



The following *draft* Minutes of the meeting of the Toronto Police Services Board held on June 17, 2016 are subject to adoption at its next regularly scheduled meeting.

The Minutes of the meeting held on May 19, 2016, previously circulated in draft form, were approved by the Toronto Police Services Board at its meeting held on June 17, 2016.

**MINUTES OF THE PUBLIC MEETING** of the Toronto Police Services Board held on **JUNE 17, 2016** at 1:00 PM in the Auditorium, 40 College Street, Toronto, Ontario.

**PRESENT:**

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

**ABSENT:**

**Ms. Marie Moliner**, Member

**ALSO PRESENT:**

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

Declarations of Interest under the *Municipal Conflict of Interest Act*:

- Chair Pringle advised that he is the chair of a board which has a financial relationship with Rogers Communications Partnership and would not participate in the consideration of the report: *Contracts for Paging, Mobile Devices and Services* (Min. No. P152/16 refers); and
- Mayor Tory advised that he has an ongoing relationship with the Rogers family and would not participate in the consideration of the report: *Contracts for Paging, Mobile Devices and Services* (Min. No. P153/16 refers).

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JUNE 17, 2016**

**#P138.        TRANSFORMATIONAL TASK FORCE INTERIM REPORT**

The Board was in receipt of the following report June 15, 2016 from Andy Pringle, Chair, and Mark Saunders, Chief of Police, Co-Chairs of the Transformational Task Force:

Subject:        TRANSFORMATIONAL TASK FORCE INTERIM REPORT

Recommendation:

It is recommended that:

1.        The Toronto Police Services Board (“the Board”) approve the Transformational Task Force (“the Task Force”) Interim Report presenting its vision for a modern Toronto Police Service (“the Service”) and approve the implementation of the interim recommendations contained in the report; and,
2.        The Board forward a copy of this report to the City’s Executive Committee for its information.

Financial Implications:

To date, the Task Force has identified \$100 million in reductions and savings to the Service’s operating budget over the next three years. This figure includes \$60 million over the next three years, beginning in 2017, as a result of a carefully managed moratorium on hiring and promotion between ranks for officers and civilians. During this period, there will be some critical situations where the hiring or filling of vacant positions may be necessary. This moratorium will allow the Service to ensure that it has the right type and number of members for the new service delivery model and the leanest possible management structure.

The proposed reduction also includes \$30 million in identified savings through alternative service delivery or shared services over the next three years that we must confirm, plus a commitment to a further \$10 million at a minimum over the same period. Additionally, the buildings and land to be returned to the City of Toronto have potential value of up to \$72 million.

In the months leading up to our final report, we will continue to look for responsible measures that can yield additional reductions, savings and real estate returns.

The costs that have been incurred in the development of the Interim Report as well as the investments that will be required for completion of the final report and its

implementation plan are estimated to be \$1.3 million. This includes: approximately \$0.8 million borne by the Board's Special Fund of which \$0.265 million is for strategic coaching and advisory support provided by KPMG, up to \$0.5 million is for an independent information technology assessment as well as up to \$0.045 million for the cost of writing, designing and printing the interim report. In addition, approximately \$0.5 million will be expended from the Service's 2016 operating budget to conduct a service demand analysis.

The Task Force's final report will identify any further investments which may be necessary in order to implement its recommendations.

#### Background/Purpose:

The Transformational Task Force was formed at the direction of the Board with a mandate to:

**Develop and recommend, to the Toronto Police Services Board (TPSB), a modernized policing model for the City of Toronto that is innovative, sustainable and affordable. The model will place communities at its core, will be intelligence-led and optimize the use of resources and technology while embracing partnerships as a means of enhancing capability and capacity.**

#### Discussion:

In February 2016, the Transformational Task Force began work on a plan to modernize the Toronto Police Service. In the Interim Report, the Task Force is proposing a vision of excellence and leadership for the Service that will be expanded upon in a final report, which will be completed at the end of December 2016 for presentation to the Board in January, 2017.

The Interim Report (Executive Summary appended) describes a modern vision and initial steps in a plan that aligns strategy, actions, and financial imperatives. In our view, the recommendations will take the Service to a new level of excellence. The recommendations build on the strengths and successes of the past and address, directly the things the Service can and must do differently. The recommendations also reflect the voices, values, and aspirations of Service members and will deepen and strengthen trust with the communities they serve.

As the Task Force works towards its final report it will be continuing to identify, explore and study other measures needed to achieve its vision in a fiscally responsible manner. The final report will describe those additional measures along with human resources and collective agreement impacts. The final report will also address the human resource, technology, and other investments that will be required to support its recommendations. A critical part of the final report will focus on ensuring that transformation takes place. The report will include recommendations to strengthen the Service's capacity to implement modernization, including project management, change

management, and quarterly, public reporting to the Board in order to demonstrate progress toward implementation.

### Consultations

The Task Force will hold consultation meetings for the public over the summer months and into September. The schedule for these meetings will be announced shortly. There will be a web-based mechanism for individuals and organizations to provide their feedback online. The feedback received will be summarized and posted publically beginning later this summer. Extensive consultations will be held with all members of the Service.

### Conclusion:

We recommend that the Board approve the recommendations in this report.

We also express our sincere appreciation to the members of the Transformational Task Force – both Service members and community members. They have worked tirelessly to produce this report and each one of them exemplifies excellence in public service. We are grateful for their contributions and look forward to continuing to work collaboratively on the final report.

**The following members of the Task Force were in attendance and delivered a presentation to the Board on the Task Force's Interim Report:**

- **Michelle DiEmanuele, President and C.E.O., Trillium Health Partners**
- **Staff Sergeant Greg Watts, Toronto Police Service**

**A copy of the presentation is on file in the Board Office.**

**Following the presentation, the Board received deputations from:**

- **Kris Langenfeld**
- **Sylvia Arauz and Paige Lewis, Canadian Association of Black Educators**
- **Yessica Rostan**

**Chair Pringle noted that members of the public would have an opportunity to provide their comments in deputations at the Board's July 21, 2016 meeting or during consultations that will be held throughout the summer months.**

**Ms. DiEmanuele and S/Sgt. Watts responded to questions by the Board about the Interim Report.**

**The Board approved the following Motions:**

- 1. THAT the Board receive the presentation and deputations;**
- 2. THAT the Board endorse the work of the Task Force and defer the foregoing report to its July 21, 2016 meeting so that the public may make deputations; and**
- 3. THAT the Board express its appreciation to all of the members of the Task Force for their work which resulted in recommendations that will lead to a modern and more effective police service.**

**Moved by: J. Tory**  
**Seconded by: C. Lee**

**A copy of the Executive Summary to the Interim Report is attached for information.**

**A copy of the full Interim Report is on file in the Board Office and also posted on:**  
<http://www.tps.on.ca/TheWayForward>.

## The Way Forward: Modernizing Community Safety in Toronto

### EXECUTIVE SUMMARY

*Toronto is a large and complex city. It is vibrant and dynamic, with diverse multicultural and multiracial communities. As Toronto has grown and changed, the Toronto Police Service (“the Service”) responded effectively in many areas and can be proud of its accomplishments.*

There have also been challenges and mistakes, including programs such as the Toronto anti-Violence Intervention Strategy (TAVIS) which, when implemented improperly, impacted relationship and trust with a number of communities, as well as the Service’s reputation on a larger scale. The Transformational Task Force was created because the expectations that our city has of its police service are continuing to change – fundamental expectations related to accountability, collaboration and inclusiveness, greater openness and transparency of information and decision-making, as well as sustainability and affordability. But also expectations that our police service will be an effective partner with all communities, including and especially with marginalized communities, where Service members can have a positive impact on deeper challenges related to social inequality, poverty, inequality of opportunity, discrimination, and systemic racism.

In February 2016, the Task Force began work on a plan to modernize the Service to ensure it can keep pace with changing public expectations. In this interim report, we describe a community-centred vision of excellence and leadership that will provide the Service with a strong foundation, as well as 24 interim recommendations where work can begin now. We will be expanding on that foundation and making more recommendations in our final report, which will be completed at the end of December 2016 for presentation to the Toronto Police Services Board (“the Board”) in January. Our vision is reflected in a new community-centred service delivery model with three goals:

<b><u>Goal 1</u></b>	<b><u>Goal 2</u></b>	<b><u>Goal 3</u></b>
Be where the public needs the Service the most	Embrace partnerships to create safe communities	Focus on the complex needs of a large city

We have an opportunity to redefine, revitalize, and modernize the Service to achieve a new level of excellence and leadership. The implementation of our interim recommendations, as well as those in our final report, will result in a strengthened and trusted police presence in our communities and neighbourhoods.

The implementation of our interim recommendations will recognize the need for multi-faceted local strategies and solutions.

The proposed service delivery model represents unprecedented change for the Service and our city. But successful implementation will require an equally unprecedented alignment of the public, elected officials, members of the Board, senior leadership of the Service, members of the Service, and the collective bargaining agents – the Toronto Police Association, and the Senior Officers' Organization. All of us together must choose to empower the Service to seize this opportunity.

Our roadmap for a modern Toronto Police Service includes major changes in five areas:

### **1. How We Relate to the Public:** **Focusing on safe communities + neighbourhoods**

The centrepiece of the new service delivery model is a renewed, more integrated and intensified investment in building safe communities and neighbourhoods, with officers focused on local problem solving.

In this model, all officers will not only be protectors and guardians of public safety, but also facilitators, problem solvers, and collaborative partners. They will be known, valued and trusted as members of the community. They will have the skills, knowledge, experience and emotional intelligence to build strong relationships and facilitate local strategies to keep individuals and communities safe.

Through an investment in mobile smart technology, officers will work in their assigned neighbourhoods every day, sometimes in cars, but also on foot and bikes.

They will deliver services more flexibly from appropriate locations – a school, a community centre, or even on a park bench with a person in need – and will be accessible by phone, email, text messages, social media, and an enhanced Toronto Police Service mobile application (app).

Consistent with the emphasis on communities, we have heard the concerns with TAVIS and are recommending it be disbanded and its resources deployed to other priorities.

### **2. How We Deliver our Services:** **From Primary to Priority Response**

To enable the Service to implement the new model and enhance its presence in communities through neighbourhood officers, we are recommending a shift from primary to priority response. This shift will reduce the amount of time police officers spend responding to non-emergency calls for service and situations that fall within the mandates of other organizations. Based on an assessment of risk, the Service will:

- Focus on dispatching officers where an immediate response is necessary for personal safety, or where there is an immediate investigative need.
- Provide enhanced options for the public to report non-emergency situations, including on-line, through smart devices, over-the-phone, by appointment at a

police station, and employing civilian members to follow up on certain non-emergency reports.

- Refer appropriately designated non-policing situations to other city departments or organizations that, through their own mandates, are better suited to respond.

As part of this shift, some existing services including the School Crossing guard Program and the Lifeguard Program at Toronto beaches will be transferred to other entities.

We are also recommending an overhaul of the Paid Duty system, with a risk-based model to ensure that off-duty police officers are only utilized in a paid duty capacity where the skills, authorities and training of a police officer are necessary. Related to this recommendation, the Task Force also strongly supports the City of Toronto's request to the government of Ontario to allow it to create municipal traffic wardens.

### **3. Access to Services**

The new service model includes a redesign of the current map of 17 Divisions to better meet the needs of our large complex city. This will include fewer Divisions, with boundaries that better align with Toronto's 140 neighbourhoods and also with the planning and service boundaries of city departments, community-based organizations and agencies. Some staff will be redeployed to other priorities and some management and supervisory positions will be eliminated. There will be capital cost savings, as well as the re-purposing of funds. Buildings and land currently used by the Service will be returned to the City of Toronto. The enhanced use of modern technology will give residents better access to police information and services.

### **4. Sustainability and Affordability**

The modernized Service will demonstrate value and make the most of every dollar. To date, the Task Force has identified \$100 million in reductions and savings to the Service's operating budget over the next three years. This figure includes \$60 million over the next three years, beginning in 2017, as a result of a carefully managed moratorium on hiring and promotion between ranks for officers and civilians. During this period, there will be some critical situations where the hiring or filling of vacant positions may be necessary. This moratorium will allow the Service to ensure that it has the right type and number of members for the new service delivery model and the leanest possible management structure.

The proposed reduction also includes \$30 million in identified savings through alternative service delivery or shared services over the next three years that we must confirm, plus a commitment to a further \$10 million at a minimum over the same period. Additionally, the buildings and land to be returned to the City of Toronto have a potential value of up to \$72 million.



In the months leading up to our final report, we will continue to look for responsible measures that can yield additional reductions, savings, and real estate returns.

## **5. Culture Change**

Culture change is the essential underpinning of our vision and the enabler of all our recommendations. Success will only be possible by creating a culture that reflects and embraces the vision and embeds the principles of trust, active accountability, partnerships, transparency, inclusiveness and collaboration, as well as sustainability and affordability. Success will also require training that equips Service members to be effective partners with all communities and to have a positive impact on those deeper challenges, such as social inequality, poverty, inequality of opportunity, discrimination, and systemic racism.

In our final report, we will provide more details on a comprehensive culture change and human resources strategy that includes a framework for innovation, a robust talent management strategy and immediate changes to training. It will also include benchmarks and metrics that enable culture change to be measured and reported on, incorporating the insights and perceptions of the public.

### **Towards a Final Report**

As emphasized throughout, this is an interim report. Its primary purpose is to describe our community-centred vision of a modern Toronto Police Service and, through our interim recommendations, to begin to define the path forward. In our final report, we will expand on our interim recommendations and also present many other recommendations that we are still actively studying. Additionally, we will provide more information about proposed savings and budget reductions, as well as details about the smart investments in people, training, and technology that will be required to support the community-centred service delivery model.

### **Consultation**

Input from the public and Service members is a critical part of the next phase of our work. The Task Force will hold public consultation meetings across the city over the summer months and into September. The schedule for these meetings will be announced shortly after the release of the interim report and will be posted on <http://www.tps.on.ca/TheWayForward>. There will also be a mechanism for online feedback which will be posted on <http://www.tps.on.ca/TheWayForward> beginning later in the summer. The consultation process with Service members will begin with a series of information sessions in September and early fall. These sessions will be organized by rank and civilian classification in order to allow for discussion among peers. They will not only provide members with the opportunity to comment on our recommendations, but also encourage them to share their insights into how these recommendations can be expanded, implemented or improved upon for our final report.

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**#P139.       ANNUAL REPORT: 2016 TORONTO POLICE SERVICE AUDIT  
WORKPLAN**

The Board was in receipt of the following report April 27, 2016 from Mark Saunders, Chief of Police:

Subject:       TORONTO POLICE SERVICE 2016 AUDIT WORKPLAN

Recommendation:

It is recommended that the Board receive this report and the presentation.

Financial Implications:

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

Background/Purpose:

At its meeting of December 15, 2014, the Board approved its Audit Policy (Min. No. P272/14 refers). Among the requirements contained within this policy was the following:

- The Chief of Police will prepare, using appropriate risk-based methodology, an annual quality assurance work plan which will identify and prioritize audits to be conducted. The plan will identify inherent risks, resource requirements and the overall objectives for each audit and the work plan will be reported to the Board at a public or a confidential meeting as deemed appropriate.

The purpose of this report is to provide the Board with the Toronto Police Service's (Service) 2016 Audit Workplan.

Discussion:

The Audit and Quality Assurance Unit (A&QA) follows the International Standards for the Professional Practice of Internal Auditing (Standards) of the Institute of Internal Auditors (IIA). The Standards require internal auditors to undergo an external quality assessment to confirm its conformance to the Standards. A&QA is assessed by the IIA to have the highest level of conformity to the Standards with respect to the quality of internal audits and processes.

A&QA begins its annual workplan development process by researching and examining political, environmental, technological and community issues and concerns that have the potential to affect the operations of the Service. A&QA also examines other agencies' Audit Reports for trends, emerging issues and topics. A&QA consults with the Chief, Deputy Chiefs, Chief Administrative Officer, Staff Superintendents and Directors to identify risks, opportunities, strengths and weaknesses which may impact the ability of the Service to achieve its priorities, goals and objectives. At the direction of the Office of the Chief of Police, A&QA has also consulted with the Toronto Police Services Board Chair regarding the proposed workplan topics.

Based on the results of this research and consultation, A&QA creates a listing of potential audit projects and conducts an assessment of these projects.

In conducting the assessment, A&QA identifies and considers various risk and opportunity factors such as public safety, officer safety, internal control factors, complexity, dollar value and degree of centralization/decentralization. Impact, probability of occurrence, severity of outcome, extent of liability, effect on public confidence and probability of integrity lapses are also incorporated into the process. Factors vary according to subject matter classification; however, each process is similar in nature. Known strengths and weaknesses are also identified and opportunities for improvement are noted.

Once the projects are ranked through the assessment process, A&QA reviews the listing against various legislative and Service considerations. The main legislative requirement is Ontario Regulation 03/99, Adequacy and Effectiveness of Police Services. Audit & Quality Assurance is mandated by the Chief and Command to conduct three audits related to Adequacy Standards each year. Service considerations include coverage of high risk areas, identification of opportunities for improvement and inclusion of a cross section of Command areas. In addition, Service Procedure requires A&QA to conduct an audit of the Flashroll, the 329 Fund and Source Management every three years.

The development of the workplan takes into account each of the above considerations and the resources available within A&QA including total hours members are available to work on audit projects, and the skills, knowledge and technical abilities of each member.

In summary, the preparation of the annual workplan is an important responsibility of A&QA. Careful consideration is given to prioritizing projects so that the Unit's scarce resources can be allocated efficiently and effectively.

The workplan is not a static document and changes to it occur due to challenges that arise from preliminary audit findings or the need to divert resources to deal with emerging issues. The workplan is prepared spanning a one year period, with additional areas and topics identified for future years.

Once audits are completed and the reports and recommendations are approved by the Executive Assurance Committee (EAC), recommendations are tracked by A&QA. The Unit has established a tracking database to monitor the implementation status of recommendations assigned to management to ensure that appropriate corrective action is taken on a timely basis. Reports on the status of recommendations are presented to the EAC on a quarterly basis.

The Service's 2015 Audit Workplan was tabled at the December 17, 2015 Board meeting (Min. No. P307/15 refers). As a follow-up to that report, attached as Appendix A is the Service's 2016 Audit Workplan.

Ms. Dana Styra, Manager, A&QA will deliver a presentation to the Board with respect to this report.

Conclusion:

This report provides the Board with the Service's 2016 Audit Workplan.

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

**Ms. Dana Styra, Manager, Audit & Quality Assurance, showed a video and delivered a presentation to the Board. A copy of the presentation is on file in the Board office.**

**The Board received the foregoing report and presentation.**

**Moved by: C. Lee**  
**Seconded by: S. Carroll**

Appendix A  
2016 Audit Workplan

Project	Synopsis	Projected Total Hours
Service Procedures Compliance to Adequacy Standards Requirements	An ongoing review to ensure Service Procedures are in compliance with Adequacy Standards requirements. Focus will be on changes made by the Ministry of Community Safety and Correctional Services during the year.	100
Risk Assessment and Workplan Development	<i>International Standards for the Professional Practice of Internal Auditing (Standards)</i> require A&QA to conduct a yearly risk assessment in the preparation of its workplan to ensure adequate resources are deployed to audit high risk areas. Every three years, A&QA performs a comprehensive risk assessment to ensure that risks are properly identified and risk-ranked.	500
Quality Assurance and Improvement Program – Internal Assessment & External Validation	The IIA <i>Standards</i> require that an external validation be conducted on the internal audit group at least once every five years by a qualified independent reviewer from outside the organization. An external validation is an important component in ensuring that audit work is performed to the highest standards of professionalism and efficiency.	750
Property & Video Evidence Management Unit – Drug Processing Section	The Property and Video Evidence Management Unit review is broken into three areas: general, drugs and firearms to ensure adequate coverage of all areas. Each area will be selected for a comprehensive audit every three years.	700
Special Projects	Assistance provided to other units and task forces at the request of the Chief of Police/EAC.	2000
Audit of Human Resources-Background Checks	An audit of the background check processes in human resources with a focus on efficiencies and streamlining the process	1000
Disclosure of Disciplinary Records	A review to ensure Service processes and policies are in compliance with the Supreme Court Decision, R vs McNeil [2009] and whether members are providing full-disclosure of disciplinary records to Crowns for matters before the courts as required by legislation.	1500
Review of Special Constable Program	An audit of the high risk topics of the 3 groups of Special Constables (TTC, TCHC and UofT) that	750

Project	Synopsis	Projected Total Hours
	currently have MOU's with TPS. Use of force, enforcement, arrests, property submissions, occurrence submissions and training (first aid).	
Undercover Officers-Competencies, Training and Staffing Levels	A review to ensure undercover and surveillance officers are receiving the required training and that projects are properly staffed with these officers.	700
Measuring Project Success	A review of the processes in the Corporate Projects Unit with a focus on ensuring that all Service projects/programs are being managed appropriately from the start so that the success/failure of the project can be measured at a later date (budgets, goals/objectives, outcomes, etc)	1200
Criminal Harassment (LE-028)	To review the Service's compliance with the adequacy standard in relation to criminal harassment	1200
Elder & Vulnerable Adult Abuse (LE-021)	To review the Service's compliance with the adequacy standard in relation to elder and vulnerable adult abuse.	900
Various Inspections	A two member team will conduct inspections.	2500

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**#P140. CHIEF'S ADMINISTRATIVE INVESTIGATION INTO THE FIREARM  
DEATH OF MR. ANDREW LOKU**

The Board was in receipt of the following report June 01, 2016 from Mark Saunders, Chief of Police:

Subject: Chief's Administrative Investigation into the Firearm Death of Mr. Andrew Loku

Recommendation(s):

It is recommended that the Board receive the following report.

Financial Implications:

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

Background / Purpose:

Whenever the Special Investigations Unit (SIU) is notified of an incident involving serious injury or death, provincial legislation directs that a chief of police shall conduct an administrative investigation.

Ontario Regulation 267/10, s. 11(1) states:

"The chief of police shall also cause an investigation to be conducted forthwith into any incident with respect to which the SIU has been notified, subject to the SIU's lead role in investigating the incident."

Section 11(2) of the Regulation states:

"The purpose of the chief of police's investigation is to review the policies of or services provided by the police force and the conduct of its police officers."

Section 11(4) of the Regulation states:

"The chief of police of a municipal police force shall report his or her findings and any action taken or recommended to be taken to the board within 30 days after the SIU director advises the chief of police that he or she has reported the results of the SIU's investigation to the Attorney General, and the board may make the chief of police's report available to the public."

Upon conclusion of its investigation, the SIU provides the Toronto Police Service (Service) with a letter. The SIU does not provide the Service with a copy of the report that was provided to the Attorney General.

#### Discussion:

On July 5, 2015, the Toronto Police Communications Services received a call for service to an address on Gilbert Avenue. The caller advised that a male armed with a hammer was threatening to kill someone. The Service was not aware that this was a Canadian Mental Health Association building for persons with mental health conditions.

Police officers from 13 Division responded to the call and while en route received information that the suspect, later identified as Mr. Andrew Loku, was now breaking everything in the hallway with the hammer. The identity of Mr. Loku was not known at the time of the shooting.

Upon their arrival the two officers were immediately confronted by Mr. Loku, who was holding a hammer in his right hand.

Due to the immediate threat before them, the officers had no time to attempt to de-escalate the situation. The officers drew their Service pistols and one officer immediately issued the instructions '*Police. Drop the hammer*'. Mr. Loku did not comply and began to advance towards the officers while he raised the hammer over his head. An officer ordered Mr. Loku several times to drop the hammer and stop. Mr. Loku refused to do so and kept advancing towards the officers.

An officer, believing that he was about to be attacked by a hammer and unable to retreat further in the hallway, discharged his Service firearm twice at Mr. Loku when he was about 2 to 3 meters away. Both rounds struck Mr. Loku and he fell to the floor.

The officers immediately provided first aid and called for emergency medical support. Toronto Paramedic Services arrived at the scene and despite administering first aid, Mr. Loku succumbed to the gunshot wounds.

The SIU was notified and invoked its mandate.

In a letter to the Service dated March 15, 2016, Director Tony Loparco of the SIU advised that the investigation was complete and no further action was contemplated. Director Loparco concluded that there were no reasonable grounds to believe that the designated subject officer had committed a criminal offence.

The SIU published a media release which is available at: [www.siu.on.ca](http://www.siu.on.ca)

#### Summary of the Service's Investigation:

The Professional Standards Unit (PRS) conducted an investigation pursuant to Ontario Regulation 267/10.



The SIU had designated one officer as a subject officer in their investigation and five additional officers as witnesses and the PRS investigation examined the use of force and the death in relation to the applicable legislation, Service procedures, and the conduct of the involved officers.

The PRS investigation reviewed the following Service procedures:

- Procedure 01-01 (Arrest)
- Procedure 08-03 (Injured on Duty Reporting)
- Procedure 10-05 (Incidents Requiring the Emergency Task Force)
- Procedure 10-06 (Medical Emergencies)
- Procedure 13-16 (Special Investigations Unit)
- Procedure 15-01 (Use of Force)
- Procedure 15-02 (Injury / Illness reporting)
- Procedure 15-04 (Service Firearms)
- Procedure 15-17 (In-Car Camera System)

The PRS investigation also reviewed the following legislation:

- *Police Services Act* sec 113 (Special Investigations)
- *Ontario Regulation 267/10* (Conduct and Duties of Police Officers Respecting Investigations by the Special Investigations Unit)
- *Ontario Regulation 926* sec 9 (Discharging a Firearm)
- *Ontario Regulation 926* sec 14.2 (Use of Force Qualifications)
- *Ontario Regulation 926* sec 14.5 (Use of Force Reports)

The PRS investigation determined that Service procedures and provincial legislation provided the involved officers with appropriate direction and that all involved officers were in compliance and acted appropriately.

In his closing letter, Director Loparco commented;

*Before closing this file, I note for the record that this case is another example in which the post-incident conduct of some TPS officers threatened to publicly compromise the credibility of the SIU's investigation. The issue of the police improperly accessing the video and concerns about "gaps" in the video were brought up by residents of the building and CMHA (Canadian Mental Health Association). Following the shooting, a member of your service saw fit to attempt to access and download video recordings captured by cameras situated on the third floor hallway where the shooting occurred. I have not as yet heard an adequate explanation for such conduct.*

Members of the Service complied with *Ontario Regulation 267/10*, Conduct and Duties of Police Officers Respecting Investigations by the Special Investigations Unit. The Regulation states that:

*The Chief of Police shall ensure that, pending the SIU taking charge of the scene of the incident, the police force secures the scene in the manner consistent with all standing orders, policies and usual practice of the police force for serious incidents.*

SIU investigators were made aware of the existence of the video system and the Service's efforts to ensure that possible evidence was secured. The viewing and preservation was not an insertion into the post incident but rather appropriate scene management and evidence preservation similar to securing and identifying potential witnesses to the event. The officers securing the video were acting upon the direction of the Service's SIU Liaison officer.

The SIU had the video examined and it was determined that there was no evidence of tampering.

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

**The Chair noted that the foregoing report was the first public report to be provided by the Chief with regard to an administrative investigation that was conducted pursuant to the *Police Services Act, Ontario Regulation 267/10 s.11* in response to the Board's request for such reports made at the May 19, 2016 meeting (Min. No. P135/16 refers).**

**Chief Saunders responded to questions about the format for the new report and, in this case, the specific content as it relates to the death of Mr. Loku. The Board indicated where it would like to see additional information in future reports.**

**The Board approved the following Motions:**

- 1. THAT the Board receive the foregoing report;**
- 2. THAT the Chief report back, in conjunction with the pending report on body-worn cameras and the resulting video footage, on the procedures that govern the handling of video evidence and the extent to which the procedures address the concerns of Mr. Loparco and whether such procedures require amendment; and**

cont...d

3. **THAT the Chief report back on the future format of section 11 reports for the September 2016 meeting.**

**Moved by: J. Tory**  
**Seconded by: C. Lee**

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**#P141.        MENTAL HEALTH EXTERNAL ADVISORY COMMITTEE: STATUS  
UPDATE**

The Board was in receipt of the following report May 31, 2016 from Dorothy Cotton and Hamlin Grange, Co-Chairs, Mental Health External Advisory Committee:

Subject:        MENTAL HEALTH EXTERNAL ADVISORY COMMITTEE: STATUS  
UPDATE

Recommendation:

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

Financial Implications:

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

Background/Purpose:

The Board, at its meeting of February 24, 2016, approved the establishment of the Mental Health External Advisory Committee (Min. No. P30/16 refers). At that time, as detailed in the Board report, the proposed mandate of the Mental Health External Advisory Committee was “to independently assess and evaluate the work of the Toronto Police Service and the Toronto Police Services Board in dealing with people experiencing mental illness, including the proactive strategy developed by the Service with respect to this issue, and to subsequently make recommendations for improvement, where necessary, to the Board.” The report also stated that the proposed areas of review would include the following:

- Training
- Use of force options
- Community consultation and communications
- Mobile Crisis Intervention Teams (MCITs)
- Police partnerships with external agencies

Discussion:

The External Advisory Committee (EAC) had its first meeting on May 2, 2016, when members went to the Toronto Police College for an “Observation Day,” consisting

mainly of presentations by Service members. These presentations addressed a number of areas, with an emphasis on the training received by police officers. The agenda of the Observation Day included the following topics, although some of the latter topics were not covered, or only covered briefly.

- Toronto Police Services Board and Board's Mental Health Sub-Committee
- Training presentations
  - 2016 In-Service Training Presentation
  - Negotiator Workshop
  - Judgment Training
  - Recruit Training
- Employment Unit
- Psychological Services
- Mental Health System and Toronto Police Service Partnerships
- Mobile Crisis Intervention Team
- Intersection of Race and Mental Health
- Professional Standards

The Observation Day also included a facilitated discussion where members of the External Advisory Committee identified some follow-up questions arising from the presentations and detailed areas in which they would like additional information.

On May 16, 2016, members of the External Advisory Committee met again to discuss the mandate, structure and next steps for the EAC.

### *Selection of Co-Chairs*

At its meeting of May 16, 2016, the Advisory Committee agreed that we (Dr. Dorothy Cotton and Mr. Hamlin Grange) would act as Co-Chairs for the EAC.

### *Membership*

The membership of the EAC is as follows:

- The Hon. Michael Wilson - Chair, Canadian Mental Health Commission
- Mr. Justice Ted Ormston - Ontario Court of Justice (Ret'd)
- Marg Creal – Chair, Consent and Capacity Board
- Susan Pigott - Chair, Ontario's Mental Health and Addictions Leadership Advisory Council
- Hamlin Grange - President, DiversiPro Inc
- Susan Davis - Executive Director, Gerstein Centre
- Dr. David S. Goldbloom - Senior Medical Advisor at CAMH, Professor of Psychiatry, University of Toronto
- Pat Capponi - Co-Chair, Toronto Police Services Board Mental Health Subcommittee and Lead Facilitator, Voices from the Streets

- Jennifer Chambers – Empowerment Council
- Steve Lurie, Executive Director Canadian Mental Health Association – Toronto
- Bruce Herridge - Director, Ontario Police College
- Dr. Vicky Stergiopoulos - Psychiatrist in Chief, St. Michael's Hospital and scientist, Centre for Research on Inner City Health (As of August 2016, will be Physician in Chief, CAMH)
- Justice Frank Iacobucci - Senior Counsel, Tory's LLP
- Dr. David McKeown - Medical Officer of Health, Toronto Public Health
- Dr. Dorothy Cotton – Psychologist, Kingston, Ontario
- Michael Taylor - Imam, Regional Chaplain, Correctional Services Canada
- Fiona Crean - Ombudsman, Hydro One
- Bill Currie - Deputy Commissioner OPP (retired)
- Susan Fitzpatrick - Chief Executive Officer Toronto Central LHIN
- Senator Art Eggleton

It should be noted that members have stated that even where they represent organizations, the opinions they offer as members of the EAC represent their personal opinions, and are not those of the organization.

### *Mandate*

At this time, the EAC discussed its mandate and has refined its mandate as one that seeks to answer the following question:

*Are the programs and procedures that the Toronto Police Service has in place effective in maximizing the likelihood that interactions between police and people experiencing mental illness will be resolved safely/optimally (e.g. an assessment of outcomes)?*

The External Advisory Committee determined that in answering this question, its focus would be on:

- a) an examination of the organizational culture of the Toronto Police Service (including the culture at the Divisional level), as it pertains to dealing with people experiencing mental illness;
- b) a review of how, and how well, the training provided to officers is transferred to their interactions “on the street”; and
- c) a review of the role of front-line supervisors in ensuring that interactions between police and people experiencing mental illness are handled well and in accordance with training.

The External Advisory Committee views its role as that of providing judgment and guidance with respect to these issues and intends to offer recommendations for improvement, where necessary and/or appropriate.

At its next meeting, the EAC will review any responses provided by the Service to date, to the questions it posed, and draft a work plan, including timelines, for its work going forward. The EAC intends to report to the Board publicly on a regular basis.

Conclusion:

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

**The Board received the foregoing report.**

**Moved by:           S. Carroll**  
**Seconded by:       C. Lee**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JUNE 17, 2016**

**#P142.       OFFICE OF THE OMBUDSMAN REVIEW – TTC SPECIAL  
CONSTABLES**

The Board was in receipt of the following report May 03, 2016 from Mark Saunders, Chief of Police:

Subject:       OFFICE OF THE OMBUDSMAN REVIEW – TTC SPECIAL  
CONSTABLES

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

The Toronto Transit Commission (TTC) and the Toronto Police Service's Board (the Board) entered into an Agreement in regards to TTC Special Constables on May 15, 2014.

Schedule "D" – Complaints Investigation Procedure Criteria, Section D.2(g) of the Agreement states that:

*"There shall be a review process available to complainants to consider whether the TTC has complied with this Public Complaints Procedure. This review shall be undertaken by the Office of the Ombudsman of the City of Toronto or such other independent third party selected jointly by the parties if the Office of the Ombudsman declines or is unable to undertake the review process. The Office of the Ombudsman shall provide the results of the review to the TTC and the TTC shall provide the Board with a copy of the review results".*

The purpose of this report is to advise the Board of the intentions of the Office of the Ombudsman to commence an investigation into TTC's oversight of its Transit Enforcement Unit, including its Transit Enforcement Officers (T.E.O's), Special Constables. Their investigation would also review the incident involving T.E.O's at Union Station on January 29, 2015.



### Discussion:

On March 8, 2016, Mr. Andy Byford, Chief Executive Officer of the TTC received a notification from the Interim Ombudsman, Office of the Ombudsman, advising that he would be commencing an investigation on his own initiative pursuant to section 171(1) of the *City of Toronto Act, 2006* and sections 3-33(C)) and 3-35(A) of the Toronto Municipal Code, Chapter 3. The investigation would examine the TTC's oversight of its Transit Enforcement Unit, including its Transit Enforcement Officers, Special Constables and Fare Inspectors. This investigation would also include a review of the TTC's response to the January 29, 2015 incident at Union Station. This incident involved two members of the TTC's Transit Enforcement Unit and was subsequently investigated by the Service's Professional Standards Unit. The allegations were not substantiated.

On April 7, 2016, Chief Mark Saunders received a notification from the Interim Ombudsman, Office of the Ombudsman, advising of his TTC investigation. The purpose was to request the opportunity for his investigators to meet with staff from the Service to receive any information the Service would like to contribute to the investigation. He advised this would serve as an opportunity for his Office to learn about the Service's role in relation to the oversight of TTC's Special Constables.

### Conclusion:

The Toronto Police Service has established a strong working relationship with the Toronto Transit Commission. The mandate of the TTC Transit Enforcement Unit is to protect the integrity of the transit system, perform security functions with respect to TTC properties and assets and to ensure that the transit system remains a safe and reliable form of transportation.

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**  
**Seconded by: D. Noria**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JUNE 17, 2016**

**#P143.        INTEGRATED RECORDS INFORMATION SYSTEM IMPLEMENTATION  
PROJECT – CLOSE-OUT REPORT**

The Board was in receipt of the following report June 02, 2016 from Mark Saunders, Chief of Police:

Subject:        INTEGRATED RECORDS INFORMATION SYSTEM IMPLEMENTATION  
PROJECT - CLOSE-OUT REPORT

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

From initial funding of \$24.4 Million (M), the Toronto Police Service's (Service) Integrated Records Information System (IRIS) project returned:

- \$1.1M to the City at the end of 2012 (P110/13 April 25, 2013);
- \$1.5M to the City at the end of 2014 (P98/15 April 16, 2015); and
- \$0.8M to the City at the end of 2015 (P81/16 April 20, 2016)

Therefore, in total, the IRIS capital project was delivered \$3.4M below the original approved project budget of \$24.4M.

Background/Purpose:

All police services require and have a business records information system. This is a core operational system that is utilized by many areas and functions in a police service.

Prior to the implementation of Versadex (VDX), a commercial off-the shelf records management system, the Service utilized a home-grown system called Electronic Case Occurrence Processing System (eCops).

The purchase and implementation of a new records management system was approved by the Toronto Police Services Board (Board) in 2008, as part of the Service's 2009-2018 capital program.

The implementation of the project, including the post-implementation transition period, was completed at the end of 2015.

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

- Completes Recommendations Five and Seven from the City Auditor General's office as it relates to actual benefits and objectives achieved and/or not realized;
- Provides confirmation that the project objectives and deliverables were successfully completed;
- Provides an analysis of project performance in terms of budget, schedule and use of resources;
- Provides a summary of any key success factors and/or lessons learned; and
- Identifies any outstanding items that need to be resolved.

Accordingly, this report provides the close-out report for the IRIS project.

A more detailed report has been published and resides within the Service's Project Management Office.

#### Discussion:

The IRIS capital project was a multi-year initiative to modernize and standardize the management of Police Purposes Information (PPI).

As a result of implementing the Versadex records management system, the Service is now on the same system as two provinces (British Columbia and New Brunswick) and 20 Canadian municipal/regional police services such as York Region, Durham Region and London. The Versadex system is also used by numerous police services in the United States.

The chronology of the IRIS project is as follows:

- |              |   |
|--------------|---|
| 2007:        | The Service established the Information Management Processes Assessment and Review Team (IMPART), which made recommendations that outlined the need to improve information management practices and replace/consolidate silo information systems. |
| 2008:        | IRIS capital project business case was approved by the Board at which time funding was secured and the project initiated (Min. P273/08).  |
| 2009 – 2010: | The IRIS procurement component of the capital project was completed and resulted in the purchase of Versadex (Min. P144/10).  |

2010 – Present: The IRIS implementation component of the capital project developed the vendor statements of work and all work plans to implement and support Versadex.

In addition to the core Versadex system, three additional projects were governed by, and implemented, as part of the IRIS project:

- *Electronic Ticketing*: eTicketing was an inflight project that was at the business case stage at the time IRIS was approved. As Versadex included an eTicketing function, it was determined that the costs would be reduced if hardware, software, and project management costs were leveraged within the IRIS project.
- *Repository for Integrated Computer Imagery (RICI) Upgrade*: Upgrade of the Service's mugshot system from RICI to Intellibook. This upgrade was a pre-requisite to implementing Versadex to ensure integration between the policing system of record and known offender records/mugshots.
- *eJust*: An Electronic Disclosure Project was designed to create electronic disclosure capabilities and support interoperability among justice partners including the Ministry of the Attorney General for Ontario.

#### *ACHIEVEMENTS AGAINST OVERALL PROJECT PERFORMANCE MEASURES - IRIS*

##### *Budget*

- *Capital Funding*: From approved funding of \$24.4M, the project was delivered \$3.4M below budget.
- *Internal Effort*: Existing internal staff time repurposed to, or required for, the implementation of the various phases of the project was recorded, so that the Service could determine and report on the value of internal staff time that was assigned to, and required for, the successful implementation of the project. The value of internal staff time was originally projected at \$11.1M. The actual value of internal effort totalled \$20.6M. Three factors were responsible for the much higher than projected internal staffing requirement:
  - a) The nine month deferral of the project by the Board increased the internal effort by \$1.03M (Min. P27/11).
  - b) A decision was made to include \$5.8M worth of time for training of thousands of end users on the new system. The value of time that members were required to spend on training was not included in the original business case projection. Only configuration, training preparations, and trainer time was included in the original business case.
  - c) The overall support effort following implementation was greater than expected.

The first two items account for about \$6.8M of the higher internal effort value. The remaining \$2.7M is mostly the result of continued and increased level of internal support required after go-live, as well as other unanticipated higher needs during the project development and implementation life-cycle.

*Ongoing Costs Avoided to the Service's Operating Budget as a Result of IRIS:*

The increased operating costs envisioned when the business case was approved, were largely attributable to an increase in 50 Records Management positions and 5 Information Technology positions to provide maintenance and support. However, in order to deal with ongoing budget pressures, the Service's operating budget was not increased as a result of the IRIS project. Rather, the ongoing costs have been absorbed within the existing budget.

Specifically, the decision was made not to increase the Service's establishment, but rather, to repurpose positions from within to meet the positions required for Versadex, which avoided a cost of approximately \$2.7M annually in the Service's operating budget.

*Operating Impacts as a Result of IRIS:*

The ongoing operating costs for system support and maintenance is approximately \$1.8M, and includes savings from the decommissioning of legacy systems.

Scope

The project delivered on the vast majority of the proposed scope. The Electronic Case Occurrence Processing System (eCops), Criminal Information Processing System (CIPS), Unified Search, Field Information Report (FIR) and Repository for Integrated Computer Imagery (RICI) were decommissioned.

*Outstanding Deliverables:*

The project did not meet the objective of decommissioning the Property and Evidence Management System as part of the Versadex implementation. However, modifications were made to integrate the in-house built Property and Evidence Management, Property Disposition Inquiry, and Forms Management systems with Versadex.

There is some residual work that has not been completed at the time of this report. These items were either included in the original scope or were identified during the project. The Strategy Management - Business Change Management Unit, in conjunction with stakeholders/business owners, are working towards closing these deferred scope items.

#### *Change Requests:*

The project considered 120 change requests. Of those, 106 were completed, 4 remain open, and 10 were cancelled, not approved, or were deemed redundant.

#### *Staffing Realignment:*

Several internal processes were realigned with the stated goals of offsetting administrative work from front-line officers. This included quality control of occurrence reports, reducing administrative burdens on court disclosure, and creating a group tasked with perpetual improvements to operational efficiencies as they relate to Versadex and eJust. The new sub-units created through the IRIS project include: General Occurrence Review, Centralized Disclosure Management, Charge Processing, and Business Change Management.

### *ACHIEVEMENTS AGAINST PROJECT PERFORMANCE MEASURES – E-TICKETING*

#### *Budget:*

The budget for eTicketing was approved at \$1.7M. At the end of 2013, \$1.1M was returned to the City of Toronto. Therefore, the total one-time cost was \$0.6M.

#### *Scope:*

The overall objective of enabling electronic Provincial Offence Notices (PON) was met and exceeded. As a result of in-car printing capabilities, it is now possible to issue eWarnings and Part III Summonses in addition to electronic tickets. The Service was the first police agency in Ontario to electronically file Part I ticket data to City Courts Administration and the Province of Ontario.

#### *Schedule:*

eTicketing was implemented ahead of the original schedule of February 2014 (Wave Three); the actual go-live date was November 5, 2013.

### *ACHIEVEMENTS AGAINST PROJECT PERFORMANCE MEASURES - RIC1*

#### *Budget:*

When RIC1 was moved into the IRIS project governance structure, the cost was estimated at \$0.67M. The actual cost was \$0.69M or \$20,619 over budget.

### Scope:

The RIC1 upgrade project was inflight when the IRIS implementation project was approved. As there was no feasible upgrade path, the Service moved to a new solution, selecting Intellibook due to its inherent integration and compatibility with Versadex.

### Schedule:

When RIC1 was moved into the IRIS project governance structure, the upgrade from the RIC1 to Intellibook mugshot system met the revised implementation schedule of October 15, 2012.

### *BENEFITS REALIZATION – IRIS PROGRAM*

Summarized below are the key objectives that were expected from the IRIS capital project and the results against the respective objective.

Objective 1- Improved quality and access of PPI for investigative, case management and disclosure purposes.

### Results

Generally speaking, the Service has now increased the amount and availability of information/ intelligence that, prior to Versadex, was not readily available to all members. For example, tickets, tow cards, collisions, and all related entities/details were never available in the previous systems. This was primarily implemented through the Master Name Index (MNI), whereby all activity is referenced through a master person, business, or address record.

Specifically, the following key results have been achieved:

- The MNI has been implemented and is now available to Service members requiring access.
- eTicketing has been implemented along with in-car ticket printers.
- Reports and tickets can be created by prefilling from the card scanner or MNI, reducing time spent by officers entering 'tombstone' information.
- The Legacy Data System (LDSys) was implemented, giving all officers access to legacy information.
- Mugshots of known offenders are available to officers in their cars.
- The Police Information Portal (PIP) is now available to all officers through Versadex and, as familiarization improves, will reduce redirected CPIC messages to/from outside agencies.

- Access controls are consolidated through the use of security groups and handles through VDX and eJust; access controls are in place through Information Security.

Objective 2 - Streamlined and simplified processes that are automated where appropriate for entering, processing, and reporting of police information.

Results:

The core of the IRIS strategy was the creation of a total quality management process from report intake to disclosure (for those cases resulting in traffic or criminal court disclosure).

It was expected that the implementation would be complete and performance measures made available by the end of 2015. However, based on the final implementation in Wave 4 to implement Charge Processing, it is simply too early to properly assess efficiency gains as it relates to disclosure. As of the time of this report, many of the processes are still settling and charge processing, while implemented, is a new Service-wide change. Charge processing was initially implemented with temporary personnel allocated from across the Service on September 29, 2014, and represents the final implementation for the IRIS project. The Service is developing options for a more sustainable solution for consideration by the Chief and Command.

Upon implementation, three changes were made to information management processes at the Service, specifically, General Occurrence Review (GO Review), Centralized Charge Processing, and Centralized Disclosure Management. The objective of each of these sub-units is to identify and correct case issues at the earliest opportunity in order to reduce the amount of time spent on resolving information quality issues.

Prior to IRIS, each of these processes were decentralized and occurred at the divisional/squad level. As such, quality control was applied inconsistently. The objective of placing each of these new sub-units in the process is to reduce the administrative burden on front-line officers and supervisors, and increase the quality of PPI as early in the process as possible.

Each sub-unit is now able to play a role in reducing the time spent by officers on information management and court disclosure. An officer's time now shifts further to front-line policing and away from administrative tasks related to case management.

Several new capabilities are now available which contribute to increased quality of information as well as reduced officer time spent on administration:

- Mobile Report Entry (MRE) application allows for general occurrence reports (GOs) templates for specific common reports, making it easier for officers.
- Card scanners in cars can be used to prefill GOs and tickets.



- There is the ability to conduct multiple queries from a single application in the mobile environment; a task which involved three or more applications pre-implementation.
- The ability to issue multiple provincial offence notices quickly, accurately, and efficiently, with a few keystrokes as subsequent tickets can be prefilled off the driver's license scan as well as prefilled from the original ticket.
- Access to multijurisdictional information via PIP.
- Criminal associations between people are easier to ascertain through Versadex.
- Ability to copy some information from case to case quickly, without the use of a secondary application such as Microsoft Word.
- Ability to attach multimedia files to a GO.
- Ability to capture prisoner management information such as prisoner movements while in custody, feedings, hospital, printing, and visibility into all prisoners in custody within one view.
- Court documents, such as recognizance and probation orders, are scanned into GO and are readily available.
- The business practice of scanning documents, especially memo books, directly to the general occurrence allows complete electronic disclosure to the Crown, and provides officers with a complete picture of the investigation.
- Workflow, if used properly, provides greater accountability as an electronic trail exists to ensure that work is assigned and completed in a timely manner.
- Online Canadian Centre for Justice Statistics (CCJS) edit allows officers to correct the CCJS errors at the source and have the potential to reduce RMS corrections at a later date.
- Officers can now start and finish a Form 9 Appearance Notice Arrest from the car, excluding the swearing to the Affidavit of Service.
- Officers have the ability to prefill an arrest from the car.
- Officers have the ability to update a known offenders MNI while mobile, providing near-real time updates.
- myVersadex gives users at-a-glance access to GOs, Be On The Lookouts (BOLOs), and Tickets soon after they are added to the system.
- The ability to transfer known offender information to the mug shot server in seconds.
- The Property Wizard has the ability to extract and pre-fill required information from Versadex onto property forms.

### *Objective 3 - Reduced paper as a storage medium*

#### Results:

- Following implementation, most processes related to PPI are available electronically through the systems discussed throughout this report (ie Versadex, eJust, PEMS, etc.).

- For 2012 to 2015, the paper and toner usage information/purchases were reviewed and although not all the savings in paper and toner are attributable to the IRIS project, there is a very favourable trend to lower costs in these areas.

**TOTAL SPEND REPORT: 2012-2015**

Description	2012	2013	2014	2015
Toner	\$515,759.34	\$447,486.86	\$481,814.94	\$249,402.63
Paper	\$300,067.06	\$269,819.10	\$273,822.80	\$207,515.14

Objective 4 - Improved supportability and reduction of overhead of support systems and technology

Results:

- The Criminal Information Processing System (CIPS) and the Enterprise Case and Occurrence Processing System (eCOPS) applications were decommissioned as a result of the project. However, the legacy data is still maintained by ITS and supported through LDSys.
- Access controls are centralized and in place through the Service's Information Security unit.
- The ongoing operating costs for system support and maintenance is under \$1.8M and includes savings from the decommissioning of legacy systems.

Objective 5 - Improved information sharing ability with other police services and third party agencies

Results:

- Functionality is available through the Mobile Report Entry application (MRE) or other channels to allow reporting by the TTC, University of Toronto Campus Security, and other special constable groups. However, these are not yet implemented. Talks are underway with TTC for direct reporting solutions and/or information sharing.
- MAG electronic disclosure has been met through the purchase and implementation of eJust as well as the introduction of Centralized Disclosure Management and Charge Processing sub-units.
- PIP searches are available to every officer in every car.

Objective 6 - Increased revenue, through better ticket information legibility and fewer errors, as well as cost savings for processing of Provincial Offence Notices (PON) with e-ticketing included in the integrated solution.

### Results:

- Since go-live, the Service moved from 0% to an average of 75% of tickets being issued electronically. Manual tickets will always be required for officers who do not have access to mobile workstations and printers (ie Mounted, Marine, and CRU officers). The objective is to move to 90% over time.
- eTicketing has reduced the number of steps in ticket processing from creation, to disclosure, to City of Toronto processing, by 80%. Ticket data is filed to City Courts 7 days a week and ticket evidence is disclosed to City Prosecutions daily. The trial rate has been reduced by approximately 10%.
- Reductions in errors and illegibility of the PON result in a greater payment and collection rate, which increases revenues to the City.

Objective 7 - Increased and more consistent use of technology investment through improved user interfaces, application of standards, on-going training, and communication.

### Results:

- The Business Change Management (BCM) team was created for the ongoing sustainment of the investment in this critical operations system. BCM reports to Strategy Management - Corporate Projects and collaborates with other police agencies by way of membership in the Eastern Canadian Versadex Users Group.

### LESSONS LEARNED:

An important part of the Service's project management framework is the identification and cataloguing of lessons learned so that they can be considered and applied in future projects.

The IRIS project resulted in the following lessons learned:

#### Too Much Change within the Organization:

This project represented a massive organizational change. The training, implementation, and post implementation support phases took place at a time of unprecedented change within the Service. While this risk was identified early on in the project by the project team, the over saturation of change lead to:

- *Depletion of Resources* - The large number of simultaneous projects all required our Service's best people. There were times when the IRIS Project was not able to mobilize the most qualified members to support the effort.
- *Extra Support and Training Required* - The competing change management projects were contributors to the increased support/training effort required, as

the capacity for change that individuals and the organization can absorb is limited. This reality continues to be problematic today.

### Project Communication

- Project messaging around the theme 'better' could have been clearer. Specifically, the enhanced understanding that the realization of a 'better state' is not immediate, and can only be achieved over time.
- This change project would have benefited from more fulsome involvement of the Service's Corporate Communications function.

### Other Significant Issues Encountered and Lessons Learned

Too much organizational change at the time of implementation and stabilization which resulted in competing priorities, lack of capacity and skill set, and the lack of experience available and required.

Project integration: "Is this an IT, RMS or Operations project?"; dedicated resources, full resource plans, identification of resource needs early on in the project.

ITS Support positions approved in the original business case not operationally approved, impacting ITS resourcing. ITS has had to repurpose existing positions to provide some level of support to IRIS and the ancillary systems, causing operational deficiencies and inadequate support in other areas.

Differences of opinion as to IT standards between the Service and the Vendor Attempts to outline a detailed support matrix versus the general statements within the Master Agreement have been problematic.

Full workflow functionality should not have been enabled at go-live; staging workflow would have been a better approach – any ongoing issues identified are being addressed.

Consistent and sustained Senior Management and Staff Sergeant messaging to their members on the upcoming changes would have increased user adoption and lessened support/adoption issues.

Given the complexity of the system, training was too short and members found it to be more of an "orientation".

Versadex-related training has not been fully developed and incorporated into courses offered at Toronto Police College.

Every effort was made to right-size methodology to balance alignment with project management best practices and the skills and abilities of Service members to deliver a successful outcome. The strengths of the project team were end user support and an understanding of the complex operational environment. The weaknesses of the team were the lack of formal skills in quality assurance, business requirement documentation, and other standard business documentation. A decision was made at the onset of the IRIS project in 2009 to train officers on cursory business analysis skills through the International Institute of Learning in order to complement their operational experience. This was considered the optimal approach, as the timeline to onboard professional

business analysts would have been costly and the learning curve too ambitious. Two external business and technical analysts were contracted to supplement the team and assist in work co-ordination and formal documentation. In retrospect, using more qualified external business analyst resources, supported by knowledgeable Service members, would have helped to mitigate some of the issues we are dealing with today.

The Service's ITS Project Management Office (PMO) encountered a management change at a critical time during configuration. As a result, the PMO did not have the capacity to deal with the audit project management and change management processes for the IRIS project.

#### *Internal / External Influences Affecting the Project*

- 1) *External/Internal:* Inevitably, on a project that spans five years, staff turnover and changes are expected. During the course of the project, changes to senior staff were experienced at all levels: Changes in Command officers (Steering Committee), Project Sponsor, Staff Superintendents, and, to a lesser extent, changes in civilian management. To mitigate this, the core project team remained relatively consistent throughout the project.
- 2) *External:* The deferral of the project by the Board in order to have the project reviewed by both the City Auditor General and the City's Chief Information Officer had significant schedule implications. In total, there was a one year impact to stop, justify, and restart the project, resulting in an additional cost of nearly \$1M.
- 3) *External:* Over the course of the project, several requests were made by the IRIS project to the Command including: members for training and to staff the GO Review, Centralized Disclosure Management, Charge Processing, and Business Change Management positions. These requests were taking place during a period where the Service was experiencing an overall decline in the number of uniform and civilian members. This staffing pressure was a major contributing factor in long decision-making cycles for staff requests. The lack of necessary staff in key areas to effectively support the Versadex system is still a significant issue that is now being further impacted by the civilian hiring moratorium.
- 4) *Internal:* A risk identified at the onset was that IRIS itself represented a major undertaking and that any other projects implemented should be moved outside of the project's implementation timeframe. Unfortunately, there were a number of competing change management projects, such as the Chief's Internal Organizational Review (CIOR) and PACER, taking place at the same time. These competing change management projects are contributors to the increased support effort required for IRIS as the amount of change individuals and the organization could absorb was severely limited.

#### Conclusion:

A records management system is a key and critical information system for the Service. The new Versadex system is a commercial off the shelf system that replaced a home grown system (eCops) that was implemented and operated since 2003. The IRIS

project is generally regarded as the largest information management project undertaken by the Service and the largest of its kind in Canadian municipal policing.

The IRIS implementation project was delivered on time, under budget (capital) and achieved most of its scope and objectives.

The system has been operational for over two years and is performing relatively well. However, it is important to note that it is a large, complex, robust system that many members of the Service use in some capacity. While change management and other issues are subsiding as members adopt and learn the new system, there are still some issues that need to be addressed and rectified, to ensure the system is effectively meeting the key needs of members and the Service.

To this end, it should be noted that the Business Change Management (BCM) section of Strategy Management, under the Chief's direction is facilitating a Versadex review in order to identify and provide solutions to key issues, to further increase the effectiveness and value from the investment in this important system.

As in many large and complex system implementations, lessons were learned. The key lessons learned will be documented in the Service's IT Project Management Office (PMO) for reference by future project teams.

To continue to get the best return from the significant investment in Versadex, eJust and eTicketing, the BCM continues to support the field, re-engineer business processes both internally and with external stakeholder partners, and works to leverage the Versadex and ancillary products through innovation, research and development.

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

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

**Following the deputation, S/Sgt. Blair Falkinson, Strategy Management, responded to questions by the Board.**

**The Board received the foregoing report and Mr. Langenfeld's deputation.**

**Moved by: C. Lee**  
**Seconded by: S. Carroll**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JUNE 17, 2016**

**#P144.        2015 ANNUAL REPORT – POLICE TOWING CONTRACTS**

The Board was in receipt of the following report May 04, 2016 from Mark Saunders, Chief of Police:

Subject:    ANNUAL REPORT - POLICE TOWING CONTRACT - JANUARY 2015 TO  
                 DECEMBER 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 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.

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, 2015 ending December 31, 2015. Receipts used for the audits were drawn from the following dates:

- 1) January 5 to January 11, 2015
- 2) April 20 to April 26, 2015
- 3) July 6 to July 12, 2015
- 4) November 16 to November 22, 2015

The results are as follows:

### **District 1**

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

The invoice audits of JP Towing, District 1, were conducted in March, and November 2015:

<b>Audit Results</b>	
Total number of receipts inspected	1266
Number of receipts contract compliant	1263
Number of receipts contract overcharged	3

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.
- Refunds were provided to the customer for any overcharges.
- There were a total of 21,306 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 in March and November 2015:

<b>Audit Results</b>	
Total number of receipts inspected	184
Number of receipts contract compliant	168
Number of receipts contract overcharged	16

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.
- Refunds were provided to the customer for any overcharges.
- There were a total of 2,415 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 in March and November 2015:

<b>Audit Results</b>	
Total number of receipts inspected	361
Number of receipts contract compliant	356
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.
- Refunds were provided to the customer for any overcharges.
- There were a total of 5,679 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 in March and November 2015:

<b>Audit Results</b>	
Total number of receipts inspected	278
Number of receipts contract compliant	276
Number of receipts contract overcharged	2

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.
- Refunds were provided to the customer for any overcharges.
- There were a total of 3,430 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 5, were conducted in March and November 2015:

<b>Audit Results</b>	
Total number of receipts inspected	996
Number of receipts contract compliant	977
Number of receipts contract overcharged	19

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.
- Refunds were provided to the customer for any overcharges.
- There were a total of 16,887 street tows with police presence in District 6 for the year end.

Conclusion:

The pound audit process revealed a compliance rate of 98.54% based on the samples examined. All matters have been resolved to the satisfaction of the Service.

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 was in receipt of a written submission from Kris Langenfeld (dated June 16, 2016) with regard to this report. A copy of the written submission is on file in the Board office.**

**Supt. Gord Jones, Traffic Services, responded to questions by the Board.**

**The Board received the foregoing report and Mr. Langenfeld's deputation.**

**Moved by: C. Lee**  
**Seconded by: S. Carroll**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JUNE 17, 2016**

**#P145.        2015 ANNUAL REPORT – TRAINING PROGRAMS**

The Board was in receipt of the following report May 27, 2016 from Mark Saunders, Chief of Police:

Subject:        ANNUAL REPORT: 2015 TRAINING PROGRAMS

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 the meetings of August 24, 1995 and January 20, 1999, the Board requested that the Chief of Police provide annual reports that assess the effectiveness of training programs (Min. Nos. P333/95 and P66/99 refer). This report describes the training delivered by the Toronto Police College (TPC) during the year 2015.

Discussion:

The Toronto Police Service (Service) continues to meet the training needs of its police officers and civilian members by providing quality learning both internally and externally. Members of the Service receive training through a number of different means, including training offered by TPC through traditional in-class courses, unit-specific training offered to members of a particular unit, courses offered on-line in an e-learning format, and course tuition reimbursement for training offered through external learning institutions.

Attached is a detailed report entitled, "The Effectiveness of Police Training" which provides an overview of TPC operations and services and describes the results of an effectiveness study conducted on three courses delivered or sponsored by members of the TPC. This study focused on the transfer of classroom knowledge to field units and the impact of that knowledge on the Service and the community.

The courses studied were:

1. Investigative Interviewing Course;

2. Fair and Impartial Policing Course (FIP); and
3. In-Service Training Program – 2015 (ISTP).

The Executive Summary for The Effectiveness of Police Training Report is appended to this report as Appendix A.

Conclusion:

This report will provide the Board with an overview of the training provided by the TPC during 2015.

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

**Mr. Derek Moran was in attendance and delivered a deputation to the Board with regard to this report.**

**The Board received the foregoing report and Mr. Moran's deputation.**

**Moved by: C. Lee**  
**Seconded by: S. Carroll**

## Appendix A

### EXECUTIVE SUMMARY

The Toronto Police Service (Service) continues to meet the training needs of its members by providing quality learning opportunities from within our Service, through partner organizations such as the Ontario Police College (OPC), and through outreach initiatives. In order to address the evaluation of Service training effectively, members at the Toronto Police College (TPC) apply the four-level Kirkpatrick Hierarchy of Evaluation, which includes the following criteria:

1. Reaction;
2. Learning;
3. Transfer; and
4. Impact.

Every course has a specific evaluation strategy. All courses are evaluated for reaction and learning at the time of delivery. Transfer and impact evaluations are much more labour intensive and are part of a long-term in-depth analysis. This long-term in-depth analysis was conducted on selected programs. Specifically, three training courses or programs delivered in 2015 were reviewed based on the above criteria. These courses were as follows:

1. Investigative Interviewing Course;
2. Fair and Impartial Policing Course (FIP); and
3. In-Service Training Program - 2015 (ISTP).

Service training is an operational activity that supports identified needs, policies and statutes. The positive results measured by the transfer and synthesis of learning, as reported by members, is evidence that the teaching strategies employed by the TPC have had a positive impact on learners. With a reported transfer of learning ranging from 57% to 78%, this analysis revealed that the training members received throughout 2015 made a difference in their abilities to perform their duties.

The TPC is continuing its efforts to meet and exceed the recommendations contained within the 2006 Auditor General's report entitled "Review of Police Training, Opportunities for Improvement". To this effect, the report attached to this Board Report highlights areas where courses offered at the TPC have continued to evolve in order to address Service and community needs, as well as to incorporate academic adult education best practices. Finally, course delivery strategies have continued to expand and liaisons with federal, provincial, and private partners have continued to grow throughout 2015, all of which have enhanced the ability of the TPC to deliver high-quality and relevant training to members of the Service in a timely and effective manner.



**The Effectiveness of Policing Training  
Toronto Police College  
April 2015**

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4. Results.

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## **INTRODUCTION**

The Service continues to meet the training needs of its members by providing quality learning opportunities from within, through partner organizations such as the OPC and through outreach initiatives. Members of the Service receive training through a number of different means including: training offered by the TPC through traditional in-class instruction, unit specific training offered to members of a particular unit, courses offered on-line in an e-learning format, outreach training offered by the TPC through a network of field training supervisors, and course tuition reimbursement for training offered through external learning institutions. A summary of the courses offered/completed is attached (see Appendices A and B).

## **EFFECTIVENESS STUDY**

Measuring the effectiveness of training is a complex and challenging process. Many variables, both external and internal, affect the performance of any organization. While inferences may be drawn that performance improvement is due to training, it is often difficult to prove cause and effect. In order to effectively address this issue, the TPC applies the four-level Kirkpatrick Hierarchy of Evaluation which includes the following:

1. Reaction: Did participants find the program positive and worthwhile? This question has many sub-parts relating to course content including format, the approach taken by the facilitator, physical facilities and audio-visual aids.
2. Learning: Did participants learn? Training focuses on increasing knowledge, enhancing skills, and changing attitudes. To answer the question of whether participants learned involves measuring skill, knowledge and attitude upon entry and again upon exit in order to determine changes.
3. Transfer of Learning: Did the learning translate into changed behaviours in the workplace? This question asks if learners have been able to transfer their new skills to the workplace or community. Often, it is in this area that problems occur. There may not be opportunity or support to use what was learned. This may reflect on the course itself, but it may also be due to other variables. Methods used to measure transfer may include participant course surveys at the six-month mark, interviews with training co-ordinators and supervisors, and in-field training session observance of students by co-ordinators.
4. Results of Learning: Did the program have the desired impact? Assuming that the training program was intended to solve an organizational problem, this question asks, "Was the problem solved?"

The four categories of evaluation are carried out at different times during and after the program:

1. Reaction: Occurs during and after the program.
2. Learning: Occurs prior to, during, and at the end of a training program.
3. Transfer: Occurs back in the work environment after at least six weeks.
4. Results: Cannot be measured for at least six months and may not occur for a considerable time after the delivery of a program.

A key part of the analysis is determining the effectiveness of training. Every course has a specific evaluation strategy listed in the course training standard; all are evaluated on the reaction and learning categories. Transfer and results evaluations are much more labour intensive. They are part of a long-term, in-depth analysis conducted on selected programs.

### **Scope of 2015 Transfer Study**

During 2015, three Service training courses were selected for review based on a number of considerations which included the number of members mandated to take the training and the regulatory requirements. The courses chosen were as follows:

1. Investigative Interviewing Course;
2. Fair and Impartial Policing Course (FIP); and
3. In-Service Training Program – 2015 (ISTP).

### **Methodology**

To address the transfer of knowledge, anonymous surveys were used to collect data on whether learning translated into changed behaviours in the workplace. Internet-based surveys were created using Class Climate software. These surveys were completed by members, most of whom were randomly selected. These surveys were completed anonymously on-line. The survey results were saved to the Class Climate database for analysis. If the course had smaller enrolment numbers, all members who attended that course were surveyed. A larger enrolment base required a random sampling of members, again allowing for an anonymous return.

## **FINDINGS BY COURSE**

### **Investigative Interviewing Course**

The Investigative Interviewing Course is designed to introduce students to the practice of investigative interviewing, familiarize them with investigative risk factors, and provide them with an evidence-based model for conducting effective interviews of victims, witnesses, and suspects. The course consists of a five-day program, focusing on an array of investigative interviewing skills necessary to conduct effective suspect, victim and witness interviews.

The learner group includes criminal investigators assigned to roles which require them to regularly conduct interviews of victims, witnesses and suspects.

### **Transfer**

In order to assess transfer of learning for the Investigative Interviewing Course, a survey of members who completed the training in 2015 was conducted. The anonymous survey was distributed electronically and the respondents clearly indicated that they applied the knowledge gained in their training and listed the ways in which they used this new knowledge.

Results indicated that a transfer of learning had occurred. When asked if they had applied any of the knowledge gained from the course, 78% of respondents said “yes”, and 78% of respondents indicated that most or all of the topics covered in the course were most helpful to them in their role as an investigator.

The following table provide a detailed breakdown of the additional metrics used during this assessment:

To which unit were you assigned when you took the course in 2015?

Note: Respondents were allowed to select more than one unit because of the possibility of them transferring during the year; therefore, the totals may exceed 100%

Divisional Criminal Investigation Bureau	42%
Divisional Primary Response Unit	7%
Traffic Services	7%
Divisional Policing Command (TAVIS)	7%
Specialized Criminal Investigations	21%
Emergency Management & Public Order	7%
Other	14%

Has the knowledge you gained during the course assisted you in conducting interviews of victims, witnesses and suspects?

78% Replied YES.

Has the knowledge you gained during the course assisted you when testifying (i.e., the voir dire process)?

28% Replied YES.

## **Fair and Impartial Policing**

Fair and Impartial Policing (FIP) is a mandatory one-day interactive presentation. This training provides officers with science-based tools to identify biases and strategies in order to manage them. The course also demonstrates the potential effects of implicit and explicit biases on the community, the Service, and the individual members.

## **Transfer**

In order to assess transfer of learning for the FIP course, a survey of members who completed the training was administered. The anonymous survey was distributed electronically and the respondents indicated that they applied the knowledge gained in their training and listed the ways in which they used this new knowledge. Results indicated that a transfer of learning had occurred. When asked if they had applied any of the knowledge gained from the course in their current duties, 58% of respondents said “yes”, and 56% of respondents indicated that they had applied the knowledge gained from FIP training in their interactions with other Service members.

The following tables provide a detailed breakdown of the additional metrics used during this assessment.

To which unit were you assigned when you took the course in 2015?

Note: Respondents were allowed to select more than one unit because of the possibility of them transferring during the year so the totals may exceed 100%.

Criminal Investigation Bureau	9%
School Resource	2%
Organized Crime Enforcement	2%
Sex Crimes	3%
Traffic	1%
Youth Crime / Family Violence	1%
Bail Compliance	1%
Intelligence	4%
Homicide	1%
Primary Response Unit	26%
Street Crime / Major Crime	1%
Community Response	10%
Drug Squad	2%
Hold Up	1%
Divisional Policing Command (TAVIS)	3%
Other	35%

From which course topics were you able to apply knowledge?

Self-reflection and the Litmus test	34%
Slow it down	41%
Contact Theory	20%
Unlinking Stereotypes	32%
Profile by Proxy	12%

In what way did you apply your knowledge from the Fair and Impartial Policing training?

Note: Multiple selections permitted.

As a result of my training, I am better able to appropriately apply Service policy as well as legislative requirements within my present assignment.	26%
As a result of my training, I am better able to appropriately respond to a wide variety of issues involving the diverse communities within the area I police.	28%
As a result of my training, I am better able to identify my own implicit biases and take the appropriate steps to reduce or eliminate them.	33%
As a result of my training, I am better able to provide more effective and meaningful policing within my area of responsibility.	24%

As a result of my training, I am better able to provide unbiased policing.	29%
As a result of my training, I am more confident when dealing with people of different cultures than my own.	26%
As a result of my training, I am more effective.	31%
As a result of my training, I am more confident in my ability to work with a wide range of individuals, both internally and externally.	36%
As a result of my training, I am more confident in my ability to articulate my decisions with regard to performing my duties.	35%
As a result of my training, I recognize the impact of biased policing on me, the Service, and the community.	37%

### **In-Service Training Program**

In keeping with the provincial requirement of *Ontario Regulation 926*, members must recertify on the use of their firearms and less-lethal use of force options at least once every twelve months. Members are required to attend recertification training before the expiry of the date of certification attained during the previous year.

The ISTP is mandatory for all front-line officers and members of identified high risk plainclothes units. All other police officers (with the exception of the Senior Officers) attend the In-Service Training Program – Investigative (ISTP-I).

The ISTP incorporates practice and re-qualification on all use-of-force options and training on current issues in policing. This training provides officers with the tools to de-escalate aggressive behavior and to use sound judgment in selecting the most appropriate force option when confronted with violent behaviors. The emphasis of this program is to ensure that officers respond effectively, professionally, ethically and legally in all conflict resolution situations.

### **Transfer**

In order to assess transfer of ISTP, a survey of the members who completed the training in 2015 was administered. The anonymous survey was distributed electronically and the respondents clearly indicated that they applied the knowledge gained in their training and listed the ways in which they used this new knowledge.

Results indicated that a transfer of learning had occurred. When asked if they had applied any of the knowledge gained from the course, 70% of respondents said “yes”, and 78% of respondents indicated that the learning they acquired had helped to improve their overall confidence with their use of force options.

The following tables provide a detailed breakdown of the additional metrics used during this assessment.

To which Unit were you assigned when you took the course in 2015?

Note: Respondents were allowed to select more than one Unit because of the possibility of them transferring during the year so the totals may exceed 100%.

Criminal Investigation Bureau	9%
School Resource	1%
Organized Crime Enforcement	1%
Sex Crimes	5%
Traffic	1%
Youth Crime/Family Violence	2%
Bail Compliance	1%
Intelligence	6%
Homicide	2%
Primary Response Unit	28%
Street Crime/Major Crime	3%
Community Response	8%
Drug Squad	1%
Hold Up	1%
Divisional Policing Command (TAVIS)	3%
Other	33%

Which of the topics on your course were you able to apply knowledge from?

Judgement Training (Dynamic Simulation Training)	46%
De-escalation / Emotionally Disturbed Person	58%
Use of Force Lecture	28%
Firearms	34%
Defensive Tactics Training	28%

In what way did you apply your knowledge?

Appropriate Use of Force Options	27%
Articulation	48%
Awareness	55%
Causes of Positional Asphyxia and Medical Considerations	10%
Conducted Energy Weapon (CEW) Tactics	6%
Cumulative Stress/Burnout and Compassion Fatigue	17%
De-escalation Techniques	46%
Ground Defence Techniques	12%
High-Risk Vehicle Stop Techniques	8%

Iacobucci Report Recommendations Applicable to Front-line Police Officers	11%
Immediate Response to Active Attacker	9%
Indicators of Excited Delirium and Medical Considerations	12%
Negotiation Workshop	21%
Normal Reactions to Trauma	18%
Physical and Psychological Effects of Oleoresin Capsicum spray	7%
Proper deployment of baton and instruction regarding areas to avoid	9%

Proper Oleoresin Capsicum (OC) Spray Application and Decontamination Methods	8%
Properly Recognize Subject Behaviours	21%
Tactical Communication	37%
Tactical Considerations	27%
Takedown Techniques	15%
Teamwork	42%
The Principles of the Use of Force Model	18%
Time, Distance, Cover, and Containment	24%
Toronto Police Service Policy and Procedure	21%
Wellness Strategies	29%

## **TORONTO POLICE COLLEGE SECTION HIGHLIGHTS**

### **INVESTIGATIVE TRAINING SECTION**

The Investigative Training Section provides criminal investigative, traffic and provincial statute training to officers serving in uniform and detective functions within the Service. The following courses are delivered on an on-going basis by members of the Investigative Training Section:

- General Investigations
- Sexual Assault Investigations
- Child Abuse Investigations
- Sexual Assault/Child Abuse Update
- Domestic Violence Investigations
- Plainclothes Investigations
- Introduction to Drug Investigations
- Firearms Investigations
- Youth Crime Investigations
- Asset Forfeiture
- Search Warrant Drafting
- Death Investigators
- Major Case Management
- PowerCase (MCM software)
- Computer and Technology Facilitated Investigations
- Traffic Generalist
- Provincial Statutes
- Pipeline/Convoy
- Technical Collision Investigations
- At Scene Collision Investigations
- Police Services Act
- Impaired Driving Investigations
- Financial Crimes Investigations
- Interview Techniques
- Persuasion-Based Interviewing (New)



## **Violent Extremism Awareness Seminar**

In addition to the delivery of the standard courses as described above, the Investigative Training Section, in partnership with various police, community and government agencies, regularly facilitates a variety of seminars and workshops. The TPC is an internal stakeholder in developing a community-based strategy for violent extremism within the city. The Section co-hosted a series of seminars with Intelligence Services to better equip officers when dealing with this phenomenon.

## **NEWLY DEVELOPED COURSES AND INITIATIVES**

### **Persuasion Based Interviewing Course**

As a result of a wide-ranging domestic and international consultation process and recent developments in Canadian case law, the Interviewing and Interrogation Techniques course was redesigned and renamed in 2013. The new course entitled, Investigative Interviewing is an evidence-based approach to gathering information from victims, witnesses and suspects. It seeks to align interviewing training more closely with the extensive body of scientific research that has been conducted in this field over the past thirty years. From the success gained from this course, the Persuasion-Based Interviewing Course was established to further refine and expand on our members' abilities with the highest level of professionalism.

### **Elder Abuse Investigators Course**

After a significant period of research, the Section gained approval to launch a new course entitled Elder Abuse Investigators Course for 2016. After approval, members of the Section, subject matter experts, and staff from Divisional Policing Support Unit formalized a training course to better equip our officers to deal with the growing demographic of seniors within the City of Toronto. This course is the first step in an overall training strategy to ensure the Service is fully prepared to offer the highest level of service to our seniors.

## **TRAINING INITIATIVES**

### **Collaborative Training with External Agencies and Community Partners**

Members of the Investigative Training Section have continued to involve themselves on various committees for the Service including:

- Sexual Assault Advisory Committee;
- Domestic Violence Advisory Committee;
- Ontario Association of Chiefs of Police (OACP) Traffic Sub-committee;
- Ontario Major Case Management Working Group;
- Police and Community Engagement Review (P.A.C.E.R) Internal Advisory Committee;
- Level Three Search Working Group;
- In-Car Car Camera Working Group; and
- Investigative Interviewing Working Group.

Members also continue to maintain and develop partnerships with various external agencies. These partnerships include:

- Ministry of Transportation;
- Canadian Society of Evidence Based Policing
- Ministry of Community Safety and Correctional Services;
- Ministry of Revenue;
- Alcohol and Gaming Commission of Ontario (AGCO);
- Correctional Services of Canada;
- Ministry of Housing;
- Children's Aid Society (Toronto, Catholic, Jewish and Native);
- Criminal Intelligence Services Ontario (CISO);
- Border Enforcement Security Task Force (BEST);
- Osgoode Hall Law School;
- Upper Canada Law Society;
- Sexual Assault Nurse Examiners (S.A.N.E.);
- Sexual Assault Care Centres;
- Centre of Forensic Sciences;
- Multilingual Community Interpreter Services (MCIS);
- BOOST Child and Youth Advocacy Centre; and
- Toronto School Board (public and separate).

The Child Abuse Course continues to be delivered in partnership with the Children's Aid Societies, where the students consist of both Service members and social workers from this agency.

### **Memorandum Book Notes: The Foundation of Good Testimony – A Toronto Police Service Guide and Seminar**

The Section hosted a seminar for Service members to enhance their knowledge and awareness of the requirements for good testimony and thorough memorandum book notes. The seminar included presentations by subject matter experts from the Crown Attorney's Office, the Defence Bar, the Judiciary and an academic researcher. The seminar included a panel moderated by the Section.

The seminar reinforced the use of the 58-page training guide prepared by the Section as a review and update of police note-taking. Legal and judicial references, insights, procedures and police best practices were consolidated to provide officers with the "who, what, where, when, why and how" of writing superior notes. This document is intended to build good note-taking skills which are considered to be the foundation of good testimony.

### **Investigative Mentorship Network**

As in previous years, members of the Investigative Training Section delivered lectures on a variety of courses run by other sections within the TPC, including the Leadership, Recruit, Coach Officer, and ISTP. Section instructors also lectured at divisions and specialized units upon request. Some of the topics covered included Domestic Violence Investigations, Sexual Assault Investigations, Investigative Detention, Articulation and

Impaired Driving. Instructors also continue to provide assistance, guidance and support to individual members and units upon request.

In response to an identified need to assist officers in the development of skills in the area of court preparation and testimony, members of the Section have established the Investigative Mentorship Network (IMN) as a strategy to complement the overall improvement of note-taking and testimony. The IMN is intended to be a network of front-line and Investigative officers throughout the divisions who are experienced in the investigative process and are willing and able to mentor officers with less experience or who are having difficulty in this area. The objective and actions of this strategy are as follows:

- Conduct effective mock trials;
- Prepare officers for specific court cases;
- Mentor colleagues;
- Provide feedback to TPC on the effectiveness of current training strategies; and
- Encourage a cultural shift wherein officers increasingly discuss and engage in these topics among themselves.

Members of the Investigative Training Section provide support in the form of organized tutorials, reading materials (e.g.: current case law) and assistance with running mock trials.

## **COMMUNITY POLICING SECTION**

The Community Policing Section is responsible for the delivery of training to all Service recruits, as well as training for Service members in the areas of Ethics, Professionalism, Customer Service, Diversity, Coach Officer, Lateral Entry Officers, Auxiliary Police Recruit Training and Front-line Supervisors. The Community Policing Section also assists in the delivery of Human Rights lectures, investigative training lectures and Wellness lectures as part of the ISTP.

The Section is responsible for the delivery of Wellness Programs to Service members (uniform and civilian). The Wellness Sub-Section is responsible for providing programs and training to support the Global Wellness initiatives, which include organizational health, fitness, nutrition, fatigue management and work-life balance.

The Community Policing section also delivers training to officers and civilians covering a wide range of topics:

- Community Mobilization and Crime Prevention;
- Crime Prevention through Environmental Design;
- Auxiliary Officer Course;
- Lateral Entry Course;
- Ethics and Professionalism in Policing;
- Front-line Supervisors Course

## **Occupational Health and Safety**

The Community Policing Section is also responsible for the Occupational Health and Safety Training as well as First Aid, CPR and AED training. The courses offered and delivered within this area include the following:

- Automated External Defibrillator (AED);
- Standard First Aid Certification;
- Standard First Aid Recertification;
- Occupational Health and Safety for Supervisors;
- Joint Occupational Health and Safety; and
- Joint Occupational Health and Safety for Civilians

## **COURSES IN DEVELOPMENT**

The Community Policing Section has recently taken over the responsibility of delivering the Front-line Supervisors Course. The Section has also made a proposal and is in the planning stages of creating a Sergeant In-Service Training Course that will focus on performance management, labour issues, new community engagement regulation and employee health and safety. The Section is also developing a Staff Sergeant In-Service course that will mainly focus on leadership, performance management and employee health and safety. It is anticipated that these courses will be rolled out in the latter half of 2016 or early 2017.

## **IN-SERVICE TRAINING SECTION**

In keeping with the provincial requirements within Ontario Regulation 926, members must recertify on the use of their firearms and less-lethal use of force options at least once every twelve months. Members are required to attend recertification training before the date of certification attained during the previous year.

The In-Service Training Section is responsible for delivering annual refresher and officer safety training to both front-line and non-front-line personnel. Officers are trained to de-escalate aggressive behaviour and to use sound judgment in selecting the most appropriate use of force option when confronted with violent behaviours. Training is provided in skills such as force options, tactical communications, and response to emotionally disturbed persons. The emphasis of these programs is to ensure that officers respond professionally, ethically and legally in all conflict resolution situations. The following courses are delivered on an ongoing basis, by members of the In-Service Training Section:

- In-Service Training Program – Uniform;
- In-Service Training Program – Investigative;
- Shotgun and Less Lethal Shotgun Operators Course;
- Booking Hall Officer Safety;
- School Lockdown Front-line Responder;
- Plainclothes Tactical;
- Senior Officer Use of Force;
- Use of Force Reset Course;

- Use of Force Patch Course;
- Conducted Energy Weapon Training; and
- Auxiliary Use of Force Requalification Training.

The In-Service Training Section also delivers officer safety and use of force training on the following courses:

- Auxiliary Recruit Use of Force Training;
- Provincial Use of Force Course;
- Body Worn Camera Training;
- Document Servers Recruit Course;
- Police Vehicle Operations Advanced Bicycle Firearms Training;
- Chemical, Biological, Radiological, Nuclear and Explosive (CBRNE) Awareness Training;
- Parking Enforcement Officer Safety Training;
- Mobile Crisis Intervention Team Training;
- Police Officer Pre Aylmer Recruit Training;
- Police Officer Post Aylmer Recruit Training; and
- International Deployment Tactical Orientation.

In addition to the delivery of the standard courses as described above, the In-Service Training Section, in partnership with the Ontario Police College, facilitated the Use of Force Instructor's course at the TPC.

## **ARMAMENT SECTION**

The Armament Section is responsible for approving, setting and maintaining standards of firearms training, qualification and tactical training exercises for Service members, and the purchase and maintenance of Service firearms and ammunition. The Section further undertakes research in firearms, Conducted Energy Weapons (CEW), less lethal weapons (sock rounds), and officer safety equipment for the Service.

The following courses are delivered on an ongoing basis by members of the Armament Section:

- Conducted Energy Weapons Instructor and User;
- Shotgun Re-qualification and User;
- Glock 22 Pistol Training and Recertification;
- C8 Carbine User Course;
- MP 5 Sub Machine Gun;
- Glock 27 User Course; and
- Recruit Firearms Training.

In addition to the delivery of the standard courses as described above, the Armament Section, in partnership with the OPC, facilitated a Carbine Instructor's Course at the TPC.

## **Use of Force Analyst**

The Use of Force Analyst is responsible for the research, co-ordination and dissemination of data used in the development of Use of Force course training materials. The Analyst also fulfils the function of Training Analyst in relation to Use of Force Reports and Conducted Energy Reports, as submitted by Service officers.

## **POLICE VEHICLE OPERATIONS**

The Service employs a variety of specialized vehicles that include automobiles (including marked and unmarked police cars), trucks (wagons, command posts, property etc.), bicycles and all-terrain vehicles (ATV and Side by Side). Police Vehicle Operations (PVO) staff are assigned full-time to vehicle training duties. In addition to the full-time instructors, there are sworn and civilian field trainers placed throughout the Service.

Police officers, by the demands of their profession, are asked to perform far more difficult driving tasks than the average motorist on the road. Unique aspects of police driving can be broken down to three functions: patrol, emergency response and suspect apprehension pursuit. These driving functions can be difficult to replicate during training. PVO delivers specialized decision-based driver training programs, developed by subject matter experts, using driving simulation to train officers in patrol, emergency response and suspect apprehension pursuit training. The program is highly engaging with interactive classroom activities, simulation exercises and practical in-car training. The Service is the only police service in Ontario that currently uses a driving simulator to enhance the delivery of driver training to front-line officers, making the Service a leader within Ontario in this type of training.

The training is delivered to front-line officers in two learning streams. The Safe Skills and Emergency Driving Course is one day in length and refreshes members in the safe operation of police vehicles and Suspect Apprehension Pursuit (SAP). The Police Officer Driving Course is delivered to members requiring remedial action due to at-fault involvement in a collision or SAP.

PVO has begun a post-training reinforcement program. Every member who attends a PVO course receives an email message about a week later. The message provides quick access to a number of driving resources including reference manuals, videos and easy to follow driving tips in an engaging format that encourages positive behaviours.

Additional training is provided in the form of classroom sessions. These sessions require the instructor to be a provincially designated Suspect Apprehension Pursuit Trainer. The courses taught during the sessions are:

- Supervisory Leadership Course;
- Coach Officers' Course;
- New Communications Operators Training;
- Communications Operators Refresher Training; and
- Auxiliary Police Officer Recruit Training

PVO administers the issuing of Blue Cards to Service members. A screening process and background checks are conducted to establish suitability to operate Service vehicles. 133 civilian members were issued Blue Cards in 2015.

## **2015 TRAINING HIGHLIGHTS**

### **Suspect Apprehension Pursuit**

Service wide training was conducted in 2015 for all police officers in Suspect Apprehension Pursuit (SAP). SAP training is a mandatory requirement for any officer who may engage in a pursuit. PVO provides training for front-line officers, supervisors and civilian communications personnel that are accredited by the Ministry of Community Safety and Correctional Services. The training ensures members are conversant with Service procedure, with a focus on identifying risks associated with pursuits and instruction on alternative strategies. SAP training is incorporated in all emergency vehicles driving instruction. Refresher training is required every two years.

### **Drive to Arrive Video**

The “Drive to Arrive” training video was released and distributed by the Service. The “Drive to Arrive” video was created in response to the fatal crash of PC John Zivcic. The video examines two of the contributing factors to the seriousness of that collision: speed and seatbelt use.

Accompanying the “Drive to Arrive” video is a year-long awareness campaign entitled “365 Drive to Arrive”. Fifty-two unique screen savers are being displayed weekly on Service computers, which displayed driving facts and safety tips. This campaign capitalizes on the momentum gained by the initial release of the “Drive to Arrive” video.

### **Divisional Training Sessions**

PVO began a systematic delivery of Safe Driving and Suspect Apprehension Pursuit training day sessions for front-line platoons throughout the Service. These sessions use case studies and videos to examine factors such as motivation, attitudes, perceptions and values to develop members’ decision-making capacity.

### **Recruit Training**

The length of the Safe Skills and Emergency Driving Course has been increased to two days of training for recruits. This increase in training has been allotted as an opportunity to develop the best driving skills possible at the start of an officer’s career. This course includes academic, simulation and practical exercises.

### **Bicycle Patrol Training**

The Service’s most successful cycling year to date was 2015. A methodical system of annual requalification for all bicycle patrol officers throughout the Service continued. There were 638 bicycle riders qualified, which is the largest number since the Service

started annual requalification, while bicycle related injuries have been reduced by over 70% since 2012.

### **Mobile Paid Duty On-Line Learning**

Police officers selecting mobile escort paid duties are required to successfully complete Service approved training. This training was developed by PVO and is delivered in an on-line training module. The training covers authority and statutes, best practices and safe driving strategies for mobile paid duties.

## **LEARNING DEVELOPMENT AND STANDARDS SECTION**

The Learning Development and Standards Section (LD&S) provides training to both uniform and civilian members of the Service. The section is responsible for eLearning, trainer accreditation, adult education, conferences, records coordination, the administration and support of field-training supervisors (known as The Learning Network or TLN) and Quality Assurance (QA).

In 2015, the TPC underwent some internal restructuring which saw the section grow rapidly in personnel. FIP trainers as well as Supervisory Trainers were folded into the section.

## **TRAINING INITIATIVES**

### **ELearning**

Members of the LD&S Section finished the development of the Homicide First Responder eLearning module. This module was completed in conjunction with collaborative efforts from Homicide, Video Services and a community partnership with Humber College and The Rovers. The module was released in late 2014 and was due in 2015. Because of the nature of the module and its modern edgy design, it had a very good reception among front-line officers. In 2015 the Pan Am Games dominated much of the Service. TPC played a large role in preparing the members for the event. Thousands of officers had to be trained in a short period of time. The utilization of eLearning was the best way to accomplish this task. LD&S assisted the Pan Am Team in creating, deploying and managing the eLearning modules. Having members trained in the specifics of the Pan Am Games and the duties that were going to be required of members contributed to one of the most successful Pan Am Games in history.

### **The Learning Network**

The Learning Network (TLN) continues to provide timely and relevant training to front-line officers and other members through a network of training supervisors who are directly responsible for training at the unit level. This training is delivered through DVD releases, email, and print media. The TLN has over 90 internal and external lecture partners catalogued that can be utilized to deliver training to members. LD&S members assist with the development of in-house videos and are active members of the Ontario Police Video Training Alliance (OPVTA). LD&S assisted the OPVTA in the production of "Aftermath: Officer Involved Shootings". Training Constable James Bremner and Police Constable Henry Tang were both featured in the video.



## **Body Worn Camera**

2015 saw the implementation of a Body Worn Camera pilot project in four units across Toronto. Over 90 officers took part in the pilot project. LD&S was the central hub for the training of these officers. The training took place at the TPC with Information Technology Services (ITS) and the In-Service Training section also being involved. The coordination of the training was the responsibility of the LD&S section. The training was a great success and resulted in deploying officers that were confident in the operation and use of the new cameras. A subsequent training session was also arranged through LD&S for officers that were being transferred into units piloting the cameras. The training is being looked at as a model of training for other services considering implementation.

## **Fair and Impartial Policing**

FIP is a mandatory one-day interactive presentation for sworn members of the service. The training program applies the modern science of bias to policing, and trains officers on the effect of implicit bias, and gives them the information and skills they need to reduce and manage their biases.

The curriculum addresses not just racial and ethnic bias; it also examines biases based on factors such as gender, sexual orientation, religion and socio-economic status. This curriculum discusses that all people, even well-intentioned individuals have biases, and these biases are often unconscious or implicit. These implicit biases influence choice and actions without conscious thinking or decision-making.

Fair and Impartial Policing consists of five modules which deal with:

1. Understanding Human Bias;
2. Science of Bias;
3. Impact of Bias;
4. Managing Implicit Bias; and
5. Addressing Biases of others.

Along with these modules, group assignments are given as well as a handout that provides information on how to deal with implicit biases.

## **Leadership Training: OPC/TPC Blended Front-line Supervisor**

This course provides newly promoted Service sergeants with the basic knowledge they require to help them perform their new supervisory role. The OPC/TPC Blended FLS course is a combination of OPC curriculum and Service-specific content. The course materials reflect the core competencies for a front-line supervisor as developed by the Police Sector Council. Curriculum delivery uses current adult education and online technology to engage the officers.

The OPC Front-line Supervisor course is endorsed by the Ontario Association of Chiefs of Police. It is a proposed provincial standard for supervisory leadership training. The addition of Service information ensures supervisory curriculum specific to the Service environment.

In 2015, the curriculum regarding mental health and well-being in the workplace was enhanced. The two corporate psychologists, Dr. Carol Vipari and Dr. Catherine Martin-Doto, as well as members of the Peer Support Volunteer (PSV) and Critical Incident Response Team (CIRT) lecture on the importance of timely and appropriate psychological support for members. Emphasis is placed on the role of supervisors in creating a work space that supports the psychological health of all members.

### **Advanced Leadership Course**

In 2015, the two week Advanced Leadership course designed specifically for Service leaders was delivered. The program provides an array of critical leadership and management skills that are necessary for middle managers to effectively deal with the increasing challenges and responsibilities in today's ever-changing environment, as well as gain in-depth organizational awareness. During the course, learners work collaboratively in applying theory to practical challenges.

New for 2015 was the addition of the FIP Mid-Manager. This version of the course looks at implicit and explicit bias from the mid-manager lens. It helps in providing further personal and supervisory criticality in the leadership decision making process.

### **Course Training Standards**

The LD&S section is responsible for reviewing course training standards for courses taught at the TPC, as well as the substantial amount of training delivered by and within the Service's specialized units. In addition to this function, the LD&S section manages the Service's training records in accordance with Provincial Adequacy Standards and the Service's Skills Development and Learning Plan.

To ensure that standards are maintained, members of the LD&S section deliver courses that teach best practices associated with course training standards. These courses include the Effective Teaching for Adult Learners Course and the Effective Presentation Course. These courses include instruction on topics dealing with lesson preparation, evaluation and documentation, instructional skills and adult education. When requested, the LD&S section assists with reaction and learning evaluations for internal and external conferences.

### **Business Systems Training**

The mandate of the Business Systems Training (BST) instructors is to develop and deliver training in software applications used throughout the Service.

The following courses are delivered on an on-going basis by the BST Instructors:

- SAP Administrator;
- SAP Unit Commander;

- CPIC; and
- TRMS two-day course.

## **Versadex Training**

In 2013, Business Systems Training (BST) instructors were assigned full-time to the Integrated Records and Information System (IRIS) Project. Because of the magnitude of the IRIS Project, the TPC notified the Service that BST training would be limited in 2013, as the instructors' expertise was required for this Service initiative. BST Instructors were tasked with developing and delivering Versadex training for the launch of this new records management application. This application went live in November 2013. BST Instructors are currently tasked with integrating Versadex training into other courses where role-based responsibilities require knowledge of the application.

## **COURSE IN DEVELOPMENT**

### **Recommendation 12 of the Police and Community Engagement Review (PACER)**

Recommendation #12: That the Service continue to ensure all uniform Officers and investigators receive training that includes, but is not limited to:

- Canadian Charter of Rights and Freedoms;
- Ontario Human Rights Code;
- Articulable cause, reasonable suspicion & investigative detention;
- Police note-taking, case disclosure and court testimony;
- Customer service;
- Tactical communication, strategic disengagement & conflict de-escalation, mediation and resolution, with a focus on people in crisis; and
- Prevention of discrimination, racism and Black racism.

The training incorporates role-play and scenario-based training in relation to the Community Engagements. All training involves community participation in training design, delivery and evaluation.

This content will be delivered as part of the 2016 IST Program and aims to expose our members to a variety of scenarios through practical role-playing, video and judgement-simulator exercises. This will provide them with an opportunity to think critically about their courses of action while identifying reasonable steps that may avoid racially biased policing. Members are provided with an opportunity to enhance their learning about Human Rights, Profiling, Mental Health, Community Engagements, Emotional Intelligence, Critical Thinking and current legislation.

## **CONCLUSION**

Service training is an operational activity that addresses identified needs, policies and statutes. The positive results measured by the transfer and synthesis of learning, as reported by members, is evidence that the teaching strategies employed by the TPC have had a positive impact on learners. With a self-reported transfer of learning ranging

from 57% to 78%, this analysis revealed that the training members received throughout 2015 made a difference in their abilities to perform their duties.

The TPC is continuing its efforts to meet and exceed the recommendations contained within the 2006 Auditor General's Report entitled, "Review of Police Training, Opportunities for Improvement". To this effect, the report attached to this Board Report highlights areas where courses offered at the TPC have continued to evolve to address Service and community needs, as well as to incorporate academic adult education best practices. Finally, course delivery strategies have continued to expand, and liaisons with Federal, Provincial, and private partners have continued to grow throughout 2015, all of which have enhanced the ability of the TPC to deliver quality and relevant training to members of the Service in a timely and effective manner.

## APPENDIX A

### 2015 Courses Delivered by Toronto Police College, On-Line and Training Videos

Facility	Course	Title	Course Term (Days/Hrs.)	Session Count	Completed
TPC-ARM	TF0002	Shotgun Training & Qualification	2 Days	7	111
TPC-ARM	TF0004	MP5 Recertification	1 Day	4	22
TPC-ARM	TF0010	Glock 27 Compact	1 Day	7	67
TPC-ARM	TF0023	C-8 Carbine Operator Course	4 Days	1	10
TPC-ARM	TF0024	X26 Taser Requalification	1.5 Hours	76	563
TPC-ARM	TF0028	C-8 Carbine Requalification	1 Day	19	126
TPC-ARM	TF0030	12 Hour X26 Taser Training	12 Hours	5	65
TPC-ARM	TU0062	Shotgun Requalification	6 Hours	29	478
TPC-ARM	TU0072	C8 Uniform	4 Days	12	149
<b>TOTAL</b>				<b>160</b>	<b>1591</b>
TPC-CP	HU0002	Advanced Leadership Course	10 Days	1	12
TPC-CP	TH0021	Crime Prevention Course	3 Days	1	24
TPC-CP	TH0022	Crime Prevention through Environmental Design	3 Days	1	7
TPC-CP	TH0023	Community Mobilization	5 Days	2	33
TPC-CP	TH0026	Organizational Development Course	3 Days	3	42
TPC-CP	TH0031	Ethics & Inclusivity In The Workplace	3 Days	4	67
TPC-CP	TH0032	Professional Development Course	3 Days	3	51
TPC-CP	TH0033	Auxiliary Supervisor Course	2 Days	1	16
TPC-CP	TH0036	Crime Prevention/CPTED	5 Days	1	25
TPC-CP	TM0026	Pre-Aylmer Recruit Training	12 Days	1	34
TPC-CP	TM0027	Uniform Coach Officer	5 Days	5	92
TPC-CP	TM0056	Rogers Centre Training Sgts	1 Day	2	65
TPC-CP	TM0107	Post-Aylmer Recruit Training	28 Days	2	81

Facility	Course	Title	Course Term (Days/Hrs.)	Session Count	Completed
TPC-CP	TM011 2	Occupational H & S Civilian	1 Day	4	32
TPC-CP	TM011 3	Occupational Health & Safety for Supervisors	1 Day	5	48
TPC-CP	TO000 1	Basic Certification JOHS	3 Days	2	34
TPC-CP	TO000 2	Sector Specific JOHS Training	2 Days	2	35
TPC-CP	TO600 1	Auxiliary Recruit Training	14 Days	2	69
TPC-CP	TR0001	First Aid & Cardio Pulmonary Resuscitation	2 Days	75	1173
TPC-CP	TR0004	First Aid Renewal	1 Day	37	723
TPC-CP	TR0007	First Aid Instructor Course	5 Days	1	6
<b>TOTAL</b>				<b>155</b>	<b>2669</b>

Facility	Course	Title	Course Term (Days/Hrs.)	Session Count	Completed
TPC-INV	T00001	CRT-Recruit Training Program	24 Days	1	13
TPC-INV	TC0003	Drug Investigation	3 Days	4	105
TPC-INV	TC0005	Plainclothes Course	3 Days	4	177
TPC-INV	TC0009	Assets Forfeiture	3 Days	3	121
TPC-INV	TC0013	General Investigators-Blended	5 Days	9	129
TPC-INV	TC0016	Youth Crime Investigative Course	3 Days	3	105
TPC-INV	TC0027	SACA Update	3 Days	2	18
TPC-INV	TC0042	Domestic Violence Investigator	3 Days	5	172
TPC-INV	TC0043	Advanced Fraud Investigators	10 Days	1	16
TPC-INV	TC0052	Death Investigator Course	5 Days	4	146
TPC-INV	TC0081	Firearms Investigation Course	3 Days	3	122
TPC-INV	TC0091	Search Warrant Drafting	3 Days	3	41
TPC-INV	TC0092	Sexual Assault Investigators	10 Days	5	145
TPC-INV	TC0093	Child Abuse Investigators Course	5 Days	5	98
TPC-INV	TC0101	Ont. Maj Case Management Software	10 Days	2	14
TPC-INV	TC0102	Ont. Major Case Management - Full	8 Days	5	104
TPC-INV	TC0106	Computer &Tech Facilitated Investigations	5 Days	4	101
TPC-INV	TC0108	Police Services Act Course	5 Days	1	16
TPC-INV	TC0110	Investigative Interviewing Course	5 Days	8	125
TPC-INV	TC0111	Impaired Driving Investigation	2 Days	4	178
TPC-INV	TC0113	Countering Violent Extremism Seminar	8 Hours	3	382
TPC-INV	TC0116	Persuasion Based Interviewing	3 Days	3	31
TPC-INV	TO0014	Operation Pipeline / Convoy	2 Days	6	153

TPC-INV	TT0017	Traffic Generalist Course	5 Days	8	122
TPC-INV	TT0020	Provincial Statutes Course	5 Days	8	141
<b>TOTAL</b>				<b>104</b>	<b>2775</b>
TPC-IST	TO0071	Auxiliary U of F Requalification	4 Hours	9	212
TPC-IST	TU0045	School Lockdown Front-line Response	4 Hours	12	207
TPC-IST	TU0061	Patch/Reset Use of Force	1 Day	17	492
TPC-IST	TU0065	Use of Force ETF	1 Day	22	84
TPC-IST	TU0070	Senior Officer Use of Force	1 Day	18	83
TPC-IST	TU0071	2 Day Plainclothes Tactical	2 Days	10	87
TPC-IST	TU0076	Booking Hall Safety ... VDX	3 Days	8	181
TPC-IST	TU0077	2015 ISTP – Uniform	2 Days	60	4133
TPC-IST	TU0078	2015 ISTP – Investigative	2 Days	30	871
TPC-IST	TU0079	2015 Court Officer U of F Requalification	8 Hours	53	597
TPC-IST	TU0080	Patch Use-of Force 90 Day Recertification	8 Hours	4	4
<b>TOTAL</b>				<b>243</b>	<b>6951</b>

Facility	Course	Title	Course Term (Days/Hrs.)	Session Count	Completed
TPC-LDS	LDS002	Teaching Effectiveness Certificate	90 Hours	1	25
TPC-LDS	LDS008	Effective Teaching for Adult Learners	35 Hours	2	24
TPC-LDS	S00200	TRMS UPG	2 Days	2	41
TPC-LDS	S00210	Excel 2010 Level 1	1 Day	2	22
TPC-LDS	S00211	Word 2010	1 Day	1	15
TPC-LDS	S00212	PowerPoint 2010	1 Day	1	24
TPC-LDS	S00215	Social Media in Communications	2 Days	3	76
TPC-LDS	S00232	Versadex PRU Refresher	1 Day	1	8
TPC-	S00233	Versadex SPVR 1-day Course	1 Day	4	35



Facility	Course	Title	Course Term (Days/Hrs.)	Session Count	Completed
LDS					
TPC-LDS	S00234	Versadex PRU 3-day	3 Days	7	93
TPC-LDS	S00236	Versadex DRE 2-day Refresher	2 Days	8	149
TPC-LDS	TM0032	Effective Presentation	4 Days	2	22
TPC-LDS	TM0099	Front-line Supervisor Course	18 Days	1	30
TPC-LDS	TM0109	Fair & Impartial Policing, Senior Officers	1 Day	1	1
TPC-LDS	TM0115	Fair & Impartial Policing-Uniform	1 Day	121	3795
<b>TOTAL</b>				<b>157</b>	<b>4360</b>
TPC-PVO	TV0001	Civilian Vehicle Operations	1 Day	9	21
TPC-PVO	TV0002	Uniform Civilian Vehicle Ops	8 Hours	26	51
TPC-PVO	TV0003	Police Officers Vehicle Ops	2 Days	4	18
TPC-PVO	TV0014	Wagon Operations Course	2 Days	2	4
TPC-PVO	TV0019	Truck Operations Course	2 Days	23	23
TPC-PVO	TV0020	Command Post Course	2 Days	17	32
TPC-PVO	TV0023	Bicycle Patrol	2 Days	53	130
TPC-PVO	TV0025	All-Terrain Vehicle Course	2 Days	11	37
TPC-PVO	TV0028	Bicycle Instructor	4 Days	2	15
TPC-PVO	TV0040	Driver Assessment	1 Day	10	12
TPC-PVO	TV0041	Truck Operator - Train the Trainer	4 Days	2	4
TPC-PVO	TV0042	Safe Skills Emergency Driving	1 Day	52	224
TPC-PVO	TV0052	Blue Card	1 Hour	47	140
TPC-PVO	TV0055	Truck Operations & Trailer	2 Days	9	9
TPC-PVO	TV0056	Truck & Trailer Class A	5 Days	1	1
TPC-PVO	TV0057	Advanced Bicycle Course	4 Days	4	36

Facility	Course	Title	Course Term (Days/Hrs.)	Session Count	Completed
TPC-PVO	TV0061	All Terrain Side-By-Side Course	10 Hours	1	3
TPC-PVO	TV0062	Crowd Control Bicycle Patrol	1 Day	6	135
TPC-PVO	TV0063	Bicycle Patrol Instructors Recertification	10 Hours	5	61
TPC-PVO	TV0064	Bicycle Patrol Officers Recertification	5 Hours	98	454
TPC-PVO	TV0066	2015 Bicycle Patrol Officers	10 Hours	26	69
<b>TOTAL</b>				<b>408</b>	<b>1479</b>

Facility	Course	Title	Course Term (Days/Hrs.)	Session Count	Completed
CPKN		Aboriginal Awareness	N/A	35	37
CPKN		Airport Policing	N/A	1	1
CPKN		AODA	N/A	105	232
CPKN		AODA - Working Together	N/A	87	168
CPKN		AODA Module 3 – Part 1	N/A	274	7564
CPKN		AODA Module 3 – Part 2	N/A	272	7519
CPKN		AODA Module 3 – Part 3	N/A	275	7648
CPKN		AODA Module 3 – Part 4	N/A	236	1787
CPKN		APT - Arrest	N/A	2	2
CPKN		APT - Criminal Offences	N/A	2	2
CPKN		APT - Domestic Violence	N/A	1	1
CPKN		APT - Drugs	N/A	1	1
CPKN		APT - Investigative Detention	N/A	3	3
CPKN		APT - Provincial Statutes	N/A	1	1
CPKN		APT-Search-Seizure WO Warrant	N/A	1	1
CPKN		AST Mod 2 High Risk Procedures	N/A	1	1
CPKN		Basic Investigation Skills	N/A	4	4
CPKN		Canadian Firearms Registry Online	N/A	4	4
CPKN		CEW 2015	N/A	1	1
CPKN		Characteristics of an Armed Person	N/A	69	80
CPKN		Crisis Intervention De-escalation	N/A	4	4
CPKN		Competency-based Management for Policing	N/A	1	1
CPKN		Competency-based	N/A	1	1

Facility	Course	Title	Course Term (Days/Hrs.)	Session Count	Completed
		Management-Supervisor			
CPKN		CN Rail Incident Investigation Guideline	N/A	7	8
CPKN		Coach Officer Training	N/A	3	3
CPKN		Counterfeit Travel and Ident Docs	N/A	1	1
CPKN		Courtroom Testimony Skills	N/A	5	11
CPKN		CPIC Query Narrative	N/A	4	4
CPKN		Critical Incident Stress Management	N/A	1	1
CPKN		Crown Attorney Training – Articulation	N/A	69	81
CPKN		Critical Incident Stress Management (FR)	N/A	1	1
CPKN		Customer Service in the Police	N/A	11	11
CPKN		Cyberbullying Awareness	N/A	4	4
CPKN		Death Notification	N/A	274	3635
CPKN		Digital Evidence: FL Investigation	N/A	2	2
CPKN		Domestic Violence Invest	N/A	1	1
CPKN		Drinking and Driving	N/A	148	301
CPKN		DVAM System Update	N/A	60	67
CPKN		Evidence-based Risk-focused DVI BC	N/A	1	1
CPKN		Excited Delirium Syndrome	N/A	1	1
CPKN		Explosives Awareness v2.0	N/A	3	3
CPKN		Fatigue Management	N/A	80	107
CPKN		Fed Parolees & Community Corrections	N/A	4	4
CPKN		Fight Fraud on the Front-line	N/A	3	3
CPKN		Firearms ID Public Agents 2.0	N/A	1	1
CPKN		FLS - Self-managing Skills	N/A	17	39
CPKN		FLS- Performance Management	N/A	23	47
CPKN		Forensic DNA Evidence	N/A	4	4
CPKN		Forensic Evidence Collection	N/A	6	6
CPKN		Forensic ID Pre-course	N/A	3	3
CPKN		FOS: Dealing Potential Homicide	N/A	204	667
CPKN		Front-line Supervisor "Domestic Violence	N/A	23	52
CPKN		Front-line Supervisor "Org Skill"	N/A	23	47
CPKN		Front-line Supervisor Leadership	N/A	30	56

Facility	Course	Title	Course Term (Days/Hrs.)	Session Count	Completed
CPKN		G.I.T. Part 1	N/A	3	3
CPKN		General Invest. Training Part 1	N/A	76	123
CPKN		Harassment Awareness Workplace	N/A	1	1
CPKN		Hate Crimes Awareness	N/A	4	4
CPKN		Healthy Eating	N/A	116	156
CPKN		Hindu Religion: Items of Religious Significance	N/A	126	272
CPKN		Homelessness Awareness	N/A	2	2
CPKN		ICCS Update Training	N/A	60	120
CPKN		Identifying Staged Collisions	N/A	33	37
CPKN		IMS 100	N/A	102	257
CPKN		In-Car Camera 2010	N/A	42	68
CPKN		Infectious Disease-Pandemic	N/A	21	22
CPKN		Interac Card Data Security	N/A	2	2
CPKN		Interac Fraud Prevention	N/A	48	60
CPKN		Intro Criminal Intelligence Analysis	N/A	2	2
CPKN		Intro to Criminal Intelligence	N/A	2	2
CPKN		Intro to Explosives Theory	N/A	3	3
CPKN		Intro to Human Trafficking	N/A	40	44
CPKN		Intro to Major Case Management	N/A	1	1
CPKN		Intro to Versadex	N/A	151	262
CPKN		Introduction to Human Sources	N/A	1	1
CPKN		Introduction to P2P Networks	N/A	1	1
CPKN		Investigating Fraud Interac	N/A	1	1
CPKN		Items of Religious Significance: Islam	N/A	99	240
CPKN		LGBT Issues	N/A	43	48
CPKN		Major Events Security	N/A	3	3
CPKN		Mobile Paid Duty Escort Training	N/A	54	324
CPKN		MPUR: Child Abduction AMBER	N/A	1	1
CPKN		MPUR: Child Abduction App Leg	N/A	1	1
CPKN		MPUR: Missing Adults L1 Invest.	N/A	1	1
CPKN		National Police Info. Systems	N/A	1	1
CPKN		Note Taking	N/A	5	5
CPKN		Officer Drinking and Driving	N/A	2	2
CPKN		OHS: Front-line Officer	N/A	2	2

Facility	Course	Title	Course Term (Days/Hrs.)	Session Count	Completed
CPKN		OHS: Supervisor	N/A	3	3
CPKN		OPVTA 036 Sins of Testifying	N/A	71	83
CPKN		OPVTA 037 Crack	N/A	48	53
CPKN		OPVTA 052 Notebook Confidential	N/A	33	36
CPKN		OPVTA 061 Cop's Best Friend	N/A	92	104
CPKN		OPVTA 063 Active Killers	N/A	46	52
CPKN		OPVTA 068 Grow House Menace	N/A	32	32
CPKN		OPVTA 078 Edged Weapons	N/A	71	83
CPKN		OPVTA 082 Meth Labs	N/A	59	65
CPKN		OPVTA 096 Child Exploitation	N/A	27	29
CPKN		OPVTA 098 Field Interviews	N/A	53	60
CPKN		OPVTA 104 Domestic Violence	N/A	32	32
CPKN		OPVTA 104 Foot Pursuit	N/A	48	58
CPKN		OPVTA 107 Motorcycle Enforcement	N/A	55	61
CPKN		OPVTA 109 Spontaneous Disorder	N/A	57	63
CPKN		OPVTA 112/113 Faith Diversity	N/A	41	44
CPKN		OPVTA 115 Sex Offenders	N/A	34	35
CPKN		OPVTA 118 Warrantless Search	N/A	34	39
CPKN		OPVTA 119 Liquor License Act	N/A	70	80
CPKN		OPVTA 121 Training to Succeed	N/A	46	50
CPKN		OPVTA 122 Search of Persons	N/A	36	36
CPKN		OPVTA 123 Firearm Seizures	N/A	49	58
CPKN		OPVTA 128 Trauma Doesn't Bleed	N/A	66	71
CPKN		Overview of the YCJA	N/A	3	3
CPKN		Police & Community Interaction	N/A	215	860
CPKN		Police Ethics & Accountability	N/A	1	1
CPKN		Police Response Track Level Emergency	N/A	58	69
CPKN		Preventing Officer-involved Co	N/A	1	1
CPKN		Racially Biased Policing	N/A	115	220
CPKN		Racially Biased Policing 2013	N/A	6	6
CPKN		Recognizing Emotionally Disturbed Persons	N/A	50	51
CPKN		Recognition and Response: Seizures	N/A	2	2
CPKN		Report Writing	N/A	2	2

Facility	Course	Title	Course Term (Days/Hrs.)	Session Count	Completed
CPKN		Responding to Victims of ID Crime	N/A	6	6
CPKN		Room Testimony Skills	N/A	1	1
CPKN		Seized Firearms Safety	N/A	1	1
CPKN		Sex Work and Sex Workers Aware	N/A	1	0
CPKN		Items of Religious Significance: Sikh	N/A	76	181
CPKN		Social Media: Covert Investigation	N/A	3	3
CPKN		Source Management	N/A	25	29
CPKN		Suspect Apprehension Pursuit v.4 Refresher	N/A	261	3232
CPKN		Spike Belt Deployment	N/A	1	1
CPKN		Spit Hood Familiarization	N/A	1	1
CPKN		Search & Seizure: Warrantless Auth. V3	N/A	1	1
CPKN		Stolen Innocence	N/A	62	79
CPKN		Subject-Precipitated Homicide	N/A	1	1
CPKN		Supervisor HAS - in 5 Steps	N/A	208	739
CPKN		Surveillance Techniques	N/A	2	2
CPKN		Surveillance Technique Exam Part 2	N/A	1	1
CPKN		Suspect Apprehension Pursuits 13	N/A	157	291
CPKN		Terrorism: New Dimensions	N/A	11	14
CPKN		The ACIIS Query Online	N/A	11	14
CPKN		The New Landscape of Fraud	N/A	2	2
CPKN		The Theory of Com and Memory	N/A	1	1
CPKN		Toronto 2015: The People's Gam	N/A	124	6441
CPKN		TPS Pan Am Games Modules 1&2	N/A	98	5961
CPKN		TPS Pan Am Games-Venue Commander	N/A	28	392
CPKN		Uniform Crime Reporting	N/A	3	3
CPKN		Urban Gang Dynamics	N/A	5	5
CPKN		Versadex OIC Checklist	N/A	77	102
CPKN		Vol 024 Life in the Fast Lane	N/A	58	65
CPKN		Vol 030 Blue Canaries	N/A	61	70
CPKN		Vol 055 Guaranteed Safe Arrival	N/A	32	33
CPKN		Vol 065 Feeney Warrants	N/A	55	60

Facility	Course	Title	Course Term (Days/Hrs.)	Session Count	Completed
CPKN		Vol 069 Video: Best Witness	N/A	54	61
CPKN		Vol 070 Conditional Sentences	N/A	57	62
CPKN		Vol 079 Live Wires	N/A	58	68
CPKN		Vol 083 First Officer to Scene	N/A	53	61
CPKN		Vol 087 Armed & Dangerous	N/A	69	80
CPKN		Vol 088 The Driving Zone	N/A	47	57
CPKN		Vol 090 Suicide Intervention	N/A	60	67
CPKN		Vol 091 Death Notification	N/A	82	134
CPKN		Vol 097 Seized Firearm Safety	N/A	56	65
CPKN		Vol 100 Plastic Attack	N/A	56	60
CPKN		Vol 105 Terrorism Threat Within	N/A	77	90
CPKN		Vol 106 Investigating Threats: Communicable Diseases	N/A	32	32
CPKN		Vol 108 Invest. Detent WIW	N/A	2	2
CPKN		Vol 110 Rx Enforcement for Patrol	N/A	32	34
CPKN		Vol 116 Building Searches	N/A	40	41
CPKN		Vol 117 Psychosis	N/A	25	25
CPKN		Vol 120 Use of Force from Concept to Court	N/A	41	44
CPKN		Vol 124 From Call to Court	N/A	31	32
CPKN		Vol 125 The Balanced Life	N/A	75	87
CPKN		Vol 126 Obstruct Police	N/A	89	138
CPKN		Vol 127 Conducted Energy Weapons	N/A	61	67
CPKN		Vol 129 Suspect Apprehension Pursuits	N/A	77	92
CPKN		Vol 130 SM for Policing	N/A	82	99
CPKN		Vol 131 Entry Warrants	N/A	79	92
CPKN		Vol 132 Sexual Assault	N/A	2	2
CPKN		Vol 133 Human Trafficking	N/A	2	2
CPKN		Vol 135 – Impaired Driving	N/A	3	3
CPKN		Vol 137 Traffic Stop Articulation	N/A	3	3
CPKN		Vol 138 Every Step Counts	N/A	2	2
CPKN		Vol 142 Federal Parolees	N/A	2	2
CPKN		Vol 143 CEW	N/A	2	2
CPKN		Vol 144 Confidential Informant	N/A	1	1
CPKN		Vol 150 Justice Panel	N/A	1	1
CPKN		Vol 94 Vehicle Search Author Artic	N/A	2	2
CPKN		Vol. 136 - Cover & Concealment	N/A	2	2

Facility	Course	Title	Course Term (Days/Hrs.)	Session Count	Completed
CPKN		Vol. 140 - Freeman on the Land	N/A	4	4
CPKN		Vol. 145 - Metal Thefts Affect	N/A	2	2
CPKN		Vol. 146 - Aftermath	N/A	1	1
CPKN		vol. 147 - Ebola 2014: Lessons	N/A	5	5
CPKN		Vol. 148 Investigative Detention Articulation	N/A	2	2
CPKN		Vol.146 - Aftermath	N/A	3	3
CPKN		Water Safety First Responders	N/A	1	1
CPKN		WHMIS for Everyone –Ontario-specific	N/A	1	1
CPKN		Wise Up to Counterfeiting for Police	N/A	9	9
CPKN		Worker HAS - 4 Steps	N/A	200	618
CPKN		Workplace Harassment and Violence	N/A	1	1
CPKN		Youth at Risk	N/A	2	2
<b>TOTAL</b>				<b>7966</b>	<b>54742</b>
		<b>Sub TOTAL</b>		<b>9195</b>	<b>74535</b>
		<b>GRAND TOTAL</b>		<b>11192</b>	<b>79249</b>



**APPENDIX B**  
**2015 Courses Completed by External Units,**  
**Conferences - Seminars and Continuing Education Courses**

Facility	Course	Title	Course Term (Days/Hrs.)	Session Count	Completed
CIA	TO5004	ArcGIS Training	3 Days	1	13
<b>TOTAL</b>				<b>1</b>	<b>13</b>
COMM	TO0044	Com Op Coach & Mentoring Course	3 Days	1	11
COMM	TS0006	Police Com/ Dispatcher Course	600 Hours	1	11
<b>TOTAL</b>				<b>2</b>	<b>22</b>
DIV TRNG	LPE003	Residential Tenancy Act Enforcement	1 Hour	4	55
DIV TRNG	LPE005	Epilepsy Foundation Training	1 Hour	2	23
DIV TRNG	LPE009	Impaired Driving Lecture	1 Hour	7	103
DIV TRNG	LPE011	Staged Motor Vehicle Collisions	1 Hour	1	14
DIV TRNG	LPE014	Alzheimer Society of Toronto	1 Hour	3	62
DIV TRNG	LPE026	IBC-Staged Collisions	1 Hour	6	84
DIV TRNG	LPE030	By-law Enforcement	1 Hour	10	126
DIV TRNG	LPE031	AGCO- Liquor Enforcement ON	1 Hour	1	12
DIV TRNG	LPE039	John Howard Society/TDTC	1 Hour	1	21
DIV TRNG	LPE042	Crown Attorney -Prep & Testify	1 Hour	1	9
DIV TRNG	LPE045	OSPCA	1 Hour	4	80
DIV TRNG	LPE049	South Asian Women's Centre	1 Hour	2	22
DIV TRNG	LPE050	Med Cann Access	1 Hour	5	62
DIV TRNG	LPE052	Victim Services Toronto	1 Hour	3	37
DIV TRNG	LPI007	Sexual Assaults Investigations	1 Hour	5	100
DIV TRNG	LPI008	Source Management	1 Hour	1	20
DIV TRNG	LPI023	Drug Identification	1 Hour	5	77
DIV TRNG	LPI025	Use & Benefits of the Polygraph	1 Hour	4	52
DIV TRNG	LPI027	ETF Front-line Information	1 Hour	11	201
DIV TRNG	LPI028	Victim Witness Support	1 Hour	1	12
DIV TRNG	LPI029	SIU Liaison	1 Hour	9	170
DIV TRNG	LPI030	Guns and Gangs	1 Hour	7	76
DIV TRNG	LPI031	Speed, Seatbelts & Distraction	1 Hour	36	551
DIV TRNG	LPI032	Suspect Apprehension Pursuit-D	1 Hour	28	473
DIV TRNG	LPI033	Introduction to Cyber Security	1 Hour	7	89
DIV TRNG	LPI034	E-Bikes, Mopeds & Motor Scooters	1 Hour	4	40
DIV TRNG	LPI035	CFRO Checks by Frontline Officers	1 Hour	4	55
<b>TOTAL</b>				<b>172</b>	<b>2626</b>

Facility	Course	Title	Course Term (Days/Hrs.)	Session Count	Completed
DMU	TO0075	DMU-Human Rights WIT Workshop	2 Days	3	64
<b>TOTAL</b>				<b>3</b>	<b>64</b>
DPSU	TR0033	YIPI 1st Aid & CPR/AED	8 Hours	8	171
<b>TOTAL</b>				<b>8</b>	<b>171</b>
ETF	TO1001	Basic Tactical Operations ETF	20 Days	2	12
ETF	TO1010	Adv. Sniper/Observer Course ETF	5 Days	1	3
<b>TOTAL</b>				<b>3</b>	<b>15</b>
FIS	TC0048	Scenes of Crime Officers Course	35 Days	4	37
FIS	TO0039	Intellibook/Livescan Fingerprinting	2 Days	3	31
<b>TOTAL</b>				<b>7</b>	<b>68</b>
IT	TO0034	Project Management: Getting Started	1 Day	2	37
<b>TOTAL</b>				<b>2</b>	<b>37</b>
MAR	TO2003	MAR Ice Rescue Specialist	4 Days	1	8
MAR	TO2005	MAR - River Rescue	4 Days	1	7
MAR	TO2007	MAR Personal Watercraft	8 Hours	3	11
MAR	TO2010	MAR Airboat	10 Hours	1	5
<b>TOTAL</b>				<b>6</b>	<b>31</b>
PDS	TO0007	PDS - Gen Purpose Dog Training	63 Days	1	1
PDS	TO0008	PDS - Canine Quarry Trg. Course	30 Hours	13	16
PDS	TO0051	PDS: Drug & Firearm Detection Dog	40 Days	1	1
<b>TOTAL</b>				<b>15</b>	<b>18</b>
PSU/POU	TO3001	PSU Basic Tactical Course	10 Days	1	43
PSU/POU	TO3003	PSU Basic Search Course	10 Days	1	15
PSU/POU	TO3005	PSU-CBRN PRU Awareness Course	2 Days	1	26
PSU/POU	TO3008	PSU IMS System 200	2 Days	9	241
PSU/POU	TO3009	PSU IMS System 300	3 Days	6	47
PSU/POU	TO3012	PSU POU Less Lethal Weapons	2 Days	1	17
PSU/POU	TO3025	PSU - Use of Force/Fitness Reqal.	8 Hours	1	41
PSU/POU	TO3027	PSU - Block B Training	2 Days	5	210
PSU/POU	TO3030	PSU Sweep Level 1 TRNR	2 Days	1	15
<b>TOTAL</b>				<b>26</b>	<b>655</b>

Facility	Course	Title	Course Term (Days/Hrs.)	Session Count	Completed
TSV	TO0048	Traffic Collision Photography	10 Days	1	1
TSV	TO0073	TSV - Approved Screen Device	1 Hour	8	169
TSV	TT0001	At Scene Collision Invest	10 Days	1	14
TSV	TT0002	Technical Collision Invest.	10 Days	1	10
TSV	TT0005	Collision Reconstruction IV	15 Days	1	2
TSV	TT0012	Stationary Radar	1 Day	2	9
TSV	TT0014	Laser - Lidar	1 Day	9	143
TSV	TT0027	Mobile Radar	1 Day	2	14
<b>TOTAL</b>				<b>25</b>	<b>362</b>
CISO	I00002	Introduction to Intelligence	5 Days	1	2
CISO	I00004	Mobile Surveillance	15 Days	3	30
CISO	I00006	Interception of Private Communication	10 Days	1	3
CISO	I00015	Intro to Undercover Techniques	5 Days	2	2
CISO	I00017	Advanced Undercover Techniques	12 Days	1	1
CISO	I00019	Covert Operation Handler	5 Days	1	1
CISO	I00024	C-24 Lawful Justification	2 Days	4	9
CISO	I00026	Digital Surveillance Photography	3 Days	1	2
CISO	I00028	Confidential Informant Foundations	3 Days	1	40
CISO	I00033	CISO-Criminal Extremism Course	5 Days	1	3
CISO	I00034	CISO-Online Covert Techniques	9 Days	1	1
CISO	I00035	Intro to Mobile Surveillance	5 Days	2	22
<b>TOTAL</b>				<b>19</b>	<b>116</b>
OPC	P00004	Drug Investigation	17 Days	4	8
OPC	P00006	Forensic Identification	45 Days	1	1
OPC	P00019	Use of Force Trainer	15 Days	2	14
OPC	P00024	Team Building	2 Days	4	18
OPC	P00034	Investigative Interviewing	5 Days	2	3
OPC	P00044	Search Warrant Course	5 Days	4	9
OPC	P00056	Basic Bloodstain Pattern Recog'n	5 Days	1	1
OPC	P00059	Forensic Recovery of Human Remains	5 Days	1	2
OPC	P00060	Advanced Communication Tech	2 Days	2	3
OPC	P00067	Communication Centre Supervisor	10 Days	2	6
OPC	P00071	Lawful Justification Training Course	1 Day	2	2

OPC	P00073	Chemical Treat & Florescent Tech	5 Days	2	3
OPC	P00079	Advanced CPIC Query	3 Days	1	1
OPC	P00083	ASP Instructor Course	2 Days	1	7
OPC	P00084	Basic Constable Training	60 Days	2	81
OPC	P00086	Building Strength T/Self Awareness	1 Day	1	3

Facility	Course	Title	Course Term (Days/Hrs.)	Session Count	Completed
OPC	P00097	Deeley Harley Davidson-Canada	10 Days	4	11
OPC	P00098	DNA-DB WCS Train/Trainer	2 Days	1	2
OPC	P00099	Emotional Intelligence Course	1 Day	5	21
OPC	P00100	Forensic Shooting Scene Examiner	5 Days	1	3
OPC	P00101	Gang Investigation Course	5 Days	2	5
OPC	P00103	Influential Police Leadership	2 Days	1	1
OPC	P00106	Math &Physics for BPA Analysis	5 Days	1	1
OPC	P00111	Shotgun Instructor Course	5 Days	1	1
OPC	P00112	Synthetic Drug Operations	10 Days	1	3
OPC	P00120	Deeley HD MO Advanced Level 2	5 Days	1	2
OPC	P00122	Leadership: Strength & Self-awareness	1 Day	5	39
OPC	P00123	Friction Ridge Analysis	10 Days	1	2
OPC	P00124	Dom Violence Invest Trainer	5 Days	1	1
<b>TOTAL</b>				<b>57</b>	<b>254</b>
CPC	C00016	Forensic Identification	33 Days	2	2
CPC	C00019	Tactical Intelligence Analysis	10 Days	1	1
CPC	C00021	Major Crime Investigative Tech	10 Days	1	1
CPC	C00027	Police Explosives Validation	10 Days	2	4
CPC	C00030	Post Blast Scene Technician	10 Days	1	3
CPC	C00035	Strategic Intel Analysis	10 Days	1	1
CPC	C00060	Computer Forensic Examiner	15 Days	1	1
CPC	C00072	Using Internet as Intelligence Tool	5 Days	1	1
CPC	C00075	Crisis Negotiators Course	10 Days	2	3
CPC	C00077	Advanced Friction Ridge Analysis	5 Days	1	1
CPC	C00078	Canadian Internet Child Exploitation	10 Days	2	3
CPC	C00083	Critical Incident Commanders	10 Days	1	1
CPC	C00088	Explosives Familiarization	5 Days	1	1
CPC	C00097	Human Trafficking Investigators	5 Days	1	4
CPC	C00101	Internet Evidence Analysis	10 Days	1	4
CPC	C00104	MCM- Team Commander	8 Days	1	1
CPC	C00108	Police Explosive Tech R&R	5 Days	2	2
CPC	C00109	Registry Analysis Workshop	4 Days	1	1

<b>TOTAL</b>				<b>23</b>	<b>35</b>
CSCED		13 Annual Adjudicator/Prosecutor	N/A	1	1
CSCED		2013 COSO Framework	N/A	1	1
CSCED		2015 Diversity & Inclusiveness Training Symposium	N/A	3	1
CSCED		2015 IFCI Conference	N/A	1	1
CSCED		2015 Int'l Financial Crimes Conf.	N/A	1	1
<b>Facility</b>	<b>Course</b>	<b>Title</b>	<b>Course Term (Days/Hrs.)</b>	<b>Session Count</b>	<b>Completed</b>
CSCED		2015 Interdisciplinary Trauma Conf.	N/A	1	1
CSCED		2015 IT Audit Conference	N/A	1	1
CSCED		2015 MIAA Fall Workshop	N/A	2	1
CSCED		2015 MIAA Pre-workshop Training	N/A	3	1
CSCED		2015 MIAA Spring Workshop	N/A	2	2
CSCED		2015 Speed Seminar	N/A	1	1
CSCED		2015 Nat'l Law Enforcement Trg Chld Expl	N/A	1	1
CSCED		Administrative Professional Course	N/A	1	1
CSCED		Admin Law Primer-Admin Law II	N/A	1	1
CSCED		Advanced Project Management	N/A	1	1
CSCED		ArcGIS 1&2 Custom Training	N/A	1	6
CSCED		ArcGIS 1: Intro to GIS	N/A	1	1
CSCED		ArcGIS 3&4 Custom Training	N/A	1	7
CSCED		ArcGIS Online-Publishers/Admin	N/A	2	2
CSCED		AST Mod 1 Role of NCO	N/A	2	2
CSCED		Auditing 1.5 CPE-The KIFM	N/A	1	1
CSCED		Auditing 15 CPE 2015 Int'l Conf.	N/A	1	1
CSCED		Auditing 16 CPE - Assessing Risk	N/A	1	1
CSCED		Auditing in a Law Enforcement Org'n	N/A	1	2
CSCED		Basic Computer Forensic Examiners	N/A	1	1
CSCED		Business Process Map & Improvement	N/A	1	1
CSCED		CBRN1st Responder - Advanced L	N/A	1	1
CSCED		CCCIE Data Center Lab Prep	N/A	1	1
CSCED		CCNA Cisco Cert Network Ass'n	N/A	1	1
CSCED		CEH: Certified Ethical Hacker	N/A	1	1
CSCED		Collateral Damage	N/A	1	3
CSCED		Consequence Management	N/A	1	1
CSCED		Communication Skills for Labour Relations Practitioner	N/A	1	1
CSCED		Core HazMat Operations &	N/A	1	1

		CBRNE			
CSCED		Corporate Law	N/A	1	1
CSCED		CPR/AED-C	N/A	1	2
CSCED		CPRN 1st Responder - Advanced	N/A	1	1
CSCED		Crime & Intelligence Analysis	N/A	1	1
CSCED		Critical Incident Commander	N/A	1	1
CSCED		Cyber Security - Auditing 1CPE	N/A	1	1
CSCED		Death Investigation Basics	N/A	1	1
CSCED		Death Investigation Adv. Topics	N/A	1	1
CSCED		Death Invest'n Cultural Competency	N/A	1	1

Facility	Course	Title	Course Term (Days/Hrs.)	Session Count	Completed
CSCED		Death Invest'n Forensic Pathology	N/A	1	1
CSCED		Death Invest Terminology & Diseases	N/A	1	1
CSCED		Developing Webb Apps w ArcGIS	N/A	1	1
CSCED		Do they hate us conf.	N/A	1	5
CSCED		Driving Instr. Licence. Renew. '15	N/A	1	1
CSCED		Drug Eval. & Classification Training	N/A	1	1
CSCED		Elder Abuse Conference	N/A	1	1
CSCED		Ergonomics/Wellness - Incident Cmd.	N/A	1	1
CSCED		Ergonomics & Wellness Issues	N/A	1	1
CSCED		ERT - Search Management Course	N/A	1	1
CSCED		Essential Forensic Techniques1	N/A	1	2
CSCED		FBI Leadership course	N/A	1	2
CSCED		General Course of Instruction	N/A	1	1
CSCED		Genetec Security Center 5.3	N/A	2	2
CSCED		Geospatial Intel & Revolution	N/A	1	1
CSCED		Homicide Investigation Course	N/A	1	1
CSCED		ICAC Ares Investigations	N/A	2	2
CSCED		Ice Rescue Awareness NFPA 1006	N/A	1	1
CSCED		Incident Command & Negotiating	N/A	1	1
CSCED		Intl Post Blast Investigations	N/A	1	1
CSCED		Investigative Interviewing Tec	N/A	2	2
CSCED		Managing Social Media Risk	N/A	1	2
CSCED		Master Instructor Certification	N/A	1	1
CSCED		Max Your Assurance Program	N/A	1	2
CSCED		Mental Readiness at Work	N/A	1	1
CSCED		Managing Property & Evidence in Law Enforcement	N/A	1	2
CSCED		Modernizing Our City with PPT	N/A	1	1
CSCED		Motor Coach Examination	N/A	2	3
CSCED		Multi-Jurisdictional MCM	N/A	1	1
CSCED		Native Awareness Course	N/A	1	1
CSCED		Police Motorcycle Operators C	N/A	1	1
CSCED		Police Motorcycle Operator Level 1	N/A	1	2
CSCED		Prelim Drug Eval. & Class'n Training	N/A	1	1
CSCED		Preventing Mental Health	N/A	1	5

		Discrimination			
CSCED		Prosecuting & Defending Professional Discipline Cases	N/A	1	1
CSCED		Public Sector Internal Audit	N/A	1	1



Facility	Course	Title	Course Term (Days/Hrs.)	Session Count	Completed
CSCED		Qualified Breath Technician	N/A	1	12
CSCED		RCMP Basic Firearms Instructor	N/A	1	8
CSCED		Respirator Fit Testing QNFT	N/A	1	4
CSCED		Restricted Operator Cert.- Maritime	N/A	1	5
CSCED		Risk Management Process	N/A	1	1
CSCED		SAP V4 Basic Refresher Online	N/A	1	1
CSCED		Search Warrant Course	N/A	1	1
CSCED		Sexual Behaviour Clinic Ed Seminar	N/A	1	2
CSCED		Shot Show Law Enforcement Education	N/A	1	1
CSCED		Social Psychology	N/A	1	1
CSCED		Standard Field Sobriety Testing Course	N/A	2	3
CSCED		Standard First Aid & CPR C Recert.	N/A	1	1
CSCED		Structural Collapse Awareness	N/A	1	1
CSCED		Supervisory Series Program	N/A	1	1
CSCED		Synthetic Drug Operations	N/A	1	2
CSCED		Tactical Crime Analysis Using ATAC	N/A	1	1
CSCED		Tactics & Rescue Unit-Sniper Course	N/A	1	2
CSCED		Taser Tech Solutions & Investigation	N/A	1	1
CSCED		TASER Tech Solutions & Invest Cert.	N/A	1	2
CSCED		Terrorism Intelligence Gathering	N/A	1	1
CSCED		Terrorism Prevention Prg. Facilitator	N/A	1	1
CSCED		Threat Management Symposium	N/A	1	1
CSCED		Translation in the Workplace 1	N/A	1	1
CSCED		TSI3000 Training Course	N/A	1	1
CSCED		Unpacking Extremism Conf.	N/A	1	9
CSCED		Use Of Force Trainer Course	N/A	1	1
CSCED		Value for Money Auditing	N/A	1	1
CSCED		Vehicle-Borne Improvised Explosive Devices	N/A	1	2
CSCED		VIP Protection Krav Maga Instructor	N/A	1	1
CSCED		Wajax Forklift Operator Training	N/A	1	1
CSCED		Writing Persuasive Reports	N/A	2	27

CSCED		XRY Certification Training v-6.13	N/A	2	2
<b>TOTAL</b>				<b>126</b>	<b>215</b>
<b>Sub TOTAL</b>				<b>495</b>	<b>4702</b>

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JUNE 17, 2016**

**#P146. CITY OF TORONTO COUNCIL RECOMMENDATION – SCHOOL  
CROSSING GUARDS**

The Board was in receipt of the following report May 06, 2016 from Andy Pringle, Chair:

Subject: CITY OF TORONTO COUNCIL RECOMMENDATION – SCHOOL  
CROSSING GUARDS

Recommendation:

It is recommended that:

1. the Board receive the recommendations from the City Council meeting held on March 31 and April 1, 2016, referenced in this report, and;
2. the Board forward a copy of this report to the Public works and Infrastructure Committee.

Financial Implications:

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

Background/Purpose:

City Council, at its meeting on March 31 and April 1, 2016 adopted the following:

1. City Council request the Toronto Police Services Board to:
  - a. provide a report to the Public Works and Infrastructure Committee on the criteria and policies applied for crossing guards throughout the City of Toronto to better understand the process and associated data applied to determine both the placement and removal of a crossing guard on our local streets; and
  - b. include in the report suggested improvements to the policy to address the increased number of requests made to City of Toronto Councillors for the implementation of crossing guards within their Municipal Wards.

Discussion:

In adopting the above-noted recommendations, the City of Toronto Council considered the following communication: (January 22, 2016) Letter from Councillor Paul Ainslie on Crossing Guards - Local Roads

(<http://www.toronto.ca/legdocs/mmis/2016/pw/bgrd/backgroundfile-89772.pdf>).

Given that the Transformational Task Force has been actively engaged in reviewing the school crossing guard program and that its Interim Report is expected to be presented at the Board's June 17, 2016 meeting, I propose that the Board take no action with respect to Council's motions at this time.

Conclusion:

I recommend that the Board receive the recommendations from the City Council meeting held on March 31 and April 1, 2016, referenced in this report and communicate this decision to the Public Works and Infrastructure Committee.

**The Board approved the foregoing report.**

**Moved by: C. Lee**  
**Seconded by: D. Noria**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JUNE 17, 2016**

**#P147. CITY OF TORONTO COUNCIL RECOMMENDATION – PREVENTING  
SUICIDE DEATHS FROM BRIDGES**

The Board was in receipt of the following report June 02, 2016 from Andy Pringle, Chair:

Subject: CITY OF TORONTO COUNCIL RECOMMENDATION – PREVENTING  
SUICIDE DEATHS FROM BRIDGES

Recommendation:

It is recommended that the Board receive the recommendation from the City Council meeting held on May 3, 4 and 5, 2016 referenced in this report and refer it to the Chief of Police for follow up with the City Manager.

Financial Implications:

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

Background/Purpose:

City Council, at its meeting on May 3, 4, and 5, 2016 adopted the following:

1. City Council request the City Manager, in collaboration with the Medical Officer of Health, the General Manager, Transportation Services, the Toronto Police Services Board and mental health experts, to explore the effectiveness and feasibility of options to prevent suicide deaths from bridges in Toronto and to report back to the Executive Committee in 2017.

Discussion:

In adopting the above-noted recommendation, the City of Toronto Council considered the following Member Motion MM18.4 by Councillor Mary Fragedakis, seconded by Councillor Mihevic (<http://www.toronto.ca/legdocs/mmis/2016/mm/bgrd/backgroundfile-92565.pdf>)

Conclusion:

I recommend that the Board receive the recommendation from the City Council meeting held on May 3, 4 and 5, 2016 referenced in this report and refer it to the Chief of Police for follow up with the City Manager.

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

**The Board approved the foregoing report and received Mr. Langenfeld's deputation.**

**Moved by: S. Carroll**  
**Seconded by: C. Lee**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JUNE 17, 2016**

**#P148.        2015 ANNUAL REPORT – AUXILIARY MEMBERS: TERMINATION OF  
APPOINTMENTS**

The Board was in receipt of the following report May 11, 2016 from Mark Saunders, Chief of Police:

Subject:        ANNUAL REPORT: AUXILIARY MEMBERS - TERMINATION OF  
APPOINTMENTS: JANUARY 1, 2015 TO DECEMBER 31, 2015

Recommendations:

It is recommended that:

- (1)    the Board terminate the appointments of 51 Auxiliary members who are identified in Appendix 'A' as they are no longer available to perform their duties due to resignation, retirement, or death; and
- (2)    the Board notify the Minister of Community Safety and Correctional Services about the termination of appointments of these 51 Auxiliary members.

Financial Implications:

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

Background/Purpose:

Auxiliary members are governed by the Police Services Act (PSA); Revised Statutes of Ontario, 1990; Policing Standards Guidelines; Board Policy TPSB A1-004; Toronto Police Service Governance; Standards of Conduct; and Service Procedure 14-20 entitled, "Auxiliary Members."

Under section 52(1) of the PSA, the Board is authorized to appoint and suspend, or terminate the appointment of Auxiliary members, subject to the approval of the Minister of Community Safety and Correctional Services (Minister) and with respect to the suspension or termination of the appointment of an Auxiliary member, section 52(2) of the PSA states:

"If the board suspends or terminates the appointment of an Auxiliary member of the police force, it shall promptly give the Solicitor General written notice of the suspension or termination."

Discussion:

The recommended termination of appointments of the 51 Auxiliary members consists of 49 Police Constables, 1 Sergeant and 1 Staff Sergeant.

Conclusion:

In accordance with section 52(2) of the PSA, please find the names of the 51 Auxiliary members set out in Appendix 'A', whose appointments should be terminated as they are no longer available to perform their duties due to resignation, retirement or death.

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

**The Board approved the foregoing report.**

**Moved by: J. Tory**  
**Seconded by: K. Jeffers**



## APPENDIX “A”

### AUXILIARY TERMINATIONS OF APPOINTMENTS FOR THE PERIOD JANUARY 1, 2015 - DECEMBER 31, 2015

<b><u>NO</u></b>	<b><u>SURNAME</u></b>	<b><u>G1</u></b>	<b><u>RANK</u></b>	<b><u>BADGE</u></b>	<b><u>UNIT</u></b>	<b><u>DATE</u></b>	<b><u>REASON</u></b>
1	ANDROUTSOS	Katerina	PC	51292	41 Div	2015.11.09	Resignation
2	BACON	Eric	PC	51628	55 Div	2015.07.28	Resignation
3	BOZAI	Mohammed	PC	51729	41 Div	2015.12.23	Resignation
4	BUKHARI	Syed	PC	51676	31 Div	2015.05.13	Resignation
5	CAMPBELL	Douglas	PC	51475	Marine	2015.03.27	Resignation
6	CHEUNG	Ambrose	S/SGT	50450	32 Div	2015.10.01	Retirement
7	DE GAGNE	Zubair	PC	51541	55 Div	2015.07.20	Resignation
8	DELAAT	Moirra	PC	51830	DPSU	2015.04.25	Resignation
9	DEVER	Mitchell	PC	51477	55 Div	2015.07.18	Resignation
10	DHAMI	Navjot	PC	51532	32 Div	2015.08.24	Resignation
11	D'SOUZA	Ryan	PC	51642	43 Div	2015.04.15	Resignation
12	EMMANS	Alysha	PC	51754	DPSU	2015.10.09	Resignation
13	FAISAL	S M Mehedi	PC	51745	41 Div	2015.06.23	Resignation
14	FRANCHI	Luiggi	PC	51408	11 Div	2015.02.10	Retirement
15	GERNON	Mark	PC	50322	DPSU	2015.09.16	Retirement
16	GODIN	Nataly Kim	PC	51708	43 Div	2015.10.13	Resignation
17	HARA	Robert	PC	51371	14 Div	2015.05.01	Resignation
18	HAZINEH	John	PC	51750	31 Div	2015.05.12	Resignation
19	JOSE	Benjamin	PC	51822	DPSU	2015.10.05	Resignation
20	KALLOO	Keshia	PC	51599	12 Div	2015.07.21	Resignation
21	KATAMI	Maria	PC	51823	DPSU	2015.10.05	Resignation
22	KEREKES	Ladislav	PC	51684	41 Div	2015.02.13	Resignation
23	KRUMINS	George	PC	50276	22 Div	2015.10.28	Retirement
24	LEE	Woong	PC	51716	32 Div	2015.12.09	Resignation
25	LIU	Rex	PC	51793	DPSU	2015.03.17	Resignation
26	LOMBARDO	Sylvia	PC	51550	33 Div	2015.11.22	Resignation
27	MANSOOR	Hassan	PC	51683	32 Div	2015.12.20	Resignation
28	MASIH	Nixon	PC	51693	42 Div	2015.11.09	Resignation
29	MEIGHEN	Theodore	PC	51505	55 Div	2015.04.28	Resignation
30	MITALAS	Leonard	SGT	50445	41 Div	2015.07.16	Resignation

31	MOONEY	Graham	PC	50748	DPSU	2015.10.19	Retirement
32	MURADIAN	Andre	PC	51761	12 Div	2015.05.03	Resignation
33	ORPRECIO Jr.	Benjamin	PC	51726	54 Div	2015.06.04	Resignation
34	PROCUNIER	Phillip	PC	51624	54 Div	2015.02.09	Resignation
35	REMY	Glenville	PC	51470	14 Div	2015.03.28	Resignation
36	RODRIGUEZ	Jessica	PC	51733	43 Div	2015.04.15	Resignation
37	SHAH	Ibrahim	PC	51603	55 Div	2015.05.28	Resignation
38	SMYTH	Richard	PC	51458	22 Div	2015.06.11	Resignation
39	SOWAMBER	Rohan	PC	51622	41 Div	2015.06.23	Resignation
40	SPAGNUOLO	Sabino	PC	51646	12 Div	2015.02.14	Resignation
41	SUI	Pengxian	PC	51212	43 Div	2015.02.23	Resignation
42	SURBEVSKI	Victor	PC	51592	11 Div	2015.09.28	Resignation
43	TAM	Siu	PC	51262	52 Div	2015.02.02	Resignation
44	TOSKOV	Stefan	PC	51661	54 Div	2015.03.13	Resignation
45	WANG	Yuzhe	PC	51555	Marine	2015.02.12	Resignation
46	WATKINS	Steven	PC	51556	43 Div	2015.01.19	Resignation
47	WONG	Gabriel	PC	51583	33 Div	2015.11.03	Resignation
48	YOON	Hae	PC	51437	32 Div	2015.12.24	Resignation
49	ZAMIR	Fahad	PC	51523	55 Div	2015.06.06	Resignation
50	ZHANG	Jing Ren	PC	51762	55 Div	2015.09.03	Resignation
51	ZHORAK	Volodymyr	PC	51499	11 Div	2015.03.16	Resignation

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JUNE 17, 2016**

**#P149. SPECIAL FUND REQUEST: CANADIAN ASSOCIATION OF POLICE  
GOVERNANCE 2016 ANNUAL CONFERENCE**

The Board was in receipt of the following report June 06, 2016 from Andy Pringle, Chair:

Subject: SPECIAL FUND REQUEST: CANADIAN ASSOCIATION OF POLICE  
GOVERNANCE 2016 ANNUAL CONFERENCE

Recommendation:

It is recommended that the Board approve an expenditure in the amount of \$5,000.00 from the Board's Special Fund to support the Canadian Association of Police Governance ("CAPG") 2016 Annual Conference.

Financial Implications:

If the Board approves the recommendation contained in this report, the Special Fund will be reduced by \$5,000.00. The Special Fund balance is approximately \$1,859,975, as at April 20, 2016.

Background/Purpose:

CAPG will be holding its annual conference, in Ottawa, ON, from August 12 – 14, 2016. The theme for this year's conference is "Ethics in Policing and the Role of Governance."

The CAPG conference is one of only two annual opportunities for professional development for Board members and staff and will cover a broad range of topics relevant to police services boards.

A sponsorship package from CAPG is attached for your consideration. It is customary for the association to seek sponsorship from member boards. TPSB has historically been a supporter of this important national conference, along with its fellow large boards and commissions.

Conclusion:

It is, therefore, recommended that the Board approve an expenditure in the amount of \$5,000.00 from the Board's Special Fund to support the Canadian Association of Police Governance ("CAPG") 2016 Annual Conference.

**cont...d**

**The Board approved the foregoing report.**

**Moved by:           D. Noria**  
**Seconded by:       K. Jeffers**

# 27th ANNUAL CAPG CONFERENCE

*hosted by the*

**Ottawa Police Services Board**

**CONFERENCE SPONSORSHIP**



**CAPG**  
**OTTAWA**  
**AUGUST 12-14**

*Canadian Association of Police Governance*  
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*Fax: 613-235-2275*

*Email: [communications@capg.ca](mailto:communications@capg.ca)*

*Website: [www.capgconference.ca](http://www.capgconference.ca)*

*Dedicated to Excellence in Police Governance in Canada since 1989*



## ABOUT THE CAPG

### WHO WE ARE

The Canadian Association of Police Governance (CAPG) is the only national organization dedicated to excellence in police governance in Canada. Since 1989, the CAPG has worked diligently to achieve the highest standards as the national voice of civilian oversight of municipal police. Our Association has grown to represent 75% of municipal police services throughout Canada.

### OUR MISSION

The Canadian Association of Police Governance works collaboratively and proactively with members and partners to enhance civilian governance of policing in Canada.

## ABOUT THE CONFERENCE

### 27 YEARS OF COMMITMENT

Now entering its 27th year, the Annual CAPG Conference is held over a three day period during which delegates are encouraged to network, discuss, engage, and discover the rich community we continue to foster.

*The conference offers a variety of learning and networking activities, including:*

- *Inspiring speakers and networking reception. This year we are proud to have **Mr. Jack Hoban** as our keynote speaker*
- *Engaging and interactive plenary and small group discussions with thought leaders and field experts.*
- *Skill building workshops to help delegates develop concrete skills*





## What people are saying...

*"Excellent information from across the Country on many aspects of issues facing police today."*

\*\*\*

*"The topics are always interesting and important for the overall policing function in Canada."*

\*\*\*

*"I can say that your conference was very well organized and presented. I have been to a LOT of conferences, and this struck me as top notch."*

\*\*\*

*"I'm a new kid on the block and I wasn't sure what to expect. But I thoroughly enjoyed it and brought back with me considerably more insight."*

\*\*\*

*"I was quite impressed with the variety and scope of the speakers and panelists."*

## SPONSORSHIP BENEFITS

*We strive to make the conference a valuable experience for all of our sponsors. We offer four unique levels of sponsorship to meet a variety of budgets and objectives. However, we recognize that you may have unique sponsorship needs and we'd be happy to work with you to find the best value for your sponsorship.*

## BRAND EXPOSURE

Sponsors will receive recognition and thanks on all conference materials and on the CAPG's public website, social media sites, and newsletter. Sponsors will also have the opportunity to include branded giveaways in the delegates' packages, and leave a lasting impression with delegates by being a front-and-centre presence at the Conference.

## CONNECT WITH A NATIONAL AUDIENCE

Engage with a national audience, with hundreds of delegates attending from across North America. Become part of our community!

## NETWORK

By sending company delegates, your organization will have the opportunity to connect with leading voices in police governance and will have access to the latest research, discussions and interests within the community.



## **STANDARD SPONSORSHIP STREAMS**

### **PLATINUM SPONSOR**

**\$10,000**

Prioritized listing as a Platinum Sponsor on all printed and on-line media, including the conference website, program and/or schedule-at-a-glance, eblasts, and post-conference report. Also includes:

1. Five (5) minute speaking opportunity to introduce one keynote speaker.
2. Two (2) complimentary conference registrations including evening activities.
3. One (1) insert in delegate and companion welcome bags.
4. Company logo featured on splash page of conference app.
5. Logo on banner in plenary room.
6. Logo on poster at registration desk.
7. Logo and recognition at one (1) evening activity.
8. Recognition in the fall edition of Board Connection, the CAPG quarterly newsletter.
9. Prioritized Recognition on social media.

### **GOLD SPONSOR**

**\$5,000**

Prioritized listing as a Gold Sponsor on all printed and on-line media, including the conference website, program and/or schedule-at-a-glance, eblasts, and post-conference report. Also includes:

1. Listing on the conference app.
2. One (1) complimentary conference registration, including evening activities.
3. Logo on banner in plenary room.
4. Recognition in the fall edition of Board Connection, the CAPG quarterly newsletter.
5. Recognition on CAPG's social media profiles.





## **SILVER SPONSOR**

**\$2,500**

Listing as a Silver Sponsor on all printed and on-line media, including the conference website, program and/or schedule-at-a-glance, eblasts, and post-conference report. Also includes:

1. Recognition in the fall edition of Board Connection, the CAPG quarterly newsletter.
2. Recognition on CAPG's social media profiles.

## **BRONZE SPONSOR**

**\$1,000**

Listing as a Bronze Sponsor on all printed and on-line media, including the conference website, program and/or schedule-at-a-glance, eblasts, and post-conference report.

## **PEWTER SPONSOR**

**\$500**

1. Listing on the CAPG website.
2. Listing in conference program.
3. Listing in post-conference report.



## **BRANDING OPPORTUNITIES**

### **Delegate Bags – \$4,000**

Have your company logo appear on the bags that will be in the hands of each attendee.

### **Name Badge Holders – \$2,000**

Have your company logo appear on the name badge holders that will be with each delegate.

### **Lanyards - \$2,000**

Have your company logo appear on the lanyards that will be with each delegate.

### **Hotel Key Cards - \$2,500**

Have your company logo appear on the hotel key cards that will be in the hands of each attendee.

### **Staff & Volunteer Shirts - \$2,500**

Have your company logo located on the conference staff and volunteer shirts.

## **ADDITIONAL OPPORTUNITIES**

Digital signage - \$1,000

Branded charging stations - \$1,000

Floral Arrangement (gala banquet, registration desk & main plenary) - \$700

Official Sponsor of the Conference App - \$2,000

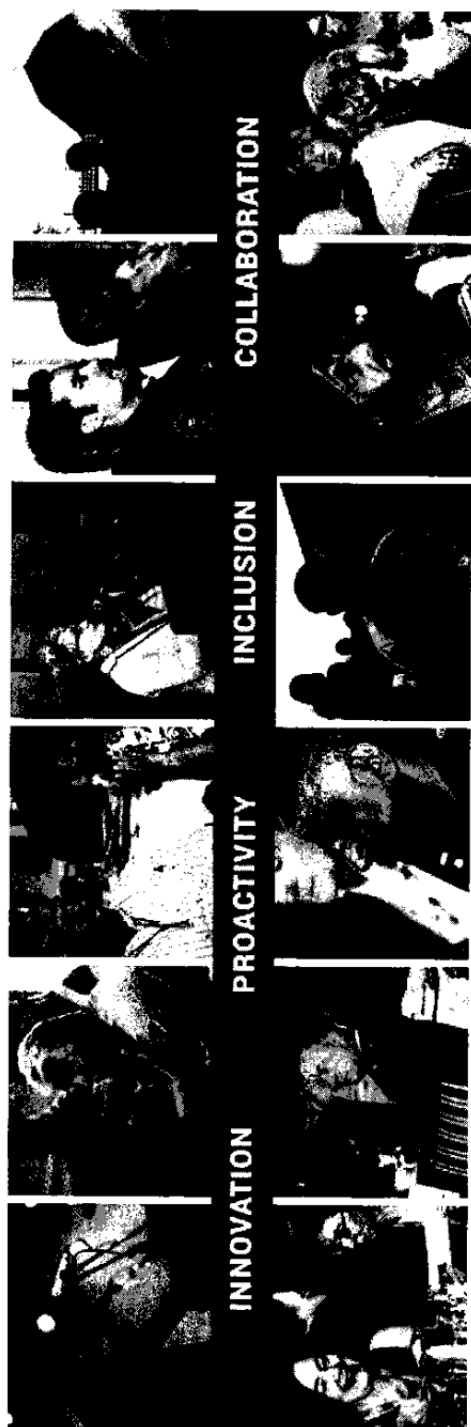
Trade Show - Display booth space:- \$1,000/Space

10 ' x 5 ' 8'. Table and Chair Supplied

Hospitality Suite (3 nights available) - \$2,000

*Advertising plans outlined above are available as packaged or may be customized. All packages based on asset inventory, availability, and plans sold. First-come, first-served.*





## CREATE YOUR OWN SPONSORSHIP!

Have you thought of a sponsorship opportunity that we haven't thought of? Contact us to discuss the possibilities or if you have any questions or need additional information.

### CONTACT THE CAPG

**Jennifer Malloy**  
Executive Director

Email: [jmalloy@capg.ca](mailto:jmalloy@capg.ca)  
Phone: 613-235-2272  
Fax: 613-235-2275

Canadian Association of Police Governance  
157 Gilmour Street, Suite 302  
Ottawa, Ontario K2P 0N8

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**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JUNE 17, 2016**

**#P150. SPECIAL FUND REQUEST: SENIORS COMMUNITY CONSULTATIVE  
COMMITTEE**

The Board was in receipt of the following report May 25, 2016 from Mark Saunders, Chief of Police:

Subject: SENIORS COMMUNITY CONSULTATIVE COMMITTEE (SCCC)

Recommendation:

It is recommended that the Board provide funding in the amount of \$1,000 from the Board's Special Fund for the creation of a Seniors Community Consultative Committee (SCCC).

Financial Implications:

The Board's Special Fund will be reduced by \$1,000.00 annually to provide support for this consultative group.

Background/Purpose:

On May 7, 2013, the City of Toronto Council unanimously adopted the *Toronto Seniors Strategy: Towards an Age-Friendly City* and directed staff to coordinate and monitor its implementation and to report on progress annually beginning in 2015.

Toronto is a highly diverse city whose older adult population is as varied as any other age group. The growing number of aging newcomers residing in Toronto may face barriers in accessing supports and services, compared to those who have lived in Toronto for many years. The *Toronto Seniors Strategy* was developed to reflect these different experiences of aging and create a sustainable process for ensuring that Toronto becomes age-friendly.

The strategy articulates four key principles for service planning which emerged from the consultation process; equity, respect, inclusion and quality of life. These service principles are embedded in the strategy and serve to guide future decisions regarding funding priorities and service improvements and provide direction for the planning, management and delivery of services, initiatives, programs and investments for older Torontonians.

In its report dated November 10, 2015, the City of Toronto's Progress Report on the Toronto Seniors Strategy, the strategy lays out a strategic plan for City Agencies, Boards, Commissions, Corporations and Divisions to support older Torontonians to remain active, healthy, engaged in civic decision-making, included in the life of their communities and living with independence and dignity.

The coordinated, cross-city approach to developing and implementing the Strategy, supported by a multi-sectoral Accountability Table, has enabled increased effectiveness in implementing City actions.

The report highlights accomplishments to date and seeks direction from Council to work with the Accountability Table to finish the implementation, integrate seniors' needs into other City strategies, and develop the next integration of City actions for seniors, a Toronto Seniors Strategy 2.0.

Recommendation #88, page 52 of this report, speaks to the creation of a Divisional Policing Support Unit (DPSU) Senior's Advisory Committee.

#### Discussion:

The Board has been providing funding to the consultative groups since 1997 (Min. No. 217/97 refers), and each group relies on the funding of \$1,000 annually.

#### Reporting:

Each consultative group is required to include in a year-end report an accounting for expenditures made from the \$1,000.00 grant during the year. The funds are generally used for community outreach, community events, 'value-added' community projects and administrative meetings.

Expenditures have been recorded and verified within the Systems Application Products (SAP) accounting software used by the Service with checks at the unit level and at Finance and Business Management.

The newly formed SCCC will be included in next's year annual report on the activities and expenditures of the Service's consultative groups.

#### Conclusion:

The Service continues to remain committed to an effective and constructive community consultative process with community stakeholders in an atmosphere based on mutual trust, respect and understanding. The current consultative process, sustained financially through the Board's Special Fund, is but one method utilized by the Service to advance the goal of an empowered community.

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

Deputy Chief Mike Federico, Community Safety 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: C. Lee**  
**Seconded by: K. Jeffers**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JUNE 17, 2016**

**#P151. SPECIAL FUND REQUEST: 2015 ANNUAL REPORT – ACTIVITIES  
AND EXPENDITURES OF CONSULTATIVE COMMITTEES AND  
REQUEST TO RE-ALLOCATE FUNDS TO A DISABILITIES  
COMMUNITY CONSULTATIVE COMMITTEE**

The Board was in receipt of the following report May 18, 2016 from Mark Saunders, Chief of Police:

Subject: ANNUAL REPORT: 2015 YEAR END REPORT - ACTIVITIES AND  
EXPENDITURES OF CONSULTATIVE GROUPS

Recommendations:

It is recommended that:

- 1) the Board continue to provide funding from the Board's Special Fund for each of the twenty-nine consultative groups identified in this report for a total amount of \$29,000.00; which includes \$1,000.00 to support the 42 Division Chinese Community Liaison Committee (CCLC) created in 1992; and
- 2) the Board re-allocate the funding previously provided to the Traffic Services Community Police Liaison Committee (CPLC) to a newly formed Disabilities Community Consultative Committee (DCCC).

Financial Implications:

The Board's Special Fund will be reduced by \$29,000.00 to provide support for the consultative groups.

Background/Purpose:

The Board has been providing funding to the consultative groups since 1997 (Min. No. 217/97 refers).

At its meeting on November 4, 1993, the Board approved expenditures from the Special Fund which fall within one of five categories. One of the categories, and the purpose of this report, is Consultative Committees. According to the Special Fund, the Board will provide an annual contribution to each of the following: Divisional and Traffic Services CPLCs, Chief's CCCs, Chief's Advisory Council (CAC) and the Chief's Youth Advisory (CYAC) (Min. No. 371/04 refers).

This report will provide an annual review of the activities and expenditures of the Community Police Consultative groups during the period of January 1, 2015, to December 31, 2015 (Min. No. P371/04 refers).

#### Community Consultative Process:

The Mission Statement of the Toronto Police Service Consultative Committee Process is:

“To create meaningful partnerships through trust, understanding, shared knowledge and effective community mobilization to maintain safety and security in our communities.”

The community consultative process within the Service exists formally on three levels:

- Community Police Liaison Committees (CPLC); Chinese Community Liaison Committee (CCLC)
  - Community Consultative Committees (CCC); and
- Chief’s Advisory Council and Chief’s Youth Advisory Committee (CAC & CYAC).

The consultation process is not meant to provide another level of police oversight, but rather to establish a process that affords opportunities for enhanced community safety involving community based activities and leadership, the mutual exchange of information and the development of joint problem solving initiatives.

For the past nineteen years, the Board, through its Special Fund, has provided funding to each of the CPLCs, CCCs, CAC and CYAC, and as of 2012, 42 Division’s CCLC.

Some of the activity standards mandated for each of the consultative groups include:

- Meet at least four times per year
- Set goals and objectives consistent with Service priorities at the beginning of each calendar year
- Hold one town hall forum jointly with police annually
- One value-added community-police project per year consistent with Service priorities
- Participate in the Annual Community Police Consultative (CPC) Conference for Consultative members
- Keep minutes of all meetings
- Prepare a financial statement for the Committee Executive when requested
- Complete a year-end Activity and Annual Performance Evaluation Report.

#### Community Police Liaison Committees:

A CPLC is mandated and established in each of the seventeen policing divisions, plus Traffic Services and the 42 Division Chinese Community Liaison Committee (CCLC).



The purpose of the CPLC is to provide advice and assistance to the local Unit Commander on matters of concern to the local community including crime and quality of life issues. The CPLC is also consulted as part of the divisional crime management process established by Service Procedure 04-18 entitled “Crime and Disorder Management”, a process which includes assisting the local Unit Commander in establishing annual priorities.

The composition of the CPLCs differ across the city, as each Unit Commander is required to establish a committee that reflects the unique and diverse community that is served by their division. CPLC participants shall include representation from various racial, cultural or linguistic communities, social agencies, businesses, schools, places of worship, local youth and senior groups, marginalized or disadvantaged communities and other interested entities within the local community. Each CPLC is co-chaired by a senior officer and a community member.

Currently, traffic issues are discussed at the local level through each CPLC in conjunction with the local crime, traffic and order management process. This information is shared with Traffic Services as part of a collaborative process to ensure they are informed. Traffic Services currently does not have any active CPLC, nor does it see a need in the continuation of their annual funding at this time.

#### Community Consultative Committees:

The CCCs are meant to serve and represent specific communities throughout the City. The membership is drawn from various organizations within each of these communities, and serves as a voice on wider policing issues such as training, recruiting, professional standards, and community mobilization.

The Service currently maintains a CCC for the following communities:

- Aboriginal
- Black
- Chinese
- French
- Lesbian/Gay/Bisexual/Transgender/Queer (LGBTQ)
- Muslim
- South and West Asian
- Asia Pacific

Each CCC is co-chaired by a senior officer and a community member.

#### Disabilities Community Consultative Committee

The Service completed its formal work on the Human Rights Charter in 2010 and reported to the Board. An evaluation was conducted by Ryerson University subsequent to that. At the time, the Service did not support the recommendation to implement any

further CCCs, given that the existing CCCs have always been open to persons with disabilities to seek membership and raise issues relating to policing through that mechanism. Further, there was a staff resourcing issue associated with supporting the expansion of an additional CCC.

Since that time other significant initiatives have been undertaken within the Service, including:

- Customer Service Strategy
- PACER
- Establishment of Internal Support Networks (ISNs), including Invisible Disabilities
- Mandatory completion of CPKN modules for the Accessibility for Ontarians with Disabilities Act (AODA)

At its meeting of May 14, 2015, the Board asked that the Service review that decision (Min.No. P115/15 refers).

The Service has done so, and a Disabilities CCC will be established.

#### Chief's Advisory Council & Chief's Youth Advisory Committee (CAC and CYAC):

The Service operates a third level of consultation at the Chief of Police level. The CAC and the CYAC exist to provide a voice for various community representatives from business through to social agencies, spanning the various diverse communities as well as youth on a wide variety of issues.

#### Discussion:

Each consultative group relies on the funding of \$1,000.00. The funding of the consultative committees results in a total expenditure of \$29,000.00 from the Board's Special Fund.

The new Disabilities CCC will be funded with the monies reallocated from the Traffic Services CPLC.

#### Reporting:

Each consultative group is required to include in a year-end report an accounting for expenditures made from the \$1,000.00 grant during the year. The funds are generally used for community outreach, community events, 'value-added' community projects and administrative meetings.

Expenditures have been recorded and verified within the Systems Application Products (SAP) accounting software used by the Service with checks at the unit level and at Finance and Business Management.

### Summary of Activities and Expenditures:

Appendix "A" attached to this report provides a summary of activities and expenditures for each of the consultative groups in 2015. Committees that have exceeded the allotted budget of \$1,000.00 are responsible for covering any surplus.

### Conclusion:

The Service continues to remain committed to an effective and constructive community consultative process with community stakeholders in an atmosphere based on mutual trust, respect and understanding. The current consultative process, sustained financially through the Board's Special Fund, is but one method utilized by the Service to advance the goal of an empowered community.

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

Deputy Chief Mike Federico, Community Safety 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: C. Lee**  
**Seconded by: D. Noria**

<b>Group</b>	<b>Support</b>	<b># Meetings</b>	<b>Goals and Objectives</b>	<b>Town Hall Meeting</b>	<b>Initiatives (* = Value Added Project)</b>	<b>Crime Management Process</b>	<b>Expenditures from \$1000 Grant</b>
11 Division CPLC	Superintendent Heinz Kuck  S/Sgt. Izzy Bernardo  Linda Martin CPLC Civilian Co-Chair  Debbie Skinner Secretary  15 Members	5 CPLC meetings  4 Sub-Committee Meetings  International Day for the Elimination of Racial Discrimination celebration  Scadding Court Community Centre Fundraising & Scholarship Award Dinner	Promotes healthy strong working relationships with various BIA's Community Partners and Resident Associations  Engages dialogue on various Police issues – safety tips – sets goals objectives and target dates  Proactive involvement in Community Events  11 Div. CPLC Scholarship Fundraising		Improve awareness of Crime Prevention Initiatives  Marketing and Promoting 11 Div. Youth Scholarship Fundraising Initiatives  Warm-4-Winter sleep-out raising awareness on homelessness	CPLC members regularly advised of crime trends and year to year statistics by Crime Analyst PC Rob Tajti  CPLC promotes community policing and partnerships with 11 Division Officers  CPLC Meetings held at D11 Community Room	\$348.83 Annual Chess Tournament  \$59.34 Pacific Street Baptist Church  \$250.00 Scadding Court Fundraising Award Dinner  \$14.74 food and refreshments  <b><u>Total: \$672.91</u></b>  <b>\$327.09 returned to the Board</b>
<b>Group</b>		<b># Meetings</b>	<b>Goals and Objectives</b>	<b>Town Hall Meeting</b>	<b>Initiatives (* = Value Added Project)</b>	<b>Crime Management Process</b>	<b>Expenditures from \$1000 Grant</b>

12 Division CPLC	Superintendent Scott Weidmark  Barbara Spyropoulos	12	Be proactively involved in community relations, crime prevention and community improvement  Youth issues & youth engagement searching for the fountain of youth		Winter Coat Drive  Summer Bike Safety Program  Neighbours Nights Out and Community Festivals  Community Photo Album Community Day  Stone Soup  Miscellaneous (storage fee, cards)  Tour de Black Creek bike race  Etienne Brule Events  Restorative Justice circles and Training  Tim Horton Camps	CPLC regularly advised of crime trends	Community Photo Album \$16.03  Community Day \$168.44  Stone Soup \$16.25  Miscellaneous (storage fee, cards) \$13.23  Tour de Black Creek bike race \$29.00  Etienne Brule Events \$74.49  Restorative Justice circles and Training \$40.92  Tim Horton Camps \$72.51  Christmas events \$338.17  Volunteer
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					Christmas events  Volunteer Appreciation Night  Meetings		Appreciation Night \$174.06  Meetings \$18.87  <b><u>TOTAL:</u></b> <b><u>\$961.97</u></b>  <b>\$38.03 returned to the Board</b>
<b>Group</b>	<b>Support</b>	<b># Meetings</b>	<b>Goals and Objectives</b>	<b>Town Hall Meeting</b>	<b>Initiatives (* = Value Added Project)</b>	<b>Crime Management Process</b>	<b>Expenditures from \$1000 Grant</b>
13 Division CPLC	Superintendent Scott Baptist  Amber Kellen Co-Chair  Inspector Anand (2 I/C)  S/Sgt. Chambers (CRU)	10  One meeting per month except July and August,  December CPLC Year End Event	Proactive community relations, involvement in Community events, crime prevention and community problem solving  Create a safer environment in which to live and work  Build stronger relationships	Open House Community Meeting  JJP Centre - Safety Town Hall (Chief)  Councillor's Meetings.	CPLC Open House (May)  PCP 13 BBQ And Community Party (Sep)  1400 Bathurst Christmas Event (Dec)  13 Division End of Year Open House and Community Event (Dec)	CPLC regularly advised of crime trends.  Meetings follow a crime management meeting style with slides.  CPLC regularly advised of traffic trends, complaints and consulted for Traffic Strategies.	\$264.58 - Community Award Ceremony  \$244.36 - CPLC Open House  \$200.00 - 1400 Bathurst Christmas Event  \$267.32 - Winter clothing for the John

			<p>between Youth and Police</p> <p>Engage/involve local New Community Groups, BIAs and Faith Associations</p> <p>Engage and partner with neighbouring communities</p>			<p>Traffic initiative created as a result of numerous complaints on Westmount Avenue (13 Division Initiative)</p> <p>CPLC regularly advised of school trends.</p> <p>Social Media: Crime Prevention / Community and Traffic Response</p>	<p>Howard Society to give to the less fortunate</p> <p><b><u>Total: \$976.26</u></b></p> <p><b>\$23.74 returned to the Board</b></p>
Group	Support	# Meetings	Goals and Objectives	Town Hall Meeting	Initiatives (* = Value Added Project)	Crime Management Process	Expenditures from \$1000 Grant
14 Division CPLC	<p>Superintendent Frank Bergen</p> <p>Inspector Colin</p>	<p>10 CPLC meetings</p> <p>4 Sub-Committee Meetings</p>	Promotes healthy strong working relationships with various BIA's		Improve awareness of Crime Prevention Initiatives	CPLC members regularly advised of crime trends and year to	<p>Coffee/Food small Snacks</p> <p>(water, milk cream cookies Ice tea</p>

	<p>Greenaway</p> <p>S/Sgt. James Hogan</p> <p>Christopher Worth Co-Chair</p> <p>Reta Reid Secretarial/ Logistic</p> <p>Moneca Yardley Treasurer</p> <p>48 Members</p>	<p>Scadding Court Community Centre Fundraising &amp; Scholarship Award Dinner</p> <p>Plaque presentations incl. for Outgoing Civilian Co-Chair</p>	<p>Community Partners and Resident Associations</p> <p>Engages dialogue on various Police issues - safety tips - sets goals objectives and target dates</p> <p>Proactive involvement in Community Events</p> <p>14 Div. CPLC Scholarship Fundraising</p>		<p>Marketing and Promoting 14 Division Youth Scholarship Fundraising Initiatives</p> <p>Raising Funds through various venues i.e. BIA Donations</p> <p>Reaching out to School Principals Marketing Scholarship to Schools through School Watch Officers</p>	<p>year statistics by Crime Analyst PC Fleckeisen</p> <p>CPLC promotes community policing and partnerships with 14 Division Officers</p> <p>CPLC Meetings held at D14 Community Room</p>	<p>brownies, cookies BBQ - Burgers fruits trays Pop, pineapple tray, condiments, cupcakes, sausages plates forks cups)</p> <p>Plaque &amp; Flowers For:</p> <p>\$500.00 Scadding Court. Fundraising Award Dinner</p> <p>Summer BBQ meeting Year End Meeting Catering</p> <p><b><u>Total: \$976.78</u></b></p> <p><b>\$23.22 returned to the Board</b></p>
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Group		# Meetings	Goals and Objectives	Town Hall Meeting	Initiatives (* = Value Added Project)	Crime Management Process	Expenditures from \$1000 Grant
22 Division CPLC	Superintendent Shaun Narine  Jannifer Lau/ Carolyn Hogg Co-Chair	10	To recruit youth members  To continue with a successful student bursary program for a High School in division  To assist with Food & Toy drive December 2015	Town Hall meeting (Domestic Violence) Nov. 24 at Humber College - with Chief Mark Saunders	Developing membership procedures  February 21/15 attended Community Fair at Cloverdale Mall  1 member received a 10 yr. pin; 1 received a 5 yr. pin  Attended MP & MPP Annual BBQ community events to create awareness  Presented a \$500.00 Bursary to a student from one of 10 High schools in division  Initiated & Set	CPLC regularly advised of crime trends  CPLC provides input on community concerns and issues to unit management  Superintendent available to attend meetings at request of community groups	Open House Entertainment \$200.00  Parade Entry fee \$25.00  Photo updates for presentation Boards & printing flyers for Town hall, \$99.72

					<p>up new CPLC website &amp; social media (Twitter)</p> <p>Participated in Nicole Morin run</p> <p>Participated in Torch relay for Summer Olympics at Humber College</p> <p>Attended Chinese CCU fundraiser</p> <p>Participated in "Back to School" program Sept. 23/15</p> <p>Held a Police Appreciation Service on Oct.18/15 at Bloordale United</p> <p>Attended Criminal Justice Networking Gala Nov. 19 at Humber</p>		
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					<p>5 members attended CPLC conf. at Toronto Police College Nov. 28/15</p> <p>Collected food for local food bank At 25th annual Etobicoke Lakeshore Christmas parade</p>		<p><b><u>TOTAL:</u></b> <b><u>\$324.72</u></b></p> <p><b>\$675.28 returned to the Board</b></p>
Group	Support	# Meetings	Goals and Objectives	Town Hall Meeting	Initiatives (* = Value Added Project)	Crime Management Process	Expenditures from \$1000 Grant
23 Division CPLC	<p>Superintendent Ron Taverner</p> <p>Donata Calitri-Bellus Co-Chair</p>	10	<p>To actively participate with and support police officers in 23 Division and to act as a community resource</p> <p>To ultimately work towards providing a safe community for all residents of 23 Division</p>		<p>May 2015 participated in the Annual Pathway to Success Event at Msgr John Corrigan</p> <p>May 2015 assisted with the Police Week Barbecue</p> <p>June 2015 Movie Night- 23</p>	<p>CPLC regularly advised of crime trends and actions taken to combat crime and safety tips which were passed on to members of their organizations</p> <p>CPLC regularly advised of</p>	<p>\$1,000.00 Used to support annual movie night</p>

			<p>To be involved with the at-risk members of the Community- the youth and seniors</p>		<p>Division hosted community to out door movie</p> <p>June 2015 participated in the Faith Community Members' Prayer Breakfast</p> <p>June 2015 participated in the Foodie Festival.</p> <p>October 2015 participated in a Thanksgiving luncheon for seniors and families in need</p> <p>December 2015 participated in an Annual Children's Christmas party for youth-at-risk</p> <p>Throughout the year collected</p>	<p>traffic trends, initiatives, campaigns and speed board</p> <p>CPLC provides input on community concerns and issues to unit management</p> <p>CPLC regularly advised regarding Crime Stoppers</p> <p>CPLC regularly advised regarding the Somali Liaison Unit</p> <p>CPLC regularly advised regarding the Community Response Unit initiatives</p> <p>CPLC regularly advised</p>	
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					<p>food for the local food bank</p> <p>Throughout the year supported</p> <p>families in need with vouchers that paid for necessities</p> <p>Throughout the year CPLC members participated in the Police/Faith walks</p> <p>At Christmas liaised with local social agencies and the faith community to provide those in need with a holiday turkey and fresh food baskets</p>	<p>regarding parking enforcement and related issues</p> <p>CPLC members liaised with TCHC</p> <p>In the spring a CPLC twitter account was set up to give the community highlights of the meetings</p>	<p><b><u>TOTAL:</u></b> <b><u>\$1,000.00</u></b></p>
Group	Support	# Meetings	Goals and Objectives	Town Hall Meeting	Initiatives (* = Value Added Project)	Crime Management Process	Expenditures from \$1000 Grant
31	Inspector	Four (4)	Inclusive	Civilian	January 24	CPLC regularly	Community

Division CPLC	Riyaz Hussein	CPLC General Meetings (Quarterly)	Representation on CPLC:	Co- Chair Larry Perlma	Community Police Liaison Committee (CPLC)	advised of crime trends	Town Hall Meeting - January 22
	Civilian Co-Chair: January to August Larry Perlman	Five (5) CPLC Executive Meetings	Establish Outreach Sub- Committee	attended Town Hall Meeting at 4401 Jane Street	attended the Senior's Meeting at Humber Summit Library	Bi-weekly Divisional Crime Management Meetings	Refreshments, Food Supplies \$52.20
	Civilian Co-Chair: September to December Mark Tenaglia	Twenty-five (25) Informal Meetings	Identify multicultural communities within 31 Division	on January 22, and approx- imately 400 people attended	January 30 Co- Chair Larry Perlman attended the Central Ontario Crime Prevention Association (COCPA) meeting		Community Police Liaison Committee (CPLC) General Meeting - February 9 Condiments \$5.44
	Vice Co- Chair: Massimilian o Galassi	Civilian Co- Chair Mark Tenaglia attended 31 Division -Various informal meetings with Inspector Riyaz Hussein, Staff Sergeant Richard Blanchard	Communicate with various religious and cultural institutions		February 9 Community Police Liaison Committee (CPLC) meeting, held at 31 Division		Community Police Liaison Committee (CPLC) - February 9 Purchase of Business Cards \$12.21
	Treasurer: Kim King		Host/participate in cultural community events within 31 Division during holidays and other celebrations/eve- nts	Civilian Co- Chair Mark Tenaglia attended Downsvi- ew Lands Communi- ty Voice			Community Police Liaison Committee (CPLC) Bursary Awards - June 8
	Civilian Secretary: Anar Tamirci		Increase Youth Involvement and Representation on the CPLC:		February 11 Community Police Liaison		
	TPS	Superintend					

	<p>Secretary: Jennifer McGrade</p> <p>Staff Sergeant Richard Blanchard (CRU)</p> <p>Approximat ely 25 community members</p>	<p>ent Tony Riviere and/or Police Constable Amir Butt, Crime Prevention Officer - Meetings re planning, presenting, updates and strategies</p>	<p>Establish Youth Sub-Committee</p> <p>Canvass high schools for youth representative</p> <p>Partner with two identified schools to host joint youth event/conferenc e/ meeting</p> <p>Bursary Program Expansion:</p> <p>Continue and expand program for schools to include bursary fundraiser and second small bursary for each high school</p> <p>Establish Bursary Sub- Committee, hold fundraiser and</p>	<p>Associat ion Town Hall Meeting on Decemb er 2 - Spoke about empowe ring resident s to make their commun ity safer</p>	<p>Committee (CPLC) Youth Sub-Committee meeting at 31 Division</p> <p>February 13 Community Police Liaison Committee (CPLC) Youth Sub-Committee meeting at 31 Division</p> <p>February 27 Community Police Liaison Committee (CPLC) Bursary Sub-Committee meeting with Ellen Hudgin</p> <p>March 2 Co- Chair Larry Perlman attends meeting at Delta Family Resource Centre</p>	<p>Refreshments, Food Supplies \$81.42</p> <p>Community Police Liaison Committee (CPLC) Purchase of Jackets from Sales Dynamics Inc. \$559.68</p> <p>Community Police Liaison Committee (CPLC) Meeting - September 8 Discussion about Election of New Members Refreshments, Food Supplies \$34.56</p> <p>Community Police Liaison Committee (CPLC) Meeting -</p>
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			<p>Bursary Awards evening</p> <p>Enhance Community Safety: Partner with Driftwood community, Toronto Community Housing and TPS Neighbourhood Officers in 'Beautification Project'</p> <p>Partner/host two community events in Driftwood community i.e. job fair, community barbecue</p> <p>Provide community support to identified neighbourhoods within 31</p>		<p>March 9 Consultation, discussions with Co-Chair Larry Perlman regarding the John Herra Memorial Award nomination</p> <p>March 27 Co-Chair Larry Perlman attended the Central Ontario Crime Prevention Association (COCPA) Meeting</p> <p>March 31 Community Police Liaison Committee (CPLC) Bursary Sub-Committee meeting with School Guidance Counsellors at 31 Division</p> <p>April 13</p>		<p>September 21 Election of New Members Refreshments, Food Supplies \$31.50</p> <p>Driftwood Community Festival - September 26 Rental of Table for 31 Division Community Police Liaison Committee (CPLC) representatives \$10.00</p> <p>Community Police Liaison Committee (CPLC) Executive Meeting - September 29 Refreshments, Food Supplies \$30.87</p> <p>Community Police Liaison</p>
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		<p>Division from victimization/ criminal activity</p> <p>Co-ordinate, participate in conjunction with Toronto Hydro in minimum two 'Light Up the Night' Initiatives</p> <p>Host 31 Division Open House</p> <p>Improve Use of Social and Traditional Media: Utilize community newspapers to advertise and promote Community Police Liaison Committee (CPLC) events and important meetings</p> <p>Continue and expand 31</p>	<p>Community Police Liaison Committee (CPLC) meeting, held off-site at 1206 Wilson Avenue</p> <p>May 2 Community Police Liaison Committee (CPLC) meeting for Divisional Open House</p> <p>May 16 Community Police Liaison Committee (CPLC) and 31 Division Auxiliary Officers attend the Humber Summit Jane's Nature Walk, organized by the Delta Family Resource Centre</p>	<p>Committee (CPLC) Executive Meeting - October 16 Refreshments, Food Supplies \$61.82</p> <p>Community Police Liaison Committee (CPLC) Executive Meeting - November 10 Refreshments, Food Supplies \$25.77</p> <p>Community Police Liaison Committee (CPLC) Meeting Off-Site/Luncheon - December 11 \$83.44</p>
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			<p>Division Community Police Liaison Committee (CPLC) social media presence on Twitter, Facebook, other social media</p> <p>Prepare regular columns, press releases, residential crime reports, safety tips and initiatives for both traditional and social media, based on publicly available information</p>		<p>May 30 The Honourable Judy SGRO (MP) organized a Senior Fair. 31 Division Auxiliary Officers and Community Police Liaison Committee (CPLC) representatives were in attendance. A Crime Prevention Information Booth was set up for the seniors</p> <p>May 30 The Community Police Liaison Committee (CPLC) hosted the Annual Divisional Open House and Community BBQ, and members and</p>		
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					<p>other volunteers assisted with the festivities. The event was attended by over 600 members of the community</p> <p>June 8 Bursary Award Ceremony and Community Police Liaison Committee (CPLC) meeting held off-site at the Driftwood Community Centre. Seven (7) deserving students received \$1000.00 each from the 31 Division Bursary Fund</p> <p>July 17 Co-Chair Inspector Riyaz Hussein, along with Crime</p>		
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					<p>Prevention Officer Police Constable Amir Butt, attended the Nile Academy's Eid Celebration</p> <p>July 21 The Emery Village Voice is a local newspaper; due to a hike in distraction thefts, the Crime Prevention Office, Community Police Liaison Committee (CPLC) co-ordinated efforts and provided an article on safety tips against Distraction Theft, same was published in the newspaper for the local community</p>		
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					<p>August 21 The Community Police Liaison Committee (CPLC) set up a Crime Prevention Information Booth for the participants of an event organized by the Delta Family Resource Centre called "Celebrate Diversity"</p> <p>September 21 Community Police Liaison Committee (CPLC) meeting, held at 31 Division for election, appointment of new Executives</p> <p>September 22 New Executives, Co-</p>		
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					<p>Chair Mark Tenaglia, Vice Co-Chair Massimiliano Galassi, Secretary Anar Tamirci, and</p> <p>Treasurer Kim King acclaim their positions</p> <p>September 26 The Community Police Liaison Committee (CPLC) attended the Driftwood Multicultural Festival and participated in the festivities, along with over 200 members of the community who attended</p> <p>October 7 The Community Police Liaison Committee (CPLC)</p>		
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					<p>attended the MLSE Foundation Community Action Grant recipient announcement and presentation for 'Believe To Achieve' Grant at the Chalkfarm Community Centre</p> <p>October 10 The residents of Shoreham Court, in 31 Division, organize a 'Night Safety Walk Through' of their community to highlight safety concerns. It was attended by city staff, councillors, hydro employees, Toronto Police</p>		
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					<p>Service officers, and the Community Police Liaison Committee (CPLC) members</p> <p>October 10 The York West Volunteer Appreciation Night, hosted by MPP Mario Sergio, was held to recognize community volunteers, including members of the Community Police Liaison Committee (CPLC)</p> <p>November 3 Pedestrian Safety Presentation held at Black Creek Community</p>		
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					<p>Centre.  Attended by  Crime  Prevention  Officer Police  Constable Amir  Butt, and  members of the  Community  Police Liaison  Committee  (CPLC)</p> <p>November 3  Community  Police Liaison  Committee  (CPLC)  meeting, held  off-site at St.  Conrad Catholic  School</p> <p>November 10  Vice Co-Chair,  Massimiliano  Galassi  attended a  presentation by  Police  Constable Amir  Butt, Crime  Prevention</p>		
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					<p>Officer, to the community about senior fraud and scams safety, held at 31 Division</p> <p>November 18 Co-Chair Inspector Riyaz Hussein, Community Police Liaison Committee (CPLC) members and police officers from 31 Division attended the Downsview Roding Neighbourhood Action Partnership meeting</p> <p>November 19 The Community Police Liaison Committee (CPLC) developed and</p>		
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					<p>produced a 31 Division CPLC Information Card that will be handed out at events to inform people within the community about what the Community Police Liaison Committee (CPLC) does in 31 Division</p> <p>November 25 Co-Chair Mark Tenaglia attended the Emery Village Gala, where a \$100,000.00 cheque was presented to Tony Sampogna, Director, Humber River Hospital Foundation</p> <p>November 27 Community</p>		
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					<p>Police Liaison Committee (CPLC) members and Crime Prevention Officer Police Constable Amir Butt attended a Central Ontario Crime Prevention Association (COCPA) presentation</p> <p>November 28 Co-Chair Mark Tenaglia attended the Annual Community Police Consultative Conference at the Toronto Police College - the conference focussed on the aging population in relation to concepts, challenges and</p>		<p><b><u>TOTAL:</u></b> <b><u>\$988.91</u></b></p> <p><b>\$11.09</b> <b>Returned to the Board</b></p>
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					<p>change</p> <p>December The Emery Village Voice newspaper contributed to the Community Police Liaison Committee (CPLC) advertisement space to promote the 31 Division Toy Drive</p> <p>December 2 The Downsview Lands Community Voice Association invited Community Police Liaison Committee (CPLC) Co-Chair Mark Tenaglia to speak at their Town Hall meeting about</p>		
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					<p>how to empower residents to make their community safer</p> <p>December 7 Auxiliary officers and Youth In Policing Initiative (YIPI) students, with the assistance of the Community Police Liaison Committee (CPLC) members, set up the Annual Christmas Toy Drive</p> <p>December 9 Community Police Liaison Committee (CPLC) Vice Co-Chair Massimiliano Galassi assisted in the distribution of winter jackets to</p>		
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					<p>the needy children in the community</p> <p>December 16 The 31 Division Auxiliary officers, Community Response Unit officers, Community Police Liaison Committee (CPLC) members, the Emery Business Improvement Area (BIA) and local businesses participated in a Christmas Toy Drive to support needy children</p>		
<b>Group</b>	<b>Support</b>	<b># Meetings</b>	<b>Goals and Objectives</b>	<b>Town Hall Meeting</b>	<b>Initiatives (* = Value Added Project)</b>	<b>Crime Management Process</b>	<b>Expenditures from \$1000 Grant</b>
32 Division CPLC	Superintendent Selwyn Fernandes  Tony	Total of 9 meetings, April's meeting was	Be proactively involved in community relations, crime prevention and	Not applicable	Police Week	CPLC regularly advised of crime trends	<p>Meetings: Refreshment - \$16.03</p> <p>T-Shirts for</p>

	Fernandes Co-Chair	cancelled and we don't have meetings for the months of July and August	community improvement				CPLC members - \$293.07  Luncheon: Crossing Guards Appreciation - \$134.27  Plaques: Crossing Guards Appreciation - \$30.53  Police Week - \$490.76  <b><u>Total: \$944.86</u></b>  <b>\$55.14 Returned to the Board</b>
Group	Support	# Meetings	Goals and Objectives	Town Hall Meeting	Initiatives (* = Value Added Project)	Crime Management Process	Expenditures from \$1000 Grant
33 Division CPLC	Superintend ent Neil Corrigan	10  6 Sub-	Promote working relationships	1 Town Hall meeting	Promoting 33 Division Bursary Program	CPLC members updated at	Safety Expo \$146.49 (Rental Fee of



	Inspector Richard Hegedus	Committee Meetings	with the community		Bursary program fundraising initiative (ie. Spin-A-Thon, raffle at Open House)	monthly meetings on the crime indicators, traffic updates and initiatives by Supt. Corrigan	Aga Khan Centre and refreshments)
	S/Sgt. Tony Charles	1 Bursary Meeting	Regular communication and updates on crime indicators and traffic issues				Open House \$493.50 (Face painting, prizes, food, clown)
	Ibrahim Meru Co-Chair		Promote Traffic and pedestrian safety		Reaching out to School Principals promoting bursary program to Schools through school liaison officer	CPLC promotes community policing and partnerships with 33 Division Officers	Halloween Safety event for elementary schools \$105.50 (supplies for loot bags)
	P.C. Kelly Downie CPO		Promote Senior Safety				
	Jen Ogle Admin Assistant		Communicate Traffic initiatives		Halloween Safety Initiative	CPLC Meetings held at D33 Community Room	Town Hall \$169.90 (food, refreshments etc.)
	Mehboob Tejani CPLC Treasurer		Proactive involvement in Community Events		Singing with Seniors event/initiative		Singing with Seniors \$70.00 (Christmas loot bags)
	16 Members		33 Division CPLC Bursary Program Fundraising		Safety Expo		Misc. expenses \$10.00
					Open House		<b>Total: \$995.40</b>

							<b>\$4.60 Returned to the Board</b>
<b>Group</b>	<b>Support</b>	<b># Meetings</b>	<b>Goals and Objectives</b>	<b>Town Hall Meeting</b>	<b>Initiatives (* = Value Added Project)</b>	<b>Crime Management Process</b>	<b>Expenditures from \$1000 Grant</b>
41 Division CPLC	Superintendent John Tanouye  Inspector James Mackrell  S/Sgt. Debra Houston  Augustre Munro Civilian Co-Chair  Elsie Maranan Secretarial  Holly de Jong Treasurer	10 CPLC meetings  8 CPLC Executive Meetings  Scadding Court Community Centre Re: 'Investing in our Diversity' Scholarship Program  Christmas Pot Luck Dinner	Promote healthy strong working relationships with various BIA's Community Partners and Resident Associations  Engage dialogue on various Police issues – safety tips – sets goals objectives and target dates  Proactive involvement in Community Events  41 Div. CPLC		Improve awareness of Crime Prevention Initiatives  Education of CPLC members and guests on crime and disorder/traffic issues  41 CPLC Community Skate Day-March  Raising Funds through various venues i.e. BIA Donations  CPLC	CPLC members regularly advised of crime trends and year to year statistics by CRU S/Sgt.  Guest speakers invited to meetings to speak about crime issues  CPLC promotes community policing and partnerships with 41 Division Officers	\$250.00 Tim's \$5.00 Gift Cards issued to the 'Arrest of the Month' recipient  \$750.00 Purchase of pens with CPLC logo and name for marketing of the CPLC

	18 Members		Scholarship Program- Scadding Court		sponsored and were represented at the Toronto East Safety Expo	CPLC Meetings held at McGregor Community Centre in D41	<b>Total:</b> <b><u>\$1,000.00</u></b>
<b>Group</b>		<b># Meetings</b>	<b>Goals and Objectives</b>	<b>Town Hall Meeting</b>	<b>Initiatives (* = Value Added Project)</b>	<b>Crime Management Process</b>	<b>Expenditures from \$1000 Grant</b>
42 Division CPLC	Superintendent Kathryn Martin  Dorothy Feenan Co-Chair	10	be proactively involved in community relations, crime prevention and community improvement  youth issues & youth engagement		Bursaries to youth groups in the identified High Risk Communities  Police Week  Sponsors Child Find Program  Sponsors Children that attend an overnight camp in Huntsville ON from High Risk Communities in the division called Project	CPLC regularly advised of crime trends  CPLC provides input on community concerns and issues to unit management	\$639.10 - Public Relations / Promotions  \$284.90 Miscellaneous Materials

					<p>Fresh Air</p> <p>Sponsored Basketball team form a High Risk Community</p> <p>Sponsored Reading Program from one of our High Risk communities</p> <p>Held Youth Gang Awareness Crime Conference</p>		<p><b><u>TOTAL:</u></b></p> <p><b><u>\$924.00</u></b></p> <p><b>\$76.00</b></p> <p><b>Returned to the Board</b></p>
Group		# Meetings	Goals and Objectives	Town Hall Meeting	Initiatives (* = Value Added Project)	Crime Management Process	Expenditures from \$1000 Grant
42 Division CCLC	<p>Inspector Dave Vickers</p> <p>Tom Chang Co-Chair</p>	10	<p>be proactively involved in community relations, crime prevention and community improvement</p> <p>youth issues &amp; youth</p>	Yes	<p>Bursaries to youth groups in the identified High Risk Communities</p> <p>Chinese New Year mall walk</p> <p>Sponsors Child</p>	<p>CCLC regularly advised of crime trends</p> <p>CCLC provides input on community concerns and issues to unit</p>	<p>\$1034.28 - Public Relations/Promotions</p> <p>Miscellaneous Materials</p>

			engagement help bridge the communication gap between the Asian population in the division and the police		Find Program  Sponsors Children that attend a overnight camp in Hunttsville ON from High Risk Communities called Project Fresh Air  Monthly information sessions to new Asian residents in the division - where a Guide To Police Services is shown and discussed	management	<b><u>TOTAL:</u></b> <b><u>\$1,034.28</u></b>
Group	Support	# Meetings	Goals and Objectives	Town Hall Meeting	Initiatives (* = Value Added Project)	Crime Management Process	Expenditures from \$1000 Grant
43 Division CPLC	Superintendent Mark Fenton  Inspector Art Little	10 Community CPLC Meetings  One+CPLC	Encourage Membership from Youth  Arrange events in the community such	Trying to arrange one  Have arranged a	Free Family Skate Day on a November PA Day. Free gently used skates were given away to	CPLC members and community members who attend the CPLC meetings each	Ampot Portable Toilet - \$124.30  Gervais Party and Tent Rentals - Table and Chairs -

	S/Sgt. Todd Flanders	Committee meeting for planning Community Picnic and Open House	as Senior Socials	venue – Date to Be decided	those who need them.	month are advised of crime trends and year to year statistics by the Crime Analyst	Picnic - \$377.93
	Marilyn Hodge Co-Chair		Mother's Day Basket Drive for Rosalie Hall, a young parent resource centre.	A request has been sent to Chief Mark Saunders	Free Community Picnic, Open House and BBQ May 2015	CPLC promotes community policing and partnerships with police and auxiliary officers in all CPLC events	No Frills - Joseph's Wieners - \$193.33
	Anne Barkley Secretarial/ Logistic		Participate in local community events		Fundraising Initiatives		Metro - Volunteer Room - Fruit and Veggies - \$101.67
	Mike Marks Treasurer				Contacting local businesses for financial and silent auction donations		Gift Cards to Steel Band - May Picnic \$80.00
	16 Members					CPLC Meetings are held monthly in the 43 Division Brigadier Room	Tim Bits Volunteer Room \$76.44 OHM - Printing Picnic flyers with logos - \$39.55
							<b><u>TOTAL:</u></b> <b><u>\$993.22</u></b>
							<b>\$6.78</b> <b>Returned to the Board</b>

Group		# Meetings	Goals and Objectives	Town Hall Meeting	Initiatives (* = Value Added Project)	Crime Management Process	Expenditures from \$1000 Grant
51 Division CPLC	Superintendent Elizabeth Byrnes  Veronica Willoughby Co-Chair	8  Second Wednesday of the month including a tour of PRIME Unit  No meetings in July and August	Sharing of concerns and information between community and the police  Raising awareness of the CPLC within the community through outreach events  Youth engagement through information sessions and sporting activities  Elderly engagement through information sessions  Undertaking of	Know Your Police Town Hall to educate youth and community members on services and programs available through the Toronto Police Services	Student Bursary Program at George Brown College  Community Hero Awards ceremony at the 51 Division Open House and barbecue  Co-hosting the Ward 27 Environment Day with a barbecue and information table	CPLC regularly advised of crime trends  CPLC members sharing information from their own organizations  CPLC outreach to under-represented neighbourhoods (e.g., St. James Town)	\$29.70 - Water for Town Hall  \$608.98 - t-shirts  \$70.28 - Youth Town Hall  \$284.76 - CPLC stickers  <b><u>TOTAL:</u></b> <b><u>\$993.72</u></b>  <b>\$6.28 Returned to the Board</b>

			Goal Setting initiative				
Group	CPLC Executive Members	# Meetings	Goals and Objectives	Town Hall Meeting	Initiatives (* = Value Added Project)	Crime Management Process	Expenditures from \$1000 Grant
52 Division CPLC	<p>Superintendent David McCormack</p> <p>Tim Kocur Co-Chair</p> <p>Treasurer Tarik Bacchus</p> <p>Secretary Gee Chung</p> <p>Gloria Isaac-Gaba</p>	<p>5</p> <p>Feb 18, 2015</p> <p>April 1, 2015</p> <p>June 3, 2015</p> <p>Sep. 16, 2015</p> <p>Nov 25</p>	<p>To act as a resource to the police and the community</p> <p>To maintain a meaningful community police partnership.</p> <p>To continue working together with members of 52 Division in identifying, prioritizing and problem solving of crime, traffic and safety issues.</p> <p>To be proactive in community relations, crime prevention and</p>	<p>Hosted Town Hall Meeting Nov 25, 2013 at OCAD University</p> <p>Guest speakers presented on:</p> <p>Crime Prevention &amp; personal safety</p> <p>Change in Demographics in 52</p>	<p>Hosted Annual Fundraising Community BBQ event at 52 Division June 18, 2015</p> <p>Raised and donated \$3,041 to the 52 Division Youth Program</p> <p>Co-chair partnered with 52 CRU and City of Toronto Parks Ambassador for the revitalization of Clouds Gardens Park</p> <p>Mentoring program for Contact Alternative</p>	<p>Crime Analyst attends CPLC meetings and advises CPLC of crime trends and up to date crime statistics</p> <p>The CPLC Co-Chair attended one Crime Management Meeting at 52 Division</p>	<p>\$457.84 - Refreshments for CPLC Town Hall Meeting</p> <p>\$419.23 Purchased Safety Whistle Key Ring with 52 Division CPLC Logo for distribution at CPLC community events to raise the CPLC profile</p>



			community improvement.  To promote the CPLC and recruit new members.  Scholarship/Mentoring Program for Contact Alternative School	Division neighborhoods.  Traffic Safety & Gridlock  52 Division Crime Analyst updated community members on 52 Division Crime Statistics. Crime Trends etc.	School		<b><u>Total: \$877.07</u></b>  <b>\$122.93 Returned to the Board</b>
Group	Support	Meetings	Goals and Objectives	Town Hall Meeting	Initiatives (* = Value Added Project)	Crime Management Process	Expenditures from \$1000 Grant
53 Division CPLC	Superintendent Scott Gilbert  John Plumadore Co-Chair	15	Be proactively involved in community relations, crime prevention, education, mobilization and	Jan 27 - CPLC General Meeting  March 24 -	SAVY Award (Scholar Athlete Volunteer Youth) student bursary for at risk youth	CPLC members participate in monthly Crime Management meetings	May 2 - Open House expenses: \$300.00  Sept. 10 - Audio rental for

			communications initiatives	CPLC Executive Meeting	(CPLC now offers multiple awards up to \$500 each)	Unit Commander presents initiatives at quarterly meetings allowing for greater community input	Town Hall Meeting: \$106.35
			Be a resource to the police and the community	March 31 - CPLC General Meeting	CPLC annual Crime Prevention Symposium to support Crime Management goals. The event is in partnership with several community stakeholders to promote crime prevention and to enhance community safety	Monthly subcommittee meetings allow for CPLC members to be regularly updated on crime trends	Nov. 24 -Year end CPLC Holiday Event: \$93.65
			Continue to support divisional crime management initiatives	April 2 - 53 Division Open House			Dec. 3 - School Crossing Guard Annual Appreciation lunch: \$500.00
			Continue to develop and increase members involved with the working subcommittee group	April 28 - CPLC Executive Meeting.		CPLC initiatives, like the Rabita Community Conversation Circles, support crime management strategies	
			Continue to develop and increase membership of the Thorncliffe Park subcommittee in an effort to address the unique policing challenges in	May 17 - 53 Division Safety Expo	53 Division's annual Open House. Attracts over 500 residents, allowing officers and CPLC members to educate public		
				May 19 - CPLC General Meeting		CPLC initiatives, like the annual	

			<p>this neighbourhood</p> <p>The implementation of the CCRT Team chaired by S/Sgt. Moyer in the Thorncliffe Park Neighbourhood to bring awareness to the issues of Domestic Abuse &amp; Violence</p> <p>Continue to seek out opportunities to increase CPLC membership</p> <p>Proactively address youth crime concerns and to expand their student bursary program known as the (SAVY Award)</p> <p>To become</p>	<p>May 28 - 53 Division BBQ</p> <p>June 11 -CPLC Executive Meeting</p> <p>June 13 - Thorncliffe Spring Event</p> <p>June 16 - CPLC General Meeting</p> <p>Oct. 13 - CPLC Executive Meeting</p> <p>Oct. 20 - CPLC General Meeting</p>	<p>on services available and crime prevention</p> <p>CPLC Community BBQ held in the Orchard View neighbourhood. This year's proceeds helped support 53 Division's 'Ride Don't Hide' Mental Health Charities.</p> <p>Kids and cops outreach / sports programs such as Thorncliffe Park Cricket Tournament Hosted by 53 CRU &amp; TNO</p> <p>53 Div. CRU - Leaside Community Traffic Safety</p>	<p>Crime Prevention Symposium help support crime management initiatives</p> <p>CPLC members foster partnerships with groups like the Crime Prevention Association of Toronto and the ABCs of Fraud</p> <p>CPLC, BIA and Resident Groups provide input on community concerns and priorities</p> <p>CRU Neighbourhood Officers attend and brief residents at community</p>	
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			<p>more involved with the YIPI program, encouraging students to attend meetings and to participate in their initiatives</p> <p>Help promote traffic safety, pedestrians and cycling safety in the Leaside Community</p> <p>Continue to organize outreach lectures to help bring awareness to Elder Abuse &amp; Senior Related Crimes</p> <p>Collaborative efforts on involving 53 Auxiliary Officers with local events</p>	<p>Nov 17 - CPLC Executive Meeting</p> <p>Nov. 24 General Meeting</p> <p>Dec. 4 - 53 Div. School Crossing Guard Xmas Party</p> <p>Dec. 4 - 20 - 53 Div. CRU Toy Drive w/RioCan &amp; Ronald McDonald House Charities</p>	<p>Campaigns throughout the year to focus on traffic/pedestrian safety</p> <p>Auxiliary Officer Appreciation event to strengthen partnership between CPLC members and auxiliary officers.</p> <p>Crossing Guard Appreciation Event to foster relationships with school guards and to enhance safety in the school community</p> <p>Crime prevention canvassing in partnership with CRU, Auxiliary and</p>	<p>meetings</p> <p>Social Media, such as Facebook, Twitter, Community Bulletin are used to communicate Crime Management initiatives to the greater community</p>	<p><b><u>Total:</u></b> <b><u>\$1,000.00</u></b></p>
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					<p>CPLC volunteers</p> <p>Seniors lectures involving a partnership with local retirement/seniors residence within 53 Div. divisional CPOs</p>		
Group	Executive	# Meetings	Goals and Objectives	Town Hall Meeting	Initiatives (* = Value Added Project)	Crime Management Process	Expenditures from \$1000 Grant
54 Division CPLC	<p>Superintendent Mark Barkley</p> <p>Mary Reilly Co-Chair</p> <p>Justin Van Dette Vice chair</p> <p>Hema Murdock Treasurer</p> <p>Cheryl Bremner</p>	<p>8 General Meetings</p> <p>10 Executive Committee Meetings</p> <p>3 Seniors Sub-Committee Meetings</p> <p>2 Crime Prevention Sub-</p>	<p>be proactively involved in community relations, crime prevention and community improvement</p> <p>youth issues &amp; youth engagement</p> <p>participation in community events, heightening</p>	<p>Town Hall Harmony Hall for Seniors, Nov 9, 2015. Speaker s from Crime Stopper s, Victim Services and 54 Crime Preventi</p>	<p>Police Week Community BBQ -George Webster P.S., Oct 22. CPLC supported</p> <p>Annual Seniors Coffee and Chat, May 11. Held at 266 Donlands Ave., approx. 50 attended.</p> <p>Monetary</p>	<p>CPLC regularly advised of crime trends and divisional statistics</p> <p>CPLC regularly updated on ongoing initiative/project s within 54 Division</p> <p>CPLC provides input on community</p>	<p>\$14.15 - Balloons, Safety Expo May 15</p> <p>\$46.30 - Graffiti Project - Pizza for volunteers. June 17</p> <p>\$122.05 - Crime Prevention Banner - Element Display,</p>

	Secretary 12 members	Committee Meetings.  2 Youth Sub-Committee Meetings  2 Mental Health Sub-Committee Meetings  2 Bursary Fundraising Sub-Committee meetings	visibility of CPLC  Safe Guard Seniors through education  Educate and support the community and police on interacting with those living with Mental Health issues/concerns  Liaise with community contacts and agencies, engage inform and seek input from the community on various area concerns and CPLC initiatives	on Officer. Addressed area concerns.  Attended by approx. 70+ residents and area politicians.  Community safety and services available to victims discussed - Neighbourhood Officers attended and commun	Support and participation of Safety Expo, May 13, Age Khan Cultural Centre.  Crossing Guard Appreciation BBQ, Sept. 10  Monetary support of the McCordic School of Special Needs annual BBQ, June 4  CPLC Bursary Presentation, awarded to deserving high school students - from Marc Garneau, Danforth Technical and East York Collegiate to assist with post-secondary education. Sept	concerns and issues to unit management  CPLC consulted on activities in their communities and how best we can serve them	October 6  \$123.00 - Refreshments - Town Hall Meeting Nov 9  \$531.10 - Inner City Printing, Posters for door to door Town Hall advertising. Nov 9  \$101.70 - Reliable Flyer - distribution service, Town Hall, Nov 9
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				ity partners invited	15, at East York Civic Centre 0 Coffee and refreshments		
				Informati on tables for seniors, youth, crime preventi on, newcom ers, Mental Health, Crossing guard info, Employ ment opportun ities, MADD, TPS Commu nications 911, TPS Links, Domesti c	Canada Day Information table, July 2. Stan Wadlow Park		
					Taste of the Danforth, Information table Aug. 8/9. Distributed various information pamphlets		
					Monetary support of The Seniors Xmas Shoe Box Program, 45 vulnerable Senior citizens were presented with Christmas gift bags		
							<b><u>Total: \$938.30</u></b>
							<b>\$61.70 Returned to the Board</b>





			developing solutions to local concerns; acting as a resource to the police and the community				Returned to the Board
<b>Group</b>	<b>Support</b>	<b># Meetings</b>	<b>Goals and Objectives</b>	<b>Town Hall Meeting</b>	<b>Initiatives (* = Value Added Project)</b>	<b>Crime Management Process</b>	<b>Expenditures from \$1000 Grant</b>
Asian Pacific Chief's Consultative Committee	Superintendent Cory Bockus  Superintendent Debra Preston  Rey Tolentino Co-Chair	3	Being proactive in community relations, crime prevention, education, mobilization and communications initiatives  Acting as a resource to the police and the community  Developing a strategic long term vision through the building of knowledge, education,	Cancelled due to illness	None completed		Miscellaneous \$16.21 \$5.05 \$6.98 \$45.92 \$6.98 \$2.95

			tolerance and understanding  Increase police and Asia Pacific community interactions and mutual understanding				<b><u>TOTAL:</u></b> <b><u>\$84.09</u></b>  <b>\$915.91 Returned to the Board</b>
<b>Group</b>	<b>Support</b>	<b># Meetings</b>	<b>Goals and Objectives</b>	<b>Town Hall Meeting</b>	<b>Initiatives (* = Value Added Project)</b>	<b>Crime Management Process</b>	<b>Expenditures from \$1000 Grant</b>
Lesbian, Gay, Bisexual, Transgender and Queer Community Consultative Committee	Superintendent Hugh Ferguson  Superintendent Barb McLean	10	Be proactively involved in community relations, crime prevention and community improvement  Improve relations between Trans community and TPS  Improve education awareness around process awareness-	N/A	LGBTQ Youth Justice Bursary  Coffee with Cops  Report Homophobic Violence Period Program - RHVP  “Let’s Talk” - Trans Focus Groups  International Day Against Homophobia &	LGBTQ CCC continues to be updated on current crime trends at monthly meetings and also during outreach with individual organizations and individual community members	Acrylic Awards: LGBTQ Youth Bursary - \$167.24  Trans Lifeline Donation - \$266.98  LGBTQ Christmas Meeting/Dinner - \$329.46  Trans “Let Talk” Session - \$86.45

			<p>engagement with the police service, who to contact, help people feel more comfortable interacting with police</p> <p>Support efforts to promote LGBTQ visibility (internally &amp; externally)</p>		<p>Transphobia</p> <p>Board &amp; Chief's Pride Reception</p> <p>IDAHO PFLAG Flag Raising Ceremony</p> <p>Pride Parade</p>		<p>Trans "Let's Talk" - \$89.87</p> <p><b><u>TOTAL:</u></b> <b><u>\$940.00</u></b></p> <p><b>\$60.00</b> <b>Returned to the Board</b></p>
Group	Support	# Meetings	Goals and Objectives	Town Hall Meeting	Initiatives (* = Value Added Project)	Crime Management Process	Expenditures from \$1000 Grant
South and West Asian Chief's Consultative Committee	<p>S/Superintendent Richard Stubbings</p> <p>Haroon Khan Co-Chair</p> <p>INSP Richard Hegedus (2IC)</p> <p>PC Johnny</p>	<p>7 committee meetings</p> <p>35 support meetings/consultations</p>	<p>Serve as the voice on policing issues RE: training, recruiting, customer service &amp; community mobilization</p> <p>Work in partnership with S&amp;WA communities to identify,</p>	Chief's Meet and Greet for Community Leaders at HQ	<p>Assist in building trust and confidence between local divisions and S&amp;WA communities</p> <p>Develop and mobilize S&amp;WA assets to assist divisions and specialized units with investigations,</p>	<p>CCC members disseminated police information into their respective communities</p> <p>CCC members brought issues of concern to the attention of police</p> <p>CCC members</p>	<p>CCC meeting (refreshments) \$38.44</p> <p>CCC condolences (flowers) \$100.00</p> <p>CCC meeting (refreshments) \$40.00</p> <p>CCC meeting (refreshments)</p>

	Bobbili (Liaison)  6 CCC members		<p>prioritize, and problem-solve policing issues</p> <p>Be proactive in community relations, crime prevention, education, mobilization, &amp; communications initiatives</p> <p>Act as resource to police and the community</p>		<p>crime prevention, intelligence and actionable information</p> <p>Prioritize issues, develop initiatives and work in partnership with S&amp;WA resources to make communities safer</p>	<p>promoted information on police services and crime reporting</p> <p>CCC members assisted in developing responses to crime trends mobilized assets as required</p> <p>CCC utilized ethnic media to reach S&amp;WA communities across the city</p>	<p>\$19.82</p> <p>CCC meeting (refreshments) \$23.76</p> <p>CCC meeting (refreshments) \$33.62</p> <p>Meet and Greet \$744.36</p> <p><b><u>Total:</u></b> <b><u>\$1,000.00</u></b></p>
Group	Support	# Meetings	Goals and Objectives	Town Hall Meeting	Initiatives (* = Value Added Project)	Crime Management Process	Expenditures from \$1000 Grant
Muslim Consulta tive Committ ee	<p>S/Superinte ndent Mario DiTommaso</p> <p>Osman Khan Co-Chair</p>	10	<p>Being proactive in community relations, crime prevention, education and communications initiatives</p> <p>Created the</p>	N/A	<p>Translated the pamphlet in different languages, Farsi, Hindi, Urdu and Albanian</p> <p>Ramadan</p>		

			<p>Social Media Strategy to reach all the community across the GTA</p> <p>Developing a strategic long term vision through the building of knowledge, education, tolerance and understanding</p> <p>Increase police and Muslim community interactions and mutual understanding</p> <p>Enhance recruitment activity to increase the number of Toronto Police Service employees with Muslim Consultative</p>		<p>Meeting with the Community at the Imdadul Islamic Centre</p> <p>Presentation included: Traffic Safety, Domestic, Cyber bullying for the Thorncliff Park community</p> <p>Presentation of for the Youth: Topics: Cyber bullying, Drug Awareness,</p> <p>Muslim Community Islamic Heritage Month Celebration (200 community members in attendance)</p> <p>Miscellaneous expenses</p>		<p>\$904.43 - Refreshments.</p> <p>\$95.57</p> <p><b><u>TOTAL:</u></b> <b><u>\$1,000.00</u></b></p>
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			backgrounds				
Group	Support	# Meetings	Goals and Objectives	Town Hall Meeting	Initiatives (* = Value Added Project)	Crime Management Process	Expenditures from \$1000 Grant
Chinese Community Consultative Committee	Superintendent Dave McCormack  Manager Andre Goh	7  Jan. 26 Mar. 2 Mar. 30 May 4 June 8 Aug 17 Dec 7  3 sub-committee meetings to plan the 12 annual Cops & Community Charity Event	Acting as a resource to the community via an effective communication channel  Be proactively involved in community relations, crime prevention and community improvement  Develop a planned long term vision through the building of knowledge, awareness, presence and understanding	“Meet the Chief” Town Hall Meeting  November 2, 2015  With an attendance of over 120	Cops & Community Charity Event with a net proceed of 8,000 donated to social agencies including youth leadership development group, senior agencies and Canadian Cancer Society. Sept 9	13 CP Workshops:  BYCC 1 TCCSA 2 Carefirst 1 www.51.ca 1 UTSC 1 Chinatown BIA 2 CICS 1 Int'l Visa Students 2 TCBA 1 North York Seniors 1	<b><u>TOTAL:</u></b> <b><u>\$917.49</u></b>  <b>\$82.51</b> <b>Returned to the board</b>
Group		# Meetings	Goals and Objectives	Town Hall Meeting	Initiatives (* = Value Added Project)	Crime Management Process	Expenditures from \$1000 Grant
Aboriginal	S/Superintendent Tom	10	Youth Engagement	N/A	Aboriginal Awareness -	ACC continues to be updated	February 25 Bus

Consultative Committee	Russell Superintendent Rob Johnson Tracey King - Co-Chair		<p>and Youth Issues</p> <p>Community Partnerships</p> <p>Recruiting of Aboriginal community to the TPS</p> <p>Continue to be proactively involved in community relations through consultation/ Support to both community and the TPS</p> <p>Support and involve Divisional Aboriginal Liaison Officers in community events and meetings as well as training</p>		<p>National Aboriginal Month Annual Celebration June 10, 2015 at the Wellesley Community Centre</p> <p>Continue to support the APU and the TPS by attending functions hosted by both the community and the service</p> <p>Encourage the strengthening of relationships by supporting the annual cops and kids camp at Grundy Provincial Park with officers, youth and community members</p>	<p>on current crime trends, as well as discuss current issues/concerns within the community with the TPS at the monthly meetings.</p> <p>ACC continues to support the TPS through the APU through consultations regarding demonstrations , rallies and other issues - acting as part of the liaison team</p>	<p>reimbursement for transportation \$154.24</p> <p>December 8 Award for Former TPS Chief Blair \$104.10</p> <p>December 11 Bus Transportation for East View Students to attend HQ annual Christmas Carolling \$232.90</p> <p>December 7 Aboriginal Headstart - Tree Decorating, carolling singing, gift bags \$73.26</p> <p><b><u>TOTAL:</u></b></p>
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							<b><u>\$564.50</u></b>
							<b>\$435.50 Returned to the Board</b>
<b>Group</b>	<b>Support</b>	<b># Meetings</b>	<b>Goals and Objectives</b>	<b>Town Hall Meetin g</b>	<b>Initiatives (* = Value Added Project)</b>	<b>Crime Management Process</b>	<b>Expenditures from \$1000 Grant</b>
French Consulta tive Committ ee	Civilian Co- Chair Adolphine Mukamanzi  TPS Co- Chair Director Kristine Kijewski  TPS Secretary PC Tina Trépanier  Civilian Treasurer Mayer Elharar	10	Support the Service in its delivery of safety lectures to children within the French schools  Increase the profile of the French Consultative Committee  Outreach to other CCCs/CPLCs  Support the CPLC/CCC Strategic Planning Committee	N/A	TPS Secretary distributed approximately 720 brochures and pencils to students. These were produced by FCC members  FCC members Hosted the 5 International Francophonie Day  FCC members produced a brochure in French & English illustrating the work carried out	N/A	Gift - Engraved watch for former Civilian Co-Chair \$96.05  Gift - Indigo Gift Card for former FCC member \$100.00  Printing 2500 French brochures \$266.34  Printing 1000 English brochures \$106.56  FCC flags &



			<p>Raise funds for French community initiatives</p> <p>Revise existing French Consultative Committee Manual of Rules and Regulations</p>		<p>by the French Consultative Committee</p> <p>FCC members promoted and distributed the FCC's brochure at the French Christmas Market at the College Français, the Club Canadien and the Franco-Fête Festival</p> <p>FCC members participated at the Scotiabank Caribbean Carnival Kick-off at TPS Headquarters</p> <p>FCC members participated at the Scotiabank Caribbean Carnival Parade</p> <p>FCC member participated and</p>		<p>Franco-Ontarian flags used for promotional purposes \$323.75</p>
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					<p>delivered a presentation at the Congolese Youth Conference</p> <p>FCC members participated at the Black History Month TPS Celebration</p> <p>FCC members participated at the Police Week Kick-Off at Humber College</p> <p>FCC members delivered 3 presentations at La maison (Women's Shelter)</p> <p>FCC member attended the Ishtar dinner to mark the end of Ramadan. FCC brochures were distributed.</p>		
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					<p>FCC member delivered a presentation to members of l'Alliance Française about services offered in French which included a description of the work done by the FCC</p> <p>FCC member attended the Intercultural Dialogue Institute dinner and distributed brochures/networked</p> <p>FCC members participated at the CPLC/CCC Conference at TPS Headquarters</p> <p>Planning for speakers series to raise funds - target Spring</p>		<p><b><u>Total: \$892.70</u></b></p> <p><b>\$107.30 Returned to the Board</b></p>
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					2016		
Group	Support	# Meetings	Goals and Objectives	Town Hall Meeting /Community Events	Initiatives (* = Value Added Project)	Crime Management Process	Expenditures from \$1000 Grant
Black Community Consultative Committee	S/Superintendent Jim Ramer Inspector Reuben Stroble Co-Chair John O'Dell Liaison Officer PC Isabelle Cotton Leslie Koski, Secretary	10 monthly meetings 2 Jamaican association meeting CPLC meetings	Promotes healthy strong working relationships with the TPS and members of the black community. Engages dialogue on various Police issues - safety tips - sets goals objectives and target dates Proactive involvement in Community Events	The Jamaican Canadian Association Community Reception for Chief Mark Saunders Chief's Gala YIPI Graduation	<b>Great Debate</b> - engaging students to participate in a debate style event with other local schools and police officers Reading Initiative engaging students from three grades and local police officers to read chosen books to deliver book's message 2014 Keith Forde YES Award		3 iPad Mini purchased to be award during the Great Debate Competition winners  <b><u>Total:</u></b> <b><u>\$1,000.00</u></b>

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JUNE 17, 2016**

**#P152.        AWARD OF CONSTRUCTION SERVICES FOR 52 DIVISION  
RENOVATIONS**

The Board was in receipt of a copy of Min. No. P260/15 from the meeting held on October 19, 2015 with respect to the award of construction services for 52 Division renovations.

The Board agreed to re-open this matter for the purpose of considering the following report dated June 02, 2016 from Chief Mark Saunders:

**SUBJECT    52 DIVISION RENOVATIONS – CONTRACT AMENEDMENT FOR DPI  
CONSTRUCTION MANAGEMENT INCORPORATED**

Recommendations:

It is recommended that:

- (1) the Board approve an amendment to the contract for construction services for the renovation of the 52 Division facility, to DPI Construction Management Incorporated by an additional \$400,000 net of the tax rebate; and
- (2) the Board authorize the Chair to amend the executed agreement for construction services on behalf of the Board, subject to approval as to form by the City Solicitor.

Financial Implications:

The approved capital budget for the 52 Division facility renovation project included in the Toronto Police Service's (Service) approved 2015-2024 capital program is \$8.3M (Min. No. P262/14 refers). The City of Toronto (City) also had State of Good Repair work planned in 2016 and 2017 to repair the 52 Division building envelope and modernize the elevator. Due to the fact the Service's capital project will address the issues identified by the City in their State of Good repair budget, the City provided the Service with \$0.53M, so that the work can be included and managed within this project. The City has now advised that they are able to commit an additional \$0.4M to this project, to enable other necessary infrastructure repairs. This item will go to the City Council in August 2016 for the approval of the budget transfer. As a result, subject to Council approval, the revised total project budget would be \$9.3M.

### Background/Purpose:

The renovation of the 52 Division facility addresses a number of accessibility, mechanical and electrical issues, along with building envelope deficiencies, while improving overall functionality and architectural circulation throughout the facility.

The purpose of this report is to request Board approval to increase the contract to DPI Construction Management Incorporated (DPI), by \$400,000 (net of rebate) for a lump sum total value of \$8,637,945.38 (net of rebate). In addition, the Service is requesting that the Board delegate authority to the Chair to amend the executed construction agreement.

### Discussion:

As part of the tender request for the renovation of the 52 Division facility, all bidders were also requested to provide alternate/optional prices for the deletion of boilers and pumps, installation of new chillers, upgrading cooling towers, as well as other base building components.

At its meeting on October 19, 2015 the Board approved the award of construction services for the renovations of 52 Division to DPI (Min. No. P260/15 refers), for a lump sum amount of \$8,237,945.38 (net of rebate).

However, the award and scope of work did not include the alternate pricing, as identified in their submission, for the previously mentioned optional work.

Subsequent to the award, discussions between the City and the Service identified funds in the City's SOGR budget that could be redirected from another Service facility to the 52 Division renovation project, to enable the completion of the necessary infrastructure work as part of this project.

Accordingly, City Facilities Management has agreed to transfer \$0.4M to the Service's 52 Division capital project, so that the necessary base building State of Good Repair work for this facility can be completed more cost-effectively at this time, and avoid future disruption to Service operations at this facility.

### Conclusion:

In order to make efficient use of project funds, coordinate timing of work and avoid future work on this building, the scope of the 52 Division facility project has been expanded to also address, as part of the Service's current renovation project, building envelope deficiencies which were identified by and are responsibilities of the City. The City will transfer the required funds (\$400K) to enable the completion of this work by the Service contractor (DPI) who was awarded the contract by the Board. This report is therefore requesting that the contract with DPI and the capital project be increased accordingly.

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

**The Board approved the foregoing report and agreed to amend Min. No. P260/15 accordingly.**

**Moved by: S. Carroll**  
**Seconded by: J. Tory**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JUNE 17, 2016**

**#P153. CONTRACT FOR PAGING, MOBILE DEVICES AND SERVICES**

**Declarations of Interest under the *Municipal Conflict of Interest Act*** – Chair Pringle advised that he is the chair of a board which has a financial relationship with Rogers Communications Partnership and did not participate in the consideration of the following report. Mayor Tory advised that he has an ongoing relationship with the Rogers family and did not participate in the consideration of the following report.

The Board was in receipt of a copy of Min. No. P263/15 from the meeting held on October 19, 2015 with respect to the contract for paging, mobile devices and services.

The Board agreed to re-open this matter for the purpose of considering the following report dated June 02, 2016 from Chief Mark Saunders:

**SUBJECT: CONTRACT CHANGE FOR PAGING, MOBILE DEVICES AND SERVICES**

Recommendation(s):

It is recommended that:

- (1) the Board approve an increase to the Province of Ontario Master Agreement with Rogers Communications Partnership for wireless goods and services; and
- (2) the Board authorize the Chair to execute all required Agreements and related documents on behalf of the Board, subject to approval by the City Solicitor as to form.

Financial Implications:

In 2015, the Toronto Police Service (Service) spent \$620,000 (\$590,000 for the Service and \$30,000 for the Parking Enforcement Unit) for mobile data devices and services. It is anticipated that by acquiring these services under the Province of Ontario Master Agreement with Rogers Communications Partnership (Provincial Agreement), the Service will achieve annual savings of up to \$100,000 starting in 2017, based on the current inventory of devices and services.



### Background/Purpose:

A Request for Proposal (RFP) #112662-12 was issued on February 29, 2012, by Purchasing Services to select a vendor for high speed data wireless services and Automated Vehicle Location (AVL) and Mobile Workstation (MWS). As a result, the Service awarded a contract directly to Rogers Communications Partnership (Rogers) for wireless data services and devices which was approved by the Board at the July 19, 2012 meeting (Min. No. P185/12 refers). This Agreement expires on May 16, 2016, but includes the ability to extend the contract for an additional two one-year terms at the discretion of the Board.

At its meeting on October 19, 2015, the Board approved a contract with Rogers Communication Partnership, using the Provincial Agreement for the devices and services (Min.No. P263/15 refers). The Provincial Agreement is the result of a competitive procurement process by the Province and has been made available, on an optional use basis, to provincially funded organizations such as municipalities, agencies, hospitals and school boards.

To enable cost savings, the Service is recommending that the Board not exercise the option years for our current direct agreement with Rogers that it approved in 2012, and instead allow the Service to purchase the required devices and services from Rogers, through the Provincial Agreement. Although the Provincial Agreement was approved by the Board in October 2015, the request to expand participation was deferred until the contract term of the existing contract (approved by the Board in 2012) was closer to the expiry date of May 16, 2016.

The purpose of this report is to seek authority to expand the use of the Provincial Agreement to mobile data devices used for AVL, MWS and Parking Enforcement.

### Discussion:

The Service has reviewed the Provincial Agreement for the expanded use within the Service. It will provide an estimated annual savings of up \$100,000, based on the current level of inventory for AVL, MWS and Parking Enforcement mobile device data services, compared to the current direct agreement with Rogers. The actual annual costs are dependent on the number of devices and amount of usage these devices will incur this year.

The majority of the Service's data devices were migrated over to the new higher speed Rogers LTE network. Under the Rogers agreement, the Service received a promotional credit of \$98,000 from Rogers for performing these migrations. This credit was contingent on a one-year term of operating on the existing plan and was financially effective, as the Provincial Agreement was not yet in place. The one-year operating commitment has now been fulfilled and the Service can move to the Provincial Agreement being recommended without penalty.

Conclusion:

Based on a review of its requirements and in order to obtain required devices and services at the best price, the Service is recommending increase participation in the Provincial Agreement for mobile devices and services. Participation in the Provincial Agreement will provide the Service the best pricing available in the marketplace with the maximum flexibility to meet the Service's changing requirements.

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

**The Board approved the foregoing report and agreed to amend Min. No. P263/15 accordingly.**

**Moved by:           S. Carroll**  
**Seconded by:       K. Jeffers**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JUNE 17, 2016**

**#P154. AMENDMENT: SPECIAL FUND REQUEST – FUNDS IN SUPPORT OF  
THE TRANSFORMATIONAL TASK FORCE**

The Board was in receipt of the following report June 08, 2016 from Andy Pringle, Chair:

**Subject: Amendment: Special Fund Request – Funds in Support of  
the Transformational Task Force**

**Recommendation(s):**

It is recommended:

- (1) THAT the Board re-open Minute No. P61/16 from the meeting that was held on March 17, 2016 in order to clarify the recommendation that was approved by the Board with respect to the funds that are required to support the Transformational Task Force; and
- (2) THAT the Board amend Minute No. P61/16 by indicating that the recommendation should have read: It is recommended that, in support of the work of the Transformational Task Force, the Board approve an expenditure not to exceed \$500,000.00 to obtain professional services to conduct an Information Technology maturity assessment according to the terms of two separate Requests for Proposal (RFP) and that these funds be drawn from the Board's Special Fund as an exception to the Special Fund policy.

**Financial Implications:**

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

**Background / Purpose:**

At the Board meeting that was held on March 17, 2016, the Board approved the following recommendation:

THAT the Board approve an expenditure not to exceed \$500,000.00 from the Board's Special Fund to obtain professional services to conduct data analysis according to the terms of a Request for Proposal (RFP) and to conduct an Information Technology maturity assessment according to the terms of a separate Request for Proposal (RFP) in support of the Transformational Task Force as an exception to the Special Fund's criteria.

(Min. No. P61/16 refers; copy attached as Appendix "A")

**Discussion:**

Subsequent to the decision made by the Board on March 17, 2016, it has been determined that there is a need to amend the recommendation in order to provide greater clarity in our procurement processes.

**Conclusion:**

Therefore, I am recommending that the recommendation contained in Min. No. P61/16 be amended to read as follows:

That, in support of the work of the Transformational Task Force, the Board approve an expenditure not to exceed \$500,000.00 to obtain professional services to conduct an Information Technology maturity assessment according to the terms of two separate Requests for Proposal (RFP) and that these funds be drawn from the Board's Special Fund as an exception to the Special Fund policy.

**The Board approved the foregoing report and agreed to amend Min. No. P61/16 accordingly.**

<b>Moved by:</b>	<b>C. Lee</b>
<b>Seconded:</b>	<b>K. Jeffers</b>

## **Appendix “A”**

### **THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE TORONTO POLICE SERVICES BOARD HELD ON MARCH 17, 2016**

#### **#P61. REQUEST FOR FUNDS IN SUPPORT OF THE TRANSFORMATIONAL TASK FORCE**

The Board was in receipt of the following report March 16, 2016 from Mark Saunders, Chief of Police:

Subject: REQUEST FOR FUNDS FROM THE BOARD'S SPECIAL FUND IN  
SUPPORT OF THE TRANSFORMATIONAL TASK FORCE

#### Recommendations:

It is recommended that the Board approve an expenditure not to exceed \$500,000.00 from the Board's Special Fund to obtain professional services to conduct data analysis according to the terms of a Request for Proposal (RFP) and to conduct an Information Technology maturity assessment according to the terms of a separate Request for Proposal (RFP) in support of the Transformational Task Force as an exception to the Special Fund's criteria.

#### Financial Implications:

The Board's Special Fund would be depleted by a maximum total of \$500,000.00.

#### Background/Purpose:

The Toronto Police Service (TPS) is undertaking an exercise to transform the structural and operational functions of the Service. In support of this exercise, a Task Force has been formed involving members of the community and the Service who are collaboratively working toward changing the model of delivering policing services to the citizens of Toronto. All aspects of policing are being examined during this initiative – from the organizational structure to police facilities to civilianization and beyond. The emphasis of the Task Force is to make thoughtful recommendations based on research supported facts in order to fundamentally change how TPS delivers service now and well into the future.

The work of the Task Force has identified opportunities to provide detailed research into two particular areas of interest: Information Technology and high level data analysis. To accomplish this, the Task Force is requesting funding to engage external professional services to conduct this research

## Discussion:

### **Data Analysis**

The TPS Strategic Management (STM), Business Intelligence & Analytics (BIA) section has been an integral support in the work that the Transformational Task Force is undertaking. As the scope and timelines for the Task Force have developed, the demand for analytical support from the Business Intelligence & Analytics team has increased significantly. Further, the ground-breaking work which the Task Force is undertaking would be further enhanced by independent and specialized resources. These specialized resources would methodically develop client demographic profiles, police service demand models, police division market area models, workload assessments and forecasting. The data analysis and modelling necessary for the strategic allocation of personnel and facilities under a new model of policing will be exhaustive and subject to intense scrutiny. While the Business Intelligence & Analytics section has the capability to perform the required analysis, they do not have the capacity by their current construct to deliver on the Task Force request.

This external work, analysis support, will be heavily relied upon for project decisions, implementation, and evaluation. The analysis and models used through this project will also need to withstand public and Service scrutiny. As such, the sound development of analysis and modelling by an independent analytics services company is critical to the success of the Toronto Police Services' transformation efforts.

The STM - Business Intelligence & Analytics section requires the services of an external partner to comprehensively support the development and implementation of the modelling on which the Toronto Police Service will rely for strategic resource alignment and sustainable cost savings.

The specialized services of an external professional data analysis organization will support the Business Intelligence & Analytics section in the evaluation and modelling of small area demographic profiles, workload, location analysis, visualization and customer insights.

The BIA considered having STM - BIA conduct all modelling and analytical work for the Task Force. This alternative will require the complete dedication of the Business Intelligence & Analytics Team, to the absolute exclusion of any other TPS demand, for the duration of the Task Force. Further, there may be the appearance of analytical bias to support a command decision.

The work conducted by this team is required for many projects throughout the Service and it would be detrimental to business continuity to assign all Task Force analysis to the group.

The empirical decision support used to inform any changes proposed by the Task Force are of utmost importance. The analysis, modelling and data must be of the highest quality and reliability in order to make informed decisions possible and withstand all scrutiny. Without this support, there will be important analytical work which cannot be completed within the project timelines.

Working in conjunction with the Business Intelligence & Analytics section of STM, the external professional data analysis service would greatly assist in completing the extensive and time sensitive requirements of the Task Force project efficiently, reliably and on schedule.

The Service is engaged in the monumental task of transforming current policing practises into a new model of policing by exploring innovative approaches to service delivery, strategic reallocation and distribution of personnel and facilities. All efforts will be focused on ensuring that the Toronto Police Service remains a world leader in policing. The data and research must be done right, the first time, to the absolute highest standard, using the best available technology and practices. An external professional data analysis service is the only viable method to meet this immediate demand to partner with STM – BIA and drive this transformation to the success it can and must be.

### **Information Technology Maturity Assessment**

TPS is also looking to select a qualified external professional service firm to provide expert assistance and advice to assess TPS' information technology organization, business processes, the capability and capacity to provide effective, efficient and economic IT services as well as adapt to and support the technologies and processes to support the new model of policing services.

The TPS wishes to engage a Consultant having the expertise and breadth of experience in information technology organization assessments to conduct an independent review of ITS services at TPS.

The key objectives for this project are to:

- Assess the alignment of the information strategies, business plans and processes with TPS' priorities and business needs;
- Conduct the assessment based on the security standards, protocols and requirements to deliver information technology services in a policing organization in Canada;
- Recommend a ten (10) year roadmap with short, medium, long term goals for improvement to form the next IT strategic and business plans;
- Identify gaps or surpluses in the demand and client and technical requirements for IT services and service delivery vs the capacity and capability;

- Identify any gaps in training and education between current members and the requirements of their job functions;
- Review and recommend areas for improvement in standards, processes, service delivery, management, organizational structure and security resilience;
- Identify options and opportunities for alternate service delivery;
- Assess and report on the organizations capabilities to acquire, implement and support changing technology aligned with policing model changes;
- Research and identify opportunities and options where TPS may leverage technology to enhance public safety over the next ten (10) years.
- Recommendations will deliver effective, efficient and economic IT services; and, includes impacts, estimated costs and benefits.

The areas of information technology included in the assessment are:

- Alignment of ITS strategies, plans, portfolio of projects with TPS priorities
- IT Strategic Objectives and business plans
- IT and ITS Strategies (Human Resource, Enterprise Architecture, Security and Information Management, etc.)
- Governance of IT at TPS, ITS and organization structure:
  - Information Technology Steering Committee
  - Relationship with Command and TPS senior management
  - Relationship with key stakeholders and those with special technology requirements
  - Workforce – positions, job descriptions, numbers, skills and skills development, performance, working agreement obligations and management
  - Decision making framework of processes and roles
- ITS business processes:
  - architecture and development methodologies and practices
  - policies, procedures and processes
  - project and work management
  - IT service management, delivery and performance
  - Alternative service delivery options
- Technologies:
  - Mobile computing services and devices
  - IT Infrastructure – network, servers, end point computing devices, enterprise
  - Platforms and enterprise software
  - Data and information management

Telecommunications Services – telephony, radio, smartphones, PDA's

This wide ranging assessment will provide the Service with a road map for optimising the IT component in TPS over the next 10 years. The requirement for this assessment was identified in Project Reboot in 2013 (Recommendation 3).



It is estimated that this review will cost in the range of \$500,000 and estimated to be completed by September 2016.

Conclusion:

The Transformational Task Force's goal of developing a new model for policing in Toronto now and into the future will be greatly enhanced by obtaining professional services to conduct detailed data analysis and a comprehensive Information Technology maturity assessment. Funding for these initiatives is not currently available in the TPS operating budget. The request for funding these projects from the Board's Special Fund is acknowledged to be outside the scope of the Board's Fund criteria, but within the criteria in Section 132(2) of the *Police Services Act*.

The final cost of each of these studies will depend on some variables and so the full amount of money requested may not be required: one or both of the projects could come in under budget. Any surplus will be returned to the Board. In addition, as these projects and the work of the Transformational Task Force progresses, other opportunities for funding may become available in the Service's operating or capital budgets. It is the intention of the Service to take advantage of whatever opportunities come up to reduce the burden on the Special Fund.

I will be in attendance with members of the Transformational Task Force to answer any questions the Board may have.

**Chair Pringle explained the importance of receiving independent data analysis.**

**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 JUNE 17, 2016**

**#P155.      REQUEST FOR SPECIAL FUNDS:    INTERNATIONAL AUXILIARY  
CONFERENCE & TORONTO POLICE SERVICE AUXILIARY 60<sup>TH</sup>  
ANNIVERSARY**

The Board was in receipt of the following report June 13, 2016 from Mark Saunders, Chief of Police:

**Subject:    International Auxiliary Conference & Toronto Police  
Service Auxiliary 60<sup>th</sup> Anniversary**

**Recommendation(s):**

It is recommended that the Board approve expenditures not to exceed \$60,000.00 from the Board's Special Fund to support the 60<sup>th</sup> Anniversary of the Toronto Police Auxiliary Program and hosting of the 2016 International Auxiliary Police Training Conference.

**Financial Implications:**

Funding to cover the costs of hosting this event would be drawn from the Board's Special Fund and would not exceed \$60,000.00. Any funds not utilized will be returned to the Board.

**Background / Purpose:**

Toronto Police Service (the Service) Auxiliary Members have a long and proud history of serving the citizens of Toronto. For 60 years, Auxiliary Members have demonstrated a tremendous sense of volunteer service and dedication to their community. Their continued assistance and support of policing activities is an integral component of the Service's motto: "To serve and protect - working with the community." Through the Auxiliary Program, members of the public forge a unique and invaluable partnership with members of the Service.

There are currently 360 Auxiliary members, who, over the past three years have volunteered over 80,000 hours annually and have been instrumental in assisting the Service with a number of initiatives, including major community events and Crime Prevention initiatives.

The Service is the largest Municipal Law Enforcement Agency in Canada and its jurisdiction is home to one of the largest Auxiliary contingents in North America. The International Auxiliary Police Training Conference will be the first of its kind to be hosted by the Toronto Police Service.

## **Discussion:**

From September 21st to 25th, 2016, the Service will host the 2016 International Auxiliary Conference in partnership with the Volunteer Law Enforcement Officer Alliance (V.L.E.O.A). The V.L.E.O.A. is a non-profit public charity. The mission of V.L.E.O.A. is to assist in the formation, expansion and training of state, county and city volunteer law enforcement units and to promote awareness of the role of the volunteer officer in providing for the safety of the citizens and their communities. Each year, V.L.E.O.A. organizes a training conference for Reserve and Auxiliary Law Enforcement members, hosted by a sponsoring police agency. The conference is traditionally hosted by a law enforcement agency within the United States. However, 2016 will be the first time the V.L.E.O.A. conference will be hosted outside the United States. Past conference attendees have come from across North America, as well as international attendees from as far away as Singapore. This year's conference has attracted interest from volunteer law enforcement agencies from the Cayman Islands, Florida, New York, Louisiana, Virginia, Iowa, Massachusetts, Colorado, the United Kingdom and Bermuda.

The conference will provide an opportunity for Auxiliary and Reserve personnel from around the world to collaborate with each other through a series of workshops, panel discussions and lectures, with the goal of sharing new ideas, strategies and best practices related to auxiliary policing. As well, the conference will help V.L.E.O.A. and its membership to increase community and law enforcement awareness of the contribution and value of auxiliaries and reserve members and their effectiveness as an extension of policing.

It is anticipated that 150 Auxiliary members and law enforcement volunteers from across Canada, the United States and internationally will attend this year's conference. V.L.E.O.A. members will pay a \$125.00 US fee for the conference and are responsible for their transportation and accommodation costs. The conference opening ceremony will take place on September 21, 2016 and will include the Toronto Police Auxiliary 60<sup>th</sup> Anniversary celebration event. It is anticipated that approximately 600 people will be in attendance at the opening ceremony.

### **Toronto Police Service Auxiliary 60<sup>th</sup> Anniversary:**

The year 2016 marks the 60<sup>th</sup> Anniversary of the Toronto Police Service Auxiliary program. The 2016 International Auxiliary Police Training Conference will offer an unprecedented opportunity for networking with other police agencies and to showcase the efforts and successes of the Toronto Police Service Auxiliary portfolio and program. The organizers plan to commemorate and honour the program by sponsoring the Opening Ceremony Reception Luncheon and a Ceremony recognizing member's years of service with individual awards.

The following outlines some of the estimated costs for the 2016 Auxiliary 60<sup>th</sup> Anniversary Celebration and Auxiliary Police Training Conference.

Portfolios, Stationary, Pens, Bags, etc. - \$10,000

Miscellaneous: Administrative Costs, Art work, Meetings, hotels / hospitality suites, Programs/Pamphlets, Posters, Equipment Rental, refreshment for volunteers: - \$10,000

Opening Ceremony Reception and Luncheon - Honouring TPS Auxiliary 60<sup>th</sup> Anniversary and V.L.E.O.A. Conference.  
Participants: 600 People - \$20,000

60<sup>th</sup> TPS Auxiliary Ceremony: 400 People  
Awards & Recognition, Commemorative Coins, Lapel Pins, Key Chains, Gifts - \$20,000

Total: \$60,000

### **Conclusion:**

Hosting the 2016 International Auxiliary Conference provides an excellent opportunity for the Toronto Police Service to bring together Canadian and International volunteer law enforcement programs to collaborate and share learnings. It is also an opportunity for the Service to showcase its Auxiliary Program, as well as celebrate 60 years of community partnership and express appreciation to the dedicated men and women for their invaluable contribution to the program.

The request for funding of the 2016 International Auxiliary Police Training Conference has been reviewed and meets the Awards and Recognition Programs provision outlined in the Special Fund. Therefore, it is recommended that the Board approve expenditure from the Special Fund, not to exceed \$60,000, in support of the Auxiliary 60<sup>th</sup> Anniversary and Conference.

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

**The Board approved the foregoing report.**

**Moved by: C. Lee**  
**Seconded by: D. Noria**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JUNE 17, 2016**

**#P156.        REQUEST FOR SPECIAL FUNDS: 10<sup>TH</sup> ANNIVERSARY Y.I.P.I. GALA**

The Board was in receipt of the following report June 13, 2016 from Mark Saunders, Chief of Police:

**Subject:        Special Fund Request: 10<sup>th</sup> Anniversary Y.I.P.I. Alumni Gala**

**Recommendation:**

It is recommended that the Board approve an expenditure not to exceed \$60,000.00 from the Board's Special Fund to support the Youth in Policing Alumni Gala, commemorating the program's 10<sup>th</sup> year anniversary.

**Financial Implications:**

Funding to cover the costs of hosting a gala dinner would be drawn from the Board's Special Fund and would not exceed \$60,000.00. Any funds not utilized will be returned to the Board.

**Background / Purpose:**

On February 14, 2006, the Ministry of Children and Youth Services announced the Ontario Government's new Youth Opportunities Strategy, an initiative to provide avenues for youth to be successful in life. A component of that strategy was a three-way partnership between the Toronto Police Services Board (T.P.S.B.), the Toronto Police Service (T.P.S.) and the Ministry of Children and Youth Services (M.C.Y.S.) to hire 100 youth for the summer. Since this initial investment, the Youth in Policing Initiative (Y.I.P.I.) has expanded to include two after-school programs. A year long initiative, the Y.I.P.I. program continues to be a resounding success. This year marks the 10 year anniversary since the program's inception.

**Discussion:**

On August 19<sup>th</sup>, to mark this significant program milestone, the Y.I.P.I. planning team in conjunction with an alumni working group will host a semi-formal gala for past students. It is anticipated that approximately 600 alumni will attend. This date has been chosen in order to accommodate the most amount of attendees who will be home from school for the summer.

The dinner will provide an opportunity for Y.I.P.I. alumni to connect back to the program, TPS staff, as well as provide a venue for the alumni to network among themselves. The dinner will include entertainment (provided by the alumni), speeches from program founders, and a keynote address from an alumnus.

The Allstream Centre is the chosen venue for this event. The following are the estimated costs for the gala as provided by the venue and the YIPI Planning Team:

Dinner: 3 course meal, plus beverage for 600 attendees - \$45,514.32

A/V Equipment and Production Staff - \$9,071.68

Venue Staff - \$2,560.00

Venue décor: centrepieces, floral arrangements - \$700.00

Miscellaneous: gifts for special guests, promotional items - \$2154.00

Total: \$60,000.00

### **Conclusion:**

The request for funding of the 10<sup>th</sup> Anniversary Y.I.P.I. Alumni Gala has been reviewed and meets the Community Outreach and Awards and Recognition Programs provision outlined in the Board's Special Fund policy. Therefore, it is recommended that the Board approve the expenditure from the Special Fund, not to exceed \$60,000.00, in support of the gala.

The Youth in Policing Initiative has proven to be a successful and comprehensive strategy which engages youth from priority neighbourhoods, alongside our community partners. To date, the program has served over 1800 youth who have built lasting and positive relationships with members of the Service, while improving their employability, and undergoing personal and professional training for an improved future. The investment by M.C.Y.S., T.P.S.B. and T.P.S. in this program has been well worth it.

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

**The Board approved the foregoing report.**

**Moved by: C. Lee**

**Seconded by: J. Tory**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JUNE 17, 2016**

**#P157.        REQUEST FOR SPECIAL FUNDS: JUST THINK 1<sup>ST</sup> CAMPAIGN**

The Board was in receipt of the following report June 13, 2016 from Mark Saunders, Chief of Police

Subject:        SPECIAL FUND REQUEST: JUST THINK 1<sup>ST</sup> CAMPAIGN

Recommendation:

It is recommended that the Board approve \$99,093.97 from the Special Fund to cover the cost of the Just Think 1st Campaign.

Financial Implications:

If the Board approves the recommendation contained in this report, the Special Fund will be reduced by \$99,093.97. The Special Fund balance is approximately \$1,859,975, as at April 20, 2016.

Background/Purpose:

Urban Rez Solutions has submitted a proposal requesting funds from the Board Special Fund to cover the cost of the Just Think 1st Campaign which is a social media and radio community engagement campaign aimed at generating awareness and education about gun violence and high risk behaviour and to encourage thought processing and convey integrated conflict management techniques. The Campaign will consist of delivering, over the summer months, a number of public service announcements regarding gun violence.

Urban Rez Solutions delivers comprehensive conflict management, mental health wellness, community engagement and entrepreneurship training and facilitates training with service providers, corporate organizations, community groups and individuals to bring about various aspects of change in pro social development, education and advancement. Mr. Roderick Brereton is the founder and owner of the anger/change management consultancy Urban Rez Solutions. Mr. Brereton has worked extensively since 2000 directing capacity building initiatives. Attending York University and graduating with a BA in Sociology, he thereafter completed comprehensive training in Anger Management, Conflict Resolution, Change Management, Facilitation and Mental Health Wellness/Recovery. Roderick's expertise is consulting, facilitation and designing self-empowering capacity building programs in conjunction with stakeholders. Roderick is renowned for supporting communities which have experienced inter-generational socioeconomic exclusion and disenfranchisement. He has extensive experience

developing systems addressing the unique challenges of racialized and first nations community. Possessing a passion for the arts, Roderick has written and produced urban music since the 1980's. His accolades include having songs on EA Sports' Triple Play 2000 and Triple Play 2001 and co-producing a Juno Award Winning song in 2007. Roderick finds music to be an amazing engagement tool. Combining formal training, the arts and "street smarts" in client centered, self-empowering programming, Roderick emphasizes developing and embellishing effective pro-social behavioural change strategies and exercising well thought choices.

Farley Flex, speaker, community leader, restaurateur and currently President and CEO of Plasma Management & Productions Inc., an integrated multimedia company, specializes in managing the potential of people and projects in the entertainment and sports industries. Flex is also the founder of R.E.A.L. School - Reality Education & Applied Life-skills, a not for profit organization focused on community capacity building as well as youth and community engagement. Flex has always chosen to juxtaposition business endeavours with community contribution. Having received multiple awards and recognition for his work in both areas, Flex has most recently been inducted into the Scarborough Walk of Fame for his local and international contribution to community, business and especially youth. Other notable recognitions include the Queen Elizabeth II Diamond Jubilee Award for his work with the world's most vulnerable children, the Harry Jerome Award for Entertainment and Community Service, two Bob Marley Awards for Education and Community Development work and Business and Community Service, the Black Business and Professional Association Men of Excellence Award and several other awards and recognitions that speak to Flex's ability to balance business with social responsibility. Programing inspires empowerment in individuals and communities and offers a culturally relevant approach to capacity building as well as a universal body of principles known as the Seven C's - Conscious Choice, Curiosity, Courage, Change, Challenge, Commitment and Communication. The end goal is to maximize performance in order to fulfill potential for all.

With over 25 years combined experience, Urban Rez Solutions, offers a wide range of intercultural workshops and seminars designed to enrich the client group, and have access to a very extensive network of international musicians, athletes, television celebrities, comedians, actors and community leaders. Some of Urban Rez Solutions' tasks have included:

- *Managing the 'RISE' intervention/reintegration program (funded by the Department of Justice) focusing on youth who have been involved with gang activity and gun violence*
- Developing 'RISE' youth violence intervention strategy policy from its inception
- Providing youth violence consultancy to TVO award winning documentary based on gun violence 'Up In Arms'
- Utilizing evidence based intervention mitigating risks by focusing on economic opportunities, educational attainment, family well-being and the reduction of social isolation.



- Providing 3yrs+ of youth violence prevention/community safety intervention strategy to Lawrence Heights, Neptune and Firgrove communities in collaboration with TCHC
- Facilitating Ministry of the Attorney General funded Life After Death program to youth who experienced loss as a result of violence from 2014-2016 in conjunction with Promoting Education and Community Health and York University

To date Urban Rez Solutions has delivered its programming to service providers including; Toronto District School Board, Toronto Police Services & The Ministry of Community Safety and Correctional Services, Maple Leaf Sports & Entertainment, Canadian Training Institute, JVS, Native Child and Family Services of Toronto, Beausoleil First Nation Reserve, Northern Nishnawbe Education Council, The Ministry of The Attorney General, TAIBU Community Health Centre, Frontier College, Promoting Education and Community Health, Evergreen Brickworks, Thorncliffe Neighbourhood Office, Goodwill Employment Services, The United Way and various iterations at Toronto Community Housing.

Urban Rez Solutions has trained staff at the Toronto District School Board, Native Child and Family Services of Toronto, For Youth Initiative, Frontier College, Ontario Independent Police Review Director, Doorsteps Neighbourhood Services and Aboriginal Legal Services of Toronto

### Discussion:

Over the years a number of reports have revealed that the lack of social, educational, cultural and economic supports experienced by alienated Toronto youth, particularly those in “priority identified areas,” contribute to their sense of hopelessness and despair. Hence the need for programs and initiatives that address their needs, interests and ambitions in order to restore their hope and opportunities (McCurry & Curling, 2008; Falconer, Edwards 7 Mackinnon, 2008; City of Toronto and United Way, 2005).

In the Roots of Violence Report commissioned after the fatal shooting of a high school student, McCurry & Curling expressed, “our experience and our work on this review make it clear to us that most youth who feel connected to and engaged with the broader society and who feel valued and safe and see a positive future for themselves will not commit serious violence. The report went on to further suggest that, “While no set of factors can explain all violence, we are persuaded that youth are most likely to be at immediate risk of involvement in serious violence if they”:<sup>1</sup>

- Have a deep sense of alienation and low self-esteem
- Have little empathy for others and suffer from impulsivity
- Believe that they are oppressed, held down, unfairly treated and neither belong to nor have a stake in the broader society

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<sup>1</sup> Curling, A., McMurtry R. (2008). [The Review of the Roots of Youth Violence](#), Pg. 25

- Believe that they have no way to be heard through other channels
- Have no sense of hope

The Roots of Violence Report advanced education and social engagement as mechanisms of hope and viable alternatives to counter the draconian realities of the tenets outlined above which nurtures and facilitates the perpetration of violent acts. “Education is universally seen as one of the best ways out of poverty and as a sound investment in the future of individuals, families and communities, and thus in the social fabric of our entire society.”<sup>2</sup>

Identifying trends in violence and gun violence and understanding the reasons that violence might be increasing, especially among gang involved youth, has become a priority for governments. In Toronto alone, there has been a noted increase in violent incidents, including gun related crimes. For example, statistics indicate a 216.7% (or 13 individuals) of shooting involved death over the same time last year.<sup>3</sup> While gun and other violent acts in our communities receives intense media coverage immediately following the incident, the trend is that media coverage dissipates and the incident slips from the public eye and policy makers until another shocking incident occurs. The goal of the proposed Just Think 1st Campaign is to, among other things, using mass and social media, increase awareness of high risk behaviour and violence from an ‘Ounce of Prevention’ perspective.

The effectiveness of mass media campaigns is well documented. There are dozens of national media efforts publicizing a variety of issues, which have increased public awareness and generated positive action. Notable among these is the breast cancer pink ribbon campaign, MADD which has become synonymous with reduced drinking and driving and seat belt use (Buckle Up for Safety), to name a few. Similarly, Just Think 1st campaign can directly and indirectly generate public support for the actions proposed in this education campaign. Specifically, the Just Think 1st Campaign is a social marketing campaign that seeks to increase awareness of gun violence and high risk behaviour, as well as create an environment for community engagement and connection with youth.

Just Think 1<sup>st</sup> will consist of comprehensive radio and social media public service announcements. This multi-faceted initiative will engage and urge individuals who have the propensity to live a high risk criminal lifestyle or those who are on the cusp of high risk activity to think before they act and consider the consequences of their actions. Just Think 1st will support creating a positive medium and long term vision for bridging the relationship gap between police and community. Just Think 1st initiatives will include captivating and poignant public service announcements (PSA), relevant social media proliferation and a series of creative, exciting and informative community interactions. This campaign is seen as an effective tool that will integrate conflict management

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<sup>2</sup> Ibid. Pg. 51

<sup>3</sup> [http://www.torontopolice.on.ca/statistics/ytd\\_stats.php](http://www.torontopolice.on.ca/statistics/ytd_stats.php)

techniques and encourage thought processing to reach informed judgments about participating in high risk activities. The campaign objectives are as follows:

- Reduce incidences of violence in the City of Toronto through effective and relevant media and social communication.
- Encourage individuals to THINK BEFORE THEY ACT, thereby mitigating negative outcomes.
- Promote pro social beliefs, identity and self- worth
- Via Pop Culture provide access to new skills, knowledge, attitude and values
- Exposure to new meaning and purpose in life
- Creating a positive medium and long term vision of self for individuals whose immediate circumstances inhibit goal setting
- Completing a project with tangible results that will continue to inspire further primary objective of enhancing community and Police relations.
- Fostering an environment of self-evaluation and positive change
- Breaking down barriers through relationship healing and enhancement.
- Celebrating outcomes and achievements as they happen within communities

Just Think 1<sup>st</sup> campaign will target youth between the ages of 12 to 24 years old that are feeling isolated and/or are on the cusp of making a poor decision about participating in high risk behavior and or criminal activity, as well as those that are repeat offenders and are deemed likely to commit a violent act. The campaign will run throughout the summer months, and features, digital signage and transit advertising, social media and radio ads and direct mail advertising. Information about the campaign will also be provided to community centres and other youth organizations.

The PSAs will feature a series of scripted scenarios, public service announcements and slogans will be created. The key and consistent message to be reinforced will be the “Just Think First” message. The content will include a lead up of visual, oral and written scenarios under which individuals are faced with emotional, psychological and peer induced pressures that lead them to a potentially life changing, decision making crossroads. In all outcomes the central character of the message will choose to “Think First” which will result in a positive outcome that strongly reinforces how very important it is to “Just Think 1st” always! Digital effects used to convey the central character ‘thinking out loud’ (A split second where time stands still and evaluation take place) will be utilized to highlight the process of resonance and processing the best course of action given the matter at hand. Peer relationships which exhibit leadership, encourage the central character experiencing crisis to think past the immediate situation, look at the bigger picture and to conduct cost benefit analysis will also be showcased. The precarious situations where processing/decision making is imminent for the central character, will not make reference to any act of violence or illegal activity.

It is important that celebrity guests pique the interest of the target group and also have a message that resonates. Thus, local celebrities and youth will be used to motivate the desired behaviour change and promote positive social norms. Message placement and

frequency of the PSAs will run of schedule (ROS) which essentially means that the PSA will be heard on each day part (Morning Drive, Midday, Afternoon Drive, and Evening) in order to expose the target audience and maximize the probability that they are paying attention.

One of the important benefits of a successful public education campaign is the opportunity to form partnerships to share responsibility in combating violence. Through these PSA's and community engagements more community members become aware, and can become essential members, of existing prevention activities. In addition, Urban Rez will be collaborating with the Service to develop PSA messaging, as well as partnering with the Service to organize youth and community engagement forums. Developed through the Service's Divisional Policing Support Unit and its partnering agencies, these engagement activities will provide an opportunity for youth and police to forge new friendships and create closer bonds in an environment void of conflict. It is intended that these police/youth forums will be held at publically accessible strategic locations throughout the City. Individuals invited to participate in the forum will include the Chief of Police, Neighborhood officers, informal community leaders, local councilors, and local celebrities. It is anticipated that a maximum of 4 forums will be held.

An activity and tasks sheet which provides a detailed overview of the project processes, activities and timelines, as well as an itemized budget is attached to this report as for your information.

#### Conclusion:

Just Think 1<sup>st</sup> Campaign aims to reach out to youth that are on the cusp of engaging in high risk behaviour, with the objective of presenting them with alternative choices, as well as creating opportunities for community engagement and connection. The Just Think 1<sup>st</sup> campaign meets the community engagement provision of the Board Special Fund Policy and complies with the Service's Safe Neighbourhoods Priority.

The Board's approval of this funding request is a strategic investment towards reducing the need for policing intervention and complement policing resources, in support of community policing.

**The Board approved the foregoing report.**

**Moved by: C. Lee**  
**Seconded by: K. Jeffers**

Summary

**"JustThink 1st" PRODUCTION BID**

Bid Date: Monday April 4, 2016  
Revision Date: Wednesday April 27, 2016

Production Co.: <b>URBAN REZ SOLUTIONS</b>	Exec Producer: <b>Towa Beer</b>
Address: 4439 Lawrence Ave. East Toronto, ON M1E 2T6	Telephone: 647-865-8255
Telephone: 647-287-4741	Email: <a href="mailto:towa.beer@gmail.com">towa.beer@gmail.com</a>
Email: <a href="mailto:rod@urbanrezsolutions.com">rod@urbanrezsolutions.com</a>	
Job #: <b>JustThink 1st</b>	Client: <b>Toronto Police Services</b>
Director: Various	Product: Public Service Commercial & Awareness Campaign
Line Producer: TBC	Campaign: Just Think First
DP: TBC	Website: <a href="http://www.justthinkfirst.com">www.justthinkfirst.com</a>
Art Director: TBC	

SUMMARY OF ESTIMATED PRODUCTION COSTS		Estimate
1	6 x :30 second commercial (HIGH) for TV, Digital placement	\$ 40,000.00
2		\$ -
3		\$ -
<b>PRODUCTION</b>		<b>Sub-total \$ 40,000.00</b>

SUMMARY OF ESTIMATED ADVERTISING COSTS		
4	Collateral Production (Radio, Print, Social, Merchandise & Billboards)	\$ 9,656.72
5	Advertising Costs	\$ 27,680.79
6	Professional Fees	\$ 17,037.70
<b>ADVERTISING</b>		<b>Sub-total \$ 54,375.21</b>

SUMMARY OF ALL COSTS		
		\$ 94,375.21
		Contingency 5%
		\$ 4,718.76
<b>TOTAL</b>		<b>\$ 99,093.97</b>

**COMMENTS**

Duration of all marketing campaign elements subject to approval.

Payment: 50% paid prior to shoot, Final 50% paid within 30 days of shoot.

Marketing Advertising

Marketing Communications					
Type	Market	Total Insertions	Insertion Period		Total
			week start	week end	
Production & Collateral					
Photoshoot: Matthew "Eye" Ogunsanya	Toronto		week 1	week 1	\$ 840.72
Radio Production: 3 x :30 spots	Toronto	1	week 1	week 1	\$ 500.00
Music licensing & score (\$80/hr x 8hr)	Toronto	8	week 1	week 1	\$ 1,536.00
Voice Talent: 3 x :30 spots	Toronto	1			\$ -
Merchandise (T-shirt, Hats): ALL THAT Marketing & Productions	Toronto	500	week 1	week 4	\$ 2,700.00
Flyers: 5 x 6 (Full colour, glossy)	Toronto	5,000	week 2	week 2	\$ 120.00
Posters: Outdoor 24" x 36" or 27x39"	Toronto	250	week 2	week 2	\$ 450.00
Flyer Distribution: 1 Teams	Toronto	5,250	week 2	week 2	\$ 438.00
OOH: Billboard Production & Installation	Toronto	1	week 6	week 6	\$ 3,072.00
Sub Total					\$ 9,656.72
Ad Placements					
TV Ads (PSA :30)					
OMNI					
CP24					
Social Media Ads					
Facebook	Toronto	167,000	week 1	week 8	\$ 3,600.00
Instagram	Toronto	1,170,000	week 1	week 8	\$ 3,000.00
Twitter	Toronto	336,000	week 1	week 8	\$ 3,000.00
Print Ads					
Pride News Magazine (1/4 page ad)	Toronto	40,000	week 2	week 4	\$ 838.80
Share Magazine (Ad package)	Toronto	85,000	week 5	week 6	\$ 3,241.99
SEM					
Google Adwords	GTAH	7,500	week 1	week 6	\$ 5,000.00
Radio Ads					
G987FM	Toronto	315,000	week 5	week 6	\$ 5,400.00
Email list purchase					
Pride Magazine subscribers	Toronto	15,764,500	week 2	week 6	\$ 3,600.00
Sub Total					\$ 27,680.79
Consultant Fees					
Months					
Project Manager		2	week 1	week 8	\$ 6,000.00
Creative Director (all artwork)		2	week 1	week 8	\$ 3,000.00
Website design/hosting/updating		1	week 2	week 6	\$ 2,400.00
Media Buyer (10% of total buy)		1	week 2	week 6	\$ 3,321.70
Media relations: Melboogie Media		1	week 2	week 6	\$ 816.00
Graphic Design (flyers, posters)		1	week 1	week 4	\$ 420.00
Social Media: SocialyLIT		1	week 2	week 6	\$ 780.00
Media Planner: Fleishman Hillard		1	week 1	week 1	\$ 300.00
Sub Total					\$ 17,037.70
Total Marketing/Advertising					\$ 54,375.21

Activities & Tasks	Outcomes	Timeline	Who is Responsible
<p>Notifying Stakeholders: The consortium will notify partners and stakeholders who are privy to the Urban Rez Solutions grant request submission (community organizations, corporations, educators, churches and citizens of influence from entertainment and sports industries) that the request has been approved.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Multi-tiered community participation</li> <li><input type="checkbox"/> Heightened awareness of the Just Think 1<sup>st</sup> Campaign,</li> <li><input type="checkbox"/> Increased likelihood that the target group is measurably engaged</li> <li><input type="checkbox"/> Strengthening community &amp; TPS relations (TPS partnering in a culturally sensitive relevant crime prevention initiative)</li> <li><input type="checkbox"/> Ambassador Recruitment</li> </ul>	10 days	Urban Rez/TPS,

Activities & Tasks	Outcomes	Timeline	Who is Responsible
<p>Public Service Announcement Video</p> <p>Production: The creation of (6) 1 minute videos that encapsulate the Just Think 1<sup>st</sup> message. These videos will have the capability to be edited and exported for use on all relevant media platforms.</p> <ul style="list-style-type: none"> <li>a. Brainstorming sessions in collaboration with TPS(officers who have a demonstrated interest in the arts/urban culture)community consult designates and the video director to discuss ideas/content to be conveyed in the video script</li> <li>b. Agreement from the stakeholders/partners of the video script content</li> <li>c. Scouting locations/obtaining permits etc for video shoots</li> <li>d. Casting</li> <li>e. Video shoot</li> <li>f. Post production/music scoring</li> <li>g. Completed product</li> </ul>	<p>Having an effective tool that will generate awareness, encourage thought processing and convey integrated conflict management techniques.</p>	<p>14 days</p>	<p>TPS/Urban Rez</p>



Activities & Tasks	Outcomes	Timeline	Who is Responsible
<p>Public Service Announcement Radio</p> <p>Production: The creation of (6) 1 minute radio that encapsulate the Just Think 1<sup>st</sup> video message. Radio PSA's will run simultaneously with videos.</p> <ul style="list-style-type: none"> <li>a. Music pre-production</li> <li>b. Recording of PSA</li> <li>c. Mixing</li> <li>d. Mastering</li> <li>e. Completed product</li> </ul>	<p>Having an effective tool that will generate awareness, encourage thought processing and convey integrated conflict management techniques.</p>	<p>3 studio sessions</p>	
<p>Launch/airing of Video and radio campaign</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Heightened awareness of the Just Think 1<sup>st</sup> Campaign,</li> <li><input type="checkbox"/> Increased likelihood that the target group is measurably engaged</li> <li><input type="checkbox"/> Strengthening community &amp; TPS relations (TPS partnering in a culturally sensitive relevant crime prevention initiative)</li> </ul>	<p>July 1, 2016 - Duration of initiative</p>	<p>Urban Rez/TPS</p>
<p>Print and Social Media Development</p>	<p>Marketing and Promotions</p>	<p>July 1, 2016 - Duration of</p>	<p>TPS/Urban Rez</p>

Activities & Tasks	Outcomes	Timeline	Who is Responsible
		initiative	
School Assemblies and Community Centre Gatherings	Relationship Enhancement	TBD	TDSB/ TCHC/ TPS/Urban Rez
Community Celebration	Long-Term Engagement	Spring 2017	TPS/Urban Rez

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JUNE 17, 2016**

**#P158.        REQUEST FOR SPECIAL FUNDS: REIMBURSEMENT OF TRAVEL  
EXPENSES FOR MEMBERS OF THE MENTAL HEALTH EXTERNAL  
ADVISORY COMMITTEE**

The Board was in receipt of the following report June 16, 2016 from Andy Pringle, Chair:

Subject:        Request for Funds – Reimbursement of Travel Expenses for Members of  
the Mental Health External Advisory Committee (EAC)

**Recommendation(s):**

It is recommended that, as an exception to its policy governing the Special Fund, the Board approve an expenditure not to exceed \$2,500.00 to cover the costs of catering and travel expenses for members of the EAC who reside outside of the GTA.

**Financial Implications:**

If the Board approves the recommendation contained within this report, the Special Fund will be reduced by an amount not to exceed \$2,500.00. The current balance of the Special Fund is \$1,859,975.97.

**Background / Purpose:**

At its meeting on February 24, 2016, the Board approved the creation of the Toronto Police Services Board Mental Health External Advisory Committee (Min. No. P30/16 refers).

The mandate of the External Advisory Committee is to answer the question as follows:  
Are the programs and procedures that the Toronto Police Service has in place effective in maximizing the likelihood that interactions between police and people with mental illness will be resolved safely/optimally?

**Discussion:**

Prior to the first meeting of the EAC which was held on Monday May 2, 2016 at the Toronto Police College, the Board, at its meeting on April 20, 2016, approved reimbursement of accommodation and travel expenses for members travelling from outside the GTA from its operating budget (Min. No. P89/16 refers).

The EAC has determined that additional meetings are required in order to effectively meet its mandate. A number of EAC members must travel from outside the city in order to attend meetings. As a result, it is now necessary to seek additional funds from the Special Fund to cover the costs of catering for EAC meetings and travel expenses for members of the EAC who reside outside of the GTA of as the Board does not have funds in its operating budget for this purpose.

**Conclusion:**

It is, therefore, recommended that, as an exception to its policy governing the Special Fund, the Board approve an expenditure not to exceed \$2,500.00 to cover the costs of catering and travel expenses for members of the EAC who reside outside of the GTA.

**The Board approved the foregoing report.**

**Moved by: C. Lee**  
**Seconded by: K. Jeffers**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JUNE 17, 2016**

**#P159. SENIOR PROJECT MANAGER, TRANSFORMATIONAL TASK FORCE  
CHANGE INITIATIVE – CONTRACT AWARD**

The Board was in receipt of the following report June 17, 2016 from Mark Saunders, Chief of Police:

Subject: SENIOR PROJECT MANAGER, TRANSFORMATIONAL TASK FORCE  
CHANGE INITIATIVE – CONTRACT AWARD

Recommendations:

It is recommended that:

- (1) subject to the completion of a successful second interview of a preferred candidate and the completion of successful background and reference checks on the candidate, the Board authorize the Chair and the Chief to award the contract for a Senior Project Manager for the Transformational Task Force Change Initiative for a period of eighteen (18) months, commencing July, 2016 at a fee not to exceed \$454,000.00 (including taxes);
- (2) the Board authorize the Chair and the Chief to extend the contract for up to an additional eighteen (18) months on the same terms and conditions and for the same fee, if the services are still required, and subject to satisfactory performance and availability of funds;
- (3) the Board authorize the Chair to execute the agreement for the contracted services on behalf of the Board, subject to approval as to form by the City Solicitor;
- (4) if the candidate is not considered acceptable after the second interview and checks, authorize the initiation of a further procurement process to recruit a Senior Project Manager and authorize the Chair and the Chief to award the contract to the successful candidate should that further procurement process identify a suitable candidate.

Financial Implications:

The total value of this contract, including the option period, is estimated to be \$908,000.00, including applicable taxes.

This is an important investment to help secure the success of the implementation and objectives of the transformation over the next 18 months, and potentially three years.

The 2016 portion can be funded from the Toronto Police Service (Service) 2016 operating budget. The funds required for the remaining contract period will be incorporated into the Service's budget request for each respective year, and will require approval by the Board.

#### Background/Purpose:

In December 2015, the Toronto Police Services Board (Board) approved a motion for the creation of a Transformational Task Force (TTF) to explore opportunities for sustainable efficiencies in the delivery of policing to the City of Toronto (Min. No. P300/15 refers).

The TTF is chaired by the Board Chair and the Chief of Police, and is comprised of twelve Service members and external subject matter experts who have been tasked with making recommendations to the Board. The TTF recommendations will modernize policing for the City, by designing a road map for an innovative, sustainable and affordable model that most importantly, will place communities at its core. The model will be intelligence-led and will optimize the use of resources and technology, while embracing partnerships as a means of enhancing the Service's capability and capacity.

Specifically, the TTF will examine Service functions, programs, services and activities with consideration to leading practices across all facets of policing from around the world. It will also identify, review and recommend opportunities for innovative technology to support the Service's ability to deliver on a future community safety model. The TTF will examine the following with a focus on delivering high-quality customer service and value to Toronto's diverse communities and neighbourhoods:

- Core policing functions (per the *Police Services Act*) and alternatives for service delivery
- Shared services
- Civilianization
- Outsourcing
- Technological opportunities
- Organizational structure and staffing
- Facilities realignment
- Training
- Partnerships
- Performance measures
- Reports regarding organizational change and efficiency undertaken within the past 5 years

The purpose of this report is to request Board approval to engage the services of a contracted Senior Project Manager who will be responsible for providing support, guidance and innovative management and coordination for the various initiatives that will be recommended for implementation. The Project Manager will provide support to the TTF members, as well as to the business leads and Service members involved in

the project for the remainder of 2016, as the Task Force works toward completing the Final Report to the Board in December 2016. The Project Manager will also work with the Strategy Management Unit on coordinating and managing the implementation of the TTF recommendations beyond the December report.

#### Discussion:

On May 18th, 2016, the Service's Purchasing Services Unit issued Request for Service (RFS) #2016-04 for the provision of contracted services of one (1) Senior Project Manager for the Transformational Task Force. The RFS was advertised using MERX, an electronic tendering service, designed to facilitate the procurement of goods and services worldwide. Forty-nine (49) vendors downloaded the RFS package with 25 agencies/consulting firms submitting a response. Overall, the resumes of 74 candidates were assessed by an evaluation team, with a goal of shortlisting no more than five (5) candidates who would proceed to the interview stage, based on scores from the mandatory and preferred competencies and experience, summarized below.

#### **Rated Competencies (Skills/Knowledge Requirements)**

##### *Mandatory*

- Have demonstrated success in leading, managing, and integrating projects processes and best practices with the ability to prioritize and meet project deadlines
- Have the ability to initiate, build and foster effective relationships through participation in business and organizational change, and modernization plans and initiatives
- Have excellent change management and transformational leadership skills, with a strong ability to coach and mentor team members through change
- Have effective interpersonal, negotiations skills, including outstanding written and verbal communications skills
- Be proficient in Excel, PowerPoint and Microsoft suite skills

##### *Preferred*

- Have experience in leading, managing, and integrating projects in a large municipal and/or law enforcement organization is considered an asset
- Have experience in developing and implementing effective change management strategies to support large-scale projects

##### *Soft Skills*

- Be an enthusiastic and creative leader with the ability to inspire and motivate people, while building consensus at the strategic level
- Able to prioritize, multi-task and meet deadlines in a fast paced environment
- Effective troubleshooting and problem solving skills to aid in the identification of root cause issues and develop creative solutions

## **Education, Training, Certifications or Designations**

### *Mandatory*

- Possess an undergraduate degree in a relevant field
- Possess Project Management Professional (PMP) designation

### *Preferred:*

- Possess a Master's degree or equivalent experience
- Have completed formal change management training

### *Experience:*

- Have a minimum 7+ years of experience in project management in complex and transformative change environments
- Have been involved in at least two transformative change projects in organizations of a similar size as the Toronto Police Service in the last ten years with one having been completed in the Canadian public sector
- Have demonstrated success with project management processes and best practices with the ability to prioritize and meet project deadlines
- Have a proven ability to deliver projects on time and on budget, while maintaining effective client and team relationships
- Have prior working experience developing and implementing multiple project plans, programs, support tools and processes
- Have experience in large-scale, multi-disciplinary change management projects

Once the detailed resume review was completed, three candidates proceeded to the interview stage where a series of competency and behavioural oriented questions were asked of the candidates. These questions were designed to evaluate the “fit” of the candidates, and included criteria such as: problem solving and planning; communication; skills and experience; and motivation.

### Conclusion:

Three of the candidates were interviewed. One candidate presented well. Given the importance of the role of the Senior Project Manager to the transformation change initiative, the panel decided that a second interview was necessary for a more thorough assessment.

Because of the short time span between the selection process and the Final Report in December, it is requested that the Board authorize the Chair and the Chief to award the contract depending on the results of the second interview, as well as reference and background checks.

The Chief will subsequently advise the Board of the selection at its meeting in July, should this candidate be successful.



Should the candidate not be considered acceptable after the second interview, the Service will continue to work with its Purchasing Manager on a further procurement process to recruit a Senior Project Manager for this project.

It is, therefore, requested that if a further procurement process is required, given the tight time frames required for recruiting a Project Manager and the Transformational Task Force's Final Report in December, that the Board authorize the Chair and the Chief to award the contract to a successful candidate should that procurement process identify a suitable candidate.

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: C. Lee**  
**Seconded by: D. Noria**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JUNE 17, 2016**

**#P160.                    *IN CAMERA* MEETING – JUNE 17, 2016**

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 subsection 35(4) of the *Police Services Act*.

The following members attended the *in camera* meeting:

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

Absent: Ms. Marie Moliner, Member

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**#P161.      ADJOURNMENT**

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Andy Pringle  
Chair