well as road closures to support the Games.

#### *Community and Business Liaison*

Members of the Business and Community Liaison section of the planning team are responding to requests for expanded delivery of Pan Am Games' presentations to external stakeholders and communities.

The development of the Games'-time communication plan is progressing with input from the Service's Corporate Communications unit. This communication plan will be incorporated into training material that will be provided to commanders within the Service.

Internal communication messages are being delivered to members of the Service via a number of mediums to keep them informed about the Games, training requirements, and work assignment opportunities available in PASS.

Conclusion:

The Toronto Police Service – Pan Am Games Planning Team continues to liaise with internal and external stakeholders with a focus on finalizing the Games’ operational plans, staffing strategies to fill available work assignments, development and delivery of training material, the provision of information required for the accreditation process, logistical requirements for command posts and staging areas, and ongoing procurement of goods and services for the Games’ operational phase.

Acting Deputy Chief James Ramer, Specialized Operations Command, will be in attendance to answer any questions from the Board.

**The Board received the foregoing report.**

**Moved by: M. Moliner**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MAY 14, 2015**

**#P119. QUARTERLY REPORT: OCCUPATIONAL HEALTH AND SAFETY  
UPDATE: JANUARY TO MARCH 2015**

The Board was in receipt of the following report April 30, 2015 from Mark Saunders, Acting Chief of Police:

Subject: QUARTERLY REPORT: OCCUPATIONAL HEALTH AND SAFETY  
UPDATE: JANUARY 1, 2015 TO MARCH 31, 2015

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

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

Discussion:

*Accident and Injury Statistics:*

From January 1, 2015 to March 31, 2015, Service members reported that they were involved in 187 workplace accidents/incidents resulting in lost time from work or health care which was provided by a medical professional. These incidents were reported as claims to the Workplace Safety and Insurance Board (WSIB). During this same period, 37 of the incidents were recurrences of previously approved WSIB claims that were reported. Recurrences can include, but are not limited to: on-going treatment, re-injury, and medical follow-ups ranging from specialist appointments to surgery.

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

- Struck/Caught/ Contact
- Overexertion
- Repetition
- Fire/Explosion
- Harmful Substances /Environmental
- Assaults
- Slip/Trip/Fall
- Motor Vehicle Incident
- Bicycle Incident
- Motorcycle Incident
- Emotional/Psychological
- Animal Incident
- Training/Simulation Incident
- Other

As a Schedule 2 Employer, the Toronto Police Service paid \$38,598.34 in health care costs for civilian members and \$192,231.49 in health care costs for uniform members for the first quarter of 2015.

*Critical Injuries:*

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

For the first quarterly report for 2015, there were two Critical Injury Incidents reported to the MOL. The incidents were confirmed by the MOL to be Critical Injury Incidents which resulted from a cause in the workplace as defined in *Regulation 834*.

*Communicable Diseases:*

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

MEMBER EXPOSURE TO COMMUNICABLE DISEASES

<b>Reported Exposures</b>	<b>January</b>	<b>February</b>	<b>March</b>	<b>Q1 Total</b>
1. Hepatitis A, B, & C & HIV	8	4	3	15
2. Influenza	0	0	0	0
3. Tuberculosis (TB)	0	8	0	8
4. Meningitis (All)	0	0	0	0
5. Lice and Scabies	2	0	11	13
6. Other*	26	32	36	94
<b>Total</b>	<b>36</b>	<b>44</b>	<b>50</b>	<b>130</b>

\* The “other” category can include, but is not limited to, exposures to:

- infectious diseases not specified above including smallpox, rubella, and measles;
- respiratory conditions/irritations;
- bites (human, animal or insect);



- varicella (chickenpox);
- Methicillin-Resistant Staphylococcus Aureus (MRSA), (also known as multidrug-resistant bacteria); and,
- bodily fluids (blood, saliva, vomit, etc.).

As a result of a determination made at the Central Joint Health and Safety Committee meeting on March 29, 2010, OHS monitors incidents where members report exposure to bed bugs. There were 13 reported exposures to bed bugs in the first quarter.

*Medical Advisory Services:*

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

An examination of disability distribution amongst Service members is provided below:

**MEMBER DISABILITIES: NON-OCCUPATIONAL**

<b>Disability</b>	<b>January</b>	<b>February</b>	<b>March</b>
Short-Term	79	66	67
Long-Term - LTD	3	4	4
Long-Term - CSLB	64	63	63
<b>Total Disability per Month</b>	<b>146</b>	<b>133</b>	<b>134</b>

*Workplace Violence and Harassment:*

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

In the first quarter of 2015, there were 10 documented complaints which have been categorized by Professional Standards as having the potential to meet the criteria of workplace harassment as defined in the *OHSA*. One complaint was unsubstantiated and nine are under investigation.

*Other Occupational Health and Safety Matters:*

A Basic Certification & Sector Specific certification course was held at the Toronto Police College from March 9-13, 2015. Three management representatives and fifteen worker representatives attended.

Currently, the Service has 450 certified health and safety members comprised of 283 worker representatives and 167 management representatives. For administrative purposes, uniform management representatives consist of the rank of Staff/Detective Sergeant and above.

*Ministry of Labour Orders, Charges & Issues:*

On March 16, 2015, the Ministry of Labour attended the Toronto Police Service Headquarters to investigate an anonymous complaint received by telephone. The complainant alleged that the Occupational Health & Safety Unit had failed to properly report and document an injury sustained by a member in the workplace which allegedly met the definition of a critical injury under *Ontario Regulation 834 "Critical Injury – Defined"*. The investigation was completed by the Ministry of Labour, and the complaint was determined to be unsubstantiated.

Conclusion:

In summary, this report will update the Board on matters relating to occupational health and safety issues for the first quarter in 2015.

The next quarterly report for the period of April 1, 2015 to June 30, 2015, will be submitted to the Board for its meeting in August 2015.

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.

**The Board received the foregoing report.**

**Moved by: A. Pringle**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MAY 14, 2015**

**#P120. ANNUAL REPORT: 2014 CORPORATE RISK MANAGEMENT**

The Board was in receipt of the following report April 30, 2015 from Mark Saunders, Acting Chief of Police:

Subject: ANNUAL REPORT: CORPORATE RISK MANAGEMENT - 2014

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

The Corporate Risk Management Annual Report fulfils Toronto Police Service's compliance with reporting requirements regarding public complaints, civil litigation, charges under the *Police Services Act*, use of force, Special Investigations Unit (SIU), and suspect apprehension pursuits. It also reports on the achievements of members of the Service as recognized through Service awards. Attached is the Corporate Risk Management Annual Report for 2014.

Corporate Risk Management is responsible for promoting a competent and well disciplined professional police service. It does so by investigating allegations of misconduct pertaining to members of the Service, collecting and analyzing data related to various aspects of a member's duties and recognizing member's achievements with formal awards. To fulfil these functions, in 2014 Corporate Risk Management was comprised of four pillars: Professional Standards, Professional Standards Support, Legal Services, and the Toronto Police College. Each pillar was comprised of a diverse group of sub-units responsible for a variety of functions. The attached annual report includes a short description of each unit and the initiatives undertaken by each of those units over the reporting period.

Discussion:

The Corporate Risk Management Annual Report will show a decrease in public complaints received. Other trends the report details are: an increase in the notification of civil actions against the Toronto Police Services Board, the Toronto Police Service and its members, a decrease in the number of Human Rights applications, a decrease in the number of officers facing *Police Services Act* charges, a decrease in the number of Use of Force incidents and Use of Force reports, a decrease in the number of incidents in which the Special Investigations Unit

invoked its mandate, in particular, a decrease from five (5) firearm related deaths in 2013 to one (1) firearm related death in 2014, and an increase in the number of Suspect Apprehension Pursuits.

Conclusion:

In summary, this report provides the Board with an overview of the statistics gathered between January 1 and December 31, 2014.

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

**Mr. John Sewell, Toronto Police Accountability Coalition, was in attendance and delivered a deputation to the Board. A copy of Mr. Sewell's deputation is on file in the Board office.**

**During his deputation, Mr. Sewell said that the Board should take all reasonable steps to reduce its exposure to any risks that may arise from the actions of police officers who are equipped with body-worn cameras.**

**The Board said that it had received limited information regarding the impending Body-Worn Camera Pilot Project and, given the serious policy considerations and the need to ensure transparency, requested Acting Chief Saunders to provide the Board with information about the pilot project.**

**Acting Chief Saunders called upon Staff Superintendent Tom Russell, Area Field, who advised the Board that a pilot project involving the use of body-worn cameras would commence on May 18, 2015 and conclude at the end of March 2016. The body-worn cameras would be issued to 100 officers who are assigned to four units which were selected on the basis of their geographic location in order to disperse officers with body-worn cameras throughout the city.**

**The Board said that more detailed information about the pilot project should have been released publicly by the TPS prior to the commencement of the project. S/Supt. Russell said that the TPS will conduct a press conference on May 15, 2015 about the project and that additional information is posted to the TPS website.**

**The Board referred to Mr. Sewell's deputation and asked S/Supt. Russell whether he would consider the points raised by Mr. Sewell in terms of dealing with issues regarding the body-worn cameras. S/Supt. Russell said that he would consider the points raised by Mr. Sewell and any other comments that may be made by the public.**

**The Board asked whether there was a plan to provide reports to the Board on the progress of the pilot project. S/Supt. Russell said that regular updates would be provided to the Chief during the year and a formal report would be provided to him in June 2016. The Board expressed its interest in receiving reports during the pilot project. Acting Chief Saunders confirmed that regular reports would be provided to the Board.**

The Board also expressed an interest in receiving more detailed information about the *2014 Corporate Risk Management Report* and requested the Chief to provide a presentation at a future meeting. The Board noted that it would identify specific topics from within the report that it would like the Chief to expand upon during the presentation.

The Board approved the following Motions:

1. THAT the Board receive Mr. Sewell's deputation;
2. THAT the Chief submit a report to the Board for its July 2015 meeting which includes an overview of the body-worn camera pilot project, the Terms of Reference for the pilot and the list of indicators and methodology that will be used to evaluate the success of the pilot. The report should also explain why these particular indicators were selected.
3. THAT the Board receive the foregoing report and request the Chief to deliver a presentation at the July 2015 meeting on *the 2014 Corporate Risk Management Report* with specific emphasis on topics that will be identified by the Board.

Moved by: J. Tory

A copy of the Executive Summary to the *2014 Corporate Risk Management Report* is appended to this Minute. A copy of the full report is on file in the Board office and can also be accessed on the Board's website at [www .tps b .ca](http://www.tpsb.ca).

# Executive Summary

Corporate Risk Management (CRM) provides effective support to the Toronto Police Service (TPS), ensuring that prescribed TPS standards concerning the administration, promotion, and support of professionalism are advanced with the goal to strengthen public trust.

In January 2014, Professional Standards was renamed Corporate Risk Management (CRM) as part of the Chief's Internal Organizational Review (CIOR). As a result there were changes made to the structure of CRM in 2014.

Under the direction of a Staff Superintendent, Corporate Risk Management is comprised of Professional Standards (PRS), Professional Standards Support (PSS), Legal Services (LSV), and the Toronto Police College (TPC).

Professional Standards investigates all forms of complaints (criminal and conduct) alleged against TPS members and is made up of the following sub-units: Complaints Administration, Conduct Investigations, Criminal Investigations, and the Investigative Support Unit.

Professional Standards Support consists of the following sub-units: Analysis & Assessment, Awards, Governance, Information Security, Prosecution Services, and Special Investigations Unit (SIU) Liaison.

Legal Services includes the following sections: the Counsel Advisory Group, Court Processing, Civil Litigation, Human Rights, and Legal Research.

The Toronto Police College (TPC) provides training to both Service members and members from other agencies and is made up of the following sections: Armament, Community Policing, In-Service Training, Investigative Training, Learning Development and Standards, and Police Vehicle Operations.

CRM also provides a liaison function to other TPS units and committees such as the Disciplinary Hearings Office, the Business Intelligence Unit, the Use of Force Review Committee, as well as to external agencies such as the Office of the Independent Police Review Director (OIPRD) and the SIU.

## CRM Unit Initiatives

### Judicial Comments

In 2013, as a result of a Toronto Police Services Board (TPSB) minute (Min. No. P74/13), CRM began tracking and reporting judicial comments regarding officer conduct during judicial proceedings. In 2014, four (4) complaints were investigated in relation to judicial comments compared to five (5) in 2013. Of the four (4) incidents misconduct was substantiated in two (2) matters, one (1) matter was found

to be unsubstantiated, and one (1) matter is currently under investigation. Of the two (2) substantiated matters, one (1) is currently before the Tribunal and one (1) was disciplined at the unit level. Comparatively, in 2013 misconduct was substantiated in three (3) matters, one resulted in criminal charges, one is currently before the Tribunal, and one was disciplined at the unit level.

### Professional Standards

In 2014, Professional Standards (PRS) conducted an internal audit to review the manner in which the newly implemented records database, Versadex, was being used by frontline officers to engage the public and issue provincial offences notices. The purpose of the audit was to ensure continued accuracy and to ensure supervisors have an effective tool for evaluating the quality of an officer's enforcement when engaging members of the public.

In 2014, PRS presented on a number of courses such as, Provincial Statutes, the *Police Service Act*, Organizational Development, Ethics and Professionalism in Policing, and Major Case Management. Members also presented to new recruit classes and during auxiliary officer training.

In addition to this training, in 2014, members of PRS delivered presentations at the TPC on the Advanced Leadership course to leaders in the TPS.

### Complaints Administration

In 2014, the Complaints Administration sub-unit continued to deliver ongoing support and guidance, including training at the TPC to Unit Complaint Coordinators across the TPS. In addition, members of Complaints Administration continued to deliver training to front-line officers on current misconduct trends and risk management issues.

In 2012-2013 the OIPRD implemented the Customer Service Resolution (CSR) program. This program provides complainants and respondent officers an opportunity to resolve complaints voluntarily prior to the complaint being formally screened under the *PSA*. In 2014, a total of 47 complaint files were referred by the OIPRD to the CSR program and, of those referrals, 28 were resolved.

In 2014, the TPS was involved in two mediations as part of the OIPRD informal resolution process. The OIPRD continues to dedicate resources to maintain the mediation program and the TPS is committed to continued participation in this program.



### **Prosecution Services**

In 2014, Prosecution Services continued to liaise with Professional Standards (PRS) and other CRM units regarding trends in conduct issues. These same units also met quarterly to review the status of suspended and restricted officers with a view to returning the officers to full duties where appropriate, while remaining mindful of the principles of specific and general deterrence. Prosecution Services also had discussions with PRS regarding standardizing internal reports of investigation with the goal of making them more streamlined and comprehensive.

### **Information Security**

In 2014, Information Security completed the upgrade of the Professional Standards Information System database. The unit also completed several corporate risk management projects related to Automatic Vehicle Locator equipment, use of Service vehicles, privacy issues within the records management system, and the commencement of four Privacy Impact Assessments. Members of the unit also completed privacy training which assisted with their information privacy and security awareness campaign including on-line information and in-class sessions.

### **Governance**

Governance is responsible for the development and management of the Standards of Conduct, Service Governance Definitions, Policies and Procedures, Service forms, and Routine Orders. In 2014, Governance commenced 508 new projects and concluded a total 698 projects. Governance also assisted with the TPS' response to jury recommendations from various coroner's inquests and the Use of Force Review conducted by the Honourable Justice Iacobucci. In 2014, a total of 443 procedure documents were published. In addition, two comprehensive administrative reviews were performed on various governance documents and a new digital Routine Orders software system was created and implemented.

### **Awards**

The Awards section administers the TPS Awards Program, recognizing outstanding achievements by TPS members and the public. The section also coordinates with agencies and organizations granting external awards to Service members.

### **SIU Liaison**

The SIU Liaison officers works with the SIU to facilitate SIU mandated investigations. In 2014, the SIU Liaison Unit presented 43 lectures to members of the TPS including; the Emergency Task Force, coach officers, advance leadership programs, the Mobile Crisis Intervention Teams, recruit classes, new Sergeant/Supervisor classes, 43 Division, 54 Division, 22 Division, and 23 Division. These lectures emphasized the members' roles and responsibilities when involved in incidents where the SIU mandate has been, or may be, invoked.

### **Analysis and Assessment**

In 2014, Analysis and Assessment provided trend analysis and statistical information relating to the evaluation of work performance, compliance with TPS procedures, pursuit training, and use of force training. Enhancements were made to the Early Intervention (EI) program, including creating and implementing a new threshold to provide a more comprehensive analysis to assist supervisors in developing risk reduction strategies when dealing with identified trends.

### **Legal Services**

The Counsel Advisory Group continued to provide advice and support to the Chief of Police, command officers, and members of the TPS in relation to the law, policy initiatives, corporate governance, and corporate compliance with the law. LSV also manages all new and outstanding civil actions and external human rights applications, and represents the Chief in matters before administrative tribunals, appeal bodies, superior court, the Court of Justice, and at inquests.

### **Toronto Police College**

Recognizing that education and training is an integral tool for effective risk management, the TPC became a part of CRM in 2014. This structural change has allowed the TPC, and other units within CRM, to work with increased efficiency and in a complementary manner. In 2014, the TPC provided a number of specialized courses and was involved in various TPS initiatives. Members from the TPC are represented on the Police and Community Engagement Review Committee (PACER) and are developing training that will help to ensure the recommendations realized effectively. As a TPS initiative, the TPC is now delivering a Fair and Impartial Policing (FIP) course which was designed to give all officers a greater perspective on fair and impartial policing services to the community.

In 2014, the TPC developed training specific to the Neighbourhood Officer Program. The new program is co-facilitated by TPC instructors and an outside academic. The TPC also continued to utilize the Canadian Police Knowledge Network (CPKN) offering members a variety of courses and training on topics such as, Occupational Health and Safety, serving people with disabilities, supervisory training, and diversity programs. In 2014, TPC provided training for 228 new recruits and also provided training for 60 new auxiliary officers.

## Highlights

The CRM Annual Report provides statistical comparisons and trend analysis on the following topics: awards, public complaints, civil litigation, external applications to the Human Rights Tribunal of Ontario, *PSA* charges, use of force reporting, SIU investigations, and suspect apprehension pursuits.

### Awards

In 2014, 894 awards were presented to members of the TPS, the community, and other police services by the TPSB and the Chief of Police. This is an increase from 582 awards presented in 2013 and an increase from 610 awards presented in 2012. TPS members also received 211 awards from external agencies in 2014.

### Public Complaints

Public complaints made against TPS officers are processed by the TPS Professional Standards Complaints Administration. In 2014, a total of 598 public complaints were received concerning the conduct of uniform members and/or the policies/services of the TPS, a decrease of 17.6 % from 2013. In an attempt to reduce the number of investigations and to improve customer service, the unit also provides information and training sessions to front-line supervisors on local resolution options. There were 22 successful local resolutions in 2014.

In cases where the complaint was investigated by police and found to be unsubstantiated, or designated as less serious, the complainant(s) can request that the OIPRD conduct a review of the investigation. In 2014, complainants requested the complaint file be reviewed by the OIPRD in relation to 14 cases, a decrease of 62.2% compared to 2013. With respect to the cases that have been reviewed by the OIPRD, the OIPRD have overturned two decisions in the last five years, the most recent overturn occurred in 2011.

### Police Services Act Charges

Prosecution Services reviews conduct investigations to determine the appropriateness of holding hearings and prosecutes disciplinary charges against officers. In 2014, there was an increase in the number of new charges from 67 charges in 2013 to 69 charges, however there was a decrease in the number of officers charged from 37 in 2013 to 36 officers in 2014.

### Use of Force

Officers are required to submit the Ontario Ministry of Community Safety and Correctional Services' Use of Force Form 1 report (UFR) when they use force in the performance of their duties. In 2014, there was a decrease in the number of incidents during which officers reported force was used from 1150 incidents in 2013 to 1038 incidents. There was an increase in the number of incidents in which a conducted energy weapon (CEW) was used from 192 incidents in 2013 to 205 incidents in 2014.

In relation to firearm discharge incidents, there has been a 27.3% decrease in the number of incidents in 2014 compared to 2013. Further to those incidents, there has been an 81.8% decrease in the number of firearm discharge incidents involving armed persons from 11 incidents in 2013 to 2 incidents in 2014. These decreases correspond with the Service's ongoing emphasis and training in relation to de-escalation techniques.

### SIU Investigations

In 2014, there was a decrease in the total number of incidents where the SIU invoked their mandate, 65 compared to 74 in 2013. The SIU invoked its mandate to investigate six (6) deaths in 2014 in which TPS officers were involved, a decrease from seven (7) deaths investigated in 2013. Further, there was an 80% decrease in the number of firearm related deaths, from five (5) deaths in 2013 to one (1) death in 2014. The SIU Liaison also assisted with four (4) inquests in 2014 arising from SIU related matters.

### Suspect Apprehension Pursuits

There was an increase in the number of pursuits initiated in 2014, from 111 in 2013 to 117 pursuits in 2014, however, this number is still below the five-year average of 128.4 pursuits initiated. The Police Vehicle Operations section continues to educate TPS members about the risks involved in pursuing vehicles and to offer alternative strategies to engaging in pursuits. Officers and/or supervisors continue to call off the majority of pursuits in the interest of public safety.

In December 2013, the TPS purchased a driving simulator. As a result, a new driving course was developed and deployed to front-line officers beginning in January 2014. The simulator is being used to deliver driving and Suspect Apprehension Pursuit (SAP) training to front-line officers making the TPS a leader in Ontario in this type of training.

### Public Contact

Community-based policing is a priority for the TPS. The residential population of Toronto is estimated at 2.87 million, however, the daytime population increases to approximately 3.32 million. Service members have extensive contact with members of the community in order to ensure public safety. In 2014, there were over 1.9 million calls for service, approximately 325,000 provincial offence tickets issued, over 11,000 Community Safety Notes (CSNs) completed, over 6,400 *Mental Health Act* apprehensions, and just under 35,000 arrests. In total, TPS officers had just under 2.3 million documented contacts with members of the public last year (this figure includes repeat contacts).

It is important to consider the amount of interaction TPS members have with members of the public when evaluating the statistics presented in this report. For example, the total number of public complaints filed represents only a small fraction (less than 0.1%) of documented contacts. Further, when considering the total number of use of force incidents relative to arrests made, force was required in 3% of arrests. When comparing the number of SIU investigations



to the documented contact there was one incident investigated for every 35,231 contacts with members of the public.

## Moving Forward

CRM will continue to proactively identify strategic issues, goals, and actions to build upon the initiatives underway in 2014.

To ensure continued alignment with the TPS mandate, CRM plans to conduct reviews of its procedures and processes, as well as continuing to participate on committees such as the Civil Litigation Review Committee, the Human Rights Case Review Committee, the Use of Force Review Committee, and the Service Vehicle Collision and Pursuit Reduction Committee.

Following several race-based human rights complaints, the TPSB and the TPS, in partnership with the Ontario Human Rights Commission (OHRC), launched the Human Rights Project Charter (HRPC) in May 2007. Members of CRM participated in the HRPC with the goal of the project being to identify and eliminate any discrimination that may exist in the employment practices and in delivery of services that may be contrary to the Ontario Human Rights Code. In 2014, the Evaluation of the HRPC, produced by the Diversity Institute, was presented on March 13, 2014, to the TPSB. It is anticipated the closing report will be completed and presented in 2015.

The TPS has successfully engaged the community in efforts to reduce crime and develop collaborative partnerships as part of the Police and Community Engagement Review (PACER) project. In 2014, members from CRM continued to be involved in assisting and contributing towards the implementation of the project's recommendations.

In August 2013, the Chief of Police commissioned the Honourable Justice Frank Iacobucci to conduct an independent review of the use of lethal force by the TPS, with a focus on encounters with people in crisis. In July 2014, Justice Iacobucci presented the final report to the TPS which contained 84 recommendations aimed at ensuring encounters between officers and people in crisis are resolved in a safe and respectful manner for all involved.

Since receiving Justice Iacobucci's report, a working group has been tasked with implementing the recommendations, as well as other recommendations made in recent coroner's inquests. The working group is comprised of members from across the TPS, including members from CRM, who are collaborating with both internal and external stakeholders to ensure the implementation of the recommendations. Further, the TPC is integrating the recommendations into various training programs as appropriate.

The initiatives cited above support the CRM commitment to promoting professional and ethical conduct.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MAY 14, 2015**

**#P121. ANNUAL REPORT: 2014 EVALUATION OF POLICE TOWING  
CONTACTS**

The Board was in receipt of the following report April 29, 2015 from Mark Saunders, Acting Chief of Police:

Subject: ANNUAL REPORT - POLICE TOWING CONTRACT - JANUARY 2014 TO  
DECEMBER 2014

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

At its meeting of February 16, 2012, the Board received the forgoing and approved the following Motion (Min. No. P46/12 refers);

“THAT the following reports, which are currently submitted by the Chief on a semi-annual basis, be submitted annually in the future:

- Towing – compliance with terms of the contracts”

In accordance with the direction provided by the Board, the following report is being submitted.

Discussion:

The Toronto Police Service (Service) requires prompt and efficient towing and pound services on a 24-hour a day, 7-days a week basis. The need for this service arises from police contact with vehicles such as those recovered after being stolen, impounded for bylaw infractions or impounded following the arrest of the driver. At the same time, the Service also has an obligation to ensure that the towing and pound services provided to the public through the police are fair, equitable and adhere to the terms and conditions of the contract between the Service and the contract towing agencies.

In an effort to ensure compliance, all contract towing service providers are subject to inspections undertaken by Traffic Services personnel where a random selection of invoices are reviewed to ensure conformity with the billing requirements of the contract. Every receipt in this statistically relevant sampling is checked for In/Out time stamps and the accurate calculation of tow fees and storage costs. Any irregularities are noted; the receipts are photocopied and filed at Traffic Services. The Management at each contract tow service provider is counselled regarding contract requirements and arrangements are made for customer reimbursement, if applicable.

Further, all contract towing service providers are subject to semi-annual inspections of their equipment, licences and pound facilities. Any shortcomings are noted and arrangements are made with Management to remedy the situation and comply with the conditions and requirements of the contract. Management are also advised of the comments and concerns raised from the "Tow Service Feedback" forms completed by Parking Enforcement (PEN) officers. Areas of concern such as length of wait times or more specific concerns are discussed and expectations are highlighted if required.

The video system recordings used for security of the pound continues to be sampled by examining recordings for three random dates in the preceding ninety days to ensure compliance with the contract. No deficiencies with respect to video recordings were noted during this current audit.

Invoice compliance audits for this report represent the period of January 1, 2014 ending December 31, 2014. Receipts used for the audits were drawn from the following dates:

- 1) January 20 to January 28, 2014
- 2) July 14 to July 20, 2014
- 3) October 3 to October 10, 2014

The results are as follows:

### **District 1**

#### **JP Towing Service & Storage Limited**

The invoice audits of JP Towing, District 1, were conducted on these dates: April 28, 2014, November 12, 2014 and March 25, 2015.

<b>Audit Results</b>	
Total number of receipts inspected	626
Number of receipts contract compliant	621
Number of receipts contract overcharged	5

Comments:

- All inspected equipment, facilities and licences were found to be in compliance.

- There were no unresolved letters of complaint or compliment during the inspection periods.
- There were a total of 9,750 street tows with police presence in District 1 for the year.

## **District 2**

### **Walsh's Auto Service Limited - o/a Bill & Son Towing**

The invoice audits of Bill & Son Towing, District 2, were conducted on these dates: April 28, 2014, November 12, 2014 and March 25, 2015.

<b>Audit Results</b>	
Total number of receipts inspected	56
Number of receipts contract compliant	56
Number of receipts contract overcharged	0

Comments:

- All inspected equipment, facilities and licences were found to be in compliance.
- There were no unresolved letters of complaint or compliment during the inspection periods.
- There were a total of 1,389 street tows with police presence in District 2 for the year.

## **District 3**

### **1512081 Ontario Limited - o/a Abrams Towing Service Limited**

The invoice audits of Abrams Towing, District 3, were conducted on these dates: April 28, 2014, November 12, 2014 and March 26, 2015.

<b>Audit Results</b>	
Total number of receipts inspected	215
Number of receipts contract compliant	214
Number of receipts contract overcharged	1

Comments:

- All inspected equipment, facilities and licences were found to be in compliance.
- There were no unresolved letters of complaint or compliment during the inspection periods.
- There were a total of 3,467 street tows with police presence in District 3 for the year.

## **District 4**

### **Williams Towing Service Limited**

The invoice audits of Williams Towing, District 4, were conducted on these dates: April 28, 2014, November 12, 2014 and March 23, 2015.

<b>Audit Results</b>	
Total number of receipts inspected	175
Number of receipts contract compliant	174
Number of receipts contract overcharged	1

Comments:

- All inspected equipment, facilities and licences were found to be in compliance.
- There were no unresolved letters of complaint or compliment during the inspection periods.
- There were a total of 2,747 street tows with police presence in District 4 for the year.

## **District 5**

- As a result of no bids being received for Towing District No. 5, the Service realigned the boundaries for Towing Districts No. 1, 3, 4, and 6. The audit results are contained within the noted towing district results.

## **District 6**

### **“A” Towing Service Limited**

The invoice audits of “A” Towing Service Limited, District 6, were conducted on these dates: April 28, 2014, November 12, 2014, and March 24, 2015.

<b>Audit Results</b>	
Total number of receipts inspected	692
Number of receipts contract compliant	677
Number of receipts contract overcharged	15

Comments:

- All inspected equipment, facilities and licences were found to be in compliance.
- There were no unresolved letters of complaint or compliment during the inspection periods.
- There were a total of 10,964 street tows with police presence in District 6 for the year end.

### **Conclusion:**

The pound audit process revealed a compliance rate of 98.75% based on the samples examined. The receipt errors were due to interpretations of the Gross Vehicle Weights of certain vehicles.

The contract states that the GVW required for standard towing (up to 5000 lbs./2273 kilograms) and when it becomes a medium towing charge (5001 lbs and less than 13, 200 lbs). Discussions were held with the contract towing companies to eliminate confusion over the difference between Gross Vehicle Weight and Gross Vehicle Weight Rating (GVWR) definitions and also examples of typical vehicle models that are close to but do not exceed the weight limit requirement of standard tows. All matters have been resolved to the satisfaction of the Service.

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

**The Board received the foregoing report.**

**Moved by: J. Tory**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MAY 14, 2015**

**#P122. ANNUAL REPORT: APRIL 2014 TO MARCH 2015 GRANT  
APPLICATIONS AND CONTRACTS**

The Board was in receipt of the following report April 28, 2015 from Mark Saunders, Acting Chief of Police:

Subject: ANNUAL REPORT: APRIL 1, 2014 TO MARCH 31, 2015 - GRANT  
APPLICATIONS AND CONTRACTS

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

Grant funding fully or partially subsidizes the program for which the grant is intended. Grants with confirmed annual funding at the time of budget development are included in the Service's operating and capital budgets. Grants that are awarded in-year result in a budget adjustment to both expenditure and revenue accounts, with a net zero impact on budgets. Any program costs not covered by grants are accounted for in the Toronto Police Service's (Service) capital and operating budgets.

Background/Purpose:

At its meeting of February 28, 2002, the Board granted standing authority to the Chair of the Toronto Police Services Board (Board) to sign all grant and funding applications and contracts on behalf of the Board (Min. No. P66/02 refers). The Board also requested that a report be provided on a semi-annual basis, summarizing all applications and contracts signed by the Chair (Min. Nos. P66/02 and P145/05 refer).

At its meeting of November 24, 2011, the Board approved that the Chief report annually on grant applications and contracts, instead of the previous semi-annual requirement (Min. No. P295/11 refers). This annual report covers the period of April 1, 2014 to March 31, 2015.

Discussion:

During the current reporting period, April 1, 2014 to March 31, 2015, the Chair signed two (2) grant applications, fifteen (15) grant contracts and one (1) contract amendment. Appendix A provides the details of grant applications submitted by the Service. Appendix B provides the details of new grants awarded and/or contracts and contract amendments signed by the Chair.

### *Active Grants:*

As of March 31, 2015, the Service had a total of eighteen (18) active grants, as outlined below:

- Community Policing Partnership Program (\$7.5M annually for two years ending March 31, 2016)
- Safer Communities – 1,000 Officers Partnership Program (\$8.8M annually for two years ending March 31, 2016)
- Toronto Anti-Violence Intervention Strategy (\$5.0M annually for two years ending June 30, 2015)
- Youth In Policing Initiative and Youth In Policing - After School Program (\$920,400 for year ending March 31, 2015, awarded annually)
- Provincial Strategy to Protect Children from Sexual Abuse and Exploitation on the Internet (\$349,782 annually for two years ending March 31, 2015 - amended to \$750,682 for year ending March 31, 2015)
- Reduce Impaired Driving Everywhere (RIDE) (\$186,371 – one-time funding, awarded annually)
- Civil Remedies Grant – Financial Crimes Unit – Investigative Analysis Software (\$8,400 – one-time funding)
- Civil Remedies Grant – Financial Crimes - Asset Forfeiture Unit – Training, Equipment & Forensic Accounting (\$39,369 – one-time funding)
- Civil Remedies Grant – Fraud Prevention for Our City (\$20,850 – one-time funding)
- Civil Remedies Grant – Community E-Mobilization APP (\$50,000 – one-time funding)
- Civil Remedies Grant – Forensic Shooting Scene Reconstruction Course (\$10,100 – one-time funding)
- Civil Remedies Grant – Explosive Detection Canines (\$18,000 – one-time funding)
- Civil Remedies Grant – Cadaver Detection Canine (\$10,000 – one-time funding)
- Civil Remedies Grant – Freeing the Innocent: Combatting Human Trafficking through Awareness and Expertise (\$50,458 – one-time funding)
- Proceeds of Crime Front-line Policing Grant – F.O.C.U.S. (Furthering our Communities – Uniting Services) Phase III (\$100,000 – one-time funding)
- Proceeds of Crime Front-line Policing Grant – Somali Community Outreach Initiative – Phase II (\$100,000 – one-time funding)
- Provincial Electronic Surveillance Equipment Deployment Program (PESEDP) Phase II (\$100,000 – one-time funding)
- Computer-based Informant Management System (CIMS) (\$700,000 – one-time funding)

### Conclusion:

This report provides the Board with information on the activity that occurred with respect to grants during the period of April 1, 2014 to March 31, 2015, as well as the active grants in place as at the same date.



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: A. Pringle**

**Appendix A**

**Grant Applications  
April 1, 2014 to March 31, 2015**

Name and Description of Grant	Amount of Funding Requested	Grant Term	Comments
<p><b>Reduce Impaired Driving Everywhere (R.I.D.E.) Grant</b></p> <ul style="list-style-type: none"> <li>A program to reduce impaired driving.</li> </ul>	<p>\$199,047</p>	<p>April 1, 2014 to March 31, 2015</p>	<p>Application submitted to Ministry of Community Safety and Correctional Services July, 2014. Funding approved - see Appendix B.</p>
<p><b>Youth In Policing Initiative and Youth In Policing - After School Program</b></p> <ul style="list-style-type: none"> <li>A program to provide summer and after school employment opportunities for youth who are reflective of the cultural diversity of the community.</li> </ul>	<p>\$920,400</p>	<p>April 1, 2015 to March 31, 2016</p>	<p>Application submitted to Ministry of Children and Youth Services March, 2015. Funding approved – see Appendix B.</p>

**Appendix B**

**New Grants Awarded (Contracts May or May not Be Signed)  
April 1, 2014 to March 31, 2015**

Name and Description of Grant	Amount of Funding Approved	Grant Term	Comments
<p><b>Community Policing Partnership (CPP) Program Grant</b></p> <ul style="list-style-type: none"> <li>Funding provided for the purpose of maintaining the increased number of sworn officers on the Toronto Police Service for enhanced police visibility.</li> </ul>	\$7,530,000	April 1, 2014 to March 31, 2016	The Chair signed the contract in October, 2014.
<p><b>Safer Communities – 1,000 Officers Partnership Program</b></p> <ul style="list-style-type: none"> <li>Funding to enhance community policing in seven targeted areas identified by the Ontario government: youth crime, guns and gangs, organized crime and marijuana grow ops, dangerous offenders, domestic violence, protecting children from Internet luring and child pornography and court efficiencies.</li> </ul>	\$8,750,000	April 1, 2014 to March 31, 2016	The Chair signed the contract in October, 2014.
<p><b>Proceeds of Crime Front-line Policing Grant – F.O.C.U.S. (Furthering our Communities – Uniting Services) Phase III</b></p> <ul style="list-style-type: none"> <li>Funding to continue to build a risk-based community safety model that focuses on prevention prior to occurrence in partnership with academics, community organizations, and governmental agencies.</li> </ul>	\$100,000	April 1, 2014 to March 31, 2015	The Chair signed the contract in October, 2014.
<p><b>Proceeds of Crime Front-line Policing Grant – Somali Community Outreach Initiative – Phase II</b></p> <ul style="list-style-type: none"> <li>Funding to continue to support the initiative in strengthening established relationships and continuing to develop mutual trust between police and local Somali Canadians.</li> </ul>	\$100,000	April 1, 2014 to March 31, 2015	The Chair signed the contract in October, 2014.
<p><b>Reduce Impaired Driving Program (RIDE)</b></p> <ul style="list-style-type: none"> <li>A program to reduce impaired driving.</li> </ul>	\$186,371	April 1, 2014 to March 31, 2015	The Chair signed the contract in November, 2014.

**Appendix B**

**New Grants Awarded (Contracts May or May not Be Signed)  
April 1, 2014 to March 31, 2015**

Name and Description of Grant	Amount of Funding Approved	Grant Term	Comments
<p><b>Provincial Electronic Surveillance Equipment Deployment Program (PESEDP) Phase II</b></p> <ul style="list-style-type: none"> <li>Funding to offset costs associated with the participation in the PESEDP, including the purchase of equipment to be used in the investigation of organized and serious crime.</li> </ul>	\$100,000	March 31, 2015 to June 30, 2015	The Chair signed the contract in March, 2015.
<p><b>Computer-based Informant Management System (CIMS)</b></p> <ul style="list-style-type: none"> <li>Funding to acquire various, necessary hardware and software components required to house and provide hosting service to maintain the ongoing operation of the Provincially owned CIMS Application, including providing network connectivity allowing for the secure access to the CIMS Application by all approved Ontario Police Agencies.</li> </ul>	\$700,000	March 31, 2015 to March 31, 2016	The Chair signed the contract in March, 2015.
<p><b>Civil Remedies Grant Program - Financial Crimes Unit - Investigative Analysis Software</b></p> <ul style="list-style-type: none"> <li>A program to assist victims and prevent unlawful activity that results in victimization, through the provision of funding to purchase license for the i2 Investigative Analysis Software System</li> </ul>	\$8,400	October 1, 2014 to March 31, 2015	The Chair signed the contract in March, 2015.
<p><b>Civil Remedies Grant Program - Financial Crimes – Asset Forfeiture Unit – Training, Equipment &amp; Forensic Accounting</b></p> <ul style="list-style-type: none"> <li>A program to assist victims and prevent unlawful activity that results in victimization, through the provision of funding to purchase equipment and provide training for officers of the Asset Forfeiture Unit to assist in investigating and dismantling organized criminal groups.</li> </ul>	\$39,369	October 1, 2014 to March 31, 2015	The Chair signed the contract in March, 2015.

Appendix B

**New Grants Awarded (Contracts May or May not Be Signed)  
April 1, 2014 to March 31, 2015**

Name and Description of Grant	Amount of Funding Approved	Grant Term	Comments
<p><b>Civil Remedies Grant Program - Fraud Prevention for Our City</b></p> <ul style="list-style-type: none"> <li>A program to assist victims and prevent unlawful activity that results in victimization, through the provision of funding to cover costs of printing booklets that provide information on fraudulent scams for distribution to the public.</li> </ul>	<p>\$20,850</p>	<p>October 1, 2014 to March 31, 2015</p>	<p>The Chair signed the contract in March, 2015.</p>
<p><b>Civil Remedies Grant Program - Community E-Mobilization APP</b></p> <ul style="list-style-type: none"> <li>A program to assist victims and prevent unlawful activity that results in victimization, through the provision of funding to cover the costs to create a Community Safety Mobile Application.</li> </ul>	<p>\$50,000</p>	<p>October 1, 2014 to March 31, 2015</p>	<p>The Chair signed the contract in March, 2015.</p>
<p><b>Civil Remedies Grant Program - Forensic Shooting Scene Reconstruction Course</b></p> <ul style="list-style-type: none"> <li>A program to assist victims and prevent unlawful activity that results in victimization, through the provision of funding to cover the costs of hosting a Forensic Shooting Scene training session.</li> </ul>	<p>\$10,100</p>	<p>October 1, 2014 to March 31, 2015</p>	<p>The Chair signed the contract in March, 2015.</p>
<p><b>Civil Remedies Grant Program - Explosive Detection Canines</b></p> <ul style="list-style-type: none"> <li>A program to assist victims and prevent unlawful activity that results in victimization, through the provision of funding to enable the purchase of two additional explosive detection canines.</li> </ul>	<p>\$18,000</p>	<p>October 1, 2014 to March 31, 2015</p>	<p>The Chair signed the contract in March, 2015.</p>
<p><b>Civil Remedies Grant Program - Cadaver Detection Canine</b></p> <ul style="list-style-type: none"> <li>A program to assist victims and prevent unlawful activity that results in victimization, through the provision of funding to enable the purchase of an additional cadaver detection canine.</li> </ul>	<p>\$10,000</p>	<p>October 1, 2014 to March 31, 2015</p>	<p>The Chair signed the contract in March, 2015.</p>

## Appendix B

### New Grants Awarded (Contracts May or May not Be Signed) April 1, 2014 to March 31, 2015

Name and Description of Grant	Amount of Funding Approved	Grant Term	Comments
<p><b>Civil Remedies Grant Program - Freeing the Innocent: Combatting Human Trafficking through Awareness and Expertise</b></p> <ul style="list-style-type: none"> <li>A program to assist victims and prevent unlawful activity that results in victimization, through the provision of funding to enhance expertise in anti-human trafficking investigations and to increase awareness of the crime for internal and external stakeholders.</li> </ul>	\$50,458	October 1, 2014 to March 31, 2015	The Chair signed the contract in March, 2015.
<p><b>Provincial Strategy to Protect Children from Sexual Abuse and Exploitation on the Internet Contract Amendment</b></p> <ul style="list-style-type: none"> <li>Contract amended to provide new funding to cover the costs of equipment, training and partial salary for two Child Victim Forensic Analysis Investigators.</li> </ul>	\$750,682	April 1, 2014 to March 31, 2015	The Chair signed the contract amendment in November, 2014.
<p><b>Youth In Policing Initiative and the Youth In Policing Initiative After School Program Amendment to Service Contract</b></p> <ul style="list-style-type: none"> <li>A program to provide summer and after school employment opportunities for youth who are reflective of the cultural diversity of the community. Contract amended to provide funding for the program that covered fiscal year ending March 31, 2015.</li> </ul>	\$920,400	April 1, 2014 to March 31, 2015	Chair's signature is not required on the amendment to service contract.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MAY 14, 2015**

**#P123.       RESPONSE TO REQUEST FOR AMENDMENTS TO THE *TERMS OF  
REFERENCE* FOR THE CENTRAL JOINT HEALTH AND SAFETY  
COMMITTEE**

The Board was in receipt of correspondence dated March 25, 2015 from Dorothy Holster, Regional Director (Acting), Central East Region, Ministry of Labour, containing a response to a request to amend the *Terms of Reference* for the Central Joint Health and Safety Committee. A copy of Ms. Holster's correspondence is appended to this Minute for information.

**The Board received the correspondence from Ms. Holster.**

**Moved by:   A. Pringle**

**Ministry of Labour**

Regional Director  
Central Region  
Operations Division

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

Telephone: 647-777-5005  
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**Ministère du Travail**

Directeur Régional  
Région du Centre  
Division des opérations

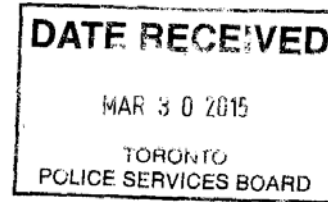
5001, rue Yonge  
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Télécopieur : 647-777-5010



March 25, 2015

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



Dear Mr. Mukherjee,

The Minister has delegated to me the power under subsection 9 (3.1) of the Occupational Health & Safety Act. I would like to thank you for the submission dated June 13, 2013, requesting approval of the revised terms of reference for the multi-workplace Joint Health and Safety Committee developed and agreed to by the Toronto Services Board on behalf of the employer, and the Toronto Police Association on behalf of the workers.

I am pleased that a cooperative approach has been achieved regarding the structure and terms of reference for the MJHSC and that the arrangement satisfies the recommended Ministry of Labour criteria. These criteria may change over time due to legislative changes and development of best practices; therefore, you are encouraged to review the terms of reference periodically to ensure it remains current. A copy of the terms of reference and Minister's Order granted should be kept at each workplace covered under the Minister's Order.

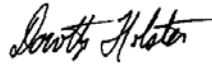
The attached Minister's Order indicates my approval of the proposed terms of reference. Compliance with this order requires vigilance on the part of all workplace parties to ensure adherence with the terms of reference. The employer's accountability may be reviewed through proactive field visits conducted by Ministry of Labour enforcement staff. Please note that the Minister's Order is revoked, without any further action on the part of the Minister or his delegate, on March 25, 2020. Should you wish to continue using a MJHSC beyond the revocation date, you must reapply for a new Minister's Order. It is advised you re-apply to the Minister for a new Order at a minimum 6 months prior to the date of revocation.

If the workplace parties wish to amend the terms of reference at any time before the revocation date, they must advise the Regional Director in writing of the proposed changes. The Ministry will review the proposed amendments and determine next steps.



I would like to wish the MJHSC members every success in their endeavors towards an enhanced internal responsibility system with fully effective health and safety programs.

Sincerely,

A handwritten signature in cursive script, appearing to read "Dorothy Holster".

Dorothy Holster  
Regional Director (Acting), Central East Region

c: Len May Manager, Ministry of Labour

Victor Yu RPC, Ministry of Labour

Encl: Minister's Order Granted under Subsection 9 (3.1) of the OHSA, R.S.O. 1990, c.0.1

**Order under Subsection 9 (3.1)**  
**The Occupational Health and Safety Act**  
**R.S.O. 1990, c.0.1**

Whereas subsection 9 (3.1) of the Occupational Health and Safety Act provides that the Minister may, by order in writing, permit a constructor or an employer to establish and maintain one joint health and safety committee for more than one workplace or parts thereof, and may, in the order, provide for the composition, practice and procedure of any committee so established.

And whereas the Toronto Police Services Board on behalf of the employer; and the Toronto Police Association on behalf of the workers, in an executed document between them dated June 13, 2013, stated a desire to have the Multi-workplace Joint Health and Safety Committee;

and have the Minister approve such an arrangement.

**NOW THEREFORE BE IT ORDERED** that pursuant to subsection 9 (3.1) of the Occupational Health and Safety Act, Toronto Police Service, is hereby permitted to establish and maintain the one Joint Health and Safety Committee to be governed as to composition, practice and procedure by the provisions of the executed document dated June 13, 2013, between the Toronto Police Services Board on behalf of the employer, the Toronto Police Association on behalf of the workers.

This order shall be effective as of the date of issue and is revoked by the Minister on March 25, 2020.

Dated at Toronto, this 25<sup>th</sup> day of March, 2015.



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Dorothy Holster  
Regional Director (Acting), Central East Region

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MAY 14, 2015**

**#P124.       RESPONSE TO THE JURY RECOMMENDATIONS FROM THE  
CORONER’S INQUEST INTO THE DEATH OF WIESLAW DUDA**

The Board was in receipt of the following report April 28, 2015 from Mark Saunders, Acting Chief of Police:

Subject:       RESPONSE TO THE JURY RECOMMENDATIONS FROM THE CORONER'S  
INQUEST INTO THE DEATH OF MR. WIESLAW DUDA

Recommendations:

It is recommended that:

- (1)       the Board receive this report for information; and
- (2)       the Board forward a copy of this report to the Chief Coroner for the Province of Ontario

Financial Implications:

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

Background:

At its meeting on November 13, 2014, the Board received a report entitled “Inquest in the Death of Wieslaw Duda – Verdict and Recommendations of the Jury” (Min. No. P244/14 refers). This report summarized the outcome of the inquest into the death of Mr. Wieslaw Duda.

The purpose of this report is to update the Board on the Toronto Police Service (Service) response to the jury’s recommendations from the Coroner’s inquest into the death of Mr. Wieslaw Duda (See attached - Appendix A “Jury Verdict & Recommendations (Duda Inquest)”).

The Coroner’s inquest into the death of Mr. Wieslaw Duda was conducted in the City of Toronto during the period of September 15, 2014 to October 8, 2014. As a result of the inquest, the jury directed 6 recommendations to the Service.

The following is a summary of the circumstances of the death of Mr. Wieslaw Duda and issues addressed at the inquest, as delivered by Dr. John Carlisle, Presiding Coroner.

## Summary of the Circumstances of the Death

*During the early morning of April 19, 2010 a vehicle was observed to be travelling at a high rate of speed in the east end of Toronto. Toronto Police Service officers later located the vehicle being operated by a person later identified as Wieslaw Duda, age 49. The police followed the vehicle to the intersection of Commissioners Street and Cherry Street, where it came to a stop. The vehicle then accelerated toward police officers, who discharged their firearms at Mr. Duda. The vehicle collided with a police cruiser and came to a stop. Mr. Duda was pronounced dead at the scene.*

*The jury heard evidence about the circumstances of the death, Mr. Duda's psychiatric illness and his family's efforts to secure care for him, his recent deterioration when he stopped taking his medications, training of police officers, training of emergency physicians and the findings of the post-mortem examination.*

*The jury heard from 29 witnesses over 14 days, considered 45 exhibits and deliberated approximately six hours before reaching a verdict.*

## Discussion:

Professional Standards Support - Governance was tasked with preparing responses for the jury recommendations directed to Ontario Police Services and the Service from the Coroner's inquest into the death of Mr. Wieslaw Duda.

Service subject matter experts from the Toronto Police College (TPC) and Records Management Unit contributed to the responses contained in this report.

## Response to the Jury Recommendations:

### Recommendation #2

*To the extent possible, police training should emphasize the benefit of identifying a lead officer on scene to voice commands/directions and instructions to a subject.*

## Response:

The Service concurs with and is in compliance with this recommendation.

The In-Service Training Program (ISTP) delivered by the TPC is a mandatory use of force requalification course for all front-line officers and officers in identified high-risk plainclothes units. The Recruit Training Program (RTP) is delivered to all new police officers. Both the ISTP and RTP emphasize the identification of a primary contact officer during police interventions.

The concepts related to primary contact officers are interwoven throughout both training syllabuses in lecture and practical judgement based scenario components. Communication strategies are among the primary tools introduced to ensure a standard and professional approach is applied in any given situation to ensure its safe resolution. This training focuses on the importance of officers recognizing the components of communication and working in a coordinated fashion. This training further addresses the challenges associated with communication and the related importance of a primary contact officer.

Effective communication strategies that are applicable to a primary contact officer include, but are not limited to: first contact approach, respecting personal space, active listening, directives, explain and inform, repeat and redirect, mutually explored options, timed verbal intervention, deflect, empower, mediation, and use of the police challenge.

The identification of a primary contact officer has many potential benefits, including: minimizing confusion in a high stress situation, creating an opportunity for rapport building with an individual, and allowing additional officers to undertake various tasks to assist in a situation. Both program syllabuses address the role of additional officers and incorporate training in areas such as providing cover for the primary contact officer, coordinating a perimeter, and requesting support units and additional officers.

The Service continually examines and assesses its training curriculum to ensure members are provided with sound knowledge of the best practices and techniques required in the performance of their duties. Both the ISTP and RTP provide fundamental and essential skills to ensure officers respond professionally, ethically, and legally in emergent situations.

The Service will continue to ensure that the ISTP and RTP incorporate the benefit of identifying a primary contact officer as a component.

### Recommendation #3

*Determine what, if any, additional information and training can be provided to assist officers in responding to situations where a motor vehicle is used against them as a weapon or presents as the sole threat of bodily harm or death and implement judgement training concerning such a situation.*

### Response:

The Service concurs with and is in compliance with this recommendation.

As noted in recommendation #2, the ISTP delivered by the TPC is a mandatory use of force requalification course for all front-line officers and officers in identified high-risk plainclothes units. The RTP is delivered to all new police officers. Both the ISTP and RTP provide training with regards to responding to situations where a motor vehicle is used as a weapon or presents as the sole threat of bodily harm or death.

The foundation of this training component is based on the reinforcement of Service procedures that direct members in situations whereby a motor vehicle is being used as a weapon against them. Service Procedures 15-01 'Use of Force', 15-04 'Service Firearms', 15-05 'Shotguns', and 15-10 'Suspect Apprehension Pursuits' contain sections that reflect current best practices for officers in these situations.

This training includes a video and live scenario component to train on proper positioning tactics that reinforce Service procedures as well as basic officer safety principles. Training focuses on officers situating themselves in a position of advantage in which the officer is able to approach a vehicle from behind. However, instances occur such as in the case at hand, whereby vehicles are purposefully angled towards officers and an officer must approach a vehicle from the front. To this end, training incorporates a multitude of positioning scenarios with tactical and officer safety principles reinforced consistently in all situations. These include the use of time, distance, cover, containment, concealment, communication, and teamwork to determine the most appropriate use of force option to be utilized when confronted with situations in which a motor vehicle is used as a weapon against an officer.

As addressed in the response to recommendation #6, the Service has recognized the benefit of enhancing judgement based scenario training through interactive video training components and, as a result, is currently in the process of researching the latest technology within this realm.

The Service continually examines and assesses its training curriculum to ensure members are provided with sound knowledge of the best practices and techniques required in the performance of their duties. Both the ISTP and RTP provide fundamental and essential skills to ensure officers respond professionally, ethically, and legally in emergent situations.

The Service will continue to research and identify additional information and training that will assist officers in responding to situations in which a motor vehicle is utilized as a weapon.

#### Recommendation #4

*Train recruits on the role of police apprehensions under the Mental Health Act with focus on collection of collateral information, delivering information to the assessing physician and strongly recommending family to attend hospital.*

#### Response:

The Service concurs with and is in compliance with this recommendation.

Under Section 17 of the *Mental Health Act* (MHA), police officers are given the authority to apprehend individuals appearing to suffer from a mental health issue who are acting in a disorderly manner that may present a risk to themselves or others. Individuals that are apprehended under this authority are taken to a hospital, or other appropriate psychiatric facility, for examination by a physician.

The RTP is delivered by the TPC to all new police officers over an 8 week period. The RTP course syllabus provides training with regards to apprehensions made under the MHA.

The foundation of this training component is based on the reinforcement of Service procedures that direct members in situations whereby a suspect apprehension is made. Specifically, Service Procedure 06-04 'Emotionally Disturbed Persons' reflects current best practices for officers to follow when interacting with persons who are exhibiting mental health issues. Specific knowledge of this procedure is reinforced in the RTP syllabus by way of a detailed assignment in relation to governance and procedures.

This recruit training further includes the identification of verbal and behavioural cues that may signal to an officer that a person is suffering from mental health issues. These cues may include, but are not limited to, the following: being non-communicative, being passive, exhibiting suicidal tendencies, appearing unable to care for oneself, yelling, indicating hearing voices or appearing confused. Officers are trained to communicate these cues to the attending physician when bringing a person to the hospital under the authority of the MHA.

The Service utilizes the Service Form 710 entitled 'Emotionally Disturbed Person (EDP) Information Form' to assist with the prompt and accurate submission of information to the attending physician. This form is available at all hospitals within the Service boundaries and is completed by the officer upon arrival to the hospital with the apprehended party. This form captures information related to the following: occurrence date and number, biographical subject information, hospital name, apprehension reason, observed cues, medication details, mental health program involvement, community treatment orders, and the name of the reporting officer.

The Service has identified possible areas for improvement as it pertains to encouraging family members of the apprehended party to attend at the hospital in order to provide additional information to the attending physician. Though Procedure 06-04 currently directs members to notify next of kin, there may be opportunity for the Service to reinforce the importance of encouraging family to attend at the hospital. In that regard, Procedure 06-04 and TPS Form 710 will be reviewed for the purpose of reflecting the aforementioned.

#### Recommendation #5

*Police Services in Ontario shall continue to ensure that an alert for a person that is suffering from a mental illness or in crisis is entered as soon as possible into the SIP category of CPIC and shared jurisdictionally.*

#### Response:

The Service concurs with and is in compliance with this recommendation.

The Special Interest Police (SIP) category in the Canadian Police Information Centre (CPIC) is used to alert law enforcement and public safety partners to past police interventions which may indicate future concerns to be aware of when interacting with an individual. Generally, information is recorded in the SIP category so that officers are aware of a potential officer and/or

public safety concern. The RCMP, who has responsibility for the care, control, and ownership of CPIC, has specified 16 reasons for which a SIP entry may be made on an individual. CPIC has been further designed to accept written entries, called 'remarks', to explain why the subject is of special interest to the law enforcement community.

The Service continues to abide by the RCMP criteria for adding both SIP records and remarks to CPIC. Additionally, the Service utilizes the Service Form 227 entitled 'Person/Vehicle for Investigation' to assist with the prompt and accurate entry of information to CPIC for persons of special interest to police. The Service treats all information that qualifies as a SIP record as a priority for entry onto CPIC. This information continues to be shared jurisdictionally upon entry to CPIC.

The Service will continue to ensure SIP entries are added to CPIC in a prompt and accurate manner.

#### Recommendation #6

*Toronto Police Service shall consider implementation and incorporation of the most current technological judgement simulators to enhance current police training in scenarios such as high risk motor vehicle stops involving a person in mental health crisis or where a vehicle can be used as a weapon.*

#### Response:

The Service concurs with this recommendation.

The ISTP currently incorporates video simulation training that encompasses theoretical rationale training in a virtual environment. The ISTP video simulation component fulfils the need to provide safe and controlled training for a variety of real situations, including those involving vehicles, which pose threats to officer safety. The simulator engages the officer in active participation, part and whole task training, motor memory, and enables the transfer of knowledge to the natural work environment. However, the limitations of the current technology are acknowledged due to the non-interactive nature of its scenarios and the linear nature of outcomes regardless of officer input.

The TPC continually analyses, evaluates, and sources the latest training enhancements that are most effective and practical to assist front-line officers. The TPC has recognized that modern computerized use of force simulators expose police officers to highly realistic and interactive scenarios that allow them to learn appropriate responses using the full range of use of force options available. To this end, a team was formed in 2014 to commence research for the purpose of identifying the newest technology that can enhance the ISTP video simulation component. This research is currently ongoing.

The financial impact of this recommendation has yet to be determined and is pending the outcome of the ongoing research.



## Recommendation #12

*Review and consider amending CPIC protocols to include individual's address to provide officers with maximum amount of information relating to individuals who are "flagged".*

### Response:

As stated in the response to recommendation #5, the RCMP maintains care, control, and ownership of CPIC. For this reason, reviews and amendments to CPIC protocols remain outside the purview of the Service.

Currently, the Service is in compliance with CPIC protocols relating to the entry of address information to CPIC. All individuals who are listed on CPIC, including those captured in the SIP category, have an associated record in CPIC known as the "Core Persons" record. Within this record is a mandatory address field. All known data related to street number, street name, street type, apartment number, city/town and province/state is required to be entered onto CPIC by contributing law enforcement agencies in this mandatory address field.

The Service also utilizes the Service Form 227 entitled 'Person/Vehicle for Investigation' to assist with the prompt and accurate entry of address information to CPIC for persons of special interest to police.

The Service will continue to ensure address information is added to CPIC in a prompt and accurate manner.

### Conclusion:

As a result of the Coroner's inquest into the death of Mr. Wieslaw Duda, and the subsequent jury recommendations, the Service has conducted a review of Service governance, training and current practices.

In summary, the Service concurs with the recommendations contained in this report and is either currently in compliance or taking steps to ensure compliance with these recommendations.

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

**The Board approved the foregoing report.**

**Moved by: M. Moliner**

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**Appendix - A**



**INQUEST**

**TOUCHING THE DEATH OF**

**Wieslaw Duda**

**JURY VERDICT AND RECOMMENDATIONS**

**October 2014**



Office of the  
Chief Coroner  
Bureau du  
coroner en chef

# Appendix - A

## Verdict of Coroner's Jury

## Verdict du jury du coroner

The Coroners Act - Province of Ontario  
Loi sur les coroners - Province de l'Ontario

We the undersigned / Nous soussignés,

_____	of / de	_____
_____	of / de	_____
_____	of / de	_____
_____	of / de	_____
_____	of / de	_____

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

Surname / Nom de famille Duda	Given Names / Prénoms Wieslaw
----------------------------------	----------------------------------

aged 49 held at 25 Morton Shulman Avenue, Toronto, Ontario  
à l'âge de tenue à

from the September 15 to the October 8 20 14  
du au

By Dr. / Dr. John Carlisle 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  
Wieslaw Duda

Date and Time of Death / Date et heure du décès  
April 19, 2010 at 1:52 am


Place of Death / Lieu du décès  
Cherry Street and Commissioners Street in Toronto

Cause of Death / Cause du décès  
Multiple gunshot wounds to the torso

By what means / Circonstances du décès  
Homicide

The verdict was received on the 8<sup>th</sup> day of OCT 20 14  
Ce verdict a été reçu le (Day / Jour) (Month / Mois)

Coroner's Name (Please print) / Nom du coroner (en lettres moulées) Dr. J. Carlisle	Date Signed (yyyy/mm/dd) / Date de la signature (aaaa/mm) 2014/10/8
--	--

  
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)

# Appendix - A



Office of the  
Chief Coroner  
Bureau du  
coroner en chef

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

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

Inquest into the death of:  
Enquête sur le décès de :

Wieslaw DUDA

### JURY RECOMMENDATIONS RECOMMANDATIONS DU JURY

- 1) Ministry of Community Safety and Correctional Services and Ontario Police College. Examine the feasibility and utility of having officers undergo a course in mental health first aid as part of the recruit training at the Ontario Police College.
- 2) Ministry of Community Safety and Correctional Services, the Ontario Police College and Ontario Police Services. To the extent possible, police training should emphasize the benefit of identifying a lead officer on scene to voice commands/directions and instructions to a subject.
- 3) Ministry of Community Safety and Correctional Services, Ontario Police College and Toronto Police College. Determine what, if any, additional information and training can be provided to assist officers in responding to situations where a motor vehicle is used against them as a weapon or presents as the sole threat of bodily harm or death and implement judgment training concerning such a situation.
- 4) Ontario Police College and Ontario Police Services. Train recruits on the role of police apprehensions under the Mental Health Act with focus on collection of collateral information, delivering information to the assessing physician and strongly recommending family to attend hospital.
- 5) Police Services in Ontario shall continue to ensure that an alert for a person that is suffering from a mental illness or in crisis is entered as soon as possible into the SIP category of CPIC and shared jurisdictionally.
- 6) Toronto Police Service shall consider implementation and incorporation of the most current technological judgement simulators to enhance current police training in scenarios such as high risk motor vehicle stops involving a person in mental health crisis or where a vehicle can be used as a weapon.
- 7) Ministry of Health and Long Term Care and the Local Health Integration Network(s) responsible for Peel Region. Consider increased funding to allow Peel Regional Police to operate the COAST program on a full-time basis, 24 hours a day, 7 days a week.
- 8) Ministry of Health and Long Term Care. Review health promotion strategies regarding communication to families and caregivers of persons suffering from mental illness. The communication should clearly outline the legal options available to assist in treatment and care if the person becomes ill, such as Power of Attorney.
- 9) Government of Ontario and Ministry of Health and Long Term Care. Review the existing Form 2 under the Mental Health Act and consider amending it to allow section 16 applicants to indicate a past/present treating hospital that might be an appropriate place for the ordered assessment.
- 10) Ministry of Health and Long Term Care in conjunction with all Schedule 1 designated psychiatric facilities under the Mental Health Act. Co-ordinate to create and implement a mandatory standardized assessment form that shall be used as both a best practices checklist and record of assessment for patients brought to hospital pursuant to a Form under the Mental Health Act.
- 11) College of Family Physicians of Canada and Royal College of Family Physicians and Surgeons of Canada in conjunction with all Schedule 1 designated psychiatric facilities under the Mental Health Act. Co-ordinate to develop and implement mandatory standardized training and refresher training of emergency room physicians in respect of their duties and responsibilities under the Mental Health Act as well as best practices for assessments made under the Act.
- 12) Toronto Police Service and RCMP National Policy Service. Review and consider amending CPIC protocols to include individual's address to provide officers with maximum amount of information relating to individuals who are "flagged".

## Appendix - A

# Verdict Explanation

**Inquest Into The Death Of Wieslaw Duda  
Coroner's Courts  
25 Morton Shulman Ave  
Toronto, Ontario  
Sept. 15, 2014 to Oct. 2, 2014**

I intend to give a brief synopsis of the issues presented at this inquest. I would like to stress that much of this explanation will be my interpretation of both the evidence presented and of the jury's reasoning in making recommendations. The sole purpose of this explanation is to assist the reader in understanding the verdict and recommendations made by the jury. This explanation is not to be considered as actual evidence presented at the inquest and is in no way intended to replace the jury's verdict.

### **Participants:**

**Coroner's Counsel**

Michael Blain  
Chief Counsel  
Office of the Chief Coroner  
25 Morton Shulman Ave.  
Toronto, Ont.  
647 329 1850

**Coroner's Investigator**

Neil Hamilton  
Provincial Constable #P530  
Coroner's Inquest Investigation Unit  
Criminal Investigation Branch  
Ontario Provincial Police  
647-515-0045

**Coroner's Constable**

Walter Kalynowysch  
Provincial Constable # P532  
Coroner's Constable  
Ontario Provincial Police  
647-329-1732

**Reporter**

Devon Lockett  
Network Reporting Services  
100 King St. W., Suite 900  
Toronto, Ont., M5X 1E3  
416 359 0305

## Appendix - A

Fax: 416 359 1611

### Parties With Standing:

### Represented By:

Family of Mr. Duda

Kurt Bergmanis  
400-700 Lawrence Ave West (Lawrence Square)  
North York, Ont. M6A 3B4 416-256-1700  
Robert Jagielski  
295 Matheson Blvd. E.  
Mississauga, Ont. L4Z 1X8 905-568-8708

Chief of the Toronto Police Service

Marianne Wright / Gail Glickman  
40 College St. Suite 805E  
Toronto, Ont. M5G 2J3 416-808-7804

Toronto Police Services Board

Fred Fischer / Lauren Elliott  
Metro Hall, 55 John St.  
Toronto, Ont. M5V 3C6 416-392-7224

Officers Emond, Whyte

Jimmy Lee 170 Bloor St. W. Suite 702  
Toronto, Ont. M5S 1T9 647-999-8912

Officers Hibbert, Garda,  
Nasim

Gary Clewley 357 Bay St. Suite 400  
Toronto, Ont. M5H 2T7 647-999-8910

Peel Region Police Service

William R. MacKenzie, Peel Regional Police Service  
180 Derry Rd. E.  
Mississauga, Ont. L5T 2Y5 416-807-4095

### Summary of the Circumstances of the Death:

During the early morning of April 19, 2010 a vehicle was observed to be travelling at a high rate of speed in the east end of Toronto. Toronto Police Service officers later located the vehicle being operated by a person later identified as Wieslaw Duda, age 49. The police followed the vehicle to the intersection of Commissioners Street and Cherry Street, where it came to a stop.

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The vehicle then accelerated toward police officers, who discharged their firearms at Mr. Duda. The vehicle collided with a police cruiser and came to a stop. Mr. Duda was pronounced dead at the scene.

The jury heard evidence about the circumstances of the death, Mr. Duda's psychiatric illness and his family's efforts to secure care for him, his recent deterioration when he stopped taking his medications, training of police officers, training of emergency physicians and the findings of the postmortem examination.

The jury heard from 29 witnesses over 14 days, considered 45 exhibits and deliberated approximately six hours before reaching a verdict.

### **Verdict:**

**Name of the Deceased:** Wieslaw Duda

**Date and Time of Death:** April 19, 2010, 1:52 AM

**Place of Death:** Cherry Street and Commissioners St. in Toronto

**Cause of Death:** Multiple Gunshot Wounds to the Torso

**By What Means :** Homicide

### **Recommendations:**

1) Ministry of Community Safety and Correctional Services and Ontario Police College.

Examine the feasibility and utility of having officers undergo a course in mental health first aid as part of the recruit training at the Ontario Police College.

#### **Coroner's Comments:**

*The jury heard evidence about training in mental health first aid available to assist non-health professionals to deal with persons who might have mental health challenges. The jury felt that police officers responding to crisis incidents involving the mentally ill might benefit from such training.*

2) Ministry of Community Safety and Correctional Services, the Ontario Police College and Ontario Police Services.

To the extent possible, police training should emphasize the benefit of identifying a lead officer on scene to voice commands/directions and instructions to a subject.

#### **Coroner's Comments:**



## Appendix - A

*The jury heard evidence that several police officers shouted somewhat contradictory commands to Mr. Duda. The jury felt that one officer should issue commands to ensure that the subject receives a clear and unambiguous message, and that the other officers should provide cover. The jury felt that this practice should be adopted by all police services in the province.*

- 3) Ministry of Community Safety and Correctional Services, Ontario Police College and Toronto Police College.

Determine what, if any, additional information and training can be provided to assist officers in responding to situations where a motor vehicle is used against them as a weapon or presents as the sole threat of bodily harm or death and implement judgment training conceiving such a situation.

### **Coroner's Comments:**

*The jury heard evidence that Toronto Police Service officers were prohibited from discharging their weapons at a motor vehicle or the driver of a vehicle for the purpose of stopping the vehicle when the sole threat of death or serious bodily harm to themselves or the public was posed by the vehicle alone. This policy had been amended since the time of Mr. Duda's death by a further requirement that, in all such cases, there be individual consideration of the circumstances before any disciplinary proceedings against officers were commenced under this section.*

*The jury also heard evidence that, while there was training afforded to officers in the procedure for high risk vehicle stops from the rear of the subject vehicle, there was no training in other situations of high risk vehicle stops such as from the front or where the vehicle itself was the weapon used against them or the public. The jury felt that officers should receive training in such situations where a vehicle itself was used as a weapon. They felt that, if the use of firearms was to be seriously discouraged if not completely prohibited, then some other strategy should be included in the training,*

- 4) Ontario Police College and Ontario Police Services.

Train recruits on the role of police apprehensions under the Mental Health Act with focus on collection of collateral information, delivering information to the assessing physician and strongly recommending family to attend hospital.

### **Coroner's Comments:**

*The jury heard that physicians in emergency rooms would be greatly assisted in their assessment of persons brought to their facilities by police under the provisions of the Mental Health Act by additional information regarding the behaviours and symptoms which had been displayed by the patient. They also heard that Mr. Duda's family wasn't present at the hospital when he was apprehended under the Mental Health Act, and that information from them was therefore unavailable to hospital staff.*



## Appendix - A

*The jury felt that police should be trained to gather information about the reasons for the apprehension and deliver it to the assessing physician. The jury also felt that family members would often be very good sources of such information and should be strongly encouraged by police to attend at the hospital with their relative to assist the doctor in fully understanding the patient.*

- 5) Police Services in Ontario shall continue to ensure that an alert for a person that is suffering from a mental illness or in crisis is entered as soon as possible into the SIP category of CPIC and shared jurisdictionally.

### **Coroner's Comments:**

*The jury heard evidence that the family of Mr. Duda notified Peel Regional Police that he was mentally unstable and had left their home driving his car. They expressed concerns for his safety and that of others. The officer taking this information referred them to the non-emergency number for the Peel Police Service and no entry was made in the Canadian Police Information Centre (CPIC), the police computerized information system operated by the RCMP.*

*The jury also heard that there was an entry that could be made in CPIC in a category called "Special Interest Police" (SIP). A name or vehicle information could be entered when such an entry is made, along with information, such as that which was communicated by the family of Mr. Duda. It would then be available to any police officer in Canada who might query the name or vehicle information. Therefore, had an entry of this kind been made by Peel Regional Police, it would have been available to officers in surrounding jurisdictions, such as Toronto. The jury felt that officers responding to similar situations would be assisted by information regarding the subject's mental health concerns.*

- 6) Toronto Police Service

Toronto Police Service shall consider implementation and incorporation of the most current technological judgment simulators to enhance current police training in scenarios such as high risk motor vehicle stops involving a person in mental health crisis or where a vehicle can be used as a weapon.

### **Coroner's Comments:**

*The jury heard that training of police officers in relation to situations where a motor vehicle was used as a weapon would be very dangerous and thus has not been done. The jury also heard that there are high technology training solutions which might allow training for such scenarios to be accomplished safely. They felt that such training should be considered and implemented, if feasible.*

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7) Ministry of Health and Long Term Care and the Local Health Integration Network(s) responsible for Peel Region.

Consider increased funding to allow Peel Regional Police to operate the COAST program on a full-time basis, 24 hours a day, 7 days a week.

### **Coroner's Comments:**

*The jury heard that in Peel Region there is a program called COAST (Crisis Outreach and Support Team), a partnership between the Canadian Mental Health Association, Peel Regional Police and Saint Elizabeth Health Care. The mission of COAST Peel is to assist individuals in a mental health crisis in the environment of their choice, by de-escalating the crisis and offering linkages to appropriate services for on-going support. This is done by teaming mental health professionals and police officers to respond to mental health crisis calls where appropriate.*

*The jury heard that the team is supported financially by grants administered through the Local Health Integration Network and funded by the Ontario Ministry of Health and Long Term Care. The jury heard that the deployment of the team was restricted by the funding available to the hours of 11 AM to 11 PM and Sunday 3 PM – 11 PM. The jury heard that the team could not respond to the concerns of Mr. Duda's family because the office was closing for the night.*

*The jury felt that this service should be available 24 hours a day and that the relevant funding agencies should consider providing the necessary financial resources.*

8) Ministry of Health and Long Term Care.

Review health promotion strategies regarding communication to families and caregivers of persons suffering from mental illness. The communication should clearly outline the legal options available to assist in treatment and care if the person becomes ill, such as Power of Attorney.

### **Coroner's Comments:**

*The jury heard evidence that families of persons with mental health challenges have a number of legal options available to them to help their family member. They heard evidence that Mr. Duda's family approached a Justice of the Peace to obtain a Form 2 under the Mental Health Act authorizing police officers to apprehend Mr. Duda and take him to hospital to be assessed by a physician.*

*The jury also heard that there are other mechanisms which might help families in these circumstances. One of these is an enduring Power of Attorney. This is a document which can be executed by a patient with mental health issues while he/she is well, which appoints another person, usually a family*

## Appendix - A

*member, to consent on their behalf even if they have stopped their medications and become ill such that they cannot consent or if they refuse treatment. Thus, if they become ill, their family can consent to admission and treatment on their behalf.*

*The jury felt that this mechanism and the other legal avenues open to families of those with mental health challenges should be made clear and that strategies to do so should be reviewed.*

### 9) Government of Ontario and Ministry of Health and Long Term Care.

Review the existing Form 2 under the Mental Health Act and consider amending it to allow section 16 applicants to indicate a ~~past~~/present treating hospital that might be an appropriate place for the ordered assessment.

#### **Coroner's Comments:**

*The jury heard evidence that Form 2 under the Mental Health Act allows a Justice of the Peace, where he/she is satisfied that the criteria under that Act are met, to order that police officers apprehend the mentally ill person and take them to an appropriate hospital for assessment by a physician. The facility which is appropriate is to be determined by the police. For reasons of practicality and officer safety some police forces have policies which normally dictate that the person be taken to the nearest hospital or to a hospital within their own jurisdiction. Supervisory officers are often allowed to make exceptions to these policies if appropriate.*

*In a metropolitan area it is not unusual that a patient is apprehended in a jurisdiction adjacent to the one in which their normal hospital, which knows them and has their history, is located.*

*The jury wanted the Form 2 to allow entry of the name of their usual hospital so that police could determine if it were possible to take them there after their apprehension.*

### 10) Ministry of Health and Long Term Care in conjunction with all Schedule 1 designated psychiatric facilities under the Mental Health Act.

Co-ordinate to create and implement a mandatory standardized assessment form that shall be used as both a best practices checklist and record of assessment for patients brought to hospital pursuant to a Form under the Mental Health Act.

#### **Coroner's Comments:**

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*The jury heard that when patients are brought to the emergency rooms under Form 2 or another Form with similar effect the doctor assessing the patient may or may not be provided with collateral information as to why the patient is there. The doctor may or may not have information of a reliable nature as to the patient's behaviour to test against the history self-reported by the patient. The doctor may or may not have contact information for the family of the patient and may or may not contact them for further information.*

*The jury heard that the criteria for authorizing involuntary admissions are strict and that lack of information, or of a structured process to follow may result in release or departure of the patient. This may not have been the best option had all information been available or had follow-up been able to be done in a timely way.*

*The jury recognized the busy nature of emergency rooms and felt that a check list and a process to be followed might optimize decision making in these situations.*

- 11) College of Family Physicians of Canada and Royal College of Physicians and Surgeons of Canada in conjunction with all Schedule 1 designated psychiatric facilities under the Mental Health Act.

Co-ordinate to develop and implement mandatory standardized training and refresher training of emergency room physicians in respect of their duties and responsibilities under the Mental Health Act as well as best practices for assessments made under the Act.

### **Coroner's Comments:**

*The jury heard that the basic medical education of physicians doesn't include their responsibilities under the Mental Health Act. There is no required continuing medical education or training of emergency room physicians in this subject, even though the Mental Health Act empowers them to deprive persons of their liberty and makes them responsible for some aspects of public safety. The jury felt that these physicians should be required to undergo original and periodic training in these responsibilities, and that such training should be designed by the agencies responsible for certification for medical continuing education and by the facilities where they work.*

- 12) Toronto Police Service and RCMP National Policy Service.

Review and consider amending CPIC protocols to include individual's address to provide officers with maximum amount of information relating to individuals who are "Flagged".

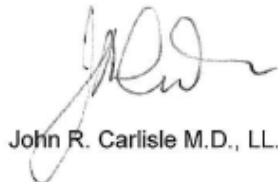
### **Coroner's Comments:**

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*The jury heard evidence that the CPIC system does not permit an address to be entered in the CPIC system for individuals who are "flagged" under the SIP "Special Interest Police" category. The jury felt that such information might be helpful to officers in providing safer and better responses.*

### Closing Comments

In closing, I would like to stress once again that this document was prepared solely for the purpose of assisting interested parties in understanding the jury's verdict. It is worth repeating that this is not the verdict. Likewise, many of the comments regarding the evidence are my personal recollection of the same and are not put forth as actual evidence. If any party feels that I made a gross error in my recollection of the evidence, it would be greatly appreciated if it could be brought to my attention so that any error can be corrected.



John R. Carlisle M.D., LL.B., FCLM

Coroner



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MAY 14, 2015**

**#P125. TORONTO POLICE SERVICES BOARD: 2015 OPERATING BUDGET  
VARIANCE REPORT – FOR THE PERIOD ENDING MARCH 2015**

The Board was in receipt of the following report April 28, 2015 from Alok Mukherjee, Chair:

Subject: OPERATING BUDGET VARIANCE REPORT FOR THE TORONTO POLICE  
SERVICES BOARD – PERIOD ENDING MARCH 31, 2015

Recommendation:

It is recommended that:

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

Financial Implications:

At this time, the Board is anticipated to show a zero variance on its 2015 operating budget.

Background/Purpose:

The Board, at its November 13, 2014 meeting, approved the Toronto Police Services Board's 2015 operating budget at a net amount of \$2,315,800 (Min. No. P252/14 refers). Subsequently, Toronto City Council, at its March 11, 2015 meeting, approved the Board's 2015 operating budget at the same amount.

The purpose of this report is to provide information on the Board's 2015 projected year-end variance.

Discussion:

The following chart summarizes the variance by category of expenditure.

<b>Expenditure Category</b>	<b>2015 Budget (\$000s)</b>	<b>Actual to Mar 31/15 (\$000s)</b>	<b>Year-End Actual Expend (\$Ms)</b>	<b>Fav / (Unfav) (\$000s)</b>
Salaries & Benefits (incl. prem.pay)	\$969.2	\$173.9	\$969.2	\$0.0
Non-Salary Expenditures	\$1,346.6	\$76.9	\$1,346.6	\$0.0
<b>Total</b>	<b>\$2,315.8</b>	<b>\$250.8</b>	<b>\$2,315.8</b>	<b>\$0.0</b>

*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 March 31, 2015, no variance is anticipated. Details are discussed below.

### *Salaries & Benefits*

Year-to-date expenditures are consistent with the budget and therefore no year-end variance is projected at this time.

### *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 2015 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.

### *Data Collection and Analysis – Community Contacts*

The 2015 approved budget includes \$250,000 to secure an external consultant or evaluator to determine what type of data should be collected, the retention period and scope of the data required as a result of the Board's approval of the Community Contacts Policy (Board Minute P102/14 refers). No variance is projected at this time.

### *Other Adjustments:*

The Board required additional funding for a Board-led organizational review of the Toronto Police Service, the scope of which was to undertake a review of the results of the Chief's Internal Organizational Review. At its meeting of April 10, 2014, (Min. No. P88/14 refers), 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 a funding source for this expenditure. The contribution request was subsequently approved by City Council as a technical adjustment from the City's Innovation Reserve. The Board will only draw on the reserve to the extent needed to fund the expenditure associated with the review. The cost is currently projected

to be \$253,000, \$190,000 of which was drawn in 2014 and \$63,000 of which is expected to be drawn in 2015.

In addition, the Board authorized commencing the process for a consultant retained to assist the Board with the recruitment and selection of a new Chief of Police. At my request, the City of Toronto set aside \$150,000 in its 2014 non-program accounts for this purpose, and those funds were available to the Board through its operating budget. During 2014, total costs amounted to \$100,000 and were charged back to the City's non-program accounts. The Board has incurred the remaining \$50,000; however, the Board now expects to incur an additional amount, not to exceed \$50,000, and has requested assistance from the City in identifying a source of funds for 2015.

Conclusion:

The 2015 year-to-date expenditure pattern is consistent with the approved 2015 estimate. As a result, projections to year end indicate no variance to the approved 2015 budget.

**The Board approved the foregoing report.**

**Moved by: A. Pringle**



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MAY 14, 2015**

**#P126. TORONTO POLICE SERVICE – 2015 OPERATING BUDGET  
ADJUSTMENTS AND OPERATING BUDGET VARIANCE REPORT –  
FOR THE PERIOD ENDING MARCH 2015**

The Board was in receipt of the following report April 29, 2015 from Mark Saunders, Acting Chief of Police:

Subject: 2015 OPERATING BUDGET ADJUSTMENTS AND OPERATING BUDGET  
VARIANCE REPORT FOR THE TORONTO POLICE SERVICE – PERIOD  
ENDING MARCH 31, 2015

Recommendations:

It is recommended that:

- (1) the Board request the City's Budget Committee to approve a budget transfer of \$17,750,900 to the Service's 2015 Council approved operating budget from the City's non-program operating budget, to fund the cost of the 2015 portion of the 2015-2018 negotiated collective agreement for Toronto Police Association members;
- (2) the Board request that the City's Budget Committee approve an increase to the 2015 budgeted expense and draw for the Toronto Police Service Legal Liabilities Reserve (Legal Reserve) of up to \$5.0 Million (M) (net zero impact);
- (3) the Board approve a revised 2015 Toronto Police Service net operating budget of \$971.8M (\$1,109.6 gross); and
- (4) 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:

At its February 13, 2015 meeting, the Toronto Police Services Board (Board) approved the Toronto Police Service's (Service) revised budget request of \$952.7 Million (M) (Min. No. P24/15 refers). Toronto City Council, at its March 11, 2015 meeting, approved the Service's 2015 operating budget at the same amount. At the time the Service's budget was approved, the impact from the collective agreement negotiations between Toronto Police Association (TPA) and the Board was not known, and was therefore not included in the budget request.

*Impact of Ratified Collective Agreement between the Board and the TPA:*

At its meeting on April 16, 2015, the Board approved the ratification of a four year collective agreement (2015-2018) with the TPA. As a result of this agreement, the Service's 2015 approved operating budget requires an increase of \$17.8M.

City Finance staff have confirmed that funding has been set aside in the City's non-program budget to cover the cost of the negotiated contract settlement for TPA members. The \$17.8M estimated cost impact in 2015 for the collective agreement is offset by a budget transfer from the City's non-program budget. As a result, there is no net impact on the Service's 2015 overall variance. The City's overall net operating budget is also not impacted.

It should be noted that the Senior Officers Organization (SOO) collective agreement with the Board also expired on December 31, 2014. Any additional funds required in 2015 as a result of a new collective agreement, will be requested once an agreement is ratified.

*Increased Draws from Legal Reserve for Higher Legal Indemnification Costs:*

The Service is also experiencing higher than expected costs for the legal indemnification of officers. These expenses are funded from the Legal Reserve, and in order to allow for the payment of legal indemnification costs approved by the Board, an estimated \$5M adjustment to the Service's 2015 budget expense and draw from the Legal Reserve is required. This adjustment has a net zero impact on the overall 2015 budget, but allows for increased expenditures as well as an increased draw from the Reserve. While the Service is requesting a \$5M adjustment, we will only draw what is needed in this regard.

There is no impact on the net 2015 operating budget as a result of this adjustment. However, the increased draws from the Legal Reserve will deplete the balance in a Reserve, and could therefore result in an increased budget pressure in 2016 and onwards, if higher contributions to the Reserve are required. The Service will analyse the Reserve and expected draws as part of the 2016 operating budget process, and any additional contributions required will be included in the 2016 operating budget request.

*City Insurance Allocation:*

The Service has recently been notified by City Finance staff of a further \$1.4M allocation from the Insurance Reserve Fund to the Service's 2015 operating budget. As a result of the reallocation, the Service budget has been restated upwards by \$1.4M. However, this change does not result in additional available funds to the Service, as there will be a corresponding charge from the City related to the Service's contribution to the insurance reserve.

*Overall Budget Impact from the Foregoing Adjustments:*

As a result of the foregoing adjustments, the Service's gross and net operating budgets are increased to \$1,109.6M and \$971.8M, respectively.

Background/Purpose:

The purpose of this report is to request an increase to the Service's 2015 operating budget to reflect the impact of a new collective agreement between the Board and the TPA, as well as adjustments required for legal indemnifications and insurance allocation, neither of which has a net impact on the Service budget.

The report also provides the Board with the Service's projected year end variance as at March 31, 2015.

Discussion:

As at March 31, 2015, a \$2.2M unfavourable variance 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. Although the Service budget was approved recently, the Service is still evaluating the plans originally approved as part of the 2015 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	2015 Budget (\$Ms)	Actual to Mar 31/15 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Salaries	\$741.0	\$160.0	\$742.6	(\$1.6)
Premium Pay	\$41.0	\$7.9	\$42.0	(\$1.0)
Benefits	\$198.8	\$47.9	\$198.8	\$0.0
Materials and Equipment	\$23.5	\$12.2	\$23.5	\$0.0
Services	\$105.3	\$22.4	\$105.3	\$0.0
<b>Total Gross</b>	<b>\$1,109.6</b>	<b>\$250.4</b>	<b>\$1,112.2</b>	<b>(\$2.6)</b>
Revenue	(\$137.8)	(\$15.4)	(\$138.2)	\$0.4
<b>Total Net</b>	<b>\$971.8</b>	<b>\$235.0</b>	<b>\$974.0</b>	<b>(\$2.2)</b>

*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 and the revenue and expense budgets are adjusted when receipt of funds is confirmed.*

*Salaries:*

An unfavourable variance of \$1.6M is projected in the salary category.

<b>Expenditure Category</b>	<b>2015 Budget (\$Ms)</b>	<b>Actual to Mar 31/15 (\$Ms)</b>	<b>Projected Year- End Actual (\$Ms)</b>	<b>Fav / (Unfav) (\$Ms)</b>
Uniform Salaries	\$563.1	\$123.0	\$565.7	(\$2.6)
Civilian Salaries	\$177.9	\$37.0	\$176.9	\$1.0
<b>Total Salaries</b>	<b>\$741.0</b>	<b>\$160.0</b>	<b>\$742.6</b>	<b>(\$1.6)</b>

As a result of lower than anticipated separations at the end of 2014, uniform staffing levels at year-end 2014 were higher than what had been assumed at the time of Board 2015 budget approval which resulted in continuing annualized salary costs. In addition, actual separations to the end of March 2015 are less than had been estimated. At this time, the Service is projecting 150 separations for the year, compared to the 180 included in the 2015 budget. The Service reduced the size of the April 2015 class to compensate for the higher year-end staffing levels and is currently re-evaluating future recruit class sizes to take into account the projected reduced separations during 2015. Actual separations are monitored monthly and will continue to be reported in future variance reports.

Civilian salaries are projecting favourably as the Service attempts to fill newly created positions resulting from previously approved civilianization initiatives. Due to the critical nature of these positions, the Service has been utilizing premium pay to backfill many of these vacancies.

*Premium Pay:*

An unfavourable variance \$1.0M is projected in the premium pay category.

<b>Expenditure Category</b>	<b>2015 Budget (\$Ms)</b>	<b>Actual to Mar 31/15 (\$Ms)</b>	<b>Projected Year- End Actual (\$Ms)</b>	<b>Fav / (Unfav) (\$Ms)</b>
Court	\$11.4	\$2.2	\$11.4	\$0.0
Overtime	\$6.5	\$1.2	\$6.7	(\$0.2)
Callback	\$4.7	\$1.3	\$5.1	(\$0.4)
Lieutime Cash Payment	\$18.4	\$3.2	\$18.8	(\$0.4)
<b>Total Premium Pay</b>	<b>\$41.0</b>	<b>\$7.9</b>	<b>\$42.0</b>	<b>(\$1.0)</b>

Additional premium pay is incurred as units address critical workload issues resulting from a significant number of civilian staff vacancies across the Service. Civilian overtime and callbacks are authorized where required to ensure deadlines are met, to maintain service levels and workload that must be addressed, and to ensure risk is mitigated and additional hard dollar costs are avoided. As vacancies are filled, the Service will place less reliance on premium pay, where possible. At this time, the projected premium pay variance has been offset by a corresponding savings in civilian salaries.

The Service continues to strictly monitor and control premium pay. Uniform 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 premium pay is subject to the exigencies of policing and uncontrollable events can have an impact on expenditures.

*Benefits:*

A net zero variance is projected in this category.

<b>Expenditure Category</b>	<b>2015 Budget (\$Ms)</b>	<b>Actual to Mar 31/15 (\$Ms)</b>	<b>Projected Year- End Actual (\$Ms)</b>	<b>Fav / (Unfav) (\$Ms)</b>
Medical / Dental	\$39.5	\$7.0	\$39.5	\$0.0
OMERS / CPP / EI / EHT	\$127.7	\$33.9	\$127.7	\$0.0
Sick Pay / CSB / LTD	\$18.1	\$4.7	\$18.1	\$0.0
Other (e.g., WSIB, life ins.)	<u>\$13.5</u>	<u>\$2.3</u>	<u>\$13.5</u>	<u>\$0.0</u>
<b>Total Benefits</b>	<b><u>\$198.8</u></b>	<b><u>\$47.9</u></b>	<b><u>\$198.8</u></b>	<b><u>\$0.0</u></b>

Medical/Dental costs are currently shown to be on budget at year-end. However, it is important to note that medical benefit claims are significantly higher in the first three months of 2015, as compared to the same period in 2014. If this trend continues, the Service will have to deal with a significant budget pressure. Service staff are currently monitoring and analysing this account, and will update the Board in the next variance report.

*Materials and Equipment:*

A net zero variance is projected in this category.

<b>Expenditure Category</b>	<b>2015 Budget (\$Ms)</b>	<b>Actual to Mar 31/15 (\$Ms)</b>	<b>Projected Year- End Actual (\$Ms)</b>	<b>Fav / (Unfav) (\$Ms)</b>
Vehicles (gas, parts)	\$10.8	\$4.3	\$10.8	\$0.0
Uniforms	\$3.8	\$3.6	\$3.8	\$0.0
Other Materials	\$5.1	\$2.5	\$5.1	\$0.0
Other Equipment	<u>\$3.8</u>	<u>\$1.8</u>	<u>\$3.8</u>	<u>\$0.0</u>
<b>Total Materials &amp; Equipment*</b>	<b><u>\$23.5</u></b>	<b><u>\$12.2</u></b>	<b><u>\$23.5</u></b>	<b><u>\$0.0</u></b>

\* Approx. \$0.5M 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 based on estimated consumption and a cost per litre as provided by City Finance. The estimated price per litre was lowered from \$1.20 to \$0.95 as a result of the recent decline in gas prices. At this time, no variance from budget is projected. Since gas prices can fluctuate significantly, this account will continue to be monitored closely.

*Services:*

A net zero variance is projected in this category.

<b>Expenditure Category</b>	<b>2015 Budget (\$Ms)</b>	<b>Actual to Mar 31/15 (\$Ms)</b>	<b>Projected Year- End Actual (\$Ms)</b>	<b>Fav / (Unfav) (\$Ms)</b>
Legal Indemnification	\$5.1	\$1.0	\$5.1	\$0.0
Uniform Cleaning Contract	\$1.3	\$1.2	\$1.3	\$0.0
Courses / Conferences	\$1.7	\$0.2	\$1.7	\$0.0
Clothing Reimbursement	\$1.5	\$0.0	\$1.5	\$0.0
Computer / Systems Maintenance	\$15.4	\$10.8	\$15.4	\$0.0
Phones / cell phones / 911	\$5.4	\$1.1	\$5.4	\$0.0
Reserve contribution	\$38.0	\$0.0	\$38.0	\$0.0
Caretaking / maintenance utilities	\$19.6	\$0.0	\$19.6	\$0.0
Other Services	<u>\$17.3</u>	<u>\$8.1</u>	<u>\$17.3</u>	<u>\$0.0</u>
<b>Total Services*</b>	<b><u>\$105.3</u></b>	<b><u>\$22.4</u></b>	<b><u>\$105.3</u></b>	<b><u>\$0.0</u></b>

*\* Approx. \$0.2M is attributed to grant-funded expenditures (revenue budget has been increased by same amount)*

The Service has limited control over the costs of legal indemnifications as these expenses are the result of defence costs for officers involved in criminal or civil proceedings, the outcomes of which cannot be predicted. In order to deal with this uncertainty, the 2015 approved budget includes a \$580,000 contribution to a Legal Reserve and a \$742,100 draw for costs of independent legal services. Fluctuations in legal spending will be dealt with by increasing or decreasing the budgeted reserve contribution in future years' operating budgets.

In any given year, costs can be significantly more than budgeted. The method for dealing with an in-year cost pressure is to draw a larger amount from the Reserve. However, the Service cannot exceed budget when drawing from reserves without Council approval. As a result, in order to ensure adequate funding, the Service is requesting that Council approve (through the Budget Committee) an increase to the legal expense and draw budget by \$5.0M, resulting in a net zero change. This increase will be utilized only to the amount required based on expenditures submitted to and approved by the Board for payment. There is sufficient funding in the reserve to accommodate this request. However, should these trends continue, the Service may be required to increase its contribution to the legal reserve in future budget submissions.

*Revenue:*

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

Revenue Category	2015 Budget (\$Ms)	Actual to Mar 31/15 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Recoveries from City	(\$18.4)	(\$0.6)	(\$18.4)	\$0.0
CPP and Safer Comm'y grants	(\$15.2)	\$0.0	(\$15.6)	\$0.4
Other Gov't grants	(\$30.8)	(\$6.5)	(\$30.8)	\$0.0
Fees (e.g., paid duty, alarms, ref.)	(\$12.2)	(\$2.3)	(\$12.2)	\$0.0
Secondments	(\$2.6)	(\$0.6)	(\$2.6)	\$0.0
Draws from Reserves	(\$24.2)	\$0.0	(\$24.2)	\$0.0
Other Revenues (e.g., pris return)	(\$9.7)	(\$1.4)	(\$9.7)	\$0.0
Paid Duty - Officer Portion	(\$24.7)	(\$4.0)	(\$24.7)	\$0.0
<b>Total Revenues</b>	<b>(\$137.8)</b>	<b>(\$15.4)</b>	<b>(\$138.2)</b>	<b>\$0.4</b>

The Community Policing Partnership (CPP) and Safer Community grants are tied to staffing levels. As a result of the lower than anticipated attrition described above, the Service is projecting a small favourable variance from the Safer Community Grants.

Conclusion:

As at March 31, 2015, the Service is projecting an unfavourable variance of \$2.2M. This projection is based on an analysis of expenditures incurred during the first quarter of 2015, as well as a projection of lower than anticipated uniform separations in 2015. Monitoring and management of operating funds remains a top priority for the Service, and given the budget was only recently approved, there is still an opportunity to review initial plans and take the necessary action to make up for the deficit projected at this time. This action could include reducing the August 2015 class by 30 recruits to help alleviate the budget pressure. The Board will be kept apprised through future variance reports.

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: S. Carroll**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MAY 14, 2015**

**#P127. TORONTO POLICE SERVICE – PARKING ENFORCEMENT UNIT:  
2015 OPERATING BUDGET VARIANCE REPORT – FOR THE PERIOD  
ENDING MARCH 2015**

The Board was in receipt of the following report April 29, 2015 from Mark Saunders, Acting Chief of Police:

Subject: OPERATING BUDGET VARIANCE REPORT FOR THE TORONTO POLICE SERVICE PARKING ENFORCEMENT UNIT – PERIOD ENDING MARCH 31, 2015

Recommendations:

It is recommended that:

- (1) the Board request the City's Budget Committee to approve a budget transfer of \$758,200 to the Service's Parking Enforcement 2015 Council approved operating budget from the City's non-program operating budget, to fund the cost of the 2015 portion of the 2015-2018 negotiated collective agreement for Toronto Police Association members; 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:

At its November 13, 2014 meeting, the Toronto Police Services Board (Board) approved the Parking Enforcement Unit's 2015 operating budget at a net amount of \$44.1 Million (M) (Min. No. P261/14 refers). Subsequently, Toronto City Council, at its March 11, 2015 meeting, approved the PEU's 2015 operating budget at the same amount. The impact of the collective agreement with the Toronto Police Association (TPA) was not known at that time, and was therefore not included in the approved budget.

At its meeting on April 16, 2015, the Board ratified a four year (2015-2018) collective agreement with the TPA. As a result, the PEU budget requires an increase of \$0.76M in order to fund the 2015 salary cost increase.

City Finance staff have confirmed that the required funding is provided for in the City's Non-Program budget to cover the cost of the negotiated contract settlement. The estimated cost of \$0.76M in 2015 will be offset by the budget transfer from the City, resulting in no net impact on the PEU's 2015 overall variance. There is also no net impact to the City. Approval of this transfer will bring the total net PEU budget to \$44.9M.



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 purpose of this report is to increase the PEU's 2015 net operating budget as a result of the recent ratification of the collective agreement between the Board and the TPA, and to provide information on the PEU's 2015 projected year-end variance as at March 31, 2015.

Discussion:

As at March 31, 2015, a favourable variance of \$0.14M is projected to year end.

The following chart summarizes the variance by category of expenditure, followed by information on the variance for both salary and non-salary related expenses.

Category	2015 Budget (\$Ms)	Actual to Mar 31/15 (\$Ms)	Year-End Actual Expend (\$Ms)	Fav/(Unfav) (\$Ms)
Salaries	\$29.38	\$6.23	\$29.25	\$0.13
Premium Pay	\$2.77	\$0.36	\$2.77	\$0.00
Benefits	\$7.16	\$1.07	\$7.15	\$0.01
Total Salaries & Benefits	\$39.31	\$7.66	\$39.17	\$0.14
Materials	\$1.62	\$0.16	\$1.62	\$0.00
Equipment	\$0.09	\$0.00	\$0.09	\$0.00
Services	\$5.34	\$0.50	\$5.34	\$0.00
Revenue	(\$1.48)	\$0.00	(\$1.48)	\$0.00
Total Non-Salary	\$5.57	\$0.66	\$5.57	\$0.00
<b>Total Net</b>	<b>\$44.88</b>	<b>\$8.32</b>	<b>\$44.74</b>	<b>\$0.14</b>

*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.*

*Salaries & Benefits (including Premium Pay):*

A favourable projection of \$0.14M is projected in salaries and benefits. PEU generally 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 2015. Current trends indicate that 2015 attrition will be near the budgeted amount and, as a result, no variance in parking enforcement officer salaries is projected at this time. However, a small favourable variance is projected in salaries for support staff, and the PEU is looking to staff these positions as soon as possible.

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. No premium pay variance is projected at this time.

*Non-salary Expenditures:*

No variance is anticipated in the non-salary accounts at this time.

Conclusion:

As at March 31, 2015, the PEU operating budget is projected to be \$0.14M 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: S. Carroll**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MAY 14, 2015**

**#P128. TORONTO POLICE SERVICE – 2015 CAPITAL BUDGET VARIANCE  
REPORT – FOR THE PERIOD ENDING MARCH 2015**

The Board was in receipt of the following report April 28, 2015 from Mark Saunders, Acting Chief of Police:

Subject: 2015 CAPITAL BUDGET VARIANCE REPORT FOR THE TORONTO  
POLICE SERVICE – PERIOD ENDING MARCH 31, 2015

Recommendations:

It is recommended that:

- (1) the Board approve a budget reduction of \$70,053 in 2015 for the Security System lifecycle replacement project; and
- (2) the Board forward a copy of this report to the City's Deputy City Manager and Chief Financial Officer for information and for inclusion in the City's overall variance report to the City's Budget Committee.

Financial Implications:

The Council-approved net capital budget for 2015 was \$15.9 million (M). The net available funding in 2015 is \$26.2M, which includes the 2014 carry forward.

As at March 31, 2015, the Toronto Police Service (Service) is projecting total net expenditures of \$13.1M compared to \$26.2M in available funding (a spending rate of 50%). The projected under-expenditure for 2015 is \$13.1M, \$12.1M of which will be carried forward to 2016. The estimated remaining \$1M projected surplus will be returned back to the City at the end of the year. The projected surplus is as a result of the Integrated Records and Information System (\$700,000) and Parking East Facility (\$300,000) projects, both of which are expected to be completed below budget.

Background/Purpose:

At its meeting of November 13, 2014, the Toronto Police Services Board (Board) approved the Service's 2015-2024 Capital Program (Min. No. P262/14 refers) with the exception of the 54 Division facility project which was deferred until the Board considers the KPMG Comprehensive Organizational Review report. Toronto City Council, at its meeting of March 10 and 11, 2015, approved the Service's 2015-2024 Board-approved Capital program. Attachment A provides a summary of the Board and Council approved program.

This capital variance report provides the status of projects as at March 31, 2015.

Discussion:

*Summary of Capital Projects:*

Attachment B provides a status summary of the on-going projects from 2014 as well as projects that started in 2015. Any significant issues or concerns have been highlighted below in the “Key Highlights/Issues” section of this report.

*Key Highlights/Issues:*

As part of its project management framework, the Service uses a colour code system (i.e. green, yellow or red) to reflect the health status of capital projects. The overall health of each capital project is based on budget, schedule and scope considerations. The colour codes are defined as follows:

- Green – on target to meet project goals (scope/functionalities), and on budget and schedule;
- Yellow – at risk of not meeting certain goals, some scope, budget and/or schedule issues, and corrective action required; and
- Red – high risk of not meeting goals, significant scope, budget and/or schedule issues, and corrective action required.

The following provides summary information on key projects within the 2015-2024 Capital Program. Summary information includes status updates as at the time of writing this report.

- Parking Enforcement East (\$7.8M)

<b>Overall Project Health Status</b>	
<b>Current</b>	<b>Previous Variance Report</b>
GREEN	GREEN

This project provides funding to relocate the Parking Enforcement East (PKE) and Parking Headquarter Management (PHQ) operation from a leased facility to the Service’s Progress Avenue site. Construction, fit-up work and the relocation of PKE and PHQ operations were completed at the end of July 2014.

Since July 2014, the Service has continued to work through some construction deficiencies. In addition, requirements for additional exterior security cameras, along with operational requirements, such as changes to gates and the building automation system, and any additional fit-up work are being completed in 2015. It is anticipated that this project will be completed \$300,000 below budget in addition to the \$1.2M that was returned to the City at the end of 2014, for a total estimated underspending of \$1.5M when the project is fully complete.

- 54 Division Facility (\$37.3M)

<b>Overall Project Health Status</b>	
<b>Current</b>	<b>Previous Variance Report</b>
YELLOW	N/A

This project provides funding for the construction of a new 54 Division facility. The current facility was originally constructed as a light industrial building in 1951 and was subsequently retrofitted as a police facility and occupied by the Service in 1973. The structural condition of this facility is poor, and it no longer meets the requirements of the Service or needs of the community. The budget assumes the construction of a 55,000 square foot facility built to LEEDS Silver standards, although the Service no longer seeks LEEDS Silver certification. The size of the facility may however be reduced, pending the finalization of the design and operational requirements.

The project cash flow assumes land acquisition in 2015 and the start of construction in 2016. However, the Board put the start date of the 54 Division on hold until the Board has an opportunity to receive and consider the results of the Comprehensive Organizational Review it requested KPMG to conduct. Therefore, the entire available funding of \$7M for 2015 will be carried forward to 2016.

- IRIS – Integrated Records and Information System (\$21.8M)

<b>Overall Project Health Status</b>	
<b>Current</b>	<b>Previous Variance Report</b>
GREEN	GREEN

This project provides funding for the implementation of Versadex, a commercial off-the-shelf integrated records and information system, which is the core operations system for the Service. Part of the IRIS project is a separate electronic disclosure system, eJust, that will help reduce time spent on manual/paper preparation of court disclosure documents.

The Versadex and eJust systems went live on November 5, 2013, and the Service is continuing with post-implementation stabilization/production support efforts, including retraining members and refining business processes with stakeholders, where necessary.

In 2015, work is continuing on the development of reliable business analytics and reports, and the development of crime analysis and mapping tools. The Board, at its meeting of November 13, 2014, approved a one year extension of contractor services in order to help complete the reporting infrastructure work (Min. No. P254/14 refers).

It is anticipated that this project will be completed below budget by about \$700,000 in addition to the \$2.6M that has already returned to the City, for a total underspending of \$3.3M when the project is fully complete.

- Peer to Peer Site (Disaster Recovery Site) (\$19.1M)

<b>Overall Project Health Status</b>	
<b>Current</b>	<b>Previous Variance Report</b>
YELLOW	YELLOW

This project provides funding for a new Peer to Peer facility. The Service’s current peer to peer data centre is co-located with the City’s main data centre in a City-owned and managed facility. The current location has significant space and power requirement issues for both the City and the Service. This puts this mission-critical operation at risk because the Service is subject to limitations in the existing facility which impair current operations and future growth requirements. In addition, the current line-of-site distance from the primary site is 7 kilometers, which is significantly less than the industry minimum standard of 25 kilometers for disaster recovery sites.

The City has commissioned a real estate firm to search properties in the Region of Peel and City of Vaughan, based on a set criteria developed by an information technology consultant. A Request for Proposal (RFP) has been developed for issuance in the second quarter of 2015 to hire an architect and data centre specialist to assist with evaluation of the available sites, prepare detailed requirements and an updated budget for the facility, as well as complete specific systems inventory and staging work.

From the available \$3.9M, it is anticipated that \$1.2M of the available funds will be carried forward to 2016.

- Human Resources Management System Upgrade (\$1.5M)

<b>Overall Project Health Status</b>	
<b>Current</b>	<b>Previous Variance Report</b>
YELLOW	YELLOW

The Service uses an Oracle product, Peoplesoft, to manage human resources related information, and to administer and report payroll and benefits related information. This system is referred to as the Human Resource Management System (HRMS).

This project consists of a technical upgrade and a functional upgrade. The technical upgrade is necessary in order to bring the associated software up to date so it can continue to receive vendor support. This support includes receiving system updates, numerous times during the year, based on both federal and provincial government legislated changes. There are also technical updates that need to happen on a regular basis pending other vendor software related issues. The planned technical upgrade will bring the system from the current version of 9.1 to version 9.2.

The scope of this project also includes funds for a functional upgrade. Version 9.2 has new functionality that the Service will explore to achieve operational efficiencies and be in a position to provide better information and customer service. As a result, the project scope was altered from what was included in the original business case to include functionality

improvements such as full position management, the use of organizational charts and the full implementation of benefits administration. The work required to move this project forward has begun, now that these additional functional improvements have been considered. Any cost implications in this regard are in the process of being considered, and any changes to the project budget will be incorporated into the Service’s 2016-2025 capital budget request.

The Request for Service (RFS) for the project work was issued in the first quarter of 2015. Successful vendors are expected to begin work by the end of the second quarter of 2015.

Based on current high level plans, the technical upgrade will be completed by the end of 2015, depending on resource and timing considerations. In addition, some business analysis work to analyze the new functionality available and its applicability to Service requirements and business processes will occur in the second half of 2015. As a result, from the available funding of \$1.5M, it is anticipated that \$985,000 will be carried forward to 2016, as current plans for the functional upgrade anticipated completion by the end of 2016.

- Time Management Resource System (\$4.1M)

Overall Project Health Status	
Current	Previous Variance Report
GREEN	N/A

An effective time and attendance system is critical for any organization. Project funding has been approved to upgrade the current time keeping system, which is an Infor product, known as the Time Management Resource System (TRMS). This system was implemented and went live in August 2003. The system is used Service-wide to collect and process time and attendance-specific data, administer accrual bank data, and assist in the deployment of members. Since its implementation, the Service has upgraded TRMS to enhance the existing functionality and de-customize the application to reduce maintenance and upgrade costs.

The original scope of this project provided funding to upgrade the version used in 2014, which was expected to only be supported until the end of 2017. The cost estimate for the original project is based on the costs incurred during the last upgrade. However, in 2014, the Service performed an in-house technical upgrade to alleviate a database problem and now has support beyond 2017. However, despite the fact that the funds allocated to this project are based on the continuing need to upgrade, the Service’s needs with respect to time-keeping, deployment, scheduling, exception reporting and approval are becoming more sophisticated and complex. The Service wants to therefore ensure that any funds invested to upgrade the current system or implement a new time and attendance are well spent and value-added.

As a result, the Service is reviewing the original business case, system functionality and operational requirements, with the goal of exploring all options available including the possible participation in the enterprise time and attendance system solution the City is currently exploring. The Service will perform required due diligence and review to determine if the City's enterprise-wide time and attendance system would provide a viable option for the Service in light of its unique labour and time keeping environment. Given

these current unknowns, this business case will continue to be developed and the Board will be kept apprised during the future budget development and approval cycle.

- Business Intelligence (\$8.8M)

<b>Overall Project Health Status</b>	
<b>Current</b>	<b>Previous Variance Report</b>
GREEN	N/A

Business Intelligence (BI) Technologies represent a set of methodologies, processes, architectures, and technologies that transform raw data into meaningful and useful information used to enable more effective strategic, tactical, and operational insights and decision-making. Services such as Edmonton, Vancouver, New York and Chicago have BI solutions.

The objectives of this project include developing a strategy and architecture for building and maintaining a data warehouse environment, and providing appropriate query tools, interfaces and data mining tools. The environment created will allow users to make more effective business decisions, provide improved customer service, and spend less time on searching, acquiring and understanding data. In a policing environment, improved data management can lead to improved crime analysis by removing of data silos, which will enable better accuracy and reliability of data. This will allow for the improved deployment of police resources, and the ability to prioritize the investigation of crimes or incidents, which enables more value added policing activities and enhanced public safety.

In 2015, the project team will be established in order to develop the BI framework and reference architecture, develop data modeling and build requirements for business and technology in order to select the right technology and product. Consequently, from the available funding of \$2.3M, it is anticipated that \$800,000 will be carried forward to 2016.

- State of Good Repair (\$6M in 2015 – ongoing)

<b>Overall Project Health Status</b>	
<b>Current</b>	<b>Previous Variance Report</b>
YELLOW	YELLOW

This project, managed by the Service’s Facilities Management (FCM) unit, provides funds to maintain the interior of police buildings in a safe and reliable state of good repair. Due to a significant staff shortage in the FCM unit, and the need to provide considerable support to the IRIS project in 2013, much of the work scheduled for 2013 was deferred. Staffing shortages continued to be an issue in 2014, resulting in further deferral of planned work. The 2015 project plan, which included some 2014 projects, was adjusted to reflect the unit’s capacity during the year.

In 2015, it is anticipated that the unit will be almost restored to full staffing, allowing for project plan adjustments based on current priorities and previously deferred projects. From the available funding of \$6M, it is anticipated that \$1.7M will be carried forward to 2016.



- 52 Division Renovations (\$8.3M)

<b>Overall Project Health Status</b>	
<b>Current</b>	<b>Previous Variance Report</b>
YELLOW	YELLOW

This project provides funds for the renovation of the 52 Division facility. As a result of a staffing shortage in the Service’s Facilities Management Unit and other priority projects, the project start date was delayed. The pre-qualification process for the project architect and general contractor will commence in the second quarter of 2015. In addition, fine-tuning of the project plan will occur, to determine how work will need to progress in order to re-align the funding and work schedule. From the available funding of \$8.3M, it is anticipated that \$5.4M will be carried forward to 2016 to complete the project.

Once the architect has been selected and the facility design finalized, the Service will be in a better position to assess the status of funding provided for spending during 2015, as well as provide an update to the Board on the overall project budget.

- Vehicle and Equipment Lifecycle Replacements

Projects listed in this category are funded from the Vehicle and Equipment Reserve (Reserve), which is in turn funded through annual contributions from the Service and Parking Enforcement operating budgets. The Reserve has no impact on the Capital Program and does not require debt funding. Items funded through this Reserve include the regular replacement of vehicles, furniture and information technology equipment.

For 2015, it is anticipated that there will be an under-spending of \$2M of which only \$1.2M will be required to complete lifecycle projects. The remainder will be returned to the Reserve. From the Digital Video Asset Management I Lifecycle project, \$657,000 is not required in 2015. At this time, installation on this system is contingent upon the lifecycle replacement of DVAMS II, a system which will be the standard architecture of closed-circuit television (CCTV) systems for the Service. These two lifecycle projects will be combined in 2016 and cash flow requirements will be adjusted. From the Workstation, Laptop and Printer lifecycle project, \$107,000 will not be required due to a lower than anticipated cost for printers.

Finally, in 2014, the Security System lifecycle replacement project had an available budget of \$465,000. However, the 2014 expenditure replacement plan amounted to \$535,053. As a result, \$70,053 of the total project cash flow was spent earlier than anticipated. Given that the overall budget for this project remains the same, the Service is requesting that the Board approve a budget reduction of \$70,053 for this project in 2015 to bring the total lifecycle budget for this project back in line.

Conclusion:

As at March 31, 2015, the Toronto Police Service (Service) is projecting total net expenditures of \$13.1M compared to \$26.2M in available funding. The projected under-expenditure for 2015 is \$12.1M of which \$13.1M will be carried forward to 2016. The estimated remaining \$1M projected surplus will be returned back to the City at the end of the year, as the Integrated Records and Information System and Parking East Facility projects, are expected to be completed below budget by \$700,000 and \$300,000 respectively.

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: S. Carroll**

**2015-2024 CAPITAL PROGRAM REQUEST (\$000s)**

**Attachment A**

Project Name	Plan to end of 2014	2015	2016	2017	2018	2019	Total 2015-2019 Request	2020	2021	2022	2023	2024	Total 2020-2024 Forecast	Total 2015-2024 Program	Total Project Cost
<b>Projects In Progress</b>															
State-of-Good-Repair - Police	4,594	1,800	3,000	4,000	4,100	4,100	17,000	4,100	4,100	4,100	4,100	4,100	20,500	37,500	42,094
HRMS Upgrade	360	1,125	0	0	0	0	1,125	378	799	0	0	0	1,177	2,302	2,662
52 Division - Renovation	2,948	5,352	0	0	0	0	5,352	0	0	0	0	0	0	5,352	8,300
Peer to Peer Site (Disaster Recovery Site)	250	3,629	8,470	6,659	130	0	18,888	0	0	0	0	0	0	18,888	19,138
<b>Total, Projects In Progress</b>	<b>8,152</b>	<b>11,906</b>	<b>11,470</b>	<b>10,659</b>	<b>4,230</b>	<b>4,100</b>	<b>42,365</b>	<b>4,478</b>	<b>4,899</b>	<b>4,100</b>	<b>4,100</b>	<b>4,100</b>	<b>21,677</b>	<b>64,042</b>	<b>72,194</b>
<b>Upcoming Projects</b>															
54 Division (includes land)	0	7,000	2,500	18,500	9,296	0	37,296	0	0	0	0	0	0	37,296	37,296
TRMS Upgrade	0	600	1,500	2,022	0	0	4,122	0	0	630	1,500	2,022	4,152	8,274	8,274
Business Intelligence	0	2,336	2,818	3,664	0	0	8,818	0	0	0	0	0	0	8,818	8,818
Electronic Document Management (Proof of Concept)	0	50	450	0	0	0	500	0	0	0	0	0	0	500	500
Radio Replacement	0	0	13,913	2,713	3,542	2,478	22,646	4,093	5,304	4,480	0	0	13,877	36,523	36,523
41 Division (includes land)	0	0	0	395	9,561	19,122	29,078	9,850	0	0	0	0	9,850	38,928	38,928
TPS Archiving	0	0	0	750	0	0	750	0	0	0	0	0	0	750	750
32 Division - Renovation	0	0	0	4,990	4,990	2,000	11,980	0	0	0	0	0	0	11,980	11,980
13 Division (includes land)	0	0	0	0	372	8,645	9,017	18,500	11,411	0	0	0	29,911	38,928	38,928
AFIS (next replacement)	0	0	0	0	0	3,053	3,053	0	0	0	0	0	0	3,053	3,053
Expansion of Fibre Optics Network	0	0	0	0	0	0	0	0	881	0	4,785	6,385	12,051	12,051	12,051
55 Division - Renovation	0	0	0	0	0	0	0	0	0	0	3,000	5,300	8,300	8,300	8,300
22 Division - Renovation	0	0	0	0	0	0	0	0	0	0	3,000	5,300	8,300	8,300	8,300
Relocation of PSU	0	0	0	0	0	0	0	0	0	500	7,400	5,148	13,048	13,048	13,048
Relocation of FIS	0	0	0	0	0	0	0	0	0	0	0	4,649	4,649	4,649	60,525
<b>Total, Upcoming Capital Projects:</b>	<b>0</b>	<b>9,986</b>	<b>21,181</b>	<b>33,034</b>	<b>27,761</b>	<b>35,298</b>	<b>127,260</b>	<b>32,443</b>	<b>17,596</b>	<b>5,610</b>	<b>19,685</b>	<b>28,804</b>	<b>104,138</b>	<b>231,398</b>	<b>287,274</b>
<b>Total Debt Funded Capital Projects:</b>	<b>8,152</b>	<b>21,892</b>	<b>32,651</b>	<b>43,693</b>	<b>31,991</b>	<b>39,398</b>	<b>169,625</b>	<b>36,921</b>	<b>22,495</b>	<b>9,710</b>	<b>23,785</b>	<b>32,904</b>	<b>125,815</b>	<b>295,440</b>	<b>359,468</b>
<b>Total Reserve Projects:</b>	<b>178,924</b>	<b>21,415</b>	<b>19,752</b>	<b>26,732</b>	<b>30,926</b>	<b>27,453</b>	<b>126,278</b>	<b>20,465</b>	<b>21,904</b>	<b>21,222</b>	<b>34,566</b>	<b>23,182</b>	<b>121,339</b>	<b>247,617</b>	<b>426,541</b>
<b>Total Gross Projects</b>	<b>187,076</b>	<b>43,307</b>	<b>52,403</b>	<b>70,425</b>	<b>62,917</b>	<b>66,851</b>	<b>295,902</b>	<b>57,386</b>	<b>44,399</b>	<b>30,932</b>	<b>58,351</b>	<b>56,086</b>	<b>247,154</b>	<b>543,057</b>	<b>786,008</b>
<b>Funding Sources:</b>															
Vehicle and Equipment Reserve	(178,924)	(21,415)	(19,752)	(26,732)	(30,926)	(27,453)	(126,278)	(20,465)	(21,904)	(21,222)	(34,566)	(23,182)	(121,339)	(247,617)	(426,541)
Funding from Development Charges	(15,476)	(6,000)	(1,285)	(8,462)	0	(11,420)	(27,167)	(5,121)	(5,173)	(400)	(5,204)	(10,323)	(26,221)	(53,388)	(68,864)
<b>Total Funding Sources:</b>	<b>(194,400)</b>	<b>(27,415)</b>	<b>(21,037)</b>	<b>(35,194)</b>	<b>(30,926)</b>	<b>(38,873)</b>	<b>(153,445)</b>	<b>(25,586)</b>	<b>(27,077)</b>	<b>(21,622)</b>	<b>(39,770)</b>	<b>(33,505)</b>	<b>(147,560)</b>	<b>(301,005)</b>	<b>(495,405)</b>
<b>Total Net Debt-Funding Request:</b>	<b>(7,324)</b>	<b>15,892</b>	<b>31,366</b>	<b>35,231</b>	<b>31,991</b>	<b>27,978</b>	<b>142,458</b>	<b>31,800</b>	<b>17,322</b>	<b>9,310</b>	<b>18,581</b>	<b>22,581</b>	<b>99,594</b>	<b>242,052</b>	<b>290,604</b>
<b>5-year Average:</b>							<b>28,492</b>						<b>19,919</b>	<b>24,205</b>	
<b>City Target:</b>		<b>20,829</b>	<b>36,320</b>	<b>35,231</b>	<b>36,539</b>	<b>26,428</b>	<b>155,347</b>	<b>23,083</b>	<b>21,592</b>	<b>9,310</b>	<b>16,360</b>	<b>16,360</b>	<b>86,705</b>	<b>242,052</b>	
<b>City Target - 5-year Average:</b>							<b>31,069</b>						<b>17,341</b>	<b>24,205</b>	
<b>Variance to Target:</b>		<b>4,937</b>	<b>4,954</b>	<b>0</b>	<b>4,548</b>	<b>(1,550)</b>	<b>12,889</b>	<b>(8,717)</b>	<b>4,270</b>	<b>0</b>	<b>(2,221)</b>	<b>(6,221)</b>	<b>(12,889)</b>	<b>(0)</b>	
<b>Cumulative Variance to Target</b>			<b>9,891</b>	<b>9,891</b>	<b>14,439</b>	<b>12,889</b>		<b>4,172</b>	<b>8,442</b>	<b>8,442</b>	<b>6,221</b>	<b>(0)</b>			
<b>Variance to Target - 5-year Average:</b>							<b>2,578</b>						<b>(2,578)</b>	<b>(0)</b>	

## 2015 Capital Budget Variance Report as at March 31, 2015 (\$000s)

Project Name	Carry Forward from 2014	2015 Budget	Available to Spend in 2015	2015 Projection	Year-End Variance - (Over)/ Under	Total Project Budget	Total Project Cost (Projects)	Project Variance - (Over) / Under	Comments	Overall Project Health
<b>Debt-Funded Projects</b>										
<u>Facility Projects:</u>										
Parking East Facility	700.0	0.0	700.0	400.0	300.0	7,818.0	7,518.0	300.0	Please refer to the body of the report.	Green
54 Division Facility (includes land)	0.0	7,000.0	7,000.0	0.0	7,000.0	37,296.0	37,296.0	-	Please refer to the body of the report.	Yellow
<u>Information Technology Projects:</u>										
Integrated Records and Information System (IRIS)	1,800.0	0.0	1,800.0	1,080.9	719.1	21,847.0	21,127.9	719.1	Please refer to the body of the report.	Green
Peer to Peer Site	240.3	3,629.0	3,869.3	2,650.0	1,219.3	19,138.0	19,138.0	-	Please refer to the body of the report.	Yellow
HRMS Upgrade	360.0	1,125.0	1,485.0	500.0	985.0	1,485.0	1,485.0	-	Please refer to the body of the report.	Yellow
TRMS Upgrade	0.0	600.0	600.0	600.0	-	4,122.0	4,122.0	-	Please refer to the body of the report.	Green
Business Intelligence	0.0	2,336.0	2,336.0	1,536.0	800.0	8,818.0	8,818.0	-	Please refer to the body of the report.	Green
Electronic Document Management (Proof of Concept)	0.0	50.0	50.0	50.0	-	500.0	500.0	-	Please refer to the body of the report.	Green
<u>Replacements / Maintenance / Equipment Projects:</u>										
State-of-Good-Repair - Police	4,238.4	1,800.0	6,038.4	4,338.4	1,700.0	n/a	n/a	n/a	Please refer to the body of the report.	Yellow
52 Division Renovations	2,948.0	5,352.0	8,300.0	2,950.0	5,350.0	8,300.0	8,300.0	-	Please refer to the body of the report.	Yellow
<b>Total Debt-Funded Projects</b>	<b>10,286.7</b>	<b>21,892.0</b>	<b>32,178.7</b>	<b>14,105.3</b>	<b>18,073.5</b>					
<u>Lifecycle Projects (Vehicle &amp; Equipment Reserve)</u>										
Vehicle Replacement	526.1	6,350.0	6,876.1	6,876.1	0.0	n/a	n/a	n/a	Please refer to the body of the report.	Green
IT-Related Replacements	5,947.2	9,823.0	15,770.2	15,065.2	704.9	n/a	n/a	n/a	Please refer to the body of the report.	Green
Other Equipment	1,735.9	5,171.9	6,907.9	5,601.2	1,306.7	n/a	n/a	n/a	Please refer to the body of the report.	Green
<b>Total Lifecycle Projects</b>	<b>8,209.2</b>	<b>21,344.9</b>	<b>29,554.1</b>	<b>27,542.5</b>	<b>2,011.6</b>					
<b>Total Gross Expenditures:</b>	<b>18,495.9</b>	<b>43,236.9</b>	<b>61,732.8</b>	<b>41,647.8</b>	<b>20,085.1</b>	<b>Percent spent:</b>		<b>67.5%</b>		
<u>Less other-than-debt funding:</u>										
Funding from Developmental Charges	0.0	-6,000.0	-6,000.0	-1,000.0	5,000.0	n/a	n/a	n/a		
Vehicle & Equipment Reserve	-8,209.2	-21,344.9	-29,554.1	-27,542.5	2,011.6	n/a	n/a	n/a		
<b>Total Other-than-debt Funding:</b>	<b>-8,209.2</b>	<b>-27,344.9</b>	<b>-35,554.1</b>	<b>-28,542.5</b>	<b>-7,011.6</b>					
<b>Total Net Expenditures:</b>	<b>10,286.7</b>	<b>15,892.0</b>	<b>26,178.7</b>	<b>13,105.3</b>	<b>13,073.5</b>			<b>50.1%</b>		

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MAY 14, 2015**

**#P129. SUPPLY AND DELIVERY OF PARKING TICKETS: VENDOR  
SELECTION**

The Board was in receipt of the following report March 26, 2015 from William Blair, Chief of Police:

Subject: SUPPLY AND DELIVERY OF PARKING TICKETS: VENDOR SELECTION

Recommendations:

It is recommended that:

- (1) the Board approve Canada Ticket Inc. as the supplier of electronic ticket paper rolls, for a two-year term commencing July 18, 2015 and ending July 17, 2017, with an option to extend for a one-year period thereafter at the discretion of the Chief of Police; and
- (2) the Board approve The Data Group Inc. as the supplier of manual parking ticket books for a two-year term commencing July 18, 2015 and ending July 17, 2017, with an option to extend for a one-year period thereafter at the discretion of the Chief of Police.

Financial Implications:

The proposed cost per electronic ticket paper roll for the two-year term is \$7.52, which is an increase of \$0.32 per roll. The proposed cost for manual parking ticket books is \$133.97 per 1000 tickets which is equal to the existing contracted price.

The estimated cost for the two-year term is \$410,000, inclusive of taxes, for electronic ticket paper rolls and \$134,000, inclusive of taxes, for the manual parking ticket books.

Funds for this expense are budgeted annually in the Parking Enforcement Unit operating budget.

Background/Purpose:

The Service requires qualified vendors for the supply and delivery of both electronic ticket paper rolls and manual parking ticket books.

The current contracts for the service and provision of electronic paper ticket rolls and manual parking ticket books will expire on July 17, 2015. This report provides information on the results of the Request for Quotation (RFQ) process conducted to select a vendor for each of the noted items.

Discussion:

In January 2015, a Request for Quotation (RFQ) #1149033-15 was issued by the Toronto Police Service (Service), Purchasing Services Unit, for the supply and delivery of electronic ticket paper rolls and manual parking ticket books. The Service advertised the RFQ to interested vendors using MERX, an electronic tendering service designed to facilitate the procurement of goods and services through an open and competitive environment. Seven companies downloaded the RFQ from MERX.

The RFQ was divided into two parts: Part A - for electronic ticket paper rolls for use with the electronic ticket system; and Part B - for manual parking ticket books. Vendors were permitted to bid on one or both parts of the RFQ.

The RFQ closed on February 6, 2015, and two responses were received. Canada Ticket Inc. was the sole respondent of Part A and The Data Group Ltd. was the sole respondent for Part B.

The responses were reviewed against the detailed specifications as outlined in the RFQ document and for price. Both respondents met the criteria outlined in the detailed specifications of the RFQ.

Conclusion:

As a result of a competitive purchasing process conducted by the Service, Canada Ticket Inc. is the recommended vendor for electronic ticket paper rolls and The Data Group Inc. is the recommended vendor for manual parking ticket books. The contract award is for a two-year period commencing July 18, 2015 to July 17, 2017, with an option to extend for a one-year period thereafter at the discretion of the Chief of Police.

Deputy Chief Mike Federico, Operational Support Command, and Tony Veneziano, Chief Administrative Officer, will be in attendance to answer any questions the Board may have concerning this report.

**The Board approved the foregoing report.**

**Moved by: S. Carroll**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MAY 14, 2015**

**#P130. AUTOMOTIVE REPAIR PARTS AND SUPPLIES – CONTRACT  
EXTENSION – GENERAL AUTO PARTS**

The Board was in receipt of the following report April 29, 2015 from Mark Saunders, Acting Chief of Police:

Subject: AUTOMOTIVE REPAIR PARTS AND SUPPLIES – CONTRACT  
EXTENSION – GENERAL AUTO PARTS

Recommendation:

It is recommended that the Board approve the option of a one year extension (Min. No. P147/2013 refers) for General Auto Parts, a division of All Parts Automotive Limited (General Auto Parts) to provide the Toronto Police Service with generic automotive repair parts and supplies for a one year period commencing July 01, 2015 and ending June 30, 2016.

Financial Implications:

General Auto Parts has proposed to supply the Toronto Police Service (Service) with generic automotive repair parts and supplies at an approximate annual cost of \$357,000 plus taxes for an estimated total cost of \$403,410. Funds for this purpose are provided for in the Service's annual operating budget.

Background/Purpose:

At its meeting of May 22, 2013, the Board approved General Auto Parts (RFQ 1126514-13) as a vendor for the supply and delivery of automotive repair parts and supplies for a total estimated cost of \$700,000. The commitment was for the period of July 1, 2013 and ending June 30, 2015, with the option to renew for an additional one-year period, at the Board's discretion (Min. No. P147/2013 refers).

Discussion:

The current automotive repair parts and supplies contract with General Auto Parts expires on June 30, 2015. To date, General Auto Parts has provided dependable and reliable service.

Conclusion:

The Service is therefore requesting the Board approve the one-year extension option from July 1, 2015 to June 30, 2016. Following the one-year extension, the Service will conduct a request for quote to establish a new contract.

Deputy Chief Mike Federico, Operational Support Command and 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: J. Tory**



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MAY 14, 2015**

**#P131.        PARKING ENFORCEMENT WEST – UPDATE ON RENEGOTIATION  
OF 970 LAWRENCE AVE. WEST LEASE AGREEMENT**

The Board was in receipt of the following report April 29, 2015 from Mark Saunders, Acting Chief of Police:

Subject:        PARKING ENFORCEMENT WEST - UPDATE ON RENEGOTIATION OF  
970 LAWRENCE AVENUE WEST LEASE AGREEMENT

Recommendations:

It is recommended that the Board authorize the Acting Chief of Police to approve subsequent renewals of the lease with 970 Lawrence Project Ltd, based on the terms of a revised agreement that provides for a three year term, with two one year extensions.

Financial Implications:

Subsequent to the five year lease agreement approved by the Board at its December 2014 meeting, City Real Estate renegotiated the lease to a three year lease with two - one year renewal options at the same lease rates. In the renegotiated agreement, City Real Estate, at the Toronto Police Service's (Service) request, negotiated an exit strategy for the Toronto Police Service. If the Service chooses not to extend the lease for the 4<sup>th</sup> year, the Service would be subject to a penalty equal to the cost of the 5<sup>th</sup> year base rent plus additional rent, excluding parking. The Service may also choose not to renew the lease for the 5<sup>th</sup> year, without penalty.

The total cost of the five year lease is estimated at \$2.5 Million (M). If the Service decides not to renew the lease for the 4<sup>th</sup> year, the total cost to the Service is estimated at \$1.4M plus a penalty of \$0.5M, for a total cost of \$1.9M. If the Service decides not to renew the 5<sup>th</sup> (final) year of the lease, the total cost of the lease is also \$1.9M (no penalty). In either case, the savings for the Service is approximately \$0.5M, should the Service decide not to stay in the leased facility for the full 5 year term.

Funding for the estimated 2015 lease cost is included in the 2015 Parking Enforcement Unit operating budget. Future year lease costs will be included in each year's respective budget submission.

Background/Purpose:

The Service's Parking Enforcement Unit currently occupies approximately 11,577 square feet of rentable area at 970 Lawrence Avenue West for its Parking West operation, and has been at this location since 1995.

At its meeting of December 15, 2014, the Board approved a five year lease with 970 Lawrence Project Ltd (Landlord) for the Parking Enforcement West operation at a total estimated cost of \$2.5M (Min. No. P281/14 refers). In approving the report, the Board made the following motion:

***THAT the Board authorize the Chair and Executive Director, and request Mr. Veneziano, to meet together with representatives of the City's Real Estate Division to discuss the circumstances related to this lease extension.***

Subsequent to the December meeting, Service staff met with City Real Estate and requested that the lease be re-opened with the Landlord to determine if there was any flexibility relating to the costs or lease term. This report outlines the new lease terms negotiated by City Real Estate and the property Landlord.

#### Discussion:

The Parking West operation currently occupies one floor in a building at 970 Lawrence Avenue West. Parking West has occupied this space for approximately 20 years.

#### *Reasons for the Delay in Getting the New Five-Year Lease Report to the Board for Approval:*

The previous lease agreement expired on December 31, 2014, and at the December 2014 Board meeting, the Board questioned why the report recommending a new lease was not tabled with the Board sooner.

City Real Estate staff started negotiations on a lease renewal in September 2013. However, they were only able to finalize the lease negotiations in October 2014, resulting in a request for Board approval in December 2014. The delay was due to the fact ownership of the property changed hands, and that additional time was required to negotiate a lease that was satisfactory to the City and the Service.

#### *Renegotiation of Lease Terms:*

Discussions between City Real Estate and the Service occurred on January 30, 2015 focusing on the lease market rate for property in the vicinity of 970 Lawrence Avenue West, as well as a new lease term with an exit strategy.

#### *Market Rate:*

The market rate for property in the vicinity of 970 Lawrence Avenue West is estimated at \$18 per square foot. City Real Estate negotiated a starting base lease rate of \$15.50 per square foot, increasing annually to \$16 per square foot (plus applicable taxes) by the 5<sup>th</sup> year of the lease. The negotiated base rent rate does not include additional rent for common areas, utilities and parking. However, it is lower than the current market rates. The additional rent component of the lease is estimated at \$13.75 per square foot for year one. It is estimated to increase at 2.5% annually for inflation, plus a fixed parking rental rate per spot required.

As a result, no amendment to the original lease agreement has been made for the rental cost per square foot.

*Lease Term:*

The initial lease agreement entered into provided for a five year term, commencing January 1, 2015 and ending on December 31, 2019. City Real Estate renegotiated the lease terms with the landlord to three years, plus two - one year renewal options. The renegotiated lease provides for two options:

- a) If both option years are exercised, the Service does not incur any rental cost penalty but pays the prescribed rent in accordance with the lease agreement; or
- b) If the Service chooses to not renew any of the option years, the renegotiated lease includes a one year penalty, equivalent to the rental cost of one year, if the 4<sup>th</sup> year option is not exercised and no penalty if the 5<sup>th</sup> year is not exercised.

The penalty is equivalent to the cost of base rent, plus additional rent, for a cost of approximately \$498,280, including applicable taxes. Therefore, if the Service chooses not to renew the lease after three years, the Service would effectively pay a total of \$1,478,487 of rent over the 3 years plus a penalty of \$498,280, bringing the total cost estimate to \$1,976,767, inclusive of applicable taxes.

As the total cost of the 5 year lease is estimated at approximately \$2,475,047 including applicable taxes, the Service has the opportunity to save approximately \$498,280, if it is able to find a suitable City-owned property and move in before having to exercise the second one-year option.

*Next steps:*

The Service's facility strategy has been to move all of its operations into City-owned facilities. To this end, we have been working with City Real Estate to achieve this goal. In 2014, the Service moved its Parking East operation out of a leased facility, into a City-owned and Service-occupied facility on Progress Avenue. This action has and will save the Service approximately \$0.5M annually, and eliminates its exposure to higher lease costs. It also reduces the risk of termination of the lease upon renewal, and the need to find alternative space for the operation.

Other than some of its radio tower sites and the Service's Mounted Unit operation which resides in space leased from Exhibition Place, the Parking West Unit is the only remaining Service operation that resides in a leased facility. Accordingly, the Service will be preparing operational and related space requirements for the unit, so that a business case can be developed to justify a move out of this leased location. The Board will be kept apprised on the status of and progress made on this initiative.

Conclusion:

The Parking Enforcement Unit contributes to the achievement of the goals and priorities of the Service and City of Toronto, with respect to the safe, orderly and efficient movement of traffic.

As the existing lease agreement for the Parking Enforcement West operation expired on December 31, 2014, the Board approved a new five year lease agreement that was negotiated by the City's Real Estate Division. Subsequent to the Board approval, the Service entered into discussions with City Real Estate on the circumstances surrounding this lease, and more importantly whether the lease agreement could be renegotiated to provide more flexibility in terms of being able to exist the lease before the 5 year lease term expires.

City Real Estate, on behalf of the Service, negotiated a fair market rate in the initial lease agreement. However, under the terms of the amended agreement, a more flexible lease term was negotiated that provides for a three year term, plus two - one year options, at the same rental rate. The re-negotiated lease agreement does include a penalty of one year rental cost, if the Service chooses not to renew the first year option (4<sup>th</sup> year) of the lease.

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: S. Carroll**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MAY 14, 2015**

**#P132. SPECIAL CONSTABLES – TORONTO TRANSIT COMMISSION -  
APPOINTMENTS**

The Board was in receipt of the following report April 29, 2015 from Mark Saunders, Acting Chief of Police:

Subject: APPOINTMENT OF SPECIAL CONSTABLES FOR THE TORONTO  
TRANSIT COMMISSION

Recommendation:

It is recommended that the Board approve the appointments of the individuals listed in this report as special constables for the Toronto Transit Commission, subject to the approval of the Minister of Community Safety and Correctional Services.

Financial Implications:

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

Background/Purpose

Under Section 53 of the *Police Services Act of Ontario* (the PSA), the Board is authorized to appoint and re-appoint special constables, subject to the approval of the Minister of Community Safety and Correctional Services (the Minister). Pursuant to this authority, the Board entered into an agreement with the Toronto Transit Commission (TTC) for the administration of special constables (Min. No. P154/14 refers).

At its meeting on January 29, 1998, the Board approved a recommendation that requests for appointment and re-appointment of special constables, who are not members of the Toronto Police Service, be forwarded to the Board with the Chief's recommendation, for the Board's consideration (Min. No. P41/98 refers).

The Service received a request from the TTC to appoint the following individuals as special constables:

**John Dankiw  
Jiwon Chan  
Eric Smith  
Giacomo Cirinna  
Chad Minter  
Marty Munro**

Discussion:

The TTC special constables are appointed to enforce the *Criminal Code of Canada, Controlled Drugs and Substances Act, Trespass to Property Act, Liquor Licence Act* and *Mental Health Act* on TTC property within the City of Toronto.

The agreement between the Board and the TTC requires that background investigations be conducted on all individuals recommended for appointment and re-appointment as special constables. The Service's Employment Unit completed background investigations on these individuals and there is nothing on file to preclude them from being appointed as special constables for a five year term.

The TTC has advised that the above individuals satisfy all of the appointment criteria as set out in the agreement between the Board and the TTC for special constable appointment. The TTC's current approved complement is 30.

Conclusion:

The Toronto Police Service and the TTC work together in partnership to identify individuals for the position of special constable who will contribute positively to the safety and well-being of persons engaged in activities on TTC property. The individuals currently before the Board for consideration have satisfied the criteria contained in the agreement between the Board and the Toronto Transit Commission.

Acting Deputy Chief of Police, James Ramer, Specialized Operations Command, will be in attendance to answer any questions that the Board may have.

**The Board approved the foregoing report.**

**Moved by: A. Pringle**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MAY 14, 2015**

**#P133. SPECIAL CONSTABLES – TORONTO COMMUNITY HOUSING  
CORPORATION - RE-APPOINTMENTS**

The Board was in receipt of the following report April 29, 2015 from Mark Saunders, Acting Chief of Police:

Subject: RE-APPOINTMENT OF SPECIAL CONSTABLES FOR THE TORONTO  
COMMUNITY HOUSING CORPORATION

Recommendation:

It is recommended that the Board approve the re-appointments of the individuals listed in this report as special constables for the Toronto Community Housing Corporation, subject to the approval of the Minister of Community Safety and Correctional Services.

Financial Implications:

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

Background/Purpose

Under Section 53 of the *Police Services Act of Ontario* (the PSA), the Board is authorized to appoint and re-appoint special constables, subject to the approval of the Minister of Community Safety and Correctional Services (the Minister). Pursuant to this authority, the Board entered into an agreement with the Toronto Community Housing Corporation (TCHC) for the administration of special constables (Min. No. P414/99 refers).

At its meeting on January 29, 1998, the Board approved a recommendation that requests for appointment and re-appointment of special constables, who are not members of the Toronto Police Service, be forwarded to the Board with the Chief's recommendation, for the Board's consideration (Min. No. P41/98 refers).

The Service received a request from the TCHC, to re-appoint the following individuals as special constables:

**Jamie Powell  
William Vrieswyk  
Richard York**

Discussion:

The TCHC special constables are appointed to enforce the *Criminal Code of Canada, Controlled Drugs and Substances Act, Trespass to Property Act, Liquor Licence Act* and *Mental Health Act* on TCHC property within the City of Toronto.

The agreement between the Board and the TCHC requires that background investigations be conducted on all individuals recommended for appointment and re-appointment as special constables. The Service's Employment Unit completed background investigations on these individuals and there is nothing on file to preclude them from being re-appointed as special constables for a five year term.

The TCHC has advised that the individuals satisfy all of the re-appointment criteria as set out in the agreement between the Board and the TCHC for special constable appointment. The TCHC's approved strength of special constables is 83; the current complement is 74.

Conclusion:

The Toronto Police Service and the TCHC work together in partnership to identify individuals for the position of special constable who will contribute positively to the safety and well-being of persons engaged in activities on TCHC property. The individuals currently before the Board for consideration have satisfied the criteria contained in the agreement between the Board and the Toronto Community Housing Corporation.

Acting Deputy Chief of Police, James Ramer, Specialized Operations Command, will be in attendance to answer any questions that the Board may have.

**The Board approved the foregoing report.**

**Moved by: A. Pringle**



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MAY 14, 2015**

**#P134. SPECIAL CONSTABLES – TORONTO COMMUNITY HOUSING  
CORPORATION - APPOINTMENTS**

The Board was in receipt of the following report April 29, 2015 from Mark Saunders, Acting Chief of Police:

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

Recommendation:

It is recommended that the Board approve the appointment of the individuals listed in this report as special constables for the Toronto Community Housing Corporation, subject to the approval of the Minister of Community Safety and Correctional Services.

Financial Implications:

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

Background/Purpose

Under Section 53 of the *Police Services Act of Ontario* (the PSA), the Board is authorized to appoint and re-appoint special constables, subject to the approval of the Minister of Community Safety and Correctional Services (the Minister). Pursuant to this authority, the Board entered into an agreement with the Toronto Community Housing Corporation (TCHC) for the administration of special constables (Min. No. P414/99 refers).

At its meeting on January 29, 1998, the Board approved a recommendation that requests for appointment and re-appointment of special constables, who are not members of the Toronto Police Service, be forwarded to the Board with the Chief's recommendation, for the Board's consideration (Min. No. P41/98 refers).

The Service received a request from the TCHC to appoint the following individuals as special constables:

**Daniel Shody  
Joshua McNamara  
Kyle Bird  
Douglas Campbell**

Discussion:

The TCHC special constables are appointed to enforce the *Criminal Code of Canada, Controlled Drugs and Substances Act, Trespass to Property Act, Liquor Licence Act* and *Mental Health Act* on TCHC property within the City of Toronto.

The agreement between the Board and the TCHC requires that background investigations be conducted on all individuals recommended for appointment and re-appointment as special constables. The Service's Employment Unit completed background investigations on these individuals and there is nothing on file to preclude them from being appointed as special constables for a five year term.

The TCHC has advised that the individuals satisfy all of the appointment criteria as set out in the agreement between the Board and the TCHC for special constable appointment. The TCHC's approved strength of special constables is 83; the current complement is 74.

Conclusion:

The Toronto Police Service and the TCHC work together in partnership to identify individuals for the position of special constable who will contribute positively to the safety and well-being of persons engaged in activities on TCHC property. The individuals currently before the Board for consideration have satisfied the criteria contained in the agreement between the Board and the Toronto Community Housing Corporation.

Acting Deputy Chief of Police, James Ramer, Specialized Operations Command, will be in attendance to answer any questions that the Board may have.

**The Board approved the foregoing report.**

**Moved by: J. Tory**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MAY 14, 2015**

**#P135. SPECIAL CONSTABLES – UNIVERSITY OF TORONTO,  
SCARBOROUGH CAMPUS – RE-APPOINTMENTS**

The Board was in receipt of the following report April 29, 2015 from Mark Saunders, Acting Chief of Police:

Subject: RE-APPOINTMENT OF SPECIAL CONSTABLE FOR THE UNIVERSITY OF  
TORONTO SCARBOROUGH CAMPUS

Recommendation:

It is recommended that the Board approve the re-appointment of the individuals listed in this report as special constables for the University of Toronto, subject to the approval of the Minister of Community Safety and Correctional Services.

Financial Implications:

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

Background/Purpose:

Under Section 53 of the *Police Services Act of Ontario* (the PSA), the Board is authorized to appoint and re-appoint special constables, subject to the approval of the Minister of Community Safety and Correctional Services (the Minister). Pursuant to this authority, the Board entered into an agreement with the University of Toronto (U of T) for the administration of special constables (Min. No. P571/94 refers).

At its meeting on January 29, 1998, the Board approved a recommendation that requests for appointment and re-appointment of special constables, who are not members of the Toronto Police Service, be forwarded to the Board with the Chief's recommendation, for the Board's consideration (Min. No. P41/98 refers).

The Service received a request from the U of T to re-appoint the following individuals as special constables:

**Natilee Smith  
Timothy Morden**

Discussion:

U of T special constables are appointed to enforce the *Criminal Code of Canada*, *Controlled Drugs and Substances Act*, *Trespass to Property Act*, *Liquor Licence Act* and *Mental Health Act* on U of T property within the City of Toronto.

The agreement between the Board and the U of T requires that background investigations be conducted on all individuals recommended for appointment and re-appointment as special constables. The Service's Employment Unit completed background investigations on these individuals and there is nothing on file to preclude them from being re-appointed as special constables for a five year term.

The U of T has advised that the individuals satisfy all of the appointment criteria as set out in the agreement between the Board and the U of T for special constable appointment. The U of T, Scarborough Campus' approved strength of special constables is 15; the current complement is 15.

Conclusion:

The Toronto Police Service and the U of T work together in partnership to identify individuals for the position of special constable who will contribute positively to the safety and well-being of persons engaged in activities on U of T property. The individuals currently before the Board for consideration have satisfied the criteria contained in the agreement between the Board and the University of Toronto.

Acting Deputy Chief of Police, James Ramer, Specialized Operations Command, will be in attendance to answer any questions that the Board may have.

**The Board approved the foregoing report.**

**Moved by: S. Carroll**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MAY 14, 2015**

**#P136. SPECIAL CONSTABLES – UNIVERSITY OF TORONTO, ST. GEORGE  
CAMPUS – RE-APPOINTMENT**

The Board was in receipt of the following report April 29, 2015 from Mark Saunders, Acting Chief of Police:

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

Recommendation:

It is recommended that the Board approve the re-appointment of the individual listed in this report as a special constable for the University of Toronto, subject to the approval of the Minister of Community Safety and Correctional Services.

Financial Implications:

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

Background/Purpose:

Under Section 53 of the *Police Services Act of Ontario* (the PSA), the Board is authorized to appoint and re-appoint special constables, subject to the approval of the Minister of Community Safety and Correctional Services (the Minister). Pursuant to this authority, the Board entered into an agreement with the University of Toronto (U of T) for the administration of special constables (Min. No. P571/94 refers).

At its meeting on January 29, 1998, the Board approved a recommendation that requests for appointment and re-appointment of special constables, who are not members of the Toronto Police Service, be forwarded to the Board with the Chief's recommendation, for the Board's consideration (Min. No. P41/98 refers).

The Service received a request from the U of T to re-appoint the following individual as a special constable:

**Ryan Dow**

Discussion:

U of T special constables are appointed to enforce the *Criminal Code of Canada*, *Controlled Drugs and Substances Act*, *Trespass to Property Act*, *Liquor Licence Act* and *Mental Health Act* on U of T property within the City of Toronto.

The agreement between the Board and the U of T requires that background investigations be conducted on all individuals recommended for appointment and re-appointment as special constables. The Service's Employment Unit completed background investigations on this individual and there is nothing on file to preclude him from being re-appointed as a special constable for a five year term.

The U of T has advised that the individual satisfies all of the appointment criteria as set out in the agreement between the Board and the U of T for special constable appointment. The U of T, St. George Campus' approved strength of special constables is 34; the current complement is 28.

Conclusion:

The Toronto Police Service and the U of T work together in partnership to identify individuals for the position of special constable who will contribute positively to the safety and well-being of persons engaged in activities on U of T property. The individual currently before the Board for consideration has satisfied the criteria contained in the agreement between the Board and the University of Toronto.

Acting Deputy Chief of Police, James Ramer, Specialized Operations Command, will be in attendance to answer any questions that the Board may have.

**The Board approved the foregoing report.**

**Moved by: A. Pringle**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MAY 14, 2015**

**#P137. SPECIAL FUND REQUEST: ONTARIO ASSOCIATION OF POLICE  
SERVICES BOARDS 2015 SPRING CONFERENCE**

The Board was in receipt of the following report April 27, 2015 from Alok Mukherjee, Chair:

Subject: SPECIAL FUND REQUEST: ONTARIO ASSOCIATION OF POLICE  
SERVICES BOARDS 2015 SPRING CONFERENCE

Recommendation:

It is recommended that the Board approve \$7,500.00 from the Board's Special Fund to support the Ontario Association of Police Services Board's ("OAPSB") 2015 Conference.

Financial Implications:

If the Board approves the recommendation contained in this report, the Special Fund will be reduced by \$7,500.00. As at April 27, 2015, the Special Fund balance is \$ 1,975,713.00.

Background/Purpose:

The OAPSB will be holding its spring conference, at Toronto Marriott Downtown Eaton Centre Hotel, 525 Bay Street, Toronto, Ontario, from May 27 – 30, 2015. The theme of this year's conference is "Good Policing through Good Governance Mapping of Future of Policing in Ontario."

The OAPSB conference is one of only two annual opportunities for professional development for Board members and networking with fellow police board members from across Ontario. As such, it is important that the Board provide financial assistance to help ensure success of the conference.

A letter from Mr. Sam Purdy, Conference Chair, requesting that we consider providing financial support to the conference, is attached for your consideration.

Conclusion:

It is, therefore, recommended that the Board approve \$7,500.00 from the Board's Special Fund to support the OAPSB 2015 Conference.

**The Board approved the foregoing report.**

**Moved by: J. Tory**



ONTARIO ASSOCIATION OF POLICE SERVICES BOARDS  
"Commitment to Excellence in Civilian Police Governance"

10 Peel Centre Drive, Brampton, Ontario L6T 4B9  
Tel. 905-458-1488 1-800-831-7727 Fax 905-458-2260

April 27, 2015

Chair Alok Mukherjee  
Toronto Police Services Board  
40 College Street, 7<sup>th</sup> Floor  
Toronto, Ontario  
M6H 2J3

Dear Chair Mukherjee:

It is my pleasure to advise you that the Ontario Association of Police Services Boards will be holding the 2015 Spring Conference & Annual General Meeting in Toronto from May 27<sup>th</sup> – May 30<sup>th</sup>, 2015. The theme of the conference will be "Good Policing through Good Governance – Mapping a Future for Policing in Ontario."

As in years past, the success of the 2015 Conference will be due to the cooperation and support of all policing agencies. To assist the OAPSB, I ask your Police Services Board to consider a donation of \$7,500.00 in support of this conference. Your financial support will be utilized effectively to support the OAPSB mandate and to help defer some of the conference costs. Your sponsorship will be duly recognized at the conference. All contributions should be payable to the Ontario Association of Police Services Boards and forwarded to our office located at 10 Peel Centre Drive, 1<sup>st</sup> Floor, Suite A, Brampton, ON, L6T 4B9.

On behalf of the OAPSB, I thank you and your Board members for your consideration of this matter and I look forward to seeing you in Toronto in May 2015.

Yours sincerely,

*Sam Purdy*

Sam Purdy  
Conference Chair



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MAY 14, 2015**

**#P138. QUARTERLY REPORT: TORONTO POLICE SERVICES BOARD  
SPECIAL FUND UNAUDITED STATEMENT: JANUARY TO MARCH  
2015**

The Board was in receipt of the following report April 30, 2015 from Alok Mukherjee, Chair:

Subject: QUARTERLY REPORT: TORONTO POLICE SERVICES BOARD SPECIAL  
FUND UNAUDITED STATEMENT: JANUARY TO MARCH 2015

Recommendation:

It is recommended that the Board receive the report on the Toronto Police Services Board's Special Fund un-audited statement for information.

Financial Implications:

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

Background/Purpose:

As required by the Toronto Police Services Board (TPSB) Special Fund policy (Board Minute #P292/10) expenditures for the Special Fund shall be reported to the Board on a quarterly basis. This report is provided in accordance with such directive. The TPSB remains committed to promoting transparency and accountability in the area of finance.

Discussion:

Enclosed is the un-audited statement of receipts and disbursements with respect to the Toronto Police Services Board's Special Fund for the period January 1 to March 31, 2015.

As at March 31, 2015, the balance in the Special Fund was \$1,969,764. During the first quarter, the Special Fund recorded receipts of \$36,404 and disbursements of \$261,350. There has been a net decrease of \$224,946 against the December 31, 2014 fund balance of \$2,194,710.

Auction proceeds have been estimated for the months of February and March 2015 as the actual deposits have not yet been made.

For this quarter, the Board approved and disbursed the following sponsorships:

- Youth Association \$70,000
- CivicAction Summit \$50,000

- The Gatehouse/Child Abuse Investigation \$50,000
- Victim Services Toronto (VST) \$25,000
- Youth Employment Service \$20,000
- Toronto Police Cricket Club \$9,000
- Black History Month \$6,000
- Law Enforcement Torch Run \$5,000
- Asian Heritage Month (DPSU) \$5,000
- Francophone \$5,000
- Fundraising Gala (VST) \$4,000
- Volunteer Appreciation Event \$2,000
- National Victim of crime awareness \$500

In addition, the Board approved and disbursed the following:

- TPS 2014 Crossing Guard Service Award \$6,000
- TPS – Youth In Policing \$2,800
- TPAAA Carolina \$1,000

Conclusion:

As required by Toronto Police Services Board Special Fund policy, it is recommended that the Board receive the attached report.

**The Board received the foregoing report.**

**Moved by: S. Carroll**

THE TORONTO POLICE SERVICES BOARD SPECIAL FUND 2015 FIRST QUARTER RESULTS WITH INITIAL PROJECTIONS								
PARTICULARS	2015					2014		COMMENTS RELATING TO THIS QUARTER
	INITIAL PROJ.	JAN 01 TO MAR 31/15	APR 01 TO JUN 30/15	JUL 01 TO SEPT 30/15	OCT 01 TO DEC 31/15	JAN 01 TO DEC 31/15 TOTALS	JAN 01 TO DEC 31/14 ACTUAL	
BALANCE FORWARD	2,194,710	2,194,710	1,969,764	1,969,764	1,969,764	2,194,710	1,792,411	
<b>REVENUE</b>								
PROCEEDS FROM AUCTIONS	150,000	18,735				18,735	130,945	Auction proceeds for the first quarter are based on estimates. Overhead is at 27% of the proceeds.
LESS OVERHEAD COST	(40,500)	(5,058)				(5,058)	(36,655)	
UNCLAIMED MONEY	330,000	20,653				20,653	831,375	
LESS RETURN OF UNCLAIMED MONEY	(42,000)	(590)				(590)	(59,699)	
INTEREST	15,000	2,832				2,832	14,923	Interest income is based on the average monthly bank balance.
LESS BANK SERVICE CHARGES	(3,000)	(168)				(168)	(2,785)	
OTHERS	30,000	0				0	32,559	
TOTAL REVENUE	439,500	36,404	0	0	0	36,404	910,664	
BALANCE FORWARD BEFORE EXPENSES	2,634,210	2,231,114	1,969,764	1,969,764	1,969,764	2,231,114	2,703,075	
<b>DISBURSEMENTS</b>								
<b>POLICE COMMUNITY INITIATIVES</b>								
<b>SERVICE</b>								
CPLC & COMM. OUTREACH ASSISTANCE	29,000	0				0	29,000	
UNITED WAY	10,000	0				0	11,207	
OTHER	0	0				0	2,000	
<b>COMMUNITY</b>								
VICTIM SERVICES PROGRAM	129,000	29,000				29,000	75,330	
VARIOUS ORGANIZATIONS	540,000	225,300				225,300	176,000	The Gatehouse child Abuse Invest. Youth Associat. Civicacton
FUNDS RETURNED - SPONSORSHIPS	(4,500)					0	0	
VOLUNTEER APPRECIATION NIGHT	0	0				0	(303)	
BLACK HISTORY MONTH	0	0				0	(232)	
ASIAN HERITAGE	0	0				0	(469)	
NATIONAL ABORIGINAL DAY	0	0				0	(15)	
FRANCOPHONE	0	0				0	(3,127)	
LGBT	0	0				0	(33,584)	
2014 CARIBANA	0	0				0	(303)	
CPLC & COMM. OUTREACH ASSISTANCE	0	0				0	(7,016)	
UNITED WAY	0	0				0	(5,176)	
TPAAA ASSISTANCE	20,000	1,000				1,000	18,600	
RECOGNITION OF SERVICE MEMBERS								
AWARDS	115,000	1,600				1,600	91,892	School crossing guard awards
CATERING	25,000	4,450				4,450	23,721	
RECOGNITION OF COMMUNITY MEMBERS								
AWARDS	5,000	0				0	2,969	
CATERING	4,000	0				0	2,287	
RECOGNITION OF BOARD MEMBERS								
AWARDS	1,000	0				0	0	
CATERING	1,000	0				0	(29)	
CONFERENCES								
COMM. POLICE LIAISON COMMITTEES	8,500	0				0	6,778	
ONT. ASSO. OF POLICE SERVICES BOARD	7,500	0				0	15,132	
CDN ASSO. OF POLICE GOVERNANCE	10,000	0				0	0	
DONATIONS - IN MEMORIAM	800	0				0	400	
TPSB/TPA RETIREMENT DINNER	10,500	0				0	9,005	
DINNER TICKETS	6,000	0				0	632	
PROFESSIONAL FEES	0	0				0	86,622	
INTERNAL CONTROL REVIEW FEE	7,042	0				0	7,042	
OTHER EXPENSES	30,000	0				0	0	TPSB Governance retreat
TOTAL DISBURSEMENTS	954,842	261,350	0	0	0	261,350	608,365	
SPECIAL FUND BALANCE	1,679,368	1,969,764	1,969,764	1,969,764	1,969,764	1,969,764	2,194,710	

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MAY 14, 2015**

**#P139. LETTER OF APPRECIATION – SPECIAL FUNDS**

The Board was in receipt of correspondence dated April 13, 2015 from Sinead McCarthy, VP, Growth and Development, Youth Employment Services YES, expressing appreciation for the financial assistance that was provided to YES by the Board through it's Special Fund. A copy of Ms. McCarthy's correspondence is appended for information.

**The Board received the correspondence from Ms. McCarthy.**

**Moved by: S. Carroll**



555 Richmond Street West, Suite 711, Box 115 - Toronto, Ontario M5V 3B1  
416.504.5516 / fax 416.504.4654 www.yes.on.ca

Centre of Excellence for Youth Employment & Empowerment

**DATE RECEIVED**

APR 13 2015

TORONTO  
POLICE SERVICES BOARD

April 13, 2015

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

Dear Alok,

Thank you very much for the Toronto Police Services Board \$20,000 contribution to YES. Your donation will help support our Job Camp Program. We are extremely grateful for your commitment to our youth and are pleased to be able to work again with the TPSB to benefit at-risk youth in our community.

Young people who are struggling to find a new job need every advantage they can get in order to begin their career. Studies have repeatedly shown that lack of work experience can seriously impact future work prospects and with a youth unemployment rate at 18% in the GTA, YES is on the front lines in this struggle.

Last year we helped more than 9,000 youth in all of our programs. 86% of the youth who participated in our Job Camp program found a job, enrolled in training or returned to school.

The best chance we can give a youth is for them to come to YES to get the support and training they need to compete in the labour market.

Here's what Senab had to say about his experience in our Job Camp Program:

*"I'm from Benin in West Africa. My life was pretty depressing before attending YES. I just finished school and had no income. I was referred to a job but at the end of training I was told I didn't meet their standards. I got pretty depressed with shame and feelings of inferiority. I found out about YES and signed up. I am now really glad I went through that situation which led me to YES. YES helped me learn a lot and gave me hope and confidence about myself."*

Thank you for giving us the ability to fulfill the hopes and dreams of our youth.

Sincerely,

Sinead McCarthy  
VP, Growth and Development  
Youth Employment Services YES

*changing lives... forever*

Charitable Registration No. 83275 6720 RR0001

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Job Camp  
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Tel: 416.504.8048  
Fax: 416.504.3724

Bloor-Dundas Employment  
Resource Centre (ERC)  
1610 Bloor Street W.  
Toronto, ON M6P 1A7  
Tel: 416.535.8448  
Fax: 416.535.5369

Youth Job Centre  
2562 Eglinton Avenue W.  
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Toronto, ON M6M 1T4  
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Fax: 416.656.8904

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MAY 14, 2015**

**#P140. RATIFICATION OF BOARD DECISION – DELEGATION TO  
CONSIDER DELAY APPLICATIONS – PURSUANT TO SECTION 34 OF  
THE POLICE SERVICES ACT – SCHEDULED FOR MAY 08, 2015**

The Board was in receipt of the following report May 11, 2015 from Alok Mukherjee, Chair:

Subject: Ratification of Board Decision: Delegation to Consider Delay Applications –  
Pursuant to Section 34 of the *Police Services Act* – Scheduled for May 08, 2015

Recommendation:

It is recommended that the Board ratify the decision made by the Board on May 07, 2015 to delegate Councillor Shelley Carroll, in place of Councillor Chin Lee, the authority to consider two delay applications, along with Chair Alok Mukherjee and Dr. Dhun Noria, on behalf of the Board, that were scheduled for consideration on May 08, 2015.

Financial Implications:

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

Background/Purpose:

A “delay application” is a term commonly used to refer to an application that is made by a chief of police under subsection 83(17) of the *Police Services Act* (the “Act”) to seek approval of a police services board to serve a notice of disciplinary hearing on an officer as the result of a complaint once more than six months have passed from the dates specified in the *Act*.

At its meeting on March 19, 2015, the Board agreed to invoke section 34 of the *Act* and delegate its authority to consider delay applications during the year 2015 to three members of the Board, specifically; the Chair, Dr. Dhun Noria and Councillor Chin Lee (Min. No. P78/15 refers).

Two special confidential Board meetings were scheduled to take place on May 08, 2015 in order to consider two delay applications that had been submitted by the Chief of Police involving five police officers. The meetings were scheduled based on the availability of the three members delegated the authority to consider delay applications in 2015.

On May 05, 2015, Councillor Lee advised that he would not be able to attend the meetings on May 08, 2015 due to an urgent personal situation that required his immediate attention.

After confirming that Councillor Shelley Carroll would consider the delay applications in Councillor Lee's absence, and after consultation with the Board's legal counsel, an email communication was sent to the Board recommending that it delegate Councillor Carroll, in place of Councillor Lee, the authority to consider two delay applications, along with Dr. Noria and me, on behalf of the Board, that were scheduled for consideration on May 08, 2015. This was believed to be the only option available at that time to ensure that the meetings proceeded, as planned.

Discussion:

On May 07, 2015, the Board approved the following recommendation:

THAT the Board delegate Councillor Carroll, in place of Councillor Lee, the authority to consider two delay applications, along with Chair Mukherjee and Dr. Noria, on behalf of the Board, that are scheduled to take place on May 08, 2015.

The foregoing decision was made on the basis that it would be formally ratified by the Board at its next regularly scheduled meeting.

Conclusion:

It is, therefore, recommended that the Board ratify the abovenoted decision made by the Board on May 08, 2015.

**The Board approved the foregoing report.**

**Moved by: A. Pringle**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MAY 14, 2015**

**#P141. AMENDMENT TO MINUTE NO. P78/15 – DELEGATION TO CONSIDER  
DELAY APPLICATIONS – PURSUANT TO SECTION 34 OF THE  
*POLICE SERVICES ACT***

The Board was in receipt of the following report May 11, 2015 from Alok Mukherjee, Chair:

Subject: Amendment to Minute No. P78/15 - Delegation to Consider Delay Applications –  
Pursuant to Section 34 of the *Police Services Act*

Recommendations:

It is recommended that:

- (1) the Board open Minute No P78/15 for the purpose of reconsidering the delegation to consider delay applications pursuant to section 34 of the *Police Services Act* during the year 2015;
- (2) subject to the approval of recommendation no.1, the Board amend Minute No. P78/15 by delegating Councillor Shelley Carroll with authority, along with the Chair, Dr. Dhun Noria and Councillor Chin Lee, to consider delay applications, on behalf of the Board , during the year 2015, pursuant to section 34 of the *Police Services Act*; and
- (3) subject to the approval of recommendation no. 2, effective immediately, for the remainder of 2015, any delay applications that may be submitted by the Chief of Police will be considered, at a minimum, by three of the four members delegated the authority to consider delay applications on behalf of the Board and, when possible, all four members.

Financial Implications:

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

Background/Purpose:

A “delay application” is a term commonly used to refer to an application that is made by a chief of police under subsection 83(17) of the *Police Services Act* (the “Act”) to seek approval of a police services board to serve a a notice of disciplinary hearing on an officer as the result of a complaint once more than six months have passed from the dates specified in the *Act*.

At its meeting on March 19, 2015, the Board agreed to invoke section 34 of the *Act* and delegate its authority to consider delay applications during the year 2015 to three members of the Board, specifically; the Chair, Dr. Dhun Noria and Councillor Chin Lee (Min. No. P78/15 refers; copy attached as Appendix “A”).



The Board subsequently scheduled several special confidential meetings to consider delay applications that had been submitted by the Chief. The dates for the meetings were selected based on the availability of the three Board members and, for the delay applications which included oral submissions, the Chief and/or his representative, the police officers and their legal counsel and, where applicable, the complainants and their legal counsel.

Discussion:

Once a Board meeting has been scheduled to consider a delay application, it is imperative that it proceed as planned so as to avoid any further delay in the proceedings which would affect the police officers and, when applicable, the complainants. Given that the Board has a responsibility to ensure that its role in the proceedings does not contribute to a further delay, I believe that it would be appropriate to expand the number of Board members who are delegated the authority to consider delay applications to avoid the possibility of deferring a meeting if one member is unexpectedly unable to attend once it has been scheduled.

Conclusion:

It is, therefore, recommended that:

- (1) the Board open Minute No P78/15 for the purpose of reconsidering the delegation to consider delay applications pursuant to section 34 of the *Police Services Act* during the year 2015;
- (2) subject to the approval of recommendation no.1, the Board amend Minute No. P78/15 by delegating Councillor Shelley Carroll with authority, along with the Chair, Dr. Dhun Noria and Councillor Chin Lee, to consider delay applications, on behalf of the Board , during the year 2015, pursuant to section 34 of the *Police Services Act*; and
- (3) subject to the approval of recommendation no. 2, effective immediately, for the remainder of 2015, any delay applications that may be submitted by the Chief of Police will be considered, at a minimum, by three of the four members delegated the authority to consider delay applications on behalf of the Board and, when possible, all four members.

**The Board approved the foregoing report.**

**Moved by: S. Carroll**

## Appendix “A”

### THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE TORONTO POLICE SERVICES BOARD HELD ON MAY 14, 2015

#### #P78. DELEGATION TO CONSIDER DELAY APPLICATIONS – PURSUANT TO SECTION 34 OF THE *POLICE SERVICES ACT*

The Board was in receipt of the following report March 16, 2015 from Alok Mukherjee, Chair:

Subject: Delegation to Consider Delay Applications – Pursuant to Section 34 of the *Police Services Act*

#### Recommendation:

It is recommended that the Board invoke section 34 of the *Police Services Act* and delegate its authority to consider delay applications during the year 2015 to three members of the Board, specifically; the Chair, Dr. Dhun Noria and Councillor Chin Lee.

#### Financial Implications:

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

#### Background/Purpose:

A “delay application” is a term commonly used to refer to an application that is made by a chief of police under subsection 83(17) of the *Police Services Act* (the “Act”) to seek approval of a police services board to serve a a notice of disciplinary hearing on an officer as the result of a complaint once more than six months have passed from the dates specified in the *Act*.

In the past, most delay applications were considered by the Board at special *in camera* meetings attended by all, or at a minimum, a quorum, of Board members. In 2014, the Chief submitted one delay application to the Board. At that time, the Board agreed to invoke section 34 of the *Act* which provides a police services board with the ability to delegate its authority under the *Act* to two or more of its members. The delay application was considered by three members of the Board at a special *in camera* meeting.

#### Discussion:

In order to establish consistency in the manner in which the Board considers delay applications submitted by the Chief, I believe that it would be appropriate to continue to delegate the authority to consider any delay applications that may be submitted by the Chief to three members of the Board and that such delegation be provided to three specific members for a specific period of time. Such delegation for a specific period of time will give the Board the ability to balance equitable sharing of responsibility among members with development of expertise through sustained involvement in this area.

Conclusion:

It is recommended that the Board invoke section 34 of the *Act* and delegate the consideration of delay applications during the year 2015 to three members of the Board, specifically; the Chair, Dr. Dhun Noria and Councillor Chin Lee.

**The Board approved the foregoing report.**

**Moved by: C. Lee**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MAY 14, 2015**

**#P142. LETTER TO PREMIER REGARDING *BILL 8 – PUBLIC SECTOR AND  
MPP ACCOUNTABILITY & TRANSPARENCY ACT***

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

Subject: LETTER TO PREMIER REGARDING *BILL 8 – PUBLIC SECTOR AND MPP  
ACCOUNTABILITY & TRANSPARENCY ACT*

Recommendation:

It is recommended that the Board authorize me to draft correspondence to the Premier of Ontario regarding *Bill 8 – Public Sector and MPP Accountability & Transparency Act* requesting: (1) further clarification on the application of Bill 8 to police services boards; and (2) that the province consider enacting a regulation that clarifies that police services boards are exempt from the *Ombudsman Act*.

Financial Implications:

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

Background/Purpose:

*Bill 8 – Public Sector and MPP Accountability & Transparency Act*, was introduced in July 2014 and passed at 3<sup>rd</sup> Reading on December 8, 2014. It will come into effect upon proclamation on a date that has yet to be determined. The Bill enacts the new *Broader Public Sector Executive Compensation Act, 2014* and amends several other Acts including the *Municipal Freedom of Information Act and Protection of Privacy Act (MFIPPA)* and the *Ombudsman Act*

There are 11 schedules in the legislation. Schedules 6 (amendments to *MFIPPA*) and 9 (amendments to the *Ombudsman Act*) are relevant to municipalities and their local boards, including police services boards.

In particular, Schedule 9 amends the *Ombudsman Act* to extend the Ombudsman's jurisdiction to "municipal sector entities" which include municipalities, local boards and municipally-controlled corporations. Under the *Ombudsman Act*, the function of the Ombudsman is "to investigate any decision or recommendation made or any act done or omitted in the course of the administration of a public sector body and affecting any person or body of persons in his, her or its capacity. As a result of the amendments, a "public sector body" will include a "municipal sector entity."

### Discussion:

Prior to the release of Bill 8, the Association of Municipalities of Ontario (AMO) was advised by the Ministry of Municipal Affairs and Housing that some local boards, including police services boards) would *not* be included in the scope of the Provincial Ombudsman's expanded jurisdiction under Bill 8.

Under Bill 8, the Province may enact regulations exempting local boards from the Ombudsman's jurisdiction over local boards in the *Ombudsman Act*. Ministry officials have indicated that although Bill 8 will give the Ombudsman oversight of police services boards, the government is planning to enact regulations to limit the Ombudsman's jurisdiction.

The Toronto Police Services Board is exempt from the accountability and transparency sections of *The City of Toronto Act, 2006*. It would be inconsistent to include the Board within the scope of the Ombudsman's jurisdiction. As well, police services boards and their police services are currently subject to numerous oversight bodies, among them, the Special Investigations Unit (SIU), the Office of the Independent Police Review Director (OIPRD), the Ontario Civilian Commission (OCPC), the Ministry of Community Safety and Correctional Services and the Ministry of the Attorney General. Providing the Ombudsman with additional oversight over police services would likely add little to the current extensive oversight of police services by other specialized bodies.

Consequently, it is recommended that this letter be sent to the Premier as soon as possible as the Bill has already received Royal Assent. A number of other "Big 12" boards have already sent similar correspondence.

### Conclusion:

It is recommended that the Board authorize me to draft correspondence to the Premier of Ontario regarding *Bill 8 – Public Sector and MPP Accountability & Transparency Act* requesting: (1) further clarification on the application of Bill 8 to police services boards; and (2) that the province consider enacting a regulation that clarifies that police services boards are exempt from the *Ombudsman Act*.

**The Board approved the foregoing report.**

**Moved by: S. Carroll**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MAY 14, 2015**

**#P143. SPECIAL FUND REQUEST: 48TH ANNUAL POLICE OFFICER OF  
THE YEAR AWARDS**

The Board was in receipt of the following report May 13, 2015 from Alok Mukherjee, Chair:

Subject: REQUEST FOR FUNDS – 48<sup>th</sup> ANNUAL POLICE OFFICER OF THE YEAR  
AWARDS

Recommendation:

It is recommended that the Board approve an expenditure from the Special Fund in the amount of \$4,000.00 to sponsor the 48th Annual Police Officer of the Year Awards, taking place on June 10, 2015.

Financial Implications:

If the recommendation contained in this report is approved, the Special Fund will be reduced in the amount of \$4,000.00. The current balance in the Special Fund is approximately \$1,969,764.00.

Background/Purpose:

The Police Officer of the Year Awards was initiated in 1967 by the Toronto Board of Trade Young Professionals for the purpose of recognizing admirable contributions by members of the Toronto Police Service who in many instances put their lives on the line due to their dedication to the community. All nominations are initiated through the Awards Co-ordinator, Professional Standards Unit and a panel of judges comprised of members of the media and representatives from the Toronto Board of Trade.

Nominees are judged according to the following criteria:

Bravery  
Humanitarianism  
Superior Investigative Work; and  
Outstanding Police Skills

The Police Officer of the Year Awards also include a TPS Business Excellence Award, which honours significant achievement by our civilian members.

This year's event will take place on June 10, 2015, at the Toronto Region Board of Trade, Downtown Centre. A notable keynote speaker and Master of Ceremonies are selected each year to assist in the order of events. Each year, approximately 24 members of the Toronto Police Service are recognized for their outstanding contributions to policing our communities.

Attached is a letter from Mr. Christopher Worth from the Toronto Board of Trade, providing details about the event.

Discussion:

The Police Officer of the Year Awards program is a very important initiative, which the Board has historically supported. This initiative is in keeping with provisions in the Board's Special Fund policy to recognize the work of TPS members. It is an excellent demonstration of the community and the police working together, supporting one another and celebrating community safety achievements together. These awards celebrate excellence in policing and demonstrate the immense appreciation that our community has for its police officers.

The authority to purchase tickets for Board members who wish to attend this event has already been provided in a previous Board Minute (Min. No. P73/13 refers).

Conclusion:

Therefore, it is recommended that the Board approve an expenditure from the Special Fund in the amount of \$4,000.00 to sponsor the 48th Annual Police Officer of the Year Awards, taking place on June 10, 2015.

**The Board approved the foregoing report.**

**Moved by: A. Pringle**



**TORONTO  
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BOARD OF TRADE**

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May 8, 2015

Dr. Alok Mukherjee  
Chair  
Toronto Police Services Board  
40 College St.  
Toronto, Ontario  
M5J 2G3

The 48<sup>th</sup> Annual Police Office of the Year Awards will be taking place on June 10<sup>th</sup>, 2015 from 6:30pm – 9:30pm here at the Toronto Region Board of Trade Downtown Centre, 1<sup>st</sup> Canadian Place. Created by the Board of Trade in 1967, this annual Awards event pays tribute to the men and women of the Toronto Police Service who have made extraordinary contributions to making Toronto one of the safest cities in the world.

Last year, the Toronto Police Services Board had generously provided a \$4,000 sponsorship and \$632 in tickets. We continue to increase awareness to the Toronto Police Service Board and selected members of the business community to grow attendance and cover costs and additional expenses. We are respectfully requesting your support to provide \$4,000 in sponsorship and purchase a table at the cost of \$632 for a total investment of \$4,632.

The Toronto Region Board of Trade is very proud of this event and the impact it has on our members. Your support will ensure the strength of this event and help carry on tradition.

Thank you for your time.

Kind regards

A handwritten signature in black ink, appearing to read 'Christopher Worth', written over a horizontal line.

Christopher Worth  
Chair



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MAY 14 2015**

**#P144.            *IN CAMERA MEETING – MAY 14, 2015***

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

The following members attended the *in camera* meeting:

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

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MAY 14, 2015**

**#P145.       ADJOURNMENT**

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Alok Mukherjee  
Chair